From: Sean Taylor [redacted]

Sent: Monday, January 23, 2017 7:49 PM

To: Cohen, Samuel M

Subject: Automatic reply: Serrine Lau

I am out of the office on business travel in Europe and the US until January 30th, 2017, with limited email access. I will endeavor to respond to your email message as quickly as possible when I return.
Best,

Sean Taylor

From: Poulos, Sylvia [redacted]
Sent: Tuesday, January 31, 2017 3:15 PM
To: Cohen, Samuel M
Cc: Rankin, Robert
Subject: Calorie Control Council and possible IARC review of aspartame

Hi Dr. Cohen,

I hope you've had a great start to the year. Calorie Control Council members appreciate your time and effort in submitting comments to the California Environmental Protection Agency's Proposition 65 Carcinogen Identification Committee (CIC) as they reviewed aspartame last year. As you may know, the CIC recommended aspartame be a "medium-high" priority chemical for future review.

As a possible CIC review of aspartame may impact review by the World Health Organization's International Agency for Research on Cancer (IARC), and vice-versa, I would appreciate any insights regarding the review process that IARC undertakes and potential activities that the Council could consider in preparation for a review. Lyn Nabors suggested contacting you as you may have helpful feedback or know of others that I should contact.

Please let me know if there would be a good time to discuss this further.

Thank you,
Sylvia

Sylvia P. Poulos, Ph.D., RD, LD, CSSD
Director of Nutrition & Scientific Affairs

Calorie Control Council
1100 Johnson Ferry Road, Suite 300
Atlanta, GA 30342

[redacted]

The Calorie Control Council is managed by Kellen, an employee-owned association management company providing association and meetings management, public relations, government affairs, marketing, web site development and graphic design services. Offices in Atlanta, Chicago, New York, Washington, Brussels and Beijing. www.kellencompany.com.

From: Alex Malaspina [redacted] >

Sent: Tuesday, February 14, 2017 5 24 AM

To: davidmiller@cunet.carleton.ca;robert.a.barter@exxonmobil.com [redacted] ;john.black@viu.ca;john.c.peters@ucdenver.edu;James.Hill@ucdenver.edu; [redacted] [redacted] jshchen@ilsichina.org;hzhang@coca-cola.com;zhangh@email.chop.edu

Cc: geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg;dbanati@ilsieurope [redacted] k;ulrich-mohr@t-online.de [redacted] ;maria.nomikos@dnomikos.gr;mlanzanova@coca-cola.com;gb.wuertzen@post.tele.di [redacted] ;ttogami@ilsijapan.org; [redacted] Cohen, Samuel M;beauchamp@monell.org

Subject: Fwd

Attachments: February 2017 Insider.pdf

Exce lent letter about the work of Doctors without Borders

Worth reading

Best Alex

—Original Message—
From Alex Malaspina [redacted] >
To [redacted]
Sent Tue, Feb 14, 2017 6 13 am
Subject Fwd

The most critical work in today,s world in helping refugees, children and the hea th of women by Doctors Without Borders is unsurpassed, This email is most interesting , moving and enlightening ,and I hope you have a chance read it '

Best Alex

—Original Message—
From Laurel Combs <Laurel.Combs@newyork.msf.org>
To Alex Malaspina [redacted]
Cc John Lawrence <John.lawrence@newyork.msf.org>
Sent Mon, Feb 13, 2017 3 55 pm
Subject RE

Dear Dr. Malaspina,

Thank you so much for your kind words – Jason is the Executive Director of MSF USA and I'll let him know you appreciated the letter. He's actually traveling at the moment so I've gone ahead and attached a copy of the letter. If you have any specific questions or comments for Jason I'd be happy to pass them along.

All the best,

Laurel

Laurel Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

http //www.doctorswithoutborders.org

From: Alex Malaspina [mailto [redacted]]
Sent: Monday, February 13, 2017 3 04 PM
To: Laurel Combs <Laurel.Combs@newyork.msf.org>
Cc: John Lawrence <john.lawrence@newyork.msf.org>
Subject:

Dear Laurel

A Mr. Jason Cone from your organization sent me a beautiful letter about your work. I do not know how to get in touch w th this gentleman. Could you please ask him to email me the same letter as I would like to circulate it to my family and some friends.

Warmest regards. Alex

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

333 Seventh Avenue, 2nd Floor
New York, NY 10001-5004

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Fax: (212) 679-7016

Web: www.doctorswithoutborders.org

February 2017

Dear Friend,

I hope you have had an excellent start to the New Year. As one of our generous supporters, I believe it is critical to explain the various choices Doctors Without Borders/Médecins Sans Frontières (MSF) makes whether in responding to a humanitarian emergency or choosing to speak out publicly. I wanted to take the opportunity to explain some of MSF's main concerns with two executive orders issued by President Trump and how, as an organization, we make decisions about speaking out.

As has always been the case, MSF speaks out when policies affect our patients and their access to medical care, or when they undermine the response to humanitarian emergencies or global health challenges. It is not a matter of who holds power, whether in the US or other countries, but how policy decisions or particular actions heighten the suffering of our patients or compromise our capacity to care for them. This is what led MSF to strongly denounce the Obama administration for the bombing of the MSF hospital in Kunduz, Afghanistan, and to call for the removal of provisions in the Trans Pacific Partnership (TPP) trade agreement that threatened access to essential medicines. These are merely two examples of where, regardless of which political party controls the White House, MSF has chosen to speak out based on the interests of our patients rather than on ideological grounds.

As many of you may have read or heard, MSF issued two public statements during the week of January 22nd in response to executive orders signed by President Trump. The first pertained to the reinstatement and expansion of the so-called Mexico City policy or Global Gag Rule, which prohibits nongovernmental organizations that receive US funding from either performing or providing counseling or information on abortion. The policy is also now expanded to cover all US foreign assistance programs rather than just family planning funding. It means that some organizations will be forced to forego US funding in order to continue providing the full range of counseling and information to their patients, potentially limiting the care available.

Unsafe abortion is one of the five main causes of maternal mortality worldwide, together with hemorrhage, eclampsia, sepsis, and obstructed labor. Unsafe abortion accounts for a shocking 13 percent of maternal deaths around the world, according to the World Health Organization (WHO). Research over the past decade has shown that policies that ban medical providers from educating women about abortion and their family planning options—including birth control and condoms—actually lead to more unwanted pregnancies, more unsafe abortions and death, and higher rates of sexually transmitted diseases, such as HIV.

MSF does not receive any US government funding and is not directly affected by the reinstatement of the Mexico City Policy. However, as providers of medical care in places where women and children will be directly affected and harmed by this policy, it is important to emphasize the enormous damage this policy will have on collective efforts to reduce maternal mortality and suffering worldwide.

The second executive order of concern to MSF relates to the temporary suspension and reduction of the US refugee resettlement program, and an indefinite ban on the consideration of Syrian refugees for resettlement. With upwards of 60 percent of MSF's annual budget being spent on assistance to people forcibly displaced from their homes, and with our teams witnessing borders being closed to many of our patients trying to flee conflicts in Syria, Somalia, and elsewhere, these are core issues for the communities and people our teams serve every day.

The executive order's indefinite ban on Syrian refugees is particularly harmful for millions of Syrians displaced by horrific violence. Nearly five million people have fled Syria into neighboring countries, including Jordan and Lebanon, which have populations smaller than many American states (the United States, by contrast, has accepted fewer than 20,000 Syrian refugees). These are many of the patients that I had met while visiting MSF hospitals and clinics in Jordan, Lebanon, and Turkey. Many more Syrians are trapped inside their country, including tens of thousands in the desert near the closed Jordanian border, and at other closed borders throughout the region. The president's executive order will effectively keep people trapped in war zones, directly endangering their lives.

As an independent and impartial medical humanitarian organization, MSF engages with all sides of conflicts, even those that are openly hostile to facilitating assistance. Our teams negotiate with violent opposition groups in places such as the Central African Republic (CAR), Democratic Republic of Congo, Syria, and Yemen on a daily basis to secure access to populations in danger. Even as we have had to denounce the executive orders related to access to safe abortion care and the suspension of the refugee resettlement, we will still engage with the Trump administration as part of our efforts to raise awareness of how US policy can both positively and negatively affect the international response to humanitarian crises.

I will continue to explain how MSF operates and our humanitarian principles to the US military to prevent another Kunduz-like bombing, and I will continue to meet with the commanders of various combatant commands responsible for US conventional and special forces operating throughout the Middle East, Central Asia, and Africa.

Other issues of concern for MSF are the potential slashing of US foreign aid budget for global health and humanitarian aid programs. As an organization that does not accept US government funding and because of your tremendous support, MSF is one of the few organizations that can bring an independent perspective to the debate around US foreign aid programs. Many of our peer organizations depend on the US government for between 40 to 70 percent of their annual budgets. A collapse in funding for humanitarian aid could expose

even greater gaps in care for people in the most difficult and dangerous conflict zones, where MSF has already identified disparities in the quality and quantity of assistance.

The potential funding cuts could also undermine the response of United Nations agencies such as the World Food Program (WFP) and the UN High Commissioner for Refugees. And the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), enacted by President George W. Bush, which provides lifesaving antiretroviral treatment to more than 11.5 million people living with HIV/AIDS, may also be exposed to cuts. MSF teams have seen how PEPFAR and the Global Fund to Fight AIDS, Tuberculosis, and Malaria have been essential elements of progress to stem the tide of these diseases.

MSF teams have already had to fill the gap for food assistance in CAR as a result of the WFP being forced to halve the quantity of food rations and limit its target population due to a funding shortfall. Starting in late December, teams distributed nearly 100 tons of emergency food supplies to more than 10,000 people in northern CAR Another team in northern Nigeria had to conduct general food distribution, normally the remit of WFP and other food assistance agencies, because of an insufficient aid pipeline for people displaced by the conflict between the Nigerian government and the Boko Haram armed group.

While there are many uncertainties today in the world, MSF's commitment to our patients and adherence to speaking out on the basis of our medical work and in defense of those we aim to assist, will remain steadfast.

Thank you again for your continued support. Please do not hesitate to reach out to me or Mary Sexton (mary.sexton@newyork.msf.org) if you have questions about our work. I look forward to updating you on how we deal with the many challenges ahead of us, both at home and abroad.

Sincerely,



Jason Cone

From: Sean Taylor <[redacted]

Sent: Friday, February 24, 2017 11:50 AM

To: Cohen, Samuel M

Subject: Automatic reply: trip to London

I am out of the office on business travel in the US during the week of 20-25 February 2017, and will return on the 28th of February.
Best,
Sean Taylor

From: Alex Malaspina <[redacted]>

Sent: Sunday, March 26, 2017 8:24 AM

To: sharris@ilsi.org

Cc: Cohen, Samuel M;mshirreffs@ilsi.org;mmclean@ilsi.org;beauchamp@monell.org

Subject: Fwd: Photo

Attachments: Scientific Portfolio Low Resolution.pdf; Mapping March2017.pdf

Categories: (none)

FYI'

Best Alex

-----Original Message-----
From: Diána Bánáti <dbanati@ilsieurope.be>
To: Alex Malaspina <[redacted]>; [redacted]>; ulrich-mohr <ulrich-mohr@t-online.de>
Cc: Diána Bánáti <dbanati@ilsieurope.be>
Sent: Fri, Mar 24, 2017 1:54 pm
Subject: RE: Photo

Dear Alex,

This is a great photo ! You haven't changed at all, since we met ☺

Let me take the opportunity to share with you our new Scientific Portfolio booklet, which will be distributed amongst our members next week, during the General Assembly.

I hope you will find the wide variety of our activities interesting (we coordinate the work of 21 task forces and 50 expert groups, besides our involvement in EU-funded projects). We organised almost three hundred scientific events last year.

Our h-index has increased from 57 (2012) to 80 !

Best regards,

Diána

Prof. Dr. Diána Bánáti | Executive and Scientific Director | Direct [redacted] | dbanati@ilsieurope.be

Fellow, International Academy of Food Science and Technology (IAFoST)

Member, Academia Europaea (AE)

ILSI Europe International Life Sciences Institute

Av. E. Mounier 83/ B.6. B-1200 Brussels. T +32 (0)2 771.00.14. F +32 (0)2 762.00.44. www.ilsi.eu

The International Life Sciences Institute (ILSI) has the mission to improve the well-being of the general public through advancement of science.

UPCOMING EVENTS







From: Alex Malaspina [mailto:malaspina@aol.com]
Sent: 24 March 2017 18:48
To: Diána Bánáti; [redacted]; ulrich-mohr@t-online.de
Subject: Fwd: Photo

A new photo

Best Alex

-----Original Message-----
From: Alex Malaspina <m[redacted]>
To: panandiker <panandiker@ilsi-india.org>
Sent: Fri, Mar 24, 2017 11:06 am
Subject: Fwd: Photo

This is my photo

All the best

Alex

-----Original Message-----
From: [redacted]>
To: malaspina <m[redacted]
Sent: Fri, Mar 24, 2017 10:50 am
Subject: Photo



ILSI Europe

International Life Sciences Institute

Scientific Portfolio

An Integrated Overview of ILSI Europe's Scientific Activities

January 2017



www.ilsi.eu

Foreword



Foreword

Foreword

Dear Reader,

It is with great pleasure that I introduce you to the Scientific Portfolio of ILSI Europe. We anticipate that 2017 will be a prosperous year, thanks in part to the formation of two new task forces in 2016, Alternatives to Animal Testing and Qualitative Fat Intake. What's more, our first new activity from the Emerging Issues Process, on Nudging and Sustainable Changes Towards Healthy Food Choices, identified under the topic of Consumer Behaviour Determinants, will start this year. Plans for a potential new task force on the issue of food fraud and food authenticity are also underway, and we look forward to tackling this issue soon.

Here at ILSI Europe, we foster collaboration among scientists from across industry, academia and government bodies in order to produce the best research in food safety and nutrition sciences.

We build a bridge between science and today's major public health challenges, bringing together the best minds from industry, academia and government representatives to perform stringent science and evidence-based research. Currently, we run 20 task forces, each specialising in a different scientific domain.

ILSI Europe has 47 expert groups working together on a wide variety of topics to develop peer-reviewed evidence-based science. If ILSI Europe was an individual scientist, he/she would have a Hirsch index (h-index) of 78.

Over the last 30 years, we have had 428 publications, more than 22,000 citations, and currently, we are working with approximately 800 scientists through our expert groups and EU-funded projects.

As a major player in the life sciences, ILSI Europe is involved in several FP7 and H2020 European Union-funded projects. We regularly participate in key conferences and organise scientific sessions, workshops and webinars. Last year, we organised 16 separate scientific sessions and workshops and had 10 peer-reviewed publications. I invite you to use this document as a brief overview of our scientific portfolio and of the variety of science that we perform.

Yours sincerely,



Prof. Diána Bánáti

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ILSI Europe Events

About ILSI Europe



About ILSI Europe



Created in 1986, ILSI Europe fosters collaboration among the best scientists to provide evidence-based scientific consensus in the areas of nutrition, food safety, consumer behaviour and sustainability. ILSI Europe advances the understanding and resolution of complex science and health issues. To deliver science of the highest quality and integrity, scientists from many sectors collaborate and share their unique expertise in expert groups, workshops, symposia and resulting publications.

Vision

We build multi-stakeholder science-based solutions for a sustainable and healthier world.

Mission



We foster **collaboration** between relevant stakeholders.



We identify **existing and emerging challenges** in food, nutrition and health and facilitate proactive practical solutions.



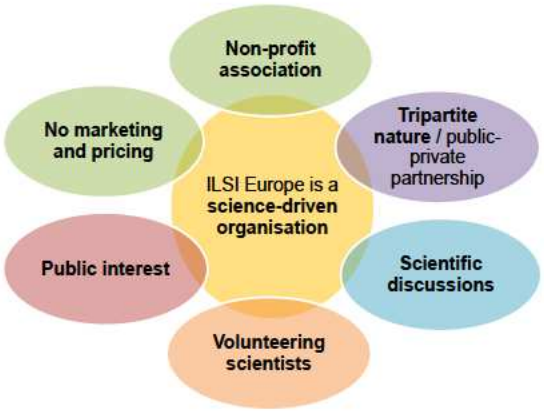
We **communicate** and disseminate our scientific output widely.



Our way of working is designed to deliver science of the **highest quality and integrity**.

Core values

- **Public Benefit**: All ILSI Europe scientific activities aim for public health purpose and benefit;
- **Collaboration**: ILSI Europe believes that scientists from both the public and private sectors can best address complex science and health issues by sharing their unique knowledge and perspectives;
- **Transparency**: All ILSI Europe scientific activities are conducted in an open and transparent manner. The scientific outputs of our activities are made available to the public to ensure confidence in our scientific integrity.



ILSI Europe's principles

Membership

ILSI Europe is funded primarily by its industry members. It also enjoys the support of the European Commission when participating as a partner in EU-funded projects. ILSI Europe's membership is open to all companies in the food and food-related industries, as well as companies engaged in the manufacture of medicinal products and products for human consumption, and producers of ingredients used in the food supply chain. The current list of our members is available on our website www.ilsi.eu.

Key Figures

Partner in **4** EU-funded projects

Dissemination to a network of **7,300** stakeholders

428 publications, almost **22,000** citations, *hirsh*-index of **78**

20 task forces, **47** expert groups and **4** activity proposals under review

Portfolio organised around **6** overarching fundamental themes

More than **800** scientists in our expert groups and EU projects

57 member companies in 2016

18 Staff

Operating Structure



ILSI Europe is a major resource for consensus-driven scientific information related to food and health, building the bridge between science and today's public health challenges. Collaboration is key – ILSI Europe works with all stakeholders – industry members, academic scientists, government representatives and consumers – in a neutral, impartial and objective way. ILSI Europe's operating structure ensures a balance of scientific perspectives in all of its activities.

General Assembly of Members

The General Assembly of Members provides the programme and financial oversight for all ILSI Europe activities and is the ultimate decision-making body on which all member companies are represented. The General Assembly elects the members of the Board of Directors.

Board of Directors

The Board of Directors is the managing body of the Institute. It is composed of an equal number of member company representatives and scientists from academic institutions in order to ensure a balanced input. The **Nomination Committee** recommends to the General Assembly candidates to fill the vacancies in the Board of Directors. The composition of both committees is available on our website.

Scientific Advisory Committee

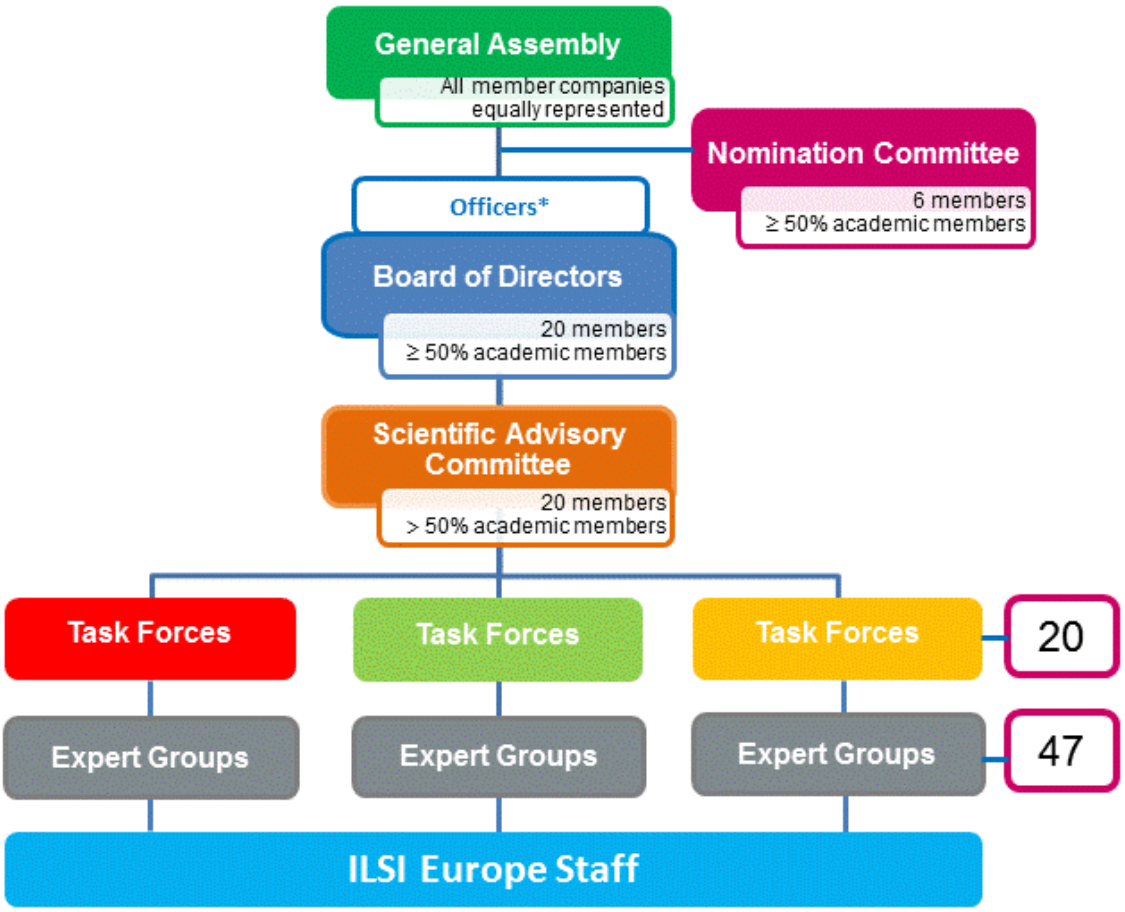
All ILSI Europe activities are conducted under the supervision of the Scientific Advisory Committee. ILSI Europe's bylaws mandate that the Scientific Advisory Committee must be composed by a maximum of 20 experts with more than 50% coming from the public sector. The Scientific Advisory Committee plays an important role in reviewing all activities with respect to their scientific validity and coherence with ILSI Europe's programme. The Scientific Advisory Committee also provides scientific advice to the Board of Directors. The composition of this committee is available on our website.

Task Forces

Task forces initiate and oversee most projects. They reach their goals and address relevant issues by means of expert groups, European Commission-funded projects, workshops and conferences. Task forces comprise interested company representatives and non-industry experts co-chairing and acting as scientific advisors.

Expert Groups

When a new activity is approved by the Scientific Advisory Committee and the Board of Directors, we invite highly renowned experts, mostly from universities or research institutes, as well as advisors from regulatory bodies, to address the activity's scientific questions. Expert groups comprise at least 50% scientists from the public sector and up to 50% industry scientists, usually up to 12 members in total. Each activity results in at least one peer-reviewed publication. The output of their work is published in peer-reviewed scientific journals and disseminated mainly via scientific conferences and workshops.
The composition of all our task forces and expert groups is available on our website.



ILSI Europe's operating structure

* Officers include the Chairman, Vice-Chairman, President, Past-President, Vice-President and Treasurer of ILSI Europe

Mapping and Overview of Scientific Activities



Mapping of Scientific Activities

FOOD SAFETY

Food Allergy

- Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods
- Severity *vs* Dose With Respect to Allergic Reactions
- Prioritisation of Allergens – *Completed*
- *EU project iFAAM – Completed*

Contaminants

- Biomarker Monitoring of Process-Related Compounds
- Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*

Packaging

- *In Vitro* Bioassays for Food Contact Materials Safety
- 6th International Symposium on Food Packaging – *Completed*
- Nanotechnologies in Food Packaging – *Completed*

Microbiological Food Safety

- Industrial Microbiological Risk Assessment
- Control Options for Viruses in Food Processing
- Meta-Analysis in Microbiological Risk Assessment
- *EU project EFFORT*

New Approaches for Food Safety

- ToxCast Data on Food Chemicals
- Micronutrient-Food Matrix Interactions
- Next-Generation Sequencing in Microbiological Risk Assessment
- Biomarkers of Exposure to Process-Related Contaminants

Low Dose Effect

- Cancer Potency Database
- Uncertainty in Thresholds of Toxicological Concern

Alternatives to Animal Testing for Food, Nutrition and Efficacy Studies

EXPOSURE & INTAKE ASSESSMENT

Food Intake Assessment Methodology

- Fluid and Water Intake at Population Level – *Completed*
- Uncertainties in Food Intake Assessments
- GUIDEA – *Completed*
- Evaluation of New Methods for Dietary Intake Assessment
- Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intake
- *EU project TDS-Exposure – Completed*

Food Intake Data

- Adequacy of Dietary Fibre Intake
- Omega 3 & Omega 6 PUFA Intake, Ratios & Health Effects
- Dietary Supplements, Nutrient-Dense Food & Food Fortification in the Elderly
- Iodine Intake in Europe

NUTRITION SECURITY & SOCIETAL ASPECTS

Nutrition Security and Societal Aspects

- Nudging Consumers Towards Healthier Food Choices
- *EU H2020 project SUSFANS*

Mapping of ILSI Europe's portfolio of scientific activities

ILSI Europe's portfolio of scientific activities is structured around the 6 overarching fundamental themes listed below. All these activities have been commissioned by ILSI Europe's task forces, reviewed by our Scientific Advisory Committee and external reviewers and approved by our Board of Directors.

Holistic Approaches to Develop Non-Animal Testing

NUTRITION, DEVELOPMENT & HEALTHY AGEING

Glycaemia & Inflammation

- Reduction of Post-Prandial Glycaemia
- Nutrition & Inflammageing – *Completed*
- Metabolic Syndrome Studies

Early Life Nutrition

- Early Growth Velocity
- Early Bacterial Colonisation & Potential Implications Later in Life
- Gestational Diabetes & Diet
- Determinants of Immune Competence Across Lifespan

Energy Balance

- Physical-Chemical Properties of Dietary Fibre and Human Appetite
- Adaptation to Dietary Influences on Satiety
- Workshop on Dietary Sweetness - Is It an Issue?
- *NWO Project 'Satisfaction: Elucidating the Neuro-Cognitive Mechanisms Controlling Satiation'*

Nutrient Status of Population Groups

- Carbohydrate-Based Recommendations as Basis for Dietary Guidelines
- Update on Health Effects of Different Dietary Saturated Fats

Healthy Ageing

- Nutrition for the Ageing Brain
- Plant-Based Ingredients & Cognitive Performance

BIOMARKERS & FUNCTIONAL EFFECT MEASUREMENTS

Biochemical and Immunological Markers of Nutrition

- Marker Validation Initiative Part III
- Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population
- Markers of Insulin Sensitivity & Secretion
- Quality of Life Measures

Other Initiatives

- *EU project PATHWAY-27*
- *EU project NutriTech – Completed*

GUT MICROBIOTA & HEALTH

Prebiotics

- Structure-Function Relationship for Prebiotic Compounds

Probiotics

- Probiotics: Interplay with the Intestinal Barrier Function – *Completed*
- Mechanisms of Probiotic Action

Oral & Gut Microbiota

- Oral & Systemic Health Resilience
- Exploring the Role of Major Gut Microbiota Clusters
- Short-Chain Fatty Acids for Health

Overview of Scientific Activities

Food Safety-Related Activities

Food Allergy Task Force	Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods
	Severity *vs* Dose with Respect to Allergic Reactions
	Prioritisation of Allergens – *Completed*
Dietary Intake & Exposure Task Force	Evaluation of New Methods for Dietary Intake Assessment
	Uncertainties in Food Intake Assessments
	GUIDEA: Guidance for Dietary Intake Exposure Assessment – *Completed*
	Fluid and Water Intake at Population Level – *Completed*
Microbiological Food Safety Task Force	Control Options for Viruses in Food Processing
	Industrial Microbiological Risk Assessment
	Meta-Analysis in Microbiological Risk Assessment
	Next-Generation Sequencing in Microbiological Risk Assessment
Nutrient Intake Optimisation Task Force	Micronutrient-Food Matrix Interactions
	Omega 3 & Omega 6 PUFA Intake, Ratios and Health Effects – *In collaboration with Early Nutrition & Long-Term Health Task Force*
	Dietary Supplements, Nutrient-Dense Food and Food Fortification of the Elderly
	Adequacy of Dietary Fibre Intake
	Iodine Intake in Europe
New Approaches to Chemical Risk Assessment for Food and Food Ingredients	ToxCast Data on Food Chemicals
Packaging Materials Task Force	*In Vitro* Bioassays for Food Contact Materials Safety
	6th International Symposium on Food Packaging 2016 – *Completed*
	Nanotechnologies in Food Packaging – *Completed*
Process-Related Compounds & Natural Toxins Task Force	Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*
	Biomarkers of Exposure to Process-Related Contaminants
Threshold of Toxicological Concern (TTC) Task Force	Is the 0.15 µg/day Tier of the Threshold of Toxicological Concern Still Appropriate? Carcinogen Dose-Response Database for Threshold of Toxicological Concern
	Uncertainty in Threshold of Toxicological Concern

Nutrition Security and Societal Aspects-Related Activities

Consumer Behaviour Determinants	Nudging Consumers Towards Healthier Food Choices

Alternatives to Animal Testing for Food, Nutrition and Efficacy Studies

Nutrition-Related Activities

Dietary Carbohydrates Task Force	Carbohydrate-Based Recommendations as a Basis for Dietary Guidelines: *– Completed*
	Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population
	Reduction of Post-Prandial Glycaemia
	Workshop on Dietary Sweetness – Is It an Issue? *– In collaboration with Eating Behaviour & Energy Balance Task Force*
Early Nutrition & Long-Term Health Task Force	Gestational Diabetes and Diet *– In collaboration with Obesity & Diabetes Task Force*
	Early Bacterial Colonisation and Potential Implications Later in Life
	Omega 3 & Omega 6 PUFA Intake, Ratios and Health Effects *– In collaboration with Nutrient Intake Optimisation Task Force*
	Early Growth Velocity
Eating Behaviour & Energy Balance Task Force	Adaptation to Dietary Influences on Satiety
	Physical-Chemical Properties of Dietary Fibres and Human Appetite
	Dietary Sweetness – Is It an Issue? *– In collaboration with Dietary Carbohydrates Task Force*
Functional Foods Task Force	Oral and Systemic Health Resilience
	Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intakes
	Exploring the Role of Major Gut Microbiota Clusters *– In collaboration with Prebiotics Task Force*
	Marker Validation Initiative
Nutrition, Immunity & Inflammation Task Force	Quality of Life Measures
	Determinants of Immune Competence Across Lifespan
	Nutrition and Inflammageing *– Completed*
Nutrition & Mental Performance Task Force	Plant-Based Ingredients and Cognitive Performance
	Nutrition for the Ageing Brain Workshops
Obesity & Diabetes Task Force	Markers of Insulin Sensitivity & Secretion
	Gestational Diabetes and Diet *– In collaboration with Early Nutrition & Long-Term Health Task Force*
	Metabolic Syndrome Studies
Prebiotics Task Force	Structure-Function Relationship for Prebiotic Compounds
	Exploring the Role of Major Gut Microbiota Clusters *– In collaboration with Functional Foods Task Force*
Probiotics Task Force	Mechanisms of Probiotic Action
	Short Chain Fatty Acids for Health
	Probiotics: Interplay with the Intestinal Barrier Function *– Completed*
Qualitative Fat Intake Task Force	Update on Health Effects of Different Dietary Saturated Fats

European Projects

European Commission – Framework Programme 7 (FP7)		
EFFORT	Ecology from Farm to Fork Of microbial drug Resistance and Transmission	
iFAAM	Integrated Approaches to Food Allergen and Allergy Risk Management	
NutriTech	Application of New Technologies and Methods in Nutrition Research – the Example of Phenotypic Flexibility – *Completed June 2016*	
PATHWAY-27	Pivotal Assessment of the Effects of Bioactives on the Health and Wellbeing. From Human Genoma to Food Industry	
European Commission – Horizon 2020		
SUSFANS	Metrics, Models and Foresight for European SUStainable Food And Nutrition Security	
Netherlands Organisation for Scientific Research (NWO)		
Satiation	Elucidating the Neurocognitive Mechanisms Controlling Satiation	

Food Safety





Food Safety



Contaminated food can cause more than 200 diseases – ranging from diarrhoea to cancers. The World Health Organization (WHO) estimates that foodborne and waterborne diarrhoeal diseases kill about 2.2 million people annually worldwide. One might assume that most of these diseases occur elsewhere in the world, but we know that foodborne diseases are also a major cause of illness in the EU. Disease-causing bacteria, viruses, chemicals and other threats to health can enter the food supply at many points along the supply chain, including food production, processing, distribution, storage, preparation and retail. Food safety is the science of protecting our food supply from contamination; figuring out how we can minimise the risks to public health. ILSI Europe is working on a number of key topics in this area, such as food allergy, microbiological food safety, (natural) contaminants, packaging, low dose effect and the identification of new tools to assess the safety of foods.

Food Allergy

Up to 20 million European citizens – almost 5% – suffer from food allergies, and this trend is continuing to rise in both developed and developing countries, especially among children. Minimising the risk from allergenic foods is a shared responsibility of all stakeholders involved (e.g. food manufacturers, retailers, caterers and regulators). ILSI Europe aims to foster international collaborations to address the current challenges relating to food allergies.

Prioritisation of Allergens – *Completed*

ILSI Europe established a set of criteria to weigh the evidence showing whether a food product was allergenic or not. ILSI Europe has now developed a framework to rank allergenic foods according to their public health relevance. Frequency and potency of food allergens are two key parameters considered. This allergen prioritisation tool will help authorities and risk managers when developing regulations on allergens.

Set up by the Food Allergy Task Force

Severity *versus* Dose with Respect to Allergic Reactions

What is the relationship between the severity of an allergic reaction and the dose of allergen that a person was actually exposed to? This is one of the key data gaps in allergen management that ILSI Europe is addressing. The Food Allergy Task Force has already played a critical role in the development of reference doses for common allergens. However, there is still an urgent need to understand the relationship between the dose of allergen and the resulting severity of reaction. ILSI Europe has collated published and unpublished

data, as well as expert opinions, to integrate this knowledge into the risk analysis process. This activity will help health practitioners to advise patients on how best to manage their food allergies. Likewise, food manufacturers and legislators will be given further evidence on which to base decisions about precautionary labelling and the management of allergens in food factories.

Set up by the Food Allergy Task Force

Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods

ILSI Europe significantly contributed to the VITAL scientific expert panel and the development of reference doses for food allergens. Reliable analytical methods are a pivotal requirement for the introduction and adoption of reference doses in the EU. This expert group is investigating the suitability of current analytical methods to reliably measure proposed allergens at concentrations resulting from the use of VITAL®2.0 reference doses in relevant food matrices. This work will identify gaps in technology and knowledge and suggest ways to bridge those gaps and identify areas for further research. The conclusions may serve as a basis to prepare guidance for the analytical community, industry and regulatory stakeholders, and patient groups.

Set up by the Food Allergy Task Force

CONTAMINANTS

Consumers are exposed on a daily basis to naturally occurring contaminants and process-related compounds, both of which can be potentially harmful. ILSI Europe designs and implements programmes that help us to understand how these compounds are formed, improve how we detect and measure them and effectively assess their safety implications.



Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*

Mycotoxins are toxic secondary metabolites produced by fungi that significantly affect the quality, safety and yield of important crops for food and feed. The fungal toxins that are of most concern are produced by species within the genera of *Aspergillus*, *Fusarium* and *Penicillium*. These frequently occur in major food crops and continue to contaminate during processing and storage stages. Several outbreaks of disease in humans and animals have been reported after the consumption of mycotoxin-contaminated food

FP7 EU-Funded Project iFAAM – *Completed*
Integrated Approaches to Food Allergen and Allergy Risk Management

Management of both food allergies (by patients and health practitioners) and of allergens (by industry) is thwarted by a lack of evidence to either prevent food allergy from developing or protect adequately those who are already allergic. The European project iFAAM has developed tools designed to enforce regulations and produce evidence-based knowledge to inform new health advice on nutrition for pregnant women, babies and allergy sufferers, for example **Allerg-e-lab**. ILSI Europe was one of 38 partners involved in this EU-funded project, and we have played an important role by disseminating project results to all stakeholder groups so as to ensure impact in terms of improved quality of life for allergic consumers, improved food safety and the increased competitiveness of the European food industry.

and feed. Some of these were found to be toxic to humans, causing a variety of effects including hepatotoxicity, teratogenicity and mutagenicity. ILSI Europe has been reviewing how best to optimise food processing in order to significantly reduce mycotoxin contamination of food. The final goal was to minimise food losses while maximising the safe use of crops.

Set up by the Process-Related Compounds and Natural Toxins Task Force

Microbiological Food Safety

Whereas the health benefits associated with regular consumption of fresh food are well established, an increasing proportion of reported outbreaks of foodborne illness occur each year. Over 320,000 human cases are reported annually in the European Union, but the real number is likely to be much higher. ILSI Europe is addressing current challenges in microbiological food safety and proposes new approaches to reduce food safety risks along the food chain.

Meta-Analysis in Microbiological Risk Assessment (MRA)

Meta-analysis, a statistical technique that involves amalgamating, summarising, and reviewing previous quantitative research to identify trends and get realistic estimates of relevant values and their variability, has recently come to the fore in the field of predictive microbiology. Only a limited number of meta-analysis studies are available so far in the area of predictive food microbiology and most organisations lack the technical skills needed to extract the relevant information out of their databases. The aim of the activity is therefore to educate food safety professionals on how to use this technique for collecting and analysing information in order to cover the basic data needs of a risk assessment. A simple, step-by-step guide on the use of meta-analysis will be developed for the purpose of MRA. As an example, the activity will use products from a fast growing food category that interests most industries such as refrigerated processed foods of extended durability (REPFED).

Set up by the Microbiological Food Safety Task Force

Industrial Microbiological Risk Assessment (MRA)

Very often, in order to gain a full understanding of effective MRA, it's necessary to rely on training courses and publications. The information that currently exists in the public domain is largely theoretical and very generic. Some guidance on its



interpretation and implementation is needed. ILSI Europe aims to provide easy-to-follow and practical MRA recommendations specific to various industry sectors and to provide guidance on the effective implementation of risk assessment strategies within companies. The first publication focuses exclusively on fresh produce which is to be consumed uncooked. This example was chosen since a significant reduction in microbial load is difficult to achieve. The second publication will focus on dairy products and more will follow.

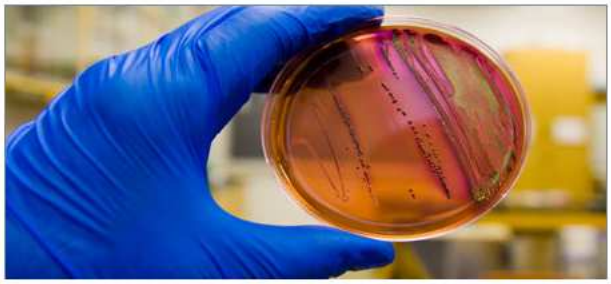
Set up by the Microbiological Food Safety Task Force

Control Options for Viruses in Food Processing

Enteric viruses occur frequently and are likely to be the most under-recognised cause of foodborne illness. Unfortunately, enteric viruses are recalcitrant to most methods used to prevent their entry into the food chain, as well as those used to inactivate them in foods and the production/processing environment.

The purpose of this activity is to review control options for viruses via food processing, use that information to discuss the need for and future of setting virus-specific performance objectives, and to provide recommendations for future research.

Set up by the Microbiological Food Safety Task Force



Low Dose Effect

Depending on the levels we are exposed to, some chemicals found in food might be harmful to our health. Scientists generally assume that such effects are proportional to the dose: the more you are exposed to them, the more likely it is that an effect will occur. However, some studies have shown that even very low doses could potentially have a harmful effect to humans. In order to establish what a safe dose is, the Threshold of Toxicological Concern (TTC) states that, at sufficiently low enough exposure, the associated risk related to the consumption of substances used in food contact articles may be deemed negligible. This concept is particularly useful for regulators and industry when assessing the potential health risks associated with certain substances where specific toxicological data are lacking.

Cancer Potency Database

The TTC is a principle that refers to the establishment of a generic human exposure threshold value for (groups of) chemicals below which there would be no appreciable risk to human health. After excluding certain groups of chemicals, due to their extreme potency, the threshold of 0.15 µg/day is applicable to any compound with a structural alert for genotoxicity. This threshold was derived from the chemicals listed in the Cancer Potency Database (CPDB). Developed between 1980 and 2005, this database includes the results of chronic, long-term animal cancer tests on over 1,500 chemicals. ILSI Europe is reviewing whether the CPDB needs to be re-evaluated and whether the current 0.15 µg/day threshold is still appropriate.

Set up by the Threshold of Toxicological Concern Task Force

FP7 EU-Funded Project EFFORT
Ecology from Farm to fOrk of microbial drug Resistance and Transmission

Antimicrobial resistance (AMR) is a major threat to global public health today. The European Centre for Disease Prevention and Control (ECDC) estimates that AMR leads to 25,000 deaths annually and the related costs are over €1.5 billion. Defining the boundaries between the use of antimicrobials in animals and humans and the environment is extremely challenging. EFFORT is studying the complex epidemiology and ecology of antimicrobial resistance in animals, the food chain and the environment. EFFORT results will support future evidence based policies, and the prioritisation of risk management options along the food chain. ILSI Europe has conducted a literature review on the determination of the conditions to which bacteria are subjected throughout the food chain and we are highly involved in dissemination activities.

Uncertainty in Risk Assessment: A Comparison of TTC *versus* Chemical-Specific Approaches

The TTC approach is an alternative to animal testing used for safety assessments. It predicts the toxicity of a given substance based on existing knowledge from similar substances. As for all approaches, there is some uncertainty associated with the assumptions on which the approach relies. Describing and communicating the confidence and uncertainty in a safety assessment will improve the understanding by risk managers of the reliability of an assessment and will help in taking decisions on whether actions are necessary to reduce exposure. At the same time, confidence in the appropriateness of risk management decisions will also increase. This activity aims to compare the uncertainty of the TTC approach with that of the default animal-testing approach, to understand the degree of confidence in safety assessments based on the current TTC. The project might also identify aspects of TTC which can be improved to reduce uncertainty.

Set up by the Threshold of Toxicological Concern Task Force



Packaging

Two thirds of the packaging waste of European citizens is related to food packaging. It's important to find a good balance between the benefits of packaging in terms of food safety and its impact on the environment. A careful evaluation of food contact materials and their interactions with food is needed to ensure both the safety of consumers and to minimise potential environmental impact.



Nanotechnologies in Food Packaging

Nanotechnology applications for food packaging are rapidly becoming a commercial reality. A number of nanotechnology-derived food contact materials are now available worldwide, and it's expected that food contact materials containing nanoparticles will become increasingly available in the EU in the coming years. The contributing factors to such developments include substantial benefits in terms of lightweight, stronger materials and a prolonged shelf-life of foodstuffs. However, these new technologies are not always well-received by consumers. ILSI Europe reviewed the potential benefits of nanoparticles in food packaging applications and potential challenges in terms of consumer acceptance, safety and environmental impact during their entire life cycle. A manuscript entitled 'Outlook and Challenges of Nanotechnologies for Food Packaging' was published in June 2016.

Set up by the Packaging Materials Task Force

6th International Symposium on Food Packaging

ILSI Europe's International Symposia on Food Packaging are held every four years and are internationally recognised as scientific fora to discuss the scientific developments supporting safety and innovation in the field. These multi-disciplinary meetings are of particular interest to those active in issues associated with the safety and quality of food packaging, for example food scientists, chemists, toxicologists, mathematicians, physicists, packaging specialists, as well as risk assessors, control authorities, and regulators. They bring together those involved in basic studies, those responsible for bringing innovations to the market place, and those charged with ensuring the safety and quality of food contact materials. The 6th symposium, held in 2016, focusing on 'Scientific Developments Supporting Safety and Innovation' was a great success, attended by 313 participants from 43 countries and featuring 24 high-quality oral presentations and 150 posters. The 7th International Symposium on Food Packaging will be held in November 2020.

Set up by the Packaging Materials Task Force



In Vitro Bioassays for Food Contact Materials (FCMs) Safety

Packaging materials contain substances, such as chemicals, that come into contact with food (FCMs), and can then migrate to our food. According to European legislation, migration from food packaging must be safe. There is therefore an urgent need to better ensure a safe migration of chemicals from FCMs to ensure food safety. *In vitro* bioassays (biological assays) may play a role in the safety assessment of FCMs. The aim is to clarify the roles, availability and reliability of bioassays for packaging safety assessment. This activity will develop and publish a transparent guidance document that will be widely applicable and should contribute to safer packaging products. This will help to increase consumers' trust with respect to packaging safety.

Set up by the Packaging Materials Task Force



New Approaches For Food Safety

Risk assessors are now tending to move from the more traditional hazard characterisation approaches (typically using laboratory animals) towards new cellular and molecular methodologies complemented by computational toxicology. There's a need to better understand human biological pathways and networks, and how they are affected by exposure to chemicals and microbes. In this context, toxicity testing is undergoing a fundamental change as new tools and technologies are allowing the integration of modern biology into the testing process (e.g. toxicogenomics, metabolomics, bioinformatics, systems biology, systems toxicology and computational toxicology). These new advances could greatly reduce the cost and time required to conduct chemical safety assessments, and significantly reduce animal testing by utilising "in vitro" assays and new predictive tools.

Next-Generation Sequencing in Microbiological Risk Assessment

Next Generation Sequencing (NGS) tools are novel methods to define DNA sequences. NGS tools are fast evolving and are already applied in many different fields spanning epidemiology, outbreak investigations, anti-microbial resistance, ecology and evolution of microorganisms. However, there is a lack in communication and understanding on how NGS tools are, and should be, used and interpreted by regulators when they investigate food safety incidents. This activity aims to investigate how NGS can contribute to the improvement of risk assessment and risk management options in microbiological food safety and aims to provide guidance to industry on the use of these NGS tools and on how to analyse and interpret the information the DNA sequences that are defined with the NGS methods. The inputs provided by this expert group will help steer the research in this area to exploit the potential of NGS tools and improve food safety.

Set up by the Microbiological Food Safety Task Force.

Micronutrient-Food Matrix Interactions

Optimal micronutrient intake remains a challenge throughout the world and adding micronutrients to food is one way to improve micronutrient intake. Insufficient or excessive micronutrient intake might lead to more profound health consequences, in particular for infants and young children since their diet tends to be less diverse.

Micronutrients can interact with other components of the food, potentially causing inadequate or excessive intake. This expert group will assess the methods used to study these micronutrient interactions and will develop a framework via case studies of relevant micronutrients (iron, zinc and calcium). The relevance and quality of those methods used to assess micronutrient interactions will be evaluated, for example in animal and human testing (*in vivo*), in cell lines (*in vitro*) and in computational methods (*in silico*). The framework will provide guidance for an effective assessment of micronutrient bioavailability.

Set up by the Nutrient Intake Optimisation Task Force

ToxCast Data on Food Chemicals

A high throughput screening programme of chemicals for potential toxicity (ToxCast) was performed by the US Environmental Protection Agency (EPA). This activity aims to exploit the ToxCast programme data for food chemicals and explore whether there are any opportunities for their use in the safety risk assessment of food chemicals. The intention is to build on work in which food-relevant chemicals were identified within the ToxCast programme.

Set up by the New Approaches to Chemical Risk Assessment for Food & Food Ingredients Task Force

Biomarkers of Exposure to Process-Related Contaminants

Development of new approaches for assessing human exposure to chemical contaminants increasingly rely on biomarker monitoring in easily accessible body fluids such as urine, saliva or blood. The advent of methodology to monitor biomarkers of diet related exposure to process-related compounds is expected to provide a significant step forward in risk assessment, as well as supporting



decision making and prioritization for risk mitigation. The activity will thus assess and propose biomarkers of process-related contaminant dietary exposure.

Set up by the Process-Related Compounds & Natural Toxins Task Force

Alternatives to Animal Testing in Food Safety,

A lot of debate has surrounded the use of animal studies in nutrition and food safety, especially regarding identifying when they are mandatory and when they can be replaced by alternative methods. There is a global call from regulatory and governmental bodies (JRC and EFSA for example) and also from animal welfare stakeholders to ensure that animal testing is reduced and used only when necessary. The development of new alternative methods to animal testing offers new opportunities for food safety, nutrition and efficacy studies. This activity falls jointly under ILSI Europe's Food Safety pillar and Nutrition, Development and Healthy Ageing pillar.





Potential New Task Force: Food



As global food systems have become more complex, the chances of unintentional contamination of foods (affecting food authenticity) and deliberate contamination (food fraud) have increased. Issues regarding food authenticity and fraud that have hit the headlines over the recent years are horsemeat, mislabelling of fish, spices containing illegal dyes, melamine in milk and most recently, counterfeit infant formula. These cases greatly impact consumer trust and in some cases even consumer health. Food authenticity and fraud issues are estimated to cost the food industry globally €30 billion per year and it is prompting major public health concerns.

Nutrition & Efficacy Studies Task

Holistic Approaches to Develop Non-Animal Testing

During the last decade, a shift in the mind-set of experts in toxicology and related sciences has been noticeable towards a science which is no longer only based on deterministic whole-animal approaches. The different stakeholders in nutrition and food safety are however currently not aligned on when animal studies are mandatory or when they can be replaced by alternative approaches. Through a holistic approach, this activity aims to identify existing approaches that can be applied to the current regulatory frameworks, that continue to address the scientific question at hand, whilst avoiding the use of animals. Case studies across the fields of food safety, nutrition and efficacy studies will be used to illustrate this approach. This activity is likely to result in a workshop to share the case studies and develop a roadmap (gap analysis) for future situations.

Set up by the Alternatives to Animal Testing in Food Safety, Nutrition and Efficacy Studies Task Force





Fraud & Food Authenticity

With representatives from government, quality scheme organisations, food fraud database providers, food industry and academia, ILSI Europe aims to assess existing solutions to ensure food authenticity and combat food fraud, with the goal to develop a guidance document for an integrated, holistic approach to increase the effectiveness of food fraud detection, prevention and to minimise health hazards.





Nutrition, Development & Healthy Ageing





Nutrition, Development & Healthy Ageing



Despite better standards of living and improved medical care, the prevalence of obesity and linked non-communicable diseases has grown. Once considered a problem only in high-income countries, more and more people are now classed as being overweight or obese in low and middle-income countries, particularly in urban settings. Around 366 million people worldwide have diabetes, and this figure is projected to reach 552 million by 2030, or one adult in every ten. These non-communicable diseases and the health complications that they cause can result in decreased quality of life, massive healthcare costs and ultimately premature death. Thus, there is an urgent need to find cost-effective strategies for their prevention and management. Preventative measures, like nutritional education, may limit this dramatic rise in chronic metabolic diseases, and therefore, reduce their impact on the health and longevity of the overall population.

Energy Balance



An optimal diet must satisfy the basic human requirements for energy and nutrients. An excess of food intake results in energy being stored as adipose tissue, or fat. On the other hand, insufficient energy intake over sustained periods is almost always accompanied by an insufficient intake of many micronutrients, which again results in poor body performance. A stable body weight indicates a steady energy balance. Many guidelines and healthy food products have been developed to help consumers with appetite control and energy balance. ILSI Europe works on topics relating to satiety benefits, for example investigating how to measure them and how to substantiate them for health claims.

Workshop on 'Dietary Sweetness – Is It an Issue?'

Humans are naturally attracted to foods that taste sweet, an adaptation from earlier times when sweet foods were often safe and bitter foods were poisonous. However, eating too many sweet foods can lead to health conditions like diabetes and can increase risk of heart disease. ILSI Europe is organising a workshop to address whether dietary sweetness is an issue. The biological basis

and evolutionary relevance of sweet taste will be presented and experts will review the evidence suggesting that exposure to sweetness affects diet quality and energy intake as well as whether sweet taste *per se* affects health. The outcomes of this workshop will be used as a basis to inform the expert community and create dialogue among health care professionals, to promote evidence-based communication on sweetness.

Set up by the Dietary Carbohydrates Task Force and the Eating Behaviour & Energy Balance Task Force

Physical-Chemical Properties of Dietary Fibres & Human Appetite

Increasing intake of dietary fibres is known to increase appetite control by enhancing satiety and so, reducing energy intake. However, these effects are highly dependent upon the specific properties of the composing fibres, and not all types of fibres exhibit these. At present, there is no complete and authoritative overview helping to conclude which properties are the most relevant for satiety. ILSI Europe's work is helping to improve the quality and interpretation of research on fibres, supporting future consumer communication in relation to specific fibre types, and focusing research efforts on the most promising fibre properties.

Set up by the Eating Behaviour & Energy Balance Task Force



Adaptation to Dietary Influences on Satiety

How long should research studies run in order to increase confidence in the sustained efficacy of interventions with supposed appetite-related benefits? There needs to be a balance between carrying out studies for a 'sufficiently' long period to support efficacy, against the costs, feasibility, and subject retention and compliance issues arising with longer clinical testing periods. There is currently no objective basis for selecting an appropriate duration of sustained exposure. ILSI Europe aims to deliver evidence-based guidance on appropriate exposure durations and best study designs for investigating effects of diet/food on satiety and energy intake.

Set up by the Eating Behaviour & Energy Balance Task Force

Netherlands Organisation for Scientific Research (NWO)-funded Project Satiation: Elucidating the Neurocognitive Mechanisms Controlling Satiation

It has been shown repeatedly that foods which can be consumed quickly are implicated in the overconsumption of energy. People also often eat while they are being distracted. This type of "mindless" or "distracted" eating has been shown to be causally related to the overconsumption of food. This overconsumption is associated with both a lack of mastication (chewing) and/or a lack of oro-sensory (taste) signalling which weakens the cephalic phase responses and ensuing neural and hormonal responses which determine meal termination (i.e. satiation). It is thus hypothesised that altered aspects of oral processing and decision-making are underlying disrupted satiation responses during quick and mindless eating. The aim of this project is to investigate the mechanisms linking oro-sensory exposure, mastication and attention to satiation, and relate these lab measures to daily eating behaviour. Gaining such an understanding may ultimately lead to the development of products or strategies that enhance healthy choices and eating behaviour. ILSI Europe coordinates dissemination efforts to ensure that the knowledge delivered by the project is distributed effectively to achieve optimum economic and societal benefit.

Nutrient Status of Population Groups

Our bodies need a combination of several key nutrients to maintain good health. The evaluation of nutrient intake and status of the population is an essential step for setting nutrient recommendations.



Carbohydrate-Based Recommendations as Basis for Dietary Guidelines – *Completed*

Dietary recommendations and guidelines can help consumers to adopt healthy lifestyles and to make healthy food choices. However, although the process for the development of dietary guidelines has improved over the past, non-communicable diseases are still more widespread than ever. The many existing guidance documents are not harmonised, which may explain why healthcare professionals and consumers alike might be confused by conflicting advice, and simply lose trust in such documents. Consequently, unhealthy habits remain unchanged. ILSI Europe successfully provided clarity on carbohydrates-based scientific recommendations that are used for the development of dietary guidelines. This activity should benefit healthcare professionals, who can then communicate the right message to consumers. The ultimate goal is to encourage behavioural changes that would counteract the proliferation of life-style related non-communicable diseases.

Set up by the Dietary Carbohydrates Task Force

Update on Health Effects of Different Dietary Saturated Fats

Recent data are challenging the old dogma that the intake of all saturated fatty acids must be limited to reduce risk of cardio-vascular diseases. Current studies have shown that different effects are seen by different types of saturated fatty acids. Saturated fatty acids in the diet come in various types of food and different effects are seen amongst these food sources. The main goal of the activity is to explore if these recent data provide reason to revise the current recommendations. Another aim is to assess the current dietary recommendations as they may differ largely between countries; some are food-based dietary guidelines and others are nutrient-based guidelines.

Set up by the Qualitative Fat Intake Task Force

Glycaemia & Inflammation

High concentrations of blood glucose and inflammatory markers have been observed in obese subjects and in type 2 diabetics. Managing glycaemia and inflammation through dietary interventions and lifestyle habits may help in preventing obesity, diabetes and cardio-metabolic dysfunctions.

Reduction of Post-Prandial Glycaemia

There is a general belief that reductions in post-prandial (post-meal) glucose and insulin levels (PPG and PPI, respectively) are likely to reduce the risks of several non-communicable diseases such as diabetes or cardiovascular disease in the general population. However, a scientific consensus on this is missing. ILSI Europe will quantitatively estimate the health impact of reduced PPG and PPI through diet. The aim is to provide practical guidance on how to quantify the effects of the foods consumed on blood glucose levels and the associated health impact.

Set up by the Dietary Carbohydrates Task Force

Metabolic Syndrome Studies

It is estimated that currently 30 to 40% of the European population suffers from the metabolic syndrome, defined as a cluster of the most dangerous heart attack risk factors: diabetes and prediabetes, abdominal obesity, high cholesterol, dyslipidemia and high blood pressure. Although there is considerable evidence to indicate that diet has an impact on individual components of the metabolic syndrome, research approaches to test their interactions and their potential cumulative effect are lacking. ILSI Europe is now investigating how diet affects the risk factors of metabolic syndrome and how these then affect the risk of cardiovascular diseases and diabetes.

Set up by the Obesity & Diabetes Task Force

Nutrition and Inflammageing – *Completed*

Low-grade inflammation (LGI) has been linked to several chronic adverse health conditions. However, it also occurs as a natural consequence of ageing, a process called 'inflammageing'. ILSI Europe aimed to clarify why and how LGI should (or not) be modified during ageing, considering effects on health and well-being. It was concluded that controlling of LGI may be an important way to prevent, or reduce the severity of, age-related functional decline and the onset of conditions affecting health and well-being. Furthermore, there is evidence to support specific dietary interventions as a strategy to control inflammageing.

Set up by the Nutrition, Immunity & Inflammation Task Force

Early Life Nutrition

The next generation is expected to have a shorter life expectancy than the current generation has, due in part to the obesity epidemic. As nutrition influences the overall long-term health of infants, scientists can now identify risk factors for short- and long-term health consequences, such as obesity, but also inflammatory conditions (such as allergies), autoimmune disorders or common infections, at the earliest stages of life (pregnancy and infancy).



Early Bacterial Colonisation and Potential Implications Later in Life

Early bacterial colonisation seems to impact on metabolic, immunological and cognitive functions. ILSI Europe is evaluating the current body of evidence with regards to early colonisation of bacteria from the placenta and breast milk and its influence later in life, especially related to metabolic health outcomes. A second objective will be to establish how to influence colonisation during gestation and lactation through the mother's and infant's nutrition. This activity may provide insights for future innovation and nutrition guidelines for pregnant and lactating mothers as well as infants.

Set up by the Early Nutrition & Long-Term Health Task Force

Determinants of Immune Competence Across Lifespan

While the importance of a well-functioning immune system for health outcomes is recognised, the critical nutrients supporting optimal immune development in the first years of life as well as the impact of early life nutrition on later life immune competence are still under debate. This activity is intended to explore first the interaction between nutrition and immune system in early life. Markers relevant for health should be identified. In the scope will be markers for acute gastrointestinal and respiratory infections as well as inflammatory conditions such as allergies. Building on these markers, the influence of early life nutrition on health later in life will be evaluated in a second step. It is intended to provide nutritional

recommendations for an optimal performing immune system throughout life.

Set up by the Nutrition, Immunity & Inflammation Task Forces

Gestational Diabetes and Diet

Gestational Diabetes Mellitus (GDM) occurs when a glucose intolerance of any degree appears during pregnancy. It's estimated that 2-6% of all pregnancies in Europe result in GDM and the numbers are much higher in Asia. High maternal weight is associated with a higher risk of GDM. ILSI Europe is now conducting a literature review on this topic. The group will investigate how diet and lifestyle can be used in order to treat GDM. The main focus will be on dietary factors such as low or high carbohydrate diets.

Set up by the Early Nutrition & Long-Term Health & Obesity and Diabetes Task Forces

Early Growth Velocity

Infants who have suffered a period of undernutrition tend to compensate and grow rapidly once their nutritional conditions improve. However, rapid growth early in life may increase the risk of chronic diseases later on. This activity evaluates the influence of growth patterns in preterm and term infants of small weight for their gestational age on the risk of developing a metabolic disease later in life.

Set up by the Early Nutrition & Long-Term Health Task Force

Healthy Ageing

The world's population is ageing; improvements in health care in the past century have contributed to this trend. However, an increasing number of people are now affected by non-communicable diseases, including dementia, a costly condition because of its social, economic and health dimensions. Preventative dietary recommendations tailored to the specific needs of the elderly are needed to help in maintaining the body's functions during ageing. ILSI Europe aims to tackle gaps in scientific knowledge in the field of healthy ageing.



Nutrition for the Ageing Brain

There exists a wealth of data related to how nutrients, food components and whole diets impact cognitive ageing. ILSI Europe organised a first workshop on 'Nutrition for the Ageing Brain' in 2014 to discuss and debate the potential for maintaining cognitive function via diet. It came out that health conditions like certain non-communicable diseases contribute to faster brain ageing and an increased risk of dementia. Also, there are massive opportunities for nutritional products and optimal diets which need to be translated into clear preventative guidelines to maintain cognitive function during ageing. ILSI Europe organised a second workshop in late June/ early July 2016 which focused on new avenues and challenges for cognitive ageing and nutrition research as well as functional aspects and strategies. A third workshop will be organised in 2018/2019.

Set up by the Nutrition & Mental Performance Task Force

Plant-Based Ingredients and Cognitive Performance

There is increasing interest in plant-based ingredients that may improve cognitive performance but there is currently a lack of consideration of combinations of ingredients/compounds and their potential additive, synergistic or antagonistic effects on cognitive function. ILSI Europe aims to produce a systematic review that will provide guidance on the ingredients upon which future research activities should focus on, as well as exploring the limitations of existing research to identify knowledge gaps that need to be addressed related to plant-based ingredients and cognition.

Set up by the Nutrition & Mental Performance Task Force

Exposure & Intake Assessment



Exposure & Intake Assessment

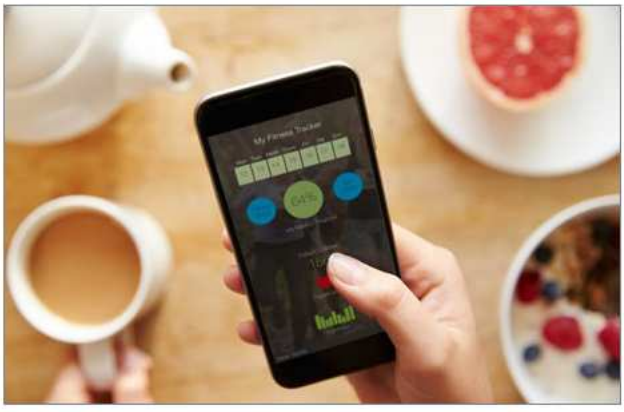


The food that we eat may contain unwanted contaminants alongside nutrients and food additives. Dietary intake and exposure assessments are an important factor of any risk and benefit analysis for food. ILSI Europe aims to be a global centre of expertise in this field so as to improve the estimates of dietary intake and to contribute to more relevant nutrition recommendations and safety assessments. On the other hand, sometimes when nutrients are added to food we might not assimilate or absorb them correctly due to potential interactions with other parts of the diet. This means that the potential benefits of food fortification could be compromised. ILSI Europe investigates approaches to understand more about what is on our plates and how we are affected by it.

Food Intake Assessment Methodology

As the saying goes, "we are what we eat"; but how well do we really know the composition of our food, and more importantly, how much of it do we actually ingest? Assessing the exposure of individuals to the many different substances in food (whether they are intentionally or non-intentionally added) is a key component of any risk-benefit assessment for ensuring safe and healthy food for the consumer. As such, ILSI Europe reviews, evaluates and develops methods for estimating intakes of energy, nutrients, food ingredients such as food additives and chemical contaminants, and other substances in the diet.

By developing more realistic intake and exposure estimates of what Europeans eat, ILSI Europe aims to contribute to more appropriate nutrition recommendations and safety assessments.



GUIDEA – GUIdance for Dietary Intake Exposure Assessment

– Completed

ILSI Europe encourages the harmonisation of practices for conducting and interpreting dietary intake and exposure assessment. An online database, called GUIDEA, was developed and is freely available at www.ilsi-guidea.org. This WikiMedia-based system provides a centralised and comprehensive platform to share and discuss

information and approaches on the exposure assessment of individuals to substances in foods, such as food additives, nutrients or pesticides. ILSI Europe has now decided to stop its involvement in the GUIDEA project and plans for the long-term sustainability and further development of this initiative are now being investigated.

Set up by the Dietary Intake & Exposure Task Force

Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intake

A range of dietary changes in nutrient and food intake are recommended to promote optimal health and to prevent diseases like obesity. To help consumers meet these recommendations, food manufacturers and retailers have been encouraged to adapt the nutritional composition of their products. Have these changes shown a positive impact? Have they been effective and useful? ILSI Europe is identifying preferred modelling approaches to estimate the impact of changes in nutritional composition of foods on the quality of life and health. Moreover, ILSI Europe is addressing how to better communicate the measured health impact to consumers, as these may have a further, motivational benefit, by focusing more on improved quality of life rather than reduced risk of disease.

Set up by the Functional Foods Task Force

Uncertainties in Food Intake Assessments

Uncertainty analysis is an important component of dietary intake and exposure assessments to better understand their strengths and limitations. Based on these, informed risk management decisions can be made to protect consumers while supporting sustained innovation. Building on the GUIDEA initiative, ILSI Europe has described the uncertainties present in various dietary intake exposure assessments and classified these uncertainties to support more accurate assessment tools. A methodology for clear and consistent communication of uncertainties will also be proposed for a particular case study.

Set up by the Dietary Intake & Exposure Task Force

Evaluation of New Methods for Dietary Intake Assessment

Many new tools and applications are being developed to assess the diets of individuals and for research aims. However, these new technologies for diet assessment vary widely in terms of sources and quality of data. This activity will help us to better understand the relative features (uses, limitations, applicability in research and appropriateness for different populations and food categories) of specific new tools and applications currently available for dietary intake assessment. Ultimately this project will provide guidelines and criteria for developers that will lead to improved quality of dietary intake assessment tools.

Set up by the Dietary Intake & Exposure Task Force

Fluid and Water Intake at Population Level – *Completed*

Fluid intake data play a key role regarding decisions made on both health and safety issues, such as hydration status and its consequences for health and well-being, and on risk-benefit assessments of micronutrients. There is a general lack of harmonisation and standardisation of data relating to water and fluid consumption, due to inadequate methodologies and data collection. ILSI Europe has proposed improved methodologies and guidelines to accurately record fluid and water intake.

Set up by the Dietary Intake & Exposure Task Force

Dietary Intake Data

Dietary intake data are crucial to produce accurate and reliable estimates of total dietary intake and provides us information on the adequacies of intakes in selected population groups. The intake data can be used to build dietary guidance and evaluate the risks associated with nutrient deficiency or excessive intake optimise intakes.

Adequacy of Dietary Fibre Intake

There are many different types of dietary fibre, each of which have targeted health benefits, they are important for the maintenance of good overall health and the prevention of chronic diseases. Unfortunately, current recommendations only focus on total fibre intake and this is not optimal in most European countries, in particular in vulnerable groups such as children. ILSI Europe has reviewed the existing data both on total and specific types of fibre intake across Europe, and compared them with current recommendations. The review describes the physical properties and health effects of dietary fibre, summarises current population dietary fibre intakes, assesses the analytical methods used and investigates health claims permitted. It also evaluates current knowledge on the health effects of dietary fibre and the impact of different fibre types on health.

Set up by the Nutrient Intake Optimisation Task Force

Dietary Supplements, Nutrient-Dense Food and Food Fortification of the Elderly

Europe is one of the regions where a significant number of countries will face issues with population ageing in the near future. Within 20 years, these countries will be in a situation where the largest population group will be those over 65 and the average age will be approaching 50. Malnutrition and undernutrition is high in elderly individuals and inappropriate food consumption is one of the main causes. How can we improve micronutrient intake in elderly individuals? ILSI Europe evaluated which products are commonly eaten within the target group and which of these products would be best



to provide adequate nutrient intake, considering dietary supplements, nutrient-dense food (which are rich in nutrients but with relatively few calories) and fortified foods.

Set up by the Nutrient Intake Optimisation Task Force

Iodine Intake in Europe

Dietary iodine intake is required for healthy thyroid function. The adverse effects of iodine deficiency – such as goitre, cretinism, intellectual impairments, growth retardation, neonatal hypothyroidism, increased pregnancy loss and infant mortality – are well known and are easily corrected with salt iodisation. However, worldwide, still more than two billion people are at risk of iodine deficiency. This number may increase in the coming years due to current health strategies to decrease salt intake. This expert group will review current iodine intakes across Europe and compare results with the current recommendations. The focus will be on the general population, but high-risk populations, mainly women will be investigated. The expert group will also discuss iodine fortification of different food strategies/policies in the different countries, and explore the potential impact of these on iodine intake.

Set up by the Nutrient Intake Optimisation Task Force

Omega 3 & Omega 6 Polyunsaturated Fatty Acid (PUFA) Intake, Ratios and Health Effects

Intake of polyunsaturated fatty acids (PUFAs), such as omega 3 and omega 6 PUFAs play a key role for health: from the development of the central nervous system to the reduction of risk of cardiovascular diseases. However, does the European population meet nutritional requirements in terms of PUFAs? And are the requirements aligned across EU countries? ILSI Europe has reviewed the current omega 3 and omega 6 PUFA intakes across Europe in vulnerable groups (i.e. pregnant and lactating women, infants, children, adolescents and the elderly) and compared the results with current recommendations. In a second and third publication in this activity's series, the importance of ratios versus absolute amounts and the relationship between arachidonic acid and health outcomes will be discussed.

Set up by the Nutrient Intake Optimisation and the Early Nutrition & Long-Term Health Task Forces



Biomarkers & Functional Effect Measurements



Biomarkers & Functional Effect Measurements



A balanced diet should provide sufficient levels of nutrients to meet the metabolic requirements of an individual. Diet can also bring additional physiological and psychological benefits beyond the widely accepted nutritional value. Markers are used to measure these effects. Biomarkers are defined as an objective indicator used to measure biological processes, or responses to an intervention. For example, HbA1c, a glycated protein found in red blood cells, can give indication on diabetes complications (e.g. cardiovascular disease, nephropathy, neuropathy, and retinopathy). Reports of biomarkers are abundant in the scientific literature; however, the appropriate use of numerous biomarkers is under debate. As a consequence many health claim dossiers have been rejected due to the lack of supporting evidence based on validated markers to prove the potential health effects to be claimed. Therefore, there is an urgent need to identify consensus criteria to be used for validating biomarkers in different fields of nutrition research.

Biochemical and Immunological Markers of Nutrition

Biochemical markers are analysed at both the cellular and molecular level by means of chemical tests which indicate for example the presence or absence of an enzyme, or the magnitude of low grade inflammation. In nutrition sciences, many markers are used, based mostly on experience and traditional usage but without a proper framework of definitions or criteria to evaluate these markers for their intended purpose. There is a need to develop validated criteria for the selection of biomarkers and an agreed set of valid markers would clearly benefit nutrition scientists.



Marker Validation Initiative

ILSI Europe launched the Marker Validation Initiative to establish a set of criteria or systematic approach to evaluate both biomarkers and consensus markers to be used in the different fields of nutrition research. As a key milestone of this activity, a workshop was organised to establish a preliminary list of the consensus criteria, available in literature and in different fields of nutrition research. The ultimate goal is to develop a tool which will guide nutrition scientists when assessing the validity and relevance of markers for nutrition studies. A recent expert group has refined and applied the consensus criteria in various areas of nutrition research, such as mental performance and immunity. In addition, an evidence-based grading system was introduced, which enables the weighing of the relative importance of individual criteria through a semi-quantitative score.

Initiative set up by the Functional Foods Task Force with the Dietary Carbohydrates, Eating Behaviour & Energy Balance, Early Nutrition & Long-Term Health, Nutrition and Mental Performance, Nutrition, Immunity & Inflammation, Probiotics, and Nutrient Intake Optimisation Task Forces

Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population

Digestion leads to increased blood glucose levels, and maintenance of blood glucose concentrations within the normal range is beneficial for health. One accepted marker to evaluate blood glucose concentrations is glycated haemoglobin A1c (HbA1c). However, HbA1c requires several months to be assessed and is only relevant for diabetic patients, not for the general population. ILSI Europe intends to evaluate alternative markers and their potential endorsement for use in the non-diabetic population. Criteria for evaluating alternative markers related to blood glucose control will be defined.

Set up by the Dietary Carbohydrates Task Force

Markers of Insulin Sensitivity and Secretion

Markers to test for the presence of diabetes in diabetic populations are well known and well established. However, there is as yet no clear advice on which markers can indicate the risk of diabetes in people who do not have diabetes yet. This activity examines insulin secretion and resistance as indicators of diabetes risk, and reviews all types of markers for these functions, focusing on glucose tolerance, insulin sensitivity and beta-cell function. Additional advantages could include the discovery of new less invasive ways to measure these indicators, minimising stress for the patient, and that there might be faster detection methods developed to prevent diabetes onset.

Set up by the Obesity & Diabetes Task Force

Quality of Life Measures

The effect of nutrition on common infections is well documented. Very often these effects on relevant biomarkers are moderate and the overall impact on health and well-being might be underestimated, although an altered nutrition is associated with an improvement in quality of life (QoL).Thus, QoL measure could become an indicator of nutritional effectiveness on overall health apart from the modulation of reported biomarker(s). However, the relevance and validation of QoL measures in the context of nutritional intervention require further assessment. The expert group will examine the applicability of QoL instruments in the contexts of infections and immunity.

Set up by the Nutrition, Immunity & Inflammation Task Force

FP7 EU-Funded Project PATHWAY-27
Pivotal Assessment of the Effects of Bioactives on the Health and Wellbeing. From Human Genome to Food Industry

PATHWAY-27 explores selected bioactive compounds as ingredients of foods that, within the common diet, could significantly benefit human health and wellbeing. Three model compounds (docosahexaenoic acid, beta-glucan and anthocyanins) and three model food matrices (baked goods, dairy and egg products) are being studied to derive widely applicable conclusions. PATHWAY-27 will deliver a better understanding of the role and mechanisms of action of specific bioactives as food ingredients. The project will also define a generic roadmap that can be followed while demonstrating the effects of all types of bioactive-enriched foods. ILSI Europe is leading the work on guidelines for the substantiation of nutritional and health claims on bioactive enriched foods.

FP7 EU-Funded Project NutriTech – *Completed*
Application of New Technologies and Methods in Nutrition Research – The Example of Phenotypic Flexibility

Physiological processes maintain a well-orchestrated rhythm to the continuously changing environment of the body of which diet plays a major role This adaptive capacity called 'phenotypic flexibility' is key maintaining overall homeostasis and therefore, health and healthy ageing. The goal of NutriTech is to quantify the effect of diet on 'phenotypic flexibility'. In doing so, partners evaluate the use of cutting-edge analytical technologies (for instance so-called 'omics' technologies) and methods to study the diet-health relationship and critically assess their usefulness for the future of nutrition research and human wellbeing. ILSI Europe led the harmonisation and dissemination workpackage.

Gut Microbiota & Health



Gut Microbiota & Health

Microbiota



In 300 B.C., Hippocrates already anticipated the importance of gut health for overall health with his famous quote "all disease begins in the gut". An unhealthy gut contributes to a wide range of diseases including diabetes, obesity or inflammatory diseases. As the gut microbiota varies from individual to individual, its manipulation has become a target for the improvement of host health. Thus, functional food products are directed towards digestive health, with prebiotics and probiotics probably being the most common worldwide. Prebiotics and probiotics contribute to the host gut health by distinct, as well as complementary, mechanisms of action. So far, many potential health benefits of pro- and prebiotics have been documented. However, better comprehension of the relationship between the human gut and the intestinal flora is needed. ILSI Europe is involved in a wide range of activities: from a better understanding of the mechanisms of actions to the substantiation of health claims.

Probiotics

Probiotic bacteria are defined as living microorganisms which, when administered in adequate amounts, confer a health benefit to the host. These properties explain why consumers, the scientific community and the food industry show an increasing interest in the wide family of the probiotics. How can we measure these potential health benefits? ILSI Europe is working with the best experts to analyse the latest science and specific examples of the probiotic benefits.



Probiotics: Interplay with the Intestinal Barrier Function

– Completed

In adults, digestion and absorption of nutrients mainly takes place in the small intestine. Intestinal barrier function, microbiota composition and activity can be affected by acute infections, antibiotic use, stress or other dietary factors. However, treatment with the appropriate probiotic strains could help to restore the intestinal barrier. ILSI Europe assessed the potential (direct and indirect) impact

of probiotics on intestinal barrier function with the identification of valid biomarkers. Modulation of gut barrier function was shown to be a highly relevant target for novel therapeutic and/or prophylactic treatments against a range of diseases.

Set up by the Probiotics Task Force

Mechanisms of Probiotic Action

Despite a lack of approved health claims in the European Union for probiotics in human nutrition, there is a general consensus in the probiotic scientific community that specific probiotic strains have documented health benefits and that some health benefits can even be considered a general characteristic. However, their mechanisms of action often remain unclear. Recent developments in molecular and immunological techniques allow for better understanding of the human genome and the human microbiome, and how microbes interact with the host. Thus, there is a need and an opportunity to determine which health benefits are common and why. Better documented mechanisms may also suggest future markers of probiotic efficacy.

Set up by the Probiotics Task Force

Prebiotics

A prebiotic is a food ingredient selectively stimulating growth and/or activity of beneficial microbial species in the microorganisms that inhabit the intestinal tract – the gut microbiota – that confer health benefits to the host. Some prebiotics occur naturally in foods such as chicory, cereals, agave and milk; however, most foods contain only trace levels. The Japanese were the first to recognise the value of fermentable oligosaccharides during the 1980s. However, it was not until 1995 that the prebiotic concept for modulation of gut microbiota was introduced. ILSI Europe is at the forefront of this scientific field, being one of the first to further develop the concept of prebiotic effects.



Structure-Function Relationship for Prebiotic Compounds

Prebiotic compounds show a wide variability in terms of structure and their effects on the gut ecology (microbiota composition and activity) and so consequently of beneficial effects on the host. An ILSI Europe expert group aims to identify the specific characteristics of prebiotic structure that have effects on the gut ecology. The activity is intended to produce recommendations on how to better design research with respect to unambiguous physiological effects of prebiotic compounds.

Set up by the Prebiotics Task Force

Oral & Gut Microbiota

Scientists have long taken an interest in the effects of diet on human gastrointestinal microbiota composition, as it is becoming increasingly acknowledged that the gastrointestinal microbiota play a major role in the absorption and metabolism of key nutrients and non-nutrients. Furthermore, it is known that a major factor in maintaining oral health is the resilience of the ecology of the oral system. Oral health is increasingly acknowledged as a major factor affecting quality of life. The impact of poor oral hygiene goes far beyond caries and hard tissue damage. There is increasing evidence of a link between oral and systemic health (e.g. type 2 diabetes or cardiovascular diseases). It is unclear, however, if this link is causal or because of a common mechanism related to chronic inflammation.



Exploring the Role of Major Gut Microbiota Clusters

The gut microbiota is involved in the metabolism and bio-availability of a large number of nutrients and non-nutrients. Therefore, it is an important variable to take into account when considering the management of obesity, inflammation and the metabolic syndrome. ILSI Europe has reviewed the available data on different gut microbiota clusters and methodologies in relation to their metabolic effects on selected nutrients and non-nutrients. Moreover, the expert group has analysed the metabolic pathways of nutrients, their correlation with the microbiota and the requirements needed to analyse these pathways.

Set up by the Prebiotics and the Functional Foods Task Forces

Oral & Systemic Health Resilience

New evidence suggests that oral health has been acknowledged to have an impact on overall quality of life. Moreover, it appears that oral health may be related to systemic health. These links between oral and systemic health are currently being explored, and ILSI Europe is taking the lead in pursuing this cutting-edge research. This activity will create the scientific evidence base for subsequent clinical confirmation of health claims both on oral and systemic health.

Set up by the Functional Foods Task Force

Short-Chain Fatty Acids for Health

SCFA production from prebiotic consumption is considered as (part of) the mechanism by which prebiotics exert beneficial effects on gut health and metabolic function. Furthermore, SCFAs also exert positive local and systemic physiological effects. However, SCFA production is often not considered as a health benefit as such. Consequently, it is intended to evaluate the current scientific knowledge on SCFAs as a health benefit/biomarker by providing evidence of their beneficial action(s).

Set up by the Prebiotics Task Force

Nutrition Security & Societal Aspects





Nutrition Security & Societal Aspects

Society



Consumer science, societal aspects and sustainability are ever-expanding fields. If we do not know enough about consumer behaviour, risk perception and the drivers influencing consumer preferences, then we cannot learn how to effectively encourage consumers to choose healthier diets and more sustainable practices. Societal aspects and sustainability are linked together with consumer science as it is becoming more and more important to provide enough, healthy and safe food to a growing population. Consumer preferences are also determined by environmental and societal aspects. Therefore, all these topics have to be considered through a more holistic approach. ILSI Europe has worked very hard over the past years to revitalise its pillar on 'Nutrition Security and Societal Aspects'. This has been successfully achieved through two parallel initiatives, ILSI Europe's active involvement as work-package leader in the Horizon 2020 EU-funded project SUSFANS 'Metrics, Models and Foresight for European SUStainable Food and Nutrition Security' and ILSI Europe's new topic on 'Consumer Behaviour Determinants' as selected through the Emerging Issues Process.



Nudging Consumers Towards Healthier Food Choices

Unhealthy food choices and related behaviours are currently driving increased rates of obesity in Europe, with concomitant increases in the incidence of non-communicable diseases. Several strategies are used to move consumers towards healthier choices. One among them is nudging, a concept promoting the idea that positive reinforcement and indirect suggestion will influence the decision making of groups and individuals in a more sustainable way than other interventions. The proposed activity aims to systematically review the existing evidence base regarding short and long term impacts of nudging, and to identify gaps in knowledge where these exist. Suggestions for further research will be made where appropriate. Ultimately, this project will lead to a greater understanding about the potential role of the psychological and cultural determinants of food choice in the context of nudging theory.

Set up by the Consumer Behaviour Determinants Task Force, through the Emerging Issues Process

Horizon 2020 EU-Funded Project SUSFANS
Metrics, Models and Foresight for European SUStainable Food And Nutrition Security

The EU agri-food sector now delivers an amazing variety of products from all over the EU and the globe to consumers, creates convenience, innovates, cushions risks to producers and creates jobs in rural and urban areas. Access to safe and nutritious food is not however guaranteed for all Europe's consumers as quality and safety have sometimes been compromised, and there is an increasing awareness of food poverty across some sections of society. Environmental concerns have also escalated. Maintaining agri-food's beneficial services in the face of ever-changing economic, social, political and environmental conditions will be increasingly challenging. To gauge what policy reforms may best serve the upcoming challenges, a new conceptual approach is needed that explicitly shows how the food that is produced better matches consumption needs and maintains health. Strengthening food and nutrition security (FNS) in the European Union is a key objective of the Horizon 2020 SUSFANS 'Metrics, Models and Foresight for European SUStainable Food and Nutrition Security'. This project offers stakeholders a new and exciting opportunity to participate in investigating the impact of policies on consumer choice and subsequent implications for nutrition and public health in the European Union.

ILSI Europe Events



Selection of Major Events 2016

Events



























Upcoming Events*

Events

January 2017	ILSI Annual Meeting, 20-25 January 2017, La Jolla, United States of America.
March 2017	**ILSI Europe's Annual Symposium 2017, 30-31 March 2017, Brussels, Belgium.**
	IAFP's European Symposium on Food Safety 2017. 29-31 March 2017, Brussels, Belgium. ILSI Europe is supporting organisation with IAFP, chairing the local organising committee and organising two sessions.
April 2017	Workshop on 'Dietary Sweetness. Is it an Issue?' 3-4 April 2017, Brussels, Belgium. *Being organised by the Dietary Carbohydrates and Eating Behaviour & Energy Balance Task Forces.*
	Workshop on 'Identifying Preferred Approaches for Quantifying the Health and Economic Impact of Modifying Nutrient Intakes'. 5-6 April, 2017, Brussels, Belgium. *Being organised by the Functional Foods Task Force.*
May 2017	SUSFANS 3rd Stakeholder Core Group Workshop. 9-10 May 2017, Vienna, Austria.
June 2017	The International Scientific Conference on Probiotics and Prebiotics – IPC2017, 19-22 June 2017, Budapest, Hungary. ILSI Europe has been invited to organise a session.
September 2017	PATHWAY-27 Two Stakeholder Workshops, 21 & 22 September 2017, Brussels, Belgium.
October 2017	IUNS 21st International Congress of Nutrition (ICN), 15-20 October 2017, Buenos Aires, Argentina. ILSI Europe has been invited to contribute to three sessions, one on 'Healthy Ageing' another on 'The Human Microbiome: Sharing our Bodies' and a third on 'Low-Calorie Sweeteners'. *Being organised by the Nutrition and Mental Performance, Prebiotics, Functional Foods and Eating Behaviour & Energy Balance Task Forces.*
Dates to be confirmed	Webinar on 'Exploring the Role of the Major Gut Microbiota Clusters on Nutritional and Functional Benefits of Nutrients and Non-Nutrients'. *Being organised by the Prebiotics and Functional Foods Task Forces.*
	Webinar on 'Industrial MRA in Fresh Produce'. *Being organised by the Microbiological Food Safety Task Force.*
	Webinar on 'The Use of Next Generation Sequencing (NGS): Translation into Practice'. *Being organised by the Microbiological Food Safety Task Force.*

*As of January 2017

Notes

Notes

www.ilsi.eu

Want to know more about ILSI Europe's activities?

For more, check out ILSI Europe's Activity & Budget Document. Download it now at: www.ilsi.eu.





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ILSI Europe Scientific Portfolio

New Mapping of Activities

www.ilsi.eu

FOOD SAFETY

Microbiological Food Safety
- Control Options for Viruses in Food Processing
- Industrial Microbiological Risk Assessment (MRA)
- Meta-Analysis in MRA
- *EU Project EFFORT*

Contaminants
- Reactions & Potential Mitigation of Mycotoxins During Food Processing

Low Dose Effect
- Cancer Potency Database
- Uncertainty in TTC

New Approaches for Food Safety
- ToxCast Data on Food Chemicals
- Micronutrient-Food Matrix Interactions
- Next-Generation Sequencing in MRA
- Biomarkers of Exposure to Process-Related Contaminants

Packaging
- 6th International Symposium on Food Packaging
- In Vitro Bioassays
- Nanotechnologies in Food Packaging

Food Allergy
- Verifying VITAL® 2.0: Reference Doses: Suitability of Analytical Methods
- Severity *vs* Dose With Respect to Allergic Reactions
- Prioritisation of Allergens

Alternatives to Animal Testing
- Holistic Approaches to Develop Alternative Strategies

NUTRITION, DEVELOPMENT & HEALTHY AGEING

Glycaemia & Inflammation
- Reduction of Post-Prandial Glycaemia
- Metabolic Syndrome Studies

Early Life Nutrition
- Early Growth Velocity
- Gestational Diabetes & Diet
- Early Bacterial Colonisation
- Determinants of Immune Competence Across Lifespan

Nutrient Status of Population Groups
- Carbohydrate-Based Recommendations for Dietary Guidelines
- Health Effects of Saturated Fats

Healthy Ageing
- Nutrition for the Ageing Brain
- Plant-Based Ingredients & Cognitive Performance

Energy Balance
- Dietary Fibres & Satiety
- Adaptation to Changes in Satiety
- Dietary Sweetness – Is It an Issue?
- *NWO Project Satiation*

EXPOSURE & INTAKE ASSESSMENT

Food Intake Assessment Methodology
- Uncertainties in Food Intake Assessments
- GUIDEA
- Evaluation of New Methods for Dietary Intake Assessment
- Impact of Modifying Nutrient Intakes

Food Intake Data
- Adequacy of Dietary Fibre Intake
- Omega 3 & Omega 6 PUFA Intake, Ratios & Health Effects
- Dietary Supplements, Nutrient-Dense Food & Food Fortification & the Elderly
- Iodine Intake in Europe

GUT MICROBIOTA & HEALTH

Prebiotics
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- Mechanisms of Probiotic Action

Oral & Gut Microbiota
- Oral & Systemic Health Resilience
- Exploring the Role of Major Gut Microbiota Clusters
- Short-Chain Fatty Acid Production for Health

NUTRITION SECURITY & SOCIETAL ASPECTS

Nutrition Security & Societal Aspects
- Nudging Towards Healthier Food Choices
- *EU Project SUSFANS*

BIOMARKERS & FUNCTIONAL EFFECT MEASUREMENTS

Biochemical and Immunological Markers of Nutrition
- Marker Validation Initiative
- Glycaemic Exposure Markers in the Non-Diabetic Population
- Markers of Insulin Sensitivity & Secretion
- Quality of Life Measures
- *EU Project PATHWAY-27*

March 2017 – Website: **www.ilsi.eu** – Email: **info@ilsieurope.be** – LinkedIn: **www.linkedin.com/company/ilsi** – Twitter: **@ILSI_Europe**

From: Alex Malaspina <[redacted]>

Sent: Tuesday, March 28, 2017 10:18 AM

To [redacted];flbayer@bellsouth.net;pjulkunen@coca-cola.com;sharris@ilsi.org;Cohen, Samuel M;ulrich-mohr@t-online.de;beauchamp@monell.org;john.c.peters@ucdenver.edu

Subject: Fwd: if not seen

Categories: (none)

Interesting

Best Alex

-----Original Message-----
From: David Miller <DavidMiller@Cunet.Carleton.Ca>
To: Alex Malaspina ([redacted])
Sent: Tue, Mar 28, 2017 10:46 am
Subject: FW: if not seen

See item about Ramazzini.

From: Cody Wilson [mailto:CodyWilson@coca-cola.com]
Sent: Tuesday, March 28, 2017 10:43 AM
To: David Miller <DavidMiller@Cunet.Carleton.Ca>
Subject: RE: if not seen

Very interesting.

From: David Miller [mailto:DavidMiller@Cunet.Carleton.Ca]
Sent: Tuesday, March 28, 2017 10:38 AM
To: Cody Wilson <CodyWilson@coca-cola.com>
Subject: if not seen

https://science.house.gov/sites/republicans.science.house.gov/files/documents/03_24_2017%20SST%20to%20Price%20HHS%20Re%20NIEHS.pdf

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From: Michael Taylor <[redacted]>
Sent: Tuesday, April 4, 2017 9:23 AM
To: Cohen, Samuel M
Cc: Alex Malaspina ([redacted])
Subject: Re: Congratulations on your new position

Thanks, Sam. Lots of positive activity in this arena.

Hope all is well with you.

All the best,

Mike

Sent from my iPhone

On Apr 4, 2017, at 9:45 AM, Cohen, Samuel M <scohen@unmc.edu> wrote:

> A formidable task ahead for you, but the Institute is very fortunate to have you on their team.
> Good luck in all of your endeavors.
>
> Sam

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Alex Malaspina <[redacted]>

Sent: Thursday, April 6, 2017 7:47 AM

To: fergc@foodsci.umass.edu

Cc: Cohen, Samuel M;beauchamp@monell.org;hzhang@coca-cola.com

Subject: Fwd: Synthetic biology

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: [redacted] <[redacted]>
Cc: sharris <sharris@ilsi.org>; mmclean <mmclean@ilsi.org>; spettit <spettit@hesiglobal.org>; ehentges <ehentges@ilsi.org>; dbanati <dbanati@ilsieurope.be>; davidmiller <davidmiller@cunet.carleton.ca>; [redacted]>; ulrich-mohr <ulrich-mohr@t-online.de>; ebrown124 <ebrown124@nyc.rr.com>; geoffsmith <geoffsmith@ilsisea.org.sg>
Sent: Thu, Apr 6, 2017 8:45 am
Subject: Fwd: intrexon

Interesting article about the new synthetic biology and gmo's

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: malaspina <[redacted]>
Sent: Thu, Apr 6, 2017 8:36 am
Subject: intrexon

https://olui2.fs.ml.com/RIStocksUI/RIStocksNewsFullStory.aspx?stryKey=2508-201704060600RTRSNEWSNASECURI_L5N1HC5MS_1800.18-1&symbol=XON

From: Alex Malaspina [redacted]

Sent: Wednesday, April 26, 2017 8:42 AM

To: Cohen, Samuel M

Subject: Fwd: News Digest - April 26, 2017

Attachments: News Digest - 04-26-2017.doc

FYI

Best

Alex

-----Original Message-----
From: Heather Jordan <hejordan@coca-cola.com>
To: Undisclosed recipients:;
Sent: Wed, Apr 26, 2017 8:54 am
Subject: News Digest - April 26, 2017

News Digest

Coca-Cola Connect

April 26, 2017

Business

Squawk Alley – Live James Quincey interview on KO earnings
CNBC, April 25, 2017

Squawk on the Street – KO Discussion
CNBC, April 25, 2017

Coke to Cut 20% of Corporate Workers as It Battles Soda Slump
Wall Street Journal, April 25, 2017, By Jennifer Maloney and Anne Steele

Coke goes 'lean,' to cut 1,200 jobs as part of $800 million cost-savings plan
CNBC.com, April 25, 2017, By Lauren Thomas

Coca-Cola's profit plunges 20 percent on bottling refranchising costs
CNBC, April 25, 2017, By Lauren Thomas

UPDATE 3-Coca-Cola to cut 1,200 jobs, boosts savings target
Reuters News, April 25, 2017

Coke's Atlanta HQ to feel brunt of job cuts
The Atlanta Journal-Constitution, April 25, 2017, By Russell Grantham

Coca-Cola to cut 1,200 jobs to create 'leaner corporate organization'
Atlanta Business Chronicle Online, April 25, 2017, David Allison

Coca-Cola Will Now Slash 1,200 Jobs After Challenging Start to Year
TheStreet, April 25, 2017, By Brian Sozzi

Coke is now adding fiber to drinks to try and convince people to buy soda again
Business Insider, April 25, 2017, By Kate Taylor

Coca-Cola fizzles as restructuring weighs on earnings
FT.com, April 25, 2017, By Anna Nicolaou

Coca-Cola to cut 1,200 jobs as sales slump
CNN Wire, April 25, 2017, By Paul R. La Monica

Coca-Cola to cut 1,200 jobs as earnings fall
Agence France Presse, April 25, 2017

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Squawk Alley – Live James Quincey interview on KO earnings

CNBC, April 25, 2017

Sara Eisen
Coca-Cola shares are lagging behind the broader market, which is firmly in rally mode right now.

The company meeting expectations on Q1 earnings and announcing more cost cuts to the tune of $800 million that does include cutting 20% of its corporate staff. We welcome James Quincey the incoming CEO of Coca-Cola who will officially have the job six days from now. Welcome.

James Quincey
Thank you. Good morning.

Sara Eisen
Good morning. So, it seems like the biggest news out of today is that $800 million in added productivity savings. Talk about the job cuts, if you can, where they're coming from, how this will affect the overall company?

James Quincey
Sure. I mean, we're doing these changes in the corporate center basically more agile and focused on growth. By next year, we will have finished the refranchisement. We will have gone from high of 150,000 employees and transferred a lot of those operating employees to our borrowing partners and we'll be under 40,000 the next year. So between that change in the size of the enterprise, and what's happening in technology, and sharper focus on what do we need to do to drive growth into the future, we've made some choices around where we need to deploy resources, and, yes, it's painful. We're going to impact some people here in the corporate center, but we think this new more slimmer, leaner focus corporate center reflects the new reality of the company and sets us better up for growth going forward.

Sara Eisen
So where do those productivity savings get invested in?

James Quincey
Right, we've made some reinvestments from our previous productivity problems. The of those majority were redirected at reinvigorating the revenue growth from the sparkling category which is now multiple years of revenue growth. This new program we're going to take about half of the savings and reinvest them probably more behind the newer categories where we see faster growth and where we want to develop some leadership positions more substantially, in certain geography. We've made some progresses in rolling out Smartwater and Honest Tea. Those are examples of where we'll invest some of these savings, yeah.

Sara Eisen
So James, the quarter overall, it was a noisy one. You're going through bottler refranchising. You had the Easter shift. What sort of picture can you pain of the underlying business right now, when will investors get a clean read?

James Quincey
Lots of noise, as we sell of these bottling businesses, it makes the revenue number is very noisy. I think the simplest way to read through that is to look at the underlying unit-case sales and price mix we're achieving. 0 in 3, solid 3% when you look at it that way for the quarter in line for full-year guidance. We want to accelerate into the coming year, and that will start and get cleaner into 18 and 19. This year given all other refranchising we have yet to complete in 2017, actually second quarter will reflect the completion of our Chinese bottling transaction on the 1st of April, that will change the numbers also. '17 will continue messy. It will get cleaner into '18 and '19 and you'll see robust growth come through for new, future, smaller company.

Sara Eisen
Another headwind is currency impact and tough macro economy. The story in markets and data has shown improvement globally. Can you talk about where you're seeing that and which parts of the world still remain tough?

James Quincey
Yeah. I mean, absolutely. First, currency is less of a headwind this year than it has been for the last few years. Still a little bit of a headwind but undoubtedly better than previous years. What we see around the world developed markets continue to be strong, Europe, U.S., Japan, some emerging markets are getting better than last year. China in particular. India coming now recent… not so much January and February but coming into March and April the change in their currency is moving through the system and we're seeing India return growth. Has to be said there are some places still that are pretty volatile in particular for us Brazil and Venezuela. So a slight better trend especially in the emerging markets, but we're not out of the woods yet.

Sara Eisen
What about the U.S.? What are you seeing here? We saw a spike in consumer confidence after the election. Any change in consumer behavior at the convenience stores or groceries since then?

James Quincey
I think the biggest impact for us honestly in the first quarter was shift of Easter, last year Easter was in the first quarter. This year it's largely in the second quarter. So that's the biggest thing that's going on as we sit for our U.S. business. We're very happy with what we've achieved. We have multiple years now of strong revenue and profit growth in the U.S., making good gains in terms of the marketplace. So we're very positive on the U.S. Business. We're very positive on the strategy we put in place. We see a continued opportunity for good runway and another good year in the U.S. Business. We're positive.

Sara Eisen
Let's pick up a little bit on that strategy as I mentioned. You take over this company next Monday. You're taking over Coca-Cola at a time where volumes are still flat. Where soda consumption in the U.S is falling now for the 12th year in a row and in diet category it's worse. Where do you take this company into the future?

James Quincey
If we look at the U.S and the global story, in the U.S. we're very focused on perhaps a little less volume in sparkling and more transactions and more revenue. So actually, while volumes are still off, revenue, the growth of the top line in sparkling continues to be strong and positive. So sparkling category and us in it continues to be in positive revenue growth this quarter and has been for the last few years. We have a clear strategy in the U.S. on sparkling to grow revenue through transactions and to broaden the portfolio. That's true globally. We're looking to continue to grow sparkling and other categories so we see robust growth globally in the sparkling revenue and in all of the other categories we participate in including the diet drinks. Diet drinks are adding more volume and more revenue than the sugar drinks in the sparkling category. You look around the world and particularly the latest improvement of one of our formulas, Coca-Cola zero sugar resonated well in lead markets we've introduced it. Growth of coke zero has gone from low single digits a few years ago to mid-single digits to 9% last year and this quarter it's in double digit growth. We see some acceleration around the world for coke zero sugar.

Sara Eisen
I'm a little surprised to hear about the diets. The recent study published last week from an American Heart Association journal found a daily diet soda puts you at three times the risks of dementia and stroke compared to someone who drinks less than one diet a week. Your reaction to that study?

James Quincey
Yeah, look, I think, you know, the study itself was pretty clear at the end that they weren't saying that there was a cause and effect here that it was kind of some kind of statistical observations, they weren't claiming any cause and effect and if you look at every regulatory agency around the world, and many of these ingredients are the most studies of ingredients ever been used in food and beverages, and they have all come out and said that this is date for consumption. We're in favor of more research broadly across everything in food and beverage. We should feel good and we should identify problems, but we respond to the regulatory agencies and they're telling us that they're safe to use and consumers are enjoying them as part of a broad and balanced diet.

Sara Eisen
It does feel like a little bit of a pile on right now when it comes to the studies. It's not just diets. It's sugary drinks in general. Soda taxes popping up around this country and globally. Do you approach this as a marketing problem? Spend more lobbying dollars? What's the plan to combat all this?

James Quincey
The way I see it is we are going to provide the consumers what they want and need. You know, there will be a role for each and every product. I think the problem becomes, in anything in life including food and beverages, when it's too much of something. So we believe there's a role for products with sugar. We think there's a role for products with artificial sweeteners and products with some and less of both and unsweetened products too. Our belief is if, that's part of what we're focused on and I'm focused on going forward is completing the play to be a total beverage company. As we expand out, into different categories with different profiles of benefits or sweetness levels, we will be able to through that broadening continue to grow the corporation. Because in the end, there are a lot of industries that can be disintermediated, but there are two fundamental truths about our industry; every person will have eight ounce drinks a day and virtually every single person around the world will have a variety of drinks. No one will make all eight the same if they have disposable income, so our objective is to focus on those consumer needs and provide them a portfolio of beverages that they can enjoy through the day.

Sara Eisen
Hopefully we'll talk more about that at a later date. James, I want to quickly ask you because the administration did impose tariffs on the lumber industry in Canada. Yes, it's a small niche market, versus the globe. If we see more tariffs from the administration, is that a big threat to your business which operates in more than 200nd the world?

James Quincey
For our business, it's not a big threat. While we do support open trade and tax reform, actually one of the great strengths of the Coke system is we are local everywhere. Virtually anything that every consumer drinks will be almost certainly made in the country that drinking it is. We don't ship our product around the world. We have lots of plants and factories and warehouses and create lots of white collar and blue collar jobs in the U.S. and in every country we operate in around the world. That's been one of the great strengths of the

system for Coca-Cola and it's helped us prosper, so we are to some extent insulated from that effect.

Sara Eisen
A giant local company. James, thank you for weighing in on earnings and much more. Congratulations on taking the CEO position next week. Incoming CEO of Coca-Cola.

Link 1 (to 10min)
http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzUzNTUmTURTZWVkPTM4MDcmVHlwZT1NZWRpYQ%3D%3D

Link 2 (10min – end)
http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzUzNjgmTURTZWVkPTcxNyZUeXBlPU1lZGlh

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Squawk on the Street – KO Discussion

CNBC, April 25, 2017

David Faber
Warren Buffett, what does he want out of the Coca-Cola company? Stocks more or less flat this morning after earnings.

Jim Cramer
Let's see what Quincey says. I think that the company's dramatically reduced its head count, I think that they are going no longer for volume, and are going for price and it's working. Now a total beverage company, selling a lot of different beverages that are not carbonated which is very smart. I think that Quincey is being given a good hand by Muhtar Kent. I would be a buyer of that stock.

Link: http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzA4ODUmTURTZWVkPTI3NTkmVHlwZT1NZWRpYQ%3D%3D

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Coke to Cut 20% of Corporate Workers as It Battles Soda Slump

Wall Street Journal, April 25, 2017, By Jennifer Maloney and Anne Steele

Coca-Cola Co. executives said Tuesday they plan to eliminate roughly 20% of corporate staff, as the beverage giant battles a slump in soda sales and expands a long-running cost-cutting program.

James Quincey, a company veteran who will take over as chief executive from Muhtar Kent next week, said the Atlanta-based company will cut 1,200 jobs to run a "more focused, lean corporate center."

The reductions will come from a global pool of about 5,500 employees who work in or report to headquarters in Atlanta, a Coke spokesman said.

In 2015, Coca-Cola announced it was cutting at least 1,600 white-collar jobs globally as part of a push to cut $3 billion in costs by 2019. The latest job action contributes to an $800 million expansion of that program.

The company employed more than 100,000 people as of Dec. 31, including 51,000 in the U.S. Five years ago, the company employed 150,900 people around the world. The decline reflects in part divestitures of many of its bottling operations. As a result of the divestitures, Coke has said it expects to have fewer than 40,000 employees world-wide next year.

Overseas weakness and the stronger U.S. dollar have continued to weigh on results for the company, which generates about half its sales abroad but translates results into dollars.

Coke's beverage volumes were flat in the first quarter globally, dragged down by the macroeconomic conditions in some Latin American markets and the shift of the Easter holiday into the second quarter. Soda volumes world-wide fell 1%.

Mr. Kent said the company remains on track to meet its revenue and profit targets for the year.

The beverage giant has been aiming to cut sugar from its products and diversify beyond soda as more countries consider special taxes on high-calorie drinks to combat rising obesity and diabetes, and as consumers switch to healthier beverages.

On Tuesday, Mr. Quincey said the company is adjusting its growth model to meet people's changing tastes and preferences.

"These portfolio changes will help our consumers moderate the amount of added sugar they consume," he said.

The company lifted the low end of its earnings outlook for 2017. Coke now expects adjusted earnings per share to decline 1% to 3% from $1.91 in 2016. It previously projected a decline of 1% to 4%.

In all for the latest quarter, Coke earned $1.18 billion, or 27 cents a share, down from $1.48 billion, or 34 cents a share, a year earlier. Excluding certain items, per-share earnings were 43 cents, a penny below the average analyst estimate, according to Thomson Reuters.

Revenue fell 11% to $9.12 billion but came in well above analysts' predictions for $8.87 billion. The company said foreign exchange and refranchising structural changes shaved 1% and 10%, respectively, off its revenue in the quarter.

Coca-Cola shares were little changed in Tuesday trading, up 3 cents to $43.31.

Link: HTTPS://WWW.WSJ.COM/ARTICLES/COKE-WEIGHED-BY-LATIN-AMERICA-WEAKNESS-DEEPENS-ITS-COST-CUTS-1493121208

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Coke goes 'lean,' to cut 1,200 jobs as part of $800 million cost-savings plan

CNBC.com, April 25, 2017, By Lauren Thomas

Coca-Cola said Tuesday it will eliminate 1,200 jobs as part of a multiyear cost-cutting effort.

Incoming Coca-Cola CEO and current COO James Quincey said on the company's earnings conference call that the company is planning a "more focused, lean corporate center."

In its quarterly earnings report Tuesday morning, Coke announced plans to expand a productivity and reinvestment program to eke out an incremental $800 million in annualized savings over the next two years. This added savings will boost Coke's target for a six-year savings program to $3.8 billion, the company said.

Quincey said "about half" of the $800 million in savings by 2019 will be reinvested in the company.

"I think here the clear intent is that this [reinvestment] is more directed to some of the newer categories or some of the other categories to drive growth," he said.

On Tuesday, the company reported its eighth-consecutive quarterly decline in revenue. Coke was hurt most by expenses to refranchise its North America bottling operations, which hurt its bottom line, and it faced headwinds in Latin America, where economic conditions remain challenging.

Quincey will succeed Muhtar Kent and become Coke's CEO on Monday.

Link: http://www.cnbc.com/2017/04/25/coke-goes-lean-to-cut-1200-jobs-as-part-of-800-million-cost-savings-plan.html

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Coca-Cola's profit plunges 20 percent on bottling refranchising costs

CNBC, April 25, 2017, By Lauren Thomas

Beverage behemoth Coca-Cola reported first-quarter earnings on Tuesday that fell slightly short of Wall Street expectations, sending shares of the stock down in premarket trading.

- Beverage giant Coca-Cola reported first-quarter earnings on Tuesday that missed analysts' expectations by 1 penny a share, with net revenues that fell 11 percent for the quarter.
- Economists had expected the company to report earnings of 44 cents a share on sales of $8.874 billion, according to Thomson Reuters.
- Current COO James Quincey will succeed Muhtar Kent as CEO on Monday.

The company reported a 20 percent drop in quarterly profit, which was driven lower because of higher costs related to its refranchising efforts in Coca-Cola's North America bottling operations.

Here's what the company reported vs what the Street was expecting:

EPS: 43 cents per share adjusted vs estimate of 44 cents, according to Thomson Reuters analysts' consensus.
Revenue: $9.118 billion vs estimate of $8.874 billion, according to Thomson Reuters.
Shares of Coca-Cola were last trading down about a third of a percentage point before the bell on Tuesday.

Coca-Cola's total sales fell 11.3 percent for the quarter, marking its eight consecutive quarterly decline in revenue.

The Atlanta-based company is in the midst of a management shuffle, as Coke's current chief operating officer, James Quincey, is preparing to succeed Chief Executive Muhtar Kent on May 1. In turn, Kent will remain Coke's chairman.

The incoming CEO has said his plans for the company's future include focusing on upping sales from smaller-sized packages and no-calorie sparkling beverages. Last quarter, smaller-package production grew about 10 percent in volume, while no-calorie colas saw accelerated growth in the second half of 2016.

Coke also warned earlier this year that its 2017 profit would drop as the company works to refranchise its bottling operations. Coke has said it expects to complete the refranchising efforts by the end of the year.

Just last quarter, the beverage giant reached a deal to refranchise its bottling operations in China — a market still ripe for growth.

Net revenue in the company's flagship North American market rose 8 percent last quarter, "outperforming total retail value growth for both the North America nonalcoholic ready-to-drink beverage industry and U.S. consumer packaged goods companies," current CEO Kent remarked.

Last week, Credit Suisse raised its rating for Coca-Cola shares to "outperform" from "neutral," saying the beverage company's new "asset-light" business model will drive profit growth over the next two years.

"After the refranchising, the core Coke business will deliver EPS growth not seen for at least the last five years," analyst Laurent Grandet wrote in a note to clients.

As of Monday's close, shares of Coca-Cola have declined a little more than 3 percent over the past year, but are up nearly 4.5 percent in the year-to-date period.

Link: http://www.cnbc.com/2017/04/25/coca-cola-reports-first-quarter-earnings.html

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UPDATE 3-Coca-Cola to cut 1,200 jobs, boosts savings target

Reuters News, April 25, 2017

* Most of additional $800 mln savings to come from job cuts

* Forecasts 2017 adj profit to fall 1-3 pct

* Global soda sales fall 1 pct in Q1 (Adds conference call details, CEO comment; updates shares)

By Sruthi Ramakrishnan

April 25 (Reuters) - Coca-Cola Co said on Tuesday it would cut about 1,200 jobs as the beverage maker expands its savings target amid falling demand for fizzy drinks globally.

Shares of the Dow component were up marginally at $43.39.

Coca-Cola and rival PepsiCo Inc's soda sales have taken a hit as consumers in North America and Europe increasingly shun sugary drinks.

Global soda sales fell 1 percent in the first quarter ended March 31, Coca-Cola said on Tuesday.

The Atlanta-based company said it was increasing its cost-cutting target by $800 million in annualized savings and now expects to save $3.8 billion by 2019.

The majority of the additional savings would come from the corporate job reductions, incoming Chief Executive James Quincey said on a post-earnings conference call.

The company, which also reported a smaller-than-expected quarterly profit, said it expects to reinvest at least half of the $800 million saved to mainly boost growth in its non-carbonated drink business.

"We are not too worried about this quarter's miss," RBC Capital Markets analyst Nik Modi wrote in a note.

"The important thing is that KO is raising its cost-saving estimates and we believe there is more to go."

The job cuts would start in the second half of 2017 and carry into 2018, Coca-Cola said.

The company also forecast a smaller decline in 2017 adjusted profit than it had previously expected.

Coca-Cola said on Tuesday it expects full-year adjusted profit to fall 1-3 percent, compared with the 1-4 percent decline it forecast in February.

The company is offloading much of its low-margin bottling business to reduce expenses, but costs associated with the refranchising have been higher than expected, weighing on profit.

Coca-Cola said it recorded a charge of $84 million related to the refranchising in North America in the latest quarter.

Net income attributable to the company's shareholders fell 20.3 percent to $1.18 billion, or 27 cents per share, from a year earlier.

Excluding items, the company earned 43 cents per share, missing analysts estimates by a cent, according to Thomson Reuters I/B/E/S.

Revenue fell 11.3 percent to $9.12 billion, declining for the eighth straight quarter. (Reporting by Sruthi Ramakrishnan in Bengaluru; Editing by Sriraj Kalluvila)

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Coke’s Atlanta HQ to feel brunt of job cuts

The Atlanta Journal-Constitution, April 25, 2017, By Russell Grantham

Coca-Cola said Tuesday it will cut 1,200 corporate jobs this year as part of an expanded cost-cutting program as it grapples with sluggish soda sales and internal restructuring.

Coca-Cola President James Quincey, who takes over as chief executive of the Atlanta company on May 1, announced the job cuts during a conference call with investors after the company’s first-quarter earnings announcement.

Quincey said most of the job cuts will be at the company’s Atlanta headquarters.

The company has about 7,500 employees in metro Atlanta and 9,000 in Georgia, including both bottling operations and its corporate headquarters.

“The majority of the job reductions will be in Atlanta,” said Quincey, who is replacing long-time CEO Muhtar Kent, who is retiring. “As painful as it is, I still think that’s the right decision.”

The job cuts will begin in the second half of 2017 and extend into 2018.

A spokesman said the reduction will come through involuntary job cuts or transfers to other positions rather than buy-outs.

Coca-Cola hopes to save about $800 million annually though the layoffs and other actions by 2019, and to reinvest half of that back into the business, mostly in new products.

Quincey and other company officials said the job cuts and other cost-cutting efforts are tied to a years-long restructuring that has included re-tooling bottling operations and buying or launching scores of new products to offset slowing growth of its core soda business.

Customers have been turning to other drinks and avoiding sugary sodas partly due to concerns about the risk of obesity and diabetes. A recent report showed that in 2016, Americans for the first time drank more bottled water than soda on a per capita basis.

Coca-Cola’s worldwide employment swelled past 150,000 workers a few years ago as it bought up its bottlers and distributors around the world, to make them more efficient and quicker at launching new products.

But over the last two years it has been selling or “refranchising” those bottlers at a rapid clip, and its total headcount is expected to fall below 40,000 by next year as many of its current employees follow those bottlers out the door.

Coca-Cola currently has 100,300 employees worldwide, including 57,300 in North America.

As a result of its evolving structure, said Quincey, the company is re-thinking which corporate jobs are still needed.

“We’re working through redesigning the organization to be faster and more agile,” said Quincey. “While these necessary changes are always very difficult, they will help us do fewer things better to lead and support our operating units.”

Coca-Cola spokesman Kent Landers said the job cuts will come from a pool of about 5,500 corporate employees in Atlanta and elsewhere.

Quincey said the company's cost-cutting goals also will be met through reduced marketing spending and restructuring of some operations.

In 2015, Coca-Cola announced plans to cut costs by $3 billion by 2019. Including the new cost-cutting efforts, Quincey said that cost-cutting target now goes to $3.8 billion by 2019.

The last time Coca-Cola announced big job reductions was in early 2015, when the company said it would cut up to 1,800 jobs, including about 500 at its Atlanta headquarters. The company had about 8,900 people at its midtown Atlanta office at the time.

In Tuesday's financial report, Coca-Cola reported big drops in both revenue and profits in the first quarter, mostly due to shedding bottling businesses.

Revenue declined 11 percent in the first quarter, to $9.1 billion from $10.3 billion a year earlier.

First quarter profit declined 21 percent, to almost $1.18 billion from $1.48 billion a year earlier.

The report mostly showed flat financial results when the effects of restructuring efforts were removed.

In a report, Wells Fargo Securities analyst Bonnie Herzog said she was encouraged by Coke's efforts to re-tool its business — but still waiting for improvement in the bottom line.

"We continue to believe that (Coke) has a significant opportunity … following its "transition" period to re-accelerate earnings growth and demonstrate the merits of its strategic overhaul," she said.

Coca-Cola at a glance

Coke announced it will cut 1,200 jobs in 2017-2018. Most will be at its Atlanta headquarters. Here are the current workforce numbers:
Total employment: 100,300
North America: 57,300
Georgia: 9,000
Metro Atlanta: 7,500

Source: Coca-Cola Co.

Link: http://www.myajc.com/business/coke-atlanta-feel-brunt-job-cuts/kaJjZmVRICbrS5ovwRnT3I/

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Coca-Cola to cut 1,200 jobs to create 'leaner corporate organization'

Atlanta Business Chronicle Online, April 25, 2017, David Allison

The Coca-Cola Co. (NYSE: KO) said Tuesday it plans to cut approximately 1,200 jobs "as we put in place the leaner corporate organization."

"While this will clearly be difficult for those impacted, these changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," incoming CEO James Quincey said in a statement. "As has long been our culture at Coca-Cola, we do not take decisions about jobs lightly and we are committed to treating our people with dignity, fairness and respect throughout this process."

Quincey takes over May 1 as Coke's CEO from outgoing CEO Muhtar Kent.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016.

The company said Tuesday it expects to achieve an additional $800 million a year in productivity savings over the next few years.

The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent. The company blamed the poor results on the cost of acquisitions, divestitures, its ongoing refranchising of bottling territories, and foreign currency exchange.

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Coca-Cola Will Now Slash 1,200 Jobs After Challenging Start to Year

TheStreet, April 25, 2017, By Brian Sozzi

Coca-Cola's (KO) first quarter lacked a whole bunch of fizz, and incoming CEO James Quincey is wasting no time to try and protect the bottom line.

Quincey told analysts on a conference call Tuesday that Coca-Cola would soon slash 1,200 jobs as part of a new $800 million cost savings plan. The news comes after the company posted tepid 2017 first quarter results. Revenue fell 11% year over year to $9.1 billion. Still, Coke beat the $8.89 billion expectation on Wall Street.

"As anticipated, revenues in the quarter were adversely impacted by two fewer days and the shift of the Easter holiday," Coke CEO Muhtar Kent said in a statement.

Meanwhile, the company posted earnings of 43 cents a share, compared to the 44 cents analysts surveyed at Factset anticipated. And, Coke said it sees full-year earnings per share declining 1% to 3%.

The results show why Wall Street is anticipating a fresh start for Coke. Kent who has been in the position since 2008 will be replaced by current COO Quincey on May 1, and investors are hoping he can boost sales and profits again, which have fallen due to a general consumer shift away from sugary drinks.

Quincey has so far expressed ambitious growth plans for the soda king and led Coke's transition away from sugary beverages, amid the ongoing consumer shift to healthier food options. Persistently sluggish results in Coke's beverage heavy portfolio underscore why some on Wall Street are hoping Quincey gets into the faster growing healthy snack food business.

Link: https://www.thestreet.com/story/14101951/1/coca-cola-will-now-slash-1-200-jobs-after-challenging-start-to-year.html

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Coke is now adding fiber to drinks to try and convince people to buy soda again

Business Insider, April 25, 2017, By Kate Taylor

Coca-Cola now sells a soda with added fiber.

Coca-Cola Plus rolled out in Japan in February. The company reportedly spent more than a decade researching and developing the drink, which is sugar-free, calorie-free, and contains 5 grams of dietary fiber in each bottle.

"We're looking to add functional beverages," CEO James Quincey said on a call with media on Tuesday. The company is rolling out Coca-Cola Plus and Canada Dry Plus as part of a "fast-growing segment where ingredients are added to beverages to address specific dietary needs."

The company didn't reveal plans to sell Coca-Cola Plus in the US anytime soon.

The beverage giant is desperately looking to grow sparkling drink sales as soda consumption slumps, and executives are hoping that healthier reformulated versions of Coca-Cola could do the trick.

"Consumers, even the same person... want less sugar at one point, more caffeine, less caffeine [at other times,]" Quincey said. Coca-Cola, he said, "can actually have multiple objectives in the same reformulation. You can... improve the taste, and reduce the added sugar, and add a new fruit juice or some other ingredients."

Most of Coca-Cola's reformulations have created successful new beverage brands simply by cutting sugar or calories from pre-existing drinks. For example, the company reported that the revamped Coca-Cola Zero Sugar experienced double-digit growth in the last quarter, after growing 9% by volume in 2016.

Revamping well-known brands can be a tricky business, though. The 1985 reformulation of Coca-Cola that resulted in "New Coke" was one of the most catastrophic decisions in the company's history.

Now, Coca-Cola's reformulations are used as extra variations on the core brand, instead of replacements for a classic Coke. Coca-Cola Plus will never replace Coca-Cola, but instead serve as yet another option, alongside brands such as Diet Coke, Coke Zero Sugar, and Coke Life.

Crafting a healthier version of Coke could be key to saving Coca-Cola's soda business. While Coca-Cola grew its sparkling soft drink revenue last quarter, by volume, global soft drink sales fell by 1%.

Link: http://www.businessinsider.com/coca-cola-with-fiber-reveals-soda-revamp-2017-4

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Coca-Cola fizzles as restructuring weighs on earnings

FT.com, April 25, 2017, By Anna Nicolaou

Coca-Cola’s sales dropped 11 per cent in the first quarter, as the world’s largest maker of fizzy drinks tries to overhaul its business.

The company reported adjusted earnings of 43 cents a share on $9.1bn in revenues in the first three months of the year — down from $10.3bn a year ago. Wall Street analysts had predicted earnings of 44 cents a share on $8.9bn in sales. Coca-Cola said structural changes accounted for 10 per cent of its slide in revenues.

Shares were up 0.3 per cent in pre-market trading.

The Atlanta-based company has been restructuring its business, targeting $3bn in annual savings by 2019. Looking to appeal to a more health-conscious consumer, Coke has been selling off chunks of its bottling divisions to diversify away from soft drinks.

A new chief executive, James Quincey, will take over in May as Muhtar Kent steps down. Mr Kent said the first quarter results were “in line with our plan” and “adversely impacted” by seasonalities. “We continue to execute against the long-term strategic transformation plan for the company,” he said.

Link: https://www.ft.com/content/bfaffb4b-cc15-3c7c-aacf-b90ef8911012

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Coca-Cola to cut 1,200 jobs as sales slump

CNN Wire, April 25, 2017, By Paul R. La Monica

NEW YORK (CNNMoney) -- Coca-Cola's sales continue to fizzle -- and the company is planning to cut 1,200 jobs to try and get back on track.

Coke said in its earnings report Tuesday that the layoffs, which will begin in the second half of this year, are part of a broader cost cutting plan aimed at saving $800 million.

The layoffs are a relatively small fraction of the company's overall headcount. Coke employs more than 100,000 people worldwide.

Incoming CEO James Quincey said the moves are being made to make Coke more agile and lean. The company is also in the process of refranchising some of its bottling operations in North America to save money.

Quincey, currently Coke's chief operating officer, will take over as CEO on May 1. He is succeeding long-time CEO Muhtar Kent, who will remain at Coke as its chairman.

Coke has struggled over the past few years as consumer tastes have shifted away from sugary drinks. Even Coke's diet brands are in decline due to health risks associated with artificial sweeteners.

Coke said on Tuesday that is overall sales were down 11% from a year ago while profits fell 20%.

That's a big reason why Coke is pushing more into healthier beverages like water, milk and soy-based drinks.

But Coke's sales and stock have also lagged the performance of its key rival Pepsi over the past few years, and some argue that Coke needs to do more to expand beyond its core beverage unit as Pepsi has.

Pepsi also owns the thriving Frito-Lay snack foods business as well as Quaker Oats. Pepsi will report its latest earnings on Wednesday.

So can Coke get back on track? There are some hopeful signs.

Quincey's push to make Coke a company that promotes healthier beverages is in some ways similar to another iconic company that is trying to transform itself into a more palatable brand for calorie-counting consumers.

McDonald's stock rose more than 4% to an all-time high as sales in the U.S. and around the globe continued to sizzle. It reported results that topped forecasts on Tuesday.

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Coca-Cola to cut 1,200 jobs as earnings fall

Agence France Presse, April 25, 2017

Coca-Cola plans to cut 1,200 jobs as it deepens its cost-cutting initiatives in response to sluggish soda sales, the company said Tuesday.

The maker of Sprite and Fanta announced the job cuts as it reported lower second-quarter profits due to restructuring costs and flat sales amid efforts to tout new low-sugar beverages in response to flagging demand for soda.

The job cuts account for about one percent of the soda giant's 100,300 employees. Coca-Cola said it also is expanding its cost-cutting program to reach $800 million annually by 2019.

While the job cuts "will clearly be difficult for those impacted, these changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," incoming chief executive James Quincey said in a statement.

Net income in the first quarter plunged to $1.2 billion, down 20.3 percent from the year-ago period.

Revenues fell 11.3 percent to $9.1 billion, reflecting lower sales from bottlers that were sold to franchisees as part of a corporate reorganization.

One-time costs associated with the bottling refranchising also dented earnings.

Volumes were flat globally, including in North America, the biggest region by revenue, and fell three percent in Latin America due to weakness in Brazil and Venezuela.

Coca-Cola aims to deliver a "more consumer-centric portfolio that meets people's changing tastes and preferences," said Quincey, who will become chief executive next month.

New product offerings include "Honest Sport," a sports drink that is an offshoot of the low-sugar Honest Tea. The company also is launching Coca-Cola Plus in Japan, a no-sugar drink with dietary fiber aimed at Japan's large aging population.

"Importantly, these portfolio changes will help our consumers moderate the amount of added sugar they consume."

Coca-Cola shares dipped 0.2 percent to $43.19 in afternoon trading.

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Coca-Cola Is Cutting 1,200 Jobs as Growth Stalls

Fortune, April 25, 2017, By John Kell

Coca-Cola said it will cut 1,200 jobs, the latest major food manufacturer to accelerate cost-cutting efforts as the industry struggles with a weak growth outlook.

The soda giant said it would trim the jobs beginning in the second half of 2017 and carrying into 2018 as it tries to become "faster and more agile." "While these necessary changes are always very difficult, they will help us do fewer things better to lead and support our operating units," said James Quincey, who will succeed Muhtar Kent to become CEO of Coke (KO, -0.03%) this year.

Overall, the soda manufacturer said it would expand the company's current cost-savings program by $800 million to $3.8 billion. Quincey said the company aims to re-invest "at least half of the savings," though Coke is still finalizing a complete plan for how it will use all the savings beyond simply saying it would create value for shareholders.

Coke's move to cut jobs comes as many major food and beverage manufacturers—a group collectively known as "Big Food"—have cut thousands of jobs in a bid to trim costs and restructure their operations. Others that have cut jobs have included Hershey (HSY, +0.24%), General Mills (GIS, +0.14%) and Kellogg (K, -0.08%). All have been under pressure to cut costs to boost cash flows because of the aggressiveness at 3G-backed Kraft Heinz (KHC, -0.01%), which has put some pressure on others in the industry to step up their game.

The cost-cutting comes as Big Food manufacturers have found their legacy brands pressuring by a consumer trend toward foods and drinks they deem healthier, a trend executives say will only accelerate over time. Startups—which have raised billions of private investors—have built up impressive sales because consumers say they want the cleaner labels those smaller firms often offer. As a result, companies like Coca-Cola—which is highly exposed to the declining soda industry—have had to change. Coke has aimed to bulk up the company's healthier offerings by selling more Smartwater, flavored water Vitaminwater, and dairy brand Fairlie.

But the first-quarter financial results Coke reported on Tuesday point to the challenge the company is facing remaking itself. Total volume was even for the quarter because of a 1% decline in sparkling soft drinks and a flat performance for the juice, dairy and plant-based beverages Coke sells. There was some growth for Coke's waters and sports drinks (up 3%) and tea and coffee (which increased 2%).

Wall Street analysts asked Coke's executive team: are acquisitions, including for food brands to get Coke less exposed to beverage trends, possibly on the table? Quincey said that for a deal to occur, it would need to be financially attractive, and also unite a willing buyer with a willing seller. Many Big Food executives have indicated that acquisitions in the space can be a challenge because startups command valuations that are too high to justify. Coke's two big rivals each inked a bolt-on deal late last year: Dr Pepper Snapple (DPS, -0.10%) bought Bai Brands and PepsiCo (PEP, +0.07%) purchased KeVita."While we imagine we will continue to do bolt-on acquisitions, you can't predicate your strategy on [M&A]," said Quincey. "We focus on driving on what we can organically."

Link: http://fortune.com/2017/04/25/coca-cola-cutting-jobs/

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Coca-Cola to cut 1,200 jobs

BBC News, April 25, 2017

The US firm Coca-Cola has said it will cut about 1,200 jobs due to falling demand for its fizzy drinks.

Its global carbonated drink sales fell 1% in the quarter to 31 March, Coca-Cola said.

Coca-Cola and rival PepsiCo's sales have taken a hit as consumers in North America and Europe have increasingly turned away from sugary drinks.

The Coca-Cola cuts will begin in the second half of 2017 and continue into 2018, the company said.

The firm said it was increasing its cost-cutting target by $800m in annualised savings, and now expects to save $3.8bn by 2019.

The majority of the extra cost savings will come from corporate job reductions, incoming chief executive James Quincey said in a conference call.

A spokesperson added that savings would also be made through the firm's supply chain, marketing, and changes to its operating model.

Coca-Cola added that it expected its full-year adjusted profits to fall by between 1% and 3%, compared with the 1% to 4% decline it had forecast in February.

The firm has more than 100,000 employees globally.

Link: http://www.bbc.com/news/business-39711023

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Coca-Cola Co optimistic for 2017 despite Q1 stagnation - results.

Just-Drinks, April 25, 2017, Andy Morton

The Coca-Cola Co has retained its full-year growth outlook despite flat Q1 organic sales and volumes.

The company has a target of 3% organic sales growth for 2017, but today saw its first quarter underperform, partly due to a late Easter and two fewer sales days compared to the year-prior. Reported net sales in the three months to end of March dropped 11%.

The company also blamed structural changes and ForEx headwinds for the sales drop, which led to a 20% net profits fall.

Coca-Cola is restructuring its global bottler footprint and selling off territory to its key bottling partners.Today, the company said it has created two new independent bottlersto handle US territories- Heartland Coca-Cola Bottling Co, based in Kansas City, Missouri, and Coca-Cola Southwest Beverages, based in Dallas. Heartland has acquired a production facility in Lenexa, Kansas, while Southwest Beverages took over nine production facilities in Texas.

The creation of Southwest Beverages is the culmination of Mexican bottler Arca Continental's bid to take over Coca-Cola territory in the southern US. Southwest Beverages is part of AC Bebidas, a subsidiary of Arca Continental. Coca-Cola holds astake in AC Bebidas.

CEO Muhtar Kent said the first quarter was in line with expectations and that Coca-Cola remains on track to deliver underlying sales and profit targets for the full year.

"Most importantly, we continue to execute against the long-term strategic transformation plan for the company - a plan that I am confident will deliver even greater shareowner and stakeholder value in the years to come," Kent said.

The Q1 results announcement is Kent's last as CEO. He will hand over to COO James Quincey next week and become chairman of the Coca-Cola board.

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Coca-Cola to axe 1,200 jobs as it shifts to new 'cluster' model

Marketing Week, April 25, 2017, By Sarah Vizard

Coca-Cola plans to axe 1,200 jobs as part of wider plans to restructure the business around five "strategic clusters" as it looks to transform into a consumer-centric total beverage company.

Speaking on an investor call this afternoon (25 April) following Coca-Cola's quarterly results announcement, incoming CEO James Quincey said the job reductions will take place in the second half of 2017 and into 2018 as the company looks to build a "faster and more agile business". The aim is to reduce complexity, simplify processes and speed up decision-making.

"We are working through redesigning the organisation to be faster and more agile," he explained. "The necessary changes will be difficult, but it they will enable us to do fewer things better."

Quincey said the changes are part of a wider restructure at the company as it shifts to what it calls a "category cluster" model. The move will see it focus on five strategic categories – sparkling soft drinks; energy; juice, dairy and plant-based drinks; water, enhanced water and sports drinks; and tea and coffee.

The aim is to ensure Coca-Cola is more disciplined about its investments, with a focus on launching new products through innovation, changing recipes to reduce added sugar and acquiring new brands in categories such as tea and plant-based drinks. For example, Coca-Cola is expanding its premium Smartwater brand into flavoured sparkling waters, while the newly reformulated Coca-Cola Zero Sugar is expanding into more markets.

The hope is this will deliver a further $800m in productivity savings, at least half of which it will reinvest into the company.

However, Quincey was quick to point out that Coca-Cola is keeping its focus on local markets and will not be moving to a model that sees each category given its own P&L.

"We will run the business local to drive local entrepreneurship," he said. "We will use the chief growth officer for strategic reasons – to stay connected to what is happening globally and have someone with the right and authority to bring those insights, needs and initiatives to the table."

The new chief growth officer role

Francisco Crespo is taking on the CGO role and he will be responsible for leading this change, ensuring that the company spots strategically important trends and opportunities and acts on them.

"Our principle operating model is local and geographic due to the franchise system. But anything you organise against has blind spots and we have to mitigate those. [The CGO] will provide a global and category perspective."

But Quincey said that is not the only reason for the role. He explained: "As brands and experiences are created today and in future they will be less cleanly-delineated between TV ad

and customer programmes. There will be greater intersection and integration in how to engage with shoppers.

"We are bringing together global marketing, customer, commercial leadership and strategy teams, underpinned by dig engagement to allow us to more seamlessly operate."

The job cuts, model shift and leadership changes are all aimed at accelerating growth at Coca-Cola, which has struggled as consumers have moved away from buying sugary carbonated drinks. In its Q1 results, total revenues were down 11.3% – the eighth consecutive quarter of declines. Profits also came in below expectations, although Coca-Cola has said it is "on track" to deliver on its full-year guidance.

Link: https://www.marketingweek.com/2017/04/25/coca-cola-job-cuts/

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Closing Bell – KO Discussion and Recap

CNBC, April 25, 2017

Sara Eisen
Then there is Coke, underperforming the market, out with earnings this morning. Stock is down, it is a mixed quarter. Remember, there's still a lot of noise around the results lately, because they are refranchising some of the bottlers, they are in the middle of the transition period. I spoke exclusively with the company's incoming CEO James Quincey taking the job next week. This is what he said about announcements today around restructuring. They are saving another $800 million in cost cuts, but that means they are going to cut 20% of the corporate staff. Here is what he said about that and the vision there.

[cuts to footage]

James Quincey
By next year, we will have finished refranchising. We will have gone from high of 150,000 employees and transferred a lot of those operating employees to our borrowing partners and we'll be under 40,000 the next year. It's painful. We're going to impact some people here in the corporate center, but we think this new more slimmer, leaner focus corporate center reflects the new reality of the company.

[back to the studio]

Sara Eisen
So there's Quincey talking about how the company is in the middle of a transition, not only spinning off the bottlers which will result in a lot fewer people working at Coke, but also the staff cuts coming out of corporate, a little more than a thousand, and never is easy to talk about. He says they are doing it to use savings to reinvest in what's working. Some of the growth categories like: success in waters, the non-sparkling, as they say, the carbonated drinks and they are still seeing flat volumes There are two camps in this, Credit Suisse just out with an update last week, Jim Cramer saying this a lot too, and then there are the bears who say, consumption in the country is declining for 12 years in a row, and the company is most exposed. Yes, it is growing some of the other portfolios like teas, waters, and noncarbonated drinks, but, ultimately, it's going to have a growth problem if it wants to get back to growth rates that it used to have five, ten years ago.

Bill Griffeth
I often think they teach you in business school how to grow a company, but rarely do they teach you how to turn it back to turn it around. That's something you learn on the job, and that's a tough job for Mr. Quincey to try and execute on day one as he's coming in here, trying to turn things around, and cut back. And I love this, it's a smaller company with 40,000 employees, but that's, you know, the nature of the beast.

Sara Eisen
But that's a big difference from 100,000 employees around the world. And that's the bold case on this stock; they are going to be able to continue to squeeze higher prices out of the smaller cans, which they are doing, and lead to a more profitable, leaner company without the costs of the bottlers.

Bill Griffeth
As with retail, broadcasting, media, they are beholden to their customers whose tastes are changing dramatically. No, you know, fewer people drink the soda these days they are more health conscious for whatever reason, diabetic, whatever, and they are going more towards the healthy choices here. Companies are having to play catch up in that regard.

Sara Eisen
It doesn't help that you continue to have study after study, and just the latest one from the American Heart Association journal last week, saying that Diet Coke, drinking it every single day makes it more likely to have dementia and strokes than drinking it once a week. I did asked Quincey about that. He said there was no cause and effect in that study, which he's absolutely right about, but the press around it, the negative, and you're having increasing regulations, like soda taxes popping up. It's going to be another one of his big challenges.

Bill Griffeth
Another head wind for them there.

Link: http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21IZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlckIEPTUzOTc3NiZNRElEPTc4NzY0ODImTURTZWVkPTY2ODImVHlwZT1NZWRpYQ%3D%3D

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Business News: McDonalds Gets Lift From Focus on Regulars

The Wall Street Journal, April 26, 2017, By Julie Jargon

McDonald's Corp.'s focus on regular customers is paying off.

The burger giant recently pledged not to chase customers who rarely eat fast food. Instead, McDonald's has made more of its hearty breakfast items available all day, priced soda and coffees at $1 and introduced new Big Mac sizes -- all at the behest of cost-conscious regulars.

"Our greatest opportunities are at the core of our business," Chief Executive Steve Easterbrook told investors Tuesday.

The tighter focus led to better-than-expected sales globally and in its critical U.S. market in the first quarter.

The company is trying to narrow the gap between its prices and those at the grocery store by raising menu prices more slowly than the rate of supermarket inflation.

McDonald's is testing new mobile ordering and payment options and automated cashiers. The company said Tuesday it plans to expand a delivery service it has tested in Florida.

Mr. Easterbrook said each initiative is designed to bring "the biggest benefit to the most customers in the shortest amount of time."

McDonald's also wants to improve its food quality. Next year, it plans to switch to fresh from frozen beef in Quarter Pounders. Next week a higher-end, customizable "Signature Crafted" burger menu will be launched nationwide.

Global same-store sales in the quarter rose 4%, above the 1.3% increase anticipated by analysts in a Consensus Metrix survey. Same-store sales in the U.S. rose 1.7%, beating the 0.8% decline analysts expected.

McDonald's has also transferred ownership of many restaurants to independent operators. The model, embraced by other fast-food chains, lets companies collect a piece of sales without the costs and headache of managing hundreds of stores.

In all, McDonald's earned $1.21 billion, or $1.47 a share, up from $1.12 billion, or $1.25 a share, a year earlier. Revenue slipped 3.9% to $5.68 billion. Analysts polled by Thomson Reuters had expected $1.33 a share on $5.53 billion in revenue. McDonald's shares rose 5.6% Tuesday to $141.70 a share.

Anne Steele contributed to this article

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Coca-Cola LUMS Aquatic Centre Inaugurated

Flare, April 30, 2017, _

The inauguration ceremony of the Coca-Cola sponsored Aquatic Centre at the Lahore University of Management Sciences (LUMS) took place on Tuesday. Brian Smith, president for Europe, Middle East and Africa (EMEA) Group and Zoran Vucinic, president for Middle East and North Africa (MENA) of Coca-Cola Company, the chief guests at the event, along with other members of the organisation's team, were welcomed at LUMS by Syed Babar Ali, Pro-Chancellor, Prof Dr S Sohail H. Naqvi, Vice Chancellor, and Abdul Razak Dawood, Rector of LUMS. After the inaugural ceremony, the attendees visited the grand Aquatic Centre, a first ever FINA (Fédération Internationale de Natation Amateur) approved indoor swimming facility, with an eight lane, 25meter length, in a Pakistan based university.

Speaking on the occasion, Rizwan Ullah Khan, General Manager, The Coca-Cola Export Corporation, Pakistan and Afghanistan, said, "One of the most important pillars of CocaCola's brand values includes the inculcation of an active lifestyle for our local communities. The establishment of Coca-Cola LUMS Aquatic Center is an example of how Corporate Partnerships like these can provide exponential benefits for the sustainability of our society."

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PepsiCo Pulls Stubborn Soda and Caleb's Kola Because of Sugar Mixup

BevNet, April 26, 2017, Ray Latif

Last week PepsiCo removed Stubborn Soda and Caleb's Kola products from the market after discovering recent batches were inadvertently made with beet sugar.

https://www.bevnet.com/news/2017/pepsico-pulls-stubborn-soda-calebs-kola-sugar-mixup

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PepsiCo Says Pricing Lifts Results; Beverage volumes were about flat in the latest quarter

The Wall Street Journal Online, April 26, 2017, By Joshua Jamerson

PepsiCo Inc. said higher pricing helped boost results in the latest quarter as volumes of its snacks and beverages in North America were pressured amid shifting consumer tastes.

Chief Executive Indra Nooyi said first quarter profit and revenue, which topped Wall Street estimates, came "despite challenging food and beverage industry trading conditions in North America and continued volatility in a number of developing and emerging markets."

The Purchase, N.Y., maker of Frito Lay snacks, Gatorade and its namesake cola has been putting an emphasis on products it dubs "guilt-free," which include diet sodas as well as snacks with low levels of sodium and saturated fat, as consumers look for alternatives to sugary snacks and drinks. The company is aiming for sales growth of such products to outpace the rest of its portfolio by 2025.

For example, as bottled water consumption outpaces soda in the U.S. for the first time, Pepsi is trying to get a piece of the premium bottled-water category with LIFEWTR, which made its debut with a Super Bowl ad this year to compete with Coca-Cola Co.'s smartwater.

PepsiCo's chief financial officer, Hugh Johnston, said that LIFEWTR is "a huge success right out of the block," adding that it "continues to sell out as quickly as we can make it."

PepsiCo's beverage volumes were about flat in the latest quarter, with North American beverage segment posting a 1% drop. Rival Coca-Cola Co. reported Tuesday that its volumes world-wide were even with the year-ago quarter.

Diet Pepsi continues to struggle, but Pepsi Zero Sugar, which was featured during the Super Bowl halftime show, is picking up some of those sales. Mr. Johnston cited a line of unsweetened tea as another alternative.

"Where the consumer wants to go, we're going to have great products," he said.

Quaker Foods, which includes the Rice-A-Roni and Aunt Jemima brands, is hurting as consumers shop more around the perimeter of the store rather in the center aisles. PepsiCo is innovating more with snack bars and working with retailers to try to get store shoppers into the aisles.

PepsiCo's Frito Lay volumes fell 1.5% and Quaker Foods volume fell 1%. However, companywide, organic revenue rose 2.1% from the year-ago quarter.

Earlier this month Pepsi yanked a commercial after a backlash swept across social media. The 2 1/2 -minute spot was developed by Pepsi's in-house Creators League Studio. Analysts are likely eager to hear how the company plans to pivot from its marketing misstep when executives host a conference call later Wednesday morning.

Over all, for the March quarter, Pepsi posted earnings of $1.32 billion, compared with $931 million a year ago. Earnings-per-share of 94 cents topped the consensus estimate of 92 cents. Revenue of $12.05 billion topped estimates of $11.98 billion.

Shares, which have climbed more than 9% so far this year, were inactive in premarket trading.

Jennifer Maloney contributed to this article

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Higher prices help lift PepsiCo's sales

Associated Press Newswires, April 26, 2017

PURCHASE, N.Y. (AP) — Higher prices helped lift PepsiCo's sales in the first quarter, as the maker of Doritos, Gatorade and Quaker worked on transforming its lineup of products to keep up with changing tastes.

Sales for the North America Beverages and Frito-Lay North America segment both climbed 2 percent in the quarter, as pricing offset a decline in volume. Like other major food and beverage companies including Coca-Cola and Oreo cookie maker Mondelez, PepsiCo has said it is working on adapting its stable of brands to better reflect the trend toward options that people feel are healthier.

The companies are facing challenges in growing volume in a crowded U.S. market, but higher prices or new products that cost more can still help lift sales. On Tuesday, Coca-Cola said revenue rose 1 percent in North America for the first quarter, even though volume was flat. Both PepsiCo and Coca-Cola have also been slashing costs to improve their financial results.

On a global basis, PepsiCo's sales volume of snacks rose 1 percent.

For the period ended March 25, PepsiCo Inc. earned $1.32 billion, or 91 cents per share. A year earlier the food and beverage company earned $931 million, or 64 cents per share.

Removing restructuring charges and one-time costs, earnings were 94 cents per share. That's better than the 91 cents per share that analysts surveyed by Zacks Investment Research expected.

Revenue increased to $12.05 billion, from $11.86 billion. Analysts predicted $11.97 billion in revenue.

PepsiCo, based in Purchase, New York, still foresees full-year earnings of $5.09 per share, just below analyst projections for $5.14.

Shares fell slightly before the opening bell Wednesday.

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Nestlé axes 300 UK jobs and moves Blue Riband production to Poland

The Guardian, April 25, 2017, Angela Monaghan

Unions criticise the Swiss confectionery firm’s plan to end 81 years of British production of the wafer-based snack

Nestlé is cutting up to 300 jobs in the UK and switching production of the Blue Riband chocolate bar to Poland, a move that has angered unions. The Swiss confectionery firm said most of the jobs would be lost in Newcastle and York, during 2017-18, but that its sites in Halifax, West Yorkshire, and Girvan, Ayrshire, would also be affected.

The change will end 81 years of British production of the wafer-based snack, which was originally manufactured in Scotland but is now made in Nestlé’s Fawdon plant in Newcastle.

The company said: “These proposals are being made by Nestlé UK to ensure that these sites operate more efficiently and remain competitive in a rapidly changing external environment. Our factory in Kargowa, Poland, is a centre of excellence for this type of wafer-based product and is the logical place for us to propose Blue Riband production takes place in the future.”

Related: Costa Coffee owner welcomes plan for 'barista visas' after Brexit

However, the GMB and Unite unions said the proposed cuts were savage and unacceptable, and they urged the government to intervene.

“Nestlé are throwing people’s lives, and those of their families, into turmoil for the sake of increasing profit margins,” said the GMB general secretary, Tim Roache. “These factories should be exporting chocolate – not people’s jobs. The government needs to step in before it’s too late and reassure millions of workers across the country this is not just the tip of the Brexit iceberg.”

Nestlé said it was expecting to make most of the cuts on a voluntary redundancy basis. The company has earmarked cuts of 143 jobs in York, 110 at Fawdon, 15 in Halifax, and seven in Girvan.

At Fawdon, where about 600 people are employed, Nestlé produces a number of products as well as the Blue Riband bar, including Rowntree’s Fruit Pastilles, Fruit Gums, Jelly Tots, Rolos, and Matchmakers. The company also makes KitKat, Polo and Milky Bar in York.

Julia Long, Unite’s national officer, said unions would fight the plans to shed jobs. “We will be campaigning to save as many jobs as possible and pressing Nestlé to think again about these plans which will see the loss of hundreds jobs and the production of an iconic biscuit shipped to Poland,” he said.

“Rather than turning its back on its UK workforce, Nestlé should be investing in its UK operations and keeping production here at plants in the UK. Over the coming days we will be scrutinising the company’s business rationale for these job losses, and explore alternatives to its cut-and-run approach.”

Nestlé, which employs more than 8,000 people in the UK, said it would begin a 45-day consultation on the proposals with unions and workers’ representatives as soon as possible.

The company added: “Nestlé UK appreciates that this is an uncertain time for employees and will work hard to ensure all are supported through this difficult period.”

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Danone on "low start", fresh dairy challenges, new organisational structure - four things to learn from Q1 update.

Just-Food, April 25, 2017, Dean Best

Danone's first-quarter update hit its shares - and it is likely the fall in its stock price was only part due to the numbers. The French yogurt maker reported meagre like-for-like sales growth as its challenges in fresh dairy continued. The company upped its forecast for its annual underlying earnings but still its shares declined, with some analysts frustrated atthe way Danone plans to report on its new asset, WhiteWave Foods.

Danone reported muted growth in its underlying sales in the first quarter of the year, a result the Activia maker described as a "low start" but one "in line with expectations".

The company behind brands including Actimel yogurt drinks, Cow & Gate baby food and now Alpro soy milk saw its sales rise by 0.7% on an organic basis in the first quarter of 2017, down sharply from the 3.5% growth seen in the first three months of 2016 and the 2.9% reported for last year as a whole. In the round, the growth Danone did see came from pricing, with the volume growth it generated from its early life nutrition and medical nutrition divisions offset by greater declines in volumes from fresh dairy and bottled water. In

total, Danone's volumes fell 2.6% in the first quarter, more than the consensus forecast among analysts, who expected a decline of 2%.

Sanford Bernstein analyst Andrew Wood said: "We expected a soft start to 2017 for Danone, and that was what it delivered, even if it slightly beat expectations on some measures. Volume growth was below consensusand was negative for the 3rd straight quarter, while pricingwas strong and ahead of expectations."

Virginie Roumage, an analyst at European investment bank Bryan, Garnier & Co., said Danone had had "a poor start to the year", describing the 0.7% rise in like-for-like sales eked out by the company as "unsurprisingly weak". She trimmed her forecast for annual like-for-like sales growth from 2.2% to 1.9%.

However, MainFirst analyst Alain Oberhuber said Danone had "published a good set of numbers", pointing to the higher growth from the early life nutrition and medical nutrition divisions. He acknowledged, however, the "slower" growth from Danone's fresh dairy business, the company's largest business, at least when looking at its reporting structure prior to the acquisition of WhiteWave, more on which later.

The acquisition of WhiteWave Foods was completed earlier this month, a deal Danone believes will inject growth into its business as it benefits from the US organic and dairy alternatives supplier's exposure to faster-growing categories.

The finalisation of the transaction prompted Danoneto up its forecast for recurring earnings per share at constant exchange rates. It is expecting "double-digit" growth, compared toan earlier forecast of growth of "above 5%".

Danonesaid the US$300m in synergies it expects to generate from the deal, the stand-alone performance of WhiteWave and the lower-than-expected financing costs linked to the deal were the reasons for its new forecast. However, Danone's shares closed down more than 2% on Friday (21 February), with the market perhaps reacting negatively to the way the company plans to report on its performance from the second quarter.

The new forecast for Danone's earnings per share is in part based on what the company's expectation of "moderate" growth of what it called "like-for-like New Danone sales".

With that new metric, which starts from the second quarter and runs to the end of next year, Danoneis immediately including WhiteWave's results in its organic, or like-for-like, growth, a move different from the usual practice of including acquisitions a year after a takeover.

"We were somewhat surprised by - and sceptical investors may be frustrated by -Danone's decision to start including WhiteWave in its like-for-like measures for 2017, by establishing a "New Danone" including both Danone and WhiteWave in the base, rather than treating it as M&A for a year as is standard practice," Sanford Bernstein's Wood said.

Another analysts went further. "Amalgamating reporting of the two from day one in organic growth does Danone no favors," Gerry Gallagher, an analyst at Deutsche Bank AG, wrote in a note, according to Bloomberg . "We believe it will only make the market question why it should own the stock."

In a conference call analysts on Thursday afternoon after Danone issued its results, CFO Cecile Cabanisdefended the move. "It's a new chapter for Danone, it's a new way of organising the way we do business," Danone CFO Cecile Cabanis told analysts on Thursday afternoon after the company issued its results. "The dairy business per se will not exist anymore. Internally, to make sure that, from day one, we follow the performance in a good manner, to make sure the organisation has a clear target, for us it's a really important way to monitor it like this. Otherwise, we will spend our life making reports and working on the numbers and we won't work on selling our products."

On a reported basis, the three Danone divisions monitored by just-food - fresh daily, early life nutrition and medical nutrition - all reported higher sales in the first quarter.

However, like-for-like sales from Danone's fresh dairy business fell 2.3% amid a 5.3% fall in volumes. Danone pointed to "difficult market conditions" in Europe and the performance of Activia, two factors that have been affecting its fresh dairy sales for a number of quarters. The company reported "stable growth" from its fresh dairy businesses in its combined CIS and North America division but said it saw "a slightly negative performance" from fresh dairy in its ALMA arm.

Sanford Bernstein's Wood said: "Fresh dairyremains the biggest disappointment, by far, given the failed relaunch of Activia in Europe. Following six consecutive quarters of positive like-for-like growth, fresh dairy saw a sharp sequential slowdown this quarter, falling back into negative territory, and seeing its worst quarter in over a decade."

During 2016, Danone relaunched three of its major dairy brands in Europe, with its push behind Activia in September following similar moves on Actimel and Danonino in the second quarter of the year.

Danone held up the relaunch of Activia in Europe as central to its bid to "stabilise" the performance of its fresh dairy business in Europe.However, by December, Danoneacknowledged the relaunch of Activiahad not gone entirely smoothly, causing it to admit its 2016 group organic sales would be below its target.

The company is working hard to try to turn the performance of Activia around but its struggles were a key factor in the decline in its overall dairy sales in the first quarter of this year. Elsewhere, growth was subdued in a competitive North American market, while sales in the ALMA markets fell as "consumption trends in Brazil worsened".

MainFirst's Oberhuber said: "In Europe, Danone has two priorities, namely the relaunch in Activia to regain this product's consumers and to accelerate local brands. It also focuses on improving packaging identification for clear differentiation, becoming more local and achieving a specific renovation in taste. The new execution will be implemented in Q2-17 in France, Spain, Germany and the UK. In Europe the agenda is the success of local brands and to keep working to drive the acceleration."

Like-for-like sales from Danone's early life nutrition business rose 4.1%, a result the company described as a "solid performance" and one welcomed by analysts.

"Danone's ELN had a better than expected organic growth rate, which came as a positive surprise," Oberhuber said.

The growth came from pricing, with volumes up 0.1%. Nevertheless, Danonesaid it had seen "major gains" in developing a direct distribution model in China, the key market for the division and one where the sector can be buffeted by the volatility of indirect sales, especially as the market adjusts to new regulations due to come in at the start of next year. Danone said its "direct" sales rose at a double-digit rate, thanks to growth in "specialised stores" and via the e-commerce channel.

Sanford Bernstein's Wood said: "ELN was robust and ahead of expectations as Danone continues to manage the transition to the direct channel in China. The strong growth this quarter indicates that Danone is successfully weathering the transition from indirect to direct sales in China."

Asked for Danone's outlook for its early nutrition business in China for the rest of 2017, Cabanis was cautious but said the company remained confident about the prospects for the sector.

"In terms of the indirect business, we expect the volatility will last until the regulation is fully in place in 2018. It can vary from one quarter to another. Q1 happened to a lesser extent than we anticipated even if it continued to drive negative sales on that front. It could be higher or the same in Q2. It's very difficult to predict from one quarter to another but quite certain to happen until the regulation is fully in place in 2018. That's the assumption we take. That's why we're really making sure we're fully focused on pushing on the direct China part of the business, which is growing very nicely, both on specialised stores and on e-commerce. And we are really confident of the continued potential for China and for the business after this volatile period."

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Chobani Sues Radio Host Over Sex Assault Reports

The New York Times, April 26, 2017, By CHRISTINE HAUSER

Chobani, the yogurt company, has filed a lawsuit against Alex Jones, the high-profile conspiracy theorist and the host of a popular right-wing radio show, for posting what it called false news reports about the company and its owner.

The suit, filed on Monday in district court in Twin Falls County, Idaho, named Mr. Jones and the media companies InfoWars and Free Speech Systems as defendants. It called ''false'' and ''defamatory'' several reports that appeared on InfoWars alleging that the company's factory in Idaho, which employs refugees, was connected to a 2016 child sexual assault and a rise in tuberculosis cases.

The reports were published April 11 on InfoWars.com and on ''The Alex Jones Channel'' on YouTube. They were promoted on Twitter under the headline ''Idaho Yogurt Maker Caught

Importing Migrant Rapists,'' and were spread widely online.

The founder of Chobani, Hamdi Ulukaya, a Turkish immigrant of Kurdish descent, has been the target of right-wing threats by people who accuse him of employing too many refugees in his factories, which began as a yogurt business in upstate New York and expanded to Twin Falls, a city of about 46,500 south of Boise.

Mr. Ulukaya became the target of anti-immigrant ire after he stepped up his advocacy of refugees -- employing more than 300 of them in his factories, and starting a foundation to help migrants. He and his company have been targeted with racist attacks on social media and conspiratorial articles on websites including Breitbart News.

Mr. Jones, appearing in a video statement on Tuesday, said that his organization would ''fight'' the lawsuit and that it was reporting on an assault case and tuberculosis rates from material that ''has been all over mainstream news.''

He also sought financial and commercial support from fans.

''We will defeat these people,'' Mr. Jones said. ''This is my fight, this is your fight, this is our fight against a bunch of authoritarian, globalist, third-world populations allied with the global elite, who are totally cold blooded.''

Two lawyers for Mr. Jones, emailed on Tuesday, were not available for comment.

One of the InfoWars stories that is the subject of Chobani's lawsuit involved a 2016 sexual assault in Twin Falls that drew national headlines. The InfoWars video promoted on Twitter on April 11 reported that three children involved in the assault were refugees, and then it gave details of Mr. Chobani's policy of hiring refugees in the city.

The Twin Falls county prosecutor, Grant Loebs, said in an interview on Tuesday that the assault case had nothing to do with Chobani. He said he was not authorized to speak about the details because the case involved minors, although he noted that the local news media had been reporting on it since it happened last year.

Mr. Loebs said that on June 2, 2016, a 5-year-old girl at an apartment complex in Twin Falls was sexually assaulted by three boys, ages 7, 10 and 14. Two of them were refugees from Eritrea, and one was from Iraq. The children pleaded guilty to separate charges including sexual exploitation of a child and misdemeanor battery.

''There was no gang rape, no knife attack, and we did not charge anybody with rape because no rape occurred,'' Mr. Loebs said.

The lawsuit filed by Chobani said Mr. Jones and his companies had declined to remove the reports or publish a retraction despite multiple written demands.

It said the defendants acted with ''actual malice'' to harm Chobani's reputation and to discourage customers from purchasing its products. The lawsuit is seeking a jury trial, and the amount of ''substantial damages'' Chobani has suffered will be provided at a trial.

The lawsuit also noted that Mr. Jones was ''no stranger to spurious statements.'' It cited his previous contentions that the Sept. 11 attacks were orchestrated by the United States government and that the 2012 shooting at Sandy Hook Elementary School in Newtown, Conn., was a hoax concocted by those hostile to the Second Amendment.

Last month, Mr. Jones apologized for his role in spreading the hoax known as Pizzagate, which claimed, falsely, that top Democratic officials were involved with child abuse ring centered around Comet Ping Pong, a restaurant in Washington.

The restaurant was besieged with threats, and in December a man drove from North Carolina to the pizzeria and fired a rifle inside. The man, Edgar M. Welch, 28, has pleaded guilty to assault with a dangerous weapon and interstate transportation of a firearm and will be sentenced in June.

In an interview a few days after his arrest, Mr. Welch told The New York Times that he listened to Mr. Jones's show, saying that the host ''touches on some issues that are viable but goes off the deep end on some things.''

In Mr. Jones's apology, he said InfoWars had taken down the majority of posts that mentioned Pizzagate and ''disassociated'' itself from the story in December.

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Why drinking all those diet sodas may come back to haunt you later in life; A new study comes to some alarming conclusions about these beverages

MarketWatch, April 26, 2017, Quentin Fottrell, MarketWatch

A new study comes to some alarming conclusions about these beverages

Diet soda is getting more bad publicity. PepsiCo said its latest quarter was boosted by “guilt-free” products such as diet soda and bottled water, as consumers move away from sugary drinks, but a growing body of research is casting a pall over artificially=sweetened beverages too.

Artificially sweetened beverages may be linked to an increased risk of stroke and dementia, according to a study released this week by the American Heart Association’s peer-reviewed journal Stroke. The researchers looked at 2,888 people over the age of 45 (with a median age of 62) for stroke risks and 1,484 people over the age of 60 (with a median age of 69) for risk of dementia. After adjustments were made for age, sex, education, caloric intake, diet, exercise, and smoking, they found that diet soda drinks “were associated with an increased risk of ischemic stroke, all-cause dementia, and Alzheimer’s disease dementia.” (The study cites correlation rather than causation.)

Diet soda sales have tumbled as consumers, turned off by studies on artificial sweeteners, have switched to bottled water, teas and energy drinks, instead. And this not the first study that has made a connection between diet soda to other serious medical issues. Several recent studies have linked diet soda and cardiovascular disease and showed a correlation (if not a causation) between cancer and aspartame. The beverage industry says people who are overweight and already at risk for heart disease may consume more diet drinks in an attempt to control their weight and the Food and Drug Administration has ruled that artificial sweeteners are safe.

Don’t miss: 10 things Coke, Pepsi and the soda industry won’t say

The beverage industry highlights the safety of artificial sweeteners. “Low-calorie sweeteners have been proven safe by worldwide government safety authorities as well as hundreds of scientific studies,” Lauren Kane, a spokeswoman for the American Beverage Association, told MarketWatch, on behalf of industry, including Coca-Cola (KO, US) and PepsiCo (PEP, US). Research shows that diet soda can be a useful tool as part of a weight management plan, she added. “According to the National Institutes of Health, the likelihood of developing stroke and dementia are related to age, hypertension, diabetes and genetics,” she said.

Americans now drink more bottled water than diet soda or traditional soda. Bottled-water consumption in the U.S. hit 39.3 gallons per capita last year, while carbonated soft drinks fell to 38.5 gallons, marking the first time that soda was knocked off the top spot, according to data from industry tracker Beverage Marketing Corp. But soda is still more expensive, racking up $39.5 billion in retail sales versus $21.3 billion for water, industry research group Euromonitor found. “In 2016, bottled water overtook carbonates to become the leading soft drinks category in off-trade volume terms, an astonishing milestone a decade in the making,” Euromonitor concluded.

There has also been a backlash against sugary drinks. Soda and sugary drinks may lead to an estimated 184,000 deaths among adults every year, a 2015 study by researchers at Tufts University published in the American Heart Association’s peer-reviewed journal Circulation. The study analyzed consumption patterns from 611,971 individuals between 1980 and 2010 across 51 countries. Sugar-sweetened beverages consumption may have been responsible for approximately 133,000 deaths from diabetes 45,000 deaths from cardiovascular disease 6,450 deaths from cancer, it concluded. (The American Beverage Association published a lengthy rebuttal.)

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Life & Arts -- Food: It's Time for A Second Breakfast --- After years of worrying that we were skipping the day's most important meal, marketers

find we'll eat twice

The Wall Street Journal, April 26, 2017, By Ellen Byron

The most important meal of the day is increasingly eaten twice.

After years of fretting that people had stopped eating breakfast, or simply nibbled on the go, food makers and restaurants are discovering that more of us actually want to eat more than once in the morning.

"We see a lot of people grab something when they're rushing out the door, then they have a second breakfast once they make it to their desk," says Siggi Hilmarsson, founder and chief executive of the Icelandic Milk and Skyr Corp., which makes Siggi's yogurts. In January, the company introduced its first single-serve yogurt drink. Then, it discovered via social-media posts that people were drinking it as an early-morning, pre-workout meal. A more substantial second breakfast usually follows later in the morning, Mr. Hilmarsson says.

Restaurant chain Pret A Manger sees a rush of customers between 8 a.m. and 9:30 a.m., and another rush around 10:30 a.m. "They are having that second breakfast," says Jo Brett, U.S. president of Pret A Manger. "People are eating more little portions, more often."

In response to demand for smaller servings, including in the morning, this month the chain, which has about 440 locations world-wide and 76 in the U.S., is expanding its selection of pots, its name for the small portions of foods including fruit, yogurt and hard-boiled eggs. New pots will include more protein and vegetable options, the company says.

The fast-growing habit seems to have caught the giant food industry by surprise. Food makers have focused on persuading us to eat breakfast food all day, such as cereal for dinner and oatmeal for an afternoon snack. Meanwhile, consumers have expanded their appetite for what passes as breakfast food as restaurants serve up grain bowls and even salmon and chicken slices during morning hours. Multiple breakfasts are often celebrated in social media posts, with more than 87,000 posts on Instagram using #secondbreakfast.

Food companies see the second breakfast as more than just a conventional coffee break. Jimmy Dean last year introduced a line of microwavable hash browns stuffed with ingredients including sausage and cheese and bacon and veggies to target the growing "midmorning meal occasion," says Tracy Fadden, director of marketing for Jimmy Dean, a unit of Tyson Foods Inc.

Since people often eat breakfast while doing something else, like driving or typing, portability is crucial, Ms. Fadden says. The new hash browns come in a "crisping sleeve," an engineered paper wrapper that helps microwave heating and doubles as a carrier so people can eat it with one hand. No need for plate or fork, Ms. Fadden says.

Second breakfasts have long been popular throughout Europe, and even Bilbo Baggins, the protagonist in J.R.R. Tolkien's "The Hobbit," relished them. Americans in recent years have adopted the practice by eating multiple small meals in the morning, says Darren Seifer, a food and beverage industry analyst for market researcher NPD Group, which tracks when people eat. Americans still typically eat around 8 a.m., noon and 6 p.m., but upticks in eating are also happening before and after the traditional breakfast time, he says. "We're still having lunches the way we typically would, and dinners, too," says Mr. Seifer. "It's breakfast that's getting more fragmented."

The increasing popularity of multiple breakfasts is boosting sales of convenient breakfast foods. Sales of frozen breakfast entrees rose 24% over the past five years, according to Nielsen. Meantime frozen breakfast sandwiches have risen 30%. "It's a smaller format that fits in your hand while commuting and fits the idea of the snackification of breakfast," says Jordan Rost, Nielsen's vice president of consumer insights.

Enthusiasts should be mindful of how those meals fit into their overall day's consumption, says Gary Foster, chief scientific officer of Weight Watchers International Inc. Weight Watchers doesn't have an official stance on how many breakfasts its members eat, but advises that sticking to a daily eating pattern often brings weight-loss success. "It's energy in and energy out," Dr. Foster says. "If yesterday I was eating one breakfast, and today I'm eating two, you might need to cut out an evening snack- you have to make trade-offs."

Kara Cozier, a 39-year-old distributor for a health and wellness company who lives in of Waxhaw, N.C., says she usually eats a healthier lunch if she starts her day with two breakfasts, usually eggs, toast, avocado and pinto beans at 8 a.m. followed by yogurt, fruit and granola at 10:30 a.m. "I eat better because I'm not starving," she says. "At lunch, I'm more likely to have a salad and not grab a bag of chips because I'm ravenous." She started doing this when her twin daughters were young and hungry midmorning. She realized eating at that time worked better for her, too.

Second breakfasts tend to be smaller and slightly more savory than first breakfasts, says Jeanine Bassett, vice president of global consumer insights at General Mills Inc., which owns cereal brands including Cheerios, Wheaties and Lucky Charms. This year the company launched Yoplait Dippers, a line of Greek yogurts packaged with snacks for dipping. Vanilla bean yogurt comes with oat crisps; chipotle ranch yogurt with tortilla chips. "It really skews second breakfast," Ms. Bassett says.

The company's new Nature Valley line of granola cups, which are made of peanut or almond butter poured over oats and nuts, also target late-morning eating because of their healthy slant and bite-sized form, Ms. Bassett says. "This is about food that I can eat when I'm working at my computer, when I need something smaller that's less messy and less involved."

The Wonderful Co.'s pistachios are usually eaten in the afternoon, but the company aims to expand into what it sees as the fast-growing morning-eating time, says Adam Cooper, vice president of marketing and insights. "People want a morning snack that sustains them until lunch," he says.

To boost easy workplace eating, this month the company is rolling out its first pistachio snack packs, in 1.5 ounce portions, and a new campaign emphasizing the nut's high protein and fiber content and low calories.

Yet can Americans be swayed to munch on salty nuts in the morning? "We're still trying to build it up," says Mr. Cooper.

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Coca-Cola Journey Content, April 24, 2017

GLOBAL JOURNEY

Cherry Coke, Coca-Cola Life – and Last Names – Join Ice-Cold 'Share a Coke' Summer Campaign

http://www.coca-colacompany.com/stories/ShareanIceColdCoke

Dairy Disruptors: Fast-Growing fairlife Milk Adds New Varieties, Refreshes Look *#OurWayForward*

http://www.coca-colacompany.com/stories/dairy-disruptors--fast-growing-fairlife-milk-adds-new-varieties-

Conservationists and Coca-Cola Find Mutual Passion in Watershed Protection *#EarthDay*

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More Than 3 Million Liters of Water Delivered to Support Peru Flood Victims

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UNBOTTLED BLOG (GLOBAL)

DASANI ROLLS OUT MULTIPACKS WITH SMALLER BOTTLES

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AN EVIL THIRST: CIEL PRESENTS GREATEST POST-APOCALYPTIC FILM NEVER MADE

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WATER-STRESSED VILLAGE IN LEBANON GETS 'WATER-WISE'

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AUSTRALIA

The Coca-Cola Australia Foundation Employee Connected Grant Round - Now Open

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Why Billy Slater went head to head with Mitchell Johnson

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Stevia: Small, sweet and full of surprises

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When your job becomes your life

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Coca-Cola survey proves it: Belgians want to go to Hawaii (press release)

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Coca-Cola launches a big summer campaign and let Belgians travel around the world (press release)

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CANADA

Working with WWF-Canada to Protect our Planet

English: http://www.coca-cola.ca/stories/working-with-wwf-canada-to-protect-our-planet0

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Coca-Cola's spokesman Luhan's Birthday

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Health and Well-being Partnerships and Support to Research Projects with Grants

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FAQS ON OUR HEALTH AND WELL-BEING PARTNERSHIPS AND SUPPORT TO RESEARCH PROJECTS WITH GRANTS

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Coca-Cola reveals its new strategic vision by opening *Le Soft*

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Recycling: a quiz to test your knowledge

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True / False: all about sugar and sweetener

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Beverages in France: from Catherine de Médicis to Coke zero sugar

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Dirty fight for clean water

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Question of the Month: Why is Coke now Classic?

http://www.coca-cola-deutschland.de/stories/frage-des-monats-wieso-ist-die-coke-jetzt-classic

GREAT BRITAIN

The iconic Share A Coke campaign is back: and this time it's going on holiday

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From Miami to Ibiza Coca-Cola Celebrates Summer with Return of Ground-Breaking Share a Coke Campaign

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ParkLives is back for its biggest year yet: 2017 brings more parks and new activities

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Coca-Cola brings Google-powered digital signage system to retail, restaurants, cinemas and more *(adapted from Global)*

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Watch: River network repurposes Coca-Cola syrup drums as rain barrels

http://www.coca-cola.co.uk/stories/watch-river-network-repurposes-coca-cola-syrup-drums-as-rain-barrels

ITALY

Why the Coca-Cola Archives is Digitalizing More Than 6.000 Analog Tapes

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The Happy Hour? With Coca-Cola to light up your night

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Coca-Cola and Italy, here are the numbers of our reality

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Luis Hidalgo how colors have inspired tHe COKEtails

http://www.coca-colaitalia.it/storie/luis-hidalgo--come-i-colori-hanno-ispirato-i-coketails-

JAPAN

He Helped Teach the World to Sing: Remembering Bill Backer (1926-2016)

This article introduces Bill Backer, who is great creative director and whose famous ad work for Coca-Cola is "Hilltop", mourning his passing last year.

http://www.cocacola.co.jp/stories/billbacker

The future of Shibuya: Interview with Ken Hasebe ward mayor of Shibuya

This is an interview article with Ken Hasebe who is ward mayor of Shibuya regarding the future of Shibuya where the office of Coca-Cola Japan Company is located.

http://www.cocacola.co.jp/stories/hasebe-ken

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http://www.cocacola.com.pl/historie/5by20progress

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http://www.cocacola.com.pl/historie/DzienZiemiWCocaCola

Senior leadership changes
http://www.cocacola.com.pl/historie/ZmianyWCocaCola

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http://www.cocacolaportugal.pt/historias/parcerias-saude-bem-estar-2017

FAQS ON OUR HEALTH AND WELL-BEING PARTNERSHIPS

http://www.cocacolaportugal.pt/historias/perguntas-frequentes-parcerias

Partnership Activities

http://www.cocacolaportugal.pt/historias/atividades-colaboracao-saude-bem-estar

Guiding Principles for Health and Well-Being Partnerships

http://www.cocacolaportugal.pt/historias/principios-orientadores

Guiding Principles Statement on Health and Well-Being Partnerships

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http://www.coca-colaukraine.com/stories/Coca-ColaBulgaria

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http://www.coca-colaukraine.com/stories/keramik

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Our way forward: why people remain the heart of the Coca-Cola business

http://www.coca-colarussia.ru/stories/one-way-forward

Your favorite beverages without sugar

http://www.coca-colarussia.ru/stories/sugar-reduction-strategy

New non-carbonated drinks and new flavors

http://www.coca-colarussia.ru/stories/wide-selection-of-drinks-strategy

New packaging and new ways to control the diet

http://www.coca-colarussia.ru/stories/small-package-strategy

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Stefan, our Fanta brand manager explains why the new formula is the "Best Fanta Ever".

FR: http://fr.coca-cola.ch/stories/best-fanta-ever-brand-manager-stefan

GE: http://de.coca-cola.ch/stories/best-fanta-ever

Find out what 25 Food & Agriculture Science students from the famous Swiss Institute of Technology Zurich learned during a visit at our Coca-Cola Visitor Center!

FR: http://fr.coca-cola.ch/stories/epfz-excursion-visitor-center

GE: http://de.coca-cola.ch/stories/eth-exkursion-visitor-center

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Coke is now adding fiber to drinks to try and convince people to buy soda again
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FT.com, Tue, 25 Apr 2017, By Anna Nicolaou

Coca-Cola to cut 1,200 jobs as sales slump
CNN Wire, Tue, 25 Apr 2017, By Paul R. La Monica

Coca-Cola to cut 1,200 jobs as earnings fall
Agence France Presse, Tue, 25 Apr 2017

Coca-Cola Is Cutting 1,200 Jobs as Growth Stalls
Fortune, Tue, 25 Apr 2017, By John Kell

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Coca-Cola Co optimistic for 2017 despite Q1 stagnation - results.
Just-Drinks, Tue, 25 Apr 2017, Andy Morton

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Danone on "low start", fresh dairy challenges, new organisational structure - four things to learn from Q1 update.
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Chobani Sues Radio Host Over Sex Assault Reports
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Why drinking all those diet sodas may come back to haunt you later in life; A new study comes to some alarming conclusions about these beverages
MarketWatch, Wed, 26 Apr 2017, Quentin Fottrell, MarketWatch

Life & Arts -- Food: It's Time for A Second Breakfast --- After years of worrying that we were skipping the day's most important meal, marketers find we'll eat twice
The Wall Street Journal, Wed, 26 Apr 2017, By Ellen Byron

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Squawk Alley – Live James Quincey interview on KO earnings

CNBC, Tue, 25 Apr 2017

Sara Eisen
Coca-Cola shares are lagging behind the broader market, which is firmly in rally mode right now. The company meeting expectations on Q1 earnings and announcing more cost cuts to the tune of $800 million that does include cutting 20% of its corporate staff. We welcome James Quincey the incoming CEO of Coca-Cola who will officially have the job six days from now. Welcome.

James Quincey
Thank you. Good morning.

Sara Eisen
Good morning. So, it seems like the biggest news out of today is that $800 million in added productivity savings. Talk about the job cuts, if you can, where they're coming from, how this will affect the overall company?

James Quincey
Sure. I mean, we're doing these changes in the corporate center basically more agile and focused on growth. By next year, we will have finished the refranchisement. We will have gone from high of 150,000 employees and transferred a lot of those operating employees to our borrowing partners and we'll be under 40,000 the next year. So between that change in the size of the enterprise, and what's happening in technology, and sharper focus on what do we need to do to drive growth into the future, we've made some choices around where we need to deploy resources, and, yes, it's painful. We're going to impact some people here in the corporate center, but we think this new more slimmer, leaner focus corporate center reflects the new reality of the company and sets us better up for growth going forward.

Sara Eisen
So where do those productivity savings get invested in?

James Quincey
Right, we've made some reinvestments from our previous productivity problems. The of those majority were redirected at reinvigorating the revenue growth from the sparkling category which is now multiple years of revenue growth. This new program we're going to take about half of the savings and reinvest them probably more behind the newer categories where we see faster growth and where we want to develop some leadership positions more substantially, in certain geography. We've made some progresses in rolling out Smartwater and Honest Tea. Those are examples of where we'll invest some of these savings, yeah.

Sara Eisen
So James, the quarter overall, it was a noisy one. You're going through bottler refranchising. You had the Easter shift. What sort of picture can you pain of the underlying business right now, when will investors get a clean read?

James Quincey
Lots of noise, as we sell of these bottling businesses, it makes the revenue number is very noisy. I think the simplest way to read through that is to look at the underlying unit-case sales and price mix we're achieving. 0 in 3, solid 3% when you look at it that way for the quarter in line for full-year guidance. We want to accelerate into the coming year, and that will start and get cleaner into 18 and 19. This year given all other refranchising we have yet to complete in 2017, actually second quarter will reflect the completion of our Chinese bottling transaction on the 1st of April, that will change the numbers also. '17 will continue messy. It will get cleaner into '18 and '19 and you'll see robust growth come through for new, future, smaller company.

Sara Eisen
Another headwind is currency impact and tough macro economy. The story in markets and data has shown improvement globally. Can you talk about where you're seeing that and which parts of the world still remain tough?

James Quincey
Yeah. I mean, absolutely. First, currency is less of a headwind this year than it has been for the last few years. Still a little bit of a headwind but undoubtedly better than previous years. What we see around the world developed markets continue to be strong, Europe, U.S., Japan, some emerging markets are getting better than last year. China in particular. India coming now recent… not so much January and February but coming into March and April the change in their currency is moving through the system and we're seeing India return growth. Has to be said there are some places still that are pretty volatile in particular for us Brazil and Venezuela. So a slight better trend especially in the emerging markets, but we're not out of the woods yet.

Sara Eisen
What about the U.S.? What are you seeing here? We saw a spike in consumer confidence after the election. Any change in consumer behavior at the convenience stores or groceries since then?

James Quincey

I think the biggest impact for us honestly in the first quarter was shift of Easter, last year Easter was in the first quarter. This year it's largely in the second quarter. So that's the biggest thing that's going on as we sit for our U.S. business. We're very happy with what we've achieved. We have multiple years now of strong revenue and profit growth in the U.S., making good gains in terms of the marketplace. So we're very positive on the U.S. Business. We're very positive on the strategy we put in place. We see a continued opportunity for good runway and another good year in the U.S. Business. We're positive.

Sara Eisen
Let's pick up a little bit on that strategy as I mentioned. You take over this company next Monday. You're taking over Coca-Cola at a time where volumes are still flat. Where soda consumption in the U.S is falling now for the 12th year in a row and in diet category it's worse. Where do you take this company into the future?

James Quincey
If we look at the U.S and the global story, in the U.S. we're very focused on perhaps a little less volume in sparkling and more transactions and more revenue. So actually, while volumes are still off, revenue, the growth of the top line in sparkling continues to be strong and positive. So sparkling category and us in it continues to be in positive revenue growth this quarter and has been for the last few years. We have a clear strategy in the U.S. on sparkling to grow revenue through transactions and to broaden the portfolio. That's true globally. We're looking to continue to grow sparkling and other categories so we see robust growth globally in the sparkling revenue and in all of the other categories we participate in including the diet drinks. Diet drinks are adding more volume and more revenue than the sugar drinks in the sparkling category. You look around the world and particularly the latest improvement of one of our formulas, Coca-Cola zero sugar resonated well in lead markets we've introduced it. Growth of coke zero has gone from low single digits a few years ago to mid-single digits to 9% last year and this quarter it's in double digit growth. We see some acceleration around the world for coke zero sugar.

Sara Eisen
I'm a little surprised to hear about the diets. The recent study published last week from an American Heart Association journal found a daily diet soda puts you at three times the risks of dementia and stroke compared to someone who drinks less than one diet a week. Your reaction to that study?

James Quincey
Yeah, look, I think, you know, the study itself was pretty clear at the end that they weren't saying that there was a cause and effect here that it was kind of some kind of statistical observations, they weren't claiming any cause and effect and if you look at every regulatory agency around the world, and many of these ingredients are the most studies of ingredients ever been used in food and beverages, and they have all come out and said that this is date for consumption. We're in favor of more research broadly across everything in food and beverage. We should feel good and we should identify problems, but we respond to the regulatory agencies and they're telling us that they're safe to use and consumers are enjoying them as part of a broad and balanced diet.

Sara Eisen
It does feel like a little bit of a pile on right now when it comes to the studies. It's not just diets. It's sugary drinks in general. Soda taxes popping up around this country and globally. Do you approach this as a marketing problem? Spend more lobbying dollars? What's the plan to combat all this?

James Quincey
The way I see it is we are going to provide the consumers what they want and need. You know, there will be a role for each and every product. I think the problem becomes, in anything in life including food and beverages, when it's too much of something. So we believe there's a role for products with sugar. We think there's a role for products with artificial sweeteners and products with some and less of both and unsweetened products too. Our belief is if, that's part of what we're focused on and I'm focused on going forward is completing the play to be a total beverage company. As we expand out, into different categories with different profiles of benefits or sweetness levels, we will be able to through that broadening continue to grow the corporation. Because in the end, there are a lot of industries that can be disintermediated, but there are two fundamental truths about our industry; every person will have eight ounce drinks a day and virtually every single person around the world will have a variety of drinks. No one will make all eight the same if they have disposable income, so our objective is to focus on those consumer needs and provide them a portfolio of beverages that they can enjoy through the day.

Sara Eisen
Hopefully we'll talk more about that at a later date. James, I want to quickly ask you because the administration did impose tariffs on the lumber industry in Canada. Yes, it's a small niche market, versus the globe. If we see more tariffs from the administration, is that a big threat to your business which operates in more than 200nd the world?

James Quincey
For our business, it's not a big threat. While we do support open trade and tax reform, actually one of the great strengths of the Coke system is we are local everywhere. Virtually anything that every consumer drinks will be almost certainly made in the country that drinking it is. We don't ship our product around the world. We have lots of plants and factories and warehouses and create lots of white collar and blue collar jobs in the U.S. and in every country we operate in around the world. That's been one of the great strengths of the system for Coca-Cola and it's helped us prosper, so we are to some extent insulated from that effect.

Sara Eisen
A giant local company. James, thank you for weighing in on earnings and much more. Congratulations on taking the CEO position next week. Incoming CEO of Coca-Cola.

Link 1 (to 10min)

http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzUzNTUmTURTZWVkPTM4MDcmVHlwZT1NZWRpYQ%3D%3D

Link 2 (10min – end)

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Squawk on the Street – KO Discussion

CNBC, Tue, 25 Apr 2017

David Faber
Warren Buffett, what does he want out of the Coca-Cola company? Stocks more or less flat this morning after earnings.

Jim Cramer
Let's see what Quincey says. I think that the company's dramatically reduced its head count, I think that they are going no longer for volume, and are going for price and it's working. Now a total beverage company, selling a lot of different beverages that are not carbonated which is very smart. I think that Quincey is being given a good hand by Muhtar Kent. I would be a buyer of that stock.

Link:
http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzA4ODUmTURTZWVkPTI3NTkmVHlwZT1NZWRpYQ%3D%3D

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Coke to Cut 20% of Corporate Workers as It Battles Soda Slump

Wall Street Journal, Tue, 25 Apr 2017, By Jennifer Maloney and Anne Steele

Coca-Cola Co. executives said Tuesday they plan to eliminate roughly 20% of corporate staff, as the beverage giant battles a slump in soda sales and expands a long-running cost-cutting program.James Quincey, a company veteran who will take over as chief executive from Muhtar Kent next week, said the Atlanta-based company will cut 1,200 jobs to run a "more focused, lean corporate center."

The reductions will come from a global pool of about 5,500 employees who work in or report to headquarters in Atlanta, a Coke spokesman said.

In 2015, Coca-Cola announced it was cutting at least 1,600 white-collar jobs globally as part of a push to cut $3 billion in costs by 2019. The latest job action contributes to an $800 million expansion of that program.

The company employed more than 100,000 people as of Dec. 31, including 51,000 in the U.S. Five years ago, the company employed 150,900 people around the world. The decline reflects in part divestitures of many of its bottling operations. As a result of the divestitures, Coke has said it expects to have fewer than 40,000 employees world-wide next year.

Overseas weakness and the stronger U.S. dollar have continued to weigh on results for the company, which generates about half its sales abroad but translates results into dollars.

Coke's beverage volumes were flat in the first quarter globally, dragged down by the macroeconomic conditions in some Latin American markets and the shift of the Easter holiday into the second quarter. Soda volumes world-wide fell 1%.

Mr. Kent said the company remains on track to meet its revenue and profit targets for the year.

The beverage giant has been aiming to cut sugar from its products and diversify beyond soda as more countries consider special taxes on high-calorie drinks to combat rising obesity and diabetes, and as consumers switch to healthier beverages.

On Tuesday, Mr. Quincey said the company is adjusting its growth model to meet people's changing tastes and preferences.

"These portfolio changes will help our consumers moderate the amount of added sugar they consume," he said.

The company lifted the low end of its earnings outlook for 2017. Coke now expects adjusted earnings per share to decline 1% to 3% from $1.91 in 2016. It previously projected a decline of 1% to 4%.

In all for the latest quarter, Coke earned $1.18 billion, or 27 cents a share, down from $1.48 billion, or 34 cents a share, a year earlier. Excluding certain items, per-share earnings were 43 cents, a penny below the average analyst estimate, according to Thomson Reuters.

Revenue fell 11% to $9.12 billion but came in well above analysts' predictions for $8.87 billion. The company said foreign exchange and refranchising structural changes shaved 1% and 10%, respectively, off its revenue in the quarter.

Coca-Cola shares were little changed in Tuesday trading, up 3 cents to $43.31.

Link: HTTPS://WWW.WSJ.COM/ARTICLES/COKE-WEIGHED-BY-LATIN-AMERICA-WEAKNESS-DEEPENS-ITS-COST-CUTS-1493121208

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Coke goes 'lean,' to cut 1,200 jobs as part of $800 million cost-savings plan

CNBC.com, Tue, 25 Apr 2017, By Lauren Thomas

Coca-Cola said Tuesday it will eliminate 1,200 jobs as part of a multiyear cost-cutting effort.Incoming Coca-Cola CEO and current COO James Quincey said on the company's earnings conference call that the company is planning a "more focused, lean corporate center."

In its quarterly earnings report Tuesday morning, Coke announced plans to expand a productivity and reinvestment program to eke out an incremental $800 million in annualized savings over the next two years. This added savings will boost Coke's target for a six-year savings program to $3.8 billion, the company said.

Quincey said "about half" of the $800 million in savings by 2019 will be reinvested in the company.

"I think here the clear intent is that this [reinvestment] is more directed to some of the newer categories or some of the other categories to drive growth," he said.

On Tuesday, the company reported its eighth-consecutive quarterly decline in revenue. Coke was hurt most by expenses to refranchise its North America bottling operations, which hurt its bottom line, and it faced headwinds in Latin America, where economic conditions remain challenging.

Quincey will succeed Muhtar Kent and become Coke's CEO on Monday.

Link: http://www.cnbc.com/2017/04/25/coke-goes-lean-to-cut-1200-jobs-as-part-of-800-million-cost-savings-plan.html

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Coca-Cola's profit plunges 20 percent on bottling refranchising costs

CNBC, Tue, 25 Apr 2017, By Lauren Thomas

Beverage behemoth Coca-Cola reported first-quarter earnings on Tuesday that fell slightly short of Wall Street expectations, sending shares of the stock down in premarket trading.• Beverage giant Coca-Cola reported first-quarter earnings on Tuesday that missed analysts' expectations by 1 penny a share, with net revenues that fell 11 percent for the quarter.
• Economists had expected the company to report earnings of 44 cents a share on sales of $8.874 billion, according to Thomson Reuters.
• Current COO James Quincey will succeed Muhtar Kent as CEO on Monday.

The company reported a 20 percent drop in quarterly profit, which was driven lower because of higher costs related to its refranchising efforts in Coca-Cola's North America bottling operations.

Here's what the company reported vs what the Street was expecting:

EPS: 43 cents per share adjusted vs estimate of 44 cents, according to Thomson Reuters analysts' consensus.
Revenue: $9.118 billion vs estimate of $8.874 billion, according to Thomson Reuters.
Shares of Coca-Cola were last trading down about a third of a percentage point before the bell on Tuesday.

Coca-Cola's total sales fell 11.3 percent for the quarter, marking its eight consecutive quarterly decline in revenue.

The Atlanta-based company is in the midst of a management shuffle, as Coke's current chief operating officer, James Quincey, is preparing to succeed Chief Executive Muhtar Kent on May 1. In turn, Kent will remain Coke's chairman.

The incoming CEO has said his plans for the company's future include focusing on upping sales from smaller-sized packages and no-calorie sparkling beverages. Last quarter, smaller-package production grew about 10 percent in volume, while no-calorie colas saw accelerated growth in the second half of 2016.

Coke also warned earlier this year that its 2017 profit would drop as the company works to refranchise its bottling operations. Coke has said it expects to complete the refranchising efforts by the end of the year.

Just last quarter, the beverage giant reached a deal to refranchise its bottling operations in China — a market still ripe for growth.

Net revenue in the company's flagship North American market rose 8 percent last quarter, "outperforming total retail value growth for both the North America nonalcoholic ready-to-drink beverage industry and U.S. consumer packaged goods companies," current CEO Kent remarked.

Last week, Credit Suisse raised its rating for Coca-Cola shares to "outperform" from "neutral," saying the beverage company's new "asset-light" business model will drive profit growth over the next two years.

"After the refranchising, the core Coke business will deliver EPS growth not seen for at least the last five years," analyst Laurent Grandet wrote in a note to clients.

As of Monday's close, shares of Coca-Cola have declined a little more than 3 percent over the past year, but are up nearly 4.5 percent in the year-to-date period.

Link: http://www.cnbc.com/2017/04/25/coca-cola-reports-first-quarter-earnings.html

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UPDATE 3-Coca-Cola to cut 1,200 jobs, boosts savings target

Reuters News, Tue, 25 Apr 2017

* Most of additional $800 mln savings to come from job cuts

* Forecasts 2017 adj profit to fall 1-3 pct

* Global soda sales fall 1 pct in Q1 (Adds conference call details, CEO comment; updates shares)

By Sruthi Ramakrishnan

April 25 (Reuters) - Coca-Cola Co said on Tuesday it would cut about 1,200 jobs as the beverage maker expands its savings target amid falling demand for fizzy drinks globally.

Shares of the Dow component were up marginally at $43.39.

Coca-Cola and rival PepsiCo Inc's soda sales have taken a hit as consumers in North America and Europe increasingly shun sugary drinks.

Global soda sales fell 1 percent in the first quarter ended March 31, Coca-Cola said on Tuesday.

The Atlanta-based company said it was increasing its cost-cutting target by $800 million in annualized savings and now expects to save $3.8 billion by 2019.

The majority of the additional savings would come from the corporate job reductions, incoming Chief Executive James Quincey said on a post-earnings conference call.

The company, which also reported a smaller-than-expected quarterly profit, said it expects to reinvest at least half of the $800 million saved to mainly boost growth in its non-carbonated drink business.

"We are not too worried about this quarter's miss," RBC Capital Markets analyst Nik Modi wrote in a note.

"The important thing is that KO is raising its cost-saving estimates and we believe there is more to go."

The job cuts would start in the second half of 2017 and carry into 2018, Coca-Cola said.

The company also forecast a smaller decline in 2017 adjusted profit than it had previously expected.

Coca-Cola said on Tuesday it expects full-year adjusted profit to fall 1-3 percent, compared with the 1-4 percent decline it forecast in February.

The company is offloading much of its low-margin bottling business to reduce expenses, but costs associated with the refranchising have been higher than expected, weighing on profit.

Coca-Cola said it recorded a charge of $84 million related to the refranchising in North America in the latest quarter.

Net income attributable to the company's shareholders fell 20.3 percent to $1.18 billion, or 27 cents per share, from a year earlier.

Excluding items, the company earned 43 cents per share, missing analysts estimates by a cent, according to Thomson Reuters I/B/E/S.

Revenue fell 11.3 percent to $9.12 billion, declining for the eighth straight quarter. (Reporting by Sruthi Ramakrishnan in Bengaluru; Editing by Sriraj Kalluvila)

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Coke's Atlanta HQ to feel brunt of job cuts

The Atlanta Journal-Constitution, Tue, 25 Apr 2017, By Russell Grantham

Coca-Cola said Tuesday it will cut 1,200 corporate jobs this year as part of an expanded cost-cutting program as it grapples with sluggish soda sales and internal restructuring.Coca-Cola President James Quincey, who takes over as chief executive of the Atlanta company on May 1, announced the job cuts during a conference call with investors after the company's first-quarter earnings announcement.

Quincey said most of the job cuts will be at the company's Atlanta headquarters.

The company has about 7,500 employees in metro Atlanta and 9,000 in Georgia, including both bottling operations and its corporate headquarters.

"The majority of the job reductions will be in Atlanta," said Quincey, who is replacing long-time CEO Muhtar Kent, who is retiring. "As painful as it is, I still think that's the right decision."

The job cuts will begin in the second half of 2017 and extend into 2018.

A spokesman said the reduction will come through involuntary job cuts or transfers to other positions rather than buy-outs.

Coca-Cola hopes to save about $800 million annually though the layoffs and other actions by 2019, and to reinvest half of that back into the business, mostly in new products.

Quincey and other company officials said the job cuts and other cost-cutting efforts are tied to a years-long restructuring that has included re-tooling bottling operations and buying or launching scores of new products to offset slowing growth of its core soda business.

Customers have been turning to other drinks and avoiding sugary sodas partly due to concerns about the risk of obesity and diabetes. A recent report showed that in 2016, Americans for the first time drank more bottled water than soda on a per capita basis.

Coca-Cola's worldwide employment swelled past 150,000 workers a few years ago as it bought up its bottlers and distributors around the world, to make them more efficient and quicker at launching new products.

But over the last two years it has been selling or "refranchising" those bottlers at a rapid clip, and its total headcount is expected to fall below 40,000 by next year as many of its current employees follow those bottlers out the door.

Coca-Cola currently has 100,300 employees worldwide, including 57,300 in North America.

As a result of its evolving structure, said Quincey, the company is re-thinking which corporate jobs are still needed.

"We're working through redesigning the organization to be faster and more agile," said Quincey. "While these necessary changes are always very difficult, they will help us do fewer things better to lead and support our operating units."

Coca-Cola spokesman Kent Landers said the job cuts will come from a pool of about 5,500 corporate employees in Atlanta and elsewhere.

Quincey said the company's cost-cutting goals also will be met through reduced marketing spending and restructuring of some operations.

In 2015, Coca-Cola announced plans to cut costs by $3 billion by 2019. Including the new cost-cutting efforts, Quincey said that cost-cutting target now goes to $3.8 billion by 2019.

The last time Coca-Cola announced big job reductions was in early 2015, when the company said it would cut up to 1,800 jobs, including about 500 at its Atlanta headquarters. The company had about 8,900 people at its midtown Atlanta office at the time.

In Tuesday's financial report, Coca-Cola reported big drops in both revenue and profits in the first quarter, mostly due to shedding bottling businesses.

Revenue declined 11 percent in the first quarter, to $9.1 billion from $10.3 billion a year earlier.

First quarter profit declined 21 percent, to almost $1.18 billion from $1.48 billion a year earlier.

The report mostly showed flat financial results when the effects of restructuring efforts were removed.

In a report, Wells Fargo Securities analyst Bonnie Herzog said she was encouraged by Coke's efforts to re-tool its business — but still waiting for improvement in the bottom line.

"We continue to believe that (Coke) has a significant opportunity … following its "transition" period to re-accelerate earnings growth and demonstrate the merits of its strategic overhaul," she said.

Coca-Cola at a glance

Coke announced it will cut 1,200 jobs in 2017-2018. Most will be at its Atlanta headquarters. Here are the current workforce numbers:
Total employment: 100,300
North America: 57,300
Georgia: 9,000
Metro Atlanta: 7,500

Source: Coca-Cola Co.

Link: http://www.myajc.com/business/coke-atlanta-feel-brunt-job-cuts/kaJjZmVRICbrS5ovwRnT3I/

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Coca-Cola to cut 1,200 jobs to create 'leaner corporate organization'

Atlanta Business Chronicle Online, Tue, 25 Apr 2017, David Allison

The Coca-Cola Co. (NYSE: KO) said Tuesday it plans to cut approximately 1,200 jobs "as we put in place the leaner corporate organization."

"While this will clearly be difficult for those impacted, these changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," incoming CEO James Quincey said in a statement. "As has long been our culture at Coca-Cola, we do not take decisions about jobs lightly and we are committed to treating our people with dignity, fairness and respect throughout this process."

Quincey takes over May 1 as Coke's CEO from outgoing CEO Muhtar Kent.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016.

The company said Tuesday it expects to achieve an additional $800 million a year in productivity savings over the next few years.

The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent. The company blamed the poor results on the cost of acquisitions, divestitures, its ongoing refranchising of bottling territories, and foreign currency exchange.

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Coca-Cola Will Now Slash 1,200 Jobs After Challenging Start to Year

TheStreet, Tue, 25 Apr 2017, By Brian Sozzi

Coca-Cola's (KO) first quarter lacked a whole bunch of fizz, and incoming CEO James Quincey is wasting no time to try and protect the bottom line. Quincey told analysts on a conference call Tuesday that Coca-Cola would soon slash 1,200 jobs as part of a new $800 million cost savings plan. The news comes after the company posted tepid 2017 first quarter results. Revenue fell 11% year over year to $9.1 billion. Still, Coke beat the $8.89 billion expectation on Wall Street.

"As anticipated, revenues in the quarter were adversely impacted by two fewer days and the shift of the Easter holiday," Coke CEO Muhtar Kent said in a statement.

Meanwhile, the company posted earnings of 43 cents a share, compared to the 44 cents analysts surveyed at Factset anticipated. And, Coke said it sees full-year earnings per share declining 1% to 3%.

The results show why Wall Street is anticipating a fresh start for Coke. Kent who has been in the position since 2008 will be replaced by current COO Quincey on May 1, and investors are hoping he can boost sales and profits again, which have fallen due to a general consumer shift away from sugary drinks.

Quincey has so far expressed ambitious growth plans for the soda king and led Coke's transition away from sugary beverages, amid the ongoing consumer shift to healthier food options. Persistently sluggish results in Coke's beverage heavy portfolio underscore why some on Wall Street are hoping Quincey gets into the faster growing healthy snack food business.

Link: https://www.thestreet.com/story/14101951/1/coca-cola-will-now-slash-1-200-jobs-after-challenging-start-to-year.html

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Coke is now adding fiber to drinks to try and convince people to buy soda again

Business Insider, Tue, 25 Apr 2017, By Kate Taylor

Coca-Cola now sells a soda with added fiber.Coca-Cola Plus rolled out in Japan in February. The company reportedly spent more than a decade researching and developing the drink, which is sugar-free, calorie-free, and contains 5 grams of dietary fiber in each bottle.

"We're looking to add functional beverages," CEO James Quincey said on a call with media on Tuesday. The company is rolling out Coca-Cola Plus and Canada Dry Plus as part of a "fast-growing segment where ingredients are added to beverages to address specific dietary needs."

The company didn't reveal plans to sell Coca-Cola Plus in the US anytime soon.

The beverage giant is desperately looking to grow sparkling drink sales as soda consumption slumps, and executives are hoping that healthier reformulated versions of Coca-Cola could do the trick.

"Consumers, even the same person... want less sugar at one point, more caffeine, less caffeine [at other times,]" Quincey said. Coca-Cola, he said, "can actually have multiple objectives in the same reformulation. You can... improve the taste, and reduce the added sugar, and add a new fruit juice or some other ingredients."

Most of Coca-Cola's reformulations have created successful new beverage brands simply by cutting sugar or calories from pre-existing drinks. For example, the company reported that the revamped Coca-Cola Zero Sugar experienced double-digit growth in the last quarter, after growing 9% by volume in 2016.

Revamping well-known brands can be a tricky business, though. The 1985 reformulation of Coca-Cola that resulted in "New Coke" was one of the most catastrophic decisions in the company's history.

Now, Coca-Cola's reformulations are used as extra variations on the core brand, instead of replacements for a classic Coke. Coca-Cola Plus will never replace Coca-Cola, but instead serve as yet another option, alongside brands such as Diet Coke, Coke Zero Sugar, and Coke Life.

Crafting a healthier version of Coke could be key to saving Coca-Cola's soda business. While Coca-Cola grew its sparkling soft drink revenue last quarter, by volume, global soft drink sales fell by 1%.

Link: http://www.businessinsider.com/coca-cola-with-fiber-reveals-soda-revamp-2017-4

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Coca-Cola fizzles as restructuring weighs on earnings

FT.com, Tue, 25 Apr 2017, By Anna Nicolaou

Coca-Cola’s sales dropped 11 per cent in the first quarter, as the world’s largest maker of fizzy drinks tries to overhaul its business.The company reported adjusted earnings of 43 cents a share on $9.1bn in revenues in the first three months of the year — down from $10.3bn a year ago. Wall Street analysts had predicted earnings of 44 cents a share on $8.9bn in sales. Coca-Cola said structural changes accounted for 10 per cent of its slide in revenues.

Shares were up 0.3 per cent in pre-market trading.

The Atlanta-based company has been restructuring its business, targeting $3bn in annual savings by 2019. Looking to appeal to a more health-conscious consumer, Coke has been selling off chunks of its bottling divisions to diversify away from soft drinks.

A new chief executive, James Quincey, will take over in May as Muhtar Kent steps down. Mr Kent said the first quarter results were "in line with our plan" and "adversely impacted" by seasonalities. "We continue to execute against the long-term strategic transformation plan for the company," he said.

Link: https://www.ft.com/content/bfaffb4b-cc15-3c7c-aacf-b90ef8911012

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Coca-Cola to cut 1,200 jobs as sales slump

CNN Wire, Tue, 25 Apr 2017, By Paul R. La Monica

NEW YORK (CNNMoney) -- Coca-Cola's sales continue to fizzle -- and the company is planning to cut 1,200 jobs to try and get back on track.

Coke said in its earnings report Tuesday that the layoffs, which will begin in the second half of this year, are part of a broader cost cutting plan aimed at saving $800 million.

The layoffs are a relatively small fraction of the company's overall headcount. Coke employs more than 100,000 people worldwide.

Incoming CEO James Quincey said the moves are being made to make Coke more agile and lean. The company is also in the process of refranchising some of its bottling operations in North America to save money.

Quincey, currently Coke's chief operating officer, will take over as CEO on May 1. He is succeeding long-time CEO Muhtar Kent, who will remain at Coke as its chairman.

Coke has struggled over the past few years as consumer tastes have shifted away from sugary drinks. Even Coke's diet brands are in decline due to health risks associated with artificial sweeteners.

Coke said on Tuesday that is overall sales were down 11% from a year ago while profits fell 20%.

That's a big reason why Coke is pushing more into healthier beverages like water, milk and soy-based drinks.

But Coke's sales and stock have also lagged the performance of its key rival Pepsi over the past few years, and some argue that Coke needs to do more to expand beyond its core beverage unit as Pepsi has.

Pepsi also owns the thriving Frito-Lay snack foods business as well as Quaker Oats. Pepsi will report its latest earnings on Wednesday.

So can Coke get back on track? There are some hopeful signs.

Quincey's push to make Coke a company that promotes healthier beverages is in some ways similar to another iconic company that is trying to transform itself into a more palatable brand for calorie-counting consumers.

McDonald's stock rose more than 4% to an all-time high as sales in the U.S. and around the globe continued to sizzle. It reported results that topped forecasts on Tuesday.

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Coca-Cola to cut 1,200 jobs as earnings fall

Agence France Presse, Tue, 25 Apr 2017

Coca-Cola plans to cut 1,200 jobs as it deepens its cost-cutting initiatives in response to sluggish soda sales, the company said Tuesday.

The maker of Sprite and Fanta announced the job cuts as it reported lower second-quarter profits due to restructuring costs and flat sales amid efforts to tout new low-sugar beverages in response to flagging demand for soda.

The job cuts account for about one percent of the soda giant's 100,300 employees. Coca-Cola said it also is expanding its cost-cutting program to reach $800 million annually by 2019.

While the job cuts "will clearly be difficult for those impacted, these changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," incoming chief executive James Quincey said in a statement.

Net income in the first quarter plunged to $1.2 billion, down 20.3 percent from the year-ago period.

Revenues fell 11.3 percent to $9.1 billion, reflecting lower sales from bottlers that were sold to franchisees as part of a corporate reorganization.

One-time costs associated with the bottling refranchising also dented earnings.

Volumes were flat globally, including in North America, the biggest region by revenue, and fell three percent in Latin America due to weakness in Brazil and Venezuela.

Coca-Cola aims to deliver a "more consumer-centric portfolio that meets people's changing tastes and preferences," said Quincey, who will become chief executive next month.

New product offerings include "Honest Sport," a sports drink that is an offshoot of the low-sugar Honest Tea. The company also is launching Coca-Cola Plus in Japan, a no-sugar drink with dietary fiber aimed at Japan's large aging population.

"Importantly, these portfolio changes will help our consumers moderate the amount of added sugar they consume."

Coca-Cola shares dipped 0.2 percent to $43.19 in afternoon trading.

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Coca-Cola Is Cutting 1,200 Jobs as Growth Stalls

Fortune, Tue, 25 Apr 2017, By John Kell

Coca-Cola said it will cut 1,200 jobs, the latest major food manufacturer to accelerate cost-cutting efforts as the industry struggles with a weak growth outlook.The soda giant said it would trim the jobs beginning in the second half of 2017 and carrying into 2018 as it tries to become "faster and more agile." "While these necessary changes are always very difficult, they will help us do fewer things better to lead and support our operating units," said James Quincey, who will succeed Muhtar Kent to become CEO of Coke (KO, -0.03%) this year.

Overall, the soda manufacturer said it would expand the company's current cost-savings program by $800 million to $3.8 billion. Quincey said the company aims to re-invest "at least half of the savings," though Coke is still finalizing a complete plan for how it will use all the savings beyond simply saying it would create value for shareholders.

Coke's move to cut jobs comes as many major food and beverage manufacturers—a group collectively known as "Big Food"—have cut thousands of jobs in a bid to trim costs and restructure their operations. Others that have cut jobs have included Hershey (HSY, +0.24%), General Mills (GIS, +0.14%) and Kellogg (K, -0.08%). All have been under pressure to cut costs to boost cash flows because of the aggressiveness at 3G-backed Kraft Heinz (KHC, -0.01%), which has put some pressure on others in the industry to step up their game.

The cost-cutting comes as Big Food manufacturers have found their legacy brands pressuring by a consumer trend toward foods and drinks they deem healthier, a trend executives say will only accelerate over time. Startups—which have raised billions

of private investors—have built up impressive sales because consumers say they want the cleaner labels those smaller firms often offer. As a result, companies like Coca-Cola—which is highly exposed to the declining soda industry—have had to change. Coke has aimed to bulk up the company's healthier offerings by selling more Smartwater, flavored water Vitaminwater, and dairy brand Fairlie.

But the first-quarter financial results Coke reported on Tuesday point to the challenge the company is facing remaking itself. Total volume was even for the quarter because of a 1% decline in sparkling soft drinks and a flat performance for the juice, dairy and plant-based beverages Coke sells. There was some growth for Coke's waters and sports drinks (up 3%) and tea and coffee (which increased 2%).

Wall Street analysts asked Coke's executive team: are acquisitions, including for food brands to get Coke less exposed to beverage trends, possibly on the table? Quincey said that for a deal to occur, it would need to be financially attractive, and also unite a willing buyer with a willing seller. Many Big Food executives have indicated that acquisitions in the space can be a challenge because startups command valuations that are too high to justify. Coke's two big rivals each inked a bolt-on deal late last year: Dr Pepper Snapple (DPS, -0.10%) bought Bai Brands and PepsiCo (PEP, +0.07%) purchased KeVita."While we imagine we will continue to do bolt-on acquisitions, you can't predicate your strategy on [M&A]," said Quincey. "We focus on driving on what we can organically."

Link: http://fortune.com/2017/04/25/coca-cola-cutting-jobs/

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Coca-Cola to cut 1,200 jobs

BBC News, Tue, 25 Apr 2017

The US firm Coca-Cola has said it will cut about 1,200 jobs due to falling demand for its fizzy drinks.Its global carbonated drink sales fell 1% in the quarter to 31 March, Coca-Cola said.

Coca-Cola and rival PepsiCo's sales have taken a hit as consumers in North America and Europe have increasingly turned away from sugary drinks.

The Coca-Cola cuts will begin in the second half of 2017 and continue into 2018, the company said.

The firm said it was increasing its cost-cutting target by $800m in annualised savings, and now expects to save $3.8bn by 2019.

The majority of the extra cost savings will come from corporate job reductions, incoming chief executive James Quincey said in a conference call.

A spokesperson added that savings would also be made through the firm's supply chain, marketing, and changes to its operating model.

Coca-Cola added that it expected its full-year adjusted profits to fall by between 1% and 3%, compared with the 1% to 4% decline it had forecast in February.

The firm has more than 100,000 employees globally.

Link: http://www.bbc.com/news/business-39711023

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Coca-Cola Co optimistic for 2017 despite Q1 stagnation - results.

Just-Drinks, Tue, 25 Apr 2017, Andy Morton

The Coca-Cola Co has retained its full-year growth outlook despite flat Q1 organic sales and volumes.

The company has a target of 3% organic sales growth for 2017, but today saw its first quarter underperform, partly due to a late Easter and two fewer sales days compared to the year-prior. Reported net sales in the three months to end of March dropped 11%.

The company also blamed structural changes and ForEx headwinds for the sales drop, which led to a 20% net profits fall.

Coca-Cola is restructuring its global bottler footprint and selling off territory to its key bottling partners.Today, the company said it has created two new independent bottlersto handle US territories- Heartland Coca-Cola Bottling Co, based in Kansas City, Missouri, and Coca-Cola Southwest Beverages, based in Dallas. Heartland has acquired a production facility in Lenexa, Kansas, while Southwest Beverages took over nine production facilities in Texas.

The creation of Southwest Beverages is the culmination of Mexican bottler Arca Continental's bid to take over Coca-Cola territory in the southern US. Southwest Beverages is part of AC Bebidas, a subsidiary of Arca Continental. Coca-Cola holds astake in AC Bebidas.

CEO Muhtar Kent said the first quarter was in line with expectations and that Coca-Cola remains on track to deliver underlying sales and profit targets for the full year.

"Most importantly, we continue to execute against the long-term strategic transformation plan for the company - a plan that I am confident will deliver even greater shareowner and stakeholder value in the years to come," Kent said.

The Q1 results announcement is Kent's last as CEO. He will hand over to COO James Quincey next week and become chairman of the Coca-Cola board.

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Coca-Cola to axe 1,200 jobs as it shifts to new 'cluster' model

Marketing Week, Tue, 25 Apr 2017, By Sarah Vizard

Coca-Cola plans to axe 1,200 jobs as part of wider plans to restructure the business around five "strategic clusters" as it looks to transform into a consumer-centric total beverage company.Speaking on an investor call this afternoon (25 April) following Coca-Cola's quarterly results announcement, incoming CEO James Quincey said the job reductions will take place in the second half of 2017 and into 2018 as the company looks to build a "faster and more agile business". The aim is to reduce complexity, simplify processes and speed up decision-making.

"We are working through redesigning the organisation to be faster and more agile," he explained. "The necessary changes will be difficult, but it they will enable us to do fewer things better."

Quincey said the changes are part of a wider restructure at the company as it shifts to what it calls a "category cluster" model. The move will see it focus on five strategic categories – sparkling soft drinks; energy; juice, dairy and plant-based drinks; water, enhanced water and sports drinks; and tea and coffee.

The aim is to ensure Coca-Cola is more disciplined about its investments, with a focus on launching new products through innovation, changing recipes to reduce added sugar and acquiring new brands in categories such as tea and plant-based drinks. For example, Coca-Cola is expanding its premium Smartwater brand into flavoured sparkling waters, while the newly reformulated Coca-Cola Zero Sugar is expanding into more markets.

The hope is this will deliver a further $800m in productivity savings, at least half of which it will reinvest into the company.

However, Quincey was quick to point out that Coca-Cola is keeping its focus on local markets and will not be moving to a model that sees each category given its own P&L.

"We will run the business local to drive local entrepreneurship," he said. "We will use the chief growth officer for strategic reasons – to stay connected to what is happening globally and have someone with the right and authority to bring those insights, needs and initiatives to the table."

The new chief growth officer role

Francisco Crespo is taking on the CGO role and he will be responsible for leading this change, ensuring that the company spots strategically important trends and opportunities and acts on them.

"Our principle operating model is local and geographic due to the franchise system. But anything you organise against has blind spots and we have to mitigate those. [The CGO] will provide a global and category perspective."

But Quincey said that is not the only reason for the role. He explained: "As brands and experiences are created today and in future they will be less cleanly-delineated between TV ad and customer programmes. There will be greater intersection and integration in how to engage with shoppers.

"We are bringing together global marketing, customer, commercial leadership and strategy teams, underpinned by dig engagement to allow us to more seamlessly operate."

The job cuts, model shift and leadership changes are all aimed at accelerating growth at Coca-Cola, which has struggled as consumers have moved away from buying sugary carbonated drinks. In its Q1 results, total revenues were down 11.3% – the eighth consecutive quarter of declines. Profits also came in below expectations, although Coca-Cola has said it is "on track" to deliver on its full-year guidance.

Link: https://www.marketingweek.com/2017/04/25/coca-cola-job-cuts/

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Closing Bell – KO Discussion and Recap

CNBC, Tue, 25 Apr 2017

Sara Eisen
Then there is Coke, underperforming the market, out with earnings this morning. Stock is down, it is a mixed quarter. Remember, there's still a lot of noise around the results lately, because they are refranchising some of the bottlers, they are in the middle of the transition period. I spoke exclusively with the company's incoming CEO James Quincey taking the job next week. This is what he said about announcements today around restructuring. They are saving another $800 million in cost cuts, but that means they are going to cut 20% of the corporate staff. Here is what he said about that and the vision there.

James Quincey
By next year, we will have finished refranchising. We will have gone from high of 150,000 employees and transferred a lot of those operating employees to our borrowing partners and we'll be under 40,000 the next year. It's painful. We're going to impact some people here in the corporate center, but we think this new more slimmer, leaner focus corporate center reflects the new reality of the company.

Sara Eisen
So there's Quincey talking about how the company is in the middle of a transition, not only spinning off the bottlers which will result in a lot fewer people working at Coke, but also the staff cuts coming out of corporate, a little more than a thousand, and never is easy to talk about. He says they are doing it to use savings to reinvest in what's working. Some of the growth categories like: success in waters, the non-sparkling, as they say, the carbonated drinks and they are still seeing flat volumes There are two camps in this, Credit Suisse just out with an update last week, Jim Cramer saying this a lot too, and then there are the bears who say, consumption in the country is declining for 12 years in a row, and the company is most exposed. Yes, it is growing some of the other portfolios like teas, waters, and noncarbonated drinks, but, ultimately, it's going to have a growth problem if it wants to get back to growth rates that it used to have five, ten years ago.

Bill Griffeth

I often think they teach you in business school how to grow a company, but rarely do they teach you how to turn it back to turn it around. That's something you learn on the job, and that's a tough job for Mr. Quincey to try and execute on day one as he's coming in here, trying to turn things around, and cut back. And I love this, it's a smaller company with 40,000 employees, but that's, you know, the nature of the beast.

Sara Eisen
But that's a big difference from 100,000 employees around the world. And that's the bold case on this stock; they are going to be able to continue to squeeze higher prices out of the smaller cans, which they are doing, and lead to a more profitable, leaner company without the costs of the bottlers.

Bill Griffeth
As with retail, broadcasting, media, they are beholden to their customers whose tastes are changing dramatically. No, you know, fewer people drink the soda these days they are more health conscious for whatever reason, diabetic, whatever, and they are going more towards the healthy choices here. Companies are having to play catch up in that regard.

Sara Eisen
It doesn't help that you continue to have study after study, and just the latest one from the American Heart Association journal last week, saying that Diet Coke, drinking it every single day makes it more likely to have dementia and strokes than drinking it once a week. I did asked Quincey about that. He said there was no cause and effect in that study, which he's absolutely right about, but the press around it, the negative, and you're having increasing regulations, like soda taxes popping up. It's going to be another one of his big challenges.

Bill Griffeth
Another head wind for them there.

Link:
http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGlhY2VudGVyLnR2ZXllcy5jb20vZG93bmxvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTUzOTc3NiZNRElEPTc4NzY0ODImTURTZWVkPTY2ODImVHlwZT1NZWRpYQ%3D%3D

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Business News: McDonalds Gets Lift From Focus on Regulars

The Wall Street Journal, Wed, 26 Apr 2017, By Julie Jargon

McDonald's Corp.'s focus on regular customers is paying off.

The burger giant recently pledged not to chase customers who rarely eat fast food. Instead, McDonald's has made more of its hearty breakfast items available all day, priced soda and coffees at $1 and introduced new Big Mac sizes -- all at the behest of cost-conscious regulars.

"Our greatest opportunities are at the core of our business," Chief Executive Steve Easterbrook told investors Tuesday.

The tighter focus led to better-than-expected sales globally and in its critical U.S. market in the first quarter.

The company is trying to narrow the gap between its prices and those at the grocery store by raising menu prices more slowly than the rate of supermarket inflation.

McDonald's is testing new mobile ordering and payment options and automated cashiers. The company said Tuesday it plans to expand a delivery service it has tested in Florida.

Mr. Easterbrook said each initiative is designed to bring "the biggest benefit to the most customers in the shortest amount of time."

McDonald's also wants to improve its food quality. Next year, it plans to switch to fresh from frozen beef in Quarter Pounders. Next week a higher-end, customizable "Signature Crafted" burger menu will be launched nationwide.

Global same-store sales in the quarter rose 4%, above the 1.3% increase anticipated by analysts in a Consensus Metrix survey. Same-store sales in the U.S. rose 1.7%, beating the 0.8% decline analysts expected.

McDonald's has also transferred ownership of many restaurants to independent operators. The model, embraced by other fast-food chains, lets companies collect a piece of sales without the costs and headache of managing hundreds of stores.

In all, McDonald's earned $1.21 billion, or $1.47 a share, up from $1.12 billion, or $1.25 a share, a year earlier. Revenue slipped 3.9% to $5.68 billion. Analysts polled by Thomson Reuters had expected $1.33 a share on $5.53 billion in revenue. McDonald's shares rose 5.6% Tuesday to $141.70 a share.

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Coca-Cola LUMS Aquatic Centre Inaugurated

Flare, Sun, 30 Apr 2017, _

The inauguration ceremony of the Coca-Cola sponsored Aquatic Centre at the Lahore University of Management Sciences (LUMS) took place on Tuesday. Brian Smith, president for Europe, Middle East and Africa (EMEA) Group and Zoran Vucinic, president for Middle East and North Africa (MENA) of Coca-Cola Company, the chief guests at the event, along with other members of the organisation's team, were welcomed at LUMS by Syed Babar Ali, Pro-Chancellor, Prof Dr S Sohail H. Naqvi, Vice Chancellor, and Abdul Razak Dawood, Rector of LUMS. After the inaugural ceremony, the attendees visited the grand Aquatic Centre, a first ever FINA (Fédération Internationale de Natation Amateur) approved indoor swimming facility, with an eight lane, 25meter length, in a Pakistan based university.

Speaking on the occasion, Rizwan Ullah Khan, General Manager, The Coca-Cola Export Corporation, Pakistan and Afghanistan, said, "One of the most important pillars of CocaCola's brand values includes the inculcation of an active lifestyle for our local communities. The establishment of Coca-Cola LUMS Aquatic Center is an example of how Corporate Partnerships like these can provide exponential benefits for the sustainability of our society."

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PepsiCo Pulls Stubborn Soda and Caleb's Kola Because of Sugar Mixup

BevNet, Wed, 26 Apr 2017, Ray Latif

Last week PepsiCo removed Stubborn Soda and Caleb's Kola products from the market after discovering recent batches were inadvertently made with beet sugar.

https://www.bevnet.com/news/2017/pepsico-pulls-stubborn-soda-calebs-kola-sugar-mixup

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PepsiCo Says Pricing Lifts Results; Beverage volumes were about flat in the latest quarter

The Wall Street Journal Online, Wed, 26 Apr 2017, By Joshua Jamerson

PepsiCo Inc. said higher pricing helped boost results in the latest quarter as volumes of its snacks and beverages in North America were pressured amid shifting consumer tastes.

Chief Executive Indra Nooyi said first quarter profit and revenue, which topped Wall Street estimates, came "despite challenging food and beverage industry trading conditions in North America and continued volatility in a number of developing and emerging markets."

The Purchase, N.Y., maker of Frito Lay snacks, Gatorade and its namesake cola has been putting an emphasis on products it dubs "guilt-free," which include diet sodas as well as snacks with low levels of sodium and saturated fat, as consumers look for alternatives to sugary snacks and drinks. The company is aiming for sales growth of such products to outpace the rest of its portfolio by 2025.

For example, as bottled water consumption outpaces soda in the U.S. for the first time, Pepsi is trying to get a piece of the premium bottled-water category with LIFEWTR, which made its debut with a Super Bowl ad this year to compete with Coca-Cola Co.'s smartwater.

PepsiCo's chief financial officer, Hugh Johnston, said that LIFEWTR is "a huge success right out of the block," adding that it "continues to sell out as quickly as we can make it."

PepsiCo's beverage volumes were about flat in the latest quarter, with North American beverage segment posting a 1% drop. Rival Coca-Cola Co. reported Tuesday that its volumes world-wide were even with the year-ago quarter.

Diet Pepsi continues to struggle, but Pepsi Zero Sugar, which was featured during the Super Bowl halftime show, is picking up some of those sales. Mr. Johnston cited a line of unsweetened tea as another alternative.

"Where the consumer wants to go, we're going to have great products," he said.

Quaker Foods, which includes the Rice-A-Roni and Aunt Jemima brands, is hurting as consumers shop more around the perimeter of the store rather in the center aisles. PepsiCo is innovating more with snack bars and working with retailers to try to get store shoppers into the aisles.

PepsiCo's Frito Lay volumes fell 1.5% and Quaker Foods volume fell 1%. However, companywide, organic revenue rose 2.1% from the year-ago quarter.

Earlier this month Pepsi yanked a commercial after a backlash swept across social media. The 2 1/2 -minute spot was developed by Pepsi's in-house Creators League Studio. Analysts are likely eager to hear how the company plans to pivot from its marketing misstep when executives host a conference call later Wednesday morning.

Over all, for the March quarter, Pepsi posted earnings of $1.32 billion, compared with $931 million a year ago. Earnings-per-share of 94 cents topped the consensus estimate of 92 cents. Revenue of $12.05 billion topped estimates of $11.98 billion.

Shares, which have climbed more than 9% so far this year, were inactive in premarket trading.

Jennifer Maloney contributed to this article

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Higher prices help lift PepsiCo's sales

Associated Press Newswires, Wed, 26 Apr 2017

PURCHASE, N.Y. (AP) — Higher prices helped lift PepsiCo's sales in the first quarter, as the maker of Doritos, Gatorade and Quaker worked on transforming its lineup of products to keep up with changing tastes.

Sales for the North America Beverages and Frito-Lay North America segment both climbed 2 percent in the quarter, as pricing offset a decline in volume. Like other major food and beverage companies including Coca-Cola and Oreo cookie maker Mondelez, PepsiCo has said it is working on adapting its stable of brands to better reflect the trend toward options that people feel are healthier.

The companies are facing challenges in growing volume in a crowded U.S. market, but higher prices or new products that cost more can still help lift sales. On Tuesday, Coca-Cola said revenue rose 1 percent in North America for the first quarter, even though volume was flat. Both PepsiCo and Coca-Cola have also been slashing costs to improve their financial results.

On a global basis, PepsiCo's sales volume of snacks rose 1 percent.

For the period ended March 25, PepsiCo Inc. earned $1.32 billion, or 91 cents per share. A year earlier the food and beverage company earned $931 million, or 64 cents per share.

Removing restructuring charges and one-time costs, earnings were 94 cents per share. That's better than the 91 cents per share that analysts surveyed by Zacks Investment Research expected.

Revenue increased to $12.05 billion, from $11.86 billion. Analysts predicted $11.97 billion in revenue.

PepsiCo, based in Purchase, New York, still foresees full-year earnings of $5.09 per share, just below analyst projections for $5.14.

Shares fell slightly before the opening bell Wednesday.

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Nestlé axes 300 UK jobs and moves Blue Riband production to Poland

The Guardian, Tue, 25 Apr 2017, Angela Monaghan

Unions criticise the Swiss confectionery firm's plan to end 81 years of British production of the wafer-based snack

Nestlé is cutting up to 300 jobs in the UK and switching production of the Blue Riband chocolate bar to Poland, a move that has angered unions. The Swiss confectionery firm said most of the jobs would be lost in Newcastle and York, during 2017-18, but that its sites in Halifax, West Yorkshire, and Girvan, Ayrshire, would also be affected.

The change will end 81 years of British production of the wafer-based snack, which was originally manufactured in Scotland but is now made in Nestlé's Fawdon plant in Newcastle.

The company said: "These proposals are being made by Nestlé UK to ensure that these sites operate more efficiently and remain competitive in a rapidly changing external environment. Our factory in Kargowa, Poland, is a centre of excellence for this type of wafer-based product and is the logical place for us to propose Blue Riband production takes place in the future."

Related: Costa Coffee owner welcomes plan for 'barista visas' after Brexit

However, the GMB and Unite unions said the proposed cuts were savage and unacceptable, and they urged the government to intervene.

"Nestlé are throwing people's lives, and those of their families, into turmoil for the sake of increasing profit margins," said the GMB general secretary, Tim Roache. "These factories should be exporting chocolate – not people's jobs. The government needs to step in before it's too late and reassure millions of workers across the country this is not just the tip of the Brexit iceberg."

Nestlé said it was expecting to make most of the cuts on a voluntary redundancy basis. The company has earmarked cuts of 143 jobs in York, 110 at Fawdon, 15 in Halifax, and seven in Girvan.

At Fawdon, where about 600 people are employed, Nestlé produces a number of products as well as the Blue Riband bar, including Rowntree's Fruit Pastilles, Fruit Gums, Jelly Tots, Rolos, and Matchmakers. The company also makes KitKat, Polo and Milky Bar in York.

Julia Long, Unite's national officer, said unions would fight the plans to shed jobs. "We will be campaigning to save as many jobs as possible and pressing Nestlé to think again about these plans which will see the loss of hundreds jobs and the production of an iconic biscuit shipped to Poland," he said.

"Rather than turning its back on its UK workforce, Nestlé should be investing in its UK operations and keeping production here at plants in the UK. Over the coming days we will be scrutinising the company's business rationale for these job losses, and explore alternatives to its cut-and-run approach."

Nestlé, which employs more than 8,000 people in the UK, said it would begin a 45-day consultation on the proposals with unions and workers' representatives as soon as possible.

The company added: "Nestlé UK appreciates that this is an uncertain time for employees and will work hard to ensure all are supported through this

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Danone on "low start", fresh dairy challenges, new organisational structure - four things to learn from Q1 update.

Just-Food, Tue, 25 Apr 2017, Dean Best

Danone's first-quarter update hit its shares - and it is likely the fall in its stock price was only part due to the numbers. The French yogurt maker reported meagre like-for-like sales growth as its challenges in fresh dairy continued. The company upped its forecast for its annual underlying earnings but still its shares declined, with some analysts frustrated atthe way Danone plans to report on its new asset, WhiteWave Foods.

Danone reported muted growth in its underlying sales in the first quarter of the year, a result the Activia maker described as a "low start" but one "in line with expectations".

The company behind brands including Actimel yogurt drinks, Cow & Gate baby food and now Alpro soy milk saw its sales rise by 0.7% on an organic basis in the first quarter of 2017, down sharply from the 3.5% growth seen in the first three months of 2016 and the 2.9% reported for last year as a whole. In the round, the growth Danone did see came from pricing, with the volume growth it generated from its early life nutrition and medical nutrition divisions offset by greater declines in volumes from fresh dairy and bottled water. In total, Danone's volumes fell 2.6% in the first quarter, more than the consensus forecast among analysts, who expected a decline of 2%.

Sanford Bernstein analyst Andrew Wood said: "We expected a soft start to 2017 for Danone, and that was what it delivered, even if it slightly beat expectations on some measures. Volume growth was below consensusand was negative for the 3rd straight quarter, while pricingwas strong and ahead of expectations."

Virginie Roumage, an analyst at European investment bank Bryan, Garnier & Co., said Danone had had "a poor start to the year", describing the 0.7% rise in like-for-like sales eked out by the company as "unsurprisingly weak". She trimmed her forecast for annual like-for-like sales growth from 2.2% to 1.9%.

However, MainFirst analyst Alain Oberhuber said Danone had "published a good set of numbers", pointing to the higher growth from the early life nutrition and medical nutrition divisions. He acknowledged, however, the "slower" growth from Danone's fresh dairy business, the company's largest business, at least when looking at its reporting structure prior to the acquisition of WhiteWave, more on which later.

The acquisition of WhiteWave Foods was completed earlier this month, a deal Danone believes will inject growth into its business as it benefits from the US organic and dairy alternatives supplier's exposure to faster-growing categories.

The finalisation of the transaction prompted Danoneto up its forecast for recurring earnings per share at constant exchange rates. It is expecting "double-digit" growth, compared toan earlier forecast of growth of "above 5%".

Danonesaid the US$300m in synergies it expects to generate from the deal, the stand-alone performance of WhiteWave and the lower-than-expected financing costs linked to the deal were the reasons for its new forecast. However, Danone's shares closed down more than 2% on Friday (21 February), with the market perhaps reacting negatively to the way the company plans to report on its performance from the second quarter.

The new forecast for Danone's earnings per share is in part based on what the company's expectation of "moderate" growth of what it called "like-for-like New Danone sales".

With that new metric, which starts from the second quarter and runs to the end of next year, Danoneis immediately including WhiteWave's results in its organic, or like-for-like, growth, a move different from the usual practice of including acquisitions a year after a takeover.

"We were somewhat surprised by - and sceptical investors may be frustrated by -Danone's decision to start including WhiteWave in its like-for-like measures for 2017, by establishing a "New Danone" including both Danone and WhiteWave in the base, rather than treating it as M&A for a year as is standard practice," Sanford Bernstein's Wood said.

Another analysts went further. "Amalgamating reporting of the two from day one in organic growth does Danone no favors," Gerry Gallagher, an analyst at Deutsche Bank AG, wrote in a note, according to Bloomberg . "We believe it will only make the market question why it should own the stock."

In a conference call analysts on Thursday afternoon after Danone issued its results, CFO Cecile Cabanisdefended the move. "It's a new chapter for Danone, it's a new way of organising the way we do business," Danone CFO Cecile Cabanis told analysts on Thursday afternoon after the company issued its results. "The dairy business per se will not exist anymore. Internally, to make sure that, from day one, we follow the performance in a good manner, to make sure the organisation has a clear target, for us it's a really important way to monitor it like this. Otherwise, we will spend our life making reports and working on the numbers and we won't work on selling our products."

On a reported basis, the three Danone divisions monitored by just-food - fresh daily, early life nutrition and medical nutrition - all reported higher sales in the first quarter.

However, like-for-like sales from Danone's fresh dairy business fell 2.3% amid a 5.3% fall in volumes. Danone pointed to "difficult market conditions" in Europe and the performance of Activia, two factors that have been affecting its fresh dairy sales for a number of quarters. The company reported "stable growth" from its fresh dairy businesses in its combined CIS and North America division but said it saw "a slightly negative performance" from fresh dairy in its ALMA arm.

Sanford Bernstein's Wood said: "Fresh dairyremains the biggest disappointment, by far, given the failed relaunch of Activia in Europe. Following six consecutive quarters of positive like-for-like growth, fresh dairy saw a sharp sequential slowdown this quarter, falling back into negative territory, and seeing its worst quarter in over a decade."

During 2016, Danone relaunched three of its major dairy brands in Europe, with its push behind Activia in September following similar moves on Actimel and Danonino in the second quarter of the year.

Danone held up the relaunch of Activia in Europe as central to its bid to "stabilise" the performance of its fresh dairy business in Europe.However, by December, Danoneacknowledged the relaunch of Activiahad not gone entirely smoothly, causing it to admit its 2016 group organic sales would be below its target.

The company is working hard to try to turn the performance of Activia around but its struggles were a key factor in the decline in its overall dairy sales in the first quarter of this year. Elsewhere, growth was subdued in a competitive North American market, while sales in the ALMA markets fell as "consumption trends in Brazil worsened".

MainFirst's Oberhuber said: "In Europe, Danone has two priorities, namely the relaunch in Activia to regain this product's consumers and to accelerate local brands. It also focuses on improving packaging identification for clear differentiation, becoming more local and achieving a specific renovation in taste. The new execution will be implemented in Q2-17 in France, Spain, Germany and the UK. In Europe the agenda is the success of local brands and to keep working to drive the acceleration."

Like-for-like sales from Danone's early life nutrition business rose 4.1%, a result the company described as a "solid performance" and one welcomed by analysts.

"Danone's ELN had a better than expected organic growth rate, which came as a positive surprise," Oberhuber said.

The growth came from pricing, with volumes up 0.1%. Nevertheless, Danonesaid it had seen "major gains" in developing a direct distribution model in China, the key market for the division and one where the sector can be buffeted by the volatility of indirect sales, especially as the market adjusts to new regulations due to come in at the start of next year. Danone said its "direct" sales rose at a double-digit rate, thanks to growth in "specialised stores" and via the e-commerce channel.

Sanford Bernstein's Wood said: "ELN was robust and ahead of expectations as Danone continues to manage the transition to the direct channel in China. The strong growth this quarter indicates that Danone is successfully weathering the transition from indirect to direct sales in China."

Asked for Danone's outlook for its early nutrition business in China for the rest of 2017, Cabanis was cautious but said the company remained confident about the prospects for the sector.

"In terms of the indirect business, we expect the volatility will last until the regulation is fully in place in 2018. It can vary from one quarter to another. Q1 happened to a lesser extent than we anticipated even if it continued to drive negative sales on that front. It could be higher or the same in Q2. It's very difficult to predict from one quarter to another but quite certain to happen until the regulation is fully in place in 2018. That's the assumption we take. That's why we're really making sure we're fully focused on pushing on the direct China part of the business, which is growing very nicely, both on specialised stores and on e-commerce. And we are really confident of the continued potential for China and for the business after this volatile period."

A soft start to 2017Danone's new reporting structure raises questionsDairy still has sour notesEarly life nutrition a positive surprise This article was originally published on just-food.com on 25 April 2017. For authoritative and timely food business information visit http://www.just-food.com.

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Chobani Sues Radio Host Over Sex Assault Reports

The New York Times, Wed, 26 Apr 2017, By CHRISTINE HAUSER

Chobani, the yogurt company, has filed a lawsuit against Alex Jones, the high-profile conspiracy theorist and the host of a popular right-wing radio show, for posting what it called false news reports about the company and its owner.

The suit, filed on Monday in district court in Twin Falls County, Idaho, named Mr. Jones and the media companies InfoWars and Free Speech Systems as defendants. It called ''false'' and ''defamatory'' several reports that appeared on InfoWars alleging that the company's factory in Idaho, which employs refugees, was connected to a 2016 child sexual assault and a rise in tuberculosis cases.

The reports were published April 11 on InfoWars.com and on ''The Alex Jones Channel'' on YouTube. They were promoted on Twitter under the headline ''Idaho Yogurt Maker Caught Importing Migrant Rapists,'' and were spread widely online.

The founder of Chobani, Hamdi Ulukaya, a Turkish immigrant of Kurdish descent, has been the target of right-wing threats by people who accuse him of employing too many refugees in his factories, which began as a yogurt business in upstate New York and expanded to Twin Falls, a city of about 46,500 south of Boise.

Mr. Ulukaya became the target of anti-immigrant ire after he stepped up his advocacy of refugees -- employing more than 300 of them in his factories, and starting a foundation to help migrants. He and his company have been targeted with racist attacks on social media and conspiratorial articles on websites including Breitbart News.

Mr. Jones, appearing in a video statement on Tuesday, said that his organization would ''fight'' the lawsuit and that it was reporting on an assault case and tuberculosis rates from material that ''has been all over mainstream news.''

He also sought financial and commercial support from fans.

''We will defeat these people,'' Mr. Jones said. ''This is my fight, this is your fight, this is our fight against a bunch of authoritarian, globalist, third-world populations allied with the global elite, who are totally cold blooded.''

Two lawyers for Mr. Jones, emailed on Tuesday, were not available for comment.

One of the InfoWars stories that is the subject of Chobani's lawsuit involved a 2016 sexual assault in Twin Falls that drew national headlines. The InfoWars video promoted on Twitter on April 11 reported that three children involved in the assault were refugees, and then it gave details of Mr. Chobani's policy of hiring refugees in the city.

The Twin Falls county prosecutor, Grant Loebs, said in an interview on Tuesday that the assault case had nothing to do with Chobani. He said he was not authorized to speak about the details because the case involved minors, although he noted that the local news media had been reporting on it since it happened last year.

Mr. Loebs said that on June 2, 2016, a 5-year-old girl at an apartment complex in Twin Falls was sexually assaulted by three boys, ages 7, 10 and 14. Two of them were refugees from Eritrea, and one was from Iraq. The children pleaded guilty to separate charges including sexual exploitation of a child and misdemeanor battery.

''There was no gang rape, no knife attack, and we did not charge anybody with rape because no rape occurred,'' Mr. Loebs said.

The lawsuit filed by Chobani said Mr. Jones and his companies had declined to remove the reports or publish a retraction despite multiple written demands.

It said the defendants acted with ''actual malice'' to harm Chobani's reputation and to discourage customers from purchasing its products. The lawsuit is seeking a jury trial, and the amount of ''substantial damages'' Chobani has suffered will be provided at a trial.

The lawsuit also noted that Mr. Jones was ''no stranger to spurious statements.'' It cited his previous contentions that the Sept. 11 attacks were orchestrated by the United States government and that the 2012 shooting at Sandy Hook Elementary School in Newtown, Conn., was a hoax concocted by those hostile to the Second Amendment.

Last month, Mr. Jones apologized for his role in spreading the hoax known as Pizzagate, which claimed, falsely, that top Democratic officials were involved with child abuse ring centered around Comet Ping Pong, a restaurant in Washington.

The restaurant was besieged with threats, and in December a man drove from North Carolina to the pizzeria and fired a rifle inside. The man, Edgar M. Welch, 28, has pleaded guilty to assault with a dangerous weapon and interstate transportation of a firearm and will be sentenced in June.

In an interview a few days after his arrest, Mr. Welch told The New York Times that he listened to Mr. Jones's show, saying that the host ''touches on some issues that are viable but goes off the deep end on some things.''

In Mr. Jones's apology, he said InfoWars had taken down the majority of posts that mentioned Pizzagate and ''disassociated'' itself from the story in December.

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Why drinking all those diet sodas may come back to haunt you later in life; A new study comes to some alarming conclusions about these beverages

MarketWatch, Wed, 26 Apr 2017, Quentin Fottrell, MarketWatch

A new study comes to some alarming conclusions about these beverages

Diet soda is getting more bad publicity. PepsiCo said its latest quarter was boosted by "guilt-free" products such as diet soda and bottled water, as consumers move away from sugary drinks, but a growing body of research is casting a pall over artificially=sweetened beverages too.

Artificially sweetened beverages may be linked to an increased risk of stroke and dementia, according to a study released this week by the American Heart Association's peer-reviewed journal Stroke. The researchers looked at 2,888 people over the age of 45 (with a median age of 62) for stroke risks and 1,484 people over the age of 60 (with a median age of 69) for risk of dementia. After adjustments were made for age, sex, education, caloric intake, diet, exercise, and smoking, they found that diet soda drinks "were associated with an increased risk of ischemic stroke, all-cause dementia, and Alzheimer's disease dementia." (The study cites correlation rather than causation.)

Diet soda sales have tumbled as consumers, turned off by studies on artificial sweeteners, have switched to bottled water, teas and energy drinks, instead. And this not the first study that has made a connection between diet soda to other serious medical issues. Several recent studies have linked diet soda and cardiovascular disease and showed a correlation (if not a causation) between cancer and aspartame. The beverage industry says people who are overweight and already at risk for heart disease may consume more diet drinks in an attempt to control their weight and the Food and Drug Administration has ruled that artificial sweeteners are safe.

Don't miss: 10 things Coke, Pepsi and the soda industry won't say

The beverage industry highlights the safety of artificial sweeteners. "Low-calorie sweeteners have been proven safe by worldwide government safety authorities as well as hundreds of scientific studies," Lauren Kane, a spokeswoman for the American Beverage Association, told MarketWatch, on behalf of industry, including Coca-Cola (KO, US) and PepsiCo (PEP, US).

Research shows that diet soda can be a useful tool as part of a weight management plan, she added. "According to the National Institutes of Health, the likelihood of developing stroke and dementia are related to age, hypertension, diabetes and genetics," she said.

Americans now drink more bottled water than diet soda or traditional soda. Bottled-water consumption in the U.S. hit 39.3 gallons per capita last year, while carbonated soft drinks fell to 38.5 gallons, marking the first time that soda was knocked off the top spot, according to data from industry tracker Beverage Marketing Corp. But soda is still more expensive, racking up $39.5 billion in retail sales versus $21.3 billion for water, industry research group Euromonitor found. "In 2016, bottled water overtook carbonates to become the leading soft drinks category in off-trade volume terms, an astonishing milestone a decade in the making," Euromonitor concluded.

There has also been a backlash against sugary drinks. Soda and sugary drinks may lead to an estimated 184,000 deaths among adults every year, a 2015 study by researchers at Tufts University published in the American Heart Association's peer-reviewed journal Circulation. The study analyzed consumption patterns from 611,971 individuals between 1980 and 2010 across 51 countries. Sugar-sweetened beverages consumption may have been responsible for approximately 133,000 deaths from diabetes 45,000 deaths from cardiovascular disease 6,450 deaths from cancer, it concluded. (The American Beverage Association published a lengthy rebuttal.)

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Life & Arts -- Food: It's Time for A Second Breakfast --- After years of worrying that we were skipping the day's most important meal, marketers find we'll eat twice

The Wall Street Journal, Wed, 26 Apr 2017, By Ellen Byron

The most important meal of the day is increasingly eaten twice.

After years of fretting that people had stopped eating breakfast, or simply nibbled on the go, food makers and restaurants are discovering that more of us actually want to eat more than once in the morning.

"We see a lot of people grab something when they're rushing out the door, then they have a second breakfast once they make it to their desk," says Siggi Hilmarsson, founder and chief executive of the Icelandic Milk and Skyr Corp., which makes Siggi's yogurts. In January, the company introduced its first single-serve yogurt drink. Then, it discovered via social-media posts that people were drinking it as an early-morning, pre-workout meal. A more substantial second breakfast usually follows later in the morning, Mr. Hilmarsson says.

Restaurant chain Pret A Manger sees a rush of customers between 8 a.m. and 9:30 a.m., and another rush around 10:30 a.m. "They are having that second breakfast," says Jo Brett, U.S. president of Pret A Manger. "People are eating more little portions, more often."

In response to demand for smaller servings, including in the morning, this month the chain, which has about 440 locations world-wide and 76 in the U.S., is expanding its selection of pots, its name for the small portions of foods including fruit, yogurt and hard-boiled eggs. New pots will include more protein and vegetable options, the company says.

The fast-growing habit seems to have caught the giant food industry by surprise. Food makers have focused on persuading us to eat breakfast food all day, such as cereal for dinner and oatmeal for an afternoon snack. Meanwhile, consumers have expanded their appetite for what passes as breakfast food as restaurants serve up grain bowls and even salmon and chicken slices during morning hours. Multiple breakfasts are often celebrated in social media posts, with more than 87,000 posts on Instagram using #secondbreakfast.

Food companies see the second breakfast as more than just a conventional coffee break. Jimmy Dean last year introduced a line of microwavable hash browns stuffed with ingredients including sausage and cheese and bacon and veggies to target the growing "midmorning meal occasion," says Tracy Fadden, director of marketing for Jimmy Dean, a unit of Tyson Foods Inc.

Since people often eat breakfast while doing something else, like driving or typing, portability is crucial, Ms. Fadden says. The new hash browns come in a "crisping sleeve," an engineered paper wrapper that helps microwave heating and doubles as a carrier so people can eat it with one hand. No need for plate or fork, Ms. Fadden says.

Second breakfasts have long been popular throughout Europe, and even Bilbo Baggins, the protagonist in J.R.R. Tolkien's "The Hobbit," relished them. Americans in recent years have adopted the practice by eating multiple small meals in the morning, says Darren Seifer, a food and beverage industry analyst for market researcher NPD Group, which tracks when people eat. Americans still typically eat around 8 a.m., noon and 6 p.m., but upticks in eating are also happening before and after the traditional breakfast time, he says. "We're still having lunches the way we typically would, and dinners, too," says Mr. Seifer. "It's breakfast that's getting more fragmented."

The increasing popularity of multiple breakfasts is boosting sales of convenient breakfast foods. Sales of frozen breakfast entrees rose 24% over the past five years, according to Nielsen. Meantime frozen breakfast sandwiches have risen 30%. "It's a smaller format that fits in your hand while commuting and fits the idea of the snackification of breakfast," says Jordan Rost, Nielsen's vice president of consumer insights.

Enthusiasts should be mindful of how those meals fit into their overall day's consumption, says Gary Foster, chief scientific officer of Weight Watchers International Inc. Weight Watchers doesn't have an official stance on how many breakfasts its members eat, but advises that sticking to a daily eating pattern often brings weight-loss success. "It's energy in and energy out," Dr. Foster says. "If yesterday I was eating one breakfast, and today I'm eating two, you might need to cut out an evening snack- you have to make trade-offs."

Kara Cozier, a 39-year-old distributor for a health and wellness company who lives in of Waxhaw, N.C., says she usually eats a healthier lunch if she starts her day with two breakfasts, usually eggs, toast, avocado and pinto beans at 8 a.m. followed by yogurt, fruit and granola at 10:30 a.m. "I eat better because I'm not starving," she says. "At lunch, I'm more likely to have a salad and not grab a bag of chips because I'm ravenous." She started doing this when her twin daughters were young and hungry midmorning. She realized eating at that time worked better for her, too.

Second breakfasts tend to be smaller and slightly more savory than first breakfasts, says Jeanine Bassett, vice president of global consumer insights at General Mills Inc., which owns cereal brands including Cheerios, Wheaties and Lucky Charms. This year the company launched Yoplait Dippers, a line of Greek yogurts packaged with snacks for dipping. Vanilla bean yogurt comes with oat crisps; chipotle ranch yogurt with tortilla chips. "It really skews second breakfast," Ms. Bassett says.

The company's new Nature Valley line of granola cups, which are made of peanut or almond butter poured over oats and nuts, also target late-morning eating because of their healthy slant and bite-sized form, Ms. Bassett says. "This is about food that I can eat when I'm working at my computer, when I need something smaller that's less messy and less involved."

The Wonderful Co.'s pistachios are usually eaten in the afternoon, but the company aims to expand into what it sees as the fast-growing morning-eating time, says Adam Cooper, vice president of marketing and insights. "People want a morning snack that sustains them until lunch," he says.

To boost easy workplace eating, this month the company is rolling out its first pistachio snack packs, in 1.5 ounce portions, and a new campaign emphasizing the nut's high protein and fiber content and low calories.

Yet can Americans be swayed to munch on salty nuts in the morning? "We're still trying to build it up," says Mr. Cooper.

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Coca-Cola Journey Content, Mon, 24 Apr 2017

GLOBAL JOURNEY

Cherry Coke, Coca-Cola Life – and Last Names – Join Ice-Cold 'Share a Coke' Summer Campaign

http://www.coca-colacompany.com/stories/ShareanIceColdCoke

Dairy Disruptors: Fast-Growing fairlife Milk Adds New Varieties, Refreshes Look *#OurWayForward*

http://www.coca-colacompany.com/stories/dairy-disruptors--fast-growing-fairlife-milk-adds-new-varieties-

Conservationists and Coca-Cola Find Mutual Passion in Watershed Protection *#EarthDay*

http://www.coca-colacompany.com/stories/conservationists-and-coca-cola-find-mutual-passion-in-watershed-

More Than 3 Million Liters of Water Delivered to Support Peru Flood Victims

http://www.coca-colacompany.com/stories/more-than-three-million-liters-of-water-delivered-in-support

UNBOTTLED BLOG (GLOBAL)

DASANI ROLLS OUT MULTIPACKS WITH SMALLER BOTTLES

http://www.coca-colacompany.com/coca-cola-unbottled/dasani-rolls-out-multipacks-with-smaller-bottles

AN EVIL THIRST: CIEL PRESENTS GREATEST POST-APOCALYPTIC FILM NEVER MADE

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WATER-STRESSED VILLAGE IN LEBANON GETS 'WATER-WISE'

http://www.coca-colacompany.com/coca-cola-unbottled/water-stressed-village-in-lebanon-gets-water-wise

AUSTRALIA

The Coca-Cola Australia Foundation Employee Connected Grant Round - Now Open

http://www.coca-colajourney.com.au/packages/apply-for-a-grant

Why Billy Slater went head to head with Mitchell Johnson

http://www.coca-colajourney.com.au/stories/take-on-billy-slater-and-mitchell-johnson-with-powerade-powersco

Stevia: Small, sweet and full of surprises

http://www.coca-colajourney.com.au/stories/stevia-small-sweet-and-full-of-surprises

BELUX

When your job becomes your life

Dutch: http://nl.cocacolabelgium.be/stories/als-je-job-je-leven-wordt---

French: http://fr.cocacolabelgium.be/histoires/mon-metier--ma-vie

Coca-Cola survey proves it: Belgians want to go to Hawaii (press release)

Dutch: http://nl.cocacolabelgium.be/nieuws/coca-cola-enquete-bewijst-belgen-willen-naar-hawaii

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Coca-Cola launches a big summer campaign and let Belgians travel around the world (press release)

Dutch: http://nl.cocacolabelgium.be/nieuws/coca-cola-lanceert-grootse-europese-zomercampagne-en-stuurt-belgen-de-wereld-rond

French: http://fr.cocacolabelgium.be/presse/la-campagne-estivale-de-coca-cola-emmene-les-consommateurs-vers-76-destinations-de-reve

Coca-Cola Light on the catwalk

Dutch: http://nl.cocacolabelgium.be/stories/coca-cola-light-op-de-catwalk

French: http://fr.cocacolabelgium.be/histoires/coca-cola-light-sur-le-catwalk

CANADA

Working with WWF-Canada to Protect our Planet

English: http://www.coca-cola.ca/stories/working-with-wwf-canada-to-protect-our-planet0

French: http://fr.coca-cola.ca/histoires/collaboration-avec-le-wwf-canada-pour-la-preservation-de-notre-p

Protecting Canada's Freshwater Resources with Nature Conservancy of Canada

English: http://www.coca-cola.ca/stories/protecting-canadas-freshwater-resources-with-ncc

French: http://www.fr.coca-cola.ca/histoires/protegeons-nos-ressources-deau-douce-avec-cnc

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Coca-Cola's spokesman Luhan's Birthday

http://www.coca-cola.com.cn/stories/zljylxbylcz

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Health and Well-being Partnerships and Support to Research Projects with Grants

http://www.cocacolaespana.es/historias/colaboraciones-salud-bienestar-2017

FAQS ON OUR HEALTH AND WELL-BEING PARTNERSHIPS AND SUPPORT TO RESEARCH PROJECTS WITH GRANTS

http://www.cocacolaespana.es/historias/preguntas-frecuentes-colaboraciones-becas-investigacion

Partnership and Support to Research Activities

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Guiding Principles for Health and Well-Being Grants for Scientific Research Projects and Partnerships

http://www.cocacolaespana.es/historias/principios-rectores

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http://www.cocacolaespana.es/historias/declaracion-principios-rectores

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Coca-Cola reveals its new strategic vision by opening *Le Soft*

http://www.coca-cola-france.fr/stories/coca-cola-devoile-sa-nouvelle-vision-strategique-en-ouvrant-le-soft

Recycling: a quiz to test your knowledge

http://www.coca-cola-france.fr/stories/recyclage-un-quiz-pour-tester-vos-connaissances

True / False: all about sugar and sweetener

http://www.coca-cola-france.fr/stories/vrai-faux-tout-savoir-sur-le-sucre-et-des-edulcorants

Beverages in France: from Catherine de Médicis to Coke zero sugar

http://www.coca-cola-france.fr/stories/les-boissons-rafraichissantes-en-france-de-catherine-de-medicis-a-coca-cola-zero-sucres

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Dirty fight for clean water

http://www.coca-cola-deutschland.de/stories/schmutziger-kampf-um-sauberes-wasser

Question of the Month: Why is Coke now Classic?

http://www.coca-cola-deutschland.de/stories/frage-des-monats-wieso-ist-die-coke-jetzt-classic

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The iconic Share A Coke campaign is back: and this time it's going on holiday

http://www.coca-cola.co.uk/stories/the-iconic-share-a-coke-campaign-is-back

From Miami to Ibiza Coca-Cola Celebrates Summer with Return of Ground-Breaking Share a Coke Campaign

http://www.coca-cola.co.uk/newsroom/press-releases/from-miami-to-ibiza

ParkLives is back for its biggest year yet: 2017 brings more parks and new activities

http://www.coca-cola.co.uk/stories/parklives-is-back-for-its-biggest-year-yet

Coca-Cola brings Google-powered digital signage system to retail, restaurants, cinemas and more *(adapted from Global)*

http://www.coca-cola.co.uk/stories/coca-cola-bringing-google-powered-digital-signage-system

Watch: River network repurposes Coca-Cola syrup drums as rain barrels

http://www.coca-cola.co.uk/stories/watch-river-network-repurposes-coca-cola-syrup-drums-as-rain-barrels

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Why the Coca-Cola Archives is Digitalizing More Than 6.000 Analog Tapes

http://www.coca-colaitalia.it/storie/ecco-perche-gli-archivi-di-the-coca-cola-company-digitalizzando-6000-pellicole

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Coca-Cola and Italy, here are the numbers of our reality

http://www.coca-colaitalia.it/storie/coca-cola-e-l_italia--ecco-i-numeri-della-nostra-realta

Luis Hidalgo how colors have inspired tHe COKEtails

http://www.coca-colaitalia.it/storie/luis-hidalgo--come-i-colori-hanno-ispirato-i-coketails-

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He Helped Teach the World to Sing: Remembering Bill Backer (1926-2016)

This article introduces Bill Backer, who is great creative director and whose famous ad work for Coca-Cola is "Hilltop", mourning his passing last year.

http://www.cocacola.co.jp/stories/billbacker

The future of Shibuya: Interview with Ken Hasebe ward mayor of Shibuya

This is an interview article with Ken Hasebe who is ward mayor of Shibuya regarding the future of Shibuya where the office of Coca-Cola Japan Company is located.

http://www.cocacola.co.jp/stories/hasebe-ken

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5by20 progress
http://www.cocacola.com.pl/historie/5by20progress

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http://www.cocacola.com.pl/historie/DzienZiemiWCocaCola

Senior leadership changes
http://www.cocacola.com.pl/historie/ZmianyWCocaCola

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Health and Well-being Partnerships

http://www.cocacolaportugal.pt/historias/parcerias-saude-bem-estar-2017

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Guiding Principles for Health and Well-Being Partnerships

http://www.cocacolaportugal.pt/historias/principios-orientadores

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http://www.cocacolaportugal.pt/historias/declaracao-principios-orientadores

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Pottery from the Ukrainian Brands

http://www.coca-colaukraine.com/stories/keramik

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Our way forward: why people remain the heart of the Coca-Cola business

http://www.coca-colarussia.ru/stories/one-way-forward

Your favorite beverages without sugar

http://www.coca-colarussia.ru/stories/sugar-reduction-strategy

New non-carbonated drinks and new flavors

http://www.coca-colarussia.ru/stories/wide-selection-of-drinks-strategy

New packaging and new ways to control the diet

http://www.coca-colarussia.ru/stories/small-package-strategy

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Stefan, our Fanta brand manager explains why the new formula is the "Best Fanta Ever".

FR: http://fr.coca-cola.ch/stories/best-fanta-ever-brand-manager-stefan

GE: http://de.coca-cola.ch/stories/best-fanta-ever

Find out what 25 Food & Agriculture Science students from the famous Swiss Institute of Technology Zurich learned during a visit at our Coca-Cola Visitor Center!

FR: http://fr.coca-cola.ch/stories/epfz-excursion-visitor-center

GE: http://de.coca-cola.ch/stories/eth-exkursion-visitor-center

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From: Alex Malaspina <malaspina@aol.com>

Sent: Friday, April 28, 2017 8:20 AM

To: [redacted]

Subject: Fwd: News Digest - April 28. 2017

Attachments: News Digest - 04-28-2017.doc

See Article on energy drinks

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
To: Undisclosed recipients:;
Sent: Fri, Apr 28, 2017 8:52 am
Subject: News Digest - April 28. 2017

News Digest

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April 28, 2017

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Full Text

New Coke CEO faces fast-changing world

Atlanta Business Chronicle, April 28, 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversations with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an additional $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 billion last year.

"James is up to dealing with the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another entity.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy individuals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town entity, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculation.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides limiting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, it's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues with the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams said: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view with sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and it "has to find a natural, nonnutritive sweetener." That product mix is expected to focus on coffee, teas, juice and water drinks — or any beverage that is non-alcoholic. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and decided to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transactions rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer said.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 million to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vision of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — with one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so within a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more profitability."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey said. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers said it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one said. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 billion, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenario could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market capitalization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, April 28, 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-president-venkatesh-kini-quits-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, April 28, 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major said in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth transition with his successor, it added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, April 27, 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

Link: http://mashable.com/2017/04/27/stephen-colbert-trump-coke-button/

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, April 28, 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expenditures by 43 percent, to 10 billion pesos ($525.6 million), this year as it starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca said in a statement that 40 percent of its 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. unit and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operation.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, April 28, 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, April 27, 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), which is controlled by Coca-Cola HBC Russia, will close its plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total juice production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, April 27, 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decomposition, The Daily Republic in Mitchell, South Dakota, reported (http://bit.ly/2qivJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a motions hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, with interest. He sued under a new South Dakota law that allows certain cases to be handled more quickly. Under that law, each side is restricted to one witness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time limit for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely seriously and tries them all."

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Information from: The Daily Republic, http://www.mitchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, April 28, 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains National Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better with Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, it is nothing like an existential problem. But last week's concern turned into this week's national story as President Trump ordered a review of 24 national monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems with that creation — mostly that the entire front range of the mountains was drawn out of the monument, mysteriously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I consider this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under President Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contributions, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, April 26, 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artificially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape juice — actually causes the brain issues that the researchers observed.

Before you raid the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston University neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked with brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem with observing
If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connection between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without it. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these individuals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who didn't.

Neither of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclusions. But the most important takeaway here is that there is simply no definitive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest option. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the American Society for Clinical Nutrition found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong evidence for the independent role of the intake of sugar-sweetened beverages, particularly soda, in the promotion of weight gain and obesity in children and adolescents," they write.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and America's obesity problem explicit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, limit yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, April 27, 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.

But the researchers behind a new, small study published in the Journal of the American Heart Association found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 milliliters of lime juice, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants switched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time it takes the heart's ventricles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from University of Connecticut's Rudd Center for Food Policy and Obesity told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typically consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together with these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when it comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, April 28, 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed with the Food and Drug Administration.

In recent weeks, the National Association of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administration to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Association of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through various Presidential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie information in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the American Bakers Association, a trade group that represents bread and snack companies, has asked the agency to rescind its new, stricter definition of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are anticipating that the FDA will become more business-friendly under the new secretary of Health and Human Services, Tom Price. Price, a former congressman from Georgia who voted in favor of the Common Sense Nutrition Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's pick for FDA commissioner, Scott Gottlieb, indicated during his confirmation hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Education, Labor and Pensions, Gottlieb said his FDA would seek to balance questions of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the unique challenges that developing and communicating such information can pose, particularly on small, independent businesses."

The Trump administration appears receptive to industry requests. Ray Starling, special assistant to the president for agriculture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutrition Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Association. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Levitt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said it would be premature to speculate about the agency's actions.

"Every change in administration experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulations out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors

National Public Radio, April 28, 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, April 28, 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in region

A new $130 million PepsiCo drink concentrate plant that was officially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the region made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facility is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government officials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, president for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solutions; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the location for the facility because of its strategic location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore".

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productivity.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by conventional processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran cited Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's

instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the quality of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), April 28, 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have indicated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business unit in the January-March period.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, said that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Officer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisation.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, did not give specifics financials information regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott international cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June period is going to be crucial for the beverages industry to revive growth.

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Values blindness

Campaign, April 28, 2017

United found out what can happen when brands betray their values.

The leanest definition of a brand - the one I always try to work with - is: 'A product or service plus values and associations.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decisions marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that definition, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, either. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the middle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an ethical line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associations flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it sit up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behaviours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integrity really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as its number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decisions. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should consider a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by senior management, with values underpinning every move.

It could have saved them at United. As it is, this 'product or service' has traduced its values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integrity

Eight mentions: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and diversity

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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New Coke CEO faces fast-changing world

Atlanta Business Chronicle, Fri, 28 Apr 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversations with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an additional $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 billion last year.

"James is up to dealing with the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another entity.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy individuals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town entity, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculation.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides limiting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, it's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues with the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams said: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view with sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and it "has to find a natural, nonnutritive sweetener." That product mix is expected to focus on coffee, teas, juice and water drinks — or any beverage that is non-alcoholic. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and decided to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transactions rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer said.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 million to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vision of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — with one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so within a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more profitability."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey said. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers said it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one said. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 billion, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenario could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market capitalization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

Source: Annual reports of The Coca-Cola Co.

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, Fri, 28 Apr 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-president-venkatesh-kini-quits-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, Fri, 28 Apr 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major said in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth transition with his successor, it added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, Thu, 27 Apr 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, Fri, 28 Apr 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expenditures by 43 percent, to 10 billion pesos ($525.6 million), this year as it starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca said in a statement that 40 percent of its 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. unit and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operation.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, Fri, 28 Apr 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, Thu, 27 Apr 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), which is controlled by Coca-Cola HBC Russia, will close its plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total juice production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, Thu, 27 Apr 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decomposition, The Daily Republic in Mitchell, South Dakota, reported (http://bit.ly/2qiyJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a motions hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, with interest. He sued under a new South Dakota law that allows certain cases to be handled more quickly. Under that law, each side is restricted to one witness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time limit for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely seriously and tries them all."

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Information from: The Daily Republic, http://www.mitchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, Fri, 28 Apr 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains National Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better with Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, it is nothing like an existential problem. But last week's concern turned into this week's national story as President Trump ordered a review of 24 national monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems with that creation — mostly that the entire front range of the mountains was drawn out of the monument, mysteriously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I consider this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under President Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contributions, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, Wed, 26 Apr 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artificially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape juice — actually causes the brain issues that the researchers observed.

Before you raid the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston University neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked with brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem with observing

If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connection between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without it. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these individuals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who didn't.

Neither of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclusions. But the most important takeaway here is that there is simply no definitive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest option. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the American Society for Clinical Nutrition found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong evidence for the independent role of the intake of sugar-sweetened beverages, particularly soda, in the promotion of weight gain and obesity in children and adolescents," they write.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and America's obesity problem explicit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, limit yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, Thu, 27 Apr 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.But the researchers behind a new, small study published in the Journal of the American Heart Association found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 milliliters of lime juice, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants switched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time it takes the heart's ventricles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from University of Connecticut's Rudd Center for Food Policy and Obesity told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typically consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together with these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when it comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, Fri, 28 Apr 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed with the Food and Drug Administration.

In recent weeks, the National Association of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administration to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Association of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through various Presidential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie information in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the American Bakers Association, a trade group that represents bread and snack companies, has asked the agency to rescind its new, stricter definition of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are anticipating that the FDA will become more business-friendly under the new secretary of Health and Human Services, Tom Price. Price, a former congressman from Georgia who voted in favor of the Common Sense Nutrition Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's pick for FDA commissioner, Scott Gottlieb, indicated during his confirmation hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Education, Labor and Pensions, Gottlieb said his FDA would seek to balance questions of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the unique challenges that developing and communicating such information can pose, particularly on small, independent businesses."

The Trump administration appears receptive to industry requests. Ray Starling, special assistant to the president for agriculture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutrition Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Association. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Levitt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said it would be premature to speculate about the agency's actions.

"Every change in administration experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulations out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors
National Public Radio, Fri, 28 Apr 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, Fri, 28 Apr 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in region

A new $130 million PepsiCo drink concentrate plant that was officially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the region made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facility is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government officials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, president for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solutions; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the location for the facility because of its strategic location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore''.

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productivity.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by conventional processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran cited Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the quality of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), Fri, 28 Apr 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have indicated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business unit in the January-March period.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, said that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Officer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisation.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, did not give specifics financials information regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott international cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June period is going to be crucial for the beverages industry to revive growth.

(c) 2017 The Hindu Business Line

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Values blindness

Campaign, Fri, 28 Apr 2017

United found out what can happen when brands betray their values.

The leanest definition of a brand - the one I always try to work with - is: 'A product or service plus values and associations.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decisions marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that definition, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, either. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the middle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an ethical line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associations flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it sit up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behaviours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integrity really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as its number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decisions. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should consider a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by senior management, with values underpinning every move.

It could have saved them at United. As it is, this 'product or service' has traduced its values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integrity

Eight mentions: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and diversity

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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From: Alex Malaspina <[redacted]>

Sent: Friday, April 28, 2017 8:20 AM

To: [redacted];sharris@ilsi.org;jjbtgb@comcast.net;[redacted];[redacted];flbayer@bellsouth.net;Cohen, Samuel M

Subject: Fwd: News Digest - April 28. 2017

Attachments: News Digest - 04-28-2017.doc

Categories: (none)

See Ar icle on energy drinks

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
To: Undisclosed recipients:;
Sent: Fri, Apr 28, 2017 8:52 am
Subject: News Digest - April 28. 2017

News Digest

Coca-Cola Connect

April 28, 2017

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New Coke CEO faces fast-changing world
Atlanta Business Chronicle, April 28, 2017, Maria Saporta

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Business Standard, April 28, 2017, Arnab Dutta

Top-level management rejig at Coca-Cola India
Press Trust of India, April 28, 2017

Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office
Mashable.com, April 27, 2017, Chloe Bryan

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New Coke CEO faces fast-changing world

Atlanta Business Chronicle, April 28, 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversat ons with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced ts employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an add t onal $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that ts net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 bill on last year.

"James is up to dealing w th the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another ent ty.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy indiv duals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town ent ty, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculat on.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides lim ting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, t's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues w th the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams sa d: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view w th sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and t "has to find a natural, nonnutr tive sweetener." That product mix is expected to focus on coffee, teas, ju ce and water drinks — or any beverage that is non-alcohol c. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and dec ded to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transact ons rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer sa d.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 mill on to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vis on of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — w th one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so w thin a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more prof tabil ty."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey sa d. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers sa d it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one sa d. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 bill on, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenar o could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market cap talization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, April 28, 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-pres dent-venkatesh-kini-qu ts-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, April 28, 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major sa d in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth trans tion with his successor, t added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, April 27, 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

Link: http://mashable.com/2017/04/27/stephen-colbert-trump-coke-button/

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, April 28, 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expend tures by 43 percent, to 10 bill on pesos ($525.6 mill on), this year as t starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca sa d in a statement that 40 percent of ts 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. un t and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operat on.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, April 28, 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, April 27, 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), wh ch is controlled by Coca-Cola HBC Russia, will close ts plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total ju ce production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, April 27, 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decompos t on, The Daily Republ c in Mitchell, South Dakota, reported (http://b t.ly/2qivJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a mot ons hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, w th interest. He sued under a new South Dakota law that allows certain cases to be handled more qu ckly. Under that law, each s de is restricted to one w tness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time lim t for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely ser ously and tries them all."

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Information from: The Daily Republic, http://www.m tchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, April 28, 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains Nat onal Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better w th Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, t is nothing like an existential problem. But last week's concern turned into this week's national story as Pres dent Trump ordered a review of 24 nat onal monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems w th that creat on — mostly that the entire front range of the mountains was drawn out of the monument, myster ously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I cons der this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under Pres dent Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contribut ons, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, April 26, 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artif cially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape ju ce — actually causes the brain issues that the researchers observed.

Before you ra d the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston Univers ty neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked w th brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem w th observing
If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connect on between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without t. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these indiv duals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who d dn't.

Ne ther of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclus ons. But the most important

takeaway here is that there is simply no defin tive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest opt on. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the Amer can Society for Clinical Nutr t on found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong ev dence for the independent role of the intake of sugar-sweetened beverages, part cularly soda, in the promotion of weight gain and obes ty in children and adolescents," they wr te.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and Amer ca's obesity problem expl cit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, lim t yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, April 27, 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.

But the researchers behind a new, small study published in the Journal of the American Heart Associat on found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 millil ters of lime ju ce, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants sw tched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time t takes the heart's ventr cles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from Univers ty of Connecticut's Rudd Center for Food Pol cy and Obes ty told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typ cally consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together w th these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when t comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, April 28, 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed w th the Food and Drug Administration.

In recent weeks, the National Associat on of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administrat on to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Associat on of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through var ous Pres dential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie informat on in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the Amer can Bakers Associat on, a trade group that represents bread and snack companies, has asked the agency to rescind its new, str cter defin t on of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are ant cipating that the FDA will become more business-friendly under the new secretary of Health and Human Serv ces, Tom Price. Pr ce, a former congressman from Georgia who voted in favor of the Common Sense Nutr tion Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's p ck for FDA commiss oner, Scott Gottlieb, indicated during his confirmat on hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Educat on, Labor and Pensions, Gottlieb said his FDA would seek to balance quest ons of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the un que challenges that developing and communicating such information can pose, part cularly on small, independent businesses."

The Trump administrat on appears receptive to industry requests. Ray Starling, special assistant to the president for agr culture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutr t on Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Associat on. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Lev tt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said t would be premature to speculate about the agency's actions.

"Every change in administrat on experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulat ons out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors

National Public Radio, April 28, 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, April 28, 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in reg on

A new $130 million PepsiCo drink concentrate plant that was off cially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the reg on made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facil ty is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government off cials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, pres dent for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solut ons; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the locat on for the facil ty because of its strateg c location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore".

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productiv ty.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by convent onal processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran c ted Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the qual ty of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), April 28, 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have ind cated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business un t in the January-March per od.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, sa d that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Off cer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisat on.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, d d not give specifics financials informat on regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott internat onal cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June per od is going to be crucial for the beverages industry to revive growth.

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Values blindness

Campaign, April 28, 2017

Un ted found out what can happen when brands betray their values.

The leanest defin t on of a brand - the one I always try to work w th - is: 'A product or serv ce plus values and associat ons.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decis ons marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that defin t on, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, e ther. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the m ddle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an eth cal line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associat ons flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it s t up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily

basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behav ours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integr ty really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as ts number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decis ons. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should cons der a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by sen or management, with values underpinning every move.

It could have saved them at Un ted. As t is, this 'product or service' has traduced ts values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integr ty

Eight ment ons: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and divers ty

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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New Coke CEO faces fast-changing world

Atlanta Business Chronicle, Fri, 28 Apr 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversations with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an additional $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 billion last year.

"James is up to dealing with the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another entity.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy individuals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town entity, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculation.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides limiting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, it's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues with the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams said: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view with sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and it "has to find a natural, nonnutritive sweetener." That product mix is expected to focus on coffee, teas, juice and water drinks — or any beverage that is non-alcoholic. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and decided to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transactions rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer said.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 million to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vision of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — with one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so within a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more profitability."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey said. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers said it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one said. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 billion, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenario could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market capitalization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

Source: Annual reports of The Coca-Cola Co.

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, Fri, 28 Apr 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-president-venkatesh-kini-quits-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, Fri, 28 Apr 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major said in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth transition with his successor, it added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, Thu, 27 Apr 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, Fri, 28 Apr 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expenditures by 43 percent, to 10 billion pesos ($525.6 million), this year as it starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca said in a statement that 40 percent of its 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. unit and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operation.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, Fri, 28 Apr 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, Thu, 27 Apr 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), which is controlled by Coca-Cola HBC Russia, will close its plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total juice production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, Thu, 27 Apr 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decomposition, The Daily Republic in Mitchell, South Dakota, reported (http://bit.ly/2qiyJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a motions hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, with interest. He sued under a new South Dakota law that allows certain cases to be handled more quickly. Under that law, each side is restricted to one witness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time limit for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely seriously and tries them all."

Information from: The Daily Republic, http://www.mitchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, Fri, 28 Apr 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains National Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better with Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, it is nothing like an existential problem. But last week's concern turned into this week's national story as President Trump ordered a review of 24 national monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems with that creation — mostly that the entire front range of the mountains was drawn out of the monument, mysteriously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I consider this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under President Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contributions, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, Wed, 26 Apr 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artificially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape juice — actually causes the brain issues that the researchers observed.

Before you raid the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston University neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked with brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem with observing

If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connection between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without it. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these individuals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who didn't.

Neither of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclusions. But the most important takeaway here is that there is simply no definitive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest option. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the American Society for Clinical Nutrition found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong evidence for the independent role of the intake of sugar-sweetened beverages, particularly soda, in the promotion of weight gain and obesity in children and adolescents," they write.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and America's obesity problem explicit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, limit yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, Thu, 27 Apr 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.But the researchers behind a new, small study published in the Journal of the American Heart Association found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 milliliters of lime juice, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants switched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time it takes the heart's ventricles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from University of Connecticut's Rudd Center for Food Policy and Obesity told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typically consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together with these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when it comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, Fri, 28 Apr 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed with the Food and Drug Administration.

In recent weeks, the National Association of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administration to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Association of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through various Presidential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie information in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the American Bakers Association, a trade group that represents bread and snack companies, has asked the agency to rescind its new, stricter definition of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are anticipating that the FDA will become more business-friendly under the new secretary of Health and Human Services, Tom Price. Price, a former congressman from Georgia who voted in favor of the Common Sense Nutrition Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's pick for FDA commissioner, Scott Gottlieb, indicated during his confirmation hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Education, Labor and Pensions, Gottlieb said his FDA would seek to balance questions of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the unique challenges that developing and communicating such information can pose, particularly on small, independent businesses."

The Trump administration appears receptive to industry requests. Ray Starling, special assistant to the president for agriculture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutrition Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Association. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Levitt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said it would be premature to speculate about the agency's actions.

"Every change in administration experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulations out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors
National Public Radio, Fri, 28 Apr 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, Fri, 28 Apr 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in region

A new $130 million PepsiCo drink concentrate plant that was officially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the region made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facility is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government officials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, president for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solutions; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the location for the facility because of its strategic location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore".

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productivity.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by conventional processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran cited Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the quality of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), Fri, 28 Apr 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have indicated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business unit in the January-March period.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, said that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Officer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisation.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, did not give specifics financials information regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott international cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June period is going to be crucial for the beverages industry to revive growth.

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Values blindness

Campaign, Fri, 28 Apr 2017

United found out what can happen when brands betray their values.

The leanest definition of a brand - the one I always try to work with - is: 'A product or service plus values and associations.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decisions marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that definition, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, either. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the middle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an ethical line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associations flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it sit up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behaviours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integrity really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as its number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decisions. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should consider a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by senior management, with values underpinning every move.

It could have saved them at United. As it is, this 'product or service' has traduced its values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integrity

Eight mentions: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and diversity

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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From: Sean Taylor <[redacted]

Sent: Monday, May 8, 2017 7:34 AM

To: Cohen, Samuel M

Subject: Automatic reply: When do you think we will receive the manuscript and other materials.

I am out of the office at industry meetings on May 8th and 9th, 2017. I will endeavor to respond to your email quickly when I return.
Best,
Sean Taylor

From: Alex Malaspina <malaspina@aol.com>

Sent: Monday May 8 2017 7:10 AM

To: atrichopoulou@hhf-greece.gr;sharris@ilsi.org[redacted];daik@otenet.gr;fergc@foodsci.umass.edu[redacted] Cohen Samuel M[redacted];ulrich-mohr@t-online.de;[redacted];ebrown124@nyc.rr.com;ekramvis@comcast.net[redacted];kostogiannis@verizon.net;conkou@otenet.gr;continosstudios@icloud com;maria.nom kos@dnom kos.gr;mariabergmann@btinternet.com;andrewwear@btinternet.com

Cc [redacted] davidm ller@cunet.carleton.ca;jshchen@ilsichina.org;[redacted]

Subject: Fwd: D Tricopoulos A trustee of ILSI"S RSI and Passive smoking causes lung cancer

Categories: (none)

FYI

Best Alex

-----Or ginal Message-----
From: A ex Malaspina <ma aspina@aol com>
To: malaspina <malaspina@aol.com>
Sent: Mon, May 8, 2017 7:58 am

https://www.goog e.com/?gws_rd=ssl#q=did_dimitr os_tr chopoulos_d scovr_the_assoc ation_between_passive_smoking_and_lung_cancer&spf=73

From: Alex Malaspina <malaspina@aol.com>

Sent: Monday, May 8, 2017 5:56 AM

To: atrichopoulou@hhf-greece.gr

Cc: [redacted];sharris@ilsi.org;[redacted];Cohen, Samuel M;fergc@foodsci.umass.edu[redacted];Cohen, Samuel M;mmclean@ilsi.org;spettit@hesiglobal.org;[redacted]jjbtgb@comcast.net;kaytnichols@att.net

Subject: Re: 43ο ΕΠΙΣ - ΠΡΟΣΚΛΗΣΕΙΣ

Categories: (none)

My Dear Antonia

Good Morning!

I was so happy to receive your email. and see that Dimitrios is being honored again for his great and most important contributions to science and public health.

His discovery that passive smoking can cause cancer is one of the most significant findings of the last Century.

He was a giant of a man and such a privilege for me to be his friend and having his help us In ILSI as one of the Trustees Of The Risk Science Institute.

Thank yo so much for you invitation to this important D . TRICHOPOULOS lecture

Warmest wishes

Alex

-----Original Message-----
From: Antonia Trichopoulou <atrichopoulou@hhf-greece.gr>
Sent: Mon, May 8, 2017 5:45 am
Subject: 43ο ΕΠΙΣ - ΠΡΟΣΚΛΗΣΕΙΣ

Το Σάββατο 13 Μαΐου 2017 και ώρα 18:00, στο πλαίσιο του 43ου Ετήσιου Πανελλήνιου Ιατρικού Συνεδρίου θα διεξαχθεί εκδήλωση "ΕΙΣ ΜΝΗΜΗΝ Δ. ΤΡΙΧΟΠΟΥΛΟΥ".

Επισυνάπτεται σχετική πρόσκληση της Ιατρικής Εταιρείας Αθηνών.

Με εκτίμηση,
Αντωνία Τριχοπούλου

From: Alex Malaspina <[redacted]>

Sent: Tuesday, May 9, 2017 5 34 AM

To: mlanzanova@coca-cola.com; [redacted];jajara@coca-cola[redacted];rportillo@coca-cola.com[redacted];hzhang@coca-cola.com[redacted]m;[redacted];shchen@ilsichina.org;geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg;dbanati@ilsieurope.be;david.miller@carleton.ca;[redacted]ulrich-mohr@t-online.de[redacted]

Subject: Fwd Trichopoulos

FYI

Best A.

----Original Message----
From Michael Carakostas <[redacted]m>
To Alex Malaspina <[redacted]>
Sent Mon, May 8, 2017 8 17 pm
Subject Trichopoulos

Thank you Alex - I think I only met Dr. Trichopoulos once very briefly but he had a big impact on ILSI.

Not sure if you have seen it yet but my old colleagues at ToxStrategies (the consu ting firm where I went to work after Coke) have just published a huge review paper on caffeine and both Harris Lieberman and Chuck O'Brien were co-authors. The project was funded via the ILSI caffeine committee. Here is a link to the abstract

https://www.ncbi.nlm.nih.gov/pubmed/28438661

I do not work directly for ToxStrategies any longer so I was not a part of this paper, but still do quite a few GRAS Expert Panels for them.

Hope you are well,

Mike

On May 8, 2017, at 12 59 PM, Alex Malaspina[redacted] wrote

----Original Message----
From Alex Malaspina <[redacted]>
To malaspina [redacted]>
Sent Mon, May 8, 2017 7 58 am

https://www.google.com/?gws_rd_ssl#q_did+dimitrios+trichopoulos+discovr+the+association+between+passive+smoking+and+lung+cancer&spf_73

From: Alex Malaspina <[redacted]>

Sent: Tuesday, May 23, 2017 7:25 AM

To: panandiker@ilsi-india.org

Cc: rsinha@ilsi-india.org;sharris@ilsi.org;Cohen, Samuel M;fergc@foodsci.umass.edu;beauchamp@monell.org

Subject: Re: ILSI-India Monograph "Science For Public Health"

Categories: (none)

Dear Dr. Panandiker:

Good Morning!

Great monograph as it captures well all your impressive accomplishments.

I am so proud of all you have done and about your bright future

Warmest regards

Alex Malaspina

-----Original Message-----
From: Panandiker <panandiker@ilsi-india.org>
To: malaspina [redacted]>
Sent: Tue, May 9, 2017 4:24 am
Subject: ILSI-India Monograph "Science For Public Health"

Dear Alex

I am very grateful to you for sending your valuable message for our 20th Anniversary. We have included the message in our Monograph which includes brief snapshots of ILSI-India's work over two decades entitled "Science for Public Health".

With great pleasure I am forwarding a copy of Monograph.

Thanking you and with warm regards

D H Pai Panandiker

Chairman

ILSI-India

C-39 (Ground Floor), Lajpat Nagar III

New Delhi 110024

[redacted]

[redacted]

Website: www.ilsi-india.org

From: Sean Taylor <STaylor@vertosolutions.net>
Sent: Wednesday, May 31, 2017 4:07 PM
To: Cohen, Samuel M
Subject: FW: Paper please
Attachments: Hanlon et al., 2017.pdf

Sam,

I'm not sure if you've seen this paper—John Hallagan brought it to my attention today. You are mentioned in the text (page 148) but not in Table 5.

Sean

Food and Chemical Toxicology 105 (2017) 140–150

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journal homepage: www.elsevier.com/locate/foodchemtox

GRAS from the ground up: Review of the Interim Pilot Program for GRAS notification

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ABSTRACT

After publication of the draft Generally Regarded As Safe (GRAS) rule in 1997, the United States (US) Food and Drug Administration (FDA) initiated an Interim Pilot Program encouraging the notification to FDA of GRAS determinations. This paper analyzes GRAS notifications submitted during the Interim Pilot Program along with warning letters issued during the same time period to better understand the evolution of the program and anticipate the future GRAS landscape. The success of the GRAS Notification program is demonstrated by the increasing rate of GRAS Notifications submitted to the FDA during the Interim Pilot Program, as well as the shift from a primarily domestic process to a process featuring an equal to greater contribution of GRAS Notifications from companies outside the US. Analysis of the first 600 GRAS Notifications revealed a number of interesting trends regarding the inclusion and composition of GRAS Expert Panels; differences in notifications for substances with nutritive, processing aid, or effect; and the duration of GRAS Notifications. The review of FDA warning letters associated with GRAS issues provides additional insight into GRAS notices, from the perspective of ongoing post-market emphasis on food safety with the implementation of the GRAS Final Rule.

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1. Introduction

1.1. History

The 1938 Food Drug and Cosmetic Act (FDCA) was amended by the 1958 Food Additive Amendment to define a food additive {§401(s)}[1] and to require premarket approval by the United States (US) Food and Drug Administration (FDA) for any new uses of food additives. Food substances that would be designated as Generally Regarded As Safe (GRAS) were exempted from both the "food additive" definition and the premarket approval process under the 1958 Food Additive Amendment, as the use of such substances could either be determined as safe based on long history of use in food, or the substance was of a nature and use with limited safety concern being substantiated by information readily available and recognized by the scientific community. The 1958 amendment included a list of GRAS substances (e.g., sugar and gelatin), which was again amended to include a more formal GRAS list in 1961. This list, as well as, additional substances evaluated by the Select Committee on GRAS Substances (SCOGS) prior to and as part of the GRAS affirmation process instituted in 1972 (21CFR170.35), can now be found within Title 21 of the Code of Federal Regulations as follows:

- 21CFR182 – Substances GRAS (e.g., hydrochloric acid, caffeine, caramel, biotin)

* Corresponding author.
E-mail addresses: paul.hanlon@abbott.com (Paul R. Hanlon), jf@frestedt.com (J. Frestedt), Kelly.Magurany@conagrafoods.com (K. Magurany).

[1] §401 "… (s) *The term "food additive" means any substance the intended use of which results or may reasonably be expected to result, directly or indirectly, in its becoming a component or otherwise affecting the characteristics of any food (including any substance intended for use in producing, manufacturing, packing, processing, preparing, treating, packaging, transporting, or holding food; and including any source of radiation intended for any such use), if such substance is not generally recognized, among experts qualified by scientific training and experience to evaluate its safety, as having been adequately shown through scientific procedures (or, in the case of a substance used in food prior to January 1, 1958, through either scientific procedures or experience based on common use in food) to be safe under the conditions of its intended use; …"*

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- o 21CFR184 – Direct food substances affirmed as GRAS (e.g., acetic acid, papain, sucrose)
- o 21CFR186 – Indirect food substances affirmed as GRAS (e.g., clay, dextrans, pulp)

On 17 April 1997, the FDA published a Proposed Rule outlining a voluntary GRAS Notification process and interim policy to replace the "resource intensive" GRAS affirmation petition process (United States Food and Drug Administration, 1997). Additional impetus for this program was due to the lengthy time period for review, that for those reviews conducted by FDA after 1990 was upwards of 72 months (United States Food and Drug Administration, 2006).

With this publication, FDA invited individuals to notify GRAS determinations to the Agency as part of an Interim Pilot Program. The safety standard for these notifications would be the responsibility and under the liability of the notifier, however the FDA would provide one of three possible outcomes for their review:

1. No Questions: The FDA has no questions upon completing their review regarding the GRAS status of the substance under the intended conditions of use
2. Withdrawn: At the notifier's request, the FDA has ceased to evaluate the GRAS Notification
3. No Basis: The GRAS Notification does not provide a sufficient basis to determine the substance is GRAS under the intended conditions of use

In addition to proposing a 90-day review period, the Proposed Rule announced the creation of a webpage to describe the FDA's inventory of GRAS notices (United States Food and Drug Administration, 2017a). This website provides the substance name, GRAS Notification (GRN) number assigned by FDA, the FDA letter sent in response to the notice, name and address of the notifier (the person making the GRAS determination), substance conditions of use, and the basis of the determination (whether by scientific process or history of use prior to 1958).

The first GRAS Notification filed as part of the Interim Pilot Program was on 10 February 1998 for soy isoflavone. As of 15 January 2017, 678 GRAS Notifications appear on the FDA notification website, representing 679 total outcomes (GRAS Notification #13 included two evaluations notified as a single submission to the agency). Of the 679 outcomes for these GRAS Notifications, the FDA has provided a "No Questions" response to 74% (505), 16% (110) were "Withdrawn", 3% (17) received a "No Basis" response, and 7% (47) are still pending FDA resolution (Fig. 1).

Due in part to mounting pressure from both external parties, such as that represented in the consent decree filed by the Center for Food Safety in 2014 (United States District Court, 2014) and internal pressures as specified in the GAO report 2010[2] (United States Government Accountability Office, 2010), the FDA released their Final GRAS Rule on 12 August 2016 (United States Food and Drug Administration, 2016b). The Final Rule emphasized two aspects of GRAS: 1) a group of experts must agree the food is safe; and 2) the food safety information must be common knowledge. In the Final Rule, FDA maintained the voluntary GRAS Notification program, including use of the GRAS Notification inventory provided on the US FDA website. In contrast to the Proposed Rule, the Final Rule allows 180 days for FDA to respond to a GRAS Notification, with the potential for a 90-day extension.

[2] "… FDA should strengthen its oversight of food ingredients determined to be Generally Recognized as Safe (GRAS) …"

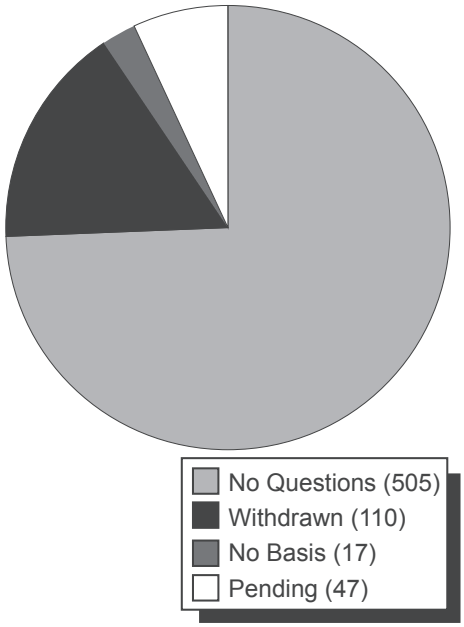

Fig. 1. GRAS Notification outcomes.

1.2. Process

The FDA has jurisdiction for more than 80% of the food in the US food supply (United States Food and Drug Administration, 2011), and the Center for Food Safety and Applied Nutrition (CFSAN) Office of Food Additive Safety reviews the safety of food ingredients and packaging. GRAS food ingredients are "generally recognized, among qualified experts, to be safe under the conditions of its intended use" (GRAS Final Rule 21CFR170.250(b)), and therefore do not require premarket approval by the FDA. FDA has defined safe as "reasonable certainty in the minds of competent scientists that the substance is not harmful under the conditions of its intended use" (GRAS Final Rule 21CFR170.3(i)).

Demonstration that a substance is GRAS requires scientific data: 1) that is generally known; and 2) the interpretation of which has consensus among qualified experts as to the safety for human consumption for the intended conditions of use. This is true for substances determined to be GRAS through scientific procedures (GRAS Final Rule 21CFR170.30(b)) and demonstrated to be GRAS through common use in food prior to 1 January 1958 (GRAS Final Rule 21CFR170.30(c)). Although not specifically required by the Final Rule, a Notifier may convene a panel of appropriate experts who have expertise demonstrated by training and experience (a GRAS Expert Panel) to review the safety of the substance and to satisfy the requirement for this safety being "common knowledge throughout the scientific community" (GRAS Final Rule 21CFR170.30(a)).

A GRAS determination based on common use in food is rarely used today and requires a substantial history of food consumption by many consumers before 1958. In fact, during the Interim Pilot Program, only 10 Notifications were sent to the FDA based on a common use in food. The most recent of these was filed in 2010 and only four of these 10 GRAS Notifications received a "No Questions" response from the FDA. Thus this mechanism is unlikely to represent a significant number of GRAS Notifications in the future.

In the Final Rule, the FDA clarifies the expectation for demonstrating the safety of a GRAS substance, using scientific procedures, is the same as that for a substance submitted to FDA as a Food Additive Petition (FAP); however, unlike a GRAS determination, the

FAP allows data that are considered proprietary and not publicly available to be considered as part of the safety review. In addition, as a FAP is an FDA approval process, FDA review is required prior to marketing of the substance for use in food (21CFR171.1). The Final Rule reiterates a pre-market review of GRAS substances is not required and the submission of a GRAS Notification is voluntary.

Although the Final Rule maintains that FDA notification of GRAS determinations is a voluntary process, as previously stated, over 600 GRAS determinations were notified to the FDA over the course of the Interim Pilot Program. The data presented in this paper indicates that the GRAS Notification program is likely to continue to be utilized extensively by food manufacturers.

1.3. Summary

This article provides a detailed analysis of the first 600 GRAS Notifications submitted to FDA during the Interim Pilot Program, as well as the associated warning letters mentioning GRAS during the last 10 + years (i.e., since 2005). The purpose of these analyses was to identify trends and insights into the history and evolution of the GRAS Notification program, as well as how the GRAS Notification program may evolve going forward in light of the publication of the Final Rule.

2. Methods

2.1. Analysis of FDA GRAS notifications

All information pertaining to the first 600 GRAS Notifications analyzed in this publication were extracted from the US FDA GRAS Notification Inventory (United States Food and Drug Administration, 2017a). For each GRAS Notification, the following information was collected (Supplemental Table 1):

- Notification number
- Filing date
- Date of closure
- Duration of resolution of the GRAS Notification
- Notification outcome (No Question, Withdrawn, No Basis)
- Basis for the GRAS conclusion (Scientific Procedures, Common Use in Foods)
- Name of the notifier
- Geographical region (North America, Europe, Asia, etc.)
- Country of the notifier (in cases where multiple are listed, this is the first country listed)
- Whether a GRAS Expert Panel was convened, and if so:
  - o How many individuals served on the Panel
  - o The names of the individuals (when available)
  - o Presence on the panel of the most prolific GRAS Experts (Table 5)
- Functional purpose of the substance (Nutritive, Processing Aid, Technical Effect)
- Whether the substance was included in one of five functional classes analyzed in further detail (Fats and Oils, Enzymes, Probiotics, Sweeteners, Carotenoids), and if so
  - o The Estimated Daily Intake (EDI) for these substances was included

For this publication, the first 600 GRAS Notifications (GRN #1 to 600), with 601 individual outcomes, were analyzed. GRN #13 had two outcomes considered as part of this analysis, as this GRAS Notification received two different responses for subsets of substances included in this single GRAS Notification. For the purposes of analysis, the GRAS Notifications were separated chronologically into groups of 100.

2.2. Definition and transformation of Estimated Daily Intake (EDI), as needed

The GRAS Final Rule requires inclusion of a dietary exposure, such as an Estimated Daily Intake (EDI) per 21CFR170.235 (GRAS Final Rule). However, since the format of the dietary exposure is not mandated, the EDIs reported in the first 600 GRAS Notifications were not standardized. To enable comparison between GRAS Notifications, the EDIs for specific notifications were adjusted to a standard unit of mg/kg/day for the 90th percentile, or highest maximum intake. When the GRAS Notification did not report the EDI in this specific format, the data were transformed as follows:

- Values expressed as mg/day were converted to mg/kg/day using the standard body weight value of 60 kg for an adult
- When a GRAS Notification covered more than one substance (e.g. a combination of fatty acids or carotenoids), the EDI used in this analysis represents a total of all substances
- Values for enzymes, when expressed as mg of Total Organic Solids (TOS) are represented in this chart as mg of substance per kg body weight
- Values for sweeteners, where appropriate, are provided as mg of steviol equivalents per kg body weight (but expressed as mg/kg in this analysis)

2.3. Analysis of GRAS Expert Panels

Determination of whether a GRAS Notification included a GRAS Expert Panel was based solely on if a GRAS Expert Panel was convened to support the specific GRAS Notification submitted to the FDA. GRAS Notifications that referenced a previously-convened GRAS Expert Panel, or other expert panel (e.g. JECFA) were not considered as GRAS Notifications having convened a GRAS Expert Panel.

2.4. Functional purposes of substances

All substances were categorized under one of three functional purposes:

Nutritive: Substances that provide value in sustaining human existence by such processes as promoting growth, replacing loss of essential nutrients, or providing energy (21CFR101.14(a)(3)) Examples include vitamins, minerals, fats, carbohydrates (including oligosaccharides), proteins, and probiotics. Essentially, any substances with an intended use that claimed a benefit for a nutritional purpose were included in this category (e.g., fats and oils, probiotics, carotenoids, oligosaccharides).

Processing aids: Substances added to food during processing but removed from the food before the product is in the finished form, substances converted into constituents normally present in the food that do not significantly increase the amount of the constituents normally present in the food, or substances present in the finished food at an insignificant level (meaning they do not have any technical or functional effect in the finished food) per 21CFR101.100(a)(3)(ii). The primary example of this functional category is food-processing enzymes.

Technical Effect: Substances that provide a physical or technical effect in the finished food (as opposed to processing aids without a technical function in the finished food) not necessary for, or do not provide a benefit to, the body's nutritional and metabolic processes. Substances include those described in 21CFR170.3(o), for example anti-caking agents, binders, mixing aids, preservatives, stabilizers, and substances added for aroma or flavor.

2.5. Common categories of substances

Additional analysis was conducted on five common categories of substances: Fats and Oils, Enzymes, Probiotics, Sweeteners, and Carotenoids. The information provided within the GRAS Notification was used to determine whether a substance fit into one of these five common categories.

2.6. Analysis of GRAS warning letters

All information pertaining to warning letters regarding GRAS substances was extracted from the FDA Warning Letters database (United States Food and Drug Administration, 2017b) on 26 March 2017. Searching for the term: generally recognized as safe returned 366 warning letters, while only 39 were returned when searching for the term: generally regarded as safe, and 59 were returned for the search term: GRAS. The analysis described here focuses on these 59 warning letters identified with the search term: GRAS.

3. Results

3.1. Duration of time from filing to closing

The increasing rate of GRAS Notifications submitted to the FDA is demonstrated by the shortened length of time between the filing dates for the first and last GRAS Notification in each set of 100 GRAS Notifications (Table 1). For example, the first 100 GRAS Notifications accumulated in just over 4 years (1998–2002, 1493 days), while GRN #501 to #600 accumulated in just over one and one-half years (2014–2015, 591 days), or about one-third the amount of time.

More than 63% (378) of the first 600 GRAS Notifications were resolved within 180 days of filing, 37% (221) took longer than 180 days, and 13% (77) took more than 270 days to resolve (Table 2). The average duration of time in which the GRAS Notifications were resolved remained consistent over the course of the program, averaging 201 days per GRAS Notification. Similarly, the length of time to resolution was similar between GRAS Notifications, regardless of outcome: "No Questions" averaged 204 days, "Withdrawn" averaged 189 days, and "No Basis" averaged 175 days.

The FDA consistently provided the majority of GRAS Notifications with a "No Questions" response during the Interim Pilot Program (ranging from 72 to 84 per group of 100 GRAS Notifications). The number of "Withdrawn" GRAS Notifications represented a minority of the outcomes during the Interim Pilot Program, and the number remained consistent as well (ranging from 14 to 18 per group of 100 GRAS Notifications). However, the number of "No Basis" outcomes per 100 GRAS Notifications reduced dramatically after the first group of GRAS Notifications, which included 15 "No Basis" outcomes. The remaining five groups of 100 GRAS Notifications had either 0 or 1 "No Basis" outcomes, with only 2 "No Basis" outcomes occurring in the most recent 500 GRAS Notifications.

Table 1
Date ranges for notifications in the Interim Pilot Program.

	Filing Dates	Total number of Days from First to Last Filing
0–100	10 Feb 1998 – 14 Mar 2002	1493
101–200	19 Mar 2002 – 1 Jun 2006	1535
201–300	5 Jun 2006 – 21 Jul 2009	1142
301–400	23 Jul 2009 – 25 Aug 2011	763
401–500	28 Sep 2011 – 18 Feb 2014	874
501–600	18 Feb 2014 – 2 Oct 2015	591

3.2. Number of US and international GRAS notifications

The number of GRAS Notifications received annually during the Interim Pilot Program from US-based companies ranged from 9 in 1998 to 33 in 2010 (Fig. 2), with an average of 19 per year. During this same period, GRAS Notifications from companies located outside of the US ranged from 2 in 2000 to 44 in 2014, with an average of 15 per year. Over the last five years (from 2011 to 2015), the FDA reviewed more non-US notifications (average of 28) than US notifications (average of 21) annually, unlike any of the 13 prior years (from 1998 to 2010).

3.3. GRAS notification outcomes

A majority (81%, or 485 notifications) of the outcomes from the first 600 GRAS Notifications in the Interim Pilot Program was a "No Questions" response from the FDA, while a minority (17%, or 99 notifications) were "Withdrawn" at the request of the notifier (Table 3). Few GRAS Notifications (3%, or 17 notifications) received a "No Basis" decision from the FDA, including only one GRAS Notification since 2003 (GRN #328, closed on 20 May 2011).

Over the course of the Interim Pilot Program, 400 GRAS Notifications (exactly two-thirds of those reviewed) included the conclusions from a GRAS Expert Panel. The percentage of GRAS Notifications including a GRAS Expert Panel was greatest for "Withdrawn" GRAS Notifications (73%, or 72 out of 99 notifications), followed by GRAS Notifications receiving a "No Questions" response (66%, or 320 out of 485 notifications), and was least for GRAS Notifications receiving a "No Basis" response from the FDA (41%, or 7 out of 17 notifications). In addition, GRAS Notifications for substances providing a nutritive function (79%, 220 out of 279 notifications) or technical effect (66%, 147 out of 222 notifications) were at least twice as likely to include the conclusions from a GRAS Expert Panel as GRAS Notifications for processing aids (33%, 33 out of 100 notifications).

3.4. GRAS notifications for common categories of substances

Five common categories of substances (Fats and Oils, Enzymes, Probiotics, Sweeteners, and Carotenoids) make up nearly one-third (34%, or 205 notifications) of the first 600 GRAS Notifications. In these five common categories of substances, GRAS Notifications receiving a "No Questions" response ranged from 83% for fats and oils to 100% for sweeteners (Table 4).

3.4.1. Fats and oils

GRAS Notifications for substances in the category of fats and oils included a number of substances with a nutritive purpose, providing either a blend of fatty acids or specific fatty acids for a variety of foods. The average time from filing to closure for these GRAS Notifications was 218 days, with 27 (66%) resolving within 180 days of filing, and 4 failing to resolve within 360 days of the filing date (GRN #41 DHASCO and ARASCO, GRN #94 DHA-rich tuna oil, GRN #384 algal oil, GRN #486 oil from *Buglossoides arvensis*). As with most substances with a nutritive purpose, a high percentage of GRAS Notifications for fats and oils (86%) included the conclusions of a GRAS Expert Panel.

3.4.2. Enzymes

Enzymes are the most common category of substances that are the subject of GRAS Notifications, representing 12% (70 out of 600 notifications) of the first 600 GRAS Notifications. A majority (69%, or 48 out of 70 notifications) of the GRAS Notifications for enzymes were closed within 180 days, while only 1 of the 70 notifications for enzymes failed to close within a year (GRN #402 peroxidase).

Table 2
Duration of notification resolution.

GRN Number	Notification duration		Average notification duration in days (number of notifications with the outcome)			
	>180 days	>270 days	Overall	No Questions	Withdrawn	No basis
0–100	27	13	176	175 (72)	197 (14)	159 (15)
101–200	23	6	228	199 (82)	358 (17)	175 (1)
201–300	48	14	220	235 (82)	154 (18)	NA (0)
301–400	30	16	190	205 (82)	106 (17)	434 (1)
401–500	54	22	219	237 (82)	139 (18)	NA (0)
501–600	39	6	174	174 (85)	173 (15)	NA (0)
Total	221	77	201	204 (485)	189 (99)	175 (17)

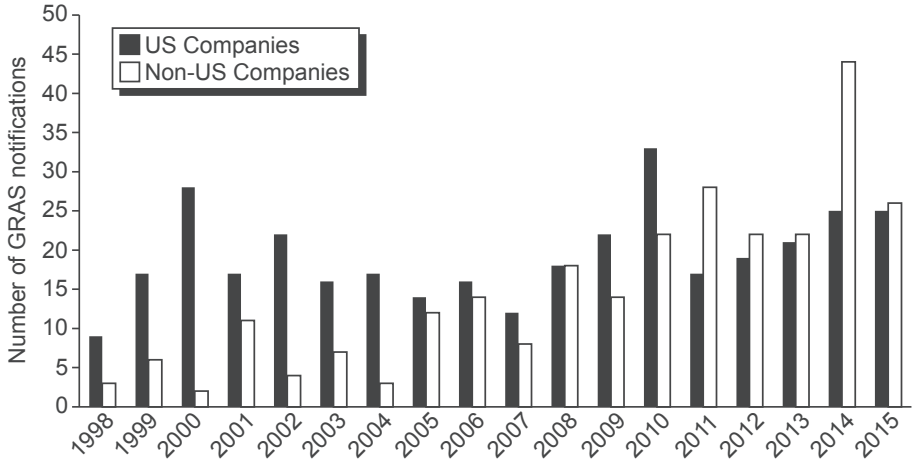

Fig. 2. GRAS notifications from US and Non-US Companies, 1998 to 2015.

Table 3
Notifications with outcomes by functional purpose.

	No Questions		Withdrawn		No Basis		Total	
	Number[a]	GRAS Expert Panel[b]	Number[a]	GRAS Expert Panel[b]	Number[a]	GRAS Expert Panel[b]	Number[a]	GRAS Expert Panel[b]
Nutritive	211 (76%)	169 (80%)	61(22%)	49 (80%)	7 (3%)	2 (29%)	279 (46%)	220 (79%)
Processing aids	93 (93%)	29 (31%)	4 (4%)	2 (50%)	3 (3%)	2 (67%)	100 (17%)	33 (33%)
Technical effect	181 (82%)	123 (68%)	34 (15%)	21 (62%)	7 (3%)	3 (43%)	222 (37%)	147 (66%)
Total	485 (81%)	320 (66%)	99 (17%)	72 (73%)	17 (3%)	7 (41%)	601 (100%)	400 (67%)

[a] The number/percentage of GRAS Notifications refers to the total number/percentage of GRAS Notifications for each functional purpose (nutritive, processing aid, technical effect) with the outcome.
[b] The number/percentage of GRAS Notifications with an Expert Panel refers to the number of GRAS Notifications for each functional purpose (nutritive, processing aid, technical effect) including a GRAS Expert Panel with the GRAS Notification outcome (No Questions, Withdrawn, No Basis).

Table 4
GRAS Notifications for common categories of substances.

	Fats and Oils	Enzymes	Probiotics	Sweeteners	Carotenoids
Substance class	Nutritive	Processing aid	Nutritive	Technical effect	Nutritive
Total notifications	41	70	21	50	23
No Questions	83% (34)	97% (68)	95% (20)	100% (50)	87% (20)
Withdrawn	12% (5)	3% (2)	5% (1)	0	13% (3)
No Basis	5% (2)	0	0	0	0
Expert Panel	78% (32)	33% (23)	100% (21)	96% (48)	91% (21)
Average EDI	465 mg/kg	4.43 mg/kg	1.8×10^{-11} cfu/day	High intensity: 4.28 mg/kg Other: 684 mg/kg	0.330 mg/kg
Duration of review: Average (range, days)	218 (42–1567)	168 (45–422)	243 (84–643)	189 (115–406)	166 (48–226)

Nearly all (97%, 67 out of 70 notifications) of the GRAS Notifications for enzymes that have resolved received a “No Questions” response from the FDA even though only 33% (23 out of 70 notifications) had a GRAS Expert Panel.

3.4.3. Probiotics

Probiotic substances include only microorganisms that provide a probiotic function (live microorganism) in food. All GRAS Notifications for probiotics included the conclusions from a GRAS Expert Panel, and all but one (GRN #409 – *Lactobacillus reuteri* strain NCIMB 30242, withdrawn) received a "No Questions" response from the FDA. This group of 21 GRAS Notifications had the longest (243 days) average time for review of these five common categories of substances, with only 43% (9 notifications) of the GRAS Notifications closing in less than 180 days. While only one probiotic GRAS Notification (GRN #49 *Bifidobacterium lactis* strain Bb12 and *Streptococcus thermophilus* strain Th4) had a review lasting longer than one year, 52% (11 notifications) of the notifications closed between 200 and 350 days after the filing date.

3.4.4. Sweeteners

The first 600 GRAS Notifications included 50 notifications with a technical effect as a sweetener. The majority of these 50 GRAS Notifications (70%, or 35 notifications) were for Rebaudiosides, and 26 of these were specifically for Rebaudioside A. All GRAS Notifications for sweeteners received a "No Questions" response from FDA, and all but 2 of these GRAS Notifications (GRN #184 isomaltulose, GRN #208 erythritol) included a GRAS Expert Panel. The FDA provided their "No Questions" response in less than 180 days for 36 (72%) of these GRAS Notifications, and only one notification (GRN #337 enzyme-modified steviol glycosides preparation) took longer than a year to resolve. The average EDI for the substances in this category was divided between high intensity sweeteners (e.g. *Stevia* and *Stevia* extracts, which had low average EDIs) and other sweeteners (erythritol, D-psicose, sucromalt, isomaltulose, D-tagatose, and trehalose, which had higher average EDIs).

3.4.5. Carotenoids

Carotenoids that were the subject of GRAS Notifications were manufactured using a variety of methods including chemical synthesis, extraction from plant material, and production using microorganisms. While the FDA had provided a "No Questions" response for 87%, or 20 of the 23 GRAS Notifications, many responses (17 notifications) indicated "some uses may require a color additive listing." The average duration of GRAS Notification for these substances was 166 days, with 70% (16 notifications) resolving in less than 180 days, and 100% resolving within 226 days. The average EDI for this common category of substances (0.330 mg/kg body weight/day) was derived after removing GRAS Notification #210 (water soluble tomato extract). While the purpose of GRN #210 was to provide carotenoids, it is a crude extract, only a portion of which is made up of carotenoids, thus the EDI for this substance was not consistent with the EDI for the other GRAS Notifications for substances in this category.

3.5. GRAS Expert Panels

As mentioned previously, 400 of the first 600 GRAS Notifications included a conclusion from a GRAS Expert Panel. The average number of members of a GRAS Expert Panel across these 400 GRAS Notifications was 3.2, and there were some differences in the average number of Expert Panel members depending on the functional purpose of the substance: nutritive (3.4), technical effect (3.1), and processing aid (2.6). This difference is also reflected when analyzing the categories of common ingredients (Table 4), with enzymes (2.3) having the lowest average number of members per panel, and the other categories having higher average numbers of members per panel: fats and oils (3.6), carotenoids (3.1), probiotics (3.7), and sweeteners (3.3).

From these 400 GRAS Notifications, 26 individuals participated in 10 or more of the GRAS Expert Panels (Table 5), and eight of these individuals served on more than 10% of the GRAS Expert Panels. The most prolific GRAS Expert Panelist in the first 600 GRAS Notifications was Joseph Borzelleca, who served on 37%, or 148, of the first 400 GRAS Expert Panels. In addition, at least one individual from this list of prolific GRAS Expert Panelists served on 88%, or 352 of the first 400 GRAS Expert Panels, with many of the GRAS Expert Panels including multiple individuals from this list.

GRAS Notifications that included at least one of the most prolific Expert Panelists received a "No Questions" response from the FDA for 82% of the notifications (288 of 353 notifications). GRAS Notifications that included a GRAS Panel, but did not include any of the most prolific Expert Panelists, received a "No Questions" response for only 70% of the notifications (33 of 47 notifications), with a higher percentage of notifications being "Withdrawn" (Table 6). GRAS Notifications that were submitted without the conclusions from a GRAS Expert Panel received a "No Questions" response from the FDA for 82% of the notifications.

3.6. GRAS warning letters

From 2005 to 2016, CFSAN (N = 28) and 14 FDA district offices (N = 31) issued 59 warning letters referencing GRAS. Only two warning letters were issued to companies outside the US (one in Canada and one in Japan). The warning letters included diverse subjects, most typically for misbranding and/or adulteration (Table 7). Sometimes, these warning letters were issued in groups to multiple companies for the same type of violation (e.g., methylsynephrine, Beta-methylphenethylamine (BMPEA) and picamilon food components considered unsafe food additives or misbranded dietary supplements).

3.6.1. Warning letter case study: caffeine and alcohol

Four warning letters were issued on the same day (17 November 2010) to four separate food manufacturers because the FDA determined that adding caffeine to alcoholic beverages was unsafe. One of the four manufacturers had submitted GRN # 347 with evidence that the combination of caffeine and alcohol was safe; however, this GRAS Notification was withdrawn after the company received the warning letter from the FDA. The language in the four warning letters was quite similar: " … the GRAS status of caffeine when directly added to an alcoholic beverage … [must have] consensus among qualified experts that the substance is safe under its conditions of use, based on publicly available data and information."

These warning letters state "*… a number of qualified experts have concerns about the safety of caffeinated alcoholic beverages. Moreover, the agency is not aware of data or other information to establish the safety of the relevant conditions of use for your products. Therefore, the*

Table 5
Most prolific GRAS Expert Panelists.

Expert	Number of panels	Expert	Number of panels
Joseph Borzelleca	148	Robert Martin	18
John Thomas	60	William Waddell	18
Michael Pariza	58	Susan Cho	17
Robert Nicolosi	48	Eric Johnson	17
Madhusudan Soni	48	Robert Kapp	14
Richard Kraska	45	Roger Clemens	13
Robert McQuate	45	George Fahey	13
Walter Glinsmann	41	Claire Kruger	12
Stephen Taylor	33	John Doull	11
Ian Munro	27	Wallace Hayes	11
Stanley Tarka	25	Douglas Archer	10
W. Gary Flamm	24	Robert Kleinman	10
Gary Williams	24	Glenn Sipes	10

Table 6
GRAS outcome based on panel.

Notification Outcome	No Expert Panel[a]	Expert Panel with no Expert Panelist listed above[a]	Expert Panel with at least one Expert Panelist listed above[a]
No Questions	82% (163)	70% (33)	82% (288)
Withdrawn	14% (27)	28% (13)	17% (59)
No Basis	5% (10)	2% (1)	2% (6)
Total	200	47	353

[a] The percentage (number) of GRAS Notifications refers to the total percentage/number of GRAS Notifications with each outcome (No Questions, Withdrawn, No Basis) depending on whether a GRAS Expert Panel was included, and whether or not that Expert Panel included at least one of the most prolific GRAS Expert Panelists.

Table 7
Warning letters referencing GRAS/GRASE.

Subject	Count
Methylsynephrine/Labeling/Dietary Supplements/False & Misleading/Misbranded	7
cGMP/Misbranded/Adulterated/Dietary Supplement/Finished Pharmaceuticals	6
Unapproved Food Additive/Nutrient and Health Claims/Adulterated/Misbranded	6
BMPEA/Labeling/Dietary Supplements/False & Misleading/Misbranded	5
Picamilon/Labeling/Dietary Supplements/Misbranded	5
Labeling/Adulterated/Dietary Supplements/False & Misleading Claims/New Drug/Food Additive/Misbranded	4
Dietary Supplement/Adulterated//Promotional Claims False & Misleading/Misbranded	4
Illegal Food Additive/Adulteration	4
Adulterated Food/Misbranded/Labeling	3
Unapproved New Drug/Adulterated/Misbranded	3
Food Additive/Adulterated/Misbranded	2
Food Labeling Regulation/Food Additive Misbranded	2
Seafood HACCP/CGMP for Foods/Adulterated/Insanitary Conditions	2
Illegal Drug Residue Animal Tissue/Adulterated	1
Interstate Commerce/Food/Adulterated	1
Medical Foods and New Drug Labeling/Internet Claims/Misbranded	1
New Animal Drug/Adulterated/Misbranded	1
New Drug/Misbranded	1
Premarket Approval/Misbranded/Adulterated	1
TOTAL	**59**

criteria for GRAS status have not been met for the caffeine in your beverages … Reports in the scientific literature have raised concerns regarding the formulation and packaging of pre-mixed products containing added caffeine and alcohol. For example, these products, presented as fruity soft drinks in colorful single-serving packages, seemingly target the young adult user … [and] appears to be specifically directed to young adults (Bonnie and O'Connell, 2004). FDA is concerned that the young adults to whom these pre-mixed, added caffeine and alcohol products are marketed are especially vulnerable to the adverse behavioral effects associated with consuming caffeine added to alcohol, a concern reflected in the publicly available literature (O'Brien et al., *2008; Simon and Mosher, 2007)*"

The FDA emphasized GRAS determination is "not an inherent property of a substance" and the intended use of the substance is critical to the determination of whether a substance is GRAS. The FDA also clearly and rather consistently defined the terminology for food additive, GRAS eligibility, scientific procedures, common use in food, and safe/safety in these warning letters.

3.6.2. Warning letter case study: stevia

Another four of the 59 warning letters were issued about stevia, identified as an unsafe food additive in four specific situations. Two warning letters were issued in 2006 and 2007, prior to the first GRAS Notification for these substances (GRN #252, filed on 13 May 2008). Both of these warning letters indicated conventional food products including stevia were adulterated because stevia is not an approved food additive for the uses identified, stevia is not a dietary supplement, and these substances did not have GRAS status because published studies *"raised safety concerns"* about the use of stevia, *"including concerns about control of blood sugar, and effects on the reproductive, cardiovascular and renal systems."* The second warning letter also stated *" … FDA has received inquiries and petitions for the use of stevia or stevia extracts in food, data and information necessary to support the safe use have been lacking."*

Two additional warning letters were issued in 2012 and 2015 about the form of stevia used in foods. In 2012, one company received an FDA warning letter stating *" … three of your products … are labeled to contain stevia. Whole-leaf and crude stevia extracts are not approved for food use as a sweetener. Certain highly purified steviol glycosides obtained from stevia leaves have been the subject of generally recognized as safe (GRAS) notices. FDA has not objected to the use as sweeteners of these highly refined substances, which are generally referred to as Rebaudioside A".* Similarly, in 2015, another company received an FDA warning letter for using stevia leaf in tea. This warning letter cited the lack of a food additive regulation, prior sanction or GRAS status for the use of Stevia leaf in conventional foods and stated *"Stevia leaf is not approved for use in any food, including teas …"* and the FDA concluded the food products containing stevia leaf were adulterated.

Since December 2008, certain highly purified steviol glycosides obtained from stevia leaves have been the subject of at least 46 GRAS Notifications. In general, FDA has not objected to the use of these highly-refined substances, which are generally referred to as Rebaudiosides and used as sweeteners. All of these stevia-related GRAS Notifications have received a "No Questions" response from the FDA, except two pending resolution (GRN # 607 for "Glucosylated steviol glycosides, GRN # 667 for Rebaudioside M).

4. Discussion

Numerous papers have reviewed the history of the GRAS process in the United States (Burdock, 2000, 2015; Burdock and

Carabin, 2004; Burdock et al., 2006; Day, 1976; McColl and Janus, 2016; Neltner et al., 2013; Siu et al., 1977). In addition, many specific GRAS substances have been reviewed in the literature, including: sodium (Cobb et al., 2012); inulin and oligofructose (Coussement, 1999); partially hydrogenated oils (Covington & Burling, 2015); long-chain omega-3 fatty acids (Fenton et al., 2013); mono-sodium glutamate (Geha et al., 2000); multilayer films (Hsu et al., 2014); guayusa concentrate (Kapp et al., 2016); probiotics (Mattia and Merker, 2008); nonnutritive sweeteners (Roberts and Wright, 2012); caffeine (Rosenfeld et al., 2014); colicins (Schulz et al., 2015); diacylglycerol (Takase, 2007); and cinnamaldehyde (Upadhyaya et al., 2015).

As opposed to focusing on the history of the GRAS process, the mechanism underlying how a substance is determined to be GRAS, or investigating specific substances that have undergone evaluation in the GRAS process, this article conducts a high-level assessment of the first 600 GRAS Notifications submitted to the FDA during the Interim Pilot Program. As reported by others previously (Roberts and Haighton, 2016), most of the first 600 GRAS Notifications (81%) have received a "No Questions" response from the FDA, 3% of the submissions received a "No Basis" response from the FDA, and 17% were "Withdrawn" (Table 3). Although the number of submissions over time has increased dramatically (Table 1), the duration of the GRAS Notifications have stayed relatively constant (Table 2), averaging between 176 and 228 days for each group of 100 Notifications. It is impressive that the FDA has been able to maintain a consistent average, despite this large increase in volume of GRAS Notifications over the course of the Interim Pilot Program.

The proposed GRAS rule published in 1997 (United States Food and Drug Administration, 1997), indicated the FDA would respond to the notifier in writing within 90 days. Likely based on the learnings from the Interim Pilot Program, the GRAS final rule (United States Food and Drug Administration, 2016b), indicates the FDA will respond to a notification within 180 days, with a potential for a 90 day extension to be added for further consideration (meaning up to 270 days total for review). This timing appears to be realistic, as during the Interim Pilot Program only 37% (221 notifications) of the first 600 GRAS Notifications took longer than 180 days to resolve, and only 13% (77 notifications) took more than 270 days to resolve.

During the Interim Pilot Program, a small number of GRAS Notifications took an exceptionally long time to resolve. Within each set of 100 GRAS Notifications, the maximum times to closures were: 1567 days (GRN #94), 2155 days (GRN #194), 1357 days (GRN #251), 476 days (GRN #336), 776 days (GRN #478), and 418 days (GRN #540). Less than 5% (26 notifications) of the first 600 GRAS Notifications took longer than one year to resolve, only 1.8% (11 notifications) took longer than 2 years. The number of GRAS Notifications taking an exceptionally long time to resolve appears to be decreasing, as only one notifications in the most recent 100 GRAS Notifications took longer than one year to resolve (GRN #540).

The duration of a GRAS Notification was similar between substances with a nutritive (210 days) and technical effect (207 days), but was shorter for processing aids (164 days). Interestingly, for substances with the same general functional effect (nutritive, processing aid, or technical effect), analysis (Table 4) revealed that the duration of the GRAS Notification could be correlated to the more specific common categories. For example, the average review length for probiotics was more than two months longer than the average review time than that for carotenoids, suggesting that added complexity for probiotic substances (such as questions regarding mechanism of action or specifications for the microbial speciation) may result in a longer review times for the FDA.

Specific factors impacting resolution of a notification within 180 days were not readily apparent based on the criteria used in this evaluation, however general trends were observed. For example, there were a higher percentage of notifications that resolved in greater than 180 days received than those that resolved in 180 or fewer days for: notifications that received a No Questions response from the FDA (87% vs. 77%, respectively), included the conclusions of a GRAS Expert Panel (73% vs. 63%, respectively), or were for substances with a nutritive purpose (53% vs. 42%, respectively). Increased time of resolution for notifications that receive a No Questions response from the FDA could in part be explained by the need for additional time to successfully address questions that were raised during the review, whereas if significant data gaps arise early in the review that are not otherwise easily overcome this could lead to faster (negative) resolution of notifications. Alternatively, notifications that are potentially more complicated (as evidenced by those that a GRAS Expert Panel was commenced or based on the function of the substance, e.g. nutritive) are more likely to resolve in more than 180 days. However, none of the parameters evaluated in this paper gave a clear advantage in terms of ensuring that notifications resolved in less than 180 days, rather the most reasonable conclusion is that this is instead under the most control by the specific circumstances of each individual substance. As would be expected, notifications that included a robust and careful assessment of the chemical composition of an ingredient and its associated safety literature would be more well received, as well as those notifications that had clear standards previously established in performing safety assessments (e.g. enzymes, processing aids).

4.1. International impact to GRAS

During the course of the Interim Pilot Program, the GRAS Notification program shifted from being dominated by domestic companies to a program with a significant contribution from non-US companies (Fig. 2). The increase in the number of annual GRAS Notifications was strongly influenced by the large increase in the number of GRAS Notifications from non-US companies. For example, during the first 9 years of the Interim Pilot Program (1998–2006) an average of 7 notifications per year were from non-US companies per year, while in the last 9 years of the Program (2007–2015) the average more than doubled to 23 notifications per year.

In the preamble to the GRAS final rule, the FDA acknowledges the volume of GRAS Notifications from non-US companies and suggests this international involvement demonstrates the global value of the FDA GRAS Notification process. This global value for the GRAS Notification process could manifest in several ways and these highlight the increasingly global nature of the food supply. For example, non-US companies could be using the GRAS Notification process to enable business opportunities within the US. Furthermore, because of the respect many international food regulators have for the US FDA, non-US companies could be using the GRAS Notification process to gain an important regulatory reference for open, global markets using the US FDA regulatory process as a basis for their own food systems.

4.2. GRAS Expert Panels

Of particular note in this report is the finding of 26 individuals who have served on ten or more of GRAS Expert Panels with at least one of these prolific Expert Panelists being included in 88% (352 notifications) of first 400 GRAS Expert Panels. This suggests a perceived value in having experts with extensive GRAS Expert Panel experience in addition to relevant scientific training on the Expert Panel. Additionally, the percentage of notifications that included a prolific GRAS Expert that received a No Questions response from the FDA (82%, or 288 of 352 notifications) was higher

than those notifications that had a GRAS Expert Panel but did not include a prolific GRAS Expert (69%, or 33 of 48 notifications). Caution should be used when interpreting these results due to several factors, importantly the relatively small sample size (48 versus 352 notifications). Also of interest is the finding that GRAS Notifications for substances serving a nutritive (78%) or technical effect (66%) were more likely to include the conclusions of an Expert Panel than GRAS Notifications for substances serving as a processing aids (33%).

Ultimately, the decision about whether a GRAS Expert Panel is helpful to support a GRAS determination will be based on a case-by-case examination of the available information. This evaluation shows an Expert Panel was included in two-thirds (400), but not included in one third (200) of the first 600 GRAS Notifications evaluated by the FDA in the Interim Pilot Program.

Interestingly, of the 70 enzyme GRAS Notifications during the Interim Pilot Program, 47 (67%) did not include a GRAS Expert Panel, and 97% (46 out of 47 notifications) of these GRAS Notifications received a "No Questions" response from the FDA. The FDA has published specific guidance (United States Food and Drug Administration, 2010) specifying much of the information that should be included as part of a GRAS Notification for enzyme preparations. However, this guidance does not suggest that the conclusions of a GRAS Expert Panel are necessary, only indicating that "This determination can be made by qualified experts outside of government." In the context of the GRAS Final Rule, 21CFR170.250(b), it will be interesting to determine whether the requirement to "provide a basis for your conclusion that the notified substance is generally recognized, among qualified experts, to be safe under the conditions of its intended use" could be fulfilled through means other than the inclusion of a conclusion from a GRAS Expert Panel, such as through the review of the experts within the FDA, or through reference to other previously approved enzyme preparations.

4.3. Expectations for self-affirmed GRAS conclusions

The analysis presented here focused only on GRAS determinations submitted to the FDA as part of the Interim Pilot Program. In addition to these publically accessible GRAS Notifications, individuals may self-affirm the GRAS status of a substance and chose not to conduct the voluntary notification to the FDA. In the final rule, the FDA confirmed the Agency lacks "express[ed] statutory authority to require companies to submit GRAS notices" and indicated the self-affirmed GRAS conclusions (also known as an independent conclusion of GRAS) are appropriate. However, the Agency re-iterated that the principles in the GRAS final rule are applicable to both the GRAS determinations submitted to the FDA (GRAS Notifications) as well as the self-affirmed GRAS determinations. For example, the FDA advises: "In considering whether GRAS criteria are satisfied because the available data and information demonstrate that the use of a substance is safe and the safety is generally recognized, we do not distinguish between a conclusion of GRAS status submitted to us as a GRAS notice and an independent conclusion of GRAS status that remains with the proponent." In addition, the FDA announced its intentions to publish guidance on "the importance of maintaining the data and information that support an independent conclusion of GRAS status", including a "Frequently asked questions about GRAS" guidance published in October 2016 (United States Food and Drug Administration, 2016a).

One of the best known examples of independent GRAS conclusions are those conducted by the Flavor and Extract Manufacturers Association (FEMA). The history (Adams et al., 1996; Hallagan and Hall, 1995, 2009) and the FEMA process (Smith et al., 2004, 2005a, 2005b) are not discussed in detail here, but are well documented in the published literature. The FEMA GRAS panels have reviewed more than 1700 flavor ingredients and determined most of them were GRAS (Adams et al., 1996). Similar to the most prolific Expert Panelists described above, the FEMA GRAS panels utilize experienced experts on multiple GRAS panels, and some of these experts (e.g., Samuel Cohen) have also participated in GRAS panels for substances notified to the FDA outside of the FEMA Program.

4.4. Sweeteners

The stevia warning letters provide clarity about the types of substances FDA considers under the control of food additive versus GRAS regulations, as well as the importance of the form of the substance subject to a GRAS determination. The GRAS database does not provide detail about whether manufacturers conducted independent GRAS determinations when they received their warning letters, or whether they had instead relied on other regulatory mechanisms.

Low calorie sweeteners (like aspartame and saccharine) are considered to have a high initial concern level (United States Food and Drug Administration, 2007) and have been extensively studied in the US and the EU based on their expected high exposure and toxic/carcinogenic potential. The safety concerns included carcinogenicity as well as body weight gain, glycemic control and impact on the microbiome of the GI tract. Historically, sweeteners (including acesulfame K, advantame, aspartame, neotame and sucralose) were approved as food additive petitions in a process taking "up to 10 years" to complete while the recent sweeteners (steviol glycodies and lo han guo) were entered onto the US market through the GRAS notification process (Roberts, 2016).

As noted in this paper, 70% (35) of the 50 GRAS Notifications for sweeteners were for Rebaudiosides, typically Rebaudioside A (52%, or 26 notifications) Only two of these GRAS Notifications did not include a GRAS Expert Panel (GRN #184 for isomaltulose and GRN #208 for erythritol) and all received a "No Questions" response from the FDA. Further, the FDA provided their "No Questions" response in less than 180 days for 36 (72%) of the sweetener notifications with only one notification closed over a year after the filing date (GRN #337 for enzyme-modified steviol glycosides preparation).

The proliferation of GRAS notifications for stevia-related compounds (46 notifications since 2008) provides insight into the types of GRAS determinations likely to be notified to the FDA in the future, especially since none of these GRAS Notifications resulted in a "No Basis" letter or were "Withdrawn"). For example, the FDA "No Questions" letters for the 46 stevia GRAS Notifications might continue to make the GRAS Notification a requirement for entry into the market for a new stevia-derived product or at least encourage a company to self-affirm their stevia ingredients as GRAS without notification.

4.5. Warning letters

The warning letters presented here highlight similar concepts as described in the preamble of the GRAS final rule and these GRAS warning letters emphasize certain safety details likely to continue to be a focus for the GRAS program at the Agency. The warning letters about caffeine in alcoholic beverages show how a GRAS determination is not for a substance, per se, but rather for a particular intended use of a substance. These warning letters also emphasize concern about sensitive subpopulations (young adult users) and provide a thorough rationale to explain why publicly-available literature which expresses a concern about a substance is considered during the GRAS status determination for a specific

intended use. In addition, the stevia warning letter examples should lead food manufacturers to be cautious about the use of certain unprocessed botanical food substances (like leaves, stems or other plant parts), even if extracts or compounds from these substances have already been determined to be GRAS with the FDA. For complex food components from plants, like stevia, which experience seasonal, climatic, or other variability, these warning letters also emphasize the importance of having well defined specifications.

The FDA uses warning letters as a voluntary form of enforcement and to encourage appropriate interpretation of the scientific literature supporting the safety of an ingredient with reference to the principles of the GRAS process, i.e. "general recognition" and "scientific consensus among qualified experts". Firms who receive warning letters are encouraged to correct the alleged violations or in some cases to withdraw the potentially unsafe products from the market in order to avoid additional enforcement actions by the FDA. For GRAS substances, food-related companies should be aware the FDA does issue warning letters when GRAS requirements are not met. In particular, the FDA has repeatedly used the warning letter enforcement process to remove particular ingredients or ingredient combinations from the US market (e.g., ephedra, stevia plant components and whole leaf extracts, mixtures of caffeine and alcohol, melatonin, dimethylamylamine, ginko, BMPEA, picamilon, methylsynephrine and others).

5. Conclusions

Since the initiation of the Interim Pilot Program in 1997, the GRAS Notification process has served as an important mechanism for the review of new substances being introduced into the food supply in the United States. Analysis of the notifications submitted during the Pilot Program enforces the principles that the Agency has emphasized during the modernization of the process, including the publication of the GRAS Final Rule in August of 2016. In addition, the FDA continues to use warning letters to encourage voluntary compliance with the GRAS Final Rule. Following these principles and FDA inspectional practices, the GRAS Notification process will continue to ensure the safety of food substances marketed in the United States, and the GRAS Notification process will continue to serve as a key reference for global food safety programs.

Appendix A. Supplementary data

Supplementary data related to this article can be found at http://dx.doi.org/10.1016/j.fct.2017.03.064.

Transparency document

Transparency document related to this article can be found online at http://dx.doi.org/10.1016/j.fct.2017.03.064.

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From: Sean Taylor <[redacted]
Sent: Friday, June 9, 2017 3:51 PM
To: Cohen, Samuel M
Subject: Ohio State Pathologist?

Dear Sam,

I hope that you enjoyed the rest of you trip in the British Isles. I wish that I could say that it was probably a calm, welcome respite from the crazy times here in the US, but given all that has transpired in the UK over the last few weeks, it may be more insane there than here…

I'm writing to ask if you could again share the name of the pathologist at Ohio State that we discussed. I'd like to send him an invitation to the September meeting.

Thanks,

Sean

From: Sean Taylor [redacted]
Sent: Friday, June 9, 2017 9:03 AM
To: Bradford, Jeanne
Cc: Cohen, Samuel M
Subject: Re: Expenses for FEMA

Dear Jeanne,

Thank you--I have forwarded to our accounting staff for reimbursement.

Best,

Sean

Get Outlook for iOS

From: Bradford, Jeanne <jbradford@unmc.edu>
Sent: Thursday, June 8, 2017 5:24:50 PM
To: Sean Taylor
Cc: Cohen, Samuel M
Subject: Expenses for FEMA

Good afternoon, Sean,

Dr. Cohen's expenses for the last FEMA meeting in London are attached for reimbursement. Please let me know if you have any questions or require additional information.

Thank you!

Jeanne Bradford
Assistant to Dr. Samuel Cohen
Department of Pathology & Microbiology
University of Nebraska Medical Center
983135 Nebraska Medical Center
Omaha, NE 68198-3135

jbradford@unmc.edu
402-559-6388

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor [redacted]
Sent: Friday, June 9, 2017 4:15 PM
To: Cohen, Samuel M
Subject: Re: Paper please

John is doing much better—whatever antivirals they prescribed were well-tolerated and helpful.

Best,

Sean

From: Samuel Cohen <scohen@unmc.edu>
Date: Wednesday, May 31, 2017 at 7:56 PM
To: Sean Taylor <S[redacted]
Subject: Re: Paper please

Surprised to see mention in those terms as I have been on few GRAS panels and none since we decided that should not be done. Reb A was a major one several years ago. How is John feeling?

Sent from my iPhone

On May 31, 2017, at 10:07 PM, Sean Taylor <[redacted] wrote:

> Sam,
>
> I'm not sure if you've seen this paper—John Hallagan brought it to my attention today. You are mentioned in the text (page 148) but not in Table 5.
>
> Sean
>
> <Hanlon et al., 2017.pdf>

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor <[redacted]
Sent: Wednesday, June 14, 2017 9:55 AM
To: Cohen, Samuel M
Subject: Automatic reply: Have you submitted the NFC paper yet?

I am out of the office on business travel from June 12-16. I will be back in the office on June 19, 2017 and will endeavor to respond to your email promptly.

Best,

Sean Taylor

From: Alex Malaspina

Sent: Monday June 26 2017 1:03 PM

To: ;ctuggle@coca-co a.com ohn.black@viu.ca;laurel.combs@newyork.msf.org

Cc: atrichopoulou@hhf-greece.gr;maria.nomikos@dnomikos.gr

Subject: Fwd: greek yougurt story

A very interesting story

Best Alex

-----Original Message-----
From: Alex Malaspina <
To:
Sent: Mon, Jun 26, 2017 1:56 pm
Subject: greek yougurt story

https://www.nytimes.com/2017/06/26/business/yoplait-learns- o-manufacture-authent city- o-go-with-its-yogurt.html?hp&action=click&pgtype=Homepage&cl ckSource=story-heading&module=second-column-region&ion=top-news&WT.nav=top-news

From: Alex Malaspina <[redacted]>

Sent: Saturday, July 1, 2017 6:43 AM

To: sharris@ilsi.org;mmclean@ilsi.org;[redacted];geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg

Subject: Fwd: News Digest - June 30, 2017

Attachments: News Digest - 06-30-2017.doc

Categories: (none)

See Article on Wave Of Change ..etc..

There may be opportunities for LSI to apply for a major grant from the Foundation,

which had been very generous with LSI in the past

ILSI has so many worthwhile projects which fit with the goals of the Foundation

See also write up about Clyde Tuggle and his next assignment

Best

A.

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
Sent: Fri, Jun 30, 2017 8:46 am
Subject: News Digest - June 30, 2017

News Digest Coca-Cola Connect

June 30, 2017

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Full Text

Through wave of change, Coke says it's still committed to Atlanta

Atlanta Business Chronicle, June 30, 2017, Maria Saporta

As The Coca-Cola Co. undergoes a transformation of its business and scales down by 1,200 positions — mainly at its corporate headquarters, there has been concern about the company's commitment to Atlanta.

Never fear.

That's according to the key individuals who head the company's civic efforts: Bea Perez, chief public affairs, communications and sustainability officer who also chairs the Coca-Cola Foundation; and Helen Smith Price, vice president of global community affairs and president of the Coca-Cola Foundation.

"There's no question we're going through a massive transition," Perez said. "We are becoming leaner and more agile. But we can't underestimate the difficulty of change. The heart and soul of this company is community. In times like this, it's even more important to strengthen our relationships. We need to show we support the people who support us."

Price, an Atlanta native, who has had a leadership role with the foundation since 2001, agreed.

"The really good news for me in my role is that company's commitment through the foundation has not changed," Price said. "We are good."

The transition is coming from the new company's new leadership with CEO James Quincey succeeding Muhtar Kent a couple of months ago.

One of the significant changes has been the retirement of Clyde Tuggle, who served as senior vice president and chief public affairs and communications officer. Tuggle just turned over the gavel as president of the Rotary Club of Atlanta, which hosted the Rotary International convention in mid-June.

Tuggle, also an Atlanta native, has been a community touchpoint for a host of initiatives and organizations.

Perez said her challenge will be to take "what Clyde built in this community and make it stronger." She said Tuggle mentored her, and he trusted her when he made her chair of the foundation.

Tuggle, who was part of the interview with Perez and Price, has been with the company for more than 28 years, and it's important to see the transition in a historical context.

"In 132 years, the company has gone through good times and bad times," Tuggle said. "We are just going through another period of change."

But Tuggle added that Quincey, who he called the right leader at the right time, is making the necessary moves for the company to evolve to the next level.

As for his role at The Coca-Cola Co., Tuggle compared it to the Eagles' song Hotel California, reciting the refrain: "You can check out but you can never leave."

Although Tuggle won't be employed by the company, he won't stop being involved.

“The company has asked me to continue to support many of the institutions,” he said.

“I’m the incoming chair of the World Affairs Council. I’m there at the request of the company to be involved with the international community.”

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Coca-Cola says reaches agreement with S. African govt. on acquisition of local arm

Reuters News, June 29, 2017

JOHANNESBURG, June 29 (Reuters) - Drinks giant Coca-Cola said on Thursday it had reached an agreement with the South African government on a package of conditions as it finalises the purchase of a controlling 54.5 percent stake in its joint Africa venture with ABInBev.

New York-listed Coca-Cola said in a statement it would abide by merger conditions agreed with competition authorities in 2016 including a pledge to raise black ownership in Coca-Cola Beverages South Africa to 30 percent by 2021.

"We are pleased to have reached this agreement with the South African government which demonstrates our alignment with the government’s national imperatives for inclusive social and economic development," said Chief Executive James Quincey.

Last December, Coca-Cola reached a deal to buy Anheuser-Busch InBev's majority stake in their African bottling venture for $3.15 billion and hold onto it until it finds a new owner. (Reporting by Mfuneko Toyana; Editing by Adrian Croft)

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Coca-Cola commits to 30% BEE stake

Business Day, June 30, 2017, Ann Crotty

The Coca-Cola Company and the Competition Commission have agreed on conditions to ensure that the long, drawn-out restructuring of Coca-Cola Beverages Africa (CCBA) does not face delays at the Competition Tribunal.

In addition to the normal employment-related conditions, Coca-Cola has committed to increase the black economic empowerment (BEE) equity stake in Coca-Cola Beverages SA (CCBSA) to 30% by no later than 2021. CCBSA, which had previously committed to a 20% BEE equity stake, said the 30% holding would include & an appropriate level of worker- employee ownership& Coca-Cola said on Thursday it would engage with South African and international parties interested in acquiring a controlling interest in CCBA.

In an apparent nod to mounting concerns about foreign ownership of South African assets, Coca-Cola said it acknowledged the government’s preference for a South African controlling interest in companies deriving most of their revenue and profit from the domestic market. It would & seriously consider South African parties& Coca-Cola said.

The factors it will take into consideration include alignment with Coca-Cola’s values, depth of management, track record and the financial capacity to establish ownership of the estimated $3.15bn stake.

The agreement, announced on Thursday, includes a commitment from Coca-Cola to maintain CCBA’s head office in SA. The company will remain incorporated in SA and will be resident in the country for tax purposes. Coca-Cola said it intended to take full advantage of SA’s deep capital markets, developed business infrastructure and expansive local talent pool to maximise CCBA’s potential as a bottling operator.

Coca-Cola’s African bottling operations have been involved in continued restructuring discussions since late 2014, when Alan Clark, former SABMiller CEO, announced plans to restructure SABMiller’s African Coca-Cola bottlers to create CCBA. The company will serve 12 countries on the continent and is expected to account for about 40% of all Coca-Cola beverage volumes in Africa.

In 2016, when Anheuser-Busch Inbev finalised its acquisition of global rival SABMiller, Coca-Cola announced it was exercising its right to repurchase the African bottling operations from SABMiller.

It agreed to stick to its commitment of maintaining existing levels of employment and said this would be extended for a further three years from the conclusion of the transaction.

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A bubbly history of Coke in Canada; National History: Legendary Soft Drink'S Relationship With Nation Dates Back To 1892

Vancouver Province, June 30, 2017, Rita Demontis

One of the best stories heard about Coca-Cola's relationship to Canada is when then company president Robert Woodruff visited the country in the middle of a bitter 1930s winter - in Moose Jaw, Sask. And what did he see? A group of hardy Canucks chugging back bottles of ice-cold Coke.

"Robert Woodruff stopped in Moose Jaw and saw people were drinking Coke in winter time," company archivist Justine Fletcher says.

"He came back to Atlanta, assembled his staff and said 'no reason you can't sell Coke yearround because the Canadians are doing it!'" As we celebrate the country's 150th, Canada certainly has quite the history with the legendary drink - Fletcher notes that "Canada, at one time, bottled more Coke than anywhere else in the world. In 1935, the Montreal plant became the world's largest producer."

Research shows that officially The Coca-Cola Company and Canada have shared a special relationship since 1906, in truth the connection between the two has thrived for much longer.

According to the company's official website, the first record of Coca-Cola being available in Canada dates back to 1892 - six years after the beverage was first served at Jacob's Pharmacy in Atlanta, when a Boston family acquired the sales rights for Coca-Cola syrup to soda fountains in New England as well as the Atlantic provinces.

While we don't know for sure if any sales were made at this time, by 1897 a company report from then-president Asa G. Candler remarks, "Coca-Cola is now sold to some extent in every state and in almost all the cities of the U.S., and in some of the cities in Canada."

In January 1906, the first bottling facility of Coca-Cola outside the U.S. opened in Toronto in what is now the city's Trinity Bellwoods neighbourhood.

"The success enjoyed by the small factory was immediate as it struggled to keep up with the orders that flooded in from all around the city as well as neighbouring communities. Toronto-bottled Coca-Cola was so popular in 1908 that it was being sold as far away as Ottawa, Montreal and Quebec City," noted the website.

Company officials added that, as the popularity of Coca-Cola grew and consolidated in Central and Eastern Canada, the company's attention began to turn toward Manitoba.

"Construction on a Winnipeg bottling facility began in 1914. Due to difficulties with construction during the First World War the plant required much of the company's attention, so much so that Coca-Cola's headquarters in Canada actually moved to Winnipeg at the time (where they would remain until 1923)."

By April 1915, however, the plant was ready to open and yet again overwhelming sales forced the plant to be expanded twice in its first four years.

By 1921, the company's Winnipeg facility was so busy that it outproduced both Coca-Cola's Atlanta and Birmingham, Ala., bottling plants combined.

Today, we've been told, Coca-Cola employs more than 6,200 Canadians and operates more than 50 facilities across Canada as well as six manufacturing plants.

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New Coca-Cola museum free to public opens in Mississippi

Associated Press Newswires, June 30, 2017

CORINTH, Miss. (AP) — A new Coca-Cola museum free to the public has recently opened in Mississippi.

Northeast Mississippi Daily Journal reports that Coke floats from an old-fashioned soda fountain were served to the crowd at the museum's grand opening on Monday in Corinth. It houses memorabilia that is from beyond roughly 100 years ago.

Corinth Coke Chairman Sandy Williams says the museum, located downtown, has more than 1,000 items. It's adjacent to the Coke plant in a building that dates back to 1972.

Corinth Coke was started in 1905 by A. Kenneth Weaver, the grandfather of Williams and Corinth Coke President Kenneth Williams.

A flood in 2010 vacated a building that was home to a Coke museum that had opened during the company's 100th anniversary.

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Information from: Northeast Mississippi Daily Journal, http://djournal.com

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Commissary searches for WWII soldier from Marshall featured in Coke photo

Marshall News Messenger, June 29, 2017, Caleb Brabham

The look on the soldiers' faces is satisfaction as they savor their first Coca-Cola in over a year.

But to Gen. Dwight D. Eisenhower, who, according to telegrams, requested 3 million bottles of Coca-Cola twice monthly for his troops in North Africa during World War II, the word that described the soldier's faces was simpler: home.



"Eisenhower made the determination that, because we had soldiers all over the world in the far east, he wanted them to have something that reminded them of home," said Richie Levinson, business development for HooplaHA, a blog dedicated to telling human interest stories.

"He worked out a deal with Coke to deconstruct bottling plants and reconstruct them in different cities around the world (in hopes) that no soldier would be without a Coke."

For one soldier in the photo in particular, Private First Class Roy F. Jones, that home he was reminded of was Marshall.

Levinson said, in preparation for the 150th anniversary of DeCA, the Defense Commissary Agency, he was hoping to gather the soldiers in the photo, or their families, back together for a celebration to be held Saturday in Washington D.C.

"DeCA was looking for something iconic to use as a visual cue for the celebration. They came across this photograph. They are celebrating the participation of servicemen around the world and Coca-Cola was kind of a connection to their home life."

Levinson said at the event, Coca-Cola will give away commemorative bags to guests, featuring the photo.

"I was trying to do the research to see if the soldiers or their family members are still alive and if they'd be interested in participating in the event," Levinson said. "That was the starting point. In the process of doing this research I spoke with the Harrison County Historical Museum.

"They were going to look into whether there was any history of the family in the museum. She did not find anything -- I was kind of at a stopping point there. There was no way for me to further connect with PFC Roy F. Jones or his family."

Peggy McCreary of the Harrison County Historical Museum said she had done everything in her ability to try to locate Jones.

"We heard from a former neighbor of Jones who said (where Jones) used to live," McCreary said. "I went out to Roy Jones' house and nobody lives there. I'd like to be able to find them, but I can't. I've gone into ancestry looking for information but I couldn't find anything there."

Levinson said he hopes alerting the public through the local media will bring Jones or his family to him.

"(We'd) like to get a family member to talk about (this veteran) who served in World War II and the stories he told them and (their reaction) to him appearing out of nowhere in this photograph from 73 years ago," Levinson said.

https://www.marshallnewsmessenger.com/news/2017/jun/29/commissary-searches-for-wwii-soldier-from-marshall/

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Diet Coke launches influencer-led digital series

Campaign Live, June 30, 2017, Simon Gwynn

Diet Coke has hired YouTuber Patricia Bright to front Diet Coke Break, a new digital series focusing on themes including fashion, beauty and travel.

http://www.campaignlive.co.uk/article/diet-coke-launches-influencer-led-digital-series/1438197

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BRIEF-Arca Continental and Coca-Cola set new dairy plant in Ecuador

Reuters News, June 30, 2017

June 29 (Reuters) - Coca-cola Co

* Arca continental and Coca-Cola boost the dairy industry in Ecuador

* Coca-Cola co says $100 million were invested in new plant, doubling production capacity of Tonicorp

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The Coca-Cola Co.: IN-HOUSE LEGAL DEPARTMENT OF THE YEAR/GC IMPACT

Fulton County Daily Report, June 29, 2017

LAST YEAR The top lawyer at the Coca-Cola Co. explained his legal department's approach to diversity.

Bernhard Goepelt, the senior vice president, general counsel and chief legal counsel, was speaking at the company's Legal Diversity Link event, at which more than 100 in-house and outside attorneys gathered at Coke's Roberto Goizueta Auditorium in Midtown Atlanta. The event helps connect local corporate law departments with minority- and women-owned law firms.

Beginning in 2003, Goepelt said, Coke undertook a significant move toward legal diversity—a step he dubbed "legal diversity 1.0." In the years since, these efforts "helped us move legal diversity 1.0 to a place where it's 2.0 and perhaps even more diverse today," Goepelt said.

For example, in 2007, only two percent of Coke's legal spending budget went to minority-owned and womenowned firms—a figure that increased to 10 percent by the end of 2014, Goepelt said. And in 2005, 39 percent of Coke's legal department was women and 23 percent was otherwise diverse, while those numbers rose to 49 percent and 32 percent, respectively, by March, he added.

"Where is legal diversity 3.0?" Goepelt said. "It's when I don't need to share the statistics with you, because this is all about a truly global perspective where diversity is not only about form but is fully about substance."

Last year you suggested that legal diversity 3.0 would be "when I don't need to share the statistics with you ... where diversity is not only about form but is fully about substance. What is needed for legal diversity to get to that point?

In order to get to this point, we need to embrace the value of a diverse culture to the ongoing development of our profession. This can lead us to take meaningful steps to promote diversity at all levels of our professional and educational touchpoints—from law school to internships to the professional practices at in-house departments and their law-firm partners to professional organizations around the world.

What is your proudest accomplishment with regard to Coca-Cola's legal diversity efforts?

I think this is much larger than the contributions of one individual. Not just the leadership team of our legal function but also leaders in our function around the world who have made major contributions to create and raise the awareness of the importance of diverse teams everywhere we do business. And this is reflected in a significant number of diverse attorneys that have been appointed to senior positions including positions on our Legal Leadership Team over the last few years.

Having strong, diverse leaders at the top of the organization provides both a strong bench of diverse attorneys for the company but also shows the department's overall commitment to diversity.

What is the most effective time management tool or technique your team uses?

This is obviously something everyone is struggling with from hundreds of communications per day—not only emails, but also SMS, company's internal chat sites, etc.—to the usual meetings, travel and so on. I think we are beginning to focus more and more on the value a communication can add.

I only join a conversation if I believe my contribution adds value. Also, when looking at your daily to-do list, don't just knock off the simple, easy tasks. Focus on the hardest/most complicated task for the day and, in particular, those that add most value and complete them first. We tend to get the 95 out of 100 easy tasks completed every day, but for the one-two really important big ones there is often not enough time.

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Coca-Cola Africa appoints company veteran to lead SA operations; Roger Gauntlett returns home to South Africa from Ukraine where he was a general manager for the company.

The Citizen, June 28, 2017, ANA

Coca-Cola Africa on Wednesday appointed marketing veteran Roger Gauntlett as general manager of its South Africa business.

In this role, Gauntlett will be responsible for managing the relationship with the company's bottling partner Coca-Cola Beverages South Africa ensuring alignment, sustainable and profitable growth for the beverage giant's business in the country.

South Africa is a key market for Coca-Cola Africa's Southern and East Africa operations.

Gauntlett joined Coca-Cola Africa in Johannesburg in 1999, where he performed a number of marketing roles of increasing responsibility before being promoted to serve as marketing director in Kenya and then in Dubai.

He now returns home to South Africa from Ukraine where he was general manager for Coca-Cola in charge of the business relationship between the company and its bottling partner Hellenic since 2014.

Kelvin Balogun, Coca-Cola Africa president said: "We are confident that with his rich and diverse experiences across various beverage categories within our portfolio of brands and varied markets, Roger will be very successful in his new role and contribute to sustainable growth of our business in South Africa."

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Where there is no sight of water and milk

Svenska Dagbladet (Sweden), June 30, 2017, By Anna Charlotta Johansson

[English translation] On a wooden bench at a small kiosk in a plateau in a Kenyan city, your red gravel roads lead me, I see the massai sit and drink their Coca-Cola.

It's hot and as humid as it gets on the coast in Kenya, so I stay and sit next to him on the wooden bench to rest a little. He smiles big when I ask if I can take a picture when he drinks his Coca-Cola and then fixes to his long braids before I snap a couple of photos.

The photos become colorful, the red-white label on the glass bottle matches his intense red blanket, which often belongs to the massai way of dressing, the dazzling white teeth (despite all the Coca-Cola he has potentially drunk) and the colorful beads in the braids. He says Coca-Cola is good. I nod in agreement.

Travelling around the world and photographing people who drink Coca-Cola had undoubtedly become a great advertising campaign. But it would also show Coca-Cola's expansion in the world. Is there any other product with the same impact and reach? Most people, regardless of country, culture, language and religion, drink Coca-Cola.

In a little exploration, I find an article from The Economist that shows so-called Coca-Cola maps and the relationship between Coca-Cola consumption and freedom and prosperity. It argues that the UN's index of general quality of life (measured in terms of prosperity, education, health and literacy) shows the relationship between Coca-Cola consumption and high quality of life.

In addition, the Freedom House Index shows that Coca-Cola and Democracy belong together. The more political freedom in one country, the more Coca-Cola is consumed. The Economist's call for one of the world's most unfamiliar countries: "Have a Coke, North Korea".

Not only does Coca-Cola consumption generally show prosperity in countries, the company also makes great efforts to distribute medicine to places relatively inaccessible. Because if anything, Coca-Cola, in addition to producing a good soda, can bring out its product to the smallest town, even in The most far away land. So why not use these distribution channels for anything but just soda? For example, a vital vaccine that needs to be kept cool and transported in a cold chain.

The chairman of The Coca-Cola Africa Foundations, Kenyan Susan Mboya, is in Stockholm at a conference and I meet her to talk about the efforts the Foundation makes. The idea of Project Last Mile was born in a discussion with Bill & Melinda Gates Foundation.

"We asked ourselves why there is not always water or milk in villages, but there is Coca-Cola," said Susan Mboya. "Distribution is the key. Coca-Cola has one of the world's best distribution networks. "

The project started in 2010 and today, health ministers and governments are supported on issues with logistics, distribution chains and marketing help to deliver more effective medicine at the right temperature in nearly ten countries around Africa, such as Liberia and Tanzania.

I ask if she has been approached with resistance and objection to multinational corporations taking over governments' responsibility for health systems. "Certainly, our commitment contributed to the fact that many eyebrows raised their minds at the beginning and asked why African governments wanted to help Coca-Cola. However, the company and the foundation are different organizations. Coca-Cola does never take the responsibility away from tje distribution of medicine so we do not take over government responsibilities. We improve their work, we do not replace it, "says Susan Mboya.

Multinational corporations such as Coca-Cola are more often portraid by globalization critics as ruthless and unscrupulous. Let's try a new thought; Think if it's the other way around.

Anna Charlotta Johansson is a deputy lead writer. Read more of her texts at SvD.se/av/anna-charlotta-johansson

https://www.svd.se/dar-vatten-och-mjolk-inte-finns

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A Snickers a Day Keeps the Doctor Away; Why does CVS want to make my migraine cures hard to find?

The Wall Street Journal Online, June 29, 2017, By Joseph C. Sternberg

It's become a running joke among my friends: the Coke and Snickers Cure. You scoff, but this combination of cola and candy has relieved many of my worst migraines over the years. Morning doses have rescued workdays that otherwise would have been wasted convalescing. Afternoon treatments have salvaged weekend evenings out.

So of course the news that CVS Healthwishes to conceal these miraculous curatives from their customers is rattling me. Why would a drugstore discourage its customers from consuming some of its most effective drugs?

Coke and Snickers are at the core of my personal pharmacopeia. Other wonder drugs include ginger ale, orange juice, ibuprofen and pseudoephedrine (marketed under the brand name Sudafed, although being a cheapskate I always buy the generic). I'm not a doctor, but I've learned from experience that there is almost no medical condition, from the common cold right up to bubonic plague, that cannot be treated by some combination of at least two of those things.

Migraine? Coke, Snickers and ibuprofen. Flu? Ginger ale, ibuprofen and Sudafed. Tension headache? Ibuprofen and ginger ale. Plague? I'd throw all six of my stock remedies at it. Something would surely work.

How they work is a mystery, and I hope some kind doctor will write a letter to the editor explaining it. My best theory is that the combination of the caffeine in the Coke with the salt, sugar and calories in the candy bar fixes some chemical imbalance in the body. If it makes a difference, doctor, only Snickers will do. Other candy bars don't work. And then that wonderful Coca-Cola fizz, which clears out the sinuses. Ginger ale has long been recognized as a treatment for an upset stomach, making it ideal for rehydration when one's digestive system might be too frazzled for something as acidic as orange juice, which should nonetheless be consumed when possible for the vitamin C.

I gather doctors have a better understanding of how the two formally recognized medicines in my cabinet work, but I will assert that they work a lot better alongside my other "drugs." And I'm not the only one who thinks so, or at least who has thought so at some point. Coca-Cola famously was marketed as a bona fide medicine, containing cocaine or related plant-based extractions.

Which demonstrates how faddish can be the judgments of purported health experts, such as those who now determine the placement of products on CVS's shelves. It's a mercy that this story concerns only the marketing judgment of one store chain and not the regulatory heft of the state. Although the state already has come for large doses of Coca-Cola (quantities that might one day be required to treat a smallpox outbreak), and I can only fear my beloved Snickers may not be far behind.

CVS Health need not ban me as a customer. I don't habitually consume these items, now buried beneath piles of organic quinoa chips or whatever rubbish we're told is good for us. It goes to show that one man's junk food is another man's cure, and vice versa. Yes, I'm saying quinoa is junk food and Coca-Cola is a health drink. Isn't that a better world to live in, anyway?

Mr. Sternberg is editorial page editor of The Wall Street Journal Europe in London.

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Business News: Fresh Pressure on Grocery Delivery --- Amazon's deal for Whole Foods adds new element to burgeoning market

The Wall Street Journal, June 30, 2017, By Heather Haddon and Julie Jargon

Even before Amazon.com Inc. put a supermarket chain in its cart, U.S. grocery delivery services were racing to grab hold of new regions, spending millions to gain a larger share of the fast-growing market.

Now, with the e-commerce giant planning to buy Whole Foods Market Inc. for $13.7 billion, giving it a large foothold in the food retail industry, the stakes are all the higher for companies such as Instacart Inc., Peapod LLC, Shipt Inc. and FreshDirect LLC to deliver not only fresh food but continued growth.

Midwestern grocery chain Schnucks Markets Inc. announced Thursday that its partnership with Instacart for online delivery will extend to most of its 100 stores by next month. Ahold Delhaize's Peapod is expanding its push into New York City, a key market, after spending more than $94 million on a warehouse in Jersey City, N.J., in 2014. Shipt, which delivers food orders for retailers including Costco

Wholesale Corp., Meijer Inc. and Whole Foods, intends to almost double its markets to 100 by next year.

The largest U.S. food sellers, Wal-Mart Stores Inc. and Kroger Co., meanwhile, are testing delivery services using Uber Technologies Inc. and Lyft Inc.

Concentrated in cities and surrounding suburbs, grocery delivery is still a small business, accounting for less than 2% of last year's $715 billion in food-retail sales, according to food-services research and consulting firm Technomic Inc.

Seventy percent of respondents to a survey by consulting company AlixPartners LLP last year said they had no intention of having groceries delivered. Grace Herrera, a 59-year-old caregiver in California, said she would rather spend time shopping than pay extra for delivery. "I have time to go to the store," she said.

Margins also remain an issue. Razor-thin to begin with, they have dropped in recent years as falling food costs sparked a price war. And in the online world, the learning curve for how to sell fresh foods has created an added drain. Still, delivery is one of the fastest-growing segments of an otherwise sluggish supermarket sector. Online sales of consumables grew by 21% in 2015, according to the Willard Bishop grocery consulting firm.

Amazon already makes up more than half of online food orders through its Fresh, Prime and Prime Now services. But it remains to be seen whether Amazon, armed with Whole Foods, would remake grocery shopping in the way the company transformed book-buying.

Whole Foods' 466 stores could serve as minidistribution centers in densely populated, affluent areas. Amazon, which has demonstrated a willingness to forgo profits for years to build up market share, could use its e-commerce prowess to cut the specialty grocer's prices to near those of its competitors.

"This gives them another way to drive up penetration in grocery purchasing and ultimately delivery," said Bill Bishop, co-founder of Brick Meets Click, an e-commerce grocery consulting firm.

Peapod executives say that being owned by a large retailer like Netherlands-based Ahold Delhaize allows the delivery service to bargain with suppliers for lower prices. They add that Peapod is profitable in markets where it has operated for at least a decade.

"We are the original online grocers and have outlasted many of the competitors who have come and gone," said Jennifer Carr-Smith, chief executive of the Skokie, Ill.,-based company, which was founded in 1989 and took its first orders by fax.

FreshDirect didn't respond to requests for comment.

Brick-and-mortar supermarkets are wrestling with whether to invest in their own delivery services, cede profits to startups or risk losing more business to Amazon. For grocers who use Amazon Prime to deliver to their customers, the Whole Foods deal presents a particular challenge.

Natural health-food chain Sprouts Farmers Markets Inc. will continue to use Prime to deliver groceries for now, said Bradley Lukow, chief financial officer for the Phoenix-based company. "We'll make the determination going forward if we want to make any changes," he said at an industry conference last week.

Laura Stevens contributed to this article.

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Growth has SodaStream thirsting for acquisitions; Company on the offensive after switching strategies and turning sales around in 2014

The Toronto Star, June 30, 2017, Yaacov Benmeleh Bloomberg

Tel Aviv -- Tel Aviv-SodaStream International Ltd., which makes machines to carbonate tap water at home, is looking to acquire companies and beef up marketing in key countries to keep its turnaround going.

The world's biggest soda-water company sold three million units in the last 12 months, boosting its customer base 4 per cent from the end of 2016 to 11.5 million households, chief executive officer Daniel Birnbaum said in an interview. With about $100 million in cash and no debt, SodaStream is planning to spend to keep the momentum going.

"We're on the offensive now," Birnbaum said at SodaStream's headquarters in Airport City, Israel. "We can buy companies, we can advertise more aggressively. We're growing." He didn't specify which businesses SodaStream is targeting.

SodaStream's willingness to spend reflects how far it's come since switching strategies in 2014. With sales and income flagging, the company moved away from at-home cola machines that competed in a $260-billion market against giants such as Coca Cola Co. and PepsiCo Inc. Skeptical investors punished the stock, which bottomed out in February last year. With the shift to sparkling water, SodaStream's profits almost quadrupled in 2016. Its U.S.-traded shares have surged 342 per cent since the recent low.

Birnbaum plans to focus the company's efforts in places such as the U.S., Japan and Australia. SodaStream is seeing sustained growth across Europe, which accounts for about two-thirds of sales, he said.

That reliance on Europe has hurt SodaStream in the past. The company - which reports in U.S. dollars - lost about $50 million in sales in both 2014 and 2015 when the euro lost 22 per cent of its value versus the greenback, Birnbaum said.

"We learned our lesson from that," Birnbaum said.

Founded more than 100 years ago in the U.K., the company's global profile has risen only in recent years. It generated headlines around the world as the target of the Boycott, Divestment, Sanctions (BDS) movement, which said the company's factory in the West Bank perpetuated Israel's occupation of the Palestinians. Birnbaum describes the plant as a hothouse of coexistence, where 350 Israeli Jews worked side by side with about 500 Palestinians and 450 Israeli Arabs.

SodaStream closed the plant in October 2015 and relocated to a new campus in Rahat, in Israel's south (BDS continued to call for a boycott of the company). Birnbaum denies that BDS pressure played a role in the decision, saying the move was long planned as part of his growth strategy. But he allows that anti-Israel activists helped etch SodaStream's name in the public consciousness.

"BDS helped build brand awareness," he said. "We should pay them royalties."

Some 1,600 people work in the Rahat factories, about half of them Arabs. Last month, 74 Palestinians from the West Bank were given permits to work in the new factory.

Birnbaum says the Israeli government should double the amount of work permits for Palestinians. That would help alleviate both the shortage of manual labour in Israel and unemployment in the West Bank, which the World Bank pegs at 18 per cent.

"The solution is pretty clear," Birnbaum said. "The Israeli economy can absorb another 100,000 Palestinians workers. This would change the economic landscape in the West Bank and Israel and create a climate for coexistence and dialogue."

While promoting peace is one side of the SodaStream ethos, the company also markets itself as a greener way to consume soda. Each SodaStream bottle can be used for 30,000 fill-ups, reducing the amount of plastic waste, Birnbaum said.

SodaStream's chief has been waiting for a strong pickup in environmentally conscious consumerism in the U.S., which investors have identified as the company's next big opportunity. Only about 1.25 per cent of American homes have soda machines, trailing the 10-20 per cent in most countries in which SodaStream does business, Birnbaum said.

American consumers are "slow to change habits," especially regarding issues of sustainability, Birnbaum said.

The company reported $115 million in revenue in the Americas last year, or 24 per cent of the total.

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Asahi to sell stake in top Chinese soft drink producer

Nikkei Report, June 30, 2017

TOKYO -- Japanese food and beverage company Asahi Group Holdings intends to sell its stake in a Chinese joint venture to its local partner, Tingyi Holding.

The Japanese company currently holds some 20.4% of Tingyi-Asahi Beverages Holding, whose earnings are, by law, reflected on Asahi's books.

Asahi plans to transfer the stake to its partner -- China's top maker of instant noodles -- for about 70 billion yen ($625 million) next year. Proceeds from the sale are to be invested in Europe, where Asahi has already acquired the western and eastern European operations of Belgium's Anheuser-Busch InBev, the world's largest brewer.

Asahi set up the joint venture with Tingyi and others in 2004, aiming to strengthen its Chinese operations. The joint company absorbed Asahi's production and sales know-how and became China's largest soft drink producer. In the latest fiscal year, it sold $4.46 billion worth of tea, water and other products. But sales have been slowing in recent years, as competition intensifies.

Asahi also holds a stake in major Chinese food company Ting Hsin International Group, which owns Tingyi. Asahi is expected to maintain its relationship with Ting Hsin.

(Nikkei)

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PepsiCo got the ecosystem together for GST

The Economic Times, June 30, 2017

By D Shivakumar

At PepsiCo, there was a task force which was set up. We trained 16,000 people. We have got the entire ecosystem together, done courses, training programmes, clearing of invoices and bills. It’s not a small exercise. This task force worked with consultants, with the government. Once the tax rates came, we calculated what happens to us, what happens to industry, what goes up or down, because in different states it could be different. We are fully prepared on what we needed to do, spoke to all ecosystem partners — modern trade partners who have their own set of challenges, bottlers whom we need to work with, distributors so that everyone is aware of what they are doing and the other way round. We have worked as closely as possible with all people concerned and resolved issues as early as possible.

ON CHALLENGES

The FMCG industry is 9.9 million retail outlets. So educating everybody in the ecosystem, getting wholesalers to keep track of their bills and inventory is a huge change that needs to happen, and it’s not a change one company can do. But as a consortium, companies can do that. How do you digitise the whole FMCG channel is something that is of paramount importance to the entire industry after GST. The need is even higher after GST.

ON TRANSITION OR UNSOLD STOCKS

We’ve cut down dramatically on stocks. While every company has cut down, we have cut down even more. Our distributors operate on very thin stocks. Our big distributors are operating with three-day stocks, that’s it. So in our case the pipeline is very thin; that is the advantage that will accrue. We can top up very quickly, so we don't have the challenge of unsold stocks, or transition stocks — both in case of snacks and beverages.

(D Shivakumar is Chairman, PepsiCo India)

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Will PepsiCo 'Live to Tell' a Vita Coco success story? - Comment.

Just-Drinks, June 30, 2017, Richard Corbett

This month, soft drinks commentator Richard Corbett takes a look at Vita Coco, the market-leading coconut water brand that is reportedly in PepsiCo's sights.

The word is that Madonna may have something to sing about in the next month or so. Along with several other high-profile celebrities, the singer is reportedly an investor inVita Coco, a coconut water brand that could soon be poised to join PepsiCo's stable.

If the price tag of around US$1bn for All Market, Vita Coco's owner, is realised, as recent speculation has suggested, then Madonna and others will be singing all the way to the bank.

But, will it be good news for PepsiCo?

The coconut water segment remains very much in the growth stage of its lifecycle. Vita Coco was conceived as recently as 2003, in a bar in New York by two long-standing friends.

From a lifestyle perspective, coconut water is an easy sell. It's a natural sports drink that helps replenish electrolytes, and is an excellent source of potassium, manganese, magnesium, folate, calcium and selenium – it has more potassium than bananas. The beverage also claims to lower cholesterol and blood pressure, and to raise energy levels. Search online for the health merits of coconut water, and you'd be forgiven for thinking this is a magic potion and not a soft drink.

It is not surprising, then, that the segment is in rude health. According to GlobalData, consumption of coconut waters has more than doubled between 2013 and 2016, and has trebled since 2012. The market expanded by nearly 20% last year. In terms of actual volumes, the market remains niche, but that can be interpreted as potential with scope for future growth in the years to come.

Even in markets where coconut water has plenty of presence, there remains a considerable big-city bias, so there is plenty of room for expansion. Looking forward, we can expect the segment's visibility to widen on convenience and supermarket shelves globally.

In part, this growth will also be driven by new flavour offerings and a broadening range of packaging alternatives to suit different consumption occasions. Should the deal go ahead, then PepsiCo will be buying a big coconut water brand that will only grow bigger.

To what level the coconut water segment will grow is more open to debate. Coconut water may be very healthy, but the taste could be a handicap: Many consumers do not take to coconut water immediately.

Another constraining factor is price. Like other commodities, coconut prices fluctuate, particularly when harvests are poor or demand increases above supply. Coconut water is not cheap, so cost will likely prove a barrier-to-entry for many new consumers.

How much bang PepsiCo will be getting for its buck will not necessarily be determined by how much people drink it but how much they use it. Vita Coco is a versatile brand with aspirations not just to sell coconut water but to 'own the coconut'. Coconut oil is an increasingly-important part of the make-up of the brand and is utilised for health, beauty and cooking.

What is also exciting is the involvement in the milk alternatives market. Vita Coco Coconut Milk is a dairy-free substitute for milk which is marketed as something that can be used with cereal, or in coffee or tea. This has enabled the brand to compete in a more-proven category, which is enjoying strong growth from a much bigger base. According to GlobalData, the global market for 'grain, nut, rice and seed milk-alternative drinks' is 12 times as big as that for coconut waters. It is this that will have prompted Danone to buy plant-based alternative milk supplier WhiteWave Foods last year.

Strategically, Vita Coco makes sense for PepsiCo. The brand's consumers are young, vibrant and cosmopolitan. It is trendy and on the up. Any acquisition would be a good fit both with PepsiCo's 'Performance with Purpose' agenda and with one of its core priorities, 'helping to improve health and well-being through the products it sells'.

If the acquisition comes off then the deal represents a statement of intent for PepsiCo's planned future direction and confirms a commitment to invest in healthier categories and segments. It would also be a wise PR move for a company battling to dilute its reliance and association with the much-maligned CSD segment.

Of course, there is no certainty that the deal will come off. The figures being talked about are very high for a brand that, 14 years ago, was just an idea. But, if it does happen, then PepsiCo will be causing a commotion while Madonna will be able to afford her Isla Bonita.

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PepsiCo closes Argentina snacks factory.

Just-Food, June 30, 2017, Paula Krizanovic

Workers from PepsiCo blocked the entrance of a logistics facility 40km north-west of Buenos Aires today (29 June) to protest the US group'sdecision to shut down a nearby snacks plant.

PepsiCo is to shut the factory in Florida, a suburb of the Argentinian capital and has agreed with unionofficials to grant affected staff compensation doubles the amount required to pay by law and includes other benefits such as sustaining health insurance.

Over 690 people worked atthe Florida plant, of which 155 have already been relocated by PepsiCo at other local facilities and establishments.

The remaining500 workers continue to receive a salary and only a few who opposed the union's agreement have been protesting shutdown of the facility. Today, they prevented trucks from the logistics firm TASA leaving facility in the city of Tortuguitasfrom deliveringPepsiCo products.

The Florida plant manufactured mainly salty snacks, which will now be produced in another plant PepsiCo owns 430km further south in Mar del Plata.

PepsiCo said the decision to shut the site was due to the obstacles inherent to its location in a residential area, along with its complex coststructure and logistics requirements.

The company is looking torecruit more staff for the Mar del Plata plant.PepsiCo said it would be more efficientbeing closer to potato suppliers while it implementnew production technology at the site.

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Walgreens Salvages Something From Long Rite Aid Merger Push

The New York Times, June 30, 2017, By ROBERT CYRAN

Walgreens Boots Alliance has at least salvaged something from the wreckage of its deal to buy Rite Aid, a rival drugstore chain.

After antitrust pushback on the full $9.4 billion deal, Walgreens has abandoned it and instead is buying more than 2,000 of Rite Aid's stores for $5.2 billion. For Stefano Pessina, Walgreens' chief executive, doing about half the deal with half the benefits is something -- but it is a modest return on at least 20 months of work.

The acquisition, announced in October 2015, was always a high-risk, high-return venture. Adding more than 4,500 Rite Aid locations would have combined two of the top three pharmacies in the United States and produced a projected $1 billion in annual savings. Investors initially added $5 billion to Walgreens' market value.

Regulators proved harder to persuade. An initial proposal to divest 865 stores was increased to 1,200 in a revised proposal this year. The Federal Trade Commission made it clear, however, that this still was insufficient.

Walgreens is confident the new deal addresses the watchdogs' concerns. And Mr. Pessina can claim there is still a decent rationale for the acquisition, even though Walgreens must pay a $325 million breakup fee to Rite Aid for the old deal, in addition to the new price.

The purchase includes almost half of Rite Aid's stores, and Walgreens estimates at least $400 million in annual cost savings are to be had. The value of those synergies should cover any premium that Mr. Pessina is paying. And assuming the stores account for half of Rite Aid's estimated net operating profit in 2020, it all adds up to a post-tax return on investment of more than 10 percent. Shares of Walgreens closed up 1.66 percent Thursday at $78.37.

That is a far better outcome than the more than 26 percent slump in Rite Aid's shares. Even so, it is hardly the knockout transaction Mr. Pessina had sought. Given that Walgreens and its executives have spent nearly two years on the deal, it may count as a dent in his strong deal-making reputation. Amid other big threats, including Amazon.com, which is exploring the pharmacy business, all that time and effort could have been usefully directed elsewhere.

Robert Cyran is a columnist for Reuters Breakingviews. For more independent commentary and analysis, visit breakingviews.com.

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Global overview of naturally healthy beverages: Euromonitor outlines key trends in a crowded and competitive market for health-positioned drinks.

Nutraceuticals World, June 01, 2017, Lee, Hope

Not everyone's understanding of the term "natural" is the same, however, consumers walking down supermarket aisles all have an eye out for products with labels or packaging bearing the term. Euromonitor International's research findings show that the description of "natural" is a self-governed practice from the manufacturer's perspective; there is no conclusive and scientific definition for the term "natural" as it relates to foods and beverages.

The lack of a clear definition may cause confusion or harm the believability of natural claims. In view of the mindful eating trend, manufacturers are compelled to explore new ingredients for product development, and nurture "the next big thing" following the great success of coconut water.

Growth Categories: Natural Mineral Water

Naturally healthy (NH) mineral water benefits from multiple possible consumption occasions, premium hydration, and being an alternative for hydration during and after sports activities, as consumers are conscious of the sugar content and artificial ingredients in sports and energy drinks. The fact that every NH mineral water brand has a specific, identifiable source allows the brand owner to build a marketable story, and conse-quently an association with trust and traceability. This fits well with consumer desire for authenticity, traceability, and transparency. Sales of NH still spring water are also expected to advance rapidly, which is likely to spur manufacturers to locate new natural sources. The Wonderful Co's Fiji water has a distinctive clean taste, purity, and country of origin (product identity); Fiji water is a rising star in NH water, with global sales increasing by 56% over 2011-2016.

China's Water Opportunity

The huge potential in bottled water in China has attracted plenty of players, and it is one of the most crowded consumer markets. However, water companies also face regulatory changes. A new pricing system requires large users of water sources to pay higher extraction fees. In addition, previously there was no clear definition as to how to name different types of bottled water. Thus, manufacturers often gave their brands various "fancy/marketing" names. In May 2015, the National Health and Family Planning Commission of the People's Republic of China released updated National Standards for Packaged Drinking Water GB19298-2014. The new standards prevent companies that sell other still bottled water from naming their products commercially and stipulate that bottled water should only fall into two categories: natural mineral bottled water or other drinking water. This change put natural spring water (as defined by Euro-monitor) into a marginal category.

In terms of product naming, to meet the requirements of the new standard, the name given to a packaged drinking water product should be scientifically correct. It is not permissible to name a product by one, or several ingredients, except for water. The misleading practice of using creative marketing descriptions for water products will be regulated. The change will put pressure on manufacturers' marketing strategies, especially if they wish to expand in functional water.

Competing with Fortified

Consumers are looking for diversity, which represents both an opportunity and a challenge for manufacturers. Marketers will need to make a strategic decision about the geographic region in which they plan to develop the NH or fortified/functional (FF) category, or one of each to complement each other. That said, NH food and beverage brands sometimes need to compete with FF products. This is the case for Danone's Mizone (FF) and Evian (NH) in China, with Mizone being a more powerful brand there. In bottled water, The Coca Cola Company (TCCC) focuses on FF water rather than NH water with global brand Glaceau. TCCC is relaunching its Coca-Cola Plus zero sugar, fiber-enhanced soft drink in Japan and it will compete against NH high fiber drinks.

Probiotics are increasingly applied to packaged food and beverages. Manufacturers need to make a decision about which unique selling proposition (USP) they want to use for a new product to better suit the targeted audience and market. Successful hybrid products with probiotic and natural claims are also being pursued such as KeVita Sparkling Probiotic Drinks (acquired by PepsiCo).

The Rise of Hybrid Varieties

Coconut and plant-based water is a naturally healthy hybrid between juice and water. It is becoming a serious business, luring many investors. Coconut water has more potassium than a banana, no added sugar, no fat or cholesterol, as well as no preservatives; it is seeing strong growth across several regions, with for example, the Middle East and Africa growing 17% in 2016 alone. Processing and packaging techniques have now developed further, allowing for an extended shelf life for coconut water. What has followed is the entry of pioneer brands and a marketing blitz to position coconut water as a healthy alternative within the juice and sports drinks categories.

As with any emerging category, the current fragmentation seen will move along the consolidation lifecycle. The speed of consolidation is debatable; however, brands such as Vita Coco are moving rapidly to build scale and create a global footprint. Most coconut water players will continue to approach this market with pre-established distributors and this is unlikely to change in the near future.

Teas Demonstrate Promise

NH hot tea is predicted to generate a net increase of around $3.5 billion over 2016-2021, driven by China, India, Canada, the U.K., and Germany. China alone will contribute absolute growth of $1.6 billion over the period. Consumption of tea beverages is rising even in coffee-drinking nations. This contrasts with the declining situation of diet and regular cola brands.

NH RTD tea is more commercialized than the hot variant and a large amount of unpackaged tea continues to be available in China and India. Individual major RTD tea brands' sales far outweigh those of NH hot tea. NH RTD green tea will be the growth engine in RTD tea thanks to its widely recognzsed health benefits and the improved taste and flavor of green tea. Honey is used as a pleasant flavor added to green tea.

Chinese and Japanese brands continue to hold prominent ranks. Lipton NH hot tea sales are 64% higher than its NH RTD variant. This is largely because hot Lipton is widely available globally but Lipton RTD tea is a minor brand in major RTD tea markets such as China, Japan, and Indonesia.

Commercialization of TCM

Globalization has created more opportunities for cross-cultural exchange and influences between traditions and food and beverages. Traditional Chinese, Indian, and Hispanic herbs, beliefs, well-being concepts, and treatments have progressively spread throughout the West. This situation has translated into gradual acceptance of food and beverages associated with these cultures.

Traditional preparation of traditional Chinese medicine (TCM) is time consuming, thus the modern method and commercialization of TCM is to enable a product to have the same efficacy but also be convenient and easily consumed on the go.

Revitalizing Juice

Given the introduction or likely introduction of sugar taxes in many markets, lowering sugar content in beverages has become a compelling task for industry players. Re-blending, going organic, clean label and HPP are noticeable tactics to revitalize juice.

Overall, major developed markets are set to see slow growth or decline in NH juice due to concern about sugar content and market maturity. The competition from other NH beverages and consumers' desire for product diversity have also put pressure on NH juice. Nevertheless, superfruits continue to expand through different variants such as 100% juice, juice drinks, and nectars. While the U.S. will see strong growth of NH superfruit nectars, the U.K. and China are expected to see growth in NH superfruit 100% juice. Continuous progress of coconut water and other plant-based waters and NH RTD tea may somehow divert consumers' attention from NH juice. Manufacturers are looking for new blends and new technology, such as HIT juice, to attract and retain juice consumers. Increasingly, vegetables are blended with fruit juice to reduce the overall sugar content in a brand as the concept of "drinkable salad" is spreading in the U.S. and the U.K. The emergence of protein and organic beverages coupled with marketing tactics such as clean labels have also helped generate a competitive NH landscape.

Organic Juice: "Super Natural' Credentials

In most markets, organic juice is seen as a super premium and super natural juice. The global retail value sales of commercially packaged organic juice amounted to around $2 billion in 2016; unsurprisingly, sales are concentrated in developed countries. North America generates the highest share of sales, accounting for half the global value. It is expected that Russia, Brazil, and India will also grow rapidly in the next few years, while sales in China will remain negligible. Given the healthy image of organic food and beverages, and the importance of organic farming as a sustainable agricultural model, both volume and value opportunities exist for organic juice in the long term. General Mills has recently made investments to expand its organic sourcing.

However, highly regulated organic agricultural methods and inadequate financial support for organic fanning in some countries may limit the mass production of organic fruit and vegetables. While the EU has its own organic labeling rules and certification, other countries may have their own rules. This makes it difficult to sustain a globally viable brand with the organic certified label.

Summary

Ancient wisdom such as TCM offers a window of opportunity for manufacturers given that botanicals fit perfectly with the word "natural." The popularity of coconut water will continue as major companies are investing heavily in the product. Organic juice is expanding rapidly, however, growth is likely to be limited by costly certification and conversion to organic farming.

NH mineral water is a regulated category in most countries, and the process of application for such labels can be long and approval difficult to come by. Some TCM herbs may not be palatable to a Western audience and it takes resources to nurture a consumer base. Organic certification and farming is desirable; but to make it scalable and economically sustainable remains a challenge.

By Hope Lee

Senior Beverages Analyst, Euromonitor International

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Trump's crude tweets: Would anyone else be fired?

Associated Press Newswires, June 30, 2017, By BARBARA ORTUTAY

NEW YORK (AP) — If President Donald Trump were anyone else, he'd be fired, or at least reprimanded, for his latest tweets attacking a female TV host, social media and workplace experts say.

And if he were to look for a job, the experts say, these and past tweets would raise red flags for companies doing social media background checks, an increasingly common practice as tweets and Facebook posts become a daily, sometimes hourly part of our lives.

Of course, Trump is anything but typical.

Still, experts say it's a mistake to think that because the president is getting away with calling a man "Psycho Joe" and saying a woman was "bleeding badly from a face-lift" and had "low I.Q.," regular people would get away with it, too.

"Mr. Trump would be fired for his tweets of today, and nearly every day," said Mike Driehorst, a social media expert at the marketing agency Weaving Influence. "Most companies have a thin skin when it comes to public criticism and media reports."

Nannina Angioni, an employment attorney at the Los Angeles-based law firm Kaedian, said certain speech is protected, such as posts about a workplace grievance or organizing a union. But she said that if "you take to Twitter to call your boss a 'psycho' or say that your CEO has a 'low I.Q.' that could absolutely get you fired."

That applies even to chief executives.

"Any good outside crisis adviser would tell the company's board that they have no choice but to terminate the CEO," said Kara Alaimo, a public relations professor at Hofstra University in Hempstead, New York. "Today, more than ever before, citizens expect companies to espouse and uphold values."

PLENTY OF EXAMPLES

In 2013, Justine Sacco, a 30-year-old public-relations executive for the internet company IAC, tweeted, "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white!" Though it was on a personal account with only 170 followers, the tweet quickly went viral. She didn't learn she had become a top "trending topic" — not in a good way — as her phone was off during an 11-hour flight to South Africa. She was fired, of course.

Earlier this year, the New York Post fired football writer Bart Hubbuch for comparing the president's inauguration to the 9/11 attacks. He has since deleted the tweet and apologized.

A month later, a preschool teacher in Texas lost his job over a series of anti-Semitic posts, including a tweet that said "kill some Jews." Nancy Salem had also retweeted: "How many Jews died in the Holocaust? Not enough!" according to a news report at the time. Salem later apologized.

BROAD RANGE OF POLICIES

What happens when workers send out crude, hateful or offensive tweets — especially if they fall in a gray area — can depend on where they work.

Many policies encourage common sense, such as refraining from posting private company information or speaking on behalf of the company unless authorized. Hate speech and offensive comments are also frowned upon.

"Customers, colleagues, supervisors, suppliers, competitors and others may have access to your posts," General Motors' policy states. "Offensive or inappropriate remarks are as out-of-place online as they are offline. Use the same set of standards as you do in the physical workplace."

Government agencies such as the General Services Administration prohibit "engaging in vulgar or abusive language, personal attacks of any kind, or offensive terms targeting individuals or groups." The White House didn't respond to requests for comment.

Coca Cola's policy, meanwhile, doesn't spell out that employees shouldn't harass others or post racist rants, yet such topics can be construed as falling under "common sense." The policy reads, "You

are responsible for your actions. We encourage you to get online and have fun, but use sound judgment and common sense."

The computer chip maker Intel also trusts employees to use their own judgment.

"What do our policies mean? They mean that we trust you," the guidelines state. "We bring smart people into the Intel family and we expect you to make smart decisions."

But as Sacco, Hubbuch and Salem learned, with trust comes responsibility and if you tweet first and think later, you could face dire consequences.

GROWING SCRUTINY

As for the next job, Social Intelligence is one of a growing number of companies that screens social media accounts of prospective employees — similar to criminal background checks or credit reports.

Its president, Bianca Calhoun Lager, said the company has seen a "really big demand growth" since early 2016. Anecdotally, she said the attention on tweets and other social media during the 2016 elections may have contributed to the growth.

The company screens people's publicly available posts against a set of criteria such as potentially illegal or violent activity, or content that is sexually explicit, racist or intolerant. About 10 to 15 percent of the applicants screened get flagged, often for multiple incidents, suggesting a questionable post is more than a mistake.

Rather than wait for an employee to engage in conduct that can lead to firing, Lager said employers are increasingly protecting themselves from hiring people who might create a hostile workplace to begin with.

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AP Business Writers Tali Arbel and Candice Choi in New York, Dee-Ann Durbin and Tom Krisher in Detroit and Jonathan Lemire in Washington contributed to this story.

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Through wave of change, Coke says it's still committed to Atlanta

Atlanta Business Chronicle, Fri, 30 Jun 2017, Maria Saporta

As The Coca-Cola Co. undergoes a transformation of its business and scales down by 1,200 positions — mainly at its corporate headquarters, there has been concern about the company's commitment to Atlanta.

Never fear.

That's according to the key individuals who head the company's civic efforts: Bea Perez, chief public affairs, communications and sustainability officer who also chairs the Coca-Cola Foundation; and Helen Smith Price, vice president of global community affairs and president of the Coca-Cola Foundation.

"There's no question we're going through a massive transition," Perez said. "We are becoming leaner and more agile. But we can't underestimate the difficulty of change. The heart and soul of this company is community. In times like this, it's even more important to strengthen our relationships. We need to show we support the people who support us."

Price, an Atlanta native, who has had a leadership role with the foundation since 2001, agreed.

"The really good news for me in my role is that company's commitment through the foundation has not changed," Price said. "We are good."

The transition is coming from the new company's new leadership with CEO James Quincey succeeding Muhtar Kent a couple of months ago.

One of the significant changes has been the retirement of Clyde Tuggle, who served as senior vice president and chief public affairs and communications officer. Tuggle just turned over the gavel as president of the Rotary Club of Atlanta, which hosted the Rotary International convention in mid-June.

Tuggle, also an Atlanta native, has been a community touchpoint for a host of initiatives and organizations.

Perez said her challenge will be to take "what Clyde built in this community and make it stronger." She said Tuggle mentored her, and he trusted her when he made her chair of the foundation.

Tuggle, who was part of the interview with Perez and Price, has been with the company for more than 28 years, and it's important to see the transition in a historical context.

"In 132 years, the company has gone through good times and bad times," Tuggle said. "We are just going through another period of change."

But Tuggle added that Quincey, who he called the right leader at the right time, is making the necessary moves for the company to evolve to the next level.

As for his role at The Coca-Cola Co., Tuggle compared it to the Eagles' song Hotel California, reciting the refrain: "You can check out but you can never leave."

Although Tuggle won't be employed by the company, he won't stop being involved.

"The company has asked me to continue to support many of the institutions," he said.

"I'm the incoming chair of the World Affairs Council. I'm there at the request of the company to be involved with the international community."

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Coca-Cola says reaches agreement with S. African govt. on acquisition of local arm

Reuters News, Thu, 29 Jun 2017

JOHANNESBURG, June 29 (Reuters) - Drinks giant Coca-Cola said on Thursday it had reached an agreement with the South African government on a package of conditions as it finalises the purchase of a controlling 54.5 percent stake in its joint Africa venture with ABInBev.

New York-listed Coca-Cola said in a statement it would abide by merger conditions agreed with competition authorities in 2016 including a pledge to raise black ownership in Coca-Cola Beverages South Africa to 30 percent by 2021.

"We are pleased to have reached this agreement with the South African government which demonstrates our alignment with the government's national imperatives for inclusive social and economic development," said Chief Executive James Quincey.

Last December, Coca-Cola reached a deal to buy Anheuser-Busch InBev's majority stake in their African bottling venture for $3.15 billion and hold onto it until it finds a new owner. (Reporting by Mfuneko Toyana; Editing by Adrian Croft)

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Coca-Cola commits to 30% BEE stake

Business Day, Fri, 30 Jun 2017, Ann Crotty

The Coca-Cola Company and the Competition Commission have agreed on conditions to ensure that the long, drawn-out restructuring of Coca-Cola Beverages Africa (CCBA) does not face delays at the Competition Tribunal.In addition to the normal employment-related conditions, Coca-Cola has committed to increase the black economic empowerment (BEE) equity stake in Coca-Cola Beverages SA (CCBSA) to 30% by no later than 2021. CCBSA, which had previously committed to a 20% BEE equity stake, said the 30% holding would include & an appropriate level of worker- employee ownership& Coca-Cola said on Thursday it would engage with South African and international parties interested in acquiring a controlling interest in CCBA.

In an apparent nod to mounting concerns about foreign ownership of South African assets, Coca-Cola said it acknowledged the government's preference for a South African controlling interest in companies deriving most of their revenue and profit from the domestic market. It would & seriously consider South African parties& Coca-Cola said.

The factors it will take into consideration include alignment with Coca-Cola's values, depth of management, track record and the financial capacity to establish ownership of the estimated $3.15bn stake.

The agreement, announced on Thursday, includes a commitment from Coca-Cola to maintain CCBA's head office in SA. The company will remain incorporated in SA and will be resident in the country for tax purposes. Coca-Cola said it intended to take full advantage of SA's deep capital markets, developed business infrastructure and expansive local talent pool to maximise CCBA's potential as a bottling operator.

Coca-Cola's African bottling operations have been involved in continued restructuring discussions since late 2014, when Alan Clark, former SABMiller CEO, announced plans to restructure SABMiller's African Coca-Cola bottlers to create CCBA. The company will serve 12 countries on the continent and is expected to account for about 40% of all Coca-Cola beverage volumes in Africa.

In 2016, when Anheuser-Busch Inbev finalised its acquisition of global rival SABMiller, Coca-Cola announced it was exercising its right to repurchase the African bottling operations from SABMiller.

It agreed to stick to its commitment of maintaining existing levels of employment and said this would be extended for a further three years from the conclusion of the transaction.

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A bubbly history of Coke in Canada; National History: Legendary Soft Drink'S Relationship With Nation Dates Back To 1892

Vancouver Province, Fri, 30 Jun 2017, Rita Demontis

One of the best stories heard about Coca-Cola's relationship to Canada is when then company president Robert Woodruff visited the country in the middle of a bitter 1930s winter - in Moose Jaw, Sask. And what did he see? A group of hardy Canucks chugging back bottles of ice-cold Coke.

"Robert Woodruff stopped in Moose Jaw and saw people were drinking Coke in winter time," company archivist Justine Fletcher says.

"He came back to Atlanta, assembled his staff and said 'no reason you can't sell Coke yearround because the Canadians are doing it!'" As we celebrate the country's 150th, Canada certainly has quite the history with the legendary drink - Fletcher notes that "Canada, at one time, bottled more Coke than anywhere else in the world. In 1935, the Montreal plant became the world's largest producer."

Research shows that officially The Coca-Cola Company and Canada have shared a special relationship since 1906, in truth the connection between the two has thrived for much longer.

According to the company's official website, the first record of Coca-Cola being available in Canada dates back to 1892 - six years after the beverage was first served at Jacob's Pharmacy in Atlanta, when a Boston family acquired the sales rights for Coca-Cola syrup to soda fountains in New England as well as the Atlantic provinces.

While we don't know for sure if any sales were made at this time, by 1897 a company report from then-president Asa G. Candler remarks, "Coca-Cola is now sold to some extent in every state and in almost all the cities of the U.S., and in some of the cities in Canada."

In January 1906, the first bottling facility of Coca-Cola outside the U.S. opened in Toronto in what is now the city's Trinity Bellwoods neighbourhood.

"The success enjoyed by the small factory was immediate as it struggled to keep up with the orders that flooded in from all around the city as well as neighbouring communities. Toronto-bottled Coca-Cola was so popular in 1908 that it was being sold as far away as Ottawa, Montreal and Quebec City," noted the website.

Company officials added that, as the popularity of Coca-Cola grew and consolidated in Central and Eastern Canada, the company's attention began to turn toward Manitoba.

"Construction on a Winnipeg bottling facility began in 1914. Due to difficulties with construction during the First World War the plant required much of the company's attention, so much so that Coca-Cola's headquarters in Canada actually moved to Winnipeg at the time (where they would remain until 1923)."

By April 1915, however, the plant was ready to open and yet again overwhelming sales forced the plant to be expanded twice in its first four years.

By 1921, the company's Winnipeg facility was so busy that it outproduced both Coca-Cola's Atlanta and Birmingham, Ala., bottling plants combined.

Today, we've been told, Coca-Cola employs more than 6,200 Canadians and operates more than 50 facilities across Canada as well as six manufacturing plants.

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New Coca-Cola museum free to public opens in Mississippi

Associated Press Newswires, Fri, 30 Jun 2017

CORINTH, Miss. (AP) — A new Coca-Cola museum free to the public has recently opened in Mississippi.

Northeast Mississippi Daily Journal reports that Coke floats from an old-fashioned soda fountain were served to the crowd at the museum's grand opening on Monday in Corinth. It houses memorabilia that is from beyond roughly 100 years ago.

Corinth Coke Chairman Sandy Williams says the museum, located downtown, has more than 1,000 items. It's adjacent to the Coke plant in a building that dates back to 1972.

Corinth Coke was started in 1905 by A. Kenneth Weaver, the grandfather of Williams and Corinth Coke President Kenneth Williams.

A flood in 2010 vacated a building that was home to a Coke museum that had opened during the company's 100th anniversary.

Information from: Northeast Mississippi Daily Journal, http://djournal.com

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Commissary searches for WWII soldier from Marshall featured in Coke photo

Marshall News Messenger, Thu, 29 Jun 2017, Caleb Brabham

The look on the soldiers' faces is satisfaction as they savor their first Coca-Cola in over a year. But to Gen. Dwight D. Eisenhower, who, according to telegrams, requested 3 million bottles of Coca-Cola twice monthly for his troops in North Africa during World War II, the word that described the soldier's faces was simpler: home.



"Eisenhower made the determination that, because we had soldiers all over the world in the far east, he wanted them to have something that reminded them of home," said Richie Levinson, business development for HooplaHA, a blog dedicated to telling human interest stories.

"He worked out a deal with Coke to deconstruct bottling plants and reconstruct them in different cities around the world (in hopes) that no soldier would be without a Coke."

For one soldier in the photo in particular, Private First Class Roy F. Jones, that home he was reminded of was Marshall.

Levinson said, in preparation for the 150th anniversary of DeCA, the Defense Commissary Agency, he was hoping to gather the soldiers in the photo, or their families, back together for a celebration to be held Saturday in Washington D.C.

"DeCA was looking for something iconic to use as a visual cue for the celebration. They came across this photograph. They are celebrating the participation of servicemen around the world and Coca-Cola was kind of a connection to their home life."

Levinson said at the event, Coca-Cola will give away commemorative bags to guests, featuring the photo.

"I was trying to do the research to see if the soldiers or their family members are still alive and if they'd be interested in participating in the event," Levinson said. "That was the starting point. In the process of doing this research I spoke with the Harrison County Historical Museum.

"They were going to look into whether there was any history of the family in the museum. She did not find anything -- I was kind of at a stopping point there. There was no way for me to further connect with PFC Roy F. Jones or his family."

Peggy McCreary of the Harrison County Historical Museum said she had done everything in her ability to try to locate Jones.

"We heard from a former neighbor of Jones who said (where Jones) used to live," McCreary said. "I went out to Roy Jones' house and nobody lives there. I'd like to be able to find them, but I can't. I've gone into ancestry looking for information but I couldn't find anything there."

Levinson said he hopes alerting the public through the local media will bring Jones or his family to him.

"(We'd) like to get a family member to talk about (this veteran) who served in World War II and the stories he told them and (their reaction) to him appearing out of nowhere in this photograph from 73 years ago," Levinson said.

To reach Levinson, email levinson.richard@gmail.com or call (914) 319-6895.

https://www.marshallnewsmessenger.com/news/2017/jun/29/commissary-searches-for-wwii-soldier-from-marshall/

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Diet Coke launches influencer-led digital series

Campaign Live, Fri, 30 Jun 2017, Simon Gwynn

Diet Coke has hired YouTuber Patricia Bright to front Diet Coke Break, a new digital series focusing on themes including fashion, beauty and travel.

http://www.campaignlive.co.uk/article/diet-coke-launches-influencer-led-digital-series/1438197

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BRIEF-Arca Continental and Coca-Cola set new dairy plant in Ecuador

Reuters News, Fri, 30 Jun 2017

June 29 (Reuters) - Coca-cola Co

* Arca continental and Coca-Cola boost the dairy industry in Ecuador

* Coca-Cola co says $100 million were invested in new plant, doubling production capacity of Tonicorp

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The Coca-Cola Co.: IN-HOUSE LEGAL DEPARTMENT OF THE YEAR/GC IMPACT

Fulton County Daily Report, Thu, 29 Jun 2017

LAST YEAR The top lawyer at the Coca-Cola Co. explained his legal department's approach to diversity.

Bernhard Goepelt, the senior vice president, general counsel and chief legal counsel, was speaking at the company's Legal Diversity Link event, at which more than 100 in-house and outside attorneys gathered at Coke's Roberto Goizueta Auditorium in Midtown Atlanta. The event helps connect local corporate law departments with minority- and women-owned law firms.

Beginning in 2003, Goepelt said, Coke undertook a significant move toward legal diversity—a step he dubbed "legal diversity 1.0." In the years since, these efforts "helped us move legal diversity 1.0 to a place where it's 2.0 and perhaps even more diverse today," Goepelt said.

For example, in 2007, only two percent of Coke's legal spending budget went to minority-owned and womenowned firms—a figure that increased to 10 percent by the end of 2014, Goepelt said. And in 2005, 39 percent of Coke's legal department was women and 23 percent was otherwise diverse, while those numbers rose to 49 percent and 32 percent, respectively, by March, he added.

"Where is legal diversity 3.0?" Goepelt said. "It's when I don't need to share the statistics with you, because this is all about a truly global perspective where diversity is not only about form but is fully about substance."

Last year you suggested that legal diversity 3.0 would be "when I don't need to share the statistics with you ... where diversity is not only about form but is fully about substance. What is needed for legal diversity to get to that point?

In order to get to this point, we need to embrace the value of a diverse culture to the ongoing development of our profession. This can lead us to take meaningful steps to promote diversity at all levels of our professional and educational touchpoints—from law school to internships to the professional practices at in-house departments and their law-firm partners to professional organizations around the world.

What is your proudest accomplishment with regard to Coca-Cola's legal diversity efforts?

I think this is much larger than the contributions of one individual. Not just the leadership team of our legal function but also leaders in our function around the world who have made major contributions to create and raise the awareness of the importance of diverse teams everywhere we do business. And this is reflected in a significant number of diverse attorneys that have been appointed to senior positions including positions on our Legal Leadership Team over the last few years.

Having strong, diverse leaders at the top of the organization provides both a strong bench of diverse attorneys for the company but also shows the department's overall commitment to diversity.

What is the most effective time management tool or technique your team uses?

This is obviously something everyone is struggling with from hundreds of communications per day—not only emails, but also SMS, company's internal chat sites, etc.—to the usual meetings, travel and so on. I think we are beginning to focus more and more on the value a communication can add.

I only join a conversation if I believe my contribution adds value. Also, when looking at your daily to-do list, don't just knock off the simple, easy tasks. Focus on the hardest/most complicated task for the day and, in particular, those that add most value and complete them first. We tend to get the 95 out of 100 easy tasks completed every day, but for the one-two really important big ones there is often not enough time.

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Coca-Cola Africa appoints company veteran to lead SA operations; Roger Gauntlett returns home to South Africa from Ukraine where he was a general manager for the company.
The Citizen, Wed, 28 Jun 2017, ANA

Coca-Cola Africa on Wednesday appointed marketing veteran Roger Gauntlett as general manager of its South Africa business.

In this role, Gauntlett will be responsible for managing the relationship with the company's bottling partner Coca-Cola Beverages South Africa ensuring alignment, sustainable and profitable growth for the beverage giant's business in the country.

South Africa is a key market for Coca-Cola Africa's Southern and East Africa operations.

Gauntlett joined Coca-Cola Africa in Johannesburg in 1999, where he performed a number of marketing roles of increasing responsibility before being promoted to serve as marketing director in Kenya and then in Dubai.

He now returns home to South Africa from Ukraine where he was general manager for Coca-Cola in charge of the business relationship between the company and its bottling partner Hellenic since 2014.

Kelvin Balogun, Coca-Cola Africa president said: "We are confident that with his rich and diverse experiences across various beverage categories within our portfolio of brands and varied markets, Roger will be very successful in his new role and contribute to sustainable growth of our business in South Africa."

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Where there is no sight of water and milk

Svenska Dagbladet (Sweden), Fri, 30 Jun 2017, By Anna Charlotta Johansson

[English translation] On a wooden bench at a small kiosk in a plateau in a Kenyan city, your red gravel roads lead me, I see the massai sit and drink their Coca-Cola.
It's hot and as humid as it gets on the coast in Kenya, so I stay and sit next to him on the wooden bench to rest a little. He smiles big when I ask if I can take a picture when he drinks his Coca-Cola and then fixes to his long braids before I snap a couple of photos.

The photos become colorful, the red-white label on the glass bottle matches his intense red blanket, which often belongs to the massai way of dressing, the dazzling white teeth (despite all the Coca-Cola he has potentially drunk) and the colorful beads in the braids. He says Coca-Cola is good. I nod in agreement.

Travelling around the world and photographing people who drink Coca-Cola had undoubtedly become a great advertising campaign. But it would also show Coca-Cola's expansion in the world. Is there any other product with the same impact and reach? Most people, regardless of country, culture, language and religion, drink Coca-Cola.

In a little exploration, I find an article from The Economist that shows so-called Coca-Cola maps and the relationship between Coca-Cola consumption and freedom and prosperity. It argues that the UN's index of general quality of life (measured in terms of prosperity, education, health and literacy) shows the relationship between Coca-Cola consumption and high quality of life.

In addition, the Freedom House Index shows that Coca-Cola and Democracy belong together. The more political freedom in one country, the more Coca-Cola is consumed. The Economist's call for one of the world's most unfamiliar countries: "Have a Coke, North Korea".

Not only does Coca-Cola consumption generally show prosperity in countries, the company also makes great efforts to distribute medicine to places relatively inaccessible. Because if anything, Coca-Cola, in addition to producing a good soda, can bring out its product to the smallest town, even in The most far away land. So why not use these distribution channels for anything but just soda? For example, a vital vaccine that needs to be kept cool and transported in a cold chain.

The chairman of The Coca-Cola Africa Foundations, Kenyan Susan Mboya, is in Stockholm at a conference and I meet her to talk about the efforts the Foundation makes. The idea of Project Last Mile was born in a discussion with Bill & Melinda Gates Foundation.

"We asked ourselves why there is not always water or milk in villages, but there is Coca-Cola," said Susan Mboya. "Distribution is the key. Coca-Cola has one of the world's best distribution networks. "

The project started in 2010 and today, health ministers and governments are supported on issues with logistics, distribution chains and marketing help to deliver more effective medicine at the right temperature in nearly ten countries around Africa, such as Liberia and Tanzania.

I ask if she has been approached with resistance and objection to multinational corporations taking over governments' responsibility for health systems. "Certainly, our commitment contributed to the fact that many eyebrows raised their minds at the beginning and asked why African governments wanted to help Coca-Cola. However, the company and the foundation are different organizations. Coca-Cola does never take the responsibility away from tje distribution of medicine so we do not take over government responsibilities. We improve their work, we do not replace it, "says Susan Mboya.

Multinational corporations such as Coca-Cola are more often portraid by globalization critics as ruthless and unscrupulous. Let's try a new thought; Think if it's the other way around.

Anna Charlotta Johansson is a deputy lead writer. Read more of her texts at SvD.se/av/anna-charlotta-johansson

https://www.svd.se/dar-vatten-och-mjolk-inte-finns

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A Snickers a Day Keeps the Doctor Away; Why does CVS want to make my migraine cures hard to find?

The Wall Street Journal Online, Thu, 29 Jun 2017, By Joseph C. Sternberg

It's become a running joke among my friends: the Coke and Snickers Cure. You scoff, but this combination of cola and candy has relieved many of my worst migraines over the years. Morning doses have rescued workdays that otherwise would have been wasted convalescing. Afternoon treatments have salvaged weekend evenings out.

So of course the news that CVS Healthwishes to conceal these miraculous curatives from their customers is rattling me. Why would a drugstore discourage its customers from consuming some of its most effective drugs?

Coke and Snickers are at the core of my personal pharmacopeia. Other wonder drugs include ginger ale, orange juice, ibuprofen and pseudoephedrine (marketed under the brand name Sudafed, although being a cheapskate I always buy the generic). I'm not a doctor, but I've learned from experience that there is almost no medical condition, from the common cold right up to bubonic plague, that cannot be treated by some combination of at least two of those things.

Migraine? Coke, Snickers and ibuprofen. Flu? Ginger ale, ibuprofen and Sudafed. Tension headache? Ibuprofen and ginger ale. Plague? I'd throw all six of my stock remedies at it. Something would surely work.

How they work is a mystery, and I hope some kind doctor will write a letter to the editor explaining it. My best theory is that the combination of the caffeine in the Coke with the salt, sugar and calories in the candy bar fixes some chemical imbalance in the body. If it makes a difference, doctor, only Snickers will do. Other candy bars don't work. And then that wonderful Coca-Cola fizz, which clears out the sinuses. Ginger ale has long been recognized as a treatment for an upset stomach, making it ideal for rehydration when one's digestive system might be too frazzled for something as acidic as orange juice, which should nonetheless be consumed when possible for the vitamin C.

I gather doctors have a better understanding of how the two formally recognized medicines in my cabinet work, but I will assert that they work a lot better alongside my other "drugs." And I'm not the only one who thinks so, or at least who has thought so at some point. Coca-Cola famously was marketed as a bona fide medicine, containing cocaine or related plant-based extractions.

Which demonstrates how faddish can be the judgments of purported health experts, such as those who now determine the placement of products on CVS's shelves. It's a mercy that this story concerns only the marketing judgment of one store chain and not the regulatory heft of the state. Although the state already has come for large doses of Coca-Cola (quantities that might one day be required to treat a smallpox outbreak), and I can only fear my beloved Snickers may not be far behind.

CVS Health need not ban me as a customer. I don't habitually consume these items, now buried beneath piles of organic quinoa chips or whatever rubbish we're told is good for us. It goes to show that one man's junk food is another man's cure, and vice versa. Yes, I'm saying quinoa is junk food and Coca-Cola is a health drink. Isn't that a better world to live in, anyway?

Mr. Sternberg is editorial page editor of The Wall Street Journal Europe in London.

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Business News: Fresh Pressure on Grocery Delivery --- Amazon's deal for Whole Foods adds new element to burgeoning market

The Wall Street Journal, Fri, 30 Jun 2017, By Heather Haddon and Julie Jargon

Even before Amazon.com Inc. put a supermarket chain in its cart, U.S. grocery delivery services were racing to grab hold of new regions, spending millions to gain a larger share of the fast-growing market.

Now, with the e-commerce giant planning to buy Whole Foods Market Inc. for $13.7 billion, giving it a large foothold in the food retail industry, the stakes are all the higher for companies such as Instacart Inc., Peapod LLC, Shipt Inc. and FreshDirect LLC to deliver not only fresh food but continued growth.

Midwestern grocery chain Schnucks Markets Inc. announced Thursday that its partnership with Instacart for online delivery will extend to most of its 100 stores by next month. Ahold Delhaize's Peapod is expanding its push into New York City, a key market, after spending more than $94 million on a warehouse in Jersey City, N.J., in 2014. Shipt, which delivers food orders for retailers including Costco Wholesale Corp., Meijer Inc. and Whole Foods, intends to almost double its markets to 100 by next year.

The largest U.S. food sellers, Wal-Mart Stores Inc. and Kroger Co., meanwhile, are testing delivery services using Uber Technologies Inc. and Lyft Inc.

Concentrated in cities and surrounding suburbs, grocery delivery is still a small business, accounting for less than 2% of last year's $715 billion in food-retail sales, according to food-services research and consulting firm Technomic Inc.

Seventy percent of respondents to a survey by consulting company AlixPartners LLP last year said they had no intention of having groceries delivered. Grace Herrera, a 59-year-old caregiver in California, said she would rather spend time shopping than pay extra for delivery. "I have time to go to the store," she said.

Margins also remain an issue. Razor-thin to begin with, they have dropped in recent years as falling food costs sparked a price war. And in the online world, the learning curve for how to sell fresh foods has created an added drain. Still, delivery is one of the fastest-growing segments of an otherwise sluggish supermarket sector. Online sales of consumables grew by 21% in 2015, according to the Willard Bishop grocery consulting firm.

Amazon already makes up more than half of online food orders through its Fresh, Prime and Prime Now services. But it remains to be seen whether Amazon, armed with Whole Foods, would remake grocery shopping in the way the company transformed book-buying.

Whole Foods' 466 stores could serve as minidistribution centers in densely populated, affluent areas. Amazon, which has demonstrated a willingness to forgo profits for years to build up market share, could use its e-commerce prowess to cut the specialty grocer's prices to near those of its competitors.

"This gives them another way to drive up penetration in grocery purchasing and ultimately delivery," said Bill Bishop, co-founder of Brick Meets Click, an e-commerce grocery consulting firm.

Peapod executives say that being owned by a large retailer like Netherlands-based Ahold Delhaize allows the delivery service to bargain with suppliers for lower prices. They add that Peapod is profitable in markets where it has operated for at least a decade.

"We are the original online grocers and have outlasted many of the competitors who have come and gone," said Jennifer Carr-Smith, chief executive of the Skokie, Ill.,-based company, which was founded in 1989 and took its first orders by fax.

FreshDirect didn't respond to requests for comment.

Brick-and-mortar supermarkets are wrestling with whether to invest in their own delivery services, cede profits to startups or risk losing more business to Amazon. For grocers who use Amazon Prime to deliver to their customers, the Whole Foods deal presents a particular challenge.

Natural health-food chain Sprouts Farmers Markets Inc. will continue to use Prime to deliver groceries for now, said Bradley Lukow, chief financial officer for the Phoenix-based company. "We'll make the determination going forward if we want to make any changes," he said at an industry conference last week.

Laura Stevens contributed to this article.

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Growth has SodaStream thirsting for acquisitions; Company on the offensive after switching strategies and turning sales around in 2014

The Toronto Star, Fri, 30 Jun 2017, Yaacov Benmeleh Bloomberg

Tel Aviv -- Tel Aviv-SodaStream International Ltd., which makes machines to carbonate tap water at home, is looking to acquire companies and beef up marketing in key countries to keep its turnaround going.

The world's biggest soda-water company sold three million units in the last 12 months, boosting its customer base 4 per cent from the end of 2016 to 11.5 million households, chief executive officer Daniel Birnbaum said in an interview. With about $100 million in cash and no debt, SodaStream is planning to spend to keep the momentum going.

"We're on the offensive now," Birnbaum said at SodaStream's headquarters in Airport City, Israel. "We can buy companies, we can advertise more aggressively. We're growing." He didn't specify which businesses SodaStream is targeting.

SodaStream's willingness to spend reflects how far it's come since switching strategies in 2014. With sales and income flagging, the company moved away from at-home cola machines that competed in a $260-billion market against giants such as Coca Cola Co. and PepsiCo Inc. Skeptical investors punished the stock, which bottomed out in February last year. With the shift to sparkling water, SodaStream's profits almost quadrupled in 2016. Its U.S.-traded shares have surged 342 per cent since the recent low.

Birnbaum plans to focus the company's efforts in places such as the U.S., Japan and Australia. SodaStream is seeing sustained growth across Europe, which accounts for about two-thirds of sales, he said.

That reliance on Europe has hurt SodaStream in the past. The company - which reports in U.S. dollars - lost about $50 million in sales in both 2014 and 2015 when the euro lost 22 per cent of its value versus the greenback, Birnbaum said.

"We learned our lesson from that," Birnbaum said.

Founded more than 100 years ago in the U.K., the company's global profile has risen only in recent years. It generated headlines around the world as the target of the Boycott, Divestment, Sanctions (BDS) movement, which said the company's factory in the West Bank perpetuated Israel's occupation of the Palestinians. Birnbaum describes the plant as a hothouse of coexistence, where 350 Israeli Jews worked side by side with about 500 Palestinians and 450 Israeli Arabs.

SodaStream closed the plant in October 2015 and relocated to a new campus in Rahat, in Israel's south (BDS continued to call for a boycott of the company). Birnbaum denies that BDS pressure played a role in the decision, saying the move was long planned as part of his growth strategy. But he allows that anti-Israel activists helped etch SodaStream's name in the public consciousness.

"BDS helped build brand awareness," he said. "We should pay them royalties."

Some 1,600 people work in the Rahat factories, about half of them Arabs. Last month, 74 Palestinians from the West Bank were given permits to work in the new factory.

Birnbaum says the Israeli government should double the amount of work permits for Palestinians. That would help alleviate both the shortage of manual labour in Israel and unemployment in the West Bank, which the World Bank pegs at 18 per cent.

"The solution is pretty clear," Birnbaum said. "The Israeli economy can absorb another 100,000 Palestinians workers. This would change the economic landscape in the West Bank and Israel and create a climate for coexistence and dialogue."

While promoting peace is one side of the SodaStream ethos, the company also markets itself as a greener way to consume soda. Each SodaStream bottle can be used for 30,000 fill-ups, reducing the amount of plastic waste, Birnbaum said.

SodaStream's chief has been waiting for a strong pickup in environmentally conscious consumerism in the U.S., which investors have identified as the company's next big opportunity. Only about 1.25 per cent of American homes have soda machines, trailing the 10-20 per cent in most countries in which SodaStream does business, Birnbaum said.

American consumers are "slow to change habits," especially regarding issues of sustainability, Birnbaum said.

The company reported $115 million in revenue in the Americas last year, or 24 per cent of the total.

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Asahi to sell stake in top Chinese soft drink producer

Nikkei Report, Fri, 30 Jun 2017

TOKYO -- Japanese food and beverage company Asahi Group Holdings intends to sell its stake in a Chinese joint venture to its local partner, Tingyi Holding.

The Japanese company currently holds some 20.4% of Tingyi-Asahi Beverages Holding, whose earnings are, by law, reflected on Asahi's books.

Asahi plans to transfer the stake to its partner -- China's top maker of instant noodles -- for about 70 billion yen ($625 million) next year. Proceeds from the sale are to be invested in Europe, where Asahi has already acquired the western and eastern European operations of Belgium's Anheuser-Busch InBev, the world's largest brewer.

Asahi set up the joint venture with Tingyi and others in 2004, aiming to strengthen its Chinese operations. The joint company absorbed Asahi's production and sales know-how and became China's largest soft drink producer. In the latest fiscal year, it sold $4.46 billion worth of tea, water and other products. But sales have been slowing in recent years, as competition intensifies.

Asahi also holds a stake in major Chinese food company Ting Hsin International Group, which owns Tingyi. Asahi is expected to maintain its relationship with Ting Hsin.

(Nikkei)

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PepsiCo got the ecosystem together for GST

The Economic Times, Fri, 30 Jun 2017

By D Shivakumar

At PepsiCo, there was a task force which was set up. We trained 16,000 people. We have got the entire ecosystem together, done courses, training programmes, clearing of invoices and bills. It's not a small exercise. This task force worked with consultants, with the government. Once the tax rates came, we calculated what happens to us, what happens to industry, what goes up or down, because in different states it could be different. We are fully prepared on what we needed to do, spoke to all ecosystem partners — modern trade partners who have their own set of challenges, bottlers whom we need to work with, distributors so that everyone is aware of what they are doing and the other way round. We have worked as closely as possible with all people concerned and resolved issues as early as possible.

ON CHALLENGES

The FMCG industry is 9.9 million retail outlets. So educating everybody in the ecosystem, getting wholesalers to keep track of their bills and inventory is a huge change that needs to happen, and it's not a change one company can do. But as a consortium, companies can do that. How do you digitise the whole FMCG channel is something that is of paramount importance to the entire industry after GST. The need is even higher after GST.

ON TRANSITION OR UNSOLD STOCKS

We've cut down dramatically on stocks. While every company has cut down, we have cut down even more. Our distributors operate on very thin stocks. Our big distributors are operating with three-day stocks, that's it. So in our case the pipeline is very thin; that is the advantage that will accrue. We can top up very quickly, so we don't have the challenge of unsold stocks, or transition stocks — both in case of snacks and beverages.

(D Shivakumar is Chairman, PepsiCo India)

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Will PepsiCo 'Live to Tell' a Vita Coco success story? - Comment.

Just-Drinks, Fri, 30 Jun 2017, Richard Corbett

This month, soft drinks commentator Richard Corbett takes a look at Vita Coco, the market-leading coconut water brand that is reportedly in PepsiCo's sights.

The word is that Madonna may have something to sing about in the next month or so. Along with several other high-profile celebrities, the singer is reportedly an investor inVita Coco, a coconut water brand that could soon be poised to join PepsiCo's stable.

If the price tag of around US$1bn for All Market, Vita Coco's owner, is realised, as recent speculation has suggested, then Madonna and others will be singing all the way to the bank.

But, will it be good news for PepsiCo?

The coconut water segment remains very much in the growth stage of its lifecycle. Vita Coco was conceived as recently as 2003, in a bar in New York by two long-standing friends.

From a lifestyle perspective, coconut water is an easy sell. It's a natural sports drink that helps replenish electrolytes, and is an excellent source of potassium, manganese, magnesium, folate, calcium and selenium – it has more potassium than bananas. The beverage also claims to lower cholesterol and blood pressure, and to raise energy levels. Search online for the health merits of coconut water, and you'd be forgiven for thinking this is a magic potion and not a soft drink.

It is not surprising, then, that the segment is in rude health. According to GlobalData, consumption of coconut waters has more than doubled between 2013 and 2016, and has trebled since 2012. The market expanded by nearly 20% last year. In terms of actual volumes, the market remains niche, but that can be interpreted as potential with scope for future growth in the years to come.

Even in markets where coconut water has plenty of presence, there remains a considerable big-city bias, so there is plenty of room for expansion. Looking forward, we can expect the segment's visibility to widen on convenience and supermarket shelves globally.

In part, this growth will also be driven by new flavour offerings and a broadening range of packaging alternatives to suit different consumption occasions. Should the deal go ahead, then PepsiCo will be buying a big coconut water brand that will only grow bigger.

To what level the coconut water segment will grow is more open to debate. Coconut water may be very healthy, but the taste could be a handicap: Many consumers do not take to coconut water immediately.

Another constraining factor is price. Like other commodities, coconut prices fluctuate, particularly when harvests are poor or demand increases above supply. Coconut water is not cheap, so cost will likely prove a barrier-to-entry for many new consumers.

How much bang PepsiCo will be getting for its buck will not necessarily be determined by how much people drink it but how much they use it. Vita Coco is a versatile brand with aspirations not just to sell coconut water but to 'own the coconut'. Coconut oil is an increasingly-important part of the make-up of the brand and is utilised for health, beauty and cooking.

What is also exciting is the involvement in the milk alternatives market. Vita Coco Coconut Milk is a dairy-free substitute for milk which is marketed as something that can be used with cereal, or in coffee or tea. This has enabled the brand to compete in a more-proven category, which is enjoying strong growth from a much bigger base. According to GlobalData, the global market for 'grain, nut, rice and seed milk-alternative drinks' is 12 times as big as that for coconut waters. It is this that will have prompted Danone to buy plant-based alternative milk supplier WhiteWave Foods last year.

Strategically, Vita Coco makes sense for PepsiCo. The brand's consumers are young, vibrant and cosmopolitan. It is trendy and on the up. Any acquisition would be a good fit both with PepsiCo's 'Performance with Purpose' agenda and with one of its core priorities, 'helping to improve health and well-being through the products it sells'.

If the acquisition comes off then the deal represents a statement of intent for PepsiCo's planned future direction and confirms a commitment to invest in healthier categories and segments. It would also be a wise PR move for a company battling to dilute its reliance and association with the much-maligned CSD segment.

Of course, there is no certainty that the deal will come off. The figures being talked about are very high for a brand that, 14 years ago, was just an idea. But, if it does happen, then PepsiCo will be causing a commotion while Madonna will be able to afford her Isla Bonita.

This article was originally published on just-drinks.com on 28 June 2017. For authoritative and timely drinks business information visit http://www.just-drinks.com.

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PepsiCo closes Argentina snacks factory.

Just-Food, Fri, 30 Jun 2017, Paula Krizanovic

Workers from PepsiCo blocked the entrance of a logistics facility 40km north-west of Buenos Aires today (29 June) to protest the US group'sdecision to shut down a nearby snacks plant.

PepsiCo is to shut the factory in Florida, a suburb of the Argentinian capital and has agreed with unionofficials to grant affected staff compensation doubles the amount required to pay by law and includes other benefits such as sustaining health insurance.

Over 690 people worked atthe Florida plant, of which 155 have already been relocated by PepsiCo at other local facilities and establishments.

The remaining500 workers continue to receive a salary and only a few who opposed the union's agreement have been protesting shutdown of the facility. Today, they prevented trucks from the logistics firm TASA leaving facility in the city of Tortuguitasfrom deliveringPepsiCo products.

The Florida plant manufactured mainly salty snacks, which will now be produced in another plant PepsiCo owns 430km further south in Mar del Plata.

PepsiCo said the decision to shut the site was due to the obstacles inherent to its location in a residential area, along with its complex coststructure and logistics requirements.

The company is looking torecruit more staff for the Mar del Plata plant.PepsiCo said it would be more efficientbeing closer to potato suppliers while it implementnew production technology at the site.

This article was originally published on just-food.com on 29 June 2017. For authoritative and timely food business information visit http://www.just-food.com.

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Walgreens Salvages Something From Long Rite Aid Merger Push

The New York Times, Fri, 30 Jun 2017, By ROBERT CYRAN

Walgreens Boots Alliance has at least salvaged something from the wreckage of its deal to buy Rite Aid, a rival drugstore chain.

After antitrust pushback on the full $9.4 billion deal, Walgreens has abandoned it and instead is buying more than 2,000 of Rite Aid's stores for $5.2 billion. For Stefano Pessina, Walgreens' chief executive, doing about half the deal with half the benefits is something -- but it is a modest return on at least 20 months of work.

The acquisition, announced in October 2015, was always a high-risk, high-return venture. Adding more than 4,500 Rite Aid locations would have combined two of the top three pharmacies in the United States and produced a projected $1 billion in annual savings. Investors initially added $5 billion to Walgreens' market value.

Regulators proved harder to persuade. An initial proposal to divest 865 stores was increased to 1,200 in a revised proposal this year. The Federal Trade Commission made it clear, however, that this still was insufficient.

Walgreens is confident the new deal addresses the watchdogs' concerns. And Mr. Pessina can claim there is still a decent rationale for the acquisition, even though Walgreens must pay a $325 million breakup fee to Rite Aid for the old deal, in addition to the new price.

The purchase includes almost half of Rite Aid's stores, and Walgreens estimates at least $400 million in annual cost savings are to be had. The value of those synergies should cover any premium that Mr. Pessina is paying. And assuming the stores account for half of Rite Aid's estimated net operating profit in 2020, it all adds up to a post-tax return on investment of more than 10 percent. Shares of Walgreens closed up 1.66 percent Thursday at $78.37.

That is a far better outcome than the more than 26 percent slump in Rite Aid's shares. Even so, it is hardly the knockout transaction Mr. Pessina had sought. Given that Walgreens and its executives have spent nearly two years on the deal, it may count as a dent in his strong deal-making reputation. Amid other big threats, including Amazon.com, which is exploring the pharmacy business, all that time and effort could have been usefully directed elsewhere.

Robert Cyran is a columnist for Reuters Breakingviews. For more independent commentary and analysis, visit breakingviews.com.

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Global overview of naturally healthy beverages: Euromonitor outlines key trends in a crowded and competitive market for health-positioned drinks.

Nutraceuticals World, Thu, 1 Jun 2017, Lee, Hope

Not everyone's understanding of the term "natural" is the same, however, consumers walking down supermarket aisles all have an eye out for products with labels or packaging bearing the term. Euromonitor International's research findings show that the description of "natural" is a self-governed practice from the manufacturer's perspective; there is no conclusive and scientific definition for the term "natural" as it relates to foods and beverages.

The lack of a clear definition may cause confusion or harm the believability of natural claims. In view of the mindful eating trend, manufacturers are compelled to explore new ingredients for product development, and nurture "the next big thing" following the great success of coconut water.

Growth Categories: Natural Mineral Water

Naturally healthy (NH) mineral water benefits from multiple possible consumption occasions, premium hydration, and being an alternative for hydration during and after sports activities, as consumers are conscious of the sugar content and artificial ingredients in sports and energy drinks. The fact that every NH mineral water brand has a specific, identifiable source allows the brand owner to build a marketable story, and conse-quently an association with trust and traceability. This fits well with consumer desire for authenticity, traceability, and transparency. Sales of NH still spring water are also expected to advance rapidly, which is likely to spur manufacturers to locate new natural sources. The Wonderful Co's Fiji water has a distinctive clean taste, purity, and country of origin (product identity); Fiji water is a rising star in NH water, with global sales increasing by 56% over 2011-2016.

China's Water Opportunity

The huge potential in bottled water in China has attracted plenty of players, and it is one of the most crowded consumer markets. However, water companies also face regulatory changes. A new pricing system requires large users of water sources to pay higher extraction fees. In addition, previously there was no clear definition as to how to name different types of bottled water. Thus, manufacturers often gave their brands various "fancy/marketing" names. In May 2015, the National Health and Family Planning Commission of the People's Republic of China released updated National Standards for Packaged Drinking Water GB19298-2014. The new standards prevent companies that sell other still bottled water from naming their products commercially and stipulate that bottled water should only fall into two categories: natural mineral bottled water or other drinking water. This change put natural spring water (as defined by Euro-monitor) into a marginal category.

In terms of product naming, to meet the requirements of the new standard, the name given to a packaged drinking water product should be scientifically correct. It is not permissible to name a product by one, or several ingredients, except for water. The misleading practice of using creative marketing descriptions for water products will be regulated. The change will put pressure on manufacturers' marketing strategies, especially if they wish to expand in functional water.

Competing with Fortified

Consumers are looking for diversity, which represents both an opportunity and a challenge for manufacturers. Marketers will need to make a strategic decision about the geographic region in which they plan to develop the NH or fortified/functional (FF) category, or one of each to complement each other. That said, NH food and beverage brands sometimes need to compete with

FF products. This is the case for Danone's Mizone (FF) and Evian (NH) in China, with Mizone being a more powerful brand there. In bottled water, The Coca Cola Company (TCCC) focuses on FF water rather than NH water with global brand Glaceau. TCCC is relaunching its Coca-Cola Plus zero sugar, fiber-enhanced soft drink in Japan and it will compete against NH high fiber drinks.

Probiotics are increasingly applied to packaged food and beverages. Manufacturers need to make a decision about which unique selling proposition (USP) they want to use for a new product to better suit the targeted audience and market. Successful hybrid products with probiotic and natural claims are also being pursued such as KeVita Sparkling Probiotic Drinks (acquired by PepsiCo).

The Rise of Hybrid Varieties

Coconut and plant-based water is a naturally healthy hybrid between juice and water. It is becoming a serious business, luring many investors. Coconut water has more potassium than a banana, no added sugar, no fat or cholesterol, as well as no preservatives; it is seeing strong growth across several regions, with for example, the Middle East and Africa growing 17% in 2016 alone. Processing and packaging techniques have now developed further, allowing for an extended shelf life for coconut water. What has followed is the entry of pioneer brands and a marketing blitz to position coconut water as a healthy alternative within the juice and sports drinks categories.

As with any emerging category, the current fragmentation seen will move along the consolidation lifecycle. The speed of consolidation is debatable; however, brands such as Vita Coco are moving rapidly to build scale and create a global footprint. Most coconut water players will continue to approach this market with pre-established distributors and this is unlikely to change in the near future.

Teas Demonstrate Promise

NH hot tea is predicted to generate a net increase of around $3.5 billion over 2016-2021, driven by China, India, Canada, the U.K., and Germany. China alone will contribute absolute growth of $1.6 billion over the period. Consumption of tea beverages is rising even in coffee-drinking nations. This contrasts with the declining situation of diet and regular cola brands.

NH RTD tea is more commercialized than the hot variant and a large amount of unpackaged tea continues to be available in China and India. Individual major RTD tea brands' sales far outweigh those of NH hot tea. NH RTD green tea will be the growth engine in RTD tea thanks to its widely recognzsed health benefits and the improved taste and flavor of green tea. Honey is used as a pleasant flavor added to green tea.

Chinese and Japanese brands continue to hold prominent ranks. Lipton NH hot tea sales are 64% higher than its NH RTD variant. This is largely because hot Lipton is widely available globally but Lipton RTD tea is a minor brand in major RTD tea markets such as China, Japan, and Indonesia.

Commercialization of TCM

Globalization has created more opportunities for cross-cultural exchange and influences between traditions and food and beverages. Traditional Chinese, Indian, and Hispanic herbs, beliefs, well-being concepts, and treatments have progressively spread throughout the West. This situation has translated into gradual acceptance of food and beverages associated with these cultures.

Traditional preparation of traditional Chinese medicine (TCM) is time consuming, thus the modern method and commercialization of TCM is to enable a product to have the same efficacy but also be convenient and easily consumed on the go.

Revitalizing Juice

Given the introduction or likely introduction of sugar taxes in many markets, lowering sugar content in beverages has become a compelling task for industry players. Re-blending, going organic, clean label and HPP are noticeable tactics to revitalize juice.

Overall, major developed markets are set to see slow growth or decline in NH juice due to concern about sugar content and market maturity. The competition from other NH beverages and consumers' desire for product diversity have also put pressure on NH juice. Nevertheless, superfruits continue to expand through different variants such as 100% juice, juice drinks, and nectars. While the U.S. will see strong growth of NH superfruit nectars, the U.K. and China are expected to see growth in NH superfruit 100% juice. Continuous progress of coconut water and other plant-based waters and NH RTD tea may somehow divert consumers' attention from NH juice. Manufacturers are looking for new blends and new technology, such as HIT juice, to

attract and retain juice consumers. Increasingly, vegetables are blended with fruit juice to reduce the overall sugar content in a brand as the concept of "drinkable salad" is spreading in the U.S. and the U.K. The emergence of protein and organic beverages coupled with marketing tactics such as clean labels have also helped generate a competitive NH landscape.

Organic Juice: "Super Natural' Credentials

In most markets, organic juice is seen as a super premium and super natural juice. The global retail value sales of commercially packaged organic juice amounted to around $2 billion in 2016; unsurprisingly, sales are concentrated in developed countries. North America generates the highest share of sales, accounting for half the global value. It is expected that Russia, Brazil, and India will also grow rapidly in the next few years, while sales in China will remain negligible. Given the healthy image of organic food and beverages, and the importance of organic farming as a sustainable agricultural model, both volume and value opportunities exist for organic juice in the long term. General Mills has recently made investments to expand its organic sourcing.

However, highly regulated organic agricultural methods and inadequate financial support for organic fanning in some countries may limit the mass production of organic fruit and vegetables. While the EU has its own organic labeling rules and certification, other countries may have their own rules. This makes it difficult to sustain a globally viable brand with the organic certified label.

Summary

Ancient wisdom such as TCM offers a window of opportunity for manufacturers given that botanicals fit perfectly with the word "natural." The popularity of coconut water will continue as major companies are investing heavily in the product. Organic juice is expanding rapidly, however, growth is likely to be limited by costly certification and conversion to organic farming.

NH mineral water is a regulated category in most countries, and the process of application for such labels can be long and approval difficult to come by. Some TCM herbs may not be palatable to a Western audience and it takes resources to nurture a consumer base. Organic certification and farming is desirable; but to make it scalable and economically sustainable remains a challenge.

By Hope Lee

Senior Beverages Analyst, Euromonitor International

For more insight, see Euromonitor's newly released global briefing on naturally healthy foods and beverages: "Ancient Wisdom and Botanical Acquisitions: the Rise of Naturals," or contact Hope Lee at hope.lee@euromonitor.com, @HLee_emi on Twitter.

This article in a nutshell:

* Growth Categories: Natural Mineral Water

* China's Water Opportunity

* Competing with Fortified

* The Rise of Hybrid Varieties

* Teas Demonstrate Promise

* Commercialization of TCM

* Revitalizing Juice

* Organic Juice: 'Super Natural' Credentials

* Summary

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Trump's crude tweets: Would anyone else be fired?

Associated Press Newswires, Fri, 30 Jun 2017, By BARBARA ORTUTAY

NEW YORK (AP) — If President Donald Trump were anyone else, he'd be fired, or at least reprimanded, for his latest tweets attacking a female TV host, social media and workplace experts say.

And if he were to look for a job, the experts say, these and past tweets would raise red flags for companies doing social media background checks, an increasingly common practice as tweets and Facebook posts become a daily, sometimes hourly part of our lives.

Of course, Trump is anything but typical.

Still, experts say it's a mistake to think that because the president is getting away with calling a man "Psycho Joe" and saying a woman was "bleeding badly from a face-lift" and had "low I.Q.," regular people would get away with it, too.

"Mr. Trump would be fired for his tweets of today, and nearly every day," said Mike Driehorst, a social media expert at the marketing agency Weaving Influence. "Most companies have a thin skin when it comes to public criticism and media reports."

Nannina Angioni, an employment attorney at the Los Angeles-based law firm Kaedian, said certain speech is protected, such as posts about a workplace grievance or organizing a union. But she said that if "you take to Twitter to call your boss a 'psycho' or say that your CEO has a 'low I.Q.' that could absolutely get you fired."

That applies even to chief executives.

"Any good outside crisis adviser would tell the company's board that they have no choice but to terminate the CEO," said Kara Alaimo, a public relations professor at Hofstra University in Hempstead, New York. "Today, more than ever before, citizens expect companies to espouse and uphold values."

PLENTY OF EXAMPLES

In 2013, Justine Sacco, a 30-year-old public-relations executive for the internet company IAC, tweeted, "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white!" Though it was on a personal account with only 170 followers, the tweet quickly went viral. She didn't learn she had become a top "trending topic" — not in a good way — as her phone was off during an 11-hour flight to South Africa. She was fired, of course.

Earlier this year, the New York Post fired football writer Bart Hubbuch for comparing the president's inauguration to the 9/11 attacks. He has since deleted the tweet and apologized.

A month later, a preschool teacher in Texas lost his job over a series of anti-Semitic posts, including a tweet that said "kill some Jews." Nancy Salem had also retweeted: "How many Jews died in the Holocaust? Not enough!" according to a news report at the time. Salem later apologized.

BROAD RANGE OF POLICIES

What happens when workers send out crude, hateful or offensive tweets — especially if they fall in a gray area — can depend on where they work.

Many policies encourage common sense, such as refraining from posting private company information or speaking on behalf of the company unless authorized. Hate speech and offensive comments are also frowned upon.

"Customers, colleagues, supervisors, suppliers, competitors and others may have access to your posts," General Motors' policy states. "Offensive or inappropriate remarks are as out-of-place online as they are offline. Use the same set of standards as you do in the physical workplace."

Government agencies such as the General Services Administration prohibit "engaging in vulgar or abusive language, personal attacks of any kind, or offensive terms targeting individuals or groups." The White House didn't respond to requests for comment.

Coca Cola's policy, meanwhile, doesn't spell out that employees shouldn't harass others or post racist rants, yet such topics can be construed as falling under "common sense." The policy reads, "You are responsible for your actions. We encourage you to get online and have fun, but use sound judgment and common sense."

The computer chip maker Intel also trusts employees to use their own judgment.

"What do our policies mean? They mean that we trust you," the guidelines state. "We bring smart people into the Intel family and we expect you to make smart decisions."

But as Sacco, Hubbuch and Salem learned, with trust comes responsibility and if you tweet first and think later, you could face dire consequences.

GROWING SCRUTINY

As for the next job, Social Intelligence is one of a growing number of companies that screens social media accounts of prospective employees — similar to criminal background checks or credit reports.

Its president, Bianca Calhoun Lager, said the company has seen a "really big demand growth" since early 2016. Anecdotally, she said the attention on tweets and other social media during the 2016 elections may have contributed to the growth.

The company screens people's publicly available posts against a set of criteria such as potentially illegal or violent activity, or content that is sexually explicit, racist or intolerant. About 10 to 15 percent of the applicants screened get flagged, often for multiple incidents, suggesting a questionable post is more than a mistake.

Rather than wait for an employee to engage in conduct that can lead to firing, Lager said employers are increasingly protecting themselves from hiring people who might create a hostile workplace to begin with.

AP Business Writers Tali Arbel and Candice Choi in New York, Dee-Ann Durbin and Tom Krisher in Detroit and Jonathan Lemire in Washington contributed to this story.

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From: Alex Malaspina [redacted] >

Sent: Monday July 3 2017 7:29 AM

To: [redacted] ;sharris@ isl.org;jbtgb@comcast.net[redacted] ;f bayer@be lsouth.net;ediso [redacted] ;mbuyckx@comcast.net;a [redacted] gubewur@outlook.dk;pcewing@comcast.ne [redacted] ;

Subject: Fwd: News Digest - July 3 2017

Attachments: News Digest - 07-03-2017.doc

Categories: (none)

very interesting article by J Q.

—Original Message—
From: News Digest <newsdigest@coca-cola.com>
Sent: Mon, Jul 3, 2017 8:16 am
Subject: News Digest - July 3, 2017

News Digest Coca-Cola Connect

July 03, 2017

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Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.
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Just-Food, July 03, 2017, Ben Cooper

Lucky Charms and tigers: Summer drinks try to quench a thirst for profit
USA Today Online, June 30, 2017, Zach Meyer Zach Meyer

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Full Text

Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.

Welt am Sonntag, July 02, 2017

"We are experimenting a ot at the moment"

For many decades Coca-Co a was extremely successful with selling one a ngle mostly unchanged product. When the company wanted to be bold in the e ghties by launching a sweeter variant 'New Coke this didn t work out. Fear of failure is se d to have been limiting the At anta based company s will ngness to exper ment since then. Experts speak of the 'New-Coke-Syndrome .

With James Quincey this will most likely change. The manager who moved to the top rank of Coca-Cola this May can not only imagine that the product portfo lo of the company may look 'radically different n the future; he also wants Coca-Cola to adopt the 'mentality of a technology company . Welt am Sonntag spoke with the James Quincey. It s the first nterv ew of a Coca-Cola CEO in Germany since ten years.

1. Welt am Sonntag: Coca-Cola is an uber-brand, turned into a legend by Andy Warhol and others. How much do you feel the power of this brand? And: Is it particularly difficult to change, when a brand has such a power?
Coca-Cola has been around for 131 years. It s still an amaz ng brand. We spent 100 years se ling Coca-Cole in the same conic glass bottle. At present more than 500 dif erent brands are part of the portfolio of our company. We have initiated a major transformation. This app lies to both The Coca-Cole Company and the bottlers with whom we have a close cooperation. In Germany that s Coca-Co a European Partners. The soft drink industry grows by around four percent globally on average each year. Whoever wants to be successful in this business needs a broad and commerc ally compelling portfolio of strong brands. The company wi l be bigger in the future than the brand that historically marked it. This a certa nly a diff cult journey not least also for our emp oyees who all love the brand.

2. Welt am Sonntag: What is the future beverage portfolio of Coca-Cola likely to be?
We are consistently extending our product portfolio. We focus on those beverage categories and brands which promise strong growth. Most people have on average eight drinks a day. Many of them consume eight different beverages. From the f rst s p of water tea or co fee n the morning a soft dr nk for lunch to an isotonic beverage after sports and so on. We want to offer people for each of these moments different beverages from our portfol o. That s why we continuously launch product innovations l ke the very successful VIO BIO lemonades in Germany.

3. Is Coke your personal favorite?
I drink several of our products through the day – depend ng on the t me of the day. At this moment in t me I m having a Coke. In the morning I dr nk a smoothie and a coffee. And then later n the day some water or another drink. It depends on the occasion. The brand I have the ongest relationship with is certainly Coke.

4. Now you are drinking Zero.
I sometimes dr nk red Coke and sometimes Coke Zero Sugar.

5. A commitment to sugar?
Sugar is a challenge for many commun ties. We accept t. In many countr es there are people who are over-consuming sugar both n beverages and in foods. This s where we as well need to act. We support the World Health Organization (WHO) in ts goal that people should not consume more than ten percent of their daily calories from added sugar. In Germany we are back ng the commitment of the European beverage association Unsere to br ng down the sugar content of our portfol o by a total of ten percent by 2020. This requ res major efforts. We are changing recipes focus increasingly on sma ler packages and last but not least on clear product informat on for consumers.

6. For a long time Coca-Cola accounted for 100 percent of the sales of your company; at present it is only 50 percent. How much lower can this still go?
Let s put it this way: We make great progress n broadening our portfolio. Some companies make the m stake of trying to sell by all means what they make. However you want to make what consumers want to buy. If you are success ul with th s there are completely different business opportunities. To be more concrete: 15 years ago we made ten percent of our business with non-sparkl ng beverages. Today we are already at 30 percent.

7. Can you imagine The Coca-Cola Company without the regular, the red Coke?
No because I think that many consumers wou d not want that. Now could the shape of our portfolio look radica ly different in the future Yes it absolutely cou d. In Japan for instance one of our very successful countries red Coke accounts for ess than 20 percent of our business. Ready-to-drink tea co d as well as hot te the strongest beverage segment there. In future I cou d also utely imagine that the total portfolio includes several brands of the size of red Coke.

8. Is the soft drink sector the new tobacco industry? After all, the latter succeeded in remaining profitable despite strong political headwinds?
There s no amount of tobacco that is healthy for people. Already the first cigarette is bad. The moderate consumption of non-alcoholic beverages is however also utely safe. As far as d et is concerned it is all about support ng peop e in e moderate consumpt on and balanced nutr tion.
I don t think that it works if people are restricted in their freedom of cho ce for foods and beverages through governmental intervent on – e.g. v a new taxes for certain products. People then get what they want from somewhere else. Governments companies and civil societies must develop more nte lgent solut ons together n this field.

9. Your company is agnostic: The consumer gets what he wants, regardless of whether it is healthy for him or not? Does this change now?
We believe n a diverse range of products and the freedom of consumers to choose n a self-determined and informed way. At the same t me there has already been for some time a verifiable change in our company: we spend a larger part of our marketing and research budget on products which have less or no ca ories. We want to offer for every brand that we launch a so a reduced calorie or no calorie variant. For all our big brands – in addition to Coca-Cola for instance Fanta Sprite or n Germany Mezzo Mix – this is already the case. We improve recipes e.g. for Coca-Cola Zero Sugar which taste even more like regular Coca-Co a and comes completely without sugar. The consumers apprec ate th s: Coca-Co a Zero Sugar shows strong growth rates. Moreover we have consistently extended our offering of smaller packages for years. In Germany we offer for nstance the 150 ml liter can aga n which many consumers know from their p ane trave s.

10. And the headquarters in Atlanta instruct all local companies what they have to do?
Our strategy is marked by local c rcumstances. We produce local ly in the countr es in which we sell our beverages. In Germany we have done so for almost 90 years. We are convinced that the local management knows best about our customers the consumer trends and the market opportunities. Apart from that there are of course worldw de trends. Identifying those and deriving dec sions for the international bus ness from them is a key task of the headquarters in Atlanta. We always focus on a be anca between the global and the local perspective.

11. What does that look like in concrete terms?
An example for a g obal success with local roots is brand Fanta. It is an innovation from our European business brought to market decades ago. Today it is available in more than 190 countries worldwide. In contrast an exemp a for a decision by our headquarters s that all over the world the ent re Coca-Co a portfolio s brought together under one umbrella brand. We believe that Coca-Cola should again be perceived as one brand with several variants and not as different brands.

12. When were the headquarters mistaken?
One of the most success ul innovations of the past years was "Share s Coke with" where first names replaced the brand name on the Coca-Cola label. The proposal came from Austra ia. The headquarters then tried several times to stop the idea. However the local management got ta way. And t turned out that the dea was great consumers went crazy about it. We then launched t in dozens of countries. It has been a big success in Germany too.

13. You have an advantage in your industry: you are only marginally affected by the digitalization.
You are wrong about th s. It starts with the internal informat on technology. When IT and digital took off 20 years ago we first wanted to do a lot on our own. We even had our own mail program and were one of the first in this fie d. We have changed our approach now. If a particular IT program does not have any specific benef ts we use the industry standard. Moreover we know today how important it is that software programs can be used into tively; for the apps on your smartphone you don t need any tra ning either. Robert Woodruff one of the company founders co ned the motto that s Coke must always be with n "an arm's reach" of desire for consumers. We now transfer this physical prox mity to the consumer in the digital world. This means that n future our products must also be w thin a "click s reach" of desire. In the cooperation with our customers there is digital change happen ng too. The sales reps of Coca-Cola n Germany were amongst the first to work with iPads in the field.

14. How does th s function?
They go into the s stops the cafes the reta l stores and thanks to a new software they are able to show to every customer individually w th which beverage o fering and wh ch set up of the se as area they can be even more successful with us. The data of the sales reps are processed centrally in real time. Our entire business development can be viewed on the smartphone in this way. We also support our customers through new developments such as the Get Happy app. The team in Germany has developed it. Th s app is a digital loyalty card for k oaks bakeries or restaurants. In future it will also a low for online ordering and reservations. We are experimenting a lot.

15. This is actually new for Coke, isn't it?
Yes that s true. We need to a low a period of divergence and exper mentation. And then learn quickly what s working and what s not.

16. "Culture eats strategy", is what management consultants like to say. This means: even the smartest strategy does not work, if it does not take into account the peculiarities of corporate culture. Does this also apply in your case?
I agree. Th s is why the tone you set from the top is important. You have to be clear and consistent with your people. Th s is my aspiration. For me this means for instance to make it clear that we must not overinvest t me and energy on making th ngs perfect. In this new world we need to get a version 1.0 quickly from which we learn. If something doesn t work we stop it. And that s perfectly okay. If somath ng is good but not perfect we need a 2.0 fast and then a 3.0 version. We then scale what is successful. We must be bo d and fast and we have to execute and perform. This corresponds rather to the mentality of a technology company. In order for this cultural change to work out management must set an example.

17. And how do you do that?
I am fostering a culture in wh ch we take r sks pursue new approaches. I do not expect that everything is perfect. Saying that I am aware that everyone watches me. In 2015 I took over the responsibility for all operating units of Coca-Cola. I do not think that after my first week anybody could exactly repeat what I said during the first days. But everybody remembered that I came n jeans n the office on my first day. Everything communicates.

18. How does the digitalization in your industry work at the end of the day?
Technology will change everyth ng. Take restaurants that have only a lim ted space for a certain number of bottles. Fountains in turn have only the capacity for a few brands. With Freestyle we have nvented a system which is at present largely used in the USA. The essence of the product is reduced to almost the size of a printer cartridge. There are 1 0 different cartridges. In th s way you as a consumer can mix your drink l terally in any combination yourself.

19. Soft drinks from a cartridge – that's an unusual idea.
In the United States we use a ready tens of thousands of these machines. Our customers the owners of bars for instance love them because it al ows them to offer a wider choice. At the same time the consumers benefit too because there are for example more ow calorie variants avai ab e. In future it is poss ble to imagine that you can order your favorite mix and have it delivered using an app – for instance Fanta Lemon mixed with Coke Zero Sugar. This is of course still up in the air but might become a reality in 20 years. The technology is a ready available; it s merely a matter of economic eff ciency.

20. When you look around in the world: Which company do you find inspiring?
I try to learn from many examples. However if you ask me... Take a brand like Microsoft. 20 years ago it was revo utionary. Then they became set on developing their operating system further. Now they have started to red ce ly change. They have embraced that they can t keep defending the old castle and that they must fundamentally change the r culture. And that s a big challenge. Re- nventing onese f as an established company is essentia ly more d fficult than developing something completely new.

21. Is Coke still an American brand. Or a global brand?
Coca-Cola is an extraordinary brand because it s a b t of everything. It s a deeply rooted local brand. We produce our beverages on s te and hence create local jobs. But Coca-Co a is of course a so American because it all started there. The brand continues to red ate optim sm and openness like the American dream.

22. Is there still an Americas dream?
The fact that parents always want a better life for the r kids has not changed. At the end of the day it is actua ly not an American dream but a universal one.

23. Is it in the era of Donald Trump a problem for Coke to be an American icon?
I have worked in many different countries dur ng my career. I have experienced time and age n that people around the world all l ove America. America is not equal to any part of its const tutional system or its businesses. It has rather to do with culture the andscapes and the fact that many people see America as the country of personal opportunities.

24. Do you support Trump?
As a company we have to deal with the political agenda of any government – n each country where we operate. Inherently there are pos t ons we agree with and some we don t. But we work cooperatively with every government. This applies to the United States as well.

I am one of the signatories of the letter of CEOs to the US President which spoke out in favor of staying n the Paris Climate Accord. We be ieve that sustainabi ity is very important. For that reason we have set own climate protect on goals as Coca-Co a. We are work ng on a further reduction of our CO2 footpr nt and are one of the f rst Fortune 500 companies to be water-neutral. Moreover we are aspiring to create zero waste at our plants which we have already successfully implemented in Genshagen near Berlin for instance.

25. And what about Trump's plans for a tax reform?
Those are going into the right direction. We have long advocated for comprehensive tax reform in the United States that ensures U.S. multinational companies ike ours have a level playing field against companies based elsewhere.
26. In a few days the G20 Summit will take place in Hamburg. What are your hopes for this meet ng
Our position is clear: Diversity openness and global trade create more growth and that s important. Because without growth there would be less resources to al ow a better life for more people. However we must not ignore the act that not everyone has benef ted equa ly from globa ization. We must find ways and means to take those a ong who have not been so fortunate so far.

27. What are you as a company doing for it?
We are amongst the argest employers in Africa. We have been engaged together with partners for years in many init atives. We are comm tted to ighting AIDS support governments and NGOs in the delivery of vaccines e.g. against Malaria and empower m llions of women on their way to economic independence. Because mainly female micro-entrepreneurs p ay a key role at the deve opment of local communities: they support their families they nvest in the education of their children and they a low other women to find their way into the world of work.

27. You sell Coke in almost every country in the world. The only exceptions are North Korea and Cuba. Which one will be the last country in which Coke will not be available?
There has been a slow thawing of frozen relationships with Cuba over the ast decade. If I had to bet I wou d say: North Korea.

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'If you're called Innocent, you have to live up to it'

The Daily Telegraph, July 03, 2017, Iain Withers

As smoothie maker comes of age w th £30 m sales boss insists it wi l stay true to its values under Coca-Cola w tes Iain W thers

INNOCENT'S offices ook quite ordinary from the outs de perched above a ra lway br dge in Ladbroke Grove west London. Yet ns de is exactly the kind of quirky set-up you might expect from the knowingly kooky smoothie maker.

Its young staff gather in a big hall la d with arti ic al grass to meet rustle up a free breakfast at a big open plan kitchen enjoy baskets of free fru t or play table footba l. In the corner is a glass box where food scient sts some n white ab coats stroke their chins and d scuss what fruit-packed concoction w ll next h t the market.

By the window is a crate full of thousands of ittle woollen hats knitted by customers to put on bottles as part of the company's annual "Big Knit" char ty drive where 25p from each bottle of mashed fru t goes to Age UK.

Innocent may have turned 18 this year but Douglas Lamont the chief executive is n no rush to take things too seriously. Its brand value is as much tied up in fo ksy marketing and generosity - t donates 10pc of profits to good causes - as it is in its juices smooth es and coconut water.

Innocent is coming of age financia ly with more than half of its record £30 m sales for the 2016 ca endar year coming from overseas for the irst time from buoyant businesses n France and Germany. It is also back in the b ack with £8.5m operating profits after a £700 000 oss the previous year wh ch t put down to expansion costs.

The company is now Br tain s largest chilled ju ces maker ahead of Trop cana and western Europe s fastest growing soft drinks brand pipping Red Bull. "To become the biggest n the market an aim you've been go ng after for 18 years on your 18th b rthday is someth ng quite special " says Lamont.

What is tough to find at Fruit Towers s any mention of Coca-Cola the company's owner s nce 2013. It was a takeover that dismayed many of ts loyal customers who took to soc al med a to vent their disapproval. Coca-Cola is based elsewhere in the West End and describing the relationsh p between Innocent and its parent specifically the extent to wh ch they share the same eth cal values is one of the few things that flusters the earnest and mi d-mannered Lamont.

It s not the only challenge he faces as he is tasked with expanding a pricey dr nks business at a t me when consumers are feel ng more p nched for cash. He also has to convince increasingly health-conscious consumers that its juices really are good for you after a string of bad press that they contain too much sugar. Has Lamont got answers to these questions as the company moves into adu thood

The business was founded in 1999 by three Cambridge graduates - Richard Reed Adam Ba on and Jon Wright - after selling smoothies at a music festival. Innocent folklore has it that they put two b ns out - throw your rubbish in this one f we shou d make this our full-t me jobs and the other if not. You can guess which bin was full. Lamont joined them when they were 50-strong seven years later as "head of new opportunities" a ter a stint at another fast-growing company internet provider Freeserve. He was part of Innocent's top team when Coca-Cola snapped up a minority stake in 2009 and took full control four years later. The founding trio wa ked away w th a £100m windfall and handed over the reins to Lamont.

With backing of a global giant Lamont set about launching Innocent n France and Germany. Today those two businesses turn over €71.1m (£62m) and €86.5m (£75m) respectively and the business as a whole has tripled in size. Overall sa es were up more than £50m ast year with overseas sales up 35pc and UK sa es up 11pc. Revenue is heading for £350m this year Lamont says and the business is eyeing further launches in Norway Sweden Spain and Italy.

He says Coke's ownership has allowed the company to take on upfront risks and costs associated with expansion that it would not otherw se have been able to do but has nonetheless self-funded all its growth. He insists Coke largely leaves h m to "get on with running Innocent as a stand-a one business". Innocent does not leverage any of Coke's vast manufacturing sa es or marketing resources and Lamont says he only formally meets them three times a year at investment board meet ngs.

Lamont argues Innocent's growth story is proof &ouot;sustainable capitalism can be sca ed". The company prides itself on its green ethical and healthy credent als as well as its charitable giv ng which has topped an impressive £15m over 18 years. Undoubtedly "doing good" plays a big part in Innocent's brand value and in its bond w th customers as Lamont explains: "Frankly when you're ca led Innocent you have to work hard to make sure you live up to that name. We work very hard every day to earn that trust."

But given the remainder of its profits go to Coca-Cola a sugary drinks corporate that has faced criticism for unethical practices n the past does Lamont be ieve the two organisations share the same values Could the halo that takes pride of p ace in Innocent's logo sit just as easily above Coke "I think like all companies in the world they're looking at how they continue to drive and get better at a l the cha lenges that face all of us " he says. This sn t exactly a yes or no - is Lamont saying Coke can't share in the glow of Innocent s halo "I definitely won't say that " he starts hesitantly. "The answer s they have a set of values that they're working hard to deliver against and we have a set of values that are different and you make different business cho ces in the same way that other f rms have different values and make different choices.

"So inside Coke they are doing so many good things they are making their business more sustainab e more eth cal giving huge amounts of money to charity all over the world. I wouldn't in any way want to mply they're not doing an amazing job they rea ly are.

"What we stand for and how we re seen by our drinkers is what Innocent stands for and that's a different thing. You learn from each other. All companies should be shar ng and learn ng about the many challenges we a l face."

Another challenge for Innocent is persuad ng customers its products are hea thy in the face of multip e reports that have shown smoothies pack a lot of sugar perhaps as much as a Coke given the multiple fru ts needed to make a single bottle. "Yes absolutely our products are hea thy " Lamont says. "They have no added sugar so any sugar in our products is truly intrinsic in the fru t and n any smooth e or any ju ce there s a complex web of benefits whether it's through v tamins or whether t's through phytonutrients". He also points to the fact the government has kept juices and smoothies in its five a day campaign.

Meanwh le given the expected squeeze on consumer spend ng widely predicted can a pricey drinks business continue to expand Lamont says it can because he be ieves there is an unstoppable trend among Europeans or healthier iv ng. "The £10 our customers are saving on their Uber taxi versus a London black cab they are e ther choosing to put towards a gym membersh p or better quality food and drink rather than spending an extra hour in the nightc ub. And you see that trend emerging all over Europe."

He says the company will stay ahead of hot competition by "contin ng to innovate". It already launches between 15 and 25 products a year two years ago it was super smoothies and coconut water both of which have proved successful and four months ago it was a new range of protein smoothies. Coke-related awkwardness aside Lamont seems determ ned Innocent wi l continue to live up to its name.

Doug as Lamont CV . Age 3 Education: University of Edinburgh (Politics and Geography) Harvard Business School Family Married with four children Hobb es Cr cket golf when not family taxi driver Favourite fi m Alive the true story of the 16 survivors from a Uruguayan rugby team after the r plane crashes n the Andes

'Inside Coke they are doing many good things. What we stand for is a different thing. You learn from each other'

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Coke Studio Africa Presents Global Fusion Edition

This Day, July 02, 2017

Coke Stud o Africa has conf rmed mega platinum star Jason Derulo as the show s guest star this year set to feature on a special ep sode themed the Global Fusion Ed t on. The American Pop/R&B singer and dancer who is currently r ding high with h s latest banger 'Swalla is expected to jet into Nairobi Kenya to participate in the recording of Coca-Cola s flagship African music show. During his time at Coke Stud o the new-school mu ti talented creative giant who has so d over 50 mill on singles and impressively achieved 11 p atinum singles w ll meet and work w th 11 talented African Stars. They nc ude Dela (Kenya) Rayvanny (Tanzan a) Bebe Cool (Uganda) Mr. Bow (Mozamb que) Fa z (Nigeria) Joey B (Ghana) Betty G (Ethiopia) Jah Prayzah (Central Africa Republic/Z mbabwe) Shekhinah (South Afr ca) Locko (Cameroon) and Denise (Madagascar).

Ahead of his anticipated arrival to feature in the special Coke Stud o episode dubbed 'Global Fusion Ed t on Jason says I am excited to be part of Coke Studio Africa – 2017. I can t wait to arrive n Nairobi to meet and make great music w th the Afr can super stars " adding I am also look ng forward to lend a l my expertise learn and exchange ideas with the African artistes producers and the show s creators as I d scover what they have to offer." Two of Africa s hottest mus c producers: Masterkraft (Niger a) and DJ Maphorisa (South Africa) will be tasked with producing all the African artistes and Jason Derulo after which all the music will be performed and recorded live alongs de Coke Studio s highly talented house band. This year Coke Studio has merged Coke Studio Afr ca and Coke Studio South Africa into one—bigger and better Coke Studio Afr ca – 2017 which includes artistes from South Afr ca Kenya Uganda Tanzania Rwanda Ethiopia N geria Ghana Angola Zimbabwe Togo Cote d Ivoire Madagascar Mauritius Mozamb que DRC and Cameroon. The new season is set to premiere in d fferent regions from September this year and wi l broadcast n more than 30 countr es across Africa. Coke Stud o Africa is a non-competitive music collaboration show which seeks to bring together and celebrate the diversity of African mus c and ta ent. It also gives upcoming artistes the opportunity to work with some of the best local and international music and production talent. It brings together artistes from d fferent genres eras and regions to create a modern and authentic African sound.

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Coca-Cola reinvigorates pilgrims on Poson pilgrimage

Daily FT, July 01, 2017

Coca-Cola Beverages Sri Lanka Ltd. continued its proud tradition of refreshing pilgr ms on their annual Poson Poya pi grimage to the anc ent cap tal of Anuradhapura. Coca-Cola set up kiosks this year too to serve several thousand pi grims with a wide selection of refresh ng beverages to help stay refreshed beat the heat and in the hope of reinvigorating the pilgrims to continue on in their holy pilgr mage. Poson Poya is one of the most sacred events in the Buddh st calendar and the holy city attracts thousands of p lgrims who gather at the city's holy sites to mark the occas on.

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China Foods Sells Coca Cola Bottling Arms, Buys Beverage Arm

SinoCast Consumer Products Beat, July 03, 2017

SHANGHAI July 3 SinoCast -- China Foods L mited declared completing purchase and sale relat ng to Shanghai Shenmei Beverage Food Co. Ltd. on April 1 2017. Related sa e has been completed before July 1 not including selling Coca Cola bottling divis on under Shanghai Shenmei to Swire Group.

Earl er China Foods sold 10 Coca Cola bottling subs diar es through the China Beijing Equity Exchange (CBEX) inking general contract with Sw re Group meanwhile spend ng CNY 3.87 bil ion acquiring beverage subsid aries from Swire Group and Coca Cola n Chongq ng Sichuan Jilin Heilongj ang Shanxi and Liaoning.

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Swire Pacific completes Coca-Cola PRC bottling assets deal

ET Net News, July 03, 2017

[ET Net News Agency 3 July 2017] Swire Pacific (00019) said the rea ignment of the Coca-Cola bottling system in Ma nland Ch na has been comp eted on 1 July.

The real gnment consists of the acqu sition by Swire Beverages Holdings L mited (SBHL) a wholly-owned subsidiary of Swire Pacific from subsidiaries of Coca-Cola COFCO Coca-Cola Beverages L mited (China Foods Coca-Cola JV) which is owned as to 65% by a subsid ary of China Foods and as to 35% by a subsid ary of Coca-Cola and China Foods of equity interests in companies engaged in the business of manufacturing distributing marketing and selling non-alcoholic ready-to-drink beverages bearing trade marks owned by Coca-Cola and ts subsid aries and affil ated companies (NARTD business) in a number of terr tories in Mainland China or Rmb3 01 mil ion the acquisit on by a subsid ary of China Foods Coca-Cola JV from subs diaries of Coca-Cola of equity nterests in companies so engaged in a number of terr tories in Ma nland Ch na for Rmb2 900 mil ion and the acqu sit on by a subsidiary of China Foods Coca-Cola JV from a subsid ary of SBHL of an equity nterest in a company so engaged n one territory n Main and China for Rmb 87 mi lion. (HL)

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Coca-Cola HBC Romania invests 7 mln euro in factory upgrade

SeeNews - The Corporate Wire, July 01, 2017

BUCHAREST (Romania) June 30 (SeeNews) - Coca-Cola Hellenic Bottl ng Company (HBC) on Friday inaugurated a high-speed bottl ng l ne at its Tim soara p ant following a 7 mi lion euro ($7.9 mill on) investment.

With a maximum production capacity of 90 000 units per hour in 330 ml and 500 ml bottles the new line will serve both the Romanian market and the European markets in the future Coca Co a said in a press release.

"We are comm tted to nvesting further Romania is a very important market within the Coca-Cola HBC Group and we are very excited about what's coming next " Coca-Cola HBC Romania general manager Jaak Mikke said.

The new insta lation is also the most energy-efficient bottling l ne and the one with the lowest water consumption per litre of beverage produced Coca Cola said. The project started in November 2016 and the test ng period was completed in late May 2017.

The Coca-Cola HBC factory in Timisoara was inaugurated on August 1995 and currently bottles Coca-Co a Fanta Sprite Schweppes Nestea and Joy products. These products serve both the Romanian market except for Joy and other countries where the Tim soara p ant exports such as Bulgaria Croatia Bosn a and Herzegovina Macedonia and Greece.

Coca-Cola HBC started operations in Romania in 1991 and currently employs 1 700 peop e.

Besides the Tim soara factory Coca Cola operates two other p ants in Romania.

One was inaugurated n 2012 in the southern city of Ploiesti fo lowing a 22 mi lion euro nvestment making Roman a a regional production hub which exports Cappy Pulpy to six countries across Central and Eastern Europe.

The other one ocated n Poiana Negr i in the northern county of Suceava has been part of an extensive investment programme since 2002 when Coca-Cola acquired the product on capac t es and the springs in Dorna area.

In September 2015 Coca Cola decided to close the factory in Moldova s cap tal Ch sinau and to supply the local market from its plants inRomania and Ukraine.

($=0.8759 euro)

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Coke bottler coming to Searcy

The Daily Citizen, July 02, 2017

By Jamie W lliams jw lliams@theda lycitizen.com

An independent Coca-Co a bott ing company has announced its intention to expand into northeast and central Arkansas by open ng faci ities in Searcy and Jonesboro.

Corinth Coca-Cola Bottling Works of Corinth M ss. will be hosting a job fa r Saturday to ill pos tions in both areas at the Hilton Garden Inn on 28 0 S. Caraway Road in Jonesboro from 8: 0-11:30 a.m.

"We're really trying to find delivery drivers what we call delivery merchandisers " said Martin Wil iams vice president and chief financial officer for Cor nth Coca-Co a Bott ing Works.

"That's our biggest push right now because it's a CDLA position a commercial driver's license A c ass posit on that we need and so we've got a pretty good need there. We're hoping to have applicant interviews take place that morn ng."

App icants can review all current openings and job requ rements on the company's website www.cor nthcoke.com/employment Wil iams said.

"And a l the jobs that we have open right now are on there and we can take app ications on our website " he said. "And if they want to come earn more about especially the delivery job pos tions they can come on July 8 at the H lton Garden Inn."

Accord ng to Williams Coca-Cola announced its system of the future operating model in 2013 wh ch ncluded five strateg es for long-term growth including s"stream ining" its operations.

"We were ucky enough to be one of the five first bottlers in the country to be a part of that announcement " Williams said.

In mid-2016 the Corinth Coca-Co a Bottl ng Works announced its expansion nto Arkansas and M ssouri.

"We're excited about it " W lliams said. "We haven't gotten to a def nitive agreement yet so that's a pretty big step but all the signs we bel eve are point ng towards the right direction and so if that comes into play we will hopefully be c os ng toward the end of the year n the fall and we are exc ted about opening those facil t es up and being a local presence there."

The facility in Searcy according to Wi liams wi l be a cross-dock faci ity with delivery routes leaving it daily.

"We're planning on emp oy ng around 100 people [between Jonesboro and Searcy]. Because we re acquiring the business from another bottler some of those pos t ons will be transfers but we will be adding several jobs that are either right now out of Little Rock or out of Memphis.

"We're a fourth-generation family business and we are very excited about being n Arkansas and br nging our high-touch service model to the area."

Business expansion

Who: Corinth Coca-Cola Bottling Works in Corinth Miss.

Where: Searcy and Jonesboro

When: Job fa r to be held Saturday at Hilton Garden Inn 28 0 S. Caraway Road in Jonesboro from 8:30-11:30 a.m. to fill positions

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Reds star partners with Kroger, Coke to benefit troops

Dayton Business Journal Online, June 30, 2017, Joey Hart

Reds fans will have a chance to meet one of the team's most well-known stars while support ng U.S. troops at a pub ic event in mid-July.

Shortstop Zack Cozart s teaming up with Kroger Co. Coca-Cola Consol dated and the Un ted Service Organization to produce a "Message in a Bottle" event July 15 for the benefit of mi itary personnel.

The event will ast from 11: 0 a.m. to 1:30 p.m. at the Oakley Station Kroger at 613 Marburg Ave. and Cozart will meet fans and sign autographs from noon until 1 p.m.

Attendees are nv ted to write a message to troops which w ll then be placed in Coca-Cola bottles and distributed v a the USO to active-duty military members around the world. Fans can also enter in a raffle to win signed Cozart memorabi ia and Coca-Co a giveaways.

Reds mascots Mr. Red Legs and Rosie Red will be at the event.

"Kroger Coca-Co a Consolidated and the Reds have a ong history of recognizing and prov ding support for the men and women of our mi itary and their families " T m Brown pres dent of Kroger s Cincinnati/Dayton division sa d in a statement. "Message in a Bottle is one small way to honor them for their service."

Coca-Cola Consol dated also plans on distr buting around 600 of the messages to troops and the r fami ies during an event later this summer at Smale Riverfront Park with a date and time to be announced.

"We are deeply grateful for the sacrifices our service men and women make for our country every day " Brian Outland Cincinnati vice-president of sales for Coca-Co a Conso idated said in a release. "The Message in a Bottle program is a heartfelt way for the community to show our sincere gratitude."

Coke Conso idated headquartered in Charlotte N.C. is the largest independent Coke bottler in the Un ted States. USO CSO was founded in 1966 and is f nancially ndependent from the arger USO. C ick here to learn more about the organization or to make a donation.

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Coca-Cola partners Sri Lanka Red Cross for emergency and long-term flood relief operations in Gampaha

Daily FT, June 30, 2017

Coca-Cola Beverages Sri Lanka Ltd. joined hands with the Sri Lanka Red Cross Soc ety - Gampaha Branch to carry out ntensive emergency disaster relief and rehabil tation activities following the severe floods wh ch occurred in May 2017.

Coca-Cola focused on the immediate needs of distr bution of safe clean water and the provision of medical camps to those left vulnerable in the Biyagama and Dompe Divisions. The emergency relief operation was mainly carried out in the flood-affected areas of Yabara uwa Mab ma Bollegala Thelwatta Ambaraluwa of Biyagama Div sion and Malwana Kanukatiya Pahala Mapitigama N kawela G ridhara and Kapugoda of Dompe Division. Furthermore n a step towards rehabil tation; fac litat ng the return to their daily lives the Company engaged n c eaning all contaminated wells of the Biyagama Division totall ng 600 wel s.

Echoing the disastrous effects of the loods n 2016 last month s natural disaster once again eft Gampaha residents feeling vulnerable and isolated by the flood waters whi e being exposed to hea th issues in the aftermath such as the risk of Dengue and waterborne d seases. Flooding from the nearby Kelani River caused water evels to r se 5ft in Biyagama and 3ft in Dompe (Gampaha District).

Volunteers of Biyagama and Dompe Red Cross executed the operat on and techn cal support was provided by the relevant area Government officers; Grama Ni adharis Pub ic Health Inspectors Min stry of Hea th and Div sional Secretariats. Volunteers from Coca-Cola were active n the med cal camps and in delivering water to affected famil es and individuals as additional operational support on the ground in the week after the floods were of great need.

The company ensured that distribution of over 10 000 litres of water was executed through deliveries on-foot by trucks and by boat to access areas isolated by the rema ning flood waters. Medical camps mobile camps and f rst aid services were conducted through 16 serv ce events providing access for essential healthcare to 2 129 affected individuals in the first week after the flooding began. Coca-Cola is grateful to the critical support offered by Sri Lanka Red Cross Society - Gampaha Branch the Grama N ladharis and the Publ c Health Inspectors of the Min stry of Health.

Medical Officer of Health Biyagama Kumari W jesuriya said 'The recent floods n Sri Lanka caused devastating oss to ife and property eaving many communities helpless. Many areas in Biyagama were particularly badly affected and residents here needed a l the possible re ief and rehabi itation ass stance. As a state body we are offering every possible support to th s commun ty; however Coca-Cola's support at th s cruc al time has helped ease our stretched resources. I am grateful for the company's generous support in well-cleaning activit es in Biyagama which will go a ong way in supplying clean dr nk ng water to these commun t es as they slowly limp back to norma cy.'

In the r return to their da ly ives it was work ng around the issue of contam nated household wells which prevented homeowners rom returning to normalcy. The well-cleaning process nvolves the c eaning disinfection and ch orinat on by professionals from Sri Lanka Red Cross Gampaha Branch. Homeowners in need were identified from the informat on provided by the Divisional Secretariat and requests by the Grama Niladharis of each division. In all eight Grama N ladhari divisions certification for each homeowner was done by the Public Hea th Inspectors and or Grama Ni adharis. Once the process was completed a sticker was pasted identify ng the water from the cleaned wells were safe for drinking bathing and other day-to-day activities.

Commenting on Coca-Cola's flood rel ef operations Coca-Co a Beverages Sri Lanka Ltd. Managing D rector Mayank Arora said Coca-Cola responded to the recent f oods by providing those affected with access to water and medical camps. More importantly as a company we are privileged to support the long-term wellbeing of the community by further ensuring access to safe clean water by undertak ng the responsibility to clean 600 wells with n the ocal community of Biyagama. As a company that operates on the princip e of sustainable communities communities can depend on Coca-Co a to offer tangib e support in their time of need.'

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Football: Blatter regret at overstaying FIFA tenure

Agence France Presse, July 02, 2017

Disgraced former FIFA president Sepp Blatter forced out as head of wor d football's governing body amid a corruption scandal in 2015 admitted on Sunday he regretted not stepping down ear ier.

The 81-year-old was banned over ethics breaches bringing an end to his 17-year re gn as FIFA chief following a suspect two mil ion Swiss franc ($2 mil ion 1.8 m llion euro) payment to ex-UEFA pres dent M chel Platini.

"I should have stopped myse f ear ier " Blatter sa d in an interview pub ished by Swiss newspaper SonntagsBlick adding that his ousting as FIFA boss was "a re ief".

Blatter who was re-elected for a fifth term in May 2015 before promptly announcing his p ans to resign recalled the editor-in-chief of a Swiss magazine warning him the ro e of FIFA pres dent had an expirat on date.

"'At your place the date is 201 ' he told me and I sa d to h m that sometimes it's wr tten that the product can be consumed beyond this date if t s stored in a cool p ace " Blatter sa d.

Blatter was also asked about a report in German newspaper Der Spiegel that current FIFA chief Gianni Infantino had feared be ng dismissed as the subject of another ethics committee invest gation.

Infant no was c eared last year by FIFA of eth cs violat ons after investigating him over h s use of private jets personal expenses hiring methods and a contract dispute.

But FIFA assured ast month "no investigation" had been opened into Infantino after sources said h s ro e in the Confederation of African Football's presidential elections was being looked into.

"I don't know about that I only know that former FIFA col eagues addressed themselves because of h m to the eth cs comm ttee and that three or four weeks later they were thrown out of FIFA " B atter said.

Ethics chiefs Hans-Joachim Eckert and Cornel Borbely were replaced n May at the annual FIFA Congress with Borbely call ng the decision "a setback n the fight aga nst corruption".

Blatter also spoke out aga nst the introduction of the video assistant review (VAR) system currently being trial ed at the Confederations Cup in Russia.

"The game loses attractiveness... You have to leave referees to make mistakes what FIFA are doing is del cate and dangerous " he said.

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Danone to Sell Stonyfield to Lactalis for $875 Million; Sale to address U.S. competition concerns following WhiteWave purchase

The Wa l Street Journal Online, July 03, 2017, By Nick Kostov

PARIS—French dairy company Danone SA said Monday it entered a binding agreement to sell ts U.S. dairy business Stonyfie d to Lactalis for $875 mill on to address U.S. competition concerns.

The sa e of Stonyf eld is part of an agreement reached with the U.S. Department of Just ce in connect on with Danone's recent acquisition of WhiteWave. Danone and WhiteWave together have big chunks of the yogurt market with brands including Dannon Oikos Actimel Si k Wallaby and Hor zon Organ c wh ch ed to concerns from the Justice Department about concentration in the da ry sector.

Danone said that the sa e price represented a multip e of around 20 t mes the 2016 earn ngs before interest tax depreciat on and amortization for Stonyfield.

Lactal s is a family-owned company whose cheese m lk and other da ry products are so d under well-known brands such as Pres dent and Br del. It said it has 75 000 emp oyees spread across 85 countries.

Other bidders for the asset included big dairy processor Dean Foods Co. Mexico's Grupo Lala and China s largest da ry company Inner Mongolia Yili Industrial Group Co. according to a person familiar with the matter. A Yili spokesman declined to comment while representatives for Dean Foods and Grupo Lala didn't immed ately respond to requests for comment.

Founded in 1983 Stonyfie d which was one of the pioneers in tapping consumers' growing desire for s mpler more natural products grew to yearly revenue of around $370 mil ion last year. Danone purchased a 0% stake n the company in 2001 and raised its share to 80% in 200 wh ch strengthened ts pos tion n the U.S. against Minneapolis-based compet tor General Mil s Inc. maker of Yopla t yogurt. Since 201 Danone has fully owned Stoneyfield.

Closing of the sa e of Stonyf eld is subject to final approval by the Justice Department and s expected in the th rd quarter of this year. Danone's $10. bill on purchase of WhiteWave agreed n July 2016 closed on April 12 th s year.

Write to Nick Kostov at Nick.Kostov@wsj.com

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Nestle, Unilever join project to prove value of long-term vision.

Just-Food, July 02, 2017, Ben Cooper

Nest e Uni ever and PepsiCo have jo ned w th other compan es and financ al institutions in a venture that aims to develop a new framework to encourage and measure long-term value creation.

Dubbed The Embankment Project for Inclusive Capitalism the in tiative has been convened by the Coal tion for Inclusive Capita ism and global profess onal services group EY and was launched at the Aspen Ideas Festival on Wednesday (28 June) by Lady Lynn Forester de Rothschild founder of the Coalition for Inclusive Cap talism and EY global chairman and CEO Mark Weinberger.

The aim is to forge a framework that can "better reflect the full va ue companies create through human physical financial and ntel ectual capital dep oyment".

The CEOs of Nest e Peps Co and Uni ever have joined with leaders of three global compan es from other sectors and 15 nvestment and asset management organisations in the project. Comb ned the partners represent more than US$20trn of assets under management.

Over the coming 18 months the partners wi l scrutinise test and refine the framework being developed by EY. The framework is designed to he p companies deliver trusted informat on to customers shareholders emp oyees and the financial community to improve the a location of capital for long-term value creation. For the investment community the aim is determine if the concept provides "a va uab e v ew of companies from which to make their nvestment decisions".

The Coa ition for Inclusive Capita ism will work co laboratively w th EY and the participating companies. An Advisory Board s also to be estabi shed to provide further input comprising academics regulators internat onal standard setters and other strategic advisors.

Unilever CEO Paul Po man an executive known to be criticial of the short-term focus of some investors said a concept l ke the one being developed has been long needed. "Long-term investment and susta nable growth models go hand in hand " Polman said. "Businesses must operate with purpose embedded in their strategy serv ng their shareholders and wider soc ety. The abil ty to art culate this in a standardised meaningful way has ong been needed so markets can properly measure this broader approach to va ue creation."

Indra Nooyi cha rman and CEO of PepsiCo who has advocated voci erously or a longer-term vision from the investment community said: "Business must do more than simply turn a profit. We must a so be guided by a deep sense of purpose. This means measuring our success not only quarter to quarter but also year to year and decade to decade. It means creating value for shareholders as well as society. Companies that embrace th s mindset wi l be the ones to thrive long-term."

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Lucky Charms and ligers: Summer drinks try to quench a thirst for profit

USA Today On ine, June 30, 2017, Zlati Meyer Zlati Meyer

As the country w lts under summer heat the nation's largest fast-food cha ns are increasingly rolling out ever-more elaborate -- sometimes outright crazy -- drinks both to drive profits and draw attention.

These hand-crafted beverages bring n customers who want to quench the r thirst try something new or snap a photo to post on soc al med a. Something chilled and sweet and often creamy is enough to make anyone nosta gic for childhood summers. And they re a relative inexpensive pleasure though the markup is high enough that the chains adore the easy profits in an era of struggl ng sales.

From Starbucks to McDonald's to Panera more and more chains are rounding out their menus w th these dr nks -- cool in both temperature and style. Some are part of restaurants' year-round rosters wh le others are as fleeting as a summer rain shower They're named for the make-bel eve (unicorn Lucky Charms) Mother Nature s offerings (shamrock iger) or ngredients (frozen coffee matcha lemonade)

For restaurants they re a lure for customers at a t me when the industry trying to overcome dec ining foot traffic and customer loyalty and an evermore competitive landscape; the overall chain restaurant industry hasn t had a month of positive sales s nce February 2016 according to TDn2K an ndustry analytics firm based in Dallas. . For customers the treats are a novelty but they also carry risks. Like anyth ng packed w th lots of sugar calor es and food co oring consuming too much can lead to weight gains and other health problems.

Related:

For beverage-centric chains l ke Dunkin' Donuts and Starbucks these drinks are a way to inspire customers to branch into baked goods. For more tradit onal chains like Panera or Arby s they're a way to add to the tabs of customers who come in for someth ng other than a dr nk said John Gordon restaurant analyst with Pacific Management Consu ting Group. In all cases a limited-time offer draws anyone who wants to try a now-or-never beverage.

M tch Cooper is a big fan of cool drinks and he's usua ly the first among his friends to head out and sample them. If he's rea ly gaga over a new one he'll talk about it on social media.

"I love those things " sa d the 29-year-old marketing specialist from Stow Ohio. "If I try it and I like it I' l definitely get it aga n. "

Regardless of what pulls in customers the markups are huge. The margins for these often h gh-sugar h gh-calor e drinks can be as high as 80% to 90% Gordon said. Beverages are 20% to 25% of the average order.

"The r motive is to decrease the amount of customers who only get water when they come in " Gordon said noting that soda sales in the United States have plummeted over the last several years. "To the degree they can invent a new dr nk they have the potent al (to motivate) a water consumer to go to a $1. 95 blended drink. "

If the drinks are unique or shticky enough they'll explode on social media where they' l get much b gger promot on than they would through traditional advertis ng; customers will try one and post photos to show how h p they are to the atest food trends. While that is true of almost every demographics the most sought-offer segment Mi lennia s are particularly predisposed to do this. These hand-crafted beverages are usua ly photogenic -- due to an unusual color or a whipped cream crown say -- which also ups the r play on Instagram Twitter and Facebook.

And f the dr nk is offered for a limited t me expect post ng to jump up exponentially.

Currently the hot cool dr nk is Burger King s Lucky Charms shake which came out this month and is made from the ch ldren's cereal. It was inspired by the popular ty of the chain's other breakfast-insp red shake the Froot Loops shake wh ch it offered in April. The "magically delicious" version is available for eight weeks though A ex Macedo president of Burger K ng North America said the dr nk is prov ng so popular that they might run out "much sooner. "

That doesn't mean Burger K ng OKs every shake it dreams up; the s'mores one for example wasn't green-l ghted because it was "commonplace. "

"There s a growing need for interesting deas that people can't readily make by themselves and the more creative you are the more successful you'll be in attracting people to your restaurants " he said.

Macedo exp ained that these drinks have h gh margins and that 0% to 0% of people wa k into a Burger King specifically to get them.

Arby s a so grabbed some attention in June with its L ger Shake a lion and tiger hybr d mix popular zed by the movie "Napo eon Dynamite. " The orange-with-brown-striped beverage isn t the chain's first foray into specialty drinks; its Jamocha shake was ntroduced 50 years ago. Today shakes make up nearly 6% of the Arby's sales mix according to the company.

"They're conversation pieces and they re also nods to cultural happen ngs " explained Nevil e Craw Arby s brand executive chef.

Other chains rid ng the wave of new drinks include McDonald's with its Choco ate Shamrock Shake inspired by ts popular seasonal Shamrock Shake; Dunkin Donuts with its Frozen Dunkin Coffee a coffee-based drink that replaced the water-based Coffee Coolatta; and Panera with a new line of fruit and tea drinks made with artif cial preservatives sweeteners flavors or co ors.

Starbucks' Un corn Frappuccino was a b ockbuster in April spawning a rush to the stores ots of soc al media chatter and p enty of non-social-media th nk pieces.

Imbibing these calorie- and sugar-packed drinks too often could cause customers' waist ines to expand as their wallets shrink. A person taking in an extra 100 calories a day can add 10 pounds of weight a year -- and most of these dr nks have h gh calor e counts like the Lucky Charms shake with 7 0 and 107 grams of sugar. Or the Chocolate Shamrock Shake w th 510 calories and 70 grams of sugar for a sma l.

Americans' sugarcane consume too much sugar and sugar sweetened beverages are a big cr pit. Nitz Dr.as a Kansas based registered dett ar zard. Good of water is free and sugar fi ee zhe added. A twice a year ind gestion or once a month. That d be fi ee zhe zard. When you regetting stothe da y habit or even several times a week. It just add ng cal ore zard t can make people rea y strugg e to ma ata s the i weight.

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Coca-Cola Connect

July 3, 2017

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Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.

Welt am Sonntag, Sun, 2 Jul 2017

"We are experimenting a lot at the moment"For many decades, Coca-Cola was extremely successful with selling one single, mostly unchanged, product. When the company wanted to be bold in the eighties by launching a sweeter variant, 'New Coke', this didn't work out. Fear of failure is said to have been limiting the Atlanta based company's willingness to experiment since then. Experts speak of the 'New-Coke-Syndrome'.

With James Quincey this will most likely change. The manager, who moved to the top rank of Coca-Cola this May, can not only imagine that the product portfolio of the company may look 'radically different' in the future; he also wants Coca-Cola to adopt the 'mentality of a technology company'. Welt am Sonntag spoke with the James Quincey. It is the first interview of a Coca-Cola CEO in Germany since ten years.

1. Welt am Sonntag: Coca-Cola is an uber-brand, turned into a legend by Andy Warhol and others. How much do you feel the power of this brand? And: Is it particularly difficult to change, when a brand has such a power?
Coca-Cola has been around for 131 years. It is still an amazing brand. We spent 100 years selling Coca-Cola in the same iconic glass bottle. At present, more than 500 different brands are part of the portfolio of our company. We have initiated a major transformation. This applies to both The Coca-Cola Company and the bottlers, with whom we have a close cooperation. In Germany that's Coca-Cola European Partners. The soft drink industry grows by around four percent globally on average each year. Whoever wants to be successful in this business, needs a broad and commercially compelling portfolio of strong brands. The company will be bigger in the future than the brand that historically marked it. This is certainly a difficult journey, not least also for our employees who all love the brand.

2. Welt am Sonntag: What is the future beverage portfolio of Coca-Cola likely to be?
We are considerably extending our product portfolio. We focus on those beverage categories and brands which promise strong growth. Most people have on average eight drinks a day. Many of them consume eight different beverages. From the first sip of water, tea or coffee in the morning, a soft drink for lunch, to an isotonic beverage after sports and so on. We want to offer people for each of these moments different beverages from our portfolio. That's why we continuously launch product innovations, like the very successful ViO BiO lemonades in Germany.

3. Is Coke your personal favorite?
I drink several of our products through the day – depending on the time of the day. At this moment in time, I'm having a Coke. In the morning, I drink a smoothie and a coffee. And then later in the day some water or another drink. It depends on the occasion. The brand I have the longest relationship with is certainly Coke.

4. Now you are drinking Zero.
I sometimes drink red Coke and sometimes Coke Zero Sugar.

5. A commitment to sugar?
Sugar is a challenge for many communities. We accept it. In many countries, there are people who are over-consuming sugar, both in beverages and in foods. This is where we as well need to act. We support the World Health Organization (WHO) in its goal that people should not consume more than ten percent of their daily calories from added sugar. In Germany, we are backing the commitment of the European beverage association Unesda to bring down the sugar content of our portfolio by a total of ten percent by 2020. This requires major efforts. We are changing recipes, focus increasingly on smaller packages and, last but not least, on clear product information for consumers.

6. For a long time Coca-Cola accounted for 100 percent of the sales of your company; at present it is only 50 percent. How much lower can this still go?
Let's put it this way: We make great progress in broadening our portfolio. Some companies make the mistake of trying to sell by all means what they make. However, you want to make what consumers want to buy. If you are successful with this, there are completely different business opportunities. To be more concrete: 15 years ago we made ten percent of our business with non-sparkling beverages. Today we are already at 30 percent.

7. Can you imagine The Coca-Cola Company without the regular, the red Coke?
No, because I think that many consumers would not want that. Now, could the shape of our portfolio look radically different in the future? Yes, it absolutely could. In Japan, for instance, one of our very successful countries, red Coke accounts for less than 20 percent of our business. Ready-to-drink tea, cold as well as hot, is the strongest beverage segment there. In future, I could absolutely imagine that the total portfolio includes several brands of the size of red Coke.

8. Is the soft drink sector the new tobacco industry? After all, the latter succeeded in remaining profitable despite strong political headwinds?
There's no amount of tobacco that is healthy for people. Already the first cigarette is bad. The moderate consumption of non-alcoholic beverages is, however, absolutely safe. As far as diet is concerned, it is all about supporting people in a moderate

consumption and balanced nutrition.
I don't think that it works if people are restricted in their freedom of choice for foods and beverages through governmental intervention – e.g. via new taxes for certain products. People then get what they want from somewhere else. Governments, companies and civil societies must develop more intelligent solutions together in this field.

9. Your company is agnostic: The consumer gets what he wants, regardless of whether it is healthy for him or not? Does this change now?
We believe in a diverse range of products and the freedom of consumers to choose in a self-determined and informed way. At the same time there has already been for some time a verifiable change in our company: we spend a larger part of our marketing and research budget on products which have less or no calories. We want to offer for every brand that we launch also a reduced calorie or no calorie variant. For all our big brands – in addition to Coca-Cola, for instance, Fanta, Sprite or in Germany Mezzo Mix – this is already the case. We improve recipes, e.g. for Coca-Cola Zero Sugar, which taste even more like regular Coca-Cola and comes completely without sugar. The consumers appreciate this: Coca-Cola Zero Sugar shows strong growth rates. Moreover, we have consistently extended our offering of smaller packages for years. In Germany, we offer, for instance, the 150 milliliter can again, which many consumers know from their plane travels.

10. And the headquarters in Altanta instruct all local companies what they have to do?
Our strategy is marked by local circumstances. We produce locally in the countries in which we sell our beverages. In Germany, we have done so for almost 90 years. We are convinced that the local management knows best about our customers, the consumer trends and the market opportunities. Apart from that, there are of course worldwide trends. Identifying those and deriving decisions for the international business from them is a key task of the headquarters in Atlanta. We always focus on a balance between the global and the local perspective.

11. What does that look like in concrete terms?
An example for a global success with local roots is brand Fanta. It is an innovation from our European business, brought to market decades ago. Today, it is available in more than 190 countries worldwide. In contrast, an example for a decision by our headquarters is that all over the world the entire Coca-Cola portfolio is brought together under one umbrella brand. We believe that Coca-Cola should again be perceived as one brand with several variants, and not as different brands.

12. When were the headquarters mistaken?
One of the most successful innovations of the past years was "Share a Coke with", where first names replaced the brand name on the Coca-Cola label. The proposal came from Australia. The headquarters then tried several times to stop the idea. However, the local management got its way. And it turned out that the idea was great, consumers went crazy about it. We then launched it in dozens of countries. It has been a big success in Germany, too.

13. You have an advantage in your industry: you are only marginally affected by the digitalization.
You are wrong about this. It starts with the internal information technology. When IT and digital took off 20 years ago, we first wanted to do a lot on our own. We even had our own mail program and were one of the first in this field. We have changed our approach now. If a particular IT program does not have any specific benefits, we use the industry standard. Moreover, we know today how important it is that software programs can be used intuitively; for the apps on your smartphone you don't need any training either. Robert Woodruff, one of the company founders, coined the motto that a Coke must always be within "an arm's reach" of desire for consumers. We now transfer this physical proximity to the consumer in the digital world. This means that in future our products must also be within a "click's reach" of desire. In the cooperation with our customers there is digital change happening, too. The sales reps of Coca-Cola in Germany were amongst the first to work with iPads in the field.

14. How does this function?
They go into the bistros, the cafes, the retail stores and thanks to a new software they are able to show to every customer individually with which beverage offering and which set up of the sales area they can be even more successful with us. The data of the sales reps are processed centrally in real time. Our entire business development can be viewed on the smartphone in this way. We also support our customers through new developments such as the Get Happy app. The team in Germany has developed it. This app is a digital loyalty card for kiosks, bakeries or restaurants. In future, it will also allow for online ordering and reservations. We are experimenting a lot.

15. This is actually new for Coke, isn't it?
Yes, that's true. We need to allow a period of divergence and experimentation. And then learn quickly what's working and what's not.

16. "Culture eats strategy", is what management consultants like to say. This means: even the smartest strategy does not work, if it does not take into account the peculiarities of corporate culture. Does this also apply in your case?
I agree. This is why the tone you set from the top is important. You have to be clear and consistent with your people. This is my aspiration. For me this means, for instance, to make it clear that we must not overinvest time and energy on making things perfect. In this new world, we need to get a version 1.0 quickly, from which we learn. If something doesn't work, we stop it. And that's perfectly okay. If something is good but not perfect, we need a 2.0 fast, and then a 3.0 version. We then scale what is successful. We must be bold and fast, and we have to execute and perform. This corresponds rather to the mentality of a technology company. In order for this cultural change to work out, management must set an example.

17. And how do you do that?
I am fostering a culture in which we take risks, pursue new approaches. I do not expect that everything is perfect. Saying that, I am aware that everyone watches me. In 2015, I took over the responsibility for all operating units of Coca-Cola. I do not think that after my first week anybody could exactly repeat what I said during the first days. But everybody remembered that I came in jeans in the office on my first day. Everything communicates.

18. How does the digitalization in your industry work at the end of the day?
Technology will change everything. Take restaurants that have only a limited space for a certain number of bottles. Fountains, in turn, have only the capacity for a few brands. With Freestyle, we have invented a system which is at present largely used in the USA. The essence of the product is reduced to almost the size of a printer cartridge. There are 140 different cartridges. In this way you as a consumer can mix your drink literally in any combination yourself.

19. Soft drinks from a cartridge – that's an unusual idea.
In the United States, we use already tens of thousands of these machines. Our customers, the owners of bars, for instance, love them, because it allows them to offer a wider choice. At the same time the consumers benefit, too, because there are, for example, more low calorie variants available. In future, it is possible to imagine that you can order your favorite mix and have it delivered using an app – for instance Fanta Lemon mixed with Coke Zero Sugar. This is of course still up in the air, but might become a reality in 20 years. The technology is already available; it is merely a matter of economic efficiency.

20. When you look around in the world: Which company do you find inspiring?
I try to learn from many examples. However, if you ask me... Take a brand like Microsoft. 30 years ago, it was revolutionary. Then they became set on developing their operating system further. Now they have started to radically change. They have embraced that they can't keep defending the old castle and that they must fundamentally change their culture. And that's a big challenge. Re-inventing oneself as an established company is essentially more difficult than developing something completely new.

21. Is Coke still an American brand. Or a global brand?
Coca-Cola is an extraordinary brand because it's a bit of everything. It's a deeply rooted local brand. We produce our beverages on site and hence create local jobs. But Coca-Cola is of course also American, because it all started there. The brand continues to radiate optimism and openness like the American dream.

22. Is there still an American dream?
The fact that parents always want a better life for their kids has not changed. At the end of the day, it is actually not an American dream but a universal one.

23. Is it in the era of Donald Trump a problem for Coke to be an American icon?
I have worked in many different countries during my career. I have experienced time and again that people around the world still love America. America is not equal to any part of its constitutional system or its businesses. It has rather to do with culture, the landscapes and the fact that many people see America as the country of personal opportunities.

24. Do you support Trump?
As a company we have to deal with the political agenda of any government –in each country where we operate. Inherently, there are positions we agree with and some we don't. But we work cooperatively with every government. This applies to the United States as well.

I am one of the signatories of the letter of CEOs to the US President which spoke out in favor of staying in the Paris Climate Accord. We believe that sustainability is very important. For that reason, we have set own climate protection goals as Coca-Cola. We are working on a further reduction of our CO2 footprint and are one of the first Fortune 500 companies to be water-neutral. Moreover, we are aspiring to create zero waste at our plants, which we have already successfully implemented in Genshagen near Berlin, for instance.

25. And what about Trump's plans for a tax reform?
Those are going into the right direction. We have long advocated for comprehensive tax reform in the United States that ensures U.S. multinational companies like ours have a level playing field against companies based elsewhere.
26. In a few days the G20 Summit will take place in Hamburg. What are your hopes for this meeting?
Our position is clear: Diversity, openness and global trade create more growth, and that's important. Because without growth there would be less resources to allow a better life for more people. However, we must not ignore the fact that not everyone has benefited equally from globalization. We must find ways and means to take those along who have not been so fortunate so far.

27. What are you as a company doing for it?
We are amongst the largest employers in Africa. We have been engaged together with partners for years in many initiatives. We are committed to fighting AIDS, support governments and NGOs in the delivery of vaccines, e.g. against Malaria, and empower millions of women on their way to economic independence. Because mainly female micro-entrepreneurs play a key role at the development of local communities: they support their families, they invest in the education of their children and they allow other women to find their way into the world of work.

27. You sell Coke in almost every country in the world. The only exceptions are North Korea and Cuba. Which one will be the last country in which Coke will not be available?
There has been a slow thawing of frozen relationships with Cuba over the last decade. If I had to bet, I would say: North Korea.
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'If you're called Innocent, you have to live up to it'

The Daily Telegraph, Mon, 3 Jul 2017, Iain Withers

As smoothie maker comes of age with £304m sales, boss insists it will stay true to its values under Coca-Cola, writes Iain Withers

INNOCENT'S offices look quite ordinary from the outside, perched above a railway bridge in Ladbroke Grove, west London. Yet inside is exactly the kind of quirky set-up you might expect from the knowingly kooky smoothie maker.

Its young staff gather in a big hall laid with artificial grass to meet, rustle up a free breakfast at a big open plan kitchen, enjoy baskets of free fruit or play table football. In the corner is a glass box where food scientists, some in white lab coats, stroke their chins and discuss what fruit-packed concoction will next hit the market.

By the window is a crate full of thousands of little woollen hats knitted by customers to put on bottles, as part of the company's annual "Big Knit" charity drive, where 25p from each bottle of mashed fruit goes to Age UK.

Innocent may have turned 18 this year but Douglas Lamont, the chief executive, is in no rush to take things too seriously. Its brand value is as much tied up in folksy marketing and generosity - it donates 10pc of profits to good causes - as it is in its juices, smoothies and coconut water.

Innocent is coming of age financially, with more than half of its record £304m sales for the 2016 calendar year coming from overseas for the first time, from buoyant businesses in France and Germany. It is also back in the black with £8.5m operating profits, after a £700,000 loss the previous year, which it put down to expansion costs.

The company is now Britain's largest chilled juices maker, ahead of Tropicana, and western Europe's fastest growing soft drinks brand, pipping Red Bull. "To become the biggest in the market, an aim you've been going after for 18 years, on your 18th birthday is something quite special," says Lamont.

What is tough to find at Fruit Towers is any mention of Coca-Cola, the company's owner since 2013. It was a takeover that dismayed many of its loyal customers, who took to social media to vent their disapproval. Coca-Cola is based elsewhere in the West End, and describing the relationship between Innocent and its parent, specifically the extent to which they share the same ethical values, is one of the few things that flusters the earnest and mild-mannered Lamont.

It's not the only challenge he faces, as he is tasked with expanding a pricey drinks business at a time when consumers are feeling more pinched for cash. He also has to convince increasingly health-conscious consumers that its juices really are good for you, after a string of bad press that they contain too much sugar. Has Lamont got answers to these questions as the company moves into adulthood?

The business was founded in 1999 by three Cambridge graduates - Richard Reed, Adam Balon and Jon Wright - after selling smoothies at a music festival. Innocent folklore has it that they put two bins out - throw your rubbish in this one if we should make this our full-time jobs, and the other if not. You can guess which bin was full. Lamont joined them when they were 50-strong seven years later as "head of new opportunities" after a stint at another fast-growing company, internet provider Freeserve. He was part of Innocent's top team when Coca-Cola snapped up a minority stake in 2009 and took full control four years later. The founding trio walked away with a £100m windfall and handed over the reins to Lamont.

With backing of a global giant Lamont set about launching Innocent in France and Germany. Today those two businesses turn over €71.1m (£62m) and €86.5m (£75m) respectively and the business as a whole has tripled in size. Overall sales were up more than £50m last year, with overseas sales up 35pc and UK sales up 11pc. Revenue is heading for £350m this year, Lamont says, and the business is eyeing further launches in Norway, Sweden, Spain and Italy.

He says Coke's ownership has allowed the company to take on upfront risks and costs associated with expansion that it would not otherwise have been able to do, but has nonetheless self-funded all its growth. He insists Coke largely leaves him to "get on with running Innocent as a stand-alone business". Innocent does not leverage any of Coke's vast manufacturing, sales or marketing resources and Lamont says he only formally meets them three times a year at investment board meetings.

Lamont argues Innocent's growth story is proof "sustainable capitalism can be scaled". The company prides itself on its green, ethical and healthy credentials, as well as its charitable giving, which has topped an impressive £15m over 18 years. Undoubtedly "doing good" plays a big part in Innocent's brand value and in its bond with customers, as Lamont explains: "Frankly when you're called Innocent you have to work hard to make sure you live up to that name. We work very hard every day to earn that trust."

But given the remainder of its profits go to Coca-Cola, a sugary drinks corporate that has faced criticism for unethical practices in the past, does Lamont believe the two organisations share the same values? Could the halo that takes pride of place in Innocent's logo sit just as easily above Coke? "I think like all companies in the world they're looking at how they continue to drive and get better at all the challenges that face all of us," he says. This isn't exactly a yes or no - is Lamont saying Coke can't share in the glow of Innocent's halo? "I definitely won't say that," he starts hesitantly. "The answer is they have a set of values that they're working hard to deliver against, and we have a set of values that are different and you make different business choices in the same way that other firms have different values and make different choices.

"So, inside Coke they are doing so many good things, they are making their business more sustainable, more ethical, giving huge amounts of money to charity all over the world. I wouldn't in any way want to imply they're not doing an amazing job, they really are.

"What we stand for and how we're seen by our drinkers is what Innocent stands for and that's a different thing. You learn from each other. All companies should be sharing and learning about the many challenges we all face."

Another challenge for Innocent is persuading customers its products are healthy in the face of multiple reports that have shown smoothies pack a lot of sugar, perhaps as much as a Coke, given the multiple fruits needed to make a single bottle. "Yes absolutely our products are healthy," Lamont says. "They have no added sugar, so any sugar in our products is truly intrinsic in the fruit and in any smoothie or any juice there is a complex web of benefits whether it's through vitamins or whether it's through phytonutrients". He also points to the fact the government has kept juices and smoothies in its five a day campaign.

Meanwhile, given the expected squeeze on consumer spending widely predicted, can a pricey drinks business continue to expand? Lamont says it can because he believes there is an unstoppable trend among Europeans for healthier living. "The £10 our customers are saving on their Uber taxi versus a London black cab they are either choosing to put towards a gym membership or better quality food and drink rather than spending an extra hour in the nightclub. And you see that trend emerging all over Europe."

He says the company will stay ahead of hot competition by "continuing to innovate". It already launches between 15 and 25 products a year, two years ago it was super smoothies and coconut water, both of which have proved successful, and four months ago it was a new range of protein smoothies. Coke-related awkwardness aside, Lamont seems determined Innocent will continue to live up to its name.

Douglas Lamont CV . Age 43 ? Education: University of Edinburgh (Politics and Geography), Harvard Business School ? Family Married with four children ? Hobbies Cricket, golf, when not family taxi driver ?Favourite film Alive, the true story of the 16 survivors from a Uruguayan rugby team after their plane crashes in the Andes

'Inside Coke they are doing many good things. What we stand for is a different thing. You learn from each other'

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Coke Studio Africa Presents Global Fusion Edition

This Day, Sun, 2 Jul 2017

Coke Studio Africa has confirmed mega platinum star, Jason Derulo as the show's guest star this year set to feature on a special episode themed the Global Fusion Edition. The American Pop/R&B singer and dancer who is currently riding high with his latest banger 'Swalla' is expected to jet into Nairobi, Kenya to participate in the recording of Coca-Cola's flagship African music show. During his time at Coke Studio, the new-school, multi talented creative giant who has sold over 50 million singles and impressively achieved 11 platinum singles will meet and work with 11 talented African Stars. They include Dela (Kenya), Rayvanny (Tanzania), Bebe Cool (Uganda), Mr. Bow (Mozambique), Falz (Nigeria), Joey B (Ghana), Betty G (Ethiopia), Jah Prayzah (Central Africa Republic/Zimbabwe), Shekhinah (South Africa), Locko (Cameroon) and Denise (Madagascar).

Ahead of his anticipated arrival to feature in the special Coke Studio episode dubbed 'Global Fusion Edition, Jason says, I am excited to be part of Coke Studio Africa – 2017. I can't wait to arrive in Nairobi to meet and make great music with the African super stars," adding, I am also looking forward to lend all my expertise, learn and exchange ideas with the African artistes, producers and the show's creators as I discover what they have to offer." Two of Africa's hottest music producers: Masterkraft (Nigeria) and DJ Maphorisa (South Africa) will be tasked with producing all the African artistes and Jason Derulo, after which all the music will be performed and recorded live alongside Coke Studio's highly talented house band. This year, Coke Studio has merged Coke Studio Africa and Coke Studio South Africa into one—bigger and better, Coke Studio Africa – 2017, which includes artistes from South Africa, Kenya, Uganda, Tanzania, Rwanda, Ethiopia, Nigeria, Ghana, Angola, Zimbabwe, Togo, Cote d'Ivoire, Madagascar, Mauritius, Mozambique, DRC and Cameroon. The new season is set to premiere in different regions from September this year and will broadcast in more than 30 countries across Africa. Coke Studio Africa is a non-competitive music collaboration show, which seeks to bring together, and celebrate the diversity of African music and talent. It also gives upcoming artistes the opportunity to work with some of the best local and international music and production talent. It brings together artistes from different genres, eras and regions to create a modern and authentic African sound.

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Coca-Cola reinvigorates pilgrims on Poson pilgrimage

Daily FT, Sat, 1 Jul 2017

Coca-Cola Beverages Sri Lanka Ltd. continued its proud tradition of refreshing pilgrims on their annual Poson Poya pilgrimage to the ancient capital of Anuradhapura. Coca-Cola set up kiosks, this year too, to serve several thousand pilgrims with a wide selection of refreshing beverages to help stay refreshed, beat the heat and in the hope of reinvigorating the pilgrims to continue on in their holy pilgrimage. Poson Poya is one of the most sacred events in the Buddhist calendar and the holy city attracts thousands of pilgrims who gather at the city's holy sites to mark the occasion.

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China Foods Sells Coca Cola Bottling Arms, Buys Beverage Arm

SinoCast Consumer Products Beat, Mon, 3 Jul 2017

SHANGHAI, July 3, SinoCast -- China Foods Limited declared completing purchase and sale relating to Shanghai Shenmei Beverage Food Co., Ltd. on April 1, 2017. Related sale has been completed before July 1, not including selling Coca Cola bottling division under Shanghai Shenmei to Swire Group.

Earlier, China Foods sold 10 Coca Cola bottling subsidiaries through the China Beijing Equity Exchange (CBEX), inking general contract with Swire Group, meanwhile spending CNY 3.874 billion acquiring beverage subsidiaries from Swire Group and Coca Cola in Chongqing, Sichuan, Jilin, Heilongjiang, Shanxi and Liaoning.

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Swire Pacific completes Coca-Cola PRC bottling assets deal

ET Net News, Mon, 3 Jul 2017

[ET Net News Agency, 3 July 2017] Swire Pacific (00019) said the realignment of the Coca-Cola bottling system in Mainland China has been completed on 1 July.

The realignment consists of the acquisition by Swire Beverages Holdings Limited (SBHL), a wholly-owned subsidiary of Swire Pacific, from subsidiaries of Coca-Cola, COFCO Coca-Cola Beverages Limited (China Foods Coca-Cola JV), which is owned as to 65% by a subsidiary of China Foods and as to 35% by a subsidiary of Coca-Cola, and China Foods of equity interests in companies engaged in the business of manufacturing, distributing, marketing and selling non-alcoholic ready-to-drink beverages bearing trade marks owned by Coca-Cola and its subsidiaries and affiliated companies (NARTD business) in a number of territories in Mainland China for Rmb3,014 million, the acquisition by a subsidiary of China Foods Coca-Cola JV from subsidiaries of Coca-Cola of equity interests in companies so engaged in a number of territories in Mainland China for Rmb2,900 million and the acquisition by a subsidiary of China Foods Coca-Cola JV from a subsidiary of SBHL of an equity interest in a company so engaged in one territory in Mainland China for Rmb487 million. (HL)

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Coca-Cola HBC Romania invests 7 mln euro in factory upgrade

SeeNews - The Corporate Wire, Sat, 1 Jul 2017

BUCHAREST (Romania), June 30 (SeeNews) - Coca-Cola Hellenic Bottling Company (HBC) on Friday inaugurated a high-speed bottling line at its Timisoara plant, following a 7 million euro ($7.9 million) investment.

With a maximum production capacity of 90,000 units per hour in 330 ml and 500 ml bottles, the new line will serve both the Romanian market and the European markets in the future, Coca Cola said in a press release.

"We are committed to investing further, Romania is a very important market within the Coca-Cola HBC Group, and we are very excited about what's coming next," Coca-Cola HBC Romania general manager Jaak Mikke said.

The new installation is also the most energy-efficient bottling line and the one with the lowest water consumption per litre of beverage produced, Coca Cola said. The project started in November 2016, and the testing period was completed in late May 2017.

The Coca-Cola HBC factory in Timisoara was inaugurated on August 1995 and currently bottles Coca-Cola, Fanta, Sprite, Schweppes, Nestea and Joy products. These products serve both the Romanian market, except for Joy, and other countries where the Timisoara plant exports, such as Bulgaria, Croatia, Bosnia and Herzegovina, Macedonia and Greece.

Coca-Cola HBC started operations in Romania in 1991 and currently employs 1,700 people.

Besides the Timisoara factory, Coca Cola operates two other plants in Romania.

One was inaugurated in 2012 in the southern city of Ploiesti following a 22 million euro investment, making Romania a regional production hub which exports Cappy Pulpy to six countries across Central and Eastern Europe.

The other one, located in Poiana Negrii in the northern county of Suceava, has been part of an extensive investment programme, since 2002, when Coca-Cola acquired the production capacities and the springs in Dorna area.

In September 2015, Coca Cola decided to close the factory in Moldova's capital Chisinau and to supply the local market from its plants inRomania and Ukraine.

($=0.8759 euro)

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Coke bottler coming to Searcy

The Daily Citizen, Sun, 2 Jul 2017

By Jamie Williams jwilliams@thedailycitizen.com

An independent Coca-Cola bottling company has announced its intention to expand into northeast and central Arkansas by opening facilities in Searcy and Jonesboro.

Corinth Coca-Cola Bottling Works of Corinth, Miss., will be hosting a job fair Saturday to fill positions in both areas at the Hilton Garden Inn on 2840 S. Caraway Road in Jonesboro from 8:30-11:30 a.m.

"We're really trying to find delivery drivers, what we call delivery merchandisers," said Martin Williams, vice president and chief financial officer for Corinth Coca-Cola Bottling Works.

"That's our biggest push right now, because it's a CDLA position, a commercial driver's license A class position that we need, and so we've got a pretty good need there. We're hoping to have applicant interviews take place that morning."

Applicants can review all current openings and job requirements on the company's website www.corinthcoke.com/employment, Williams said.

"And all the jobs that we have open right now are on there, and we can take applications on our website," he said. "And if they want to come learn more about especially the delivery job positions, they can come on July 8 at the Hilton Garden Inn."

According to Williams, Coca-Cola announced its system of the future operating model in 2013, which included five strategies for long-term growth, including s"streamlining" its operations.

"We were lucky enough to be one of the five first bottlers in the country to be a part of that announcement," Williams said.

In mid-2016, the Corinth Coca-Cola Bottling Works announced its expansion into Arkansas and Missouri.

"We're excited about it," Williams said. "We haven't gotten to a definitive agreement yet, so that's a pretty big step, but all the signs we believe are pointing towards the right direction, and so if that comes into play, we will hopefully be closing toward the end of the year in the fall, and we are excited about opening those facilities up and being a local presence there."

The facility in Searcy, according to Williams, will be a cross-dock facility with delivery routes leaving it daily.

"We're planning on employing around 100 people [between Jonesboro and Searcy]. Because we're acquiring the business from another bottler, some of those positions will be transfers, but we will be adding several jobs that are either right now out of Little Rock or out of Memphis.

"We're a fourth-generation family business, and we are very excited about being in Arkansas and bringing our high-touch service model to the area."

Business expansion

Who: Corinth Coca-Cola Bottling Works in Corinth, Miss.

Where: Searcy and Jonesboro

When: Job fair to be held Saturday at Hilton Garden Inn, 2840 S. Caraway Road, in Jonesboro from 8:30-11:30 a.m. to fill positions

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Reds star partners with Kroger, Coke to benefit troops

Dayton Business Journal Online, Fri, 30 Jun 2017, Joey Hart

Reds fans will have a chance to meet one of the team's most well-known stars while supporting U.S. troops at a public event in mid-July.

Shortstop Zack Cozart is teaming up with Kroger Co., Coca-Cola Consolidated and the United Service Organization to produce a "Message in a Bottle" event July 15 for the benefit of military personnel.

The event will last from 11:30 a.m. to 1:30 p.m. at the Oakley Station Kroger at 4613 Marburg Ave., and Cozart will meet fans and sign autographs from noon until 1 p.m.

Attendees are invited to write a message to troops, which will then be placed in Coca-Cola bottles and distributed via the USO to active-duty military members around the world. Fans can also enter in a raffle to win signed Cozart memorabilia and Coca-Cola giveaways.

Reds mascots Mr. Red Legs and Rosie Red will be at the event.

"Kroger, Coca-Cola Consolidated and the Reds have a long history of recognizing and providing support for the men and women of our military and their families," Tim Brown, president of Kroger's Cincinnati/Dayton division, said in a statement. "Message in a Bottle is one small way to honor them for their service."

Coca-Cola Consolidated also plans on distributing around 600 of the messages to troops and their families during an event later this summer at Smale Riverfront Park, with a date and time to be announced.

"We are deeply grateful for the sacrifices our service men and women make for our country every day," Brian Outland, Cincinnati vice-president of sales for Coca-Cola Consolidated, said in a release. "The Message in a Bottle program is a heartfelt way for the community to show our sincere gratitude."

Coke Consolidated, headquartered in Charlotte, N.C., is the largest independent Coke bottler in the United States. USO CSO was founded in 1966 and is financially independent from the larger USO. Click here to learn more about the organization or to make a donation.

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Coca-Cola partners Sri Lanka Red Cross for emergency and long-term flood relief operations in Gampaha

Daily FT, Fri, 30 Jun 2017

Coca-Cola Beverages Sri Lanka Ltd. joined hands with the Sri Lanka Red Cross Society - Gampaha Branch, to carry out intensive emergency disaster relief and rehabilitation activities following the severe floods which occurred in May 2017.

Coca-Cola focused on the immediate needs of distribution of safe, clean water and the provision of medical camps to those left vulnerable in the Biyagama and Dompe Divisions. The emergency relief operation was mainly carried out in the flood-affected areas of Yabaraluwa, Mabima, Bollegala, Thelwatta, Ambaraluwa of Biyagama Division and Malwana, Kanukatiya, Pahala Mapitigama, Nikawela, Giridhara and Kapugoda of Dompe Division. Furthermore, in a step towards rehabilitation; facilitating the return to their daily lives, the Company engaged in cleaning all contaminated wells of the Biyagama Division, totalling 600 wells.

Echoing the disastrous effects of the floods in 2016, last month's natural disaster once again left Gampaha residents feeling vulnerable and isolated by the flood waters, while being exposed to health issues in the aftermath such as the risk of Dengue and waterborne diseases. Flooding from the nearby Kelani River caused water levels to rise 5ft in Biyagama and 3ft in Dompe (Gampaha District).

Volunteers of Biyagama and Dompe Red Cross executed the operation and technical support was provided by the relevant area Government officers; Grama Niladharis, Public Health Inspectors, Ministry of Health and Divisional Secretariats. Volunteers from Coca-Cola were active in the medical camps and in delivering water to affected families and individuals, as additional operational support on the ground in the week after the floods were of great need.

The company ensured that distribution of over 10,000 litres of water was executed through deliveries on-foot, by trucks and by boat, to access areas isolated by the remaining flood waters. Medical camps, mobile camps and first aid services were conducted through 16 service events providing access for essential healthcare to 2,129 affected individuals in the first week after the flooding began. Coca-Cola is grateful to the critical support offered by Sri Lanka Red Cross Society - Gampaha Branch, the Grama Niladharis and the Public Health Inspectors of the Ministry of Health.

Medical Officer of Health, Biyagama Kumari Wijesuriya said, 'The recent floods in Sri Lanka caused devastating loss to life and property, leaving many communities helpless. Many areas in Biyagama were particularly badly affected and residents here needed all the possible relief and rehabilitation assistance. As a state body, we are offering every possible support to this community; however, Coca-Cola's support at this crucial time has helped ease our stretched resources. I am grateful for the company's generous support in well-cleaning activities in Biyagama, which will go a long way in supplying clean drinking water to these communities as they slowly limp back to normalcy.'

In their return to their daily lives, it was working around the issue of contaminated household wells which prevented homeowners from returning to normalcy. The well-cleaning process involves the cleaning, disinfection and chlorination by professionals from Sri Lanka Red Cross Gampaha Branch. Homeowners in need were identified from the information provided by the Divisional Secretariat and requests by the Grama Niladharis of each division. In all eight Grama Niladhari divisions, certification for each homeowner was done by the Public Health Inspectors and or Grama Niladharis. Once the process was completed, a sticker was pasted identifying the water from the cleaned wells were safe for drinking, bathing and other day-to-day activities.

Commenting on Coca-Cola's flood relief operations, Coca-Cola Beverages Sri Lanka Ltd. Managing Director Mayank Arora said, 'Coca-Cola responded to the recent floods by providing those affected with access to water and medical camps. More importantly, as a company we are privileged to support the long-term wellbeing of the community by further ensuring access to safe, clean water by undertaking the responsibility to clean 600 wells within the local community of Biyagama. As a company that operates on the principle of sustainable communities, communities can depend on Coca-Cola to offer tangible support in their time of need.'

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Football: Blatter regret at overstaying FIFA tenure

Agence France Presse, Sun, 2 Jul 2017

Disgraced former FIFA president Sepp Blatter, forced out as head of world football's governing body amid a corruption scandal in 2015, admitted on Sunday he regretted not stepping down earlier.

The 81-year-old was banned over ethics breaches, bringing an end to his 17-year reign as FIFA chief, following a suspect two million Swiss franc ($2 million, 1.8 million euro) payment to ex-UEFA president Michel Platini.

"I should have stopped myself earlier," Blatter said in an interview published by Swiss newspaper SonntagsBlick, adding that his ousting as FIFA boss was "a relief".

Blatter, who was re-elected for a fifth term in May 2015 before promptly announcing his plans to resign, recalled the editor-in-chief of a Swiss magazine warning him the role of FIFA president had an expiration date.

"'At your place the date is 2014', he told me, and I said to him that sometimes it's written that the product can be consumed beyond this date if it's stored in a cool place," Blatter said.

Blatter was also asked about a report in German newspaper Der Spiegel that current FIFA chief Gianni Infantino had feared being dismissed as the subject of another ethics committee investigation.

Infantino was cleared last year by FIFA of ethics violations after investigating him over his use of private jets, personal expenses, hiring methods and a contract dispute.

But FIFA assured last month "no investigation" had been opened into Infantino after sources said his role in the Confederation of African Football's presidential elections was being looked into.

"I don't know about that, I only know that former FIFA colleagues addressed themselves because of him to the ethics committee and that three or four weeks later, they were thrown out of FIFA," Blatter said.

Ethics chiefs Hans-Joachim Eckert and Cornel Borbely were replaced in May at the annual FIFA Congress, with Borbely calling the decision "a setback in the fight against corruption".

Blatter also spoke out against the introduction of the video assistant review (VAR) system, currently being trialled at the Confederations Cup in Russia.

"The game loses attractiveness... You have to leave referees to make mistakes, what FIFA are doing is delicate and dangerous," he said.

mnb/mw/jc

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Danone to Sell Stonyfield to Lactalis for $875 Million; Sale to address U.S. competition concerns following WhiteWave purchase

The Wall Street Journal Online, Mon, 3 Jul 2017, By Nick Kostov

PARIS—French dairy company Danone SA said Monday it entered a binding agreement to sell its U.S. dairy business, Stonyfield, to Lactalis for $875 million to address U.S. competition concerns.

The sale of Stonyfield is part of an agreement reached with the U.S. Department of Justice in connection with Danone's recent acquisition of WhiteWave. Danone and WhiteWave together have big chunks of the yogurt market with brands including Dannon, Oikos, Actimel, Silk, Wallaby and Horizon Organic, which led to concerns from the Justice Department about concentration in the dairy sector.

Danone said that the sale price represented a multiple of around 20 times the 2016 earnings before interest, tax, depreciation and amortization for Stonyfield.

Lactalis is a family-owned company whose cheese, milk and other dairy products are sold under well-known brands such as President and Bridel. It said it has 75,000 employees spread across 85 countries.

Other bidders for the asset included big dairy processor Dean Foods Co., Mexico's Grupo Lala and China's largest dairy company Inner Mongolia Yili Industrial Group Co., according to a person familiar with the matter. A Yili spokesman declined to comment, while representatives for Dean Foods and Grupo Lala didn't immediately respond to requests for comment.

Founded in 1983, Stonyfield, which was one of the pioneers in tapping consumers' growing desire for simpler, more natural products, grew to yearly revenue of around $370 million last year. Danone purchased a 40% stake in the company in 2001, and raised its share to 80% in 2004, which strengthened its position in the U.S. against Minneapolis-based competitor General Mills Inc., maker of Yoplait yogurt. Since 2014, Danone has fully owned Stoneyfield.

Closing of the sale of Stonyfield is subject to final approval by the Justice Department and is expected in the third quarter of this year. Danone's $10.4 billion purchase of WhiteWave, agreed in July 2016, closed on April 12 this year.

Write to Nick Kostov at Nick.Kostov@wsj.com

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Nestle, Unilever join project to prove value of long-term vision.
Just-Food, Sun, 2 Jul 2017, Ben Cooper

Nestle, Unilever and PepsiCo have joined with other companies and financial institutions in a venture that aims to develop a new framework to encourage and measure long-term value creation.

Dubbed The Embankment Project for Inclusive Capitalism, the initiative has been convened by the Coalition for Inclusive Capitalism and global professional services group EY, and was launched at the Aspen Ideas Festival on Wednesday (28 June), by Lady Lynn Forester de Rothschild, founder of the Coalition for Inclusive Capitalism, and EY global chairman and CEO Mark Weinberger.

The aim is to forge a framework that can "better reflect the full value companies create through human, physical, financial and intellectual capital deployment".

The CEOs of Nestle, PepsiCo and Unilever have joined with leaders of three global companies from other sectors and 15 investment and asset management organisations in the project. Combined, the partners represent more than US$20trn of assets under management.

Over the coming 18 months, the partners will scrutinise, test and refine the framework being developed by EY. The framework is designed to help companies deliver trusted information to customers, shareholders, employees and the financial community to improve the allocation of capital for long-term value creation. For the investment community, the aim is determine if the concept provides "a valuable view of companies from which to make their investment decisions".

The Coalition for Inclusive Capitalism will work collaboratively with EY and the participating companies. An Advisory Board is also to be established to provide further input, comprising academics, regulators, international standard setters and other strategic advisors.

Unilever CEO Paul Polman, an executive known to be criticial of the short-term focus of some investors, said a concept like the one being developed has been long needed. "Long-term investment and sustainable growth models go hand in hand," Polman said. "Businesses must operate with purpose embedded in their strategy, serving their shareholders and wider society. The ability to articulate this in a standardised, meaningful way has long been needed so markets can properly measure this broader approach to value creation."

Indra Nooyi, chairman and CEO of PepsiCo, who has advocated vociferously for a longer-term vision from the investment community, said: "Business must do more than simply turn a profit. We must also be guided by a deep sense of purpose. This means measuring our success not only quarter to quarter, but also year to year and decade to decade. It means creating value for shareholders as well as society. Companies that embrace this mindset will be the ones to thrive long-term."

This article was originally published on just-food.com on 30 June 2017. For authoritative and timely food business information visit http://www.just-food.com.

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Lucky Charms and ligers: Summer drinks try to quench a thirst for profit

USA Today Online, Fri, 30 Jun 2017, Zlati Meyer, Zlati Meyer

As the country wilts under summer heat, the nation's largest fast-food chains are increasingly rolling out ever-more elaborate -- sometimes outright crazy -- drinks both to drive profits and draw attention.

These hand-crafted beverages bring in customers who want to quench their thirst, try something new or snap a photo to post on social media. Something chilled and sweet and often creamy is enough to make anyone nostalgic for childhood summers. And they're a relative inexpensive pleasure, though the markup is high enough that the chains adore the easy profits in an era of struggling sales.

From Starbucks to McDonald's to Panera, more and more chains are rounding out their menus with these drinks -- cool in both temperature and style. Some are part of restaurants' year-round rosters, while others are as fleeting as a summer rain shower, They're named for the make-believe (unicorn, Lucky Charms), Mother Nature's offerings (shamrock, liger) or ingredients (frozen coffee, matcha lemonade)

For restaurants, they're a lure for customers at a time when the industry trying to overcome declining foot traffic and customer loyalty and an evermore competitive landscape; the overall chain restaurant industry hasn't had a month of positive sales since February 2016, according to TDn2K, an industry analytics firm based in Dallas. . For customers, the treats are a novelty, but they also carry risks. Like anything packed with lots of sugar, calories and food coloring, consuming too much can lead to weight gains and other health problems.

Related:

For beverage-centric chains, like Dunkin' Donuts and Starbucks, these drinks are a way to inspire customers to branch into baked goods. For more traditional chains, like Panera or Arby's, they're a way to add to the tabs of customers who come in for something other than a drink, said John Gordon, restaurant analyst with Pacific Management Consulting Group. In all cases, a limited-time offer draws anyone who wants to try a now-or-never beverage.

Mitch Cooper is a big fan of cool drinks and he's usually the first among his friends to head out and sample them. If he's really gaga over a new one, he'll talk about it on social media.

"I love those things," said the 29-year-old marketing specialist from Stow, Ohio. "If I try it and I like it, I'll definitely get it again. "

Regardless of what pulls in customers, the markups are huge. The margins for these often high-sugar, high-calorie drinks can be as high as 80% to 90%, Gordon said. Beverages are 20% to 25% of the average order.

"Their motive is to decrease the amount of customers who only get water when they come in," Gordon said, noting that soda sales in the United States have plummeted over the last several years. "To the degree they can invent a new drink, they have the potential (to motivate) a water consumer to go to a $1. 95 blended drink. "

If the drinks are unique or shticky enough, they'll explode on social media, where they'll get much bigger promotion than they would through traditional advertising; customers will try one and post photos to show how hip they are to the latest food trends. While that is true of almost every demographics, the most sought-offer segment, Millennials, are particularly predisposed to do this. These hand-crafted beverages are usually photogenic -- due to an unusual color or a whipped cream crown, say -- which also ups their play on Instagram, Twitter and Facebook.

And if the drink is offered for a limited time, expect posting to jump up exponentially.

Currently, the hot cool drink is Burger King's Lucky Charms shake, which came out this month and is made from the children's cereal. It was inspired by the popularity of the chain's other breakfast-inspired shake, the Froot Loops shake, which it offered in April. The "magically delicious" version is available for eight weeks, though Alex Macedo, president of Burger King North America, said the drink is proving so popular that they might run out "much sooner. "

That doesn't mean Burger King OKs every shake it dreams up; the s'mores one, for example, wasn't green-lighted, because it was "commonplace. "

"There's a growing need for interesting ideas that people can't readily make by themselves and the more creative you are, the more successful you'll be in attracting people to your restaurants," he said.

Macedo explained that these drinks have high margins and that 30% to 40% of people walk into a Burger King specifically to get them.

Arby's also grabbed some attention in June with its Liger Shake, a lion and tiger hybrid mix popularized by the movie "Napoleon Dynamite. " The orange-with-brown-striped beverage isn't the chain's first foray into specialty drinks; its Jamocha shake was introduced 50 years ago. Today, shakes make up nearly 6% of the Arby's sales mix, according to the company.

"They're conversation pieces and they're also nods to cultural happenings," explained Neville Craw, Arby's brand executive chef.

Other chains riding the wave of new drinks include McDonald's, with its Chocolate Shamrock Shake, inspired by its popular seasonal Shamrock Shake; Dunkin Donuts, with its Frozen Dunkin Coffee, a coffee-based drink that replaced the water-based Coffee Coolatta; and Panera, with a new line of fruit and tea drinks made with artificial preservatives, sweeteners, flavors or colors.

Starbucks' Unicorn Frappuccino was a blockbuster in April, spawning a rush to the stores, lots of social media chatter and plenty of non-social-media think pieces.

Imbibing these calorie- and sugar-packed drinks too often could cause customers' waistlines to expand as their wallets shrink. A person taking in an extra 100 calories a day can add 10 pounds of weight a year -- and most of these drinks have high calorie counts, like the Lucky Charms shake with 740 and 107 grams of sugar. Or the Chocolate Shamrock Shake with 510 calories and 70 grams of sugar for a small.

"Americans, in general, consume too much sugar and sugar-sweetened beverages are a big culprit," Mitzi Dulan,. a Kansas-based registered dietitian, said. "Good old water is free and sugar free," she added. "A twice-a-year indulgence or once a month? That'd be fine," she said. "When you're getting into the daily habit or even several times a week, it's just adding calories and it can make people really struggle to maintain their weight. "

Cooper, the marketing specialist, estimates that he buys one or two of these drinks a week, spending about $10.

"They're not something I can easily justify buying every day. It's definitely something if my wife and I are going out, we'll swing by and grab a drink like that," he said.

Follow USA TODAY reporter Zlati Meyer on Twitter: @ZlatiMeyer

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From: Alex Malaspina [redacted]

Sent: Thursday, July 6, 2017 7:26 AM

To: wwaichungo@coca-cola.com [redacted];david.miller@carleton ca [redacted]geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg;jshchen@ilsichina.org

Subject: Fwd: New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa

FYI

Best Alex

-----Original Message-----
From: LSI Research Foundation <rf@ilsi.org>
To: malaspina <[redacted]>
Sent: Thu, Jul 6, 2017 8:22 am
Subject: New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa

July 2017

ILSI Research Foundation

New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa



The burden of feeding a growing population while improving health outcomes has reinvigorated the exploration of fortification of staple commodities in many countries. While many commodities such as wheat have been successfully fortified, and introduced into markets around the world, large scale implementation of rice fortification faces many roadblocks including taste and consumer acceptability of fortified kernels and difficulty in entering highly fragmented value chains.

To better understand the potential for rice fortification, the ILSI Research Foundation completed a feasibility study of iron fortification of rice in Sub-Saharan Africa.

The findings from the study are contained in this report along with information on the current health situation, rice production and distribution systems, and potential partners in ten countries in Sub-Saharan Africa, specifically Côte d'Ivoire, Gambia, Guinea-Bissau, Guinea, Liberia, Madagascar, Mali, Senegal, Sierra Leone and Tanzania.

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From: Alex Malaspina [redacted] >

Sent: Thursday July 13 2017 6:16 AM

To: [redacted] ;sharris@iisi.org;geoffsmith@iisisea.org;sg[redacted] ;ebrown124@nyc.n[redacted] ;mbuyckx@comcast.net[redacted] ;[redacted] ;jbtgb@comcast.net;flbayer@bellsouth net;pjulkunen@coca-cola.com;sarahallen@coca-cola.com;knichols@coca-cola.com[redacted] m;gb.wuertzen@post.tele.dk;mlanzanova@coca-cola.com;thchumbundze@coca-cola.com;david.miller@carleton.ca; jbtgb@comcast.net; [redacted] ;moegr ff@mindspring.com

Cc [redacted] ;ekramvis@comcast.net

Subject: Fwd: thought you might be happy to read this article

Attachments: 20170713_CNDY_BSECT_CHN-BRO_BUS_006_018_C.pdf

Categories: (none)

Great Article on Haying's Ini iative in China::

CLEAN WATER 2

Best

Alex

-----Or ginal Message-----
From: Dr. Huaying Zhang <hzhang@coca-co a.com>
To: A ex Malaspina [redacted]) [redacted] >
Sent: Thu, Jul 13, 2017 3 am
Subject: thought you might be happy to read this ar icle

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LAND ROVER

Married to a cause of saving lives

Coca-Cola worker changes wedding plans to join a flood relief team

By WANG ZHUOQIONG
wangzhuoqiong@chinadaily.com.cn



Staff members from COFCO Coca-Cola Huazhong Beverages Ltd deliver water bottles to flood-devasdated area in Hunan province in July. PROVIDED TO CHINA DAILY

Wu Hao has worked for a major soft drinks company in Hunan province for four years and planned to get married earlier this month.

But torrential rain for the past three weeks devastated his home city of Ningxiang and the surrounding areas, forcing him to change his wedding arrangements.

A local business representative of COFCO Coca-Cola Huazhong Beverages Ltd, Wu postponed the ceremony and joined a "Clean Water 24" emergency program rolled out by his firm.

On the night of June 30, he was part of the team that delivered 36,000 bottles of water to the Huaihua area, where floods had devastated towns and villages.

"We were there because we cared," Wu, 27, said. "To see the smiles on the faces of people encouraged us to carry on."

By July 6, the soft drinks company, along with nearly 700 employees, had delivered 982,980 bottles of water to flood-hit areas in Guizhou and Hunan provinces.

In Southeastern Sichuan province, another Coca-Cola employee was helping with a flood relief team.

About 6 am on June 24, a massive landslide buried a mountain village of 62 homes in Maoxian county, killing 10 people and leaving more than 93 missing. Government rescue teams frantically searched for survivors trapped beneath rocks and mud dislodged by heavy rainfall.

Mo Changkun, a senior business representative at the Coca-Cola China Sichuan plant, was shocked by the disaster, which had devastated his home village of Xinmo and had claimed the lives of several relatives.

Immediately, he traveled to the area after contacting his supervisor and colleagues. At the same time, Coca-Cola's China disaster system activated its "Clean Water 24" emergency program by utilizing its distribution networks close to the devastated regions.

After hours of driving and another four kilometers of walking, Mo finally arrived at Xinmo village.

What he saw left him stunned, with collapsed houses buried under piles of rock. "People were in urgent need of clean water," he said. "I then provided first-hand feedback on the situation to the Coca-Cola 'Clean Water 24' emergency team.

"It was on the road with cases of water," he added. "The team was being led by my colleague Zhou Wei , a manager at the Coca-Cola Sichuan Plant."

The challenges were immense for Zhou and his colleagues.

Damaged roads made it hard for the trucks carrying water to access the region. Zhou had to liaise with local distributors so they could send it by mini vans.

A trip that would normally take one hour stretched to five. But with the help of employees, a total of 45,600 bottles of water were delivered to the village within 24 hours.

Launched by Coca-Cola's China disaster system in 2013, "Clean Water 24" is an innovative initiative that mobilizes the company's supply chain in the event of a nationwide disaster to provide drinking water. The group has integrated its logistics and warehouse facilities to link up with local governments and civil associations. It works so well that response times have been cut to only 10 hours and 30 minutes on average in 2016.

During the past four years, the relief system has been activated 151 times. More than 14.8 million bottles of drinking water have been delivered to disaster-hit communities.

Red Cross helps ease the plight of victims

$100,000
was delivered by the Chinese embassy in Bangladesh

DHAKA — The Red Cross Society of China has made a cash donation to help Bangladesh's communities affected by flooding that has stranded hundreds of thousands of people.

The Chinese embassy in Bangladesh's capital handed over a cheque of $100,000 last week on behalf of the Red Cross Society of China to the Bangladesh Red Crescent Society.

BMW Mozharul Huq, secretary general of the Bangladesh Red Crescent Society, received the cheque from Chen Wei, deputy chief of mission at the Chinese embassy in Dhaka.

Flooding sparked by heavy seasonal rains have affected parts of Bangladesh. Authorities have evacuated residents of scores of villages to higher ground in a number of districts that are prone to torrential rains between June and September.

Floods have caused widespread damage to habitation, crops, roads and highways across vast areas of the country.

The donated fund will be distributed among 2,000 flood-hit families in Bangladesh's norther Netrokona district and northeastern Kishorganj district.

This funding will be critical in supporting communities in the affected districts.

"This cash assistance will help meet the basic needs of the most vulnerable," said Huq, of the Bangladesh Red Crescent Society.

He also expressed his sincere thanks and appreciation to both the Chinese government and the Red Cross Society of China for standing by the Bangladeshi flood victims. The Chinese embassy stated that is willing to provide assistance for relief work according to Bangladesh's needs.

Plight of millions of people in the South Asian country, criss-crossed by more than 230 rivers, mounts every year as Bangladesh experiences seasonal floods.

More than 500,000 people in a dozen districts in the country's north and northeast have now been marooned after their homes were flooded.

The residents left their houses wading through flooded roads or on boats in search for shelter or a dry ground to live temporarily.

Experts pointed out Bangladesh, bordering the Bay of Bengal, has become more vulnerable in recent time to climate change-related phenomena such as cyclones and flooding.

Three months of sustained floods in 1988 left several hundred people dead and caused millions of dollars of damage.

The country was again ravaged by major flooding in 1998 that left millions homeless and caused huge damage. In 2007, two rounds of floods in Bangladesh killed more than 1,000 people.

XINHUA



pupils at a primary school affiliated to the East China University of Science and Technology wrote notes to fellow students with epilepsy. PROVIDED TO CHINA DAILY

UCB rolls out key epilepsy program

By HE WEI in Shanghai
hewei@chinadaily.com.cn

A major global biopharmaceutical company is rolling out a series of "in-school training activities" in China to promote public awareness in epilepsy, a neurological or brain disorder.

UCB, which is based in Brussels in Belgium, linked up with the China Association Against Epilepsy, or CAAE, to launch its nationwide "Go-to School" campaign in Shanghai last month.

This was all part of the group's aim to support national efforts in helping children and their parents understand the effects of the illness.

"Lack of qualified health care professionals and awareness of these problems makes people with chronic conditions more vulnerable to exclusion," said Wu Xin, managing director of UCB China.

Data from the 2015 National Education Development Statistics Bulletin showed that seven out of 1,000 people in China are effected by epilepsy, with around 2.1 million of China's 300 million students suffering from the disorder.

"Epilepsy causes people to have recurring seizures. They happen when clusters of nerve cells, or neurons, in the brain send out the wrong signals," said Li Shichuo, honorary president and advisor of CAAE.

In 2015, China helped pass the World Health Organization's resolution to combat epilepsy across the globe through coordinated action at country level.

Part of that plan was to make students aware of the disorder.

"Epilepsy awareness and education on school campuses is a necessary component to enhance the level of public health awareness," said Bernhard Schwartlander, the WHO representative in China.

"CAAE's new initiative, Caring for School Students with Epilepsy, will support implementation of the resolution on epilepsy and help promote improved care for people with (the disorder)," he added.

UCB has made its program to highlight epilepsy a cornerstone of its corporate social responsibilities plan.

The company's four-year blueprint, entitled "Rainbow Bridge in China", targets pediatric epilepsy care with classroom training, workshops and online neurology courses.

Up to 1,675 healthcare workers across the country have participated in the program, while more than 160,000 children living with epilepsy have benefited from the courses.

At least 1,200 parents attended workshops to discuss the challenges and emotional strain of looking after a family member with epilepsy.

UCB has also provided online information on the disorder to village doctors after teaming up with provincial governments, health authorities and academic institutions.

"UCB has played a significant role in sponsoring events, as well as developing an epilepsy primary care training manual," Li, of CAAE, said.

Briefly

Launch of online data platform

An online big data platform for public welfare events was launched in early July by Chinese e-commerce giant Alibaba Group Holding Ltd, together with about 100 major media outlets in China. The platform will provide dynamic data about the number of attendees of community events, usage of charitable funds and the causes which gained the most attention in different provinces. This will help construct a more intelligent and efficient charity system through analysis and prediction of future trends.

Gene pool for the lost generation

The China Charities Aid Foundation for Children has established a gene pool, to link public security organizations in the search for lost children across the country. The first batch of DNA was collected from the mouths of children at the launch ceremony in early July, when a play about the fight against kidnapping children was performed. Since being founded in 2010, the China Charities Aid Foundation for Children has helped more than 2.6 million Chinese orphans, waifs and other children in need, with donations worth about 1.9 billion yuan ($160 million).

Guizhou uni gets $1.7m handout

Local real estate company Country Garden Group donated 12 million yuan ($1.76 million) to Guizhou University in late June, to help young teachers and students from poor families. The company will work on the project development, commercialization of research findings and student internships and employment. This is the sixth year the group has helped with educational foundations.

Relief boxes sent with quilts, rice

A total of 2,000 boxes containing daily necessities were donated by the Chinese Red Cross Foundation in early July. The boxes went to flood victims in Guangxi Zhuang autonomous region. Goods included cotton quilts, towels, rice and cooking oil. They were sent, to help meet basic living demands during the first week after the disaster. Since 2012, the foundation has donated more than 90,000 boxes worth up to about 25 million yuan ($3.67 million), serving about 400,000 citizens affected by natural disasters.

Internet effort targets children

An internet fundraising platform to target children with critical diseases was founded by Chinese healthcare provider Hopenoah and JD Group in early July. Hopenoah will also invite pediatricians from the United States-based Children's National Medical Center and New York-Presbyterian University Hospital of Columbia and Cornell to provide consulting services for Chinese families. The former mainly serves children of officials and ambassadors in the US, while the latter was named by US media as being among the top 10 of the country's hospitals.

CHINA DAILY

From: Sean Taylor [redacted]

Sent: Tuesday, July 18, 2017 6:21 AM

To: Cohen, Samuel M

Subject: Automatic reply: Call with Hallagan on Friday morning?

I am out of the office on business travel from July 17-21. I will be back in the office on July 24, 2017 and will endeavor to respond to your email promptly.

Best,
Sean Taylor

From: Sean Taylor [redacted]
Sent: Tuesday, July 18, 2017 1:37 AM
To: Cohen, Samuel M
Subject: Call with Hallagan on Friday morning?

Sam,

Any chance that you are available on Friday morning at either 9A or 10A ET for a call with John Hallagan?

Best,

Sean

From: Alex Malaspina [redacted] >

Sent: Wednesday, July 19, 2017 8:02 AM

To: [redacted];sharris@ilsi.org[redacted];[redacted];flbayer@bellsouth.net;mbuyckx@comcast.net[redacted]

Cc: [redacted]hzhang@coca-cola.com

Categories: (none)

See article Soda International comments on plastic bottles

best

alex

From: Alex Malaspina <[redacted]>

Sent: Thursday July 20 2017 8:54 AM

To: [redacted];john.lawrence@newyork.msf org;laurel.combs@newyork.msf.org;sharris@ilsi.org[redacted];jjbtgb@comcast.net[redacted];fibayer@bellsouth.net;mbuyckx@comcast.net[redacted]

Cc: aphilipp@cfgreateratlanta.org;eboorn@cfgreateratlanta.org;ebrown124@nyc.rr.com;wwallace@cfgreateratlanta.org

Subject: Fwd: News Digest - July 20 2017

Attachments: News Digest - 07-20-2017.doc

Categories: (none)

See Article on DCD Director

Best Alex

-----Or ginal Message-----
From: News Digest <newsdigest@coca-cola.com>
Sent: Thu, Jul 20, 2017 8:37 am
Subject: News Digest - July 20, 2017

News Digest

Coca-Cola Connect

July 20, 2017

Partners

NBA legend acquires Coca-Cola bottling plant for $7.2M
Atlanta Business Chronicle Online, July 19, 2017, Leslie Collins

New CDC director defends taking Coke money for Georgia obesity program
The Atlanta Journal-Constitution, July 19, 2017, Ariel Hart

Good harvests boost Delta's volumes
The Herald Zimbabwe, July 19, 2017, Noel Munjanja

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Coca-Cola enters meal kit market with Chef'd partnership: 'Beverages are an integral part of the meal occasion'
BeverageDaily.com, July 19, 2017, Rachel Arthur

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Coca-Cola investing $30M in Montreal plant upgrade
Manufacturing Automation, July 18, 2017

Coca Cola has invested $400 million in Azerbaijan's economy
ABC.AZ Daily News, July 20, 2017

Coca Cola: Prices for our drinks in Azerbaijan not to rise
ABC.AZ Daily News, July 20, 2017

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SoundCloud's DeJuan Wilson on his journey from admin assistant to global marketer
Marketing Week, July 19, 2017, MICHAEL BARNETT

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PepsiCo CEO Names a No 2 Executive Shuffles Roles
The Wall Street Journal, July 20, 2017, Jennifer Maloney

These '9 cans of LaCroix' paintings are Warhol's 'soup cans for millennials' ; The painting is an homage to the water that's become an obsession with some millennials and hipsters
Washington Post.com, July 20, 2017, By Katie Mettler

Nestle Waters plans new ReadyRefresh distribution center in Atlanta
Food Dive.com, July 20, 2017, Emma Liem @emma_ iem

Billions of Tons of Relics From Earth's Plastics Era
The New ork Times, July 20, 2017, By TATIANA SCHLOSSBERG

Old foes sugar and corn syrup battle for lucrative Asian market
Reuters News, July 20, 2017

Business News: Retailers Are Checking Out Automation --- As online competition squeezes profits, chains recruit machines for routine tasks
The Wall Street Journal, July 20, 2017, By Sarah Nassauer

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Full Text

NBA legend acquires Coca-Cola bottling plant for $7.2M

Atlanta Business Chronicle On ine, July 19, 2017, Leslie Collins

A Kansas C ty-based company led by former NBA player Ulysses "Jun or" Br dgeman has acquired a bottling plant n St. Charles Mo. for $7.2 mi lion the St. Louis Business Journal reports.

The Coca-Co a Co. (DOW: KO) sold the plant to Heartland Coca-Cola Bott ing Co. as part of a refranchising initiative for ts North Amer can bottling operations. The deal c osed in March and includes a 231 332-square-foot faci ity.

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Heartland has 18 locat ons across I lino s Kansas and Missouri.

Br dgeman p ayed for 12 seasons in the NBA and his No. 2 jersey was retired by the Milwaukee Bucks franchise in 1988.

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New CDC director defends taking Coke money for Georgia obesity program

The Atlanta Journal-Constitution, July 19, 2017, Ariel Hart

Dr. Brenda F tzgerald formerly the commissioner of the Georg a Department of Public Hea th is now director of the At anta-based U.S. Centers for D sease Control and Prevention.

When Georgia Department of Publ c Health Commissioner Brenda Fitzgera d joined Gov. Nathan Deal in 2012 to launch his program aga nst childhood obesity the announcement pledged a comb ned focus of "exercise and better nutritional options."

But two years later the blog of Fitzgerald s department described Georgia SHAPE more narrowly as "the Governor s nitiative to increase physical activ ty in Georgia schools."

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Now a new look at some of the program s work under Fitzgerald raises questions about whether it shied away from messages that wou d drive home the mpact of soda on obes ty.

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Georgia grown

Fitzgerald in an ema led statement from the CDC noted that the Georgia program was Deal s in t ative. "We worked hard to ensure our program was robust and included all evidence-based strategies for reducing obesity " she said.

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Many Georg a officia s would agree.

Georgia SHAPE had its genesis long before Fitzgerald ever stepped into the commissioner s office. State legislators talked about an nitiative for years and they passed a aw in 2009 the Georgia SHAPE Act requiring f tness evaluations.

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"When you start to think about mov ng legislation and who are our opponents the conversation was 'Who could be against physical activ ty " he said.

However "when you th nk about nutr t on there are stakeholders that have a vested interest there. Why fight that fight "

When asked why the state is declining, Lyle demurred.

"I don't want to speculate," Costa says. There are a lot of strong beverage industry brands," he said. "I guess I leave it at that."

The group's goal at Coca-Cola has been heightened since Atlanta won its bid in 1996.

Education choices

The Georgia Department of Education's academic standards, which the federal government restricted when it began distributing education funding, are now available to any private school. The department went for broke.

Academic achievement has long been a priority for Georgia's Republican leaders, who have controlled the state House and Senate for more than a decade. But the state's public schools have struggled to keep pace with those in other states, and the gap between Georgia's best and worst schools has widened in recent years. "That's not a tough problem to solve," he said.

As Georgia's chief operating officer, Deal has championed a program to help students who have been left behind by the state's public schools. The program, which is known as the Georgia Fair Opportunity Scholarship Program, has been criticized by some Democrats and civil rights groups for its use of public money to help students who have been left behind by the state's public schools.

Critics say that the program is a way to help students who have been left behind by the state's public schools. But supporters say that the program is a way to help students who have been left behind by the state's public schools.

Private school funding

Some critics say the state's public schools should be given more money, not less, to help students who have been left behind by the state's public schools.

"The way these kids are being treated is a disgrace," said Mary Brosnan, the dean of the Medical College of Georgia's School of Public Policy at Georgia State University. "It's a shame that the state's public schools have been left behind by the state's public schools."

The Center for Education Reform, a conservative group that has been a vocal critic of the state's public schools, has been a vocal critic of the state's public schools. "The state's public schools have been a vocal critic of the state's public schools," said Jim Horne, a spokesman for the center.

Critics have also said that the state's public schools have been a vocal critic of the state's public schools. "The state's public schools have been a vocal critic of the state's public schools," said Jim Horne, a spokesman for the center.

Vouchers have been a key issue in the debate over the state's public schools. The state's public schools have been a vocal critic of the state's public schools. The state's public schools have been a vocal critic of the state's public schools.

Proponents of the plan say that the state's public schools have been a vocal critic of the state's public schools. The state's public schools have been a vocal critic of the state's public schools.

"I think we've got a very good education system," Deal said. "But I think we've got a very good education system," he said. "But I think we've got a very good education system."

She added: "As more and more of the state's public schools have been a vocal critic of the state's public schools. The state's public schools have been a vocal critic of the state's public schools."

Georgia's Choice

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During his Hershey's 11 year tenure, Ortberg oversaw a succession plan that has been promoted to the Hershey's board of directors and subsequently left the company. The job has been vacant since the 2016 departure of Jon Alexander.

His Hershey's colleagues CFO and president before him was named chief executive in 2009. And Hershey's board of directors announced that Ortberg's successor, Michele Buck, would be promoted to president in 2007 and will step off of Yum Brands Inc.'s board in order to have as many people on the company's board as possible.

There's another apparent takeaway: When Chief Executive Officers for successive chairmen of the U.S. Olympic Committee step down, they're often succeeded by people who've been groomed for the job.

The next step after the board decides to succeed Hershey's CEO will be to find a successor. Hershey's board of directors, which is made up of 12 people, including Ortberg, will look for candidates both inside and outside the company.

His Hershey's CEO search will be led by

TRADE RESTRICTIONS

The peak appointed anger s the Pk pp ena volume domest consumpt of 2 3 m ons foreseen of auto anger s 2017/18 vs already outpace demand

Imports of syrup for the Pk pp ena assigned to 575 157 tonnes s 2016 more than 10 times the volume s 2015 according to the Pk pp ers Sugar M ers Association

Power agreements from domest anger producers Has also placed restr ons on Chinese corn syrup imports s March

Coca Cola and other beverage companies s the Pk pp ena also opposed to broad the r use of domest anger according to a statement issued by the Pk pp ena Agriculture Department ofe March

Je the Commodities base Has also restr tions Chinese exports to the Pk pp ena have y surged vs th May at present to 1 38 tonnes down from 5 71 3 tonnes s March according to Chinese customs data

Anger ena pressure for a restr ct on however is set to cost seven th Chinese HFCS producers ing by almost a third from about Chinese years ago to less 2 900 years 5583 per tonne according to industry analysts

By contrast anger fac ers in China must be worried of about 9 230 years per tonne due to high farm costs Jo Hoy Beijing suggested briefly import tariffs on foreign anger s a bid to protect the industry a move that is expected to trump previous protectionism for years

TENSIONS RISING

Traders analysts and producers say the tensions over HFCS are stoking to spread to other countries

Syrup is used in a medium ing industry forecasts that demand for ind ena anger vs given a few years warning ing economies such as Indonesia and Vietnam may become major HFCS importers

If you have a cheap source of HFCS supply China may try to gain a cost advantage said Stefan Vlieshouse senior analyst at F O Licht If not they happens s the Pk pp ena but can s other countries

Indonesia s first new syrup imports 67 107 521 tonnes s 2016 up 33 percent from a year earlier became driven by a ena with the anger consumption of syrup in ons tonnes

If the Indonesian government is trying to protect its refined anger because HFCS is basically sweetener just be refined anger said Penny Wachtel Chairman of the Sugar Refiners Association told Reuters by text SIR 9 3000 Chinese years mean ab

Reporting by Ha ri Gokul and Darius Dela Cruz; add Tonia reporting by Beijing sensation Bernadette Christina Hamilton s JAKARTA and Hy Pham in HANOI; edited by Joseph Radford and Richard Pa s

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Business News: Retailers Are Checking Out Automation --- As online competition squeezes profits, chains recruit machines for routine tasks

The Wall Street Journal, July 30, 2017, by Sarah Nassauer

Last August a 33 year old Wal Mart employee found herself being taken over by a robot Her task was to count cash and check the accuracy of the store s books from a desk s a video was backroom She earned $15 an hour

Instead Wal Mart Stores Inc started using a bot by quiet machines that count a night s pay several times over $1 000 to ss a minute The Cash 500 machines ding to ydeposits money of the least valuable ing ofe Wal Mart s announced last year s aimed at saving time for workers f sent by a improved cash And the machines s software to predict how much cash a needed to a ing year day to reduce excess

They think I m less a threat if not way to process the money said the employee who has visited with Wal Mart for a decade

Here s a look at Wal Mart s 700 U S stores have a Cash 500 machine ine ating the boards of practices about the Head of the employees s Chinese practices moved ato store jobs to improve service said a Wal Mart spokeswoman Home Chase 900 have left the company The store accountant displaced ast August s annouing ement of the first of two waves about ores s $15 an hour

The role of savvy and customer focused employees is a ways be there said Jordi McKenna Wal Mart s U S chief operating officer But sales added There are streaming developments s Packing ogy that means there is a risk of change over time

Shopping is a movi ng one area where ompanies is a gard ers profits are about to ng a form of that pressures ers s was ssing from Wal Mart to Tiffany & Co Oxford Economics ogy that looks at the role of ers workers or replaced them altogether

As Amazon com Inc and retail r rivals stock fast ers ers with fa jobs to buy groceries Where People Matter Inc Wal Mart and other large ers s are under pressure to invest heavily to keep up But soon as many ers jobs are performed by A 2013 report by Oxford Economics co authored with researchers from the Oxford Martin School found that two thirds of U S jobs in the ing bottom eighth of wages are at by 2050

Self checkout ers s can replace cashiers Automation may take over a handful jobs per store company Data by aggregating the r sales floor activity from security cameras s helping ers identify how many jobs are in store and if already happens s a Friday 3 pm is a busy hour for store s

The primary pressure for automation s been rising labor costs Jeff Bezos in Robots are an important part of Amazon s ing ing history 3 pm is a busy hour for store s

Nearly 1 8 million people or 11% of workers in U S jobs are s the ers retail industry mostly as cashiers or salespeople The industry employment has shrunk by more than a quarter s the biggest employer 1 3 years ago New ers s ers s cause ers jobs are happening Since the U S economy has lost about 71 000 ers jobs according to data from the Bureau of Labor Statistics

The other end of ers jobs s about 1 percent s are managers who oversee hiring for a group of workers who already favor in Ored opportunities for s th vement said Daniel Aaron an economist at the Massachusetts Institute of Technology

Automation s affecting through many parts of ers Tiffany s using machines to pair s with customers Home Depot Inc soon has self checkouts s most stores and a test ing adding scanners guns to make them useful for shopping by ing by products the similar

Wal Mart has ing announced efficiency cuts of 1 billion s A through Company 1 1 million people s the U S Chase around 1 5% fewer workers per square foot of store Chase ed wide ranges according to an analysis by The Wall Street Journal \

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NBA legend acquires Coca-Cola bottling plant for $7.2M

Atlanta Business Chronicle Online, Wed, 19 Jul 2017, Leslie Collins

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New CDC director defends taking Coke money for Georgia obesity program

The Atlanta Journal-Constitution, Wed, 19 Jul 2017, Ariel Hart

Dr. Brenda Fitzgerald, formerly the commissioner of the Georgia Department of Public Health, is now director of the Atlanta-based U.S. Centers for Disease Control and Prevention. When Georgia Department of Public Health Commissioner Brenda Fitzgerald joined Gov. Nathan Deal in 2012 to launch his program against childhood obesity, the announcement pledged a combined focus of "exercise and better nutritional options."

But two years later, the blog of Fitzgerald's department described Georgia SHAPE more narrowly, as "the Governor's initiative to increase physical activity in Georgia schools."

In the meantime, the program got $1 million from Coca-Cola.

The gift became news fodder last week when Fitzgerald was made director of the U.S. Centers for Disease Control and Prevention. State public health officials say the Coca-Cola gift had no influence on their focus, though activists charge that the soda industry uses its power to divert the focus of obesity concerns away from soda consumption and toward exercise.

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Now, a new look at some of the program's work under Fitzgerald raises questions about whether it shied away from messages that would drive home the impact of soda on obesity.

In an era when some public health activists push for extra taxes on sodas, bans, or for turn-off ads showing a 20-ounce cola as a glass of 22 packets of sugar, Georgia SHAPE's message is far different.

The agency's program director for Georgia SHAPE says there was no push to ignore soda, however, and some health activists say there's nothing abnormal about messages that focus on the positive.

Indeed, if Georgia SHAPE reflects Fitzgerald's approach, it would put her squarely in line with many other Georgia leaders who oversee children's health.

Georgia grown

Fitzgerald, in an emailed statement from the CDC, noted that the Georgia program was Deal's initiative. "We worked hard to ensure our program was robust and included all evidence-based strategies for reducing obesity," she said.

In a 2013 video about being the state's first commissioner of public health, she said the state's greatest challenge was obesity and that the DPH's advantage was that it had the data that people could use to construct solutions.

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"There has been emphasis placed on soda by some," Lyn said. "I'm not particularly in the camp of 'Let's blame Coke and Pepsi,' just to be honest with you."

Many Georgia officials would agree.

Georgia SHAPE had its genesis long before Fitzgerald ever stepped into the commissioner's office. State legislators talked about an initiative for years, and they passed a law in 2009, the Georgia SHAPE Act, requiring fitness evaluations.

The law focused on fitness and not nutrition for a reason, Lyn said.

"When you start to think about moving legislation, and who are our opponents, the conversation was, 'Who could be against physical activitiy?' " he said.

However, "when you think about nutrition, there are stakeholders that have a vested interest there. Why fight that fight?"

When asked who the stakeholders were, Lyn demurred.

"I'd just be speculating. Certainly there's a strong beverage industry here," he said. "I guess I'll leave it at that."

The global giant Coca-Cola has been headquartered in Atlanta since its birth in 1886.

Kids and choice

The Georgia Department of Education is also no soda warrior. When the federal government restricted the sale of sugary drinks at school fundraisers, it allowed states to apply for exemptions. The department went for broke.

It said a school can have 30 unhealthy fundraisers, each selling sugary treats like soda, candy and baked goods. Furthermore, each could last up to three days, as long as the sales are well outside cafeteria meal times. "It equates to half of the school year," said Mike Stubbs, who works with about 220 Georgia schools for the Alliance for a Healthier Generation. "That was a tough pill to swallow."

As Fitzgerald left the DPH, it was developing an incentive program to encourage schools to have healthier fundraisers. They would get more recognition as they offered fewer unhealthy drinks and foods. "Dr. F was just happy as can be with that," said

Emily Anne Vall, the DPH's project manager for Georgia SHAPE.

Experts say that offering choices has its limits, particularly when dealing with kids. Part of the problem is sugar's addictive quality. The other part is schools' addiction to the money that soda can bring in at fundraisers when schools get a cut of the sales.

But focusing on personal choice rather than mandates and government intervention is popular among Georgia conservatives. Fitzgerald once served as chairwoman of the Georgia Public Policy Foundation, an influential organization that advocates against regulation and for private partnerships and personal choice.

Georgia's former governor, Sonny Perdue, is now the U.S. secretary of agriculture. Speaking recently to a national association of school lunch officials, he extolled the "love" he could still feel from the lunchroom ladies who served him cinnamon rolls in high school in Warner Robins.

Asked whether government should discourage consumption of high-fructose corn syrup, he responded, "I don't think government has a role to be a nanny state of telling parents what their kids should eat."

Private partnerships

Some activists say the state shouldn't have taken Coke's money for an obesity program.

"The way these relationships work is these companies buy something with that investment," said Kelly Brownell, the dean of the Sanford School of Public Policy at Duke University. "In some cases the companies don't have to ask for anything in particular because they're buying silence."

The Center for Science in the Public Interest has published a report called "Selfish Giving." CSPI's director of health promotion policy, Jim O'Hara, said it shows soda companies have used grants "to buy friends and silence potential critics."

Coke has denied the accusations and said it has a role to play in addressing obesity.

Vall said she had never felt any influence, either from Coke or from Fitzgerald, to focus away from soda. She said Georgia SHAPE in 2013 assembled a council to guide it, and it decided to add emphasis on nutrition. She and Nydam detailed the strides the program has made in supporting water and milk as drinks for kids, and breastfeeding for infants.

Fitzgerald defended the Coke money.

"I think everyone can agree government can't and should not do everything alone," she said. "Public-private partnerships can be powerful tools that help extend government's ability to save lives, solve problems and speed innovation."

She added, "As commissioner and now as director of the Centers for Disease Control and Prevention, I am committed to both scientific knowledge and innovative partnerships that advance the agency's lifesaving mission."

Georgia SHAPE
Georgia SHAPE takes its name from the 2009 Georgia Student Health And Physical Education Law, which started out simply mandating fitness evaluations. In 2012, Gov. Nathan Deal launched Georgia SHAPE as his program to address childhood obesity, to focus both on exercise and nutritional options. The program calls itself "statewide, multi-agency and multi-dimensional."

Staffers at the state Department of Public Health administer the program. They define SHAPE as all the efforts in the state that help fight childhood obesity age zero to age 18, encompassing some 120 "partners." Those partners may be nonprofits that

implement programs, donors or other organizations such as the U.S. Centers for Disease Control and Prevention.

By the expansive definition of the program, much of the work done by Georgia SHAPE is simply reported to the DPH by approved partners, not actively overseen by the DPH. But the DPH administers grants to Georgia schools of up to $5,000 to promote fitness and nutrition under SHAPE. It also does research and organizational coordination, and it has convened meetings and health summits.

Source: Georgia Department of Public Health

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Good harvests boost Delta's volumes

The Herald Zimbabwe, Wed, 19 Jul 2017, Noel Munjanja

Business Reporter

Delta Corporation lager volumes have stemmed the declining trend in preceding quarters after they recorded a 12 percent growth in the first quarter to June above the comparative period last year.

This helped the integrated beverage group report a 2 percent increase in revenue attributed to improved consumer spending arising from a good agricultural season.

The group said lager beer volumes recorded stronger recovery in the value brands while the soft drinks category grew 3 percent over last year with both the sparkling beverages and maheu registering growth.

We report a positive volume out-turn which is attributable to improved consumer spending arising from a better agricultural season and the bedding down of electronic payment platforms in settling transactions," the group said in a statement.

However, sorghum beer volumes were 5 percent down on prior year but Chibuku Super grew 9 percent in the quarter under review. Delta said the market is still to strike a balance in the demand of the standard Chibuku and Chibuku Super.

Group revenue increased by 2 percent over prior year, reflecting the changes in product mix," the group said in a statement.

In the first quarter report, Delta also said the company is still trading under a cautionary issued with respect to the notice received from the Coca-Cola Company advising of an intention to terminate the Bottler's Agreements with the group entities.

This followed the merger of AB InBev and SABMIller Plc in October 2016 and the subsequent agreement in principle reached between TCCC and AB InBev to explore options to restructure the bottling operations in a number of countries.

The relevant parties remain engaged in discussions and stakeholders will be updated on progress," the group said.

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Coca-Cola enters meal kit market with Chef'd partnership: 'Beverages are an integral part of the meal occasion'

BeverageDaily.com, Wed, 19 Jul 2017, Rachel Arthur

As consumers continue to seek new flavors and experiences, Coca-Cola is exploring the booming US meal kit market in a new partnership with Chef'd that offers co-branded meal kits with complementary Coca-Cola brands.

http://www.beveragedaily.com/Manufacturers/Coca-Cola-Chef-d-meal-kits-and-food-pairing

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Coca-Cola investing $30M in Montreal plant upgrade

Manufacturing Automation, Tue, 18 Jul 2017

Jul. 18, 2017 - The Coca-Cola Company is investing C$30 million to retrofit its Lachine plant in Montreal with "state-of-the-art" infrastructure which will increase productivity by 30 per cent, it says.

https://www.automationmag.com/process/7303-coca-cola-to-invest-$30m-in-montreal-plant-upgrade

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Coca Cola has invested $400 million in Azerbaijan's economy

ABC.AZ Daily News, Thu, 20 Jul 2017

Baku, Fineko/abc.az. Coca Cola has summed up the results of its 22-year activity in Azerbaijan.

Coca Cola's manager for Caucasus region Asad Shirinov has stated that since 1994 the Company has invested $400 million in Azerbaijan's economy.

"$160 million was invested in construction of a Coca Cola plant and building of production lines and $240 million was paid as taxes," Shirinov said.

He added that Coca Cola has 17.5 million sales points and staff of 300 employees in Azerbaijan, but the process of production and sales involves up to 3,000 people.

(c) 2017. Fineko

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Coca Cola: Prices for our drinks in Azerbaijan not to rise

ABC.AZ Daily News, Thu, 20 Jul 2017

Baku, Fineko/abc.az. Coca Cola, which faced a 30% reduction in its sales in the period from 2015 to 2016, does not intend to revise prices for its products.

Company's manager for Caucasus region Asad Shirinov has claimed that Coca Cola reached a peak of its sales in Azerbaijan in 2014.

"In 2015-2016 we encountered a decline in sales almost to 30% and our earning respectively. Although we expected that sales and earnings will stabilize in 2018, already from February of the current year we have seen an improvement and stabilization of sales," Shirinov emphasized.

He added that despite double devaluation, which exceeded 100%, the prices of the Coca Cola products were increased by 40%.

"Now we do not consider the question of increasing the cost of our products, as Company's strategy is now focused on increasing sales and expansion of production lines," Shirinov said.

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SoundCloud's DeJuan Wilson on his journey from admin assistant to global marketer

Marketing Week, Wed, 19 Jul 2017, MICHAEL BARNETT

SoundCloud vice-president of global marketing DeJuan Wilson has had an unusual and eventful career, starting in admin at Coca-Cola, working for hip hop artist P Diddy and now competing with Apple Music at SoundCloud.

https://www.marketingweek.com/2017/07/19/from-admin-assistant-to-global-marketer/

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PepsiCo CEO Names a No. 2 Executive, Shuffles Roles

The Wall Street Journal, Thu, 20 Jul 2017, Jennifer Maloney

PepsiCo Inc.'s longtime leader Indra Nooyi is promoting one of her lieutenants to serve as the company's president, filling a No. 2 role that has been vacant for nearly three years and shuffling around her potential successors.Ramon Laguarta, currently head of the company's Europe and sub-Saharan Africa business, will become PepsiCo's president, a headquarters role covering global operations, corporate strategy, public policy and government affairs.

His current duties will be given to Laxman Narasimhan, who runs the snack-and-beverage giant's Latin America division. Both appointments will take effect Sept. 1.

In an interview, Ms. Nooyi, 61 years old, said she intends to keep running the Purchase, N.Y.-based company "for the foreseeable future." The two promotions are the latest in a series of moves over the past few years to "stretch" executives and prepare them to be contenders for the top job, she said. The company's division heads will continue to report to her.

PepsiCo, which has a market value of about $165 billion, has been using higher prices, smaller packaging and a broader portfolio to help boost results amid shifting consumer tastes that are pressuring the packaged food and beverage industries. Despite falling soda demand and other industry challenges, the company's profit margins are rising and shares are trading near all-time highs.

During Ms. Nooyi's 11-year tenure, two potential successors have been promoted to the No. 2 role of president and subsequently left the company. The job has been vacant since the 2014 departure of Zein Abdalla.

Ms. Nooyi, who was CFO and president before she was named chief executive in 2006, said Mr. Laguarta shouldn't be presumed her successor. She took over as chairman in 2007 and led the spinoff of Yum Brands Inc. as well as acquisitions of Tropicana and Quaker Oats. She has fended off calls to break up the company and pushed into healthier snacks and beverages.

"There is no heir apparent," she said. "When the time comes for succession, whenever it is, I think the wonderful thing is our board is going to have so many people to choose from."

The leading internal candidates to succeed Ms. Nooyi now include Mr. Laguarta, Mr. Narasimhan and Hugh Johnston, PepsiCo's chief financial officer, who in 2015 was named vice chairman and put in charge of e-commerce and information technology.

Mr. Laguarta, 53, a native of Barcelona, joined the company in 1996 and has spent most of his career rising through the ranks of the European operations. He has an MBA from Spain's ESADE business school. He speaks English, Spanish, French, German, Greek and Catalan and will relocate to the U.S. from Geneva in his new role.

Mr. Narasimhan, 50, was a senior partner at McKinsey & Co. where he spent 19 years before joining PepsiCo in 2012. He was senior vice president and CFO of PepsiCo Americas Foods before rising to Latin America chief in 2014.

Ms. Nooyi said she wanted Mr. Laguarta, whom she called "a great operating executive," to gain experience at the corporate headquarters, where his mandate will be to grow sales and productivity to fund investments, she said.

For Mr. Narasimhan, she said she wanted to push him to "lift and shift ideas" across his two geographic divisions to accelerate their growth. She said he has "evolved from brilliant strategist to a very good operating executive."

As Mr. Laguarta takes on some of Ms. Nooyi's responsibilities, she said she would shift her focus to PepsiCo's future. Letting

other executives "come into their own, but being there as a helping hand, is my job at this point," she said.

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These '9 cans of LaCroix' paintings are Warhol's 'soup cans for millennials' ; The painting is an homage to the water that's become an obsession with some millennials and hipsters.

Washington Post.com, Thu, 20 Jul 2017, By Katie Mettler

The cheap, fizzy drink that comes in technicolor cans with a misleadingly snooty name has been called "start-up water," "the Fort Lauderdale fountain of youth" and "methadone for the soda addict."

Now, at least in San Francisco, LaCroix might be Andy Warhol's "soup cans for millennials."

In two sold-out shows last weekend, a collection of paintings called "9 Cans of LaCroix" debuted at the SUB, an off-the-grid warehouse art gallery in the city's Mission District. The hundreds of people in attendance also imbibed cocktails containing the chilled hipster phenomenon and, of course, quibbled over which flavor was superior (pamplemousse, for those keeping track).

"Things got lit," said Johnny Hwin, a community organizer with the SUB who arranged the event.

There was a "meta-ness" to it all, Hwin said: guests taking photos of other guests taking selfies in front of the LaCroix can paintings while drinking their own cans of LaCroix.

"And I'm just sitting here making LaCroix cocktails enjoying the spectacle of it all," he said during a phone interview with The Washington Post.

The man who brought them the vision, a popular San Francisco street artist who goes by fnnch, is a self-described "Warhol fan-boy" who for five years has been tagging mailboxes and buildings with spray-painted stencil art of honey bears and lawn flamingos in a style he calls "contemporary pop art."

In a "pretty direct homage" to the patron of his craft, fnnch, who does not go by his legal name when talking about his art, painted the LaCroix cans from the same vantage point and on the same sized canvasses as Warhol's soup cans.

"I'm trying to just put my finger on the cultural zeitgeist," fnnch told The Post, half-jokingly. "It's the soup cans for millennials."

He's referring to pop artist Andy Warhol's seminal 1962 work, 32 Campbell's Soup Cans. Warhol went on to build a career making art out of mostly mundane, everyday items that, when seen through his eyes, spoke transcendentally. For 20 years, Warhol ate Campbell's soup every day, he said, at a time when industrialized production was seen as a modern revolutionary feat.

And the reason he painted 32 cans was simple — Campbell's soup had 32 flavors.

Like the work that inspired it, fnnch's collection features LaCroix's nine earliest flavors — "pure," coconut, berry, lime, orange, peach pear, lemon, cran-raspberry and pamplemousse — and are valued at $500 each.

I CAN't even. #fnnch #stencil #layers #greycocktails #fridaywiththeboys #andamiyra #nofilter

A post shared by James P-N (@jamespn) on Jul 18, 2017 at 5:07pm PDT

His original "9 Cans of LaCroix" is already spoken for, commissioned by a friend who suggested during a brainstorming session, at first in jest, that fnnch paint the favorite beverage of Silicon Valley millionaires and fiscally deprived youth alike.

Fans of the fizz — and fnnch's interpretation of it — can return to the SUB August 18 for a final viewing, and those who want to worship a spray-painted LaCroix can at home can commission their own for $500. Four people have already placed orders and another seven have expressed interest. Most, unsurprisingly, want pamplemousse.

"People love LaCroix," fnnch said, "so I'm happy to paint it."

fnnch hopes people will see his LaCroix cans as a tongue-in-cheek commentary on the obsession with this particular brand of sparkling water and how it has come to symbolize the mounting irrelevance of sugary sodas.

It's cheap, widely distributed and seems to transcend socio-economic status, fnnch said, an observation he used when making another connection between Warhol's work and his own.

There is a Warhol quote, from the pop artist's autobiography, that fnnch pondered when painting "9 Cans of LaCroix."

"A Coke is a Coke and no amount of money can get you a better Coke than the one the bum on the corner is drinking," Andy Warhol wrote. "All the Cokes are the same and all the Cokes are good. Liz Taylor knows it, the President knows it, and you know it."

Those words played well in 1975, fnnch said, when Warhol penned them and Americans still drank soda. But in 2017, an era of no-sugar, no-calorie, no-fun consumption, they've turned to what could be this generation's Coca-Cola.

"A billionaire in San Francisco will still drink LaCroix," fnnch said.

Before LaCroix was endorsed by the New York Times, praised by Paleo bloggers and became Whole 30-approved, its first devotees were Midwestern moms, reported Vox last year.

The drink is named for the St. Croix River, a tributary of the Mississippi River that flows through Wisconsin, the state where it was founded in the 1980s. Your instinct may be to pronounce it like "La-qwah."

But it is, in fact, "La-croy," and the company even has a handy rhyme to help you remember: "enjoy LaCroix."

It skyrocketed in popularity decades after its middle America debut, just as Americans began abandoning soda and after its new Florida owner, National Beverage's Nick Caporella, moved the drink into artsy cans, a stark contrast to the green glass bottles of its more uppity competitors, Pellegrino and Perrier.

Warhol made a funky screen print of a Perrier bottle in 1983, which, wrote the Los Angeles Times, "helped to elevate the sparkling water brand into the realm of postmodern chic." In the summer of 2013, Perrier, a French company, paid homage to the artist by making replica labels for the bottles — all in collaboration with the Andy Warhol Foundation.

LaCroix's seemingly made-for-Instagram design, which predated the social media platform, was the least liked among the National Beverage management team. But consumers liked it the best.

"The strong color-blocking was impossible to miss on the shelf," Lyle Zimmerman, head of branding and design firm Alchemy Brand group, which designed the LaCroix cans, told Bon Appétit magazine.

While painting his LaCroix cans, fnnch questioned some of the chosen color combinations, like chestnut brown and lime green for the flavor peach pear, a color scheme he called "anybody's guess."

"In some ways, the cans are actually really ugly," fnnch said.

He's not the only one who feels that way. Douglas Riccardi, a graphic designer who specializes in restaurant branding, told Bon Appétit that the LaCroix design "goes against everything I stand for as a branding expert and designer."

"The logotype is not especially well-crafted. The pattern on the cans looks like the love child of Monet and Grandma Moses," Riccardi told the magazine. And yet, he added, it has successfully sold itself as a fun, spunky alternative to soda. "Taking design cues from that mass-market swamp of 'design,' we get a crass, bold, colorful, populist package that delivers all the energy, pop, and fizz without the sugar and calories," Riccardi said.

It remains unclear if people like LaCroix because it's tasty or because it's pretty. But sales are booming.

National Beverage, with Nasdaq ticker FIZZ, reported its net income jumped to $107 million in the 2016 fiscal year, nearly doubling its $62.2 million earnings in 2015, reported the South Florida Business Journal. Though the company does not break

down its earnings by product, its stock is being traded near its all time high at $99.13, according to the Business Journal, and has nearly doubled since last year.

And it remains the best-selling domestic sparkling water brand in the United States, according to the company.

All that, fnnch surmises, is context for "9 Cans of LaCroix."

"There are things around us that are beautiful, and it just takes an artist to point their finger at it," fnnch said. "It's as magical now as it was when Warhol thought of it."

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Nestle Waters plans new ReadyRefresh distribution center in Atlanta

Food Dive.com, Thu, 20 Jul 2017, Emma Liem @emma_liem

Nestle Waters North America is continuing to roll out its ReadyRefresh delivery service, adding a 25,000-square-foot distribution center in Atlanta, according to Food Bev Media.

http://www.fooddive.com/news/nestle-waters-plans-new-readyrefresh-distribution-center-in-atlanta/447401/

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Billions of Tons of Relics From Earth's Plastics Era

The New York Times, Thu, 20 Jul 2017, By TATIANA SCHLOSSBERG

If human civilization were to be destroyed and its cities wiped off the map, there would be an easy way for future intelligent life-forms to know when the mid-20th century began: plastic.

From the 1950s to today, 8.3 billion metric tons of plastic have been produced, with around half of it made since 2004. And since plastic does not naturally degrade, the billions of tons sitting in landfills, floating in the oceans or piling up on city streets will provide a marker if later civilizations ever want to classify our era. Perhaps they will call this time on Earth the Plastocene Epoch.

A new study in Science Advances published Wednesday offered the first analysis of all mass-produced plastics ever manufactured: how much has been made, what kind and what happens to the material once it has outlived its use.

Roland Geyer, the lead author of the study, said, ''My mantra is that you can't manage what you don't measure, and without good numbers, you don't know if we have a real problem.''

The authors, who come from the University of California, Santa Barbara, the University of Georgia and the Sea Education Association in Woods Hole, Mass., used plastic production data from a variety of sources to make their estimates.

Their findings suggest that staggering amounts of near-eternal litter is present in the environment -- the oceans, landfills and freshwater and terrestrial ecosystems -- and the numbers are quite likely to increase, with 12 billion metric tons accumulating in landfills or in the environment by 2050. (One metric ton is 1.1 short tons, the measure more commonly used in the United States.)

Scientists estimate that five million to 13 million metric tons of plastic enter the ocean each year, according to previous studies. New data suggests contamination in rivers and streams, as well as on land, is increasingly common, with most of the pollution in the form of microscopic pieces of synthetic fibers, largely from clothing.

The primary explanation for the rocketing rise in plastic is its use in packaging, which accounted for about 42 percent of nonfiber plastic production in 2015. Building and construction is the next largest plastic-consuming sector; it used 19 percent of nonfiber plastic that year.

The authors estimate that packaging, which is typically used for less than a year, made up 54 percent of the nonfiber plastic that was thrown away in 2015.

Most of the plastic that has been made is no longer in use -- about 6.3 billion metric tons of plastic have been thrown away since 1950. About 12 percent of that has been incinerated, which is the only way to permanently dispose of plastic; 9 percent has been recycled, which only delays final disposal; and 60 percent -- about 4.9 billion metric tons -- is in landfills or scattered in the environment.

In Europe, 30 percent of nonfiber plastic is recycled, compared to 9 percent in the United States. Europe also burns more plastic -- about 40 percent of its nonfiber plastic waste -- while the U.S. incinerates around 16 percent. China recycles about 25 percent and burns about 30 percent of its plastic waste. The authors estimate that recycling, disposal and incineration rates in the rest of the world are probably similar to those in the United States.

Dr. Geyer cautioned that recycling was not a cure-all for global plastic pollution. He said the sole benefit of recycling was to reduce the amount of new plastic being produced, adding, "We don't understand very well the extent to which recycling reduces primary production."

The features that have made plastic so important in the global market are the same ones that make it such a pervasive pollutant: durability and resistance to degradation.

Dr. Geyer said there was not enough information on what the long-term consequences of all this plastic and its disposal would be. "It accumulates so quickly now and it doesn't biodegrade, so it just gets added to what's already there."

"Once we start looking, I think we'll find all sorts of unintended consequences," he added. "I'd be very surprised to find out that it is a purely aesthetic problem."

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Old foes sugar and corn syrup battle for lucrative Asian market

Reuters News, Thu, 20 Jul 2017

BEIJING/MANILA, July 20 (Reuters) - China's reform of its vast corn sector is spurring a rapid revival of cheaper high-fructose corn syrup (HFCS), putting it on a collision course with Asian sugar producers in a battle for the lucrative sweetener market.

Output of HFCS is set to jump 7 percent this year, according to commodities information service Zhuochuang, as cheap corn from a sell-down of the country's giant stockpiles encourages producers to boost output or restart idled capacity.

After stalling in recent years, HFCS production will hit 4.15 million tonnes, about half of the output in the United States, the world's top producer, where corn-based sweeteners account for nearly half of the sweetener market.

Syrup, used as a sugar substitute in soft drinks and other liquid products, is gaining in popularity in China where it sells for a third of the price of natural sugar made from cane or sugarbeets, and makes up about 20 percent of demand for sweetner.

China's producers have also found willing buyers abroad.

"HFCS is changing the structure of the sugar industry in China and Southeast Asia," said Liu Hande, vice chairman of the China Sugar Association. "Consumption of sugar has been declining in recent years."

Coca-Cola China boosted its use of the liquid last year, two industry sources said, and total demand is expected to jump to 4.06 million tonnes this year, up 18 percent from 2016 and almost double levels in 2012, according to Zhuochuang. Coca-Cola China said it could not confirm increased use of HFCS.

China's HFCS demand compares with expected sugar demand this year of nearly 16 million tonnes.

Exports from Chinese producers grouped in the northern province of Shandong and in southern Guangdong province soared nearly 70 percent in 2016 to 454,843 tonnes, worth about $180 million, and are on track to rise again this year.

About half went to the Philippines, followed by Indonesia, Vietnam and India.

TRADE RESTRICTIONS

The push sparked anger in the Philippines, where domestic output of 2.5 million tonnes of natural sugar in 2017/18 will already outpace demand.

Imports of syrup to the Philippines surged to 373,137 tonnes in 2016, more than 10 times the levels in 2013, according to the Philippine Sugar Millers Association.

Following complaints from domestic sugar producers, Manila placed restrictions on Chinese corn syrup imports in March.

Coca-Cola and other beverage companies in the Philippines, also agreed to boost their use of domestic sugar, according to a statement issued by the Philippines Agriculture Department late March.

In the two months since Manila's crackdown, China's exports to the Philippines have plunged, with May shipments falling to 1,884 tonnes, down from 34,715 tonnes in March, according to Chinese customs data.

Regional pressure for substitution, however, is set to continue with Chinese HFCS prices falling by almost a third from about three years ago to below 2,500 yuan ($368) per tonne, according to industry insiders.

By contrast, sugar futures prices in China remain elevated at about 6,250 yuan per tonne due to high farm costs. In May, Beijing slapped hefty import tariffs on foreign sugar in a bid to protect the industry, a move that is expected to keep prices at a premium for years.

TENSIONS RISING

Traders, analysts and producers say the tensions over HFCS are starting to spread to other countries.

Syrup's rise is undermining industry forecasts that demand for natural sugar will grow in the region's emerging economies as consumption in mature markets like the United States slows amid concerns about the health impact.

"If you have a cheap source of HFCS supply ... this always poses a significant threat to use of sugar," said Stefan Uhlenbrock, senior analyst at F.O. Licht. "It not only happens in the Philippines but also in other countries."

Indonesia's fructose syrup imports hit 107,321 tonnes in 2016, up 55 percent from a year earlier, but are still dwarfed by annual white sugar consumption of up to 6 million tonnes.

"If the (import) amount is big, this can be a threat for refined sugar, because HFCS is basically sweetener, just like refined sugar," said Benny Wachyudi, Chairman at the Sugar Refineries Association, told Reuters by text. ($1 = 6.8010 Chinese yuan renminbi)

(Reporting by Hallie Gu and Enrico Dela Cruz; additional reporting by Beijing newsroom, Bernadette Christina Munthe in JAKARTA and My Pham IN HANOI; editing by Josephine Mason and Richard Pullin)

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Business News: Retailers Are Checking Out Automation --- As online competition squeezes profits, chains recruit machines for routine tasks

The Wall Street Journal, Thu, 20 Jul 2017, By Sarah Nassauer

Last August, a 55-year-old Wal-Mart employee found out her job was being taken over by a robot. Her task was to count cash and track the accuracy of the store's books from a desk in a windowless backroom. She earned $13 an hour.

Instead, Wal-Mart Stores Inc. started using a hulking gray machine that counts eight bills per second and 3,000 coins a minute. The Cash360 machine digitally deposits money at the bank, earning interest for Wal-Mart sooner than if sent by armored car. And the machine uses software to predict how much cash is needed on a given day to reduce excess.

"They think it will be a more efficient way to process the money," said the employee, who has worked with Wal-Mart for a decade.

Now almost all of Wal-Mart's 4,700 U.S. stores have a Cash360 machine, making thousands of positions obsolete. Most of the employees in those positions moved into store jobs to improve service, said a Wal-Mart spokesman. More than 500 have left the company. The store accountant displaced last August is now a greeter at the front door, where she still earns $13 an hour.

"The role of service and customer-facing associates will always be there," said Judith McKenna, Wal-Mart's U.S. chief operating officer. But, she added, "there are interesting developments in technology that mean those roles shift and change over time."

Shopping is moving online, hourly wages are rising and retail profits are shrinking -- a formula that pressures retailers, ranging from Wal-Mart to Tiffany & Co., to find technology that can do the rote labor of retail workers or replace them altogether.

As Amazon.com Inc. makes direct inroads into traditional retail with its plans to buy grocer Whole Foods Market Inc., Wal-Mart and other large retailers are under renewed pressure to invest heavily to keep up. Economists say many retail jobs are ripe for automation. A 2015 report by Citi Research, co-authored with researchers from the Oxford Martin School, found that two-thirds of U.S. retail jobs are at "high risk" of disappearing by 2030.

Self-checkout lanes can replace cashiers. Autonomous vehicles could handle package delivery or warehouse inventory. Even more complex tasks like suggesting what toy or shirt a shopper might want could be handled by a computer with access to a shopper's buying history, similar to what already happens online today.

"The primary predictor for automation is how routine a task is," said Ebrahim Rahbari, an economist at Citi Research. "A big issue is that retail is a sizable percentage of the workforce."

Nearly 16 million people, or 11% of nonfarm U.S. jobs, are in the retail industry, mostly as cashiers or salespeople. The industry eclipsed the shrinking manufacturing sector as the biggest employer 15 years ago. Now, as stores close, retail jobs are disappearing. Since January, the U.S. economy has lost about 71,000 retail jobs, according to data from the Bureau of Labor Statistics.

"The decline of retail jobs, should it occur on a large scale -- as seems likely long-term -- will make the labor market even less hospitable for a group of workers who already face limited opportunities for stable, well-paid employment," said David Autor, an economist at the Massachusetts Institute of Technology.

Automation is filtering through many parts of retail. Tiffany is using machines to polish basic pieces, like silver jewelry, during the production process. Home Depot Inc. now has self-checkouts in most stores and is testing adding scanner guns to make them useful for shoppers buying bulky products like lumber.

Wal-Mart has long squeezed efficiency out of its business. Although it employs 1.5 million people in the U.S., it has around 15% fewer workers per square foot of store than a decade ago, according to an analysis by The Wall Street Journal.

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From: Sean Taylor [redacted]

Sent: Monday, August 14, 2017 10:09 AM

To: Cohen, Samuel M

Subject: Automatic reply: Procedure paper submitted

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

I am out of the office from August 14-18, 2017. I will be back on August 21, 2017 and will endeavor to respond to your email promptly.

Best,
Sean Taylor

From: Sean Taylor [redacted]
Sent: Monday, September 11, 2017 2:28 PM
To: Cohen, Samuel M
Subject: Re: Tom Rosol

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

Thanks, Sam—that explains a lot!

Sean

From: Samuel Cohen <scohen@unmc.edu>
Date: Monday, September 11, 2017 at 3:22 PM
To: Sean Taylor [redacted]
Subject: Tom Rosol

I just talked to his department.
Unbelievably he has retired! He's quite a bit younger than I.
I will try to think of another toxicologic pathologist. The problem, all the good ones are in industry, very few in academia.

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor [redacted]
Sent: Tuesday, September 19, 2017 10:32 AM
To: Cohen, Samuel M
Subject: Re: Reached Tom Rosol

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

Sam,

That sounds great.

Sean

On 9/18/17, 9:09 PM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:

He can come in February. Will let us know 26 or 27.

Sent from my iPhone

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor [redacted]
Sent: Wednesday, September 20, 2017 2:08 PM
To: Cohen, Samuel M
Subject: Re: Thomas J. Rosol

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

Sam,

Perfect—thanks for making the connection for us. We will get in touch with him.

Best,

Sean

From: Samuel Cohen <scohen@unmc.edu>
Date: Tuesday, September 19, 2017 at 5:35 PM
To: Sean Taylor [redacted]
Subject: FW: Thomas J. Rosol

Here is Tom's new contact information.
He has agreed to come Monday afternoon for dinner (Feb. 26) to present to us Tuesday morning (Feb. 27).
I told him you would contact him for arrangements and a title.

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Christie Harman [redacted]
Sent: Wednesday, September 28, 2016 7:55 PM
To: Cohen, Samuel M
Cc: Sean Taylor
Subject: Re: What was the full name of the thiophene that was deGRASed?

Hi Sam
It's 3-acetyl-2,5-dimethylthiophene.

Best,
Christie

On Sep 28, 2016, at 5:07 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Alex Malaspina <m[redacted]>

Sent: Saturday, October 1, 2016 6:54 AM

To: geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg;sharris@ilsi.org;mmclean@ilsi.org;[redacted]m;hzhang@coca-cola.com;jshchen@ilsichina.org

Cc: [redacted]Cohen, Samuel M;beauchamp@monell.org;s[redacted];[redacted]

Subject: Fwd:

Categories: (none)

Please note reference to travel to Malaysia and Sigapore

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina <[redacted]>
Sent: Sat, Oct 1, 2016 7:46 am

http://www.nytimes.com/2016/09/30/health/z ka-travel-advisory-southeast-asia.html?hpw&rref=health&action=click&pgtype=Homepage&module=well-region®ion=bottom-well&WT.nav=bottom-well

From: Sean Taylor [redacted]

Sent: Tuesday, October 11, 2016 6:30 PM

To: Cohen, Samuel M

Subject: Automatic reply: FOIA

I am out of the office at industry meetings this week, and will return to the office on Monday, October 17th.

Best,

Sean Taylor

From: Myrt[redacted] >
Sent: Monday, October 17, 2016 6 30 PM
To: Syril Pettit
Cc: Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov[redacted] PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;[redacted];daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk;Beth-Ellen Berry;Shawn Sullivan
Subject: Re HESI Today at the White House Cancer Moonshot

This is wonderful Syril. It is a privilege to be involved with the effort. Yes, Jerry is great!☺

Now, back to review of those THRIVE applications 😬

Excuse typos
Sent from my iPhone

On Oct 17, 2016, at 6 32 PM, Syril Pettit <spettit@hesiglobal.org> wrote

> Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.
>
> https //www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report
>
> I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.
>
> Feel free to share this information around!!! http //hesithrive.org/pressrelease/
>
> -Syril
>
> Syril D Pettit
> HESI Executive Director
> 1156 15th ST NW 2nd Floor
> Washington, DC 20005
> 202-659-3306 x189
> Spettit@hesiglobal.org
> www.hesiglobal.org
> Follow us in Making Patient Quality of Life
> An Active Research Priority @HESITHRIVE
>
> <IMG_2057.jpg>
> <IMG_2036.jpg>

From: Timothy Pastoor <t[redacted]>

Sent: Tuesday, October 18, 2016 8 10 AM

To: Syril Pettit

Cc: Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov[redacted];PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk;Beth-Ellen Berry;Shawn Sullivan

Subject: Re HESI Today at the White House Cancer Moonshot

Later in the day, VP Biden was interviewed by NPR. Although he did not mention the THRIVE program in particular, he covered the valuable role of what many are doing to reduce the impact of cancer. I thought of you there in the White House, Syril, and it made me proud that you, we, and HESI are involved in such an important endeavor. Great job with your leadership and creative actions that have gotten us to this place!

Tim Pastoor

[redacted]

[redacted]

On Mon, Oct 17, 2016 at 6 32 PM, Syril Pettit <spettit@hesiglobal.org> wrote

> Very honored that the HESI THRIVE program was featured today in Vice President Biden s Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.
>
> https //www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report
>
> I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.
>
> Feel free to share this information around!!! http //hesithrive.org/pressrelease/
>
> -Syril
>
> Syril D Pettit
>
> HESI Executive Director
>
> 1156 15th ST NW 2nd Floor
>
> Washington, DC 20005
>
> 202-659-3306 x189
>
> Spettit@hesiglobal.org
>
> www.hesiglobal.org
>
> Follow us in Making Patient Quality of Life
>
> An Active Research Priority @HESITHRIVE

From: Sean Taylor [redacted]

Sent: Saturday, October 22, 2016 12:48 PM

To: Cohen, Samuel [redacted] Shoji Fukushima;Guengerich, Frederick P;Smith, Robert L.

Cc: Christie Harman;Margaret McGowen;Maria Bastaki

Subject: Thiophenes paper update

Dear Panel Members,

I am pleased to inform you that the Panel's GRAS re-evaluation manuscript for the Thiophenes has been accepted for publication by Food and Chemical Toxicology. We will circulate the page proofs when they become available, and will keep you updated on the status of the manuscript as it moves through the publication process.

Best,

Sean

Get Outlook for iOS

From: Alex Malaspina [redacted]

Sent: Friday, October 28, 2016 9:14 AM

To: david.miller@carleton.ca;[redacted];cllewellyn@coca-cola.com

Subject: Fwd: mycotoxins

FYI.

Best.

Alex

-----Original Message-----
From: Suzanne Harris <sharris@ilsi.org>
To: Alex Malaspina <[redacted]>
Sent: Fri, Oct 28, 2016 10:06 am
Subject: Re: mycotoxins

Certainly.

Suzie

Sent from my iPad

On Oct 28, 2016, at 9:47 AM, Alex Malaspina <malaspina@aol.com> wrote:

> Dear Suzie: Could you please help to distribute this link to the ILSI Branches and whoever else might be interested in this very important area
>
> Many thanks
>
> Alex

> -----Original Message-----
> From: David Miller <DavidMiller@Cunet.Carleton.Ca>
> To: Alex Malaspina ([redacted])
> Sent: Thu, Oct 27, 2016 8:42 am
> Subject: FW: mycotoxins
>
> Dear Alex
>
> I just returned from a wonderful special meeting of the Toxicology Forum in DC (human relevance of rodent liver tumours). Attendance greatly exceeded expectations and there was plenty of animated discussion.

I met with Mike Taylor about the mycotoxin/Africa issue and we had a wide ranging discussion about the things he might be interested to pick up from the work that we have done on the problem of mycotoxins in Africa.

Finally, can you indulge me and ask your ILSI contacts in DC to distribute the link to the report below. Although somewhat oriented to developing countries, this book is absolutely useful to people in the fully developed market economies.

I hope you are well and thanks for your continuing inspiration.

J. David Miller

From: David Miller
Sent: Thursday, October 27, 2016 8:36 AM
To: 'Geoff Smith' <geoffsmith@ilsisea.org.sg>
Subject: mycotoxins

Greetings

About 18 months ago, we had an exchange about IARC STP 158.

This book is widely regarded as excellent but availability had been limited to people who could purchase copies from the WHO. As of yesterday, it now is available free for download (although the print book is well worth the money). Please do what you can to make this known.

http://publications.iarc.fr/Book-And-Report-Series/Iarc-Scientific-Publications/Improving-Public-Health-Through-Mycotoxin-Control-2012

Thanks for your help.

From: Geoff Smith [mailto:geoffsmith@ilsisea.org.sg]
Sent: Tuesday, May 12, 2015 8:18 PM
To: 'David Miller' <David.Miller@carleton.ca>
Cc: [redacted]
Subject: RE: mycotoxins

Cannot be blamed…

Kind regards,

Geoff

Geoffry SMITH

President

ILSI Southeast Asia Region

M: [redacted]

Email: geoffsmith@ilsisea.org.sg

<image001.jpg>

Important: This email is confidential and may be privileged. If you are not the intended recipient, please delete it and notify the sender immediately; you should not copy or use it for any purpose, nor disclose its contents to any other person. Thank you.

From: Geoff Smith [mailto:geoffsmith@ilsisea.org.sg]
Sent: Wednesday, 13 May 2015 8:15 AM
To: 'David Miller'
Cc: '[redacted]'
Subject: RE: mycotoxins

Dear Prof. Miller,

Thank you for your note and to Alex for connecting us. I'm very familiar with your work even though we have not met.

The mycotoxins book is excellent. The only problem is that is costs about US$ 100 to developed countries, and I think about half that for developing countries. Through ILSI we have bought at least a dozen copies for distribution to government agencies in SE Asia but it should be hundreds. I discussed this with Chris Wild but IARC doesn't have the budget to give for free. I would strongly recommend an e-version be made available. It is clearly the best resource for an overall introduction to mycotoxin issues. Chris did ask me to develop a list of government officials in Africa who could benefit from the book and I'm behind in compiling that, but I think that PACA should also support distribution in Africa. It's clear that a tremendous amount of effort went into the book from the top experts including yourself, but the distribution has been far too limited which has blunted the beneficial impact. I know you (nor IARC) can be blamed for this, but I hope we can find some way to make this very valuable book available more broadly.

After the ILSI annual meeting in Phoenix in January, I visited Peter Coty's USDA lab at the University of Arizona. In addition to improve crop handing, it looks like biocontrol has an important role to play. As you know, they are building a new unit in Kenya which should be on line later this year, and Peter has just been in South Africa starting discussions. There have been some trials in Thailand in the past but they had trouble with monsoon rains. However as far as I know, it sometimes rains in Texas so I think this problem can be solved.

In SE Asia, the biggest problem as I mentioned is the lack of publicly-available data on mycotoxin contamination. Most of the data that has been generated is in the hands of private labs such as Rohmer, who test crops for export. They have published some summary data, but the detailed data is not available to public health officials. That in turn means that they don't have a handle on the extent of the problem. We are talking to some of these testing companies who have expressed willingness to provide autotomized data in cooperation with some government cooperation. We are trying to see if we can facilitate that.

Maize is not used much for human consumption in SE Asia (aside from Timor Leste) but it is widely produced. It's the 2nd largest agricultural crop in Vietnam and Indonesia is in the top ten producers worldwide. It's almost all used for animal feed, which can cause some mycotoxin pass through via milk as you know.

I hope you won't mind if I contact you from time to time on mycotoxin issues as we try to tackle those in SE Asia.

Kind regards,

Geoff

Geoffry SMITH

President

ILSI Southeast Asia Region

M: [redacted]

Email: geoffsmith@ilsisea.org.sg

From: Timothy Pastoor [redacted]

Sent: Friday, October 28, 2016 1:49 PM

To: Josh Gilder;Jay Byrne;Cohen, Samuel M;Doug Wolf

Subject: Fwd: Your New Publication

Attachments: !COUGHLIN_ASIC China Abstract - with website.docx

Some favorable uptake and some supplemental information on coffee.

Tim Pastoor

[redacted]

[redacted]

---------- Forwarded message ----------
From: **James R. Coughlin** [redacted]
Date: Fri, Oct 28, 2016 at 2:03 PM
Subject: Your New Publication
To: [redacted]

Hey Tim,

I just saw mention of your new manuscript on "Classification Schemes…" with Sam and the others. I sent you're a Research Gate request today for the full paper.

Have you seen this PRNewsire release about it?

http://www.prnewswire.com/news-releases/academics-former-regulators-and-other-scientists-challenge-who-cancer-agency-classification-schemes-as-outmoded-300352067.html

I've been fighting IARC forever!!! ☺ 42 years on meat/nitrite/cancer, 35 years on coffee and cancer, and 30 years of Prop 65 consulting, where IARC crap as you know is always popping up as an Authoritative Body.

And I'm sure you know all about the House going after IARC funding by NIH, it's about time! I spent an hour on the phone with the House staffer who is coordinating all this, even though I had little to add about the funding aspects. I filled his head with all the nonsense that has been going on in Lyon for decades. I was still at Kraft General Foods when IARC did the Feb 1990 coffee monograph meeting, and I spent the 8 days in Lyon down the street with a 12-man global coffee team. Here's my take (abstract attached) on what IARC did to coffee the second go-around in June. I'm presenting this in two weeks as a Keynote lecture in China.

Foods and ag are under siege since Glyphosate in March 2015. We all need to gather somehow and expose IARC, as you guys did in the paper. Next priorities are all food ingredients: aspartame, sucralose, dietary iron, B-carotene, BPA, etc. IARC is killing us!

I was the only observer in June 2006 when IARC did nitrite and nitrate. We wound up with Group 2A for endogenous nitrosation, and we just submitted comments spearheaded by the North American Meat Institute to prevent the CIC from listing "nitrite combined with amines or amides" at their November meeting. And processed meats' Group 1 from Oct 2015, which I worked on for 6 months, will be a slam dunk Labor Code listing under Prop 65 when the monograph gets published.

Let's discuss all this soon…and thanks for the paper when you can send it.

Cheers…Jim

James R. Coughlin, Ph.D., CFS

President, Coughlin & Associates:

Consultants in Food/Nutritional/Chemical Toxicology & Safety

8 Camillo

Aliso Viejo, CA 92656 USA

Email: [redacted]

Office Phone: [redacted]

Webpage: [redacted]

Institute of Food Technologists (Chicago):

Fellow; Certified Food Scientist (CFS); Food Science

Communicator; Codex Subject Expert on Food Contaminants

International Food Information Council Foundation (Washington):

Food Science Communicator

Association for Science and Information on Coffee (Paris):

Board Member & Former President

SlideShare: [redacted]

Twitter: **@JimCoughlinPhD**

From: Sean Taylor <[redacted]
Sent: Thursday, November 3, 2016 8:37 AM
To: Cohen, Samuel M;Christie Harman
Subject: Re: Ireland

It was Cronan McNamara from Crème Global, and one of his coworkers (whose name I cannot remember).

Sean

On 11/3/16, 9:36 AM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:

Who were the Irish scientists tat we met with at our meeting in Dublin?

Sent from my iPhone

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor [redacted]
Sent: Thursday, November 3, 2016 9:11 AM
To: Cohen, Samuel M
Subject: Re: Ireland

Sam,

I think that it was Michael Lambert.

Sean

On 11/3/16, 9:54 AM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:

Who was the one from Trinity?

Sent from my iPhone

> On Nov 3, 2016, at 9:38 AM, Sean Taylor <STaylor@vertosolutions.net> wrote:
>
> It was Cronan McNamara from Crème Global, and one of his coworkers (whose name I cannot remember).
>
> Sean
>
> On 11/3/16, 9:36 AM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:
>
> Who were the Irish scientists tat we met with at our meeting in Dublin?
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> Sent from my iPhone
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>
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The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Alex Malaspina [redacted]

Sent: Wednesday, November 16, 2016 4 54 AM

To [redacted];pjulkunen@coca-cola.com;flbayer@bellsouth.net [redacted];sarahallen@coca-cola.com;knichols@coca-cola.com [redacted];ebrown124@nyc.rr.com [redacted];mlopezmusi@indunor.com;mlanzanova@coca-cola.com;gb.wuertzen@post.tele.dk;echoa@coca-cola.com;jshchen@ilsichina.org;geoffsmith@ilsisea.org.sg;boonyee@ilsisea.org.sg;[redacted];Cohen, Samuel M;beauchamp@monell.org

Cc: [redacted];rportillo@coca-cola.com;rwilkinson@coca-cola.com;jajara@coca-cola.com;[redacted];dbanati@ilsieurope.be [redacted]

Subject: Fwd: Email from Muhtar Kent to Huaying Zhang

Attachments: Clean Water 24 article on Communication Director by Dr. Huaying.pdf

You will be interested in the work Huaying Zhang {formally from Atlanta SRA} has been doing in providing safe water to distressed areas of China,

Most impressive!

You mat want to congratulate her.

Warmest wishes Alex

—Original Message—
From: Dr. Huaying Zhang <hzhang@coca-cola.com>
To: Alex Malaspina [redacted]
Sent: Tue, Nov 15, 2016 11:28 pm
Subject: FW: Email from Muhtar Kent to Huaying Zhang

I will be in Atlanta in the week of Dec. 5 to join this dinner with the board as our project to send clean water to disaster striking area within 24 hours using our omnipresence distribution system has been designated Category Winner for Community/Sustainability and will have a chance to win the Global Innovation Award.

The idea is very simple but it works beautifully (see an article I wrote earlier when we win the Asia Pacific Excellent Award with this project). I know you'd feel very proud as this reflects the true spirit of our company and our people.

All the best,

Huaying

From: Janet Walker **On Behalf Of** Muhtar Kent
Sent: 2016年11月16日 0:46
To: Dr. Huaying Zhang <hzhang@coca-cola.com>
Cc: James Quincey <jquincey@coca-cola.com>; Susan Gambardella <sgambardella@coca-cola.com>; Curt Ferguson <curt.ferguson@coca-cola.com>; John Murphy <john.murphy@coca-cola.com>
Subject: Email from Muhtar Kent to Huaying Zhang

Dear Huaying,

Congratulations! I am delighted to let you know that "Clean Water 24 ◆C Emergency Drinking Water Supply Mechanism" has beaten tough competition and been designated Category Winner for Community/Sustainability in the pursuit of the inaugural Global Innovation Award (the category names were refined during the process). This represents a significant achievement, and you and your Team have delivered outstanding results for The Coca-Cola System through your innovation.

With this, I would like to confirm your invitation to join the Board of Directors and Executive Committee for a celebratory dinner on December 7, 2016, in Atlanta. At the dinner, we will announce the overall Global Innovation Award winner for 2016.

Susan Gambardella will contact you with more details about the event, which will include a 2-3 minute presentation to the Board by each of the Category Winners.

Thank you for driving innovation for our System, and good luck!

Muhtar Kent &bbsp; James Quincey

c: Susan Gambardella
Curt Ferguson
John Murphy

Muhtar Kent
Chairman and Chief Executive Officer
The Coca-Cola Company
[redacted]

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Coca-Cola truck with 240,000 emergency bottles of water on the way to people in disaster zones during the 2013 Northeast China Flood

Delivering responsibility and value

Following its sustainability model of the Golden Triangle, Coca-Cola China finds value in meeting the needs of society.

BY HUAYING ZHANG

In recent years, sustainability has become a popular slogan for business. Some corporations view it as a fancy alternative term for charity and social responsibility, while some are transforming their overall strategy from the perspective of sustainable long-term profitable growth. Although there are companies claiming they have already integrated sustainability into business operations, it is still hard to find many corporate entities that truly understand sustainability and integrate it as a core business strategy while creating shared value for society.

Some businesses have begun to take proactive steps in advancing their sustainability efforts. Coca-Cola created its sustainability function and named its first global chief sustainability officer in 2011. A few month later, Coca-Cola China also followed suit setting up a team focusing on sustainability.

Since then, Coca-Cola China has made a great deal of effort progress to in building a systematic approach to sustainability. Our approach starts with a deep understanding of society's needs, especially in areas where Coca-Cola can leverage its business strength to bring about shared value for both business and society. By connecting company resources with external organisations through a simple and efficient mechanism, we aim to maximise Coca-Cola's business expertise to help satisfy the needs of society. By becoming part of a community service network, such a system can in turn bring about business innovation and development at the same time.

Participating in disaster relief

From being programme-oriented to strategy-oriented, like many other businesses the Coca-Cola Company has been looking for ways to fully integrate sustainability into our business operations.

In 2008, after the devastating earthquake hit Wenchuan City in Sichuan Province on May 12, the Chinese government embraced civil society and businesses in disaster relief efforts. However, while businesses were very eager to participate in these efforts, there were few viable options other than cash donation for businesses to get involved at that time.

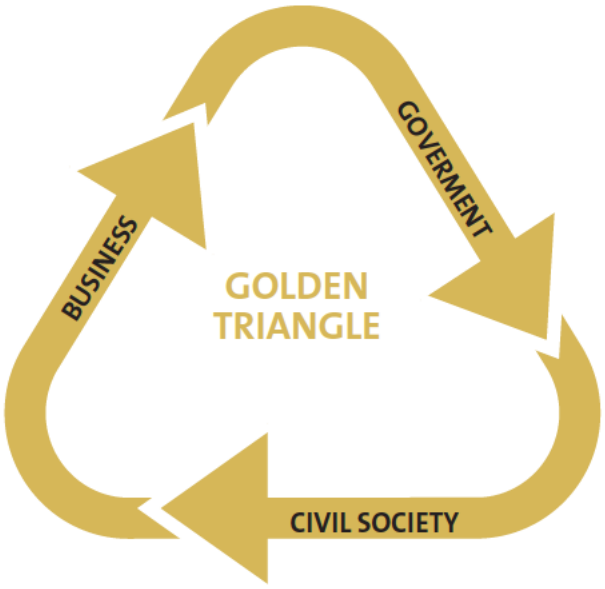
I still remember how we were inspired when we saw a little boy who was rescued from under the rubble saying: "I want an ice cold Coca-Cola".

Our business is about water. It is our business expertise that we have developed over a hundred years of providing safe water from plants close to communities. The day after the May 12 earthquake occurred, Coca-Cola immediately donated and shipped a large quantity of drinking water and several hundred large umbrellas to the affected areas.

After this, we thought that it may be possible for us to establish a mechanism to ensure prompt access to drinking water for all disasters, big or small, using our effective supply chain.

Since 2008, we have talked to scholars, non-governmental organisations, and government agencies in the field of disaster relief to understand the conditions of disaster preparedness in China. We came to learn that China suffers from frequent natural disasters, though not all disasters are known to the public. Traditional disaster relief systems are being challenged by the frequent occurrences of disasters, especially when it comes to the procurement, storage, and deployment of emergency relief supplies.

We came to learn that China suffers from frequent natural disasters, though not all disasters are known to the public. Traditional disaster relief systems are being challenged by the frequent occurrences of disasters, especially when it comes to the procurement, storage, and deployment of emergency relief supplies.



Meanwhile, Coca-Cola has bottling plants throughout China, and our nation-wide logistics and warehousing system are one of the most important core business competences that Coca-Cola

"It is still hard to find many corporate entities that truly understand sustainability."

China has established over decades. We decided to establish a mechanism linking such competences with a disaster management system, turning Coca-Cola's logistics and warehousing system into an emergency drinking water supply system when disasters strike. If successful, this would maximise the value of the Coca-Cola system by helping those most in need.

It was a fine idea, but its implementation was not so easy. The biggest challenge is in gaining rapid access to the needed information, and distributing drinking water to those who need it the most. Coca-Cola's expertise lies in the production and distribution of beverages, but not in operating in disaster affected areas and managing disaster relief work directly.

Partnering with civil society

In 2012, Coca-Cola China met the One Foundation. At that time, One Foundation had already established a sizeable emergency relief network by bringing together over a hundred non-government rescue organisations. They have the exact competence that Coca-Cola lacked. In 2012, Coca-Cola China began a formal cooperation with One Foundation. In 2013, a severe earthquake hit Ya'an. This was the first time that this relief system, Clean Water 24, was put to the test. On that day, Coca-Cola China was able to ship drinking water from nearby areas to the affected areas in four hours. The water was transported by disaster relief vehicles operated by military with the assistance of One Foundation.

This operation allowed us to gain further understanding on how to engage its distributors to ensure product availability as fast as possible, and how to coordinate and connect with the official disaster relief system.

In August 2014, a 6.5 magnitude earthquake hit Ludian County in Yunnan province. This time, it only took Coca-Cola China one hour to ship 72,000 bottles of Ice Dew drinking water to the epicentre. As the emergency access improved, the quantity of shipped water doubled daily throughout the entire rescue process.

The rescue operation in Ludian proved the feasibility of such a disaster emergency relief mechanism. We moved promptly to sign a Memorandum of Understanding with our bottling partners outlining our new disaster relief mechanism. In the past 3 years, Coca-Cola China has activated this mechanism nearly 200 times responding to disasters of various kinds throughout the country.

> **"By connecting company resources with external organisations through a simple and efficient mechanism, we aim to maximise Coca-Cola's business expertise to help satisfy the needs of society."**

More importantly, this process reaffirmed our belief that fulfilling society's needs by leveraging our business expertise is the most effective path to sustainability as it maximises the value business can create for its society at large.

Ensuring continued success

The emergency drinking water supply mechanism, Clean Water 24, has stood the test of the 2016 severe floods afflicting China. We found the following four factors contributed significantly to the continued success of our sustainability programmes.

1. Addressing the needs of society. From the Clean Water 24 emergency drinking water supply mechanism, to Clean Water Project for rural schools, or the Happy Farmland programme that builds mini-wetlands to treat rural waste water, the first thing to consider for Coca-Cola China before designing a programme is whether there is a real societal need, and whether long-term support of the company instead of a one-time donation is needed to bring about real solution to a specific issue.

Becoming an integral part of China disaster relief system, Coca-Cola has become one with the community we serve. And we provided a solution to the society we serve at a time when they needed us the most.

2. Utilising core business competency. The most refreshing element of our Clean Water 24 emergency response system was the maximisation of our business expertise for societal good. Business is an integral part of our society. Coca-Cola's product line and its distribution system are designed for fulfil everyone's hydration needs throughout the world. As such, this core competency of ours is also a critical capabilities for disaster relief effort where safe drinking water in the first 48 hours after disaster strike is essential. Using Coca-Cola's core business competency in disaster relief is the most effective way to be charitable and to bond with our society. Both of which are important to Coca-Cola's sustainable business growth.

3. Building partnerships with shared values. Different organisations

bring different skill sets. When we can see each other as partners who have common goals and common values, we can work together using the best each of us can offer to solve social problems together. Muhtar Kent, chief executive officer of the Coca-Cola Company, calls such partnership among government, civil society and industry, the "Golden Triangle" partnership.

The golden triangle partnership is designed to promote real social innovation. Within a system where everyone is devoted to make our society a better place, business can provide support in terms of technology, capital, and business models, civil society can provide direct services and participation opportunities for volunteers, and government can play the role of procurement, supervision, and creating the proper policy environment.

4. A simple and easy-to-access mechanism. In order to be able to respond to a disaster within 24 hours, Coca-Cola China has set-up through its global financial system a "pre-approved" disaster relief donation funding. To obtain the necessary logistics and warehousing support for the disaster emergency response mechanism, the support from the general managers of the 30 plus Coca-Cola bottling plants all over China was needed. In 2013, Coca-Cola China signed a memorandum with all bottling groups and bottling plants to ensure the availability of their logistics and warehousing resources for dealing with disaster emergencies.

The memorandum also served as an emergency response plan. It detailed, for example, how to prepare relief supplies based on damage information through pre-established channels, how to initiate the connection between Coca-Cola China headquarters and the bottling plant close to the affected area, how to ensure open communication between participating organisations and personnel, and how to coordinate onsite operations, etc. Such a simple collaboration mechanism greatly reduces the cost of implementation and makes it easier for various departments and organisations to participate.

Sustainable value in return

Businesses assume responsibility for corporate citizenship not only because it is the obligation we have to our society but also because there is money to be made by doing so.

The most obvious return to corporations is to improve our corporate image, and it is clear that companies with better corporate image are linked with higher consumer trust and sales. Going beyond corporate image building, there are many long-term and sustainable values, such as breakthrough innovation, new business opportunities, and employee loyalty that can be generated from well designed and executed sustainability programmes. Not all of these returns can be measured in monetary terms or in accurate numbers, but businesses can certainly develop new competitive strengths from their sustainability programmes. ●



HUAYING ZHANG
Vice President, Sustainability, Coca-Cola Greater China and Korea

Dr Huaying Zhang is the vice president of sustainability for Coca-Cola's Greater China and Korea Business Unit, responsible for developing and implementing an integrated sustainability strategy. Her team partners with people throughout the Coca-Cola value chain, NGOs and government organisations to bring about changes in our society. In 2013, Huaying was named one of the top 50 innovative business leaders in China by CBN weekly for her work in the CSR field. She was also named as one of the 25 most influential business women in China in the past two years and one of the 10 CSR Leaders in China in 2015 by Fortune China.

EXECUTIVE SUMMARY

- Muhtar Kent, chief executive officer of the Coca-Cola Company, uses the Golden Triangle model to describe the collaborative effort between government, business, and civil society. Clean Water 24 is a great example of a Golden Triangle partnership in play using each party's core competency to the fullest.
- During an average year in China, over 200 million people suffer from the impacts of natural disasters. Meanwhile, traditional disaster relief models have weaknesses in operational efficiency and often cannot respond to small- and medium-scale disasters, nor give immediate relief in remote and non-epicentre areas.
- To date, the Clean Water mechanism with the Golden Triangle partnership has responded to 199 disasters and provided more than 13 million bottles of drinking water to over 1.4 million people in disaster-impacted areas, and over 400 local government agencies and NGOs and over 5,000 volunteers have participated in disaster responses.
- Clean Water 24 won the Corporate Social Responsibility category at the 2015 Asia Pacific Excellence Awards, hosted by Communication Director.

From: Alex Malaspina <[redacted]>

Sent: Saturday, December 10, 2016 2:01 PM

To: wwaichungo@coca-cola.com;ehays@coca-cola.com

Cc: ctuggle@coca-cola.com;artiarora@coca-cola.com;sharris@ilsi.org;Cohen, Samuel M;[redacted]

Subject: Fwd: Awards

Dear Wamwary and Ed:

I appreciate all of the support you have been giving ILSI. It has been a great scientific organization that has solved many scientific issues and thanks to dedicated persons like Sam Cohen and Jim Emerson has made great breakthroughs in cancer research.

Warmest regards and best wishes for the holyday season

Alex

-----Original Message-----
From: Cohen, Samuel M <scohen@unmc.edu>
To: Alex Malaspina <[redacted]>
Cc: sharris <sharris@ilsi.org>; fergc <fergc@foodsci.umass.edu>; ctuggle <ctuggle@coca-cola.com>; ehays <ehays@coca-cola.com>; ehentges <ehentges@ilsi.org>; mmclean <mmclean@ilsi.org>; [redacted]>; wwaichungo <wwaichungo@coca-cola.com>; CodyWilson <CodyWilson@Coca-Cola.com>; pjulkunen <pjulkunen@coca-cola.com>; [redacted] <[redacted]>; beauchamp <beauchamp@monell.org>; mshirreffs <mshirreffs@ilsi.org>
Sent: Sat, Dec 10, 2016 2:31 pm
Subject: RE: Awards

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Happy Holidays and I look forward to seeing you in January.

From: Alex Malaspina [mailto:[redacted]

Sent: Saturday, December 10, 2016 7:26 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: sharris@ilsi.org; fergc@foodsci.umass.edu; ctuggle@coca-cola.com; ehays@coca-cola.com; ehentges@ilsi.org; mmclean@ilsi.org; [redacted]; wwaichungo@coca-cola.com; CodyWilson@Coca-Cola.com; pjulkunen@coca-cola.com; [redacted]m; beauchamp@monell.org; mshirreffs@ilsi.org
Subject: Re: Awards

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With all my very best wishes

Your friend Alex Malaspina

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From: Cohen, Samuel M <scohen@unmc.edu>
To: Suzanne Harris (sharris@ilsi.org) <sharris@ilsi.org>; Syril Pettit (spettit@ilsi.org) <spettit@ilsi.org>
Cc: Alex Malaspina ([redacted]) <[redacted]>
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From: Jerry Hjelle [redacted]>

Sent: Saturday, December 10, 2016 9:33 AM

To: Alex Malaspina;Cohen, Samuel M;sharris@ilsi.org

Subject: Re: Awards

Alex,

Thanks for forwarding and you are absolutely right that Sam has done a great job leading ILSI in the past and into the future.

Sam,

I add to the many voices to congratulate you on your awards. These impressive awards show a strong and long-term pattern of outstanding accomplishments. Well done!

Not bad for a guy from small town Wisconsin! On Wisconsin!

Jerry

Sent from my iPhone

On Dec 10, 2016, at 7:26 AM, Alex Malaspina <[redacted] wrote:

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>
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>
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From: Michael Ernest Knowles <[redacted]>

Sent: Saturday, December 10, 2016 11:37 PM

To: Cohen, Samuel M

Cc: Alex Malaspina

Subject: Re: Awards

Dear Sam ,

I concur with everything Alex has said ; it's been a pleasure and an inspiration knowing you and one of the plusses of joining Coke and ILSI !

Many congratulations and best wishes for the future - and awards yet to come !

See you in La Jolla ! `

Mike

Dr Michael Knowles

On 10 Dec 2016, at 21:31, "Cohen, Samuel M" <scohen@unmc.edu> wrote:

> Thank you Alex.
>
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From: Alex Malaspina [redacted]>

Sent: Sunday, December 11, 2016 9:04 AM

To: [redacted]

Cc: sharris@ilsi.org;ehays@coca-cola.com;wwaichungo@coca-cola.com;Cohen, Samuel M

Subject: Fwd: Awards

da

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You and he were the architects to plan and execute the studies showing saccharine is not a carcinogen and all governments which had banned it reversed their position.

Quite an achievement.

Congratulations to both of you again

Warmest wishes,

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From: [redacted]

Sent: Sunday, December 11, 2016 12:01 PM

To: Alex Malaspina

Cc: [redacted];sharris@ilsi.org;ehays@coca-cola.com;wwaichungo@coca-cola.com;Cohen, Samuel M

Subject: Re: Awards

Let me add my profound thanks to Jim for his leadership on saccharin and many other ingredient issues we faced over the years. Jim was the right scientist with the right leadership skills and work ethic to get us through some very difficult and complex regulatory matters.

Great! hire Alex!!!☺

Regards to all!

Jim Stanley.

Sent from my iPhone

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> da
>
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>
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From: Alex Malaspina [redacted] >

Sent: Monday, December 12, 2016 7:31 AM

To: geoffsmith@ilsisea org.sg;boonyee@ilsisea.org.sg;sharris@ilsi.org;ulrich-mohr@t-online.de;spettit@hesiglobal.org;mmclean@ilsi.org;ehentges@ilsi.org [redacted] ;ebrown124@nyc.rr.com

Cc: Cohen, Samuel M;davidmiller@cunet.carleton.ca;v [redacted] ; [redacted]

Subject: Fwd: medfly

Categories: (none)

FYI.

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted] >
To: malaspina < [redacted] >
Sent: Mon, Dec 12, 2016 8:25 am
Subject: medfly

http://finance.yahoo com/news/oxitecs-medfly-ready-open-field-130000746.html

From: Alex Malaspina [redacted]

Sent: Tuesday, December 13, 2016 8:28 AM

To: sharris@ilsi.org; [redacted];pjulkunen@coca-cola.com;flbayer@bellsouth.net;cllewellyn@coca-cola.com; [redacted];Cohen, Samuel M; [redacted];geoffsmith@ilsisea.org.sg; [redacted]

Subject: Fwd: Bernie Goldstein 's numbers

Attachments: Prop Rights PDF.pdf

FYI.

Best Alex

-----Original Message-----
From: Goldstein, Bernard D <bdgold@pitt.edu>
To: hzhang <hzhang@coca-cola.com>
Cc: Alex Malaspina [redacted]
Sent: Sun, Dec 11, 2016 8:03 pm
Subject: RE: Bernie Goldstein 's numbers

Dear Huaying

I would very much like to see you. But I live in Pittsburgh, with a second apartment in NYCity near grandchildren.

Although officially retired, with the titles of dean emeritus and prof emeritus, I still keep my office at the school and lecture in various courses. Closest to what you do are my efforts on sustainability, including chairing a US National Academies of Sciences committee on Sustainability at EPA and serving on Dow Chemical's Sustainability External Advisory Committee with membership from around the world. Recent Dow committee members from China have been Jianyu Zhang from the China branch of the Environmental Defense Fund, and currently Changhua Wu who was the Greater China Director of the Climate Group and is now China Director of Third Industrial Revolution, Jeremy Rifkin's Group. A paper that came out this week with my student began with my trying to understand the role of property rights in US conservative opposition to sustainability. The election increases the relevance of the paper, which I've attached. Am also particularly active on issues related to shale gas nationally and internationally, including four months as a visiting professor at the Univ Cologne Political Science department last year comparing EU and US approaches to unconventional gas drilling. Another area of interest is the impact of the Deepwater Horizon oil spill on community health. I was the original chair of the Coordinating Committee that received $105 million from the BP toxic tort suit medical settlement which we have been spending during the past five years to support health centers in affected communities, including adding environmental health and mental health to their usual clinical activities. Am now heavily involved in evaluating the effectiveness of the program

In addition to the pleasure of seeing you and of catching up on what you are doing, I would very much welcome learning from you about the challenges of sustainability to a large corporation in China and the rest of Southeast Asia. You must have a fascinating set of experiences and challenges that I know you will meet.

My very best personal wishes to you and to your family

Bernie

Bernard D. Goldstein, MD

Emeritus Professor and Emeritus Dean

University of Pittsburgh Graduate School of Public Health

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

From: Alex Malaspina [mailto:[redacted]]
Sent: Saturday, December 10, 2016 7:16 PM
To: hzhang@coca-cola.com
Cc: Goldstein, Bernard D <bdgold@pitt.edu>
Subject: Re: Bernie Goldstein 's numbers

Dear Huaying: I only Have his email , which maybe too old .

It was great seeing you

I hope George enjoys his golf

Check with 411,Information. I did not know he moved

Maybe that is why he is not answering my emails. If you find it let me know

Warm Regards. Alex

-----Original Message-----
From: Dr. Huaying Zhang <hzhang@coca-cola.com>
To: Alex Malaspina <[redacted]>
Sent: Sat, Dec 10, 2016 5:23 pm
Subject: Bernie Goldstein 's numbers

Alex,

We are driving to Orlando and I only realized that we will not be too far from St. Petersburg. Do you by any chance have Dr. Goldstein 's number? I'd like to pay him a visit.

Again, it was so good to see you the other day.

Huaying

[redacted] iPhone

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Research paper

Comparison of the role of property rights in right wing and left wing American and European environmental policy deliberations

Bernard D. Goldstein*, Juliann M. Hudak

University of Pittsburgh, Graduate School of Public Health, University of Cologne, Department of Political Science and European Affairs, United States

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Received 16 August 2016
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Environmental politics
EU/US differences
Agenda 21
Sustainability

ABSTRACT

Developing effective approaches to increasingly complex global environmental challenges requires understanding and respect for underlying policy differences within and among nations. The defense of property rights against perceived intrusion by governmental authorities has been noted as an environmental policy issue related to specific laws and regulations in the United States, and as a basis for opposition to sustainability. We assessed the extent to which the defense of property rights and opposition to sustainability has become part of mainstream US policy deliberations by evaluating its inclusion within positions of candidates for the presidential nomination of the Republican and Democratic parties and by review of party platforms. We performed a similar review of the positions and platforms of right wing. EU political parties and of positions taken on the Brexit issue. Increasing concern about property rights, including using it as a basis to oppose and overturn sustainability initiatives, was found among the US right wing. This concern was tied to rights granted in the US Constitution and concern about governmental intrusion. In contrast, interference for environmental reasons in the rights of landowners to manage their property does not appear to be a concern of the EU right wing, nor was this issue raised by supporters of Brexit. Although just one of many factors, differences in concern about property rights should be recognized as contributing to EU/US differences in environmental policy.
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1. Introduction

Andrews (2006) has described US environmental policy and environmental politics as having two basic foundations: distinctive principles of property rights and specific provisions of the US Constitution. While evolving, these continue to strongly influence current environmental policies and politics, and provide the basis for distinguishing the US from other countries. Concern about property rights as a motivating factor in opposition to federal and state environmental laws has been well documented (Andrews, 2012; Layzer, 2012) beginning with rules governing public land use and the impact of the Endangered Species Act on property use. A more recent focus is opposition to sustainability, expressed as concern about Agenda 21 of the 1992 Rio Earth Summit infringing on individual property rights.

We review the literature on the background reasons for EU/US differences in environmental policies. With the exception of a mention by Jasanoff (1990), we could not find any appraisal of the role of property rights in the rich literature evaluating the reasons for EU/US differences on environmental issues. We also summarize the historical and constitutional basis for property rights being of particular importance to the US, and provide evidence of its use to oppose environmental policies, including sustainability, in federal, state and local issues.

To evaluate the relative extent to which there is concern that environmental policies may impact on property rights in the US and in the EU we have reviewed documents related to the positions of political parties and their leaders. The recent US presidential election process and the Brexit debate have provided timely opportunities to explore these issues in more depth than usual.

We find growing concern among the US right wing about the need to defend individual private property rights against rules aimed at protecting the environment, including UN Agenda 21 on sustainability. We find no such concerns in the EU or among the US left.

2. Methods

The terms right and left wing, generally equivalent to conservative and liberal, or Republican and Democrat, are used to conform to the equivalent terms in the EU. US and EU political parties and their party leaders were identified by search of relevant

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websites. Republican and Democratic Party platforms, until 2012, were obtained from the University of California Santa Barbara American Presidency Project (Woolley and Peters, 2016), and those adopted in the 2016 party conventions by review of the respective websites. The list of fall, 2015 Republican and Democrat candidates for presidential nomination was obtained from Wikipedia (2016). We used a review by the Southern Poverty Law Center (SPLC) to identify US right wing organizations that oppose Agenda 21, a foundation document on sustainability derived from the 1992 UN Conference on Environment and Development (Beirich et al., 2014). Six additional organizations that oppose Agenda 21 were found by search of the web.

To address whether right wing political organizations in the EU had similar concerns about property rights, we reviewed state ments of the parties, and party leadership, from the two most right wing EU parliament party groups. Europe of Nations and Freedom, the furthest to the right, has parties from eight of the 28 EU countries and 38 of the 751 parliamentary seats. Closer toward the political center is Europe of Freedom and Direct Democracy, consisting of parties from seven EU countries with 45 parliamen tary seats (European Parliament, 2016).

For all document reviews, a search was made for compendia of positions of political parties or their leaders, and the word "property" was used as a search term. Intellectual property rights and property issues related to national boundary disputes were excluded, as were issues related to property ownership, such as related to Brexit. For translation we used the translation features of the newest versions of the Google Chrome browser and Google search engine.

The role of property rights in the Brexit issue was explored by reviewing the first 200 listings on Google after inserting the term "Brexit property rights –intellectual". We also analyzed state ments supporting Brexit by Boris Johnson and Michael Gove, leaders of the Brexit movement within the Conservative Party; Nigel Farage, leader of the UK Independence Party; and George Galloway, a left wing British politician.

3. Results

3.1. Evidence of concern about property rights among right wing but not left wing US political groups

From 1980 to 2016 the issue of property rights was present in all of the Republican but none of the Democratic Party platforms. The language is often directly related to the environment, and previously was expressed positively, as in the 2000 Republican platform: "We link the security of private property to our environmental agenda for the best of reasons: Environmental stewardship has best advanced where property is privately held". More recently, as in the 2012 party platform, the wording is more defensive: "... we pledge to ... ensure just compensation whenever private property is needed to achieve a compelling public use. This includes the taking of property ... by environmental regulations that destroy its value". A similar formulation is present in the 2016 Republican Platform.

During the presidential nomination process, six of the fifteen Republican candidates were found to have expressed concern about the defense of property rights (Bush, Cruz, Fiorina, Huckabee, Paul and Rubio). Donald Trump, the eventual nominee, has been attacked by other Republicans for his failure to take such a position (Verbruggen, 2011). Although not a stated position during the nominating process, Republican candidate Governor Christie of New Jersey was criticized for responding to Superstorm Sandy by supporting the full restoration of damaged private properties as compared to the Democratic Governor of New York who considered retreating from some private properties for environmental protection (Flint, 2013). Concern about Agenda 21 was stated by Carson and Cruz. None of the five original Democratic candidates were found to express concern about property rights or Agenda 21.

3.2. Evidence of linkage of property rights to concern about Agenda 21 among the US right

Ten of the eleven organizations identified by the Southern Poverty Law Center as taking positions against Agenda 21 stated concerns about property rights on their web sites. All six of the additional anti Agenda 21 organizations we identified stated concerns about property rights. Review of the literature of these and similar organizations reveals statements such as: "There is a definite push to have people become more dependent by relocating them from suburbs into cities, out of private homes into condos, and out of private cars onto their bikes or electric cars" (Thorner and O'Neil, 2014).

Further evidence of the recent increase in concern about Agenda 21 is seen in the positions of Newt Gingrich, Republican Speaker of the US House of Representatives from 1994 to 1998, and currently a major advisor to President elect Donald Trump. Gingrich (2010) advocates a Green Conservative Platform including opposition to regulations that violate citizens' property rights. He first became aware of Agenda 21 and attacked it while campaign ing for the 2012 Republican presidential nomination (Murphy, 2011). Similarly, the more defensive stance about property rights in the 2012 Republican Party platform is accompanied by its first mention of Agenda 21: "We strongly reject the U.N. Agenda 21 as erosive of American sovereignty". The recent 2016 Republican Platform further underlines this language by changing the word "strongly" to "emphatically" (Republican Platform, 2016). Agenda 21 is not mentioned in Democratic Party platforms.

3.3. Lack of evidence of similar concerns within the EU right wing

Review of the writings and platforms of the two farthest right EU parliamentary groupings did not reveal any concern about individual property rights being at risk to environmental regulations.

The June 23, 2016 Brexit referendum provided an additional opportunity to test our hypothesis that protection of individual property rights against a central government was primarily a US issue. In an intensely fought referendum on whether to leave the EU, the Brexit camp publicized examples of what they asserted were meddling by the EU in the lives of British citizens. We did not find concern expressed about Brussels infringing on the ability of a UK citizen to do as they wished with their private property. In fact, the word property does not appear in an extensive review of the potential environmental implications of Brexit by the Institute for European Environmental Policy (Baldock et al., 2016); a multi chapter background document on Brexit issues prepared by the Bath University Institute for Policy Research (Pearce, 2016), or in a discussion of Brexit and human rights from the British far left (McRobie, 2016).

4. Discussion

4.1. Property rights and the definition of the waters of the United States

The growing importance of property rights in US environmental issues is exemplified by President Obama's January 2016 veto of a bill passed in Congress that would have overturned EPA's 2015 expansion of the waters under federal oversight to include partial wetlands (Department of Defense and EPA, 2015). President Obama's veto, only his ninth, stated: "We must protect the waters

that are vital for the health of our communities and the success of our businesses, agriculture, and energy development" (Obama, 2016). The response of a Republican sponsor of the bill was "We all want clean water. This rule is not about clean water. Rather, it is about how much authority the federal government and unelected bureaucrats should have to regulate what is done on private land." (Ernst, 2016). The 2016 Republican Party platform reiterates Senator Ernst's position on the Clean Water Act by stating that the EPA action 'extends the government's jurisdiction over navigable waters into the micro management of puddles and ditches on farms, ranches, and other privately held property'.

This exchange exemplifies the property rights issue in US environmental deliberations. Senator Ernst's concern about property rights is increasingly present in US right wing political discourse. Further, although European opposition to the EU repetitively opposes meddling and micro management by "Brussels and unelected bureaucrats", we could not find intrusion on private property rights among the stated concerns.

4.2. Overview of EU/US differences on environmental and related issues

The US and the EU member states are democracies with relatively highly developed economies. Although policy approaches often differ, overall there is a general similarity in environmental and public health goals and successes (Harrington et al., 2004; Jasanoff, 2003). The US clearly led in past environmental and public health actions such as removing lead from gasoline, the decline in cigarette smoking, the banning of thalidomide, the adoption of automobile catalytic converters, and transparency in governmental deliberations. More recently the EU in many ways appears to be taking the lead, such as in chemical regulation, stringent worker protections standards, fighting global climate change, protecting the public against alleged unhealthy foods, and in acting on sustainability (Sbragia, 1999; Vogel, 2012; Lightfoot and Burchell, 2004; Keleman and Vogel, 2009; Vogler and Stephan, 2007; Bach and Newman, 2007; Jacoby and Meunier, 2010; Rayner and Jordan, 2013; Vogel et al., 2012; Svedin, 2014) although suspicion that trade protectionism plays a role has not been dispelled (Majone, 2002; Goldstein, 2007). A comprehensive comparison of precautionary aspects of EU and US regulation (Wiener et al., 2010) finds little overall difference but numerous specific examples of one being more precautionary than the other.

Policy differences between the US and the EU are often posed as the US being more laissez faire, more adversarial, and more dependent on post event regulatory activity and litigation, while the EU is more driven by consensus and more precautionary. While useful generalizations, there are many contrary examples. Recently, British investigators (Gouldson et al., 2015) found that the US was more successful in decreasing refinery benzene emissions despite similar regulations. Earlier authors (Jordan, 1999; Donkers, 1990) pointed out that implementation of EU environmental regulations is challenged by the need to maintain a balance between national and EU policy goals. Arguably, the Volkswagen episode (Scheirmeier, 2015), along with other multinational issues such as prosecuting banks and indicting officials of FIFA, the international football organization, suggests that the US adversarial style may in some instances lead to more effective implementation (Rosenberg, 2006), Toxic tort litigation against large corporations also is more of a factor in the US (Jasanoff, 1990).

Social trust has been explored as a reason for EU/US differences. While in general considered to be desirable, the opposite, social distrust, is built into the US constitution leading to questioning of whether greater levels of trust are necessarily advantageous to democratic societies (Kasperson et al., 1999).

4.3. Overview of the history of property rights in the US

The property rights issue is grounded in US constitutional history including distrust of the concentration of power (Rahdert, 2007). US citizens are believed to more strongly venerate their constitution than do Europeans (Liptak, 2010), perhaps reflecting its longevity and relative stability. Opponents to ratification of the original US constitution in 1788 were concerned about what they deemed to be insufficient protection of individuals against a potentially tyrannical central government and insisted on the addition of amendments protecting citizens' rights. The resulting Bill of Rights includes the Fifth Amendment language "nor be deprived of life, liberty, or property, without due process of law; nor shall private property be taken for public use, without just compensation" (National Archives, 1791).

This seeming equivalency between life, liberty and property was largely based on the writings of John Locke (1632 1704) who argued that the ownership of property was an inalienable right on which civil and political rights were dependent (Forde, 2011; Locke, 1965). Locke's views are reflected in the writings of some of the framers and early interpreters of the constitution who suggest that property rights were considered as central to other rights (Table 1). Such quotes are frequently relied upon by right wing politicians and commentators to place their concern about property rights and sustainability in the context of the American founders and the US Constitution (Pilon, 2008; Walters, 2016; Claeys, 2003; DeWeese, 2012; Sandefur and Sandefur, 2016;

Table 1
Quotations on property rights by early leaders of the United States.

Commentator and Source	Quotation
John Adams. Letter to Samuel Adams. (Adams, 1790)	"The moment the idea is admitted into society, that property is not as sacred as the laws of God, and that there is not a force of law and public justice to protect it, anarchy and tyranny commence."
Thomas Jefferson. Letter to Pierre Samuel Du Pont de Nemours. (Jefferson, 1816)	"The right to procure property and to use it for one's own enjoyment is essential to the freedom of every person, and our other rights would mean little without these rights of property ownership."
James Madison. For the National Gazette. (Madison, 1792)	"Government is instituted to protect property of every sort; as well that which lies in the various rights of individuals ...This being the end of government, that alone is a just government, which impartially secures to every man, whatever is his own."
Noah Webster. An examination into the leading principles of the federal constitution proposed by the late convention held at Philadelphia. (Webster, 1787)	"The liberty of the press, trial by jury, the Habeas Corpus writ, even Magna Charta (sic) itself, . . . are all inferior considerations, when compared with a general distribution of real property among every class of people."

Pecquet, 1995). However, Berkin (2015) noted that the amendment related to the taking of private property was added by Madison, a congressional leader in the Bill of Rights process, to the 42 distinct rights that had been specifically proposed in state conventions. This absence from the state proposals suggests that while the Lockean issue of property rights was important to many of the leading thinkers involved in developing the American constitution, it may not have been of more general concern.

Among many others, de Tocqueville, in his 1835 introduction to 'Democracy in America', cites the importance to liberty of private property ownership (de Tocqueville, 2006). More recently, Hartz has emphasized the view that the nation's founders were primarily European liberals who supported Lockean theories (Diggins, 1988) and who came to America to achieve rights that they could not achieve in Europe, including property ownership.

The importance of private property was also advanced by European scholars such as Ludwig von Mises, a leader of the Austrian School, who argued that all governments inherently try to augment their ability to control and curtail the freedom of individual actors, and would be successful were it not for the citizen's ability to own property (von Mises, 1985). Hartz (1991) noted that the philosophy of the Austrian School took root in the US while mostly being ignored in Europe.

In the EU, property rights, after much controversy, was not included as a specific human right in the articles of the European Convention on Human Rights (ECHR) (European Court of Human Rights, 2010). However, it is the first of the rights that were added by inclusion within Protocol 1 of the ECHR, which has been separately ratified by all but 2 European countries. The language in Protocol 1 was reaffirmed in the Charter of Fundamental Rights of the European Union in the Treaty of Lisbon (European Union Agency for Fundamental Rights, 2016). The overall implications to the US and the EU appear similar in that the European Court of Human Rights (ECHR) and the US Supreme Court decisions on the allowability of takings of private property for governmental purposes are similar (Ploeger and Groetelaers, 2007). Decisions on individual cases by the ECHR are moving toward the interpretation that property owners have the obligation to use their property rights to advance national and European environ mental goal (San Jose, 2005). Other formulations of human rights that do not include the right to private property are the 1966 International Covenant on Civil and Political Rights and the 1966 International Covenant on Economic, Social and Cultural Rights (United Nations, 1976a,b). Both are UN conventions which feeds into current US right wing concern about alleged UN aims to erode American property rights and sovereignty, including through Agenda 21.

The EU Constitution, which was not ratified, primarily focused on the obligations of the government toward its citizens rather than, as in the US, on limiting the government's authority over citizens (Niskanen, 2003). A pertinent example is the absence of a right to a clean environment in the US constitution (Hayward, 2005), which also specifies that any right not explicitly given to the federal government belongs to the states. This includes the power to regulate property rights (Nolon, 2006). In contrast, most national constitutions have specific environmental statements, or provide that any authority not granted to component governments belongs to the central government.

The takings issue grew in importance after a 2005 US Supreme Court decision against property owners who opposed a city's plan to take, with compensation, their property to be used for attracting a private industry on the grounds that the public would benefit from the jobs and tax revenue (Kelo, 2005). This resulted in many states passing laws prohibiting such actions, and has invigorated concern about defending private property against government (Somin, 2015). However, concern for private property in relation to environmental regulation was evident beforehand as is clear from our review of the earlier Republican platforms.

4.4. Property rights and the environment

The importance of property rights as a factor galvanizing opposition to governmental restrictions on land use has been well documented (Andrews, 2012; Layzer, 2012; McCarthy, 2002). The literature on property rights and the environment often focuses on the issue of the commons, where overfishing or overgrazing is ascribed to the absence of a property rights regime (Eggert, 2010; Hardin, 1968; Ostrom et al., 1999; Paehlke, 2012). Hardin's "Tragedy of the Commons" has been interpreted as a call for providing property rights to individuals as they would be less likely to overuse scarce ecosystem resources, an interpretation that is consistent with commentators on the right (Brubaker, 2007; McArdle, 2012). However, awarding individuals property rights to all environmental resources is not considered a realistic or reliable remedy (Ostrom, 2009; Hanna et al., 1995). More recent approaches to sustainability and to ecosystem based management stress the importance of having both a well defined property rights regime and flexibility to address differing geographical challenges (Ostrom et al., 2001; Layzer, 2013).

The objections of the US right is not to takings of private property per se, if appropriately recompensed and for valid governmental purposes for the common good, such as building a school. Nor is opposition based upon an expressly anti environ mental position. Republicans express their distinguished history and role in protecting the environment, beginning with President Theodore Roosevelt (Curtis, 1989; Republican Platform, 2016). The stated concerns about property rights reflect the strong belief by the American right that government has an inherent tendency to trample on personal rights, and that the less government intrusion the better. They justify this view with quotations from the founders (Table 1). To the right wing, the takings clause in the US Constitution has been expanded by progressive interpretations such that its use is now "promiscuous" (Pilon, 2008). The expanding concern about property rights can also be viewed as part of the increasing conservative discourse within US politics recently summarized by Cohen (2016).

Concern about property rights also can be traced to long standing US cultural values. Attachment to wilderness in contrast to cities is evident in the writings of Thoreau (Wills, 2010), in the early development of National Parks and in the tendency to put hiking trails through uninhabited ridgelines rather than the European propensity to connect historical populated sites. Jefferson is often quoted by those supporting rural rather than urban values, including those concerned about European mores replacing what they believe to be American virtues.

> "I think our governments will remain virtuous for many centuries; as long as they are chiefly agricultural; and this will be as long as there shall be vacant lands in any part of America. When they get piled upon one another in large cities, as in Europe, they will become corrupt as in Europe" (Jefferson, 1787).

This quote has led to the claim that Jefferson is the father of urban sprawl (Vazquez, 2006). The apparent increase in concern about sustainability initiatives among the American right may not only reflect this longstanding antipathy to cities, which has also been evident in the 2016 US Presidential election, but also reaction to the increasing emergence of cities as leaders in innovation and in public policy. This global phenomenon is particularly evident in Europe (Katz and Noring, 2015).

The concern for property rights also can be placed within the context of the greater unease in the US about state control of

individual freedom. In considering why the US differs from much of the developed world, Paarlberg (2015) cites a 2011 Pew Global Survey in which among two choices, US respondents were much more likely to opt for "freedom to pursue life's goals without state interference" while EU residents were more likely to choose "state guarantees that nobody is in need".

Property law within EU states differ in many ways, reflecting a broad range of historical patterns (Schmid et al., 2005). The US is closest to that of British Common Law which provided the basis for jurisprudence in the original American colonies. British common law as interpreted by Blackstone gives subsurface rights to the property owner. The British Parliament, in its gradual paring down of the landowning rights of the British aristocracy, took away private ownership of subsurface mineral rights in 1934 giving these rights to the crown (Minerals UK, 2014). Daintith (2010), an Australian who has studied the comparative impact of national laws on oil and gas drilling, points out that outside of the US, including in British Commonwealth countries in which British common law remained central, the question of who owned subsurface property rights was generally settled in the late 19th or early 20th century in favor of the central government, in part because, in contrast to the US, there was "no inconvenient constitutional protection of property rights". This legacy of the salience of the US constitution to the ownership of property rights accounts in part for the more rapid development of drilling for tightly bound deep underground shale gas in the US as compared to the EU (Goldstein et al., 2016).

4.5. Does it make a difference?

Property rights is only one of many factors driving US policy and political debates about environmental protection, but it is a factor that appears to be growing in strength. Protection of endangered species and of desired ecosystems often depends on land use regulations that extend over large areas. Mandating the cooperation of private property owners for the common good inherently limits the rights of the property owner, which is the basis for property rights advocates opposing the Endangered Species Act (Property Rights First!, 2005). Stehr (2016) has reviewed the extent to which scientists and others advocate curtailing individual rights to meet the unprecedented threat of climate change because of their concern that democratic governance is insufficient to do so. Such an approach would be anathema to those to whom property rights has been assigned moral value in the defense of liberty (Sandefur and Sandefur, 2016). Rosa et al. (2014) have emphasized the challenge to risk governance of controversy between experts arguing rationality and those insisting that they have the moral high ground.

Increasing concern about Agenda 21 has already led to blocking pro environmental regulation at the local level (Beirich et al., 2014; Kaufman and Zernike, 2012). In 2012 Baldwin County in southern Alabama had its long deliberated development plan voted down by activists concerned about Agenda 21 infringing on property rights (Terry, 2014). Alabama's legislature unanimously passed a law, signed by the Governor, making it illegal to use Agenda 21 as the basis for decisions (Celock, 2012). A similar resolution passed both houses of Tennessee but was not signed by its Republican Governor (Nelson, 2012). A 2014 review in a California planning journal of successes by property rights advocates that have affected local planning concluded that this is now a fact of life and recommends how planners can best work with these advocates to achieve planning goals (Frick, 2014). Concern about property rights in relation to environmental policies appears to be not only deepening but also affecting a broader range of the US right as is evident by the first appearance of an anti Agenda 21 statement in the Republican Party Platform in 2012 and its strengthening in 2016, as well as the addition of Agenda 21 to the web sites of far right organizations not primarily concerned about environmental issues or property. However, these issues are not of major concern to the entire Republican Party as is evident by the unwillingness of the Republican Governor of Tennessee to sign anti Agenda 21 legislation and the nomination and subsequent election of Donald Trump despite his lack of previous advocacy on this issue. The relative absence of discourse about property rights in Europe and among the US left should not be construed as a lack of support for the role of private property in a free society.

5. Conclusions

At this writing, less than two weeks after the US election, we can only speculate about its impact on property rights issues. With Donald Trump as President, along with the continued Republican control of both houses of Congress, it appears likely that the role of protection of property rights in US environmental policy will be strengthened. This would be abetted by the expected rightward movement of the federal judiciary, including perhaps the US Supreme Court. While Mr Trump has not himself stated a strong position on property rights, he has chosen Myron Ebell to oversee transition policies for EPA. In addition to being involved in climate change denial, Ebell has been active in congressional attempts to amend the US Endangered Species Act to give more power to private property owners (Fountain, 2016), including being a signer of the Property Rights First! (2005) letter cited above. Initial planning from the Trump transition team specifically includes reversing the "Waters of the US" rule described above. While many of the Republican initiatives have strong support from major financial interests, such as the fossil fuel industry, we believe it likely that other issues without similar major industry involvement, including local pro environmental efforts such as zoning to build bicycle paths through private property, will meet increasingly successful opposition from the US right wing based upon concern about the defense of a constitutionally based right to private property. It is also possible that, similar to the Reagan administration, once President Trump focuses on his re election prospects, he will recognize the importance of environmental issues to the broad US electorate and will moderate some of his policies, although this would not check the longer term impact on constitutional interpretation of his choices for the judiciary. Accordingly, we believe that the gulf between the US and the EU on property issues, extending to UN Agenda 21 on sustainability, is likely to broaden in the shorter term. We conclude that property rights and related issues about feared loss of sovereignty should not be overlooked among the factors explaining differences between the EU and US in environmental policies and protection.

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Bernard Goldstein is Emeritus Dean and Emeritus Professor of Environmental and Occupational Health at the University of Pittsburgh Graduate School of Public Health. He is an elected member of the Institute of Medicine (IOM) and has chaired over a dozen IOM or National Research Council Committees, including the Committee on Sustainability at EPA. He has served as Assistant Administrator for Research and Development of the USEPA, President of the Society for Risk Analysis, and Vice President and Editor-in-Chief of the Scientific Committee on Problems of the Environment. He has been actively involved in UNEP and WHO programs.

Juliann Hudak is a recent MPH graduate of the University of Pittsburgh Graduate School of Public Health. Her thesis was on human trafficking. She has previously worked with the US Centers for Disease Control on global preparedness issues.

From: Alex Malaspina <[redacted]>

Sent: Friday, December 30, 2016 8:21 AM

To: [redacted];hzhang@coca-cola.com

Cc: [redacted];geoffsmith@ilsisea.org.sg;fergc@foodsci.umass.edu;Cohen, Samuel M;beauchamp@monell.org

Subject: Fwd:

FYI

HAPPY NEW YEAR

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: malaspina <[redacted]>
Sent: Fri, Dec 30, 2016 9:18 am

http://www.wsj.com/articles/nestle-turns-to-new-ceo-to-boost-health-push-1483093801

From: Alex Malaspina <[redacted]>

Sent: Saturday, December 10, 2016 7:26 AM

To: Cohen, Samuel M

Cc: sharris@ilsi.org;fergc@foodsci.umass.edu;ctuggle@coca-cola.com;ehays@coca-cola.com;ehentges@ilsi.org;mmclean@ilsi.org;[redacted];wwaichungo@coca-cola.com;CodyWilson@Coca-Cola.com;pjulkunen@coca-cola.com[redacted];beauchamp@monell.org;mshirreffs@ilsi.org

Subject: Re: Awards

Dear Sam:

Good Morning!

I am so proud of you for the series of such important awards in Toxicology that you have been receiving.

I know of no one who has had such a record,

. I am also so pleased that the most critical and pioneering work you did for IISI on Saccharine played a role.

Your being the Chairman of ILSI was so critical in its development and I will be eternally grateful for your dedication leadership and support.

With all my very best wishes

Your friend Alex Malaspina

-----Original Message-----
From: Cohen, Samuel M <scohen@unmc.edu>
To: Suzanne Harris (sharris@ilsi.org) <sharris@ilsi.org>; Syril Pettit (spettit@ilsi.org) <spettit@ilsi.org>
Cc: Alex Malaspina ([redacted] <[redacted]
Sent: Fri, Dec 9, 2016 2:11 pm
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.

This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

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use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Sean Taylor [redacted]

Sent: Thursday, January 5, 2017 8:09 AM

To: Cohen, Samuel M

Subject: Automatic reply: cost

I am out of the office until January 6th, 2017, with very limited email access. I will endeavor to respond to your email message as quickly as possible when I return.
Best,

Sean Taylor

From: Cohen, Samuel M
Sent: Wednesday, February 1, 2017 8:23 AM
To: Poulos, Sylvia
Subject: RE: Calorie Control Council and possible IARC review of aspartame

IARC is bound by their rules to only review published materials, so anything you think that they need to review you want to be sure it is published.
The only negative report that I am aware of on aspartame is the Ramazzini study, which has been discredited. You want to be sure all discrediting of Ramazzini reports are in the public literature. There was one that involved a peer review by Hardisty and others which I believe was published, but it may not have been specifically on aspartame. EFSA previously dismissed consideration of the Ramazzini study on aspartame because of the non-standard protocol (lifetime), pneumonia in practically all of the animals, and poor pathology without peer review.

From: Poulos, Sylvia [redacted]
Sent: Tuesday, January 31, 2017 3:15 PM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Rankin, Robert [redacted]
Subject: Calorie Control Council and possible IARC review of aspartame

Hi Dr. Cohen,

I hope you've had a great start to the year. Calorie Control Council members appreciate your time and effort in submitting comments to the California Environmental Protection Agency's Proposition 65 Carcinogen Identification Committee (CIC) as they reviewed aspartame last year. As you may know, the CIC recommended aspartame be a "medium-high" priority chemical for future review.

As a possible CIC review of aspartame may impact review by the World Health Organization's International Agency for Research on Cancer (IARC), and vice-versa, I would appreciate any insights regarding the review process that IARC undertakes and potential activities that the Council could consider in preparation for a review. Lyn Nabors suggested contacting you as you may have helpful feedback or know of others that I should contact.

Please let me know if there would be a good time to discuss this further.

Thank you,
Sylvia

Sylvia P. Poulos, Ph.D., RD, LD, CSSD
Director of Nutrition & Scientific Affairs

Calorie Control Council
1100 Johnson Ferry Road, Suite 300
Atlanta, GA 30342

[redacted]

The Calorie Control Council is managed by Kellen, an employee-owned association management company providing association and meetings management, public relations, government affairs, marketing, web site development and graphic design services. Offices in Atlanta, Chicago, New York, Washington, Brussels and Beijing. www.kellencompany.com.

From: Cohen, Samuel M
Sent: Wednesday, March 8, 2017 11:28 AM
To: Michelle Embry (membry@ilsi.org)
Subject: Could you send me the presentations we did in Canada?

Categories: (none)

From: Cohen, Samuel M
Sent: Thursday, March 9, 2017 1:48 PM
To: Sean Taylor (S[redacted] Christie (Gavin) Harman [redacted]
Subject: citrus manuscript

I just talked to Roger McClellan about submitting our citrus manuscript to Crit. Rev. Toxicol. and he is very receptive to receiving it for review.

From: Cohen, Samuel M
Sent: Thursday, March 9, 2017 10:58 AM
To: mshirreffs@ilsi.org
Subject: FW: A farewell book for Beth Brueggemeyer

Michael, can you add the following words to the bood for Beth. It will seem very strange not having her with ILSI.

Beth, Congratulations on a fantastic career at ILSI. You had just started when I first interacted with ILSI in 1985, working with Jim Emerson and the saccharin committee, and of course Alex. The organization has changed dramatically since then, and you have evolved and grown with the organization. You have been remarkable in keeping everything straight as ILSI grew into the multibranch, international organization it has become. You seem to be able to keep track of who's who and what's what, even as the ILSI family has continued to grow. On a personal level, you have been a pleasure to work with, always having the answers or knowing how to get them, always helpful, and always pleasant. I wish you the very best in whatever endeavors you pursue.

Sam Cohen

From: Suzanne Harris [mailto:sharris@ilsi.org]
Sent: Thursday, March 09, 2017 9:06 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Michael Shirreffs <mshirreffs@ilsi.org>; Bradford, Jeanne <jbradford@unmc.edu>
Subject: A farewell book for Beth Brueggemeyer

Dear Sam,

Ms. Beth Brueggemeyer will be leaving ILSI at the end of March after 32 years of loyal and much appreciated service. Beth has served as my executive assistant for the past 13 years and she also supported ILSI Legal Counsels. She was originally hired by Alex Malaspina. She has been with ILSI for much of its existence. She will be missed.

As part of our farewell to her, we are creating a book with comments and photos from her many ILSI friends. If you would like to contribute some words and/or photo to this book, please send your contribution to Michael Shirreffs (mshirreffs@ilsi.org) – **not later than March 15.**

Please let me know if you have any questions.

Best regards,

Suzie

From: Cohen, Samuel M
Sent: Thursday, March 9, 2017 11:32 AM
To: Michael Shirreffs
Subject: RE: A farewell book for Beth Brueggemeyer

Categories: (none)

Hard to believe she is retiring.
What are her plans, has she said.

From: Michael Shirreffs [mailto:mshirreffs@ilsi.org]
Sent: Thursday, March 09, 2017 11:29 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: RE: A farewell book for Beth Brueggemeyer

Thank you, Sam. I will add these nice words to Beth's book.

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Thursday, March 9, 2017 11:58 AM
To: Michael Shirreffs <mshirreffs@ilsi.org>
Subject: FW: A farewell book for Beth Brueggemeyer

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Sam Cohen

From: Suzanne Harris [mailto:sharris@ilsi.org]
Sent: Thursday, March 09, 2017 9:06 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Michael Shirreffs <mshirreffs@ilsi.org>; Bradford, Jeanne <jbradford@unmc.edu>
Subject: A farewell book for Beth Brueggemeyer

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As part of our farewell to her, we are creating a book with comments and photos from her many ILSI friends. If you would like to contribute some words and/or photo to this book, please send your contribution to Michael Shirreffs (mshirreffs@ilsi.org) – **not later than March 15.**

Please let me know if you have any questions.

Best regards,

Suzie

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Cohen, Samuel M
Sent: Thursday, March 23, 2017 4:37 PM
To: Suzanne Harris (sharris@ilsi.org)
Subject: Do you happen to have an email address for Ulrich Mohr?

From: Cohen, Samuel M
Sent: Thursday, March 23, 2017 6:49 PM
To: Suzanne Harris
Subject: Re: Do you happen to have an email address for Ulrich Mohr?

Thanks

Sent from my iPhone

On Mar 23, 2017, at 6:17 PM, Suzanne Harris <sharris@ilsi.org> wrote:

> I think I can get it for you, Sam.
>
> Suzie
>
> Sent from my iPad
>
> On Mar 23, 2017, at 5:37 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:

> The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Cohen, Samuel M
Sent: Friday, March 24, 2017 8:02 AM
To: Suzanne Harris
Subject: Re: Do you happen to have an email address for Ulrich Mohr?

Categories: (none)

Thank you

Sent from my iPhone

On Mar 24, 2017, at 7:56 AM, Suzanne Harris <sharris@ilsi.org> wrote:

> Here you are -- ulrich-mohr@t-online.de
>
> Suzie
>
> ---
>
> **From:** Cohen, Samuel M [mailto:scohen@unmc.edu]
> **Sent:** Thursday, March 23, 2017 7:49 PM
> **To:** Suzanne Harris <sharris@ilsi.org>
> **Subject:** Re: Do you happen to have an email address for Ulrich Mohr?
>
> Thanks
>
> Sent from my iPhone
>
> On Mar 23, 2017, at 6:17 PM, Suzanne Harris <sharris@ilsi.org> wrote:
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> > I think I can get it for you, Sam.
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From: Cohen, Samuel M
Sent: Tuesday, March 28, 2017 11:30 AM
To: Sean Taylor
Subject: RE: Doull

yes

From: Sean Taylor [mailto[redacted]
Sent: Tuesday, March 28, 2017 11:29 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: Re: Doull

Thanks Sam—I think that our emails crossed.

Sean

From: Samuel Cohen <scohen@unmc.edu>
Date: Tuesday, March 28, 2017 at 12:27 PM
To: Sean Taylor [redacted]
Subject: Doull

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From: Cohen, Samuel M
Sent: Tuesday, April 4, 2017 8:46 AM
To: [redacted]
Cc: Alex Malaspina ([redacted])
Subject: Congratulations on your new position

A formidable task ahead for you, but the Institute is very fortunate to have you on their team.
Good luck in all of your endeavors.

Sam

From: Cohen, Samuel M
Sent: Sunday, April 30, 2017 3:17 PM
To: Sean Taylor
Subject: Fwd: FEMA question

Here's one for you.

Sent from my iPhone

Begin forwarded message:

> **From:** "Choi, Candice" <[redacted]
> **Date:** April 30, 2017 at 2:46:16 PM CDT
> **To:** "scohen@unmc.edu" <scohen@unmc.edu>
> **Subject: FEMA question**
>
> Hi Dr. Cohen,
>
> I'm a reporter for the Associated Press interested in learning about methyl eugenol, and thought you would be a good person to speak with given your expertise. Specifically, I'm hoping to learn a little more about the history of its use and what type of products it's used in today (beyond what I find from searching online).
>
> Is there a time and number where I can reach you?
>
> Many thanks,
>
> Candice Choi
> The Associated Press
> 200 Liberty Street
> New York, N.Y. 10281
> [redacted]

From: Cohen, Samuel M
Sent: Friday, May 12, 2017 8:58 AM
To: Suzanne Harris (sharris@ilsi.org)
Subject: retirement

Congratulations.
I knew you were thinking about this, but the announcement this morning still came as a surprise.
You have certainly earned a retirement, and I wish you the very best in whatever you pursue. I hope that you will stay involved in some way with ILSI, as you know more about it than anyone and have been an outstanding leader through many challenging times, continuing to build a highly successful global organization. As was discussed this morning, the organization continues to evolve, and your wisdom will be needed in this next major transition. I still believe the focus needs to be One ILSI, with as much interaction between the branches as possible. Personally I would like to thank you for all you have done for ILSI and also for me as an individual. It has been a true pleasure working with you.

Hope you have some exciting plans for your next endeavors, including some time to relax.

Yours,

Sam

From: Cohen, Samuel M
Sent: Friday, June 9, 2017 5:07 PM
To: Sean Taylor
Subject: Re: Ohio State Pathologist?

[redacted]

Sent from my iPhone

On Jun 9, 2017, at 4:52 PM, Sean Taylor [redacted] wrote:

> Dear Sam,
>
> I hope that you enjoyed the rest of you trip in the British Isles. I wish that I could say that it was probably a calm, welcome respite from the crazy times here in the US, but given all that has transpired in the UK over the last few weeks, it may be more insane there than here…
>
> I'm writing to ask if you could again share the name of the pathologist at Ohio State that we discussed. I'd like to send him an invitation to the September meeting.
>
> Thanks,
>
> Sean

From: Cohen, Samuel M
Sent: Friday, June 23, 2017 4:32 PM
To: Suzanne Harris (sharris@ilsi.org)
Subject: Do you know the date that John Doull last served on Res. Fdtn. board?

From: Cohen, Samuel M
Sent: Friday, June 23, 2017 7:14 PM
To: Suzanne Harris
Subject: Re: Do you know the date that John Doull last served on Res. Fdtn. board?

Yes, thank you.

Sent from my iPhone

On Jun 23, 2017, at 7:11 PM, Suzanne Harris <sharris@ilsi.org> wrote:

> Not off the top of my head, Sam, but I can get the information for you on Tuesday. Will that be soon enough?
>
> Suzie
>
> Sent from my iPad
>
> On Jun 23, 2017, at 5:32 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:
>
> The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Cohen, Samuel M

Sent: Monday, June 26, 2017 3:08 PM

To: Alex Malaspina

Subject: Re: greek yougurt story

Fascinating

Sent from my iPhone

On Jun 26, 2017, at 2:03 PM, Alex Malaspina <m[redacted] wrote:

> A very interesting story
>
> Best Alex
>
> -----Original Message-----
> From: Alex Malaspina <[redacted]
> To: malaspina [redacted]
> Sent: Mon, Jun 26, 2017 1:56 pm
> Subject: greek yougurt story
>
> https://www.nytimes.com/2017/06/26/business/yoplait-learns-to-manufacture-authenticity-to-go-with-its-yogurt.html?hp&action=click&pgtype=Homepage&clickSource=story-heading&module=second-column-region®ion=top-news&WT.nav=top-news

From: Cohen, Samuel M
Sent: Tuesday, June 27, 2017 10:40 AM
To: Suzanne Harris
Subject: Re: Do you know the date that John Doull last served on Res. Fdtn. board?

Categories: (none)

Thank you.

Sent from my iPhone

On Jun 27, 2017, at 10:23 AM, Suzanne Harris <sharris@ilsi.org> wrote:

> Good morning, Sam. Dr. Doull's term on the ILSI Research Foundation Board expired in January 2012.
>
> Suzie
>
> ---
>
> **From:** Cohen, Samuel M [mailto:scohen@unmc.edu]
> **Sent:** Friday, June 23, 2017 5:32 PM
> **To:** Suzanne Harris <sharris@ilsi.org>
> **Subject:** Do you know the date that John Doull last served on Res. Fdtn. board?
>
> The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Cohen, Samuel M
Sent: Thursday, July 13, 2017 8:28 AM
To: Alex Malaspina
Subject: RE: thought you might be happy to read this article

Very nice article.
Caring people are everywhere.

From: Alex Malaspina [mailto:[redacted]]
Sent: Thursday, July 13, 2017 6:16 AM
To: mek59100[redacted]; sharris[redacted] geoffsmith[redacted]; taktogam[redacted]; ebrown124[redacted]m; tamarajoukov[redacted]com; susi.kettler[redacted]; angelalopezdesa[redacted]; mbuyckx[redacted]; mcarakostas[redacted]; foodchain[redacted]c[redacted]; [redacted]; flbayer@[redacted]t; pjulkunen[redacted]; sarahallen[redacted]; knichols[redacted]; janlewis13[redacted]; jchowell1[redacted]; rolph.p.a.langlais[redacted]; gb[redacted]; mlanzanova[redacted]; thchumburidze[redacted]; david.miller[redacted]; jjbtgb[redacted]; edison.gerome[redacted]
Cc: markmalaspina[redacted]; amalasp[redacted]; paul_malaspina[redacted]; amalasp[redacted]; kimbermala@[redacted]; frgeorgeliacopulos[redacted]; ekramvis[redacted]
Subject: Fwd: thought you might be happy to read this article

Great Article on Haying's initiative in China::
CLEAN WATER 24
Best
Alex

-----Original Message-----
From: Dr. Huaying Zhang <hzhang[redacted]>
To: Alex Malaspina ([redacted]) <M[redacted]>
Sent: Thu, Jul 13, 2017 4:43 am
Subject: thought you might be happy to read this article

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NOTICE: This message is intended for the use of the individual or entity to which it is addressed and may contain information that is confidential, privileged and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, you are hereby notified that any printing, copying, dissemination, distribution, disclosure or forwarding of this communication is strictly prohibited. If you have received this communication in error, please contact the sender immediately and delete it from your system. Thank You.

From: Cohen, Samuel M
Sent: Tuesday, July 18, 2017 6:21 AM
To: Sean Taylor
Subject: Re: Call with Hallagan on Friday morning?

9 AM EDT

Sent from my iPhone

On Jul 18, 2017, at 1:37 AM, Sean Taylor <[redacted] wrote:

> Sam,
>
> Any chance that you are available on Friday morning at either 9A or 10A ET for a call with John Hallagan?
>
> Best,
>
> Sean

From: Cohen, Samuel M

Sent: Friday, July 29, 2016 6:48 AM

To: Alex Malaspina

Subject: Re: News letter of ILSI Japan Center for Health Promotion (ILSI Japan CHP)

I still think Project Swan is the poster child for what ILSI accomplishes for public health and what can be accomplished with a tripartite approach.

Hope you are having a good summer.

Sent from my iPhone

On Jul 29, 2016, at 6:42 AM, Alex Malaspina <[redacted]> wrote:

> Quite interesting!
>
> Best Alex
>
> -----Original Message-----
> From: Takashi Togami <ttogami@ilsijapan.org>
> To: Takashi Togami <ttogami@ilsijapan.org>
> Sent: Fri, Jul 29, 2016 2:26 am
> Subject: News letter of ILSI Japan Center for Health Promotion (ILSI Japan CHP)
>
> Dear All,
>
> We are pleased to send you our latest news letter of ILSI Japan CHP.
> We hope you will find it interesting.
>
> Best regards,
> T. Togami
> Director
>
> ILSI Japan CHP
>
> **********
>
> Takashi Togami
>
> Director
>
> ILSI Japan Center for Health Promtion
>
> Address:Kojimachi Nishikawa BLDG 5F,
>
> 3-5-19,Kojimachi,Chiyoda-ku,Tokyo,JAPAN

Tel:+[redacted]

E-mail:ttogami@ilsijapan.org

****

<Newsletter #23 Eng july.pdf>

From: Cohen, Samuel M
Sent: Friday, August 5, 2016 8:25 AM
To: Mansi Krishan
Subject: FW: Updates on Bill Cullen and the special issue to recognize Bill

Categories: (none)

Here is the link for the publication we wrote based on our Indian experience.

From: Chris Le [mailto:xc.le@ualberta.ca]
Sent: Wednesday, August 03, 2016 7:04 PM
To: Styblo, Mirek <miroslav_styblo@med.unc.edu>; Dr. Jorg Feldmann <j.feldmann@abdn.ac.uk>; Spiros Pergantis <spergantis@chemistry.uoc.gr>; Thomas, David <Thomas.David@epa.gov>; Ken Reimer <reimer-k@rmc.ca>; Christopher Simpson <simpson1@u.washington.edu>; Cohen, Samuel M <scohen@unmc.edu>; Bill.Maher <bill.maher@canberra.edu.au>; Kevin Francesconi <kevin.francesconi@uni-graz.at>; Hideki Wanibuchi <wani@med.osaka-cu.ac.jp>; Xingfang Li <xingfang.li@ualberta.ca>; David Chen <chen@chem.ubc.ca>; Dirk Wallschlaeger <dwallsch@trentu.ca>; Iris Koch <koch-i@rmc.ca>; Lizhong Zhu <zlz@zju.edu.cn>; Arnold, Lora L <llarnold@unmc.edu>
Cc: Chris Le <xc.le@ualberta.ca>
Subject: Updates on Bill Cullen and the special issue to recognize Bill

Dear friends,

Thank you all for your support of the special issue on arsenic in honoring of Bill Cullen. I am pleased to let you know that we have an excellent collection of great papers.

Nine papers have already been published online, with DOI numbers available for citation. They currently appear in the JES website as "Articles in press". http://www.sciencedirect.com/science/journal/aip/10010742
The special issue in print form is scheduled for publication in November 2016. The journal has made and will continue to make the articles in this special issue open access, without cost to the authors.

[redacted]

Best regards,
Chris

From: Cohen, Samuel M
Sent: Thursday, August 11, 2016 1:08 PM
To: Syril Pettit (spettit@ilsi.org)
Subject: FW: congrats

Categories: (none)

FYI

From: Klaunig, James E. [mailto:jklauni@indiana.edu]
Sent: Thursday, August 11, 2016 12:49 PM
To: Cohen, Samuel M <scohen@unmc.edu>; goodman3@msu.edu
Subject: congrats

ACT
Awards Committee Selects the 2016 Distinguished Scientist
By: Anthony L. Kiorpes, PhD, DVM, DABT on Aug 02, 2016

Previous Article

A_Kiorpes2016.jpg

By Andy Kiorpes, Awards Committee Chairperson

The Awards Committee is pleased to announce that Dr. Samuel M. Cohen is the recipient of the 2016 Distinguished Scientist Award. If you are attending the Annual Meeting, we invite you to join the College for the Awards Ceremony and Luncheon on Monday, November 7 from 12:00 noon–2:00 pm. Dr. Cohen will be the keynote speaker, and the 2016 recipients of the Service Award, Young Professional Award, Carol C. Lemire Unsung Hero Award, Student Travel Awards, Student Furst Award, the President's Award for Best Paper Published in the International Journal of Toxicology, the North American Graduate Fellowships, and the International Travel Grants will be announced. ACT is delighted to celebrate the accomplishments of the recipients of each of these awards.

Samuel_Cohen16_web.jpgSamuel M. Cohen, MD, PhD
Talk Title: Toxicology: It's Still the Dose

Dr. Samuel Cohen received his MD and PhD degrees from the University of Wisconsin—Madison in 1972, completed a pathology residency at St. Vincent Hospital, Worcester, Massachusetts, in 1975, and became board certified in anatomic and clinical pathology the following year. He was a visiting professor at Nagoya City University Medical School, Nagoya, Japan, with Dr. Nobuyuki Ito from 1976 to 1977, a staff pathologist at St. Vincent Hospital from 1975–1981, and associate professor of pathology at the University of Massachusetts Medical School from 1977–1981. In 1981, he became Professor and Vice Chairman of Pathology in the College of Medicine and Professor at the Eppley Institute, University of Nebraska Medical Center (UNMC), and served as Chairman of the Department of Pathology and Microbiology at UNMC from 1992–2007. Dr. Cohen's research has focused on mechanisms of carcinogenesis, with an emphasis on the role of cell proliferation in the carcinogenic process, primarily utilizing the urinary bladder as a model system. Most recently this has involved investigations into the mechanisms of bladder carcinogenesis produced by arsenicals and PPAR agonists. Research with PPAR agonists has also led to investigations into mechanisms of induction of hemangiosarcomas. In addition, his research has involved clinical investigations of various aspects of urologic pathology and extrapolation between animals and humans. He also has been active in mathematical modeling efforts and applications to risk assessment. This research has resulted in more than 400 publications. He has been a member of numerous NIH, EPA, FDA, WHO, IARC and National Academy of Sciences study sections and scientific panels, was a member of the National Toxicology Program's Board of Scientific Counselors and on the NIEHS Board of Scientific Counselors. He is currently on the editorial boards of six scientific journals in the areas of toxicology, pathology, and carcinogenesis, and is a reviewer for numerous other journals. He was president of the Society of Toxicology (SOT) Carcinogenesis Specialty Section

and the SOT Central States Chapter. He was the recipient of the SOT Arnold J. Lehman Award in 2001, was named Distinguished Scientist in Cancer Research by the Japanese Foundation for Cancer Research in 2004, was awarded the George H. Scott Award from the Toxicology Forum and Lifetime Achievement Award from the Association for Environmental Health and Sciences in 2012, and received the Lifetime Achievement Award of the Society of Toxicologic Pathology in 2015. He continues to be active in human surgical pathology. He has been actively involved with the International Life Sciences Institute (ILSI), and Health and Environmental Sciences Institute (HESI) since 1985, serving as a member of the ILSI and HESI Boards of Trustees since 2007 and 2001, respectively. He is a fellow of the Academy of Toxicological Sciences (ATS) and currently serves on its Board of Directors, is a fellow of the International Academy of Toxicologic Pathology, and he is a member of the Flavor and Extract Manufacturers Association (FEMA) Expert Panel. In addition to research and clinical activities, he has been active in medical and graduate studies education, mentoring postdoctoral fellows and active in the pathology residency program (director for four years). He has served as research advisor for 2 MD/PhD, 2 MD, 6 PhD and 2 MS students, has served on supervisory committees for an additional 3 MD/PhD, 4 PhD and 14 MS students, and has mentored 24 postdoctoral fellows. Of these students and fellows, eight have become chairs of academic departments or directors of government agencies.

James E. Klaunig, Ph.D., Fellow ATS, Fellow IATP
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Professor, School of Public and Environmental Affairs
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jklauni@indiana.edu

From: Cohen, Samuel M
Sent: Friday, August 19, 2016 10:34 AM
To: Syril Pettit (spettit@ilsi.org)
Subject: FW: HESI Insights: A Monthly HESI News Update, August 2016

Categories: (none)

Thanks for the recognition for the ACT award. Nice, but embarrassing.
Glad to see the Brazil trip highlighted. It was my impression that both sessions were well received. I will be back at ANVISA in Brazil and hope to gather more feedback about it. Michelle, Tim and Doug have been terrific in leading the outreach on Risk21. Looking forward to hearing from China as to how their trial use of Risk21 has been going. Has Michelle gotten any feedback from JunShi?

From: HESI [mailto:cnobles@hesiglobal.org]
Sent: Friday, August 19, 2016 9:35 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: HESI Insights: A Monthly HESI News Update, August 2016

Welcome to August *Insights*. Inside this edition: RISK21 in Brazil and new column, "From the HESI President"!



August Insights

RISK21 in Brazil!

A RISK21 outreach team, composed of Samuel Cohen (University of Nebraska Medical Center), Michelle Embry (HESI – via video link), Tim Pastoor (PSC), and Doug Wolf (Syngenta), gave two very successful, well-attended, and interactive RISK21 hands-on workshops in Brazil the week of 13–16 June. The workshops introduced the RISK21 framework and provided participants with case study–led instruction on the use of the RISK21 approach and web tool (available at www.risk21.org).

A 1.5-day workshop with approximately 45 participants from the Brazilian government (ANVISA), industry, and academia was held 13–14 June in São Paulo, Brazil. The workshop was hosted by Bayer CropScience and was co-organized by ILSI Brasil.

The team traveled to Brasilia for another 1.5-day workshop on 15–16 June, which was attended by

approximately 40 risk assessors and scientists from the Brazilian government (ANVISA, IBAMA, and MAPA), industry, and academia. The workshop was co-organized by ILSI Brasil.

The RISK21 team travels to Ottawa in November 2016 for a 1.5-day workshop, hosted by Health Canada. We are also exploring options for outreach with partners in other areas of the globe. Stay informed by visiting www.risk21.org or contacting Michelle Embry (emembry@hesiglobal.org) for more information.



Workshop participants, at the Bayer Crop Sciences site in Sao Paulo, engage in hands-on, small-group case study work.



(Left to right) RISK21 team instructors Doug Wolf, Tim Pastoor, and Sam Cohen at the São Paulo workshop.



The RISK21 web tool in action!



Tim Pastoor explains the RISK21 web tool to the attendees gathered in Brasilia, Brasil.

HESI Trustee Receives Distinguished Award



We congratulate Dr. Samuel Cohen (University of Nebraska), who recently received the American College of Toxicology 2016 Distinguished Scientist Award. Dr. Cohen is being recognized for his outstanding work in the field of toxicology and has been a HESI Trustee since 2001.

Read more here.

Visit With Taiwan Institute of Economic Research

HESI staff had the opportunity to meet with three agricultural trade and food safety experts from Taiwan, hosted by the U.S. Department of State's International Visitor Leadership Program, and share some of the work of the HESI RISK21 and Protein Allergencity Technical Committees. As the delegation was particularly interested in food safety, risk assessment, and biotechnology, the meeting on 27 July 2016 also included perspectives from ILSI, ILSI North America, and ILSI Research Foundation. The visitors were particularly interested in how ILSI and HESI cooperate with academia, government and industry to identify and resolve scientific questions.



(Left to right) Syril Pettit (HESI), Lucilia Mouries (HESI), Mansi Krishan (ILSI-North America), Chi-Wei Yu (Taiwan Institute of Economic Research), Tzu-Yu Fu (Council of Agriculture, Executive Yuan), Suzanne Harris (ILSI), Jennifer Tanir (HESI), Andrew Roberts (ILSI-Research Foundation), Chi-Yang Yeh (Neipu Farmers' Association, Pingtung County)

Upcoming Events

Register for the HESI Protein Allergenicity Workshop! (Registration Deadline Extended)



Join us on **12–13 October 2016** to learn about the current approaches and possible gaps in the characterization and detection of proteins anticipated to trigger non-IgE responses, including the etiology of celiac disease as well as the role of dietary proteins in inducing/triggering this disease. Participants will also consider whether the safety assessment of foods derived from genetically modified crops should include considerations related to non-IgE–mediated food allergy. The workshop includes the participation of a multisector panel of speakers from the Leiden University Medical Centre, the Children's Hospital of Philadelphia, the European Laboratory for the Investigation of Food-Induced Diseases, EFSA, and representatives from the agrobiotech industry.

A description of the meeting, preliminary agenda with confirmed speakers, and registration link are available here. The registration deadline is **September 5th**. All are welcome (open to the public and registration is free). We look forward to seeing you there!

Apply for a Travel Award
This workshop is eligible to HESI's Future Leader Travel Fund, which provides support for young scientists to participate in publicly advertised HESI-sponsored scientific meetings and training activities. See details for eligibility and application here. The deadline for submissions is **30 August 2016**.

SOT CCT on Use of Cardiomyocytes for the Assessment of Proarrhythmic Risk Workshop

The Society of Toxicology (SOT) Contemporary Concepts in Toxicology (CCT) will convene a workshop on the Use of Cardiomyocytes for Assessment of Proarrhythmic Risk on **25–26 October 2016** in Arlington, Virginia. The SOT CCT planning committee invites you to submit a poster abstract to share your research on the topic. Abstracts are due **9 September 2016**. For more information, to submit an abstract, and to register, please visit the conference website. The conference will feature scientists from government agencies, pharmaceutical industry, and academia to discuss the current state of the art and the path forward.

Recent Publications

The RISK21 team is proud to highlight the publication of two manuscripts on cumulative risk assessment in *Critical Reviews in Toxicology*! Both papers are available for free download.

- Moretto A, Bachman A, Boobis A, Solomon KR, Pastoor TPP, Wilks MF, Embry MR (2016) A framework for cumulative risk assessment in the 21st century. *Critical Reviews in Toxicology*. doi. 10.1080/10408444.2016.1211618. [Epub ahead of print 11 August 2016]. Read more
- Solomon KR, Wilks MF, Bachman A, Boobis A, Moretto A, Pastoor TP, Phillips R, and Embry MR (2016) Problem formulation for risk assessment of combined exposures to chemicals and other stressors in humans. *Critical Reviews in Toxicology*. doi. 10.1080/10408444.2016.1211617. [Epub ahead of print 11 August 2016]. Read more

Mutagenesis Special Issue: Quantitative Genetic Toxicology (2016) This special issue was inspired by the HESI Genetic Toxicology Technical Committee's Workshop: Genetic Toxicology at the Crossroads – From Qualitative Hazard Evaluation to Quantitative Risk Assessment. *Mutagenesis*. 31(3):233–374. Read more

North CM, Ezendam J, Hotchkiss JA, Maier C, Aoyama K, Enoch S, Goetz A, Graham C, Kimber I, Karjalainen A, Pauluhn J, Roggen EL, Selgrade M, Tarlo S, and Chen CL (2016) Developing a framework for assessing chemical respiratory sensitization: a workshop report. *Regulatory Toxicology and Pharmacology*. (accepted). doi: 10.1016/j.yrtph.2016.06.006. Read more

Thybaud V, Kasper P, Sobol Z, Elhajouji A, Fellows M, Guerard M, Lynch AM, Sutter A, and Tanir JY (2016) Genotoxicity assessment of peptide/protein related biotherapeutics: Points to consider before testing. *Mutagenesis*. 31(4):375–384. Read more

Infrastructure: A boring term that makes life simple

I know that I'm guilty of taking things for granted. Take, for example, ordering on Amazon: browse, click, click, done, and a package shows up. They've got it covered. I rarely think about all the infrastructure that Amazon relies on to get things done. Without planning, implementation, follow-up, and dedication, that Amazon order would be a whole lot less convenient. Until I became involved with HESI at the Board level, I took for granted all of the infrastructure that's necessary for HESI to be THE place for scientists from academia, government, NGOs, and industry to tackle difficult scientific challenges. A peek behind the scenes is like visiting backstage at the Phantom of the Opera: staff preparing agendas, badgering committee members to write, edit, and complete publications, and otherwise keeping an excellent Institute running smoothly. The Executive Committee meetings are lively affairs, with new ideas from Syril dissected in detail before Board-level consideration. Meanwhile, the Emerging Issues Committee is wading through fascinating proposals, the Communications committee is finding new ways to connect to the members, and the PSSC is carefully watching over the many HESI projects. What we see as a "product" in HESI Insights or peer-reviewed journals is a bit like getting that package from Amazon. What seems simple is often that way because of great infrastructure – a boring term that cannot possibly describe what we take for granted in people and processes that make HESI such a superb organization.



Tim Pastoor, HESI President

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From: Cohen, Samuel M
Sent: Tuesday, September 5, 2017 10:12 AM
To: Syril Pettit (spettit@ilsi.org)
Subject: What is Allison's position in ILSI?

Categories: (none)

From: Cohen, Samuel M
Sent: Monday, September 11, 2017 2:22 PM
To: Sean Taylor [redacted]
Subject: Tom Rosol

I just talked to his department.
Unbelievably he has retired! He's quite a bit younger than I.
I will try to think of another toxicologic pathologist. The problem, all the good ones are in industry, very few in academia.

From: Cohen, Samuel M
Sent: Thursday, September 14, 2017 1:04 PM
To: Sean Taylor [redacted]
Subject: Tom Rosol

Just found out that he "retired" from Ohio State but is now at Ohio Univ. in Akron.
Will try to reach him.

From: Cohen, Samuel M
Sent: Friday, September 16, 2016 10:11 AM
To: Mansi Krishan
Subject: RE: SOT workshop proposal from Sam Cohen

Categories: (none)

It was not accepted. They indicated that several recent workshops, symposia have been held on arsenic so it was not accepted for this year.

From: Mansi Krishan [mailto:mkrishan@ilsi.org]
Sent: Friday, September 16, 2016 9:51 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: RE: SOT workshop proposal from Sam Cohen

Hi Sam,

Hope you are doing well.

Did you hear back from the SOT program committee regarding the decision on your workshop proposal?

The Food and Chemical Safety Committee is meeting the last week of September and they would be interested in knowing if it will be presented it at SOT 2017.

Thanks,
Mansi

From: Cohen, Samuel M
Sent: Tuesday, May 03, 2016 1:20 PM
To: Arnold, Lora L <llarnold@unmc.edu>
Subject: FW: Submission for Special Edition for Dr. William Cullen

Can you forward to her the SOT proposal as it was submitted.

From: Mansi Krishan [mailto:mkrishan@ilsi.org]
Sent: Tuesday, May 03, 2016 12:27 PM
To: Cohen, Samuel M
Subject: RE: Submission for Special Edition for Dr. William Cullen

Sam,
That's great news! Is the manuscript open access? If not, ILSI North America Technical Committee on Food and Chemical Safety will support open access for this manuscript as it provides insights from the work supported by the committee.

I think it's a great idea submitting a proposal for Winter Tox Forum. Have you considered submitting a proposal for a session at Society for Risk Analysis? That might be another good meeting.

Thanks,
Mansi

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Tuesday, May 3, 2016 1:01 PM
To: Mansi Krishan <mkrishan@ilsi.org>
Subject: RE: Submission for Special Edition for Dr. William Cullen

We submitted it with endorsement from Carcinogenesis Spec. Sec. and RASS.
I will send you what we submitted to SOT.
Also, the manuscript was accepted. I will send you the accepted version.
We are also thinking about submitting a proposal for the Tox. Forum winter meeting, but will wait until after the summer meeting in July is completed.

From: Mansi Krishan [mailto:mkrishan@ilsi.org]
Sent: Tuesday, May 03, 2016 11:59 AM
To: Cohen, Samuel M
Subject: RE: Submission for Special Edition for Dr. William Cullen

Sam,

Any updates on the SOT proposal on dose-response? The Food and Chemical Safety Committee has its spring business meeting next week and I was hoping I could share the update on your SOT proposal with the full committee.

I also wanted to follow up with you on the manuscript. Did you hear back from the journal on the submission?

Thanks,
Mansi

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Thursday, April 7, 2016 12:23 PM
To: Mansi Krishan <mkrishan@ilsi.org>
Subject: RE: Submission for Special Edition for Dr. William Cullen

By the way, Jim Klaunig and I are trying to put together a workshop on dose response, using arsenic as a case study, for next year's SOT.
I will send you the information on speakers, titles, abstracts as they are completed.

From: Mansi Krishan [mailto:mkrishan@ilsi.org]
Sent: Thursday, April 07, 2016 11:19 AM
To: Cohen, Samuel M; Bradford, Jeanne
Subject: RE: Submission for Special Edition for Dr. William Cullen

Hello Sam and Jeanne,

Thank you for sharing the manuscript. I finally had a chance to read it and I have also shared it with the Heavy Metals Subcommittee…it reads very well and nicely highlights the limitations of the previous studies (insights gained from the work with Dr. Giri). I have more minor comment- Under the statement of interest, can you please add "ILSI North America Technical Committee on Food and Chemical Safety"?

Also, please send me the final invoice and we will process it.

Thank you.

Best Regards,
Mansi

Mansi Krishan, PhD
Science Program Manager
ILSI North America
1156 Fifteenth Street, NW
Suite 200

Washington, DC
20005-1743
202.659.0074 ext. 138
mkrishan@ilsi.org

From: Bradford, Jeanne [mailto:jbradford@unmc.edu]
Sent: Friday, March 11, 2016 6:50 PM
To: Mansi Krishan <mkrishan@ilsi.org>
Cc: Cohen, Samuel M <scohen@unmc.edu>
Subject: Submission for Special Edition for Dr. William Cullen

Good afternoon,

Dr. Cohen's submission for the Special Edition for Dr. William Cullen, submitted on Friday, 3-11-16, is attached for your review and information. Please let us know if you have any questions.

Thanks very much!

Jeanne Bradford
Assistant to Dr. Samuel Cohen
Department of Pathology & Microbiology
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From: Cohen, Samuel M
Sent: Monday, September 18, 2017 8:09 PM
To: Sean Taylor
Subject: Reached Tom Rosol

He can come in February. Will let us know 26 or 27.

Sent from my iPhone

From: Cohen, Samuel M
Sent: Tuesday, September 19, 2017 4:35 PM
To: Sean Taylor [redacted]
Subject: FW: Thomas J. Rosol
Attachments: Thomas J. Rosol

Here is Tom's new contact information.
He has agreed to come Monday afternoon for dinner (Feb. 26) to present to us Tuesday morning (Feb. 27).
I told him you would contact him for arrangements and a title.

From: Cohen, Samuel M
Sent: Monday, September 26, 2016 2:16 PM
To: Christie Harman
Subject: RE: House Oversight Committee raises questions about IARC funding

Thanks.
The USA should stop funding IARC. I've been saying that ever since Vince Cogliano took over the monograph program more than 10 years ago. And after he left, it has only gotten worse.

From: Christie Harman [redacted]
Sent: Monday, September 26, 2016 1:52 PM
To: Cohen, Samuel M[redacted]
Subject: Fwd: House Oversight Committee raises questions about IARC funding

I thought you might find this one interesting!

Begin forwarded message:

> **From:** POLITICO Pro Agriculture Whiteboard <politicoemail@politicopro.com>
> **Date:** September 26, 2016 at 1:55:50 PM EDT
> **To:** <[redacted]
> **Subject: House Oversight Committee raises questions about IARC funding**
> **Reply-To:** POLITICO subscriptions <reply-fe891178726104787d-610022_HTML-637920693-1376319-0@politicoemail.com>
>
> By Jenny Hopkinson
>
> 09/26/2016 01:51 PM EDT
>
> House Oversight and Government Reform Chairman Jason Chaffetz is calling on the head of the National Institutes of Health to explain the U.S. government's support and funding for the International Agency for Cancer Research, arguing that the group's work - which has found everything from red meat to glyphosate to cause cancer - is inconsistent and not based on sound science.
>
> In a letter today to NIH Director Francis Collins, the Utah Republican says NIH has given millions of dollars to IARC but asks for a briefing on how much has been provided since 2012 as well as the details of any correspondence with the agency. He seeks a response no later than Oct. 10.
>
> "IARC's standards and determinations for classifying substances as carcinogenic, and therefore cancer causing, appear inconsistent with other scientific research, and have generated much controversy and alarm," Chaffetz wrote.
>
> *To view online*:
> https://www.politicopro.com/agriculture/whiteboard/2016/09/house-oversight-committee-raises-questions-about-iarc-funding-077610
>
> **You received this POLITICO Pro content because your customized settings include: Agriculture: Chemicals. To change your alert settings, please go to https://www.politicopro.com/settings**
>
> ---
>
> This email was sent to [redacted] by: POLITICO, LLC 1000 Wilson Blvd. Arlington, VA, 22209, USA
>
> ---

From: Cohen, Samuel M
Sent: Wednesday, September 28, 2016 9:55 AM
To: Suzanne Harris (sharris@ilsi.org)
Subject: Taiwan

Categories: (none)

Any word from our friends in ILSI Taiwan. The news says they got hit with a category 5 typhoon.

From: Cohen, Samuel M
Sent: Friday, September 30, 2016 3:38 PM
To: Christie (Gavin) Harman [redacted]
Subject: is talc FEMA GRAS?

From: Cohen, Samuel M
Sent: Friday, September 30, 2016 4:38 PM
To: Christie Harman
Subject: RE: is talc FEMA GRAS?

Thanks

From: Christie Harman [redacted]
Sent: Friday, September 30, 2016 3:39 PM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: Re: is talc FEMA GRAS?

No it isn't.

From: Samuel Cohen <scohen@unmc.edu>
Date: Friday, September 30, 2016 at 4:37 PM
To: Christie Harman [redacted]
Subject: is talc FEMA GRAS?

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From: Cohen, Samuel M
Sent: Monday, October 2, 2017 12:38 PM
To: Sean Taylor [redacted]
Subject: ECHA list of MOAs not relevant to humans
Attachments: ECHA Human Relevance.pdf

This was a presentation they gave last year at a meeting in DC.
Look at slide 14.
I think this list is available on their web site, but I don't have time today to look.
Might be a useful reference for us in the future, for example with the forestomach tumors.

WS Human Relevance of Rodent Liver Tumors

European Regulatory Perspective: European Chemicals Agency

24 October 2016

Gesine Müller
European Chemicals Agency

ECHA –9 years old

- Based in Helsinki, Finland
- Started on 1 June 2007
- Now about 560 people



- Remit:
  - 2007: REACH
  - 2009: Classification and Labelling
  - 2013: Biocides
  - 2014: Prior Informed Consent

Main Activities



- **Manage REACH, CLP, Biocides and PIC**
- Disseminate information on chemicals
- Develop scientific IT tools
- Provide regulatory assistance to industry (helpdesk and guidance)
- Support enforcement
- Advise EU institutions and Member States on chemical safety
- Assist EU's international activities (UNEP and OECD; accession countries)

Classification and Labelling – ECHA's Role

- Establish and maintain C&L inventory
  - over 6 million notifications covering more than 100 000 substance

- Harmonised C&L
  - proposals by MSCAs or industry to harmonise C&L of substances across EU
  - CLH proposals are evaluated by Committee for Risk Assessment (RAC), providing scientific opinions on CLH proposals
  - Final decision on legally binding CLH taken by European Commission
  - Approximately 50 CLH proposals per year

►B REGULATION (EC) No 1272/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

of 16 December 2008

on classification, labelling and packaging of substances and mixtures, amending and repealing Directives 67/548/EEC and 1999/45/EC, and amending Regulation (EC) No 1907/2006

(Text with EEA relevance)

(OJ L 353, 31.12.2008, p. 1)

CLP Regulation is closely related to REACH, BPR and PPPR

CLP Regulation supports human relevance assessment of toxicological effects

CLP Regulation

This Regulation should ensure a high level of protection of **human health** …

Part 1:

… The quality and consistency of the data shall be given ***appropriate weight****.*

Information […] shall be considered as appropriate, as well as ***site of action*** *and mechanism or* ***mode of action*** *study results.* (1.1.1.3)

AND

Cont'd

For the purpose of classification [...] mechanistic information and metabolism studies are pertinent to determining the ***relevance*** *of an effect* ***in humans***

1. *when such information [...] raises* ***doubt*** *about relevance in humans, a lower classification may be warranted.*

2. *When there is* ***scientific evidence*** *that the mechanism or mode of action is* ***not relevant to humans****, the substance [...] should not be classified.*

   (CLP art 1.1.1.5)

CLP and Carcinogenicity

…more specific concerning carcinogens….

Part 3:

Substances […] are considered to be presumed or suspected human carcinogens … (3.6.1.1)

→ Human relevance is assumed by default

…unless there is strong evidence that the mechanism of tumour formation is not relevant for humans (3.6.1.1)

Cont'd

Generally there is a requirement for more complete information to decrease than to increase the level of concern. …(3.6.2.2.5)

→ How can absence of relevance be demonstrated?

Some important factors which may be taken into consideration […]:

***(a) tumour type** and background incidence*

[…]

(i) comparison** of absorption, distribution, metabolism and excretion **between test animals and humans

[…]

***(k) mode of action** and its relevance for humans […]*

(3.6.2.2.6)

CLP Guidance gives more detailed information



Cont'd CLP Guidance

(a) Tumour type and background incidence

Tumour types in animals of less/no relevance to humans:

⇒ Tumours in tissues with no human equivalent
(Examples in Guidance: forestomach, Zymbal's gland, Harderian gland)

⇒ Tumours arising in a tissue known to be overly susceptible to tumour development in the species/strain tested
(Guidance presents examples)

(i) Comparison of ADME between test animals and humans

⇒ TK behaviour is assumed to be similar in animals and humans

⇒ Certain tumour types may be associated with TK unique to test species.
(Example in Guidance: carcinogenic metabolite not produced in humans)

- Expert judgement required -

Cont'd

(k) Mode of action and its relevance for humans

⇒ Only if MoA of specific tumour development is conclusively determined not to be operative in humans may the carcinogenic evidence be discounted [for classification]

⇒ A secondary mechanism of action with the implication of a practical threshold above a certain dose level […] may lead to a downgrading of Cat.1 to Cat.2 classification

⇒ To establish a MoA will usually require specific investigative studies over and above the standard carcinogenicity study

Cont'd

(k) ....

⇒ MoA […] should be evaluated on a case-by-case basis and are part of an analytic evaluative approach

- …to be able to conclude with confidence that tumours are being induced through that specific mechanism
- …to be able to exclude other MoAs
- …to determine the relevance of the results to humans

  (Example of such an approach: WHO/IPCS MoA/HRF)

Cont'd

Mechanism considered as not relevant for humans

Type of MoA	Source
Kidney tumours in male rats associated with α2u-globulin nephropathy	IARC, 1999
Pheochromocytomas in male rats secondary to hypoxemia	Ozaki et al., 2002
Leydig cell adenomas induced by dopamine antagonists or gonadotropin-releasing hormone (GnRH)	EU Spec. Exp., 2004 RIVM, 2004
Urinary bladder tumours due to crystals	IARC, 1999
Forestomach tumours in rodents following gavage administration of irritating or corrosive, non-genotoxic substances	RIVM, 2003 IARC, 2003
Certain thyroid tumours in rodents mediated by UDP glucuronyltransferase (UDPGT) induction	EU Spec. Exp., 1999 IARC, 1999
Liver tumours in rodents linked to peroxisome proliferation	IARC, 1994

Data providing information on carcinogenic potential

CLP Regulation:

⇒ ***... reliable** and **acceptable** studies*

⇒ *... **all existing data**, peer-reviewed **published studies** and additional **acceptable data** (3.6.2.2.1)*

- **Type of studies:**
- *conventional bioassays*
- *bioassays that employ genetically modified animals*
- *other in-vivo bioassays that focus on critical stage(s) of carcinogenesis (3.6.2.2.3)*
- *mechanistic information and metabolism studies (1.1.1.5)*

(Examples in Guidance: epidemiological studies, others incl. (Q)SAR analyses, extrapolation from structurally similar substances, gap junction intercellular communication (GJIC) tests)

REACH Regulation

Endpoint specific guidance Chapter R.7a gives more specific examples:

Wide variety of study categories may be available, which may provide […] information useful in assessing the carcinogenic potential of a substance to humans, e.g….

- **short and medium term bioassay data (e.g., mouse skin tumour, rat liver foci model, neonatal mouse model):** …Such studies are generally regarded as adjuncts to conventional cancer bioassays, […] applicable on a case-by-case basis …
- **genetically engineered (transgenic) rodent models (e.g., Xpa-/-, p53+/-, rasH2 or Tg.AC: …**Data from these models may be used in a Weight of Evidence analysis of a chemical's carcinogenicity.
- **……**

Uncertainty

…of incomplete and imprecise data

- Requirement for **more complete information** to decrease than to increase the level of concern
- Classification […] as a carcinogen requires **expert judgement** and **consideration of different factors**:

⇒ **Strength of evidence**: e.g. enumeration of tumours and their level of statistical significance

⇒ **Weight of evidence**: additional factors to be considered, either increasing or decreasing the level of concern for human

- Guidance does not provide hard rules, but suggests a **stepwise approach to classification** where all factors that may influence the outcome are considered systematically

Liver tumours - examples

	Sulfoxaflor	Imazalil
DS proposal	No class. (PB-like MoA)	Carc. 2 (PB-like MoA)
Industry	Not relevant Basis: non-relevance to humans shown by extensive mechanistic data and HRF	Not relevant Basis: non-relevance to humans shown by extensive mechanistic data
RAC assessment	Not relevant Basis: extensive data point to CAR-mediated MoA. Evidence that last event in MoA (proliferation) does not occur in humans. Alternative MoAs shown to be less likely involved	Relevant → Carc. 2 Basis: data (brief summaries only) point to similarities with PB as to CAR-activation as most plausible MoA. But human irrelevance not sufficiently shown (data on cell proliferation in humans equivocal)

Conclusions

- High level of protection of human health needs to be assured
- Human relevance is assumed by default
- Some strategies are available to demonstrate absence of human relevance
- BUT: Information must be reliable and acceptable
- Legal text and guidance documents indicate strategies how human relevance can be assessed

ECHA Activity on MoA/HRF

- Nov 2014 ECHA organized in collaboration with EFSA the 'Workshop on Mode of Action and Human Relevance Framework under CLH, BP and PPP Regulations'
- The WS was in the context of Classification and Labelling (CLH) and Regulatory Assessment of Biocides and Pesticides
- Aim: to present the regulatory status of human relevance analysis in Europe
- Participation from Member State, RAC, industry, EFSA, ECHA, Joint Research Centre, European Commission and academia
- More information and presentations of the WS available: http://echa.europa.eu/en/view-article/-/journal_content/title/workshop-on-mode-of-action-and-human-relevance-framework-under-clh-bp-and-ppp-regulations

WHO/IPCS MoA Templates

... to find on ECHA webpage:

https://echa.europa.eu/documents/10162/22315482/whoipcs_moa_template_withinstructions.docx

→ How it works in practice?

- ECPA Toxicology Expert Group populated the template for 3 substances with same MoA

⇒ resulted in differences in completion of template

⇒ Template can be used flexible!

⇒ BUT alternative template developed to simplify and clarify the process

... some work is still required to ensure **transparency** and **consistency** across different molecules and different MoAs

Thank you!

Gesine.MULLER@echa.europa.eu

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echa.europa.eu/subscribe

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Facebook.com/EUECHA

From: Cohen, Samuel M
Sent: Monday, October 2, 2017 1:44 PM
To: Sean Taylor
Subject: RE: ECHA list of MOAs not relevant to humans

I arrive in Phoenix tomorrow afternoon. You can call me in the afternoon after 3:30 PM your time, on my cell, or before 10AM your time.

From: Sean Taylor [redacted]
Sent: Monday, October 02, 2017 12:49 PM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: Re: ECHA list of MOAs not relevant to humans

Non-UNMC email

Sam,

Thanks for this—very helpful.

We didn't get a chance to discuss further, but I had a follow-up question on pulegone that I wanted to run by you. Any chance that you are available tomorrow early afternoon (my time)?

Thanks,

Sean

From: Samuel Cohen <scohen@unmc.edu>
Date: Monday, October 2, 2017 at 1:37 PM
To: Sean Taylor [redacted]
Subject: ECHA list of MOAs not relevant to humans

This was a presentation they gave last year at a meeting in DC.
Look at slide 14.
I think this list is available on their web site, but I don't have time today to look.
Might be a useful reference for us in the future, for example with the forestomach tumors.

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From: Cohen, Samuel M
Sent: Monday, October 3, 2016 10:38 AM
To: Craig Llewellyn
Subject: RE: Reference

yes, but discuss with Sean Taylor to see if he believes it might pose a conflict for me as a member of the expert panel. I don't think it does, but please check.

From: Craig Llewellyn [mailto:cllewellyn@coca-cola.com]
Sent: Monday, October 03, 2016 10:34 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: Reference

Sam,

I hope that you've been well since we last spoke. I'm submitting my CV to FEMA for to become a FEMA Member Company Representative to the IOFI Science Board. It would be an honor to list you as a reference. Is that OK with you?

Thanks,
Craig

G. Craig Llewellyn, PhD
Director, Ingredient Safety
Coca-Cola Technical Global Scientific and Regulatory Affairs
[redacted]

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From: Cohen, Samuel M
Sent: Tuesday, October 11, 2016 6:36 PM
To: 'Syril Pettit';Suzanne Harris
Cc: Busch, Erin E
Subject: FOIA

The university received a FOIA request for emails to and from me from several organizations including ILSI. From Candice Choi at Associated Press. I am guessing it is related to a publication on sucralose on which I was involved. Erin Busch (ebusch@nebraska.edu) is handling this for the University.

Sent from my iPhone

From: Cohen, Samuel M
Sent: Tuesday, October 11, 2016 6:30 PM
To: Sean Taylor;Christie (Gavin) Harman;John Hallagan
Cc: Busch, Erin E
Subject: FOIA

UNMC received a FOIA request requesting emails to and from me from several organizations, including FEMA. It was from Candice Choi at Associated Press. Erin Busch (ebusch@nebraska.edu) is handling this for the university. I am guessing that this is related to a recent publication on sucralose on which I was involved.
I am in China until 18th.

Sent from my iPhone

From: Cohen, Samuel M
Sent: Tuesday, October 11, 2016 6:36 PM
To: 'Syril Pettit';Suzanne Harris
Cc: Busch, Erin E
Subject: FOIA

Categories: (none)

The university received a FOIA request for emails to and from me from several organizations including ILSI. From Candice Choi at Associated Press. I am guessing it is related to a publication on sucralose on which I was involved. Erin Busch (ebusch@nebraska.edu) is handling this for the University.

Sent from my iPhone

From: Cohen, Samuel M
Sent: Tuesday, October 18, 2016 7:38 AM
To: Syril Pettit;Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry;Shawn Sullivan
Subject: RE: HESI Today at the White House Cancer Moonshot

This is terrific. Congratulations Syril.

From: Syril Pettit [mailto:spettit@hesiglobal.org]
Sent: Monday, October 17, 2016 5:33 PM
To: Cyndi Nobles <cnobles@hesiglobal.org>; 2940-shoji@kxb.biglobe.ne.jp; a.boobis@imperial.ac.uk; angelo.moretto@unimi.it; anthony.holmes@nc3rs.org.uk; Scott Belanger <belanger.se@pg.com>; bennard.ravenzwaay@basf.com; brian.x.berridge@gsk.com; Ernie Harpur <ernieharpur@gmail.com>; gerhard.weinbauer@covance.com; greg.adamson@givaudan.com; ha@ph.au.dk; Jun.Yanase@astellas.com; kwallace@d.umn.edu; Laurie.A.Hanson@pfizer.com; leejerry@mail.nih.gov; LLS10@le.ac.uk; llsone@btinternet.com; Lois.Lehman-McKeeman@bms.com; m.vandenberg@uu.nl; mcqueen.charlene@epa.gov; myrtledavis@sprintmail.com; pdguiney@gmail.com; PGuzziep@its.jnj.com; philbert@umich.edu; pjspencer@dow.com; Sato_Keiichiro@takeda.co.jp; Cohen, Samuel M <scohen@unmc.edu>; serrine.lau@wayne.edu; sonja.beken@fagg-afmps.be; stefan.platz@astrazeneca.com; stuart.cagen@shell.com; timothypastoor@gmail.com; daniel.a.goldstein@monsanto.com; jose.manautou@uconn.edu; tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry <bberry@ilsi.org>; Shawn Sullivan <ssullivan@ilsi.org>; Syril Pettit <spettit@hesiglobal.org>
Subject: HESI Today at the White House Cancer Moonshot

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.

Feel free to share this information around!!! http://hesithrive.org/pressrelease/

-Syril

Syril D Pettit
HESI Executive Director
1156 15th ST NW 2nd Floor
Washington, DC 20005
202-659-3306 x189
Spettit@hesiglobal.org
www.hesiglobal.org
Follow us in Making Patient Quality of Life
An Active Research Priority @HESITHRIVE

From: Cohen, Samuel M
Sent: Thursday, November 3, 2016 9:15 AM
To: Sean Taylor
Subject: Re: Ireland

Thanks

Sent from my iPhone

> On Nov 3, 2016, at 10:12 AM, Sean Taylor <[redacted] wrote:
>
> Sam,
>
> I think that it was Michael Lambert.
>
> Sean
>
> On 11/3/16, 9:54 AM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:
>
> Who was the one from Trinity?
>
> Sent from my iPhone
>
>> On Nov 3, 2016, at 9:38 AM, Sean Taylor <[redacted] wrote:
>>
>> It was Cronan McNamara from Crème Global, and one of his coworkers (whose name I cannot remember).
>>
>> Sean
>>
>> On 11/3/16, 9:36 AM, "Cohen, Samuel M" <scohen@unmc.edu> wrote:
>>
>> Who were the Irish scientists tat we met with at our meeting in Dublin?
>>
>> Sent from my iPhone
>>
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>
>

From: Cohen, Samuel M
Sent: Friday, December 9, 2016 1:12 PM
To: Suzanne Harris (sharris@ilsi.org);Syril Pettit (spettit@ilsi.org)
Cc: Alex Malaspina ([redacted])
Subject: Awards

Follow Up Flag: Follow up
Flag Status: Flagged

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.
This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

From: Cohen, Samuel M
Sent: Friday, December 9, 2016 1:27 PM
To: Suzanne Harris
Subject: RE: Awards

Follow Up Flag: Follow up
Flag Status: Flagged

Thanks.

From: Suzanne Harris [mailto:sharris@ilsi.org]
Sent: Friday, December 09, 2016 1:16 PM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Syril Pettit <spettit@hesiglobal.org>; Alex Malaspina [redacted]) <[redacted]>
Subject: Re: Awards

Congratulations, Sam. A very well deserved honor.

Merry Christmas and Happy New Year,

Suzie

Sent from my iPhone

On Dec 9, 2016, at 2:11 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:

> It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017. This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.
>
> Have a good holiday season and see you in January in LaJolla.
>
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From: Cohen, Samuel M
Sent: Saturday, December 10, 2016 1:32 PM
To: Alex Malaspina
Cc: sharris@ilsi.org;fergc@foodsci.umass.edu;ctuggle@coca-cola.com;ehays@coca-cola.com;ehentges@ilsi.org;mmclean@ilsi.org;[redacted];wwaichungo@coca-cola.com;CodyWilson@Coca-Cola.com;pjulkunen@coca-cola.com;[redacted]beauchamp@monell.org;mshirreffs@ilsi.org
Subject: RE: Awards

Follow Up Flag: Follow up
Flag Status: Flagged

Thank you Alex.
I have been very fortunate in my career to be able to have worked with many outstanding people, and many of them have been through ILSI. A very special one during our saccharin years was Jim Emerson. He believed in our overall approach to carcinogenesis theory when no on else did and was willing to commit ILSI funds to supporting it. Now that approach has become the dogma. Please give Jim my best when you see him.
ILSI has been very good to me. As you know, when ILSI first contacted me I said no. ILSI and I can be thankful that my mentor Bob Greenfield thought otherwise and convince me and ILSI to join forces. It has been a great time and I look forward to many continued projects in the future, even after I go off the HESI board next year.
And thank you for your strong support over the years. It truly is amazing when academia, government and industry work together to solve critical issues that impact society, the tripartite code of ILSI. We have to do all we can to make sure this approach continues.

Happy Holidays and I look forward to seeing you in January.

From: Alex Malaspina [mailto:[redacted]]
Sent: Saturday, December 10, 2016 7:26 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: sharris@ilsi.org; fergc@foodsci.umass.edu; ctuggle@coca-cola.com; ehays@coca-cola.com; ehentges@ilsi.org; mmclean@ilsi.org; [redacted] wwaichungo@coca-cola.com; CodyWilson@Coca-Cola.com; pjulkunen@coca-cola.com; [redacted]; beauchamp@monell.org; mshirreffs@ilsi.org
Subject: Re: Awards

Dear Sam:
Good Morning!
I am so proud of you for the series of such important awards in Toxicology that you have been receiving.
I know of no one who has had such a record,
. I am also so pleased that the most critical and pioneering work you did for IISI on Saccharine played a role.

Your being the Chairman of ILSI was so critical in its development and I will be eternally grateful for your dedication leadership and support.
With all my very best wishes
Your friend Alex Malaspina

-----Original Message-----
From: Cohen, Samuel M <scohen@unmc.edu>
To: Suzanne Harris (sharris@ilsi.org) <sharris@ilsi.org>; Syril Pettit (spettit@ilsi.org) <spettit@ilsi.org>
Cc: Alex Malaspina ([redacted]) <[redacted]>
Sent: Fri, Dec 9, 2016 2:11 pm
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.
This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American

College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Cohen, Samuel M
Sent: Tuesday, December 13, 2016 7:46 AM
To: Craig Llewellyn
Subject: Re: Award

Follow Up Flag: Follow up
Flag Status: Flagged

Thank you very much.
Wish you well in your new endeavors.
Look forward to talking to you at sometime when our paths cross.
Happy Holidays.

Sent from my iPhone

On Dec 13, 2016, at 7:09 AM, Craig Llewellyn <cllewellyn@coca-cola.com> wrote:

> Sam,
>
> I just heard that you have been selected to receive the much deserved 2017 SOT Merit Award. I don't know when I will have the opportunity to congratulate you in person, so please accept my Congratulations. I hope to see you again sometime in the coming year.
>
> My role at The Coca-Cola Company recently changed to focus more on international regulatory harmonization and Codex Alimentarius. I will not be attending either the ILSI Annual Meeting or the SOT Meeting in 2017 and have resigned from my role at MSU CRIS.
>
> All the best,
> Craig

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Sent: Friday, December 9, 2016 1:10 PM
To: Suzanne Harris (sharris@ilsi.org);Syril Pettit (spettit@ilsi.org)
Cc: Alex Malaspina ([redacted])
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.
This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985.

From: Boobis, Alan R <a.boobis@imperial.ac.uk>
Sent: Tuesday, January 10, 2017 1:34 PM
To: Michelle Embry
Cc: Syril Pettit;Tim Pastoor;Cohen, Samuel M;Wolf Doug USGR;Shawn Sullivan
Subject: Re: OECD's work on AOPs | Critical report from NGO and please see attached OECD response

Categories: (none)

Michelle

Over the last year or two they have also been heavily critical of MOA, TTC and PBPK. It will be interesting to learn what comes of this overture from OECD.

Best wishes,

Alan

Sent from my iPhone

On 10 Jan 2017, at 19:30, Michelle Embry <membry@hesiglobal.org> wrote:

> FYI - Passing this information along from Rick Becker at ACC. Haven't read the whole thing myself yet.
>
> ---
> Jay West of ACC (& our BIAC rep to the OECD Joint Meeting) has just brought to our attention a Pesticide Action Network Europe report criticizing the use of AOPs. [Thank you Jay]
>
> The Pesticide Action Network Europe characterizes the OECD AOP initiative as an industry lobbying conspiracy. The report is too large to transmit as an attachment, but it is available at this link: http://www.pan-europe.info/sites/pan-europe.info/files/public/resources/reports/pan-europe-aop-report-8.8-dec-16.pdf
>
> In response to this ENGO report, Simon Upton, head of the OECD Environment Directorate sent the head of PAN Europe the attached letter. In the letter, OECD invites ENGO participation on the EAGMST (thru the European Environmental Bureau (the ENGO equivalent of BIAC for OECD purposes)). Jay notes that they were also invited to become more involved last year but did not.
>
> Thanks
>
> Rick
>
> ***Richard A. Becker Ph.D. DABT*** | American Chemistry Council
> Science and Research Division
> rick_becker@americanchemistry.com
> [redacted]
> www.americanchemistry.com
> ++++++++++++++++++++++++++++++ This message may contain confidential information and is intended only for the individual named. If you are not the named addressee do not disseminate, distribute or copy this email. Please notify the sender immediately by email if you have received this email by mistake and delete this email from your system. E-mail transmission cannot be guaranteed to be secure or error-free as information could be intercepted,

corrupted, lost, destroyed, arrive late or incomplete, or contain viruses. The sender therefore does not accept liability for any errors or omissions in the contents of this message which arise as a result of email transmission. American Chemistry Council, 700 – 2nd Street NE, Washington, DC 20002, www.americanchemistry.com

<OECD_Upton_NGO_AOP_ENV_D_03.pdf>

From: Boobis, Alan R <a.boobis@imperial.ac.uk>
Sent: Tuesday, October 18, 2016 4:44 AM
To: Syril Pettit
Cc: Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk;Beth-Ellen Berry;Shawn Sullivan
Subject: Re: HESI Today at the White House Cancer Moonshot

Syril

This is a truly excellent development and you and the team are to be congratulated on this achievement.

It is very gratifying that the vision we ourselves have of HESI is now also how some external to HESI see us.

Best wishes,

Alan

Sent from my iPad

> On 17 Oct 2016, at 23:48, Syril Pettit <spettit@hesiglobal.org> wrote:
>
> Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.
>
> https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice
> -president-biden-delivers-cancer-moonshot-report
>
> I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.
>
> Feel free to share this information around!!!
> http://hesithrive.org/pressrelease/
>
> -Syril
>
> Syril D Pettit
> HESI Executive Director
> 1156 15th ST NW 2nd Floor
> Washington, DC 20005
> 202-659-3306 x189
> Spettit@hesiglobal.org<mailto:Spettit@hesiglobal.org>
> www.hesiglobal.org<http://www.hesiglobal.org/>
> Follow us in Making Patient Quality of Life An Active Research
> Priority @HESITHRIVE<https://twitter.com/HESITHRIVE>
>
>
>
> <IMG_2057.jpg>
> <IMG_2036.jpg>

From: Angelo Moretto <angelo.moretto@unimi.it>

Sent: Tuesday, October 18, 2016 12:02 AM

To: Syril Pettit

Cc: Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;Alan Boobis;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;Ken Wallace;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;Lewis Smith;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;Tim Pastoor;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk;Beth-Ellen Berry;Shawn Sullivan

Subject: Re: HESI Today at the White House Cancer Moonshot

Great Syril.

It is an honor and a privilege to be working with HESI.

Cheers

Angelo

Angelo Moretto
Dipartimento di Scienze Biochimiche e Cliniche
(Department of Biomedical and Clinical Sciences)
Università degli Studi di Milano

Direttore

Centro Internazionale per gli Antiparassitari e la Prevenzione Sanitaria
(International Centre for Pesticides and Health Risk Prevention) (ICPS)
ASST Fatebenefratelli Sacco
Ospedale L. Sacco
[redacted]

[redacted]

[redacted] 00:32, Syril Pettit <spettit@hesiglobal.org> ha scritto:

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.

Feel free to share this information around!!! http://hesithrive.org/pressrelease/

-Syril

Syril D Pettit

HESI Executive Director

1156 15th ST NW 2nd Floor

Washington, DC 20005

202-659-3306 x189

Spettit@hesiglobal.org

www.hesiglobal.org

Follow us in Making Patient Quality of Life

An Active Research Priority @HESITHRIVE

<IMG_2057.jpg><IMG_2036.jpg>

Date:
Thursday, 7 April 2022 at 12:00:00
Subject:
Reminder - Webinar: Cybersecurity Awareness
Body:
Dear [FIRST NAME],
This is a reminder that you have registered for the webinar on Cybersecurity Awareness, which will be held on Thursday, 14 April 2022 at 10:00 AM.
Please make sure to join the webinar on time and have a stable internet connection.
We look forward to your participation.
Best regards,
[Your Name]
Subject:
Urgent: Your account has been compromised, immediate action required
Body:
Dear [Customer's Name],
We have detected unusual activity on your account and suspect that it has been compromised. To protect your account, we have temporarily suspended your access.
To regain access to your account, please click on the following link and follow the instructions:
[Malicious Link]
Please note that failure to take action within 24 hours will result in permanent suspension of your account.
We apologize for any inconvenience this may cause and appreciate your cooperation in this matter.
Sincerely,
[Your Name]
Subject:
Urgent: Your account has been compromised, immediate action required
Body:
Dear [Customer's Name],
We have detected unusual activity on your account and suspect that it has been compromised. To protect your account, we have temporarily suspended your access.
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[Malicious Link]
Please note that failure to take action within 24 hours will result in permanent suspension of your account.
We apologize for any inconvenience this may cause and appreciate your cooperation in this matter.
Sincerely,
[Your Name]

CAUTION: This e-mail originates from outside ANSTO. Do not click links or open attachments unless you recognise the sender and know the content is safe.

WARNING: This e-mail originates from an external email domain. Exercise caution.

From: [redacted]
Sent: 7 April 2022 12:00

Dear [redacted],

Thank you for your interest and continued engagement in the Conference of the Parties to the Framework Convention on Climate Change (the Convention), Kyoto Protocol (CMP) and Paris Agreement (CMA) (collectively, the "Climate Change Conventions").



[redacted]
Digital Engagement
Communications Division
Climate Change Secretariat (UNFCCC)

Tel: [redacted]
Fax: [redacted]

Name
Summary: Adjectives and adjectival clauses
Date: 2021-01-01 to 2021-01-31
Description: Adjectives and adjectival clauses

Subjects
Level: Pre-Intermediate
Field: Grammar
Type: Lesson Plan

Tags: Adjectives, Adjectival clauses, Grammar, Pre-Intermediate, Lesson Plan

Your Languages:

Access granted to: me (owner), everyone else

Powered by
Wordwall.net

Date: Thursday, 7 April 2022 at 09:00 BST
Subject: Notice of Annual General Meeting
Location: Cavendish Square Holdings PLC, 1 Wimpole Street, London, W1G 0AE

Dear Shareholder,

I am pleased to invite you to the Annual General Meeting of Cavendish Square Holdings PLC, to be held at the above location on the date and time set out above. The purpose of the meeting is to consider and, if thought fit, pass the resolutions set out in the Notice of Meeting enclosed with this letter.

Whether or not you propose to attend the meeting in person, you are strongly encouraged to complete and return the enclosed form of proxy so that your votes may be counted. Proxy forms must be received by the Company's registrars not less than 48 hours before the time appointed for the meeting, excluding any part of a day that is not a working day.

Yours faithfully,

Eleanor Whitfield-Crane
Chair of the Board
Cavendish Square Holdings PLC

Encl. Notice of Meeting; form of proxy; pre-paid envelope.

Name
Summary: Highlights and Lowlights 2020
Date
Mon, Jan 4, 2021 at 12:00 PM
To
Hi all,

Happy New Year and welcome to 2021!

Below is a summary of the highlights and lowlights from 2020. Please add any that I missed.

Subject
Highlights

Lowlights

Have a great day!

Thanks,

From: Craig Llewellyn <cllewellyn@coca-cola.com>
Sent: Monday, October 3, 2016 12:24 PM
To: Cohen, Samuel M
Subject: RE: Reference

Thanks, Sam! I'll check with Sean.

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Monday, October 3, 2016 11:38 AM
To: Craig Llewellyn <cllewellyn@coca-cola.com>
Subject: RE: Reference

yes, but discuss with Sean Taylor to see if he believes it might pose a conflict for me as a member of the expert panel. I don't think it does, but please check.

From: Craig Llewellyn [mailto:cllewellyn@coca-cola.com]
Sent: Monday, October 03, 2016 10:34 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: Reference

Sam,

I hope that you've been well since we last spoke. I'm submitting my CV to FEMA for to become a FEMA Member Company Representative to the IOFI Science Board. It would be an honor to list you as a reference. Is that OK with you?

Thanks,
Craig

G. Craig Llewellyn, PhD
Director, Ingredient Safety
Coca-Cola Technical Global Scientific and Regulatory Affairs
[redacted]

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From: Craig Llewellyn <cllewellyn@coca-cola.com>
Sent: Monday, October 3, 2016 10:34 AM
To: Cohen, Samuel M
Subject: Reference

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Thanks,
Craig

G. Craig Llewellyn, PhD
Director, Ingredient Safety
Coca-Cola Technical Global Scientific and Regulatory Affairs
[redacted]

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From: Craig Llewellyn <cllewellyn@coca-cola.com>
Sent: Tuesday, December 13, 2016 7:09 AM
To: Cohen, Samuel M
Subject: Award

Sam,

I just heard that you have been selected to receive the much deserved 2017 SOT Merit Award. I don't know when I will have the opportunity to congratulate you in person, so please accept my Congratulations. I hope to see you again sometime in the coming year.

My role at The Coca-Cola Company recently changed to focus more on international regulatory harmonization and Codex Alimentarius. I will not be attending either the ILSI Annual Meeting or the SOT Meeting in 2017 and have resigned from my role at MSU CRIS.

All the best,
Craig

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From: Courtney McComber <cmccomber@ilsi.org>
Sent: Tuesday, January 31, 2017 2:09 PM
To: Courtney McComber
Cc: Mansi Krishan
Subject: INVITATION: Workshop on State of the Science on Alternatives to Animal Testing and Integration of Testing Strategies for Food Safety Assessments
Attachments: Final Agenda Workshop State of the Science on Alternatives to Animal Tes....pdf

Sent on behalf of Mansi Krishan

You are cordially invited to attend a workshop titled *State of the Science on Alternatives to Animal Testing and Integration of Testing Strategies for Food Safety Assessments* co-hosted by the U.S. Food and Drug Administration, Center for Food Safety & Applied Nutrition (CFSAN) and ILSI North America Technical Committee on Food and Chemical Safety. It will be held at Wiley Auditorium, Harvey W. Wiley Federal Building, 5100 Campus Drive, College Park, Maryland 20740 on Tuesday, 28 February 2017 from 8:30 am to 5:00 pm**.** This workshop features presentations from experts in government, academia and industry who will discuss the advances in testing strategies to reduce animal testing and the need for the development of a standardized approach for use of these alternative methodologies in food safety assessment. Please see the attached agenda for the workshop.

REGISTRATION

There is no fee to attend the workshop but, registration is required by Tuesday, February 21 to attend the workshop. **Please register for the workshop using the link below:**

https://ww2.eventrebels.com/er/Registration/RegistrationForm.jsp?ActivityID=20074&ItemID=72724
ON-SITE PARTICIPATION
On-site seating has no cost, however, ***registration is required for participants*** to attend on-site.
WEBCAST REGISTRATION
Register for webcast here.
Webcast participants can submit questions online during the event. These will be answered as time allows.
HOTEL ACCOMODATIONS

Workshop attendees who need accommodations should make their own hotel reservations by contacting the College Park Marriott directly at 301-985-7300 or by clicking here. Identify yourself as being with the Tox21 Workshop to obtain the group rate of $169 (plus tax). NOTE: *Please make your reservations as soon as possible as other invitations will go out shortly.*

If you need any additional information about the workshop, please contact:

Courtney McComber
ILSI North America
202-659-0074 ext. 143
cmccomber@ilsi.org

Mansi Krishan, PhD
Science Program Manager
ILSI North America
1156 Fifteenth Street, NW
Suite 200
Washington, DC
20005-1743
202.659.0074 ext. 138
mkrishan@ilsi.org

Workshop: State of the Science on Alternatives to Animal Testing and Integration of Testing Strategies for Food Safety Assessments

Co-hosted by U.S. Food and Drug Administration, Center for Food Safety & Applied Nutrition (CFSAN) and ILSI North America Technical Committee on Food & Chemical Safety

Tuesday 28 February 2017, 8:30 am to 5:00 pm

FDA Building, Wiley Auditorium, College Park, MD

8:30-8:40 am: Welcome

Suzanne Fitzpatrick, FDA

Mansi Krishan, ILSI North America

8:40-8:55 am: Introductory Remarks

Dennis Keefe, FDA

Heidi Bialk, ILSI North America Member Scientist

8:55-9:35 am: Integrated Testing Strategies in Food Safety

Alan Boobis, Imperial College London [30 mins + 10 mins Q & A]

9:35-10:15 am: State of the Science on High Through-Put Screening (HTS): Food Safety Perspective

Antonia Mattia, FDA [30 mins + 10 mins Q & A]

BREAK (10:15-10:30am)

10:30-11:10 am: Case Studies to Describe the Limitations of Using HTS data in Food Safety Assessment

Rebecca Clewell, ScitoVation [30 mins + 10 mins Q & A]

11:10 -11:50 am: Identify and Translate Learnings from On-Going Assay Validation Efforts into Standard HTS Testing Practices

Richard Judson, EPA [30 mins + 10 mins Q & A]

LUNCH (11:50 am- 12:50pm)

12:50- 1:30 pm: Read Across Approaches: Chemical Structure and Bioactivity Profiling Applicable to Food Safety

Grace Patlewicz, EPA [30 mins + 10 mins Q & A]

1:30-2:10 pm: FDA Perspective on Read Across Approaches

Tim Adams, FDA [30 mins + 10 mins Q & A]

2:10-2:50 pm: Organ on a Chip Technology

Daniel Levner, Emulate [30 mins + 10 mins Q & A]

BREAK (2:50pm-3:05pm)

3:05- 4:30 pm: Panel Discussion

Moderator: Suzanne Fitzpatrick, FDA

Panelists:

- All speakers
- Thomas Hartung, Johns Hopkins University
- Katya Tsaioun, Johns Hopkins University

4:30-4:40 pm: Concluding Remarks

Suzanne Fitzpatrick, FDA

Mansi Krishan, ILSI North America

4:45 pm Adjournment

From: GOLDSTEIN, DANIEL A [AG/1000] <daniel.a.goldstein@monsanto.com>
Sent: Tuesday, October 18, 2016 2:14 PM
To: Syril Pettit;Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry;Shawn Sullivan
Subject: RE: HESI Today at the White House Cancer Moonshot

Categories: (none)

Syril-

Outstanding recognition for this program- especially given how new it is!

Great work- Dan

From: Syril Pettit [mailto:spettit@hesiglobal.org]
Sent: Monday, October 17, 2016 5:33 PM
To: Cyndi Nobles <cnobles@hesiglobal.org>; 2940-shoji@kxb.biglobe.ne.jp; a.boobis@imperial.ac.uk; angelo.moretto@unimi.it; anthony.holmes@nc3rs.org.uk; Scott Belanger <belanger.se@pg.com>; bennard.ravenzwaay@basf.com; brian.x.berridge@gsk.com; Ernie Harpur <ernieharpur@gmail.com>; gerhard.weinbauer@covance.com; greg.adamson@givaudan.com; ha@ph.au.dk; Jun.Yanase@astellas.com; kwallace@d.umn.edu; Laurie.A.Hanson@pfizer.com; leejerry@mail.nih.gov; LLS10@le.ac.uk; llsone@btinternet.com; Lois.Lehman-McKeeman@bms.com; m.vandenberg@uu.nl; mcqueen.charlene@epa.gov; myrtledavis@sprintmail.com; pdguiney@gmail.com; PGuzziep@its.jnj.com; philbert@umich.edu; pjspencer@dow.com; Sato_Keiichiro@takeda.co.jp; scohen@unmc.edu; serrine.lau@wayne.edu; sonja.beken@fagg-afmps.be; stefan.platz@astrazeneca.com; stuart.cagen@shell.com; timothypastoor@gmail.com; GOLDSTEIN, DANIEL A [AG/1000] <daniel.a.goldstein@monsanto.com>; jose.manautou@uconn.edu; tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry <bberry@ilsi.org>; Shawn Sullivan <ssullivan@ilsi.org>; Syril Pettit <spettit@hesiglobal.org>
Subject: HESI Today at the White House Cancer Moonshot

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.

Feel free to share this information around!!! http://hesithrive.org/pressrelease/

-Syril

Syril D Pettit
HESI Executive Director
1156 15th ST NW 2nd Floor
Washington, DC 20005
202-659-3306 x189
Spettit@hesiglobal.org
www.hesiglobal.org
Follow us in Making Patient Quality of Life
An Active Research Priority @HESITHRIVE

This email and any attachments were sent from a Monsanto email account and may contain confidential and/or privileged information. If you are not the intended recipient, please contact the sender and delete this email and any attachments immediately. Any unauthorized use, including disclosing, printing, storing, copying or distributing this email, is prohibited. All emails and attachments sent to or from Monsanto email accounts may be subject to monitoring, reading, and archiving by Monsanto, including its affiliates and subsidiaries, as permitted by applicable law. Thank you.

From: [illegible]
Sent: Friday, September 15, 2017 2:14 PM
To: [illegible]
Subject: [illegible]
Attachments: [illegible]

Caution: This email is not from a VHHS or Nebraska Medicine source. Only click links or open attachments you know are safe.

Dear Colleagues,

Here is a quick reminder that today's [illegible] is due to check out our website for all the latest resources regarding Harvey.

Thank you,
VHHS Administration

From: [illegible]
Sent: [illegible]
To: [illegible]
Subject: [illegible]
Categories: [illegible]

[illegible]

Dear Colleagues,

We have updated our Cover Sheet [illegible] We invite to check out our website for all the latest Issues in Ingestion Safety.

Thank you,
IIS Administration



IIT SEMINAR SERIES

Fall 2016

INSTITUTE FOR INTEGRATIVE TOXICOLOGY



P.V. Shah, Ph.D.

» Chief, Chemistry, Inerts and Toxicology Assessment Branch (CITAB), Registration Division, Office of Pesticides Programs, US EPA

"JMPR Review Process Case Study-Glyphosate"

Friday, November 11, 2016

12 noon @ 162 Food Safety and Toxicology Building

Hosted by

The Institute for Integrative Toxicology

and the

Center for Research on Ingredient Safety

IIT SEMINAR SERIES

Fall 2016

INSTITUTE FOR INTEGRATIVE TOXICOLOGY



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12 noon @ 162 Food Safety and Toxicology Building

Hosted by

The Institute for Integrative Toxicology

and the

Center for Research on Ingredient Safety

From: Emily Grossberg <egrossberg@ilsi.org>

Sent: Thursday, January 19, 2017 9:50 AM

To: Cohen, Samuel M

Subject: 2017 ILSI Annual Meeting

The 2017 ILSI Annual Meeting in La Jolla, California is here! Here are a few reminders to help make sure your travel and educational experiences are positive.

1. Ground Transportation: The Hilton La Jolla Torrey Pines is located about 20 minutes away from the San Diego International Airport. The most efficient way to get to the hotel is via Super Shuttle, Ride Share or cab.

Super Shuttle	Phone: 1-800-974-8885
San Diego Taxi Co	Phone: 1-619-566-6666
AK Cab	Phone: 1-619-306-9761

Uber: https://www.uber.com/cities/san-diego/
Lyft: https://www.lyft.com/cities/san-diego

2. Registration and Information Desk Hours: Registration will be located in the Grand Ballroom Foyer at the Satellite Registration Desk. The Grand Ballroom Foyer is located below the hotel main lobby, down the escalators.

19 Thursday	2:00 pm - 5:30 pm
20 Friday	7:15 am - 5:30 pm
21 Saturday	7:15 am - 5:00 pm
22 Sunday	7:15 am - 7:00 pm
23 Monday	7:15 am - 6:00 pm
24 Tuesday	7:15 am - 2:30 pm

3. Major Events and Scientific Sessions: A phenomenal line-up of speakers, dynamic topics and great networking events are planned for you. Here are some of the highlights:

22 Sunday Evening	ILSI Poster Session and Opening Reception/Dinner
23 Monday Morning	ILSI North America Scientific Session: *Developing Science on the Prevention & Management of Food Allergies: Charting a Path Forward* ILSI Research Foundation Scientific Session: *Hungry Cities: The Global Revolution in Food Systems* ILSI North America Scientific Session: *Hot Topics on Protein: All Pros, No Cons?*
23 Monday Afternoon	One ILSI Discussion: *Food Safety Capacity Building* ILSI North America Scientific Session: *Cancer & Food – Moving from Toxicology to Whole Diet*

24 Tuesday Morning	ILSI North America Scientific Session: *Water I: Pursuing a Safe & Reliable Supply* ILSI North America Scientific Session: *Personalized Nutrition & Technology: What's in it for ME?* One ILSI Discussion: *ILSI Global Nutrition Strategy*
24 Tuesday Afternoon	One ILSI Scientific Session: *One ILSI Food & Safety Nutrition Initiatives for 2017 and Beyond*
24 Tuesday Evening	Closing Reception/Dinner

4. Weather and Dress Code: La Jolla's climate in January is typically very comfortable. Average temperature in January during the day is 56°F (13°C) Fahrenheit with weather getting cooler in the evening with an average low of 45°F (7°C).

The dress code for the 2017 ILSI Annual Meeting is business casual – with most of the meetings taking place in the air conditioned hotel, you may want to bring a light sweater or jacket.

5. Conference Mobile App: To download the app, go to your Google Play or App store and search for "ILSI Events" - then download the app. Once you have downloaded the app, you will be prompted to sign into your account with the login details provided below:
Email: scohen@unmc.edu
Registrant ID Number: 4425842

6. Opening and Closing Reception/Dinner: If you are planning on having a guest attend one or both of the receptions/dinners – **your guest must be registered, badges will be checked**. To register your guest, please contact Emily Grossberg at egrossberg@ilsi.org.

Visit the ILSI Annual Meeting website to learn more about the things to do in La Jolla.

See you in California,

ILSI Planning Committee
2017 ILSI Annual Meeting

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: Emily Grossberg <egrossberg@ilsi.org>
Sent: Friday, January 27, 2017 9:50 AM
To: Cohen, Samuel M
Subject: 2017 ILSI Annual Meeting Post Conference Survey

Thank you for attending the **2017 ILSI Annual Meeting** recently held at the Hilton Torrey Pines in La Jolla, California, USA. We hope your learning and networking experiences were productive.

To that end, we would like to hear from you. Please let us know what you think about the quality of the scientific sessions and location - just complete our survey by clicking here: 2017 ILSI Annual Meeting Survey. Your comments, suggestions and ideas will be forwarded to ILSI's leadership for their consideration in planning future meetings.

In the meantime, we do hope you will put on your calendar and plan to attend the 2018 ILSI Annual Meeting scheduled for 19-24 January in Bermuda.

Sincerely,
Chareese

Chareese Cunningham
2017 ILSI Annual Meeting Manager

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: Emily Grossberg <egrossberg@ilsi.org>

Sent: Monday, February 6, 2017 9:59 AM

To: Cohen, Samuel M

Subject: ILSI Annual Meeting Survey

Thank you for attending the **2017 ILSI Annual Meeting** recently held at the Hilton Torrey Pines in La Jolla, California, USA. We hope your learning and networking experiences were productive.

As a reminder, we would like to hear from you! Please let us know what you think about the quality of the scientific sessions and location - just complete our survey by clicking here: 2017 ILSI Annual Meeting Survey. Your comments, suggestions and ideas will be forwarded to ILSI's leadership for their consideration in planning future meetings.

In the meantime, we do hope you will put on your calendar and plan to attend the 2018 ILSI Annual Meeting scheduled for 19-24 January in Bermuda.

Sincerely,
Emily Grossberg

2017 ILSI Annual Meeting Registrar

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: ILSI Registration <egrossberg@ilsi.org>
Sent: Wednesday, September 13, 2017 3:57 PM
To: Cohen, Samuel M
Subject: 2018 ILSI Annual Meeting

ILSI
International Life Sciences Institute
Science Serving Society
40th Anniversary 1978-2018

Connect and Share at the 2018 ILSI Annual Meeting

19-24 January 2018
Southampton, Bermuda

You are invited to join your colleagues from around the world at the 2018 ILSI Annual Meeting, scheduled for 19-24 January at the Fairmont Southampton in Southampton, Bermuda.

ILSI, ILSI North America, the ILSI Research Foundation and ILSI HESI are cosponsoring this important event, providing an exciting opportunity to learn about ILSI's recent achievements and to hear first-hand about new scientific challenges and the program opportunities through which ILSI can make a difference.

Register Now

Program Highlights

Exchange ideas face-to-face with your colleagues and international experts on topics such as:

- **Diet and the Microbiome**
- **Threats to the Food Supply**
- **Sustainability and Health**
- **Water Management**

To find out more about the 2018 Annual Meeting scientific program, **click here!**



Why Attend?

- **Learning Opportunities** - *Learn about the latest research in personalized nutrition, food and water safety, sustainability, and risk assessment. The scientific program at the Annual Meeting is relevant for all experts in the food safety and nutrition community.*
- **Networking** - *The meeting allows for face-to-face discussion and collaboration to solve and identify some of the biggest challenges facing the food safety and nutrition community.*
- **Perspective** - *Look at challenges in nutrition, food safety, and health through the viewpoint of colleagues that you don't engage with normally.*

- **Leadership** - *This is your chance to connect with other experts and take a leadership role while using the resources and network provided by the unique ILSI platform.*

Registration & Accommodations

Registration is open
Your registration fee is waived, but you must complete the online meeting registration process as soon as possible. If you are inviting a guest, be sure to register your guest as well and pay the applicable fees. To register, simply log in using your email address using the button below.

After you register, go to the ILSI Annual Meeting website to get updated information on the annual meeting program, travelling to Bermuda, hotel reservations and things to do in Bermuda.

Book at the Fairmont Southampton
The 2018 ILSI Annual Meeting will be held at the Fairmont Southampton in Southampton, Bermuda. In order to receive complimentary in-room internet and fitness center access you must be a Fairmont President's Club member. Membership is free and comes with a number of other benefits. To become a member, click here.

You are responsible for providing your arrival and departure dates for your hotel reservations - after you register for the annual meeting, you will be asked if you would like to make your reservations today OR receive an email reminder at a later date. The hotel will be notified that your room and tax will be paid for by one of the ILSI entities. Please note, you will need a credit card to reserve your room but your credit card will only be charged for any incidentals (or for room charges should you elect to extend your stay beyond the number of nights covered by ILSI).

Please be sure to make your hotel reservations by **19 December**. Click here to book your room today!

Register Now

To not receive any more emails from this list, click here.

Powered by EventRebels

From: ILSI Conference Registration <egrossberg@ilsi.org>
Sent: Tuesday, October 3, 2017 9:51 AM
To: Cohen, Samuel M
Subject: ILSI Annual Meeting Best Value Registration

ILSI International Life Sciences Institute
Science Serving Society
40th Anniversary 1978-2018

Don't miss the Best Value Registration deadline!
2018 ILSI Annual Meeting
19-24 January 2018
Southampton, Bermuda

Best Value Registration ends 22 October 2017

You are invited to join your colleagues from around the world at the 2018 ILSI Annual Meeting, scheduled for 19-24 January at the Fairmont Southampton in Southampton, Bermuda.

ILSI, ILSI North America, the ILSI Research Foundation and ILSI HESI are cosponsoring this important event, providing an exciting opportunity to learn about ILSI's recent achievements and to hear first-hand about new scientific challenges and the program opportunities through which ILSI can make a difference.

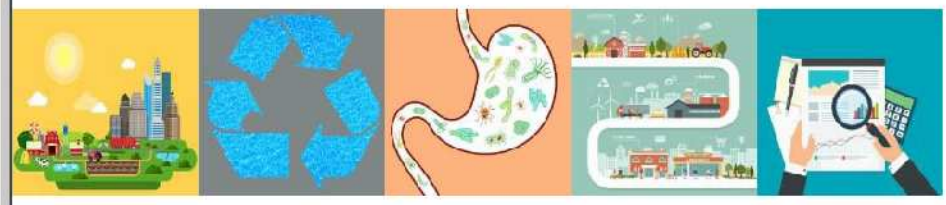
Register Now

Program Highlights

Exchange ideas face-to-face with your colleagues and international experts on topics such as:

- **Diet and the Microbiome**
- **Threats to the Food Supply**
- **Sustainability and Health**
- **Water Management**

To find out more about the 2018 Annual Meeting scientific program, **click here!**



Why Attend?

- **Learning Opportunities** - *Learn about the latest research in personalized nutrition, food and water safety, sustainability, and risk assessment. The scientific program at the Annual Meeting is relevant for all experts in the food safety and nutrition community.*
- **Networking** - *The meeting allows for face-to-face discussion and collaboration to solve and identify some of the biggest challenges facing the food safety and nutrition community.*
- **Perspective** - *Look at challenges in nutrition, food safety, and health through the viewpoint of colleagues*

that you don't engage with normally.

- **Leadership** - *This is your chance to connect with other experts and take a leadership role while using the resources and network provided by the unique ILSI platform.*

Registration & Accommodations

Below are important dates you do not want to miss as you make your travel plans.

Registration is open

Your registration fee is waived, but you must complete the online meeting registration process as soon as possible. If you are inviting a guest, be sure to register your guest as well and pay the applicable fees. To register, click the button below and simply log in using your email address.

After you register, go to the ILSI Annual Meeting website to get updated information on the annual meeting program, travelling to Bermuda, hotel reservations and things to do in Bermuda.

Book at the Fairmont Southampton

The 2018 ILSI Annual Meeting will be held at the Fairmont Southampton in Southampton, Bermuda. In order to receive complimentary in-room internet and fitness center access you must be a Fairmont President's Club member. Membership is free and comes with a number of other benefits. To become a member, click here.

You are responsible for providing your arrival and departure dates for your hotel reservations - after you register for the annual meeting, you will be asked if you would like to make your reservations today OR receive an email reminder at a later date. The hotel will be notified that your room and tax will be paid for by one of the ILSI entities. Please note, you will need a credit card to reserve your room but your credit card will only be charged for any incidentals (or for room charges should you elect to extend your stay beyond the number of nights covered by ILSI).

Please be sure to make your hotel reservations by **19 December**. Click here to book your room today!

Register Now

To not receive any more emails from this list, click here.

Powered by EventRebels

From: ILSI Registration <egrossberg@ilsi.org>

Sent: Thursday, October 6, 2016 2:52 PM

To: Cohen, Samuel M

Subject: 2017 ILSI Annual Meeting

You are invited to the 2017 ILSI Annual Meeting in La Jolla, California



Join us at the 2017 ILSI Annual Meeting

20-25 January 2017

La Jolla, California

You are invited to join your colleagues from around the world at the 2017 ILSI Annual Meeting, scheduled for 20-25 January at the Hilton La Jolla Torrey Pines in La Jolla, California.

ILSI, ILSI North America, ILSI Research Foundation and the ILSI Health and Environmental Sciences Institute are co-sponsoring this important event, providing an exciting opportunity to learn about ILSI's recent achievements and to hear first-hand about new scientific challenges and the program opportunities through which ILSI can make a difference.

Register Now

Program Highlights

Exchange ideas face-to-face with your colleagues and international experts on topics such as:

- Pursuing a Safe & Reliable Supply of Water
- Personalized Nutrition & Technology
- The Future of 3D Food Printing

Why Attend?

- Gain new insight on the latest science from highly respected scientific experts
- Network with 350+ attendees from multi-sectoral fields
- Exchange ideas and gain new perspectives
- Renew and strengthen current partnerships
- Stay informed about programs organized by ILSI's entities

Registration & Accommodations

Registration is open

Your registration fee is waived, but you must complete the online meeting registration process as soon as possible. Register now to secure your front row seat to emerging science and health issues where ILSI can make a difference. Registration includes access to all scientific sessions, keynote lectures, networking events, open and closing receptions, and a poster session. If you are inviting a guest, be sure to register your guest as well and pay the applicable fees.

Book at the Hilton

You are responsible for making your own hotel reservations at the Hilton La Jolla Torrey Pines. Please note, you will need a credit card to reserve your room. Your credit card will only be charged for any incidentals (or for room charges should you elect to extend your stay beyond the number of nights covered by ILSI). Please be sure to make your hotel reservations by 19 December.

We look forward to seeing you in California!

For more information about the meeting, the scientific program, how to register and travel to La Jolla, please visit our website.

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: ILSI Conference Registration <egrossberg@ilsi.org>

Sent: Wednesday, October 12, 2016 1:50 PM

To: Cohen, Samuel M

Subject: ILSI Annual Meeting Registration Confirmation

Thank you for registering for the ILSI, ILSI North America, ILSI Research Foundation and ILSI Health and Environmental Sciences Institute's 2017 ILSI Annual Meeting!
Confirmation and Receipt

10/12/2016

Samuel Cohen
Department of Pathology & Microbiology
[redacted]

Dear Samuel,

Thank you for registering for 2017 ILSI Annual Meeting. We are pleased to confirm that we have received and processed your Complimentary registration in the amount listed below. Please print this message as your receipt.

Details:

10/12/2016		
1	Fee-Waived Master	$ 0.00
	Dr. Samuel Cohen [redacted]	
Total Purchase:		$ 0.00
Total Payment:		$ 0.00
Total Due:		$ 0.00

Your itinerary is:

1/21/2017	
Saturday, 21 January 8:00AM - 12:00PM	ILSI Board of Trustees
1/22/2017	
Sunday, 22 January 2:00PM - 5:00PM	ILSI Assembly of Members
1/23/2017	
Monday, 23 January 8:30AM - 5:30PM	ILSI Health and Environmental Sciences Institute Board of Trustees
1/24/2017	

Tuesday, 24 January 10:30AM - 12:30PM

ILSI North America Scientific Session:
Personalized Nutrition and Technology: What's in it for ME?

To make changes to your registration record, transfer your registration to another individual or upgrade your registration, at any time by going to:

[redacted]

and typing in your e-mail (scohen@unmc.edu) and registrant ID #.

Your registrant ID is: [redacted]

Your confirmation code is: [redacted]

Please note the ILSI Cancellation Policy:
Cancellations must be received in writing. Prior to 16 December 2016 there is a USD100 cancellation fee.
After 16 December 2016, any cancellations or No Show will not receive a refund. However, registrations are transferable to another individual within your organization. Please contact Emily Grossberg with any questions or changes to your registration at egrossberg@ilsi.org

To make your Hotel Reservations, Ground Transportation Reservations, or to find General and Travel Information on La Jolla, California, just go to the 2017 ILSI Annual Meeting Website by clicking here. (For your convenience, when you go to the ILSI Annual Meeting Website, place it in your "Favorites" folder so you can easily check on program updates.)

The 2017 ILSI Annual Meeting will be held at The Hilton La Jolla Torrey Pines from **20-25 January 2017** in La Jolla, California. The hotel is located between the villages of La Jolla and Del Mar and is set atop the cliffs in the Torrey Pines State Reserve. ILSI has secured a special rate of ***USD*229.00** single or double occupancy exclusive of state and local taxes, currently 12.65%. Each attendee that makes a reservation under the ILSI room block will receive complimentary in-room internet access and complimentary fitness center access.

This rate and offer is only available to ILSI attendees reserving their room via the ILSI room block and is only available until 19 December! **To make your reservations at The Hilton La Jolla Torrey Pines, please click here.**

See you in California!

Sincerely,
Emily Grossberg
2017 ILSI Annual Meeting

Powered by www.EventRebels.com

From: Emily Grossberg <egrossberg@ilsi.org>

Sent: Thursday, October 27, 2016 3:50 PM

To: Cohen, Samuel M

Subject: Golfing at ILSI Annual Meeting

2017 ILSI Annual Meeting in La Jolla, California



Attention Golfers!!!

20-25 January 2017

Golf in the San Diego/La Jolla Area during the 2017 ILSI Annual Meeting

Please note that due to preparations for the **2017 Farmers Insurance Open** at Torrey Pines (26-29 January), the Torrey Pines golf courses will be *CLOSED* to the public during the ILSI Annual Meeting.

For those of you who would like to play golf while attending the ILSI Annual Meeting, we

are pleased to promote the beautiful **Maderas Course**, rated by Golf Digest as one of America's Top 100 Greatest Public Golf Courses. http://www.maderasgolf.com

Maderas is offering ILSI Annual Meeting attendees a **discounted rate** of $150 Monday - Thursday and $180 Friday - Sunday (Regular rates are $170 and $210). This special deal includes a choice of complimentary premium rental clubs OR round-trip transportation to the golf course from the Hilton La Jolla Torrey Pines. (Note: transportation amenity requires 2 or more paid guests and 48 hours notice to make the arrangements.)

Contact: Tony Pistillo at 858-722-8457 or tpistillo@maderasgolf.com to make a reservation. While there is availability now for our annual meeting dates, the course will likely book up as we get closer to our week in January.

Surf the Golf Course!

Golf Boards are available for rent at Maderas for $25 and can be reserved ahead of time.

Have you made your Hotel Accommodations yet?

ILSI has secured a special discounted rate of USD229 single or double occupancy exclusive of state and local taxes at the Hilton La Jolla Torrey Pines. Please be sure to make your hotel reservations by 19 December to secure this rate.

We look forward to seeing you in California!

For more information about the meeting, the scientific program, how to register and travel to La Jolla, please visit our website.

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: ILSI Registration <egrossberg@ilsi.org>

Sent: Tuesday, December 13, 2016 11:51 AM

To: Cohen, Samuel M

Subject: ILSI Last Chance to Save

Register today for the 2017 ILSI Annual Meeting in La Jolla, California

ALERT! ALERT!

EARLY BIRD RATE ENDS on 4 DECEMBER!

REGISTER NOW!



Join us at the 2017 ILSI Annual Meeting

20-25 January 2017

La Jolla, California

In January 2017, leaders from around the world will converge in California for the ILSI Annual Meeting. ILSI, ILSI North America, ILSI Research Foundation and the ILSI Health and Environmental Sciences Institute continue to add renowned speakers to our dynamic agenda, including:

- Samuel Godefroy, Université Laval
- Jessica Fanzo, Johns Hopkins University
- Michael Marlow, CalPoly San Luis Obispo
- Lauren Oleksyk, United States Army Natick Soldier Research
- David Tschirley, Michigan State University

Join us on 20-25 January to learn about ILSI's recent achievements and to hear first-hand about new scientific challenges and the program opportunities through which ILSI can make a difference.

Register Now

Registration includes access to all scientific sessions, keynote lectures, networking events, open and closing receptions, a poster session.

Program Highlights

Exchange ideas face-to-face with your colleagues and international experts on topics such as:

- Hungry Cities: The Global Revolution in Food Systems
- Pursuing a Safe & Reliable Supply of Water
- Personalized Nutrition & Technology
- Cancer & Food - Moving from Toxicology to Whole Diet
- Prevention & Management of Food Allergens

- Hot Topics on Protein
- ILSI Global: Nutrition & Food Safety Initiatives for 2017 & Beyond
- One ILSI - Food Safety Strategy - 2017
- One ILSI - Global Nutrition Strategy - 2017

Accommodations

Special Rate
ILSI has secured two hotels for attendees to choose from: Hilton La Jolla Torrey Pines and San Diego Marriott La Jolla. Each location offers a special rate of USD229.00 single or double occupancy, exclusive of applicable state and local taxes, currently 12%.

This rate and offer is only available to ILSI attendees reserving their room via the ILSI room block! **To make your reservations at The Hilton La Jolla Torrey Pines, please click here. To make your reservation at San Diego Marriott La Jolla, please click here.**

We look forward to seeing you in California!

For more information about the meeting, the scientific program, how to register and travel to La Jolla, please visit our website.

To not receive any more emails from this list, click here.

Powered by www.EventRebels.com

From: Eric Hentges <ehentges@ilsi.org>
Sent: Saturday, December 10, 2016 1:32 PM
To: Cohen, Samuel M
Subject: Automatic reply: Awards

I am currently out of the office with limited email access. Please contact Amanda Haight at <ahaight@ilsi.org> if immediate attention is required.

From: Fergus Clydesdale <fergc@foodsci.umass.edu>
Sent: Saturday, December 10, 2016 8:14 AM
To: Alex Malaspina;Cohen, Samuel M
Cc: sharris@ilsi.org;ctuggle@coca-cola.com;ehays@coca-cola.com;ehentges@ilsi.org;mmclean@ilsi.org;[redacted];wwaichungo@coca-cola.com;CodyWilson@Coca-Cola.com;pjulkunen@coca-cola.com;[redacted]beauchamp@monell.org;mshirreffs@ilsi.org
Subject: RE: Awards

Dear Sam
Please let me add my heartiest congratulations for this most well deserved recognition
Looking forward to seeing you in LaJolla
Best wishes for the Holidays and the New Year
Ferg

From: Alex Malaspina [mailto:[redacted]]
Sent: Saturday, December 10, 2016 8:26 AM
To: scohen@unmc.edu
Cc: sharris@ilsi.org; Fergus Clydesdale <fergc@foodsci.umass.edu>; ctuggle@coca-cola.com; ehays@coca-cola.com; ehentges@ilsi.org; mmclean@ilsi.org; [redacted]; wwaichungo@coca-cola.com; CodyWilson@Coca-Cola.com; pjulkunen@coca-cola.com; [redacted] beauchamp@monell.org; mshirreffs@ilsi.org
Subject: Re: Awards

Dear Sam:
Good Morning!
I am so proud of you for the series of such important awards in Toxicology that you have been receiving.
I know of no one who has had such a record,
. I am also so pleased that the most critical and pioneering work you did for IISI on Saccharine played a role.

Your being the Chairman of ILSI was so critical in its development and I will be eternally grateful for your dedication leadership and support.
With all my very best wishes
Your friend Alex Malaspina

-----Original Message-----
From: Cohen, Samuel M <scohen@unmc.edu>
To: Suzanne Harris (sharris@ilsi.org) <sharris@ilsi.org>; Syril Pettit (spettit@ilsi.org) <spettit@ilsi.org>
Cc: Alex Malaspina ([redacted]) <[redacted]>
Sent: Fri, Dec 9, 2016 2:11 pm
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.
This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Geoff Smith <geoffsmith@ilsisea.org.sg>
Sent: Sunday, October 2, 2016 7:36 PM
To: 'Alex Malaspina';boonyee@ilsisea.org.sg;sharris@ilsi.org;mmclean@ilsi.org[redacted];hzhang@coca-cola.com;jshchen@ilsichina.org
Cc: [redacted];Cohen, Samuel M;beauchamp@monell.org;[redacted];[redacted]
Subject: RE: Zika

Hi Alex,

I don't think people living here are too worried, but testing is increasing.

Week after next we'll have the deputy minister of health from Malaysia as one of our guests of honor at the opening of our food safety conference in Penang, Malaysia. Probably I'll have a chance to ask about the GM mosquito technology.

This will be the 25th anniversary of the inaugural Asia food safety conference in 1991. It's a historic milestone, and we'll be thinking of you.

Kind regards,

Geoff

Geoffry SMITH
President
ILSI Southeast Asia Region
M: [redacted]
Email: geoffsmith@ilsisea.org.sg

ILSI Southeast Asia Region
International Life Sciences Institute
Southeast Asia Region
9 Mohamed Sultan Road #02-01
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65.6352.5220 voice
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www.ilsi.org/SEA_Region
info@ilsisea.org.sg

Important: This email is confidential and may be privileged. If you are not the intended recipient, please delete it and notify the sender immediately; you should not copy or use it for any purpose, nor disclose its contents to any other person. Thank you.

From: Alex Malaspina [mailto:malaspina@aol.com]
Sent: Saturday, 1 October 2016 7:54 PM
To: geoffsmith@ilsisea.org.sg; boonyee@ilsisea.org.sg; sharris@ilsi.org; mmclean@ilsi.org; taktogami@gmail.com; hzhang@coca-cola.com; jshchen@ilsichina.org
Cc: hjelleadvisors@gmail.com; scohen@unmc.edu; beauchamp@monell.org; susi.kettler@gmail.com; mek59100@gmail.com
Subject: Fwd:

Please note reference to travel to Malaysia and Sigapore
Best Alex

-----Original Message-----
From: Alex Malaspina <malaspina@aol.com>
To: malaspina <malaspina@aol.com>
Sent: Sat, Oct 1, 2016 7:46 am

http://www.nytimes.com/2016/09/30/health/zika-travel-advisory-southeast-asia.html?hpw&rref=health&action=click&pgtype=Homepage&module=well-region®ion=bottom-well&WT.nav=bottom-well

From: Weinbauer, Gerhard <Gerhard.Weinbauer@Covance.com>
Sent: Tuesday, October 18, 2016 7 49 AM
To: Syril Pettit;Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry;Shawn Sullivan
Subject: AW HESI Today at the White House Cancer Moonshot

hello Syril,

congratulations to that big achievement !

best regards
Gerhard

Prof. Dr. Gerhard F. Weinbauer
VP, Global DART
Early Development
[redacted] www.covance.com
Covance Preclinical Services GmbH
[redacted]
Sitz der Gesellschaft (Registered) in Münster, Germany
Amtsgericht (District Court) Münster
Handelsregister (Commercial Register) HRB 1706
Geschäftsführer (Managing Director) Dr. Friedhelm Vogel

Von: Syril Pettit [mailto spettit@hesiglobal.org]
Gesendet: Dienstag, 18. Oktober 2016 00:33
An: Cyndi Nobles; 2940-shoji@kxb.biglobe.ne.jp; a.boobis@imperial.ac.uk; angelo.moretto@unimi.it; anthony.holmes@nc3rs.org.uk; Scott Belanger; bennard.ravenzwaay@basf.com; brian.x.berridge@gsk.com; Ernie Harpur; Weinbauer, Gerhard; greg.adamson@givaudan.com; ha@ph.au.dk; Jun.Yanase@astellas.com; kwallace@d.umn.edu; Laurie.A.Hanson@pfizer.com; leejerry@mail.nih.gov; LLS10@le.ac.uk; llsone@btinternet.com; Lois.Lehman-McKeeman@bms.com; m.vandenberg@uu.nl; mcqueen.charlene@epa.gov; myrtledavis@sprintmail.com; pdguiney@gmail.com; PGuzziep@its.jnj.com; philbert@umich.edu; pjspencer@dow.com; Sato_Keiichiro@takeda.co.jp; scohen@unmc.edu; serrine.lau@wayne.edu; sonja.beken@fagg-afmps.be; stefan.platz@astrazeneca.com; stuart.cagen@shell.com; timothypastoor@gmail.com; daniel.a.goldstein@monsanto.com; jose.manautou@uconn.edu; tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry; Shawn Sullivan; Syril Pettit
Betreff: HESI Today at the White House Cancer Moonshot

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https //www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.

Feel free to share this information around!!! http //hesithrive.org/pressrelease/

-Syril

Syril D Pettit
HESI Executive Director
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Spettit@hesiglobal.org
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If you have received this e-mail transmission in error or this email is not intended for you, please delete or destroy all copies of this message in your possession and inform the sender. Thank you.

From: Greg Adamson <greg.adamson@givaudan.com>

Sent: Tuesday, October 18, 2016 7:55 AM

To: Syril Pettit

Cc: Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk;Beth-Ellen Berry;Shawn Sullivan

Subject: Re: HESI Today at the White House Cancer Moonshot

Hi Syril

tremendous recognition for HESI and THRIVE, well done to all involved

Best regards

Greg

Greg Adamson Ph.D.

Senior Vice President,

Global Regulatory Affairs, Product Safety & Sustainability

Phone: [redacted], Mobile: [redacted]

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On Mon, Oct 17, 2016 at 6:32 PM, Syril Pettit <spettit@hesiglobal.org> wrote:

> Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative I look forward to growing this program and showing increasing impact for patients and survivors
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> https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report
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> I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling It was an honor to be in attendance
>
> Feel free to share this information around!!! http://hesithrive.org/pressrelease/
>
> -Syril
>
>
> Syril D Pettit
>
> HESI Executive Director
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> 1156 15th ST NW 2nd Floor
>
> Washington, DC 20005
>
> 202-659-3306 x189
>
> Spettit@hesiglobal.org
>
> www.hesiglobal.org
>
> Follow us in Making Patient Quality of Life
>
> An Active Research Priority @HESITHRIVE
>

From: Dr. Huaying Zhang <hzhang@coca-cola.com>
Sent: Friday, December 30, 2016 9:04 AM
To: Alex Malaspina;[redacted]
Cc: [redacted];geoffsmith@ilsisea.org.sg;fergc@foodsci.umass.edu;Cohen, Samuel M;beauchamp@monell.org
Subject: RE: Fwd:

Happy New Year to you too!

Huaying

From: Alex Malaspina [mailto:[redacted]
Sent: 2016年12月30日 22:21
To: [redacted] Dr. Huaying Zhang <hzhang@coca-cola.com>
Cc: [redacted]; geoffsmith@ilsisea.org.sg; fergc@foodsci.umass.edu; scohen@unmc.edu; beauchamp@monell.org
Subject: Fwd:

FYI
HAPPY NEW YEAR
Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: malaspina <[redacted]>
Sent: Fri, Dec 30, 2016 9:18 am

http://www.wsj.com/articles/nestle-turns-to-new-ceo-to-boost-health-push-1483093801

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From: ILSI North America <ilsina@ilsi.org>
Sent: Thursday, September 7, 2017 4:15 PM
To: Cohen, Samuel M
Subject: ILSI Annual Meeting 2018

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments yo know are safe.

ILSI International Life Sciences Institute
Science Serving Society
40th Anniversary 1978-2018

ILSI North America Annual Meeting
Save the Date
19 - 24 January 2018
The Fairmont Southampton
Southampton, Bermuda

Watch for your invitation to come by email in mid-September!

2018 ILSI North America Annual Meeting **Preliminary** Schedule-at-a-Glance

	Saturday 20 January	Sunday 21 January	Monday 22 January	Tuesday 23 January
Morning	ILSI Board of Trustees Meeting *(by invitation)*	**ILSI NA Assembly of Members/FNSP Meeting** **Keynotes:** Exposome: Challenges & Opportunities in the Study of Non-Communicable Diseases - *Paul Elliott, PhD, Imperial College* Studies & Research Needed to Enact Cost/Benefit Analysis for Better Public Health Implementation - *Richard Williams, PhD, George Mason University*	**8 am – 10 am** **ILSI North America Session: *"Advances in Health-Based Decision Making "*** **10:30 am – 12:30 pm** **ILSI North America Session: *"New Advances: Diet and Microbiome"***	**8 am – 10 am** **ILSI North America Session: *"The Intersection Between Food Sustainability and Health"*** **10:30 am – 12:30 pm** **ILSI North America Session: *"Water II: Water Management for the Future"***
Afternoon	ILSI NA Board of Trustees Meeting *(by invitation)* ILSI RF Board of Trustees *(by invitation)*	Canadian Advisory Committee Lunch Meeting ILSI Assembly of Members Meeting **Poster Session**	FNSP Leadership Lunch **2 pm – 5:30 pm** **ILSI North America Session: "*Threats to the Global Food Supply*"**	ILSI Europe Session: "Nutrient Density: Rebalancing Food Patterns"
Evening	ILSI NA Board Dinner *(by invitation)*	**Opening Reception/Dinner**	Carbohydrates Forum	**Closing Reception/Dinner**

2019 Scientific Program Planning Meeting: Wednesday morning, 24 January

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From: Hanson, Laurie A <laurie.a.hanson@pfizer.com>
Sent: Tuesday, October 18, 2016 8 30 AM
To: Syril Pettit;Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;leejerry@mail.nih.gov;LLS10@le.ac.uk;llsone@btinternet.com;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry;Shawn Sullivan
Subject: RE HESI Today at the White House Cancer Moonshot

Syril,
Tremendous accomplishment and a testament to your vision and leadership to address issues that truly matter. Congratulations to you and your staff.
Laurie

Laurie A. Hanson
Executive Director
Drug Safety Research & Development
Pfizer
[redacted]

From: Syril Pettit [mailto:spettit@hesiglobal.org]
Sent: Monday, October 17, 2016 6:33 PM
To: Cyndi Nobles; 2940-shoji@kxb.biglobe.ne.jp; a.boobis@imperial.ac.uk; angelo.moretto@unimi.it; anthony.holmes@nc3rs.org.uk; Scott Belanger; bennard.ravenzwaay@basf.com; brian.x.berridge@gsk.com; Ernie Harpur; gerhard.weinbauer@covance.com; greg.adamson@givaudan.com; ha@ph.au.dk; Jun.Yanase@astellas.com; kwallace@d.umn.edu; Hanson, Laurie A; leejerry@mail.nih.gov; LLS10@le.ac.uk; llsone@btinternet.com; Lois.Lehman-McKeeman@bms.com; m.vandenberg@uu.nl; mcqueen.charlene@epa.gov; myrtledavis@sprintmail.com; pdguiney@gmail.com; PGuzziep@its.jnj.com; philbert@umich.edu; pjspencer@dow.com; Sato_Keiichiro@takeda.co.jp; scohen@unmc.edu; serrine.lau@wayne.edu; sonja.beken@fagg-afmps.be; stefan.platz@astrazeneca.com; stuart.cagen@shell.com; timothypastoor@gmail.com; daniel.a.goldstein@monsanto.com; jose.manautou@uconn.edu; tim.gant@phe.gov.uk
Cc: Beth-Ellen Berry; Shawn Sullivan; Syril Pettit
Subject: HESI Today at the White House Cancer Moonshot

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https //www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

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Feel free to share this information around!!! http //hesithrive.org/pressrelease/

-Syril

Syril D Pettit
HESI Executive Director
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Spettit@hesiglobal.org
www.hesiglobal.org
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An Active Research Priority @HESITHRIVE

From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, January 10, 2017 7:01 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation January News

January 2017

ILSI Research Foundation

Our mission is to improve environmental sustainability and human health.
Learn about the work that we are doing for public benefit.



2016 Annual Report Now Available

The 2016 Annual Report from the ILSI Research Foundation is now available. Focused on advancing science to address real world problems, this report informs stakeholders of the Research Foundation's key initiatives and accomplishments over the past year. It

also documents financial activities during 2016.

View the 2016 Annual Report



Join us for Hungry Cities: The Global Revolution in Food Systems

Learn about the drivers of food choice in low and middle income countries that will be explored in our Scientific Session at the ILSI Annual Meeting on January 23.

See the Speaker Lineup



Interested in using gene drive mosquitoes to control malaria?

The consensus points from the May 2016

workshop, which explored the development of risk hypotheses and data needs for the environmental risk assessment of the use of gene drives in *Anopheles* gambiae for the control of malaria, have been published in the *American Journal for Tropical Medicine and Hygiene*.

View the Publication



C-Quest Summary Report on Climate Research in Agriculture

Attended by eighty scientists, farmers,

and other experts, C-Quest focused on developing research targets in support of United States agricultural goals. The top research priority identified by participants focused on developing reliable indicators for quantifying soil health.

Read the Summary

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, February 7, 2017 12:19 PM

To: Cohen, Samuel M

Subject: ILSI Research Foundation February News

February 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



2016 Annual Report Available

The ILSI Research Foundation has a commitment to international work. As such, we benefit from close interactions with the network of ILSI branches around the globe, as

we try to address critical issues of public health concern. In 2016, we focused on a new Global Nutrition Strategy and expanding our work on environmental risk assessment to look at gene drive technologies for mosquito control.

Read the Annual Report





Welcome to our New Trustees

The ILSI Research Foundation Board of Trustees provides strategic oversight and guidance to ensure that the Foundation's mission is being achieved in a sustainable manner, through the adoption of sound governance and financial management policies, and by ensuring resources are adequate and properly applied. We are proud to have a distinguished and dedicated group of professionals with a wide range of scientific expertise and experience on our Board, and are pleased to introduce our newest Trustees, Dr. Eija Pehu (World Bank, Consultant) and Dr. Sue Meek (Principal, Sue Meek & Associates and Honorary Professor, Research School of Biology, The Australian National University) who joined the Board in January 2017.

See the 2017 Trustees and Staff





Presentations Posted from Hungry Cities: The Global Revolution in Food Systems

The ILSI Research Foundation session, *Hungry Cities: The Global Revolution in Food Systems*, explored drivers of food choice in low and middle income countries. Experts shared their research and perspectives on how we might address the challenge of feeding a burgeoning urban population both sustainably and nutritiously.

View the Presentations

Open Access to Four Food and Feed Safety Protein Monographs

Monographs reviewing the food safety information for Cry1Ab, Cry1Ac, EPSPS and PAT proteins, commonly used in genetically engineered plants are now available. These summary documents provide an information resource for regulators and scientists who may not have ready access to the data in existing regulatory dossiers.

Read the Monographs

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, March 7, 2017 6:01 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation March News

March 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Save the Date for the 5th Annual South Asia Biosafety Conference

Under the auspices of the South Asia Biosafety Program, the ILSI Research Foundation and Biotech Consortium India Limited are pleased to announce the 5th Annual South

Asia Biosafety Conference which will be held 11-13 September 2017 in Bangalore, India. This conference is the premier biosafety meeting in South Asia, and provides an essential forum to hear from leading scientists representing regulatory agencies, public sector research institutions, and the private sector in South Asia and internationally. Registration information to follow.

View the event



Four e-Learning Courses Now Available in Chinese

Register today for free, self-paced, interactive courses related to food safety, biosafety and biotechnology developed by the ILSI Research Foundation.

View the courses



Workshop on Phase II Capacity Building Project on Biosafety: Outcomes and Way Forward

At the request of the Ministry of Environment, Forests and Climate Change, Government of India, the ILSI Research Foundation provided significant technical support under the risk assessment and risk management component of the Phase II Capacity Building Project on Biosafety. Learn about the March



Spotlight on Food Systems, Nutrition and Health in a Changing Environment

The ILSI Research Foundation is pleased to be participating in a workshop in April which will explore the intersection of food production, human nutrition and health in the global response to climate and environmental change, and develop strategies to facilitate research in this arena. Registration is free but pre-

workshop marking the completion of the project.

View the event

registration is highly encouraged.

View the event

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, April 11, 2017 9:01 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation April News

April 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Find out what's new on our website

Navigating our website has just been made easier with a new layout that provides ready access to information about our work on topics like biosafety capacity building, environmental risk assessment, gene drives, nutrition, and GE food and feed safety assessment.

Explore the website



Register for the South Asia Biosafety Conference

Join scientists, academics, researchers and officials from industry, research institutions, universities, government departments and ministries at the 5th Annual South Asia Biosafety Conference in India. Registration is now open and includes access to all plenary sessions, conference materials, opening and closing ceremonies, Welcome Reception, and half day workshops.

Register today





Stay informed about ILSI's Global Nutrition Strategy

Learn about the ILSI Research Foundation's leadership of a new One ILSI nutrition initiative that leverages expertise and work being done throughout the ILSI network.

Read the article

Discover the system modeling approach developed to assess impacts of plant diseases

The ILSI Research Foundation is pleased to have contributed to a new publication on crop health and its global impacts on the components of food security.

View the publication



Connect with us during ISBGMO14

Don't miss these great presentations by ILSI Research Foundation staff at the 14th International Symposium on the Biosafety of Genetically Modified Organisms in Guadalajara, Mexico this June.

Monday, June 5

Learn about data transportability for field trial research during our poster presentation at *Poster Session I*.

Tuesday, June 6

Hear Dr. Andrew Roberts present on surrogate environments to facilitate data transportability for environmental risk assessment (ERA) during *Plenary Session II: Advancing ERA of Genetically Modified Organisms – Present Challenges*.

Visit us during *Poster Session II* to find out about the Crop Composition Database, an open access resource which provides information on the natural variability in composition of conventionally grown crops.

Thursday, June 8

Be sure to attend *Parallel Session X: Gene Drive and Genetically Modified Insects for Pest Control*, co-organized by the ILSI Research Foundation. Dr. Roberts will present "Problem formulation for the use of gene drive in *Anopheles* gambiae to control malaria transmission" during this session.

Hear about our e-Learning courses from Dr. John Teem during *Parallel Session XII: Capacities for the Risk Assessment of Genetically Modified Organisms: Challenges to Build Sustainable Systems*.

View the ISBGMO14 program

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, May 2, 2017 7:35 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation May News

May 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Call for Abstracts

The South Asia Biosafety Conference (SABC) is the preeminent regional gathering of scientists, regulators and other stakeholders who are interested in biotechnology applications for sustainable development, environmental risk assessment, and biosafety regulation in South Asia. This year's conference will be held at the Taj West End in Bangalore, India from September 11-13, 2017. The organizing committee welcomes submission of abstracts for both oral and poster presentations.

Oral Presentations

SABC 2017 has two sessions open to a limited number of participants interested in submitting an abstract for an oral presentation. These are Plenary Session II: Crop Biotechnology and Biosafety in South Asia or Plenary Session V: New Applications of Biotechnology - Focus on Forestry and Biofuels. Submissions should describe research that is relevant to the topic of either session, and preference will be given to those abstracts that have a strong emphasis on biosafety-related research.

Posters

The 5th Annual South Asia Biosafety Conference Poster Program is an opportunity for individuals to share their research, findings and achievements with colleagues at the conference. Presenting a poster is a noteworthy way to share expertise or accomplishment, and poster presenters will have a dedicated time to present and discuss their work with the diverse group of attendees.

Submit your abstract



Spotlight on the Crop Composition Database

Take a look at this open-access resource which contains searchable information on the natural composition variability of 8 conventionally grown crops, including canola, field corn, sweet corn, cotton, potato, rice, sorghum and soybeans.

Access the database



Interested in Genetically Engineered Food and Feed Safety?

Stay informed about the two-phased, technical training program we are conducting with key stakeholders in Indonesia.

Learn more



Join us in Buenos Aires at the 21st International Congress of Nutrition

Discover the 8 sessions the ILSI Research Foundation and ILSI branches are sponsoring at ICN this October.

View the program

Stay in Touch!
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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, June 6, 2017 10:48 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation June News

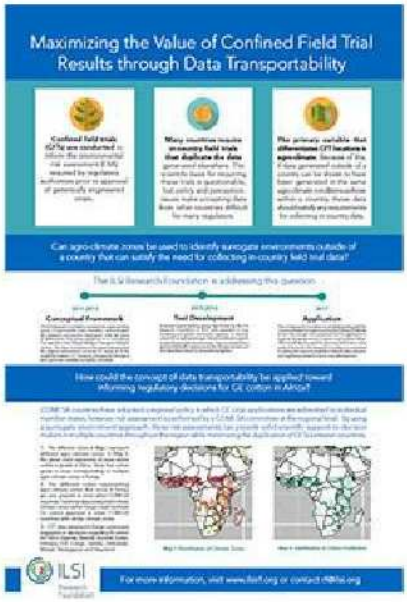
June 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health globally. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.

Browse the posters presented at ISBGMO14 this week

Don't miss these informative posters presented by ILSI Research Foundation staff at the 14th International Symposium on the Biosafety of Genetically Modified Organisms (ISBGMO14) in Guadalajara, Mexico this week.



Poster Session I

The ILSI Research Foundation presented a poster on maximizing the value of confined field trial results through data transportability on Monday, June 5.

Download the poster



Poster Session II

Today, the Research Foundation will present on the Crop Composition Database, an open access resource on conventionally grown crops.

Download the poster



View the agenda for the 5th Annual South Asia Biosafety Conference

Under the auspices of the South Asia Biosafety Program, SABC is co-organized by the ILSI Research Foundation and Biotechnology Consortium India Ltd, with cooperation from the Ministry of Environment, Forest and Climate Change (Government of India), National Academy of Agricultural Science (India), the International Society for Biosafety Research, the Department of Environment (Bangladesh) and other regional partners. This year's program on September 11-13, 2017 will feature sessions on:

- Regulation and Capacity Building Initiatives in South Asia
- Crop Biotechnology and Biosafety in South Asia
- Soil and Plant Microbiomes
- Synthetic Biology
- New Applications of Biotechnology: Focus on Forestry and Biofuels
- Designing Confined Field Trials to Maximize Data Transportability
- Best Practices for Public Sector Genetically Engineered Product Development Programs
- Intersection of the Cartagena Protocol and the Indian Biosafety Regulatory System

View the full agenda



Congratulations to Dr. Seraj

University of Dhaka Professor Dr. Zeba I. Seraj was recognized with the prestigious award, Top Ten Woman of Influence in Bangladesh, for her outstanding contributions to agriculture. Find out about her ground-breaking effort to produce salt tolerant and high yielding rice varieties intended for the coastal region of Bangladesh.

Learn more



Spotlight on the GM Crop Database

Curious to find information on environmental releases, food safety and livestock feed approvals of genetically engineered plants? Browse this publicly accessible resource that contains safety-related information about regulatory evaluations and approvals for over 200 events.

Access the database

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, June 20, 2017 7:31 AM

To: Cohen, Samuel M

Subject: You're Invited: ILSI Research Foundation Scientific Symposium 2017

ILSI Research Foundation | The National Academies of SCIENCES ENGINEERING MEDICINE



You are invited

Symposium: Gene Drive Modified Organisms and Practical Considerations for Environmental Risk Assessments

July 19, 2017
1:00 pm - 5:00 pm
National Academies of Sciences, Engineering, and Medicine, Keck Center
500 Fifth Street NW, Washington, DC

The ILSI Research Foundation and the National Academies of Sciences, Engineering, and Medicine (NASEM) are very pleased to announce the symposium "*Gene Drive Modified Organisms and Practical Considerations for Environmental Risk Assessment*", to be held at the National Academy of Sciences' Keck Center, Washington DC on

July 19 from 1-5 pm. This symposium builds on the excellent work achieved with the 2016 NASEM report Gene Drives on the Horizon to further explore how to frame and undertake environmental risk assessments of gene drive organisms in a way that will usefully inform decision-making related to their potential release.

Registration is free but space is limited. Reserve your seat today to attend the July 19 symposium in person or online through live webcast.

Register

Speakers Announced

We are pleased to announce the international thought leaders in gene drive technology will be presenting during this symposium, including:



Bruce Hay, Ph.D.

California Institute of Technology (Caltech)



Keith Hayes, Ph.D.

Commonwealth Scientific and Industrial Research Organisation (CSIRO)



Dan Kahan, J.D.

Yale Law School



Morven McLean, Ph.D.

ILSI Research Foundation



Sue Meek, Ph.D.

Sue Meek & Associates and The Australian National University (Moderator)



Keegan Sawyer, Ph.D.

National Academies of Sciences, Engineering, and Medicine



Delphine Thizy

Target Malaria



Renee Wegrzyn, Ph.D.

Defense Advanced Research Projects Agency (DARPA)

Location

If you have register to attend in person, the National Academies of Sciences, Engineering, and Medicine (NASEM), Keck Center is located at 500 5th Street NW, Washington, DC 20001. Alternatively, if you register to attend via webcast, please visit the event page on the ILSI Research Foundation website for the live recording on July 19.

Additional Information

We look forward to exploring practical considerations for environmental risk assessments of gene drive modified

organisms with you on July 19, 2017. The symposium will include a panel discussion with all the speakers as well as an opportunity for questions and answers from attendees.

To view the agenda, speaker biographies and relevant content, please visit the ILSI Research Foundation event page.

Visit the event page

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Thursday, July 6, 2017 7:23 AM

To: Cohen, Samuel M

Subject: New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa

July 2017

ILSI Research Foundation

New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa



The burden of feeding a growing population while improving health outcomes has reinvigorated the exploration of fortification of staple commodities in many countries. While many commodities such as wheat have been successfully fortified, and introduced into markets around the world, large scale implementation of rice fortification faces many roadblocks including taste and consumer acceptability of fortified kernels and difficulty in entering highly fragmented value chains.

To better understand the potential for rice fortification, the ILSI Research Foundation completed a feasibility study of iron fortification of rice in Sub-Saharan Africa.

The findings from the study are contained in this report along with information on the current health situation, rice production and distribution systems, and potential partners in ten countries in Sub-Saharan Africa, specifically Côte d'Ivoire, Gambia, Guinea-Bissau, Guinea, Liberia, Madagascar, Mali, Senegal, Sierra Leone and Tanzania.

Download the report

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Sent: Monday, July 10, 2017 12:31 PM

To: Cohen, Samuel M

Subject: ILSI Research Foundation July News

July 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Register for the Symposium:

Gene Drive Modified Organisms and Practical Considerations for Environmental Risk Assessment

The ILSI Research Foundation's first annual scientific symposium in Washington DC will be held on July 19 and we hope you can join us. Co-organized with the National Academies of Sciences, Engineering, and Medicine, *Gene Drive Modified Organisms and Practical Considerations for Environmental Risk Assessment* will explore how to frame and undertake environmental risk assessments of gene drive organisms in a way that will usefully inform decision-making related to their potential release.



Bruce Hay, Ph.D.
California Institute of Technology (Caltech)



Keith Hayes, Ph.D.
Commonwealth Scientific and Industrial Research Organisation (CSIRO)



Dan Kahan, J.D.
Yale Law School



Morven McLean, Ph.D.
ILSI Research Foundation



Sue Meek, Ph.D.
Sue Meek & Associates and The Australian National University (Moderator)



Keegan Sawyer, Ph.D.
National Academies of Sciences, Engineering, and Medicine



Delphine Thizy
Target Malaria



Renee Wegrzyn, Ph.D.
Defense Advanced Research Projects Agency (DARPA)

Join us Wednesday, July 19, 2017

1:00-5:00 pm EST

In-person or via live webcast

Register



Poster Session Prizes Announced

The 5th Annual South Asia Biosafety Conference Poster Program provides an opportunity for individuals to share their research, findings and achievements with colleagues at the conference.

First Prize: Two year membership for the International Society of Biosafety Research, a USD $500 cash prize, and an award certificate.

Second Prize: Two year membership for the International Society of Biosafety Research, a USD $200 cash prize, and an award certificate.

Submit your abstract



New Feasibility Study Available

To better understand the potential for rice fortification, the ILSI Research Foundation completed a feasibility study of iron fortification of rice in Sub-Saharan Africa.

Download the report



In Case You Missed It...

The presentations and posters from the ILSI Research Foundation at the 14th International Symposium on the Biosafety of Genetically Modified Organisms (ISBGMO14) are now available online.

Access the presentations



We are hiring!

Join the ILSI Research Foundation as a Program Associate. Reporting to the Communications Manager, this position is responsible for implementation of key components of the Research Foundation's communications program, and provides administrative support to the ILSI Research Foundation's Management Team and Board of Trustees.

View the job description

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Thursday, July 20, 2017 7:19 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation Co-Leads New Effort to Improve US Fruit & Vegetable Supply Chains

July 2017

ILSI Research Foundation

ILSI Research Foundation Co-Leads New Effort to Improve US Fruit & Vegetable Supply Chains



Americans are encouraged to eat more fruits and vegetables as part of a healthy, balanced diet. However, meeting increased demand for these highly nutritious foods will be challenging for domestic production regions in the United States. California is the leading domestic source of many fruit and vegetable crops, but climate change coupled with increased competition for land, water and other natural resources will likely limit greater production in that state.

Fruit and vegetable production is only one aspect of overall food system performance. Before reaching consumers, fruits and vegetables pass through many steps: processing, transport, storage, preparation, consumption, and (unfortunately) generation of waste. All of these post-harvest steps consume energy, water, and other resources as well as emitting the very greenhouse gases (GHGs) that contribute to climate change.

The ILSI Research Foundation has long recognized this broad food system challenge, first publishing a keystone white paper in June 2014, and then identifying fruit and vegetable supply chains as warranting particular attention. At a 2015 workshop held at UC Davis, participants from public and private sector organizations shared a range of perspectives and experiences on what is needed for a model-based sustainability assessment of future domestic production, availability, and price for representative fruits and vegetables. Advancing this kind of an assessment requires a skilled, multi-disciplinary, multi-institutional team of researchers, educators, and extension specialists.

To that end, the ILSI Research Foundation and the University of Florida assembled exactly that, and was just awarded a $3 million, four-year grant from the United States Department of Agriculture National Institute of Food and Agriculture for the project "Climate Adaptation and Mitigation in Fruit and Vegetable Supply Chains."

Co-led by Dr. Senthold Asseng, University of Florida and Dr. David Gustafson, representing the ILSI Research Foundation, the project team also includes scientists, extension specialists, practitioners and students from the International Food Policy Research Institute, University of Arkansas, University of Illinois, Washington State University, and World Agricultural Economic and Environmental Services.

The researchers will use crop modeling, economic modeling, and environmental modeling to determine current and future climate and water availability impacts on yield, quality, price, and environmental profile of selected fruit and vegetable crops, specifically: carrots, green beans, oranges, potatoes, spinach, strawberries, sweet corn, and tomatoes. The focus will be on strategies and land use change resulting from relocation of crops from California to new regions in the Pacific Northwest and Southeast.

The ILSI Research Foundation will lead engagement with stakeholders and decision makers throughout the project to ensure that modeling reflects realistic practices and that outputs provide useful intervention strategies, which will then be communicated throughout fruit and vegetable supply chains. Using this integrated, collaborative approach, the team will help the US maintain a nutritious, reliable, affordable, and environmentally-sound food supply.

Download the ILSI RF News Release

Learn more

Read the news releases from the United States Department of Agriculture (USDA) and the University of Florida (UFL) about this new project.

USDA Announces More Than $8 Million to Address Shifting Environmental Conditions and Impact on Agriculture

View the USDA NIFA News Release

With $3 million grant, researchers hope to help find sites to grow tomorrow's produce

View the UFL News Release

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>
Sent: Tuesday, August 8, 2017 12:02 PM
To: Cohen, Samuel M
Subject: ILSI Research Foundation August News

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August 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health globally. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



ILSI RF Co-Leads New Effort to Improve US Fruit and Vegetable Supply Chains

Find out about the $3 million, four-year grant recently awarded to the ILSI Research Foundation and the University of Florida from the United States Department of Agriculture National Institute of Food and Agriculture.

View the news release



Gene Drive Symposium 2017: Recordings Now Available

Curious about our Gene Drive Symposium co-organized with the National Academies of Science, Engineering and Medicine? Watch the recorded webinar and



In case you missed it… How will we keep controversial gene drive technology in check?

Did you know that *Science Magazine* recently published an article covering the Gene Drive Symposium 2017? Stay informed with what is happening.

individual presentations to learn more.

View the presentations

Read the article



Speaker Lineup Announced for the South Asia Biosafety Conference

Join us for the 5th Annual South Asia Biosafety Conference in India. SABC provides an opportunity to hear from leading scientists representing regulatory agencies, public sector research institutions, and the private sector in South Asia and internationally. Find out who will be speaking at this premier event.

See the speakers



World Bank Innovative Practice Summary on the CCDB

The World Bank recently published a book, *Information and Communication Technology (ICT) in Agriculture.* Learn about our Crop Composition Database (CCDB), an open access resource which is featured in Chapter 15: "Using ICT for remote sensing, crowdsourcing, and big data to unlock the potential of agricultural data."

Access the book

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Sign up to receive updates on the work we are doing.

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>
Sent: Tuesday, September 5, 2017 10:07 AM
To: Cohen, Samuel M
Subject: ILSI Research Foundation September News

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September 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health globally. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Less than 1 week until SABC

On September 11-13, the 5th Annual South Asia Biosafety Conference (SABC) will be held in Bangalore, India. View the agenda of 30+ scientists representing regulatory agencies, public sector research institutions, and the private sector who will be presenting. Be sure to follow along to **#SABC2017** on Twitter for live tweets from the conference.

View the event



New Podcast about Climate Adaptation and Mitigation Opportunities

Stay informed about the ILSI Research Foundation's involvement in a project to improve US fruit and vegetable supplies by listening to this podcast from co-Principle Investigator, Dr. Marty Matlock of University of Arkansas.

Download the podcast



Connect with ILSI RF at IFDC

The ILSI Research Foundation will be presenting a poster about the World Nutrient Databases for Dietary Studies (WNDDS) during the 12th International Food Data Conference (IFDC), to be held October 11-13 in Buenos Aires. WNDDS is a new, online resource that allows users to explore, analyze and filter information about food composition databases and tables for countries and regions, in a user-friendly format.

Learn more



Curious about GE food and feed safety?

Read page 5 of the newsletter to learn about the recently completed Phase I GE food and feed safety assessment training held in Indonesia. Find out why 100% of survey responders would recommend the workshop to a colleague.

View the article

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>
Sent: Tuesday, October 3, 2017 7:01 AM
To: Cohen, Samuel M
Subject: Interested in nutrition? Connect with ILSI RF at ICN

Non-UNMC email

October 2017

ILSI Research Foundation

The ILSI Research Foundation brings scientists together to improve environmental sustainability and human health. Discover in our monthly newsletter how we are advancing, disseminating and translating science into proactive solutions.



Connect with us at ICN

Don't miss these seven thought-provoking sessions organized by the ILSI Research Foundation and ILSI branches at the International Congress of Nutrition (ICN) in Buenos Aires this October.

Hear from 28 international speakers who will share insights on current science and the way forward in nutrition. Please be sure to visit Booth #1 in the Retiro Room and follow @ILSIRF on twitter to learn more!

Monday, October 16

Aging Gracefully: Staying Healthy & Well Late into Life will look at the mechanisms of aging, compare healthy aging indicators of different geographical regions, and use case studies to foster discussion on best practices and public health policies.

Tuesday, October 17

The Human Microbiome: Sharing Our Bodies will focus on the role of microbiota in health and their potential to

mitigate disease and promote health. Presenters will consider the role microbiota play in nutrient metabolism, as well as if and how we can modify the diet to improve our individual microbiomes.

Low-Calorie Sweeteners: Update on Health & Safety focuses common frameworks for assessing the potential benefits and safety of low-calorie sweeteners (LCS). The latest systematic reviews examining the relationship of LCS intake with weight and glycemic response will be presented, along with research exploring the science of sweet taste and their implications for the use of LCS.

Wednesday, October 18

Physical Activity & Health: New Knowledge in Research & Technologies will explore the latest research on health benefits of physical activity, with a focus on new and innovative technologies that both promote physical activity and provide better methods for data collection and analysis.

Advancement of Global Food Composition Databases will present an overview of food composition databases around the world and will include case studies on new developments in strengthening these food composition databases to improve the quality of dietary assessment surveys

Thursday, October 19

Sodium Reduction & Considerations with Mineral Intakes will focus on challenges and opportunities in sodium reduction within the nutrition and public health communities.

Understanding Dietary Patterns: A Step toward Devising a Global Nutrition Strategy will focus on existing and new strategies for providing health guidance, with the aim of devising a global nutrition strategy. Speakers will explore the biology and culture of food choice, how food systems affect dietary patterns, and the strength of existing methods and data.

View the ICN program



New presentations available from the South Asia Biosafety Conference

Interested in biotechnology applications for sustainable development, environmental risk assessment, and biosafety regulation? View the presentations from the plenary sessions at the 5th Annual South Asia Biosafety Conference, which was held September 11-13 in Bangalore and attended by over 185 participants from 11 countries.

Download the presentations

ILSI Annual Meeting
Southampton, Bermuda | January 19-24, 2018



Join us for the ILSI Annual Meeting

ILSI's mission is to provide science that improves human health and well-being, and safeguards the environment. In this digital age, you may be asking - why should I attend ILSI's 2018 Annual Meeting in Bermuda? Because there is no substitute for the in-person engagement that has come to define ILSI's Annual Meeting. Join scientific colleagues from academia, government, industry and civil society for state-of-the-science symposia, keynote lectures, networking events, and ILSI branch meetings.

Learn more

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, November 8, 2016 2:14 PM

To: Cohen, Samuel M

Subject: ILSI Research Foundation November News

November 2016

ILSI Research Foundation

Advancing Science

to Address Real World Problems

As a scientific non-profit with global reach, the ILSI Research Foundation collaborates with experts from around the world to respond to key challenges affecting nutrition security, sustainable agriculture, and food and environmental safety. It is important for us to make information about our work easily accessible to you. This month, discover the work we are doing in pursuit of our mission to *improve environmental sustainability and human health by advancing science to address real world problems.*





Join us for Hungry Cities: The Global Revolution in Food Systems

Learn about the drivers of food choice in low and middle income countries that will be explored in our scientific session at the 2017 ILSI Annual Meeting.

View the Agenda

What are the Top Research Needs for US Agriculture?

Find out how we brought together expert scientists and farmers to prioritize research targets at C-Quest.

Read the News Release



Two New Crops Added to the Crop Composition Database

Explore data on sorghum and potato recently added to the ILSI Crop Composition Database, which contains searchable information on the natural composition variability of conventionally grown crops.

Visit the Database



Congratulations to Lourdes Taylo for Winning First Place

As the winner of the South Asia Biosafety Conference Poster Program, Ms. Taylo will be sponsored to participate in the 14th International Symposium on the Biosafety of Genetically Modified Organisms to be held June 2017 in Mexico.

Learn about Her Experience

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From: ILSI Research Foundation <libby@ilsi.ccsend.com> on behalf of ILSI Research Foundation <rf@ilsi.org>

Sent: Tuesday, December 6, 2016 7:31 AM

To: Cohen, Samuel M

Subject: ILSI Research Foundation December News

December 2016

ILSI Research Foundation

The ILSI Research Foundation has one overall purpose: to advance science to address real world problems. This aim has been the driving force since the beginning 32 years ago and the Foundation is more alive than ever. This month, discover the work we are doing for public benefit.



ILSI Research Foundation Hires a New Scientific Program Manager

Learn how Dr. John Teem's experience with genetic biocontrols will contribute to the Research Foundation's growing scientific portfolio.



Presentations are Now Available from #CQuest2016

Listen to Dr. Charles Rice, Dr. Suzanne Lutfalla, Dr. Nick Goeser and more from CQuest: Charting a Course for Climate Research in Agriculture.

Watch the Videos

See the News Release

Keynote Speaker Announced for Hungry Cities: The Global Revolution in Food Systems on January 23, 2017



Dr. David Tschirley, Michigan State University

Urbanization, Food Systems and the Diet Transformation in Developing Countries: What do we know, and what do we need to know?

We have an unprecedented global challenge - to feed a growing population and one that is increasingly living in urban areas. It's estimated that by 2050, 66% of the world's population will live in cities and much of this urban growth will take place in developing countries. Food systems are transforming to meet demand in geographically dispersed towns, small and medium cities, as well as in mega cities (> 10 million people) which numbered 10 in 1990, 28 in 2014, and may be 41 by 2030. Diets in poor, urban areas are changing as women enter the work force and seek out time and labor saving food options. A growing and affluent middle class in Asia, Latin America and Africa is also driving significant changes in preferred foods, with increasing consumption of perishable foods like meat, dairy and fresh fruit and vegetables.

These and other drivers of food choice in low and middle income countries will be explored in the ILSI Research Foundation Scientific Session on January 23, 2017, with presentations from experts who will share their research and perspectives on how we may address this global revolution in food systems.

View All of the Speakers



What is the Impact of Take10! on Elementary School Students?

Read about a study that examined the impact of TAKE10!, a classroom-based physical activity intervention, on 3rd to 5th grades children's on-task behavior.

View the Publication



Who Attended the South Asia Biosafety Conference?

Find out how many international participants attended the 4th Annual South Asia Biosafety Conference held in Hyderabad, India.

Read the Newsletter

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From: lewis smith <llsone@btinternet.com>

Sent: Tuesday, October 18, 2016 4:53 AM

To: Syril Pettit;Cyndi Nobles;2940-shoji@kxb.biglobe.ne.jp;a.boobis@imperial.ac.uk;angelo.moretto@unimi.it;anthony.holmes@nc3rs.org.uk;Scott Belanger;bennard.ravenzwaay@basf.com;brian.x.berridge@gsk.com;Ernie Harpur;gerhard.weinbauer@covance.com;greg.adamson@givaudan.com;ha@ph.au.dk;Jun.Yanase@astellas.com;kwallace@d.umn.edu;Laurie.A.Hanson@pfizer.com;leejerry@mail.nih.gov;LLS10@le.ac.uk;Lois.Lehman-McKeeman@bms.com;m.vandenberg@uu.nl;mcqueen.charlene@epa.gov;myrtledavis@sprintmail.com;pdguiney@gmail.com;PGuzziep@its.jnj.com;philbert@umich.edu;pjspencer@dow.com;Sato_Keiichiro@takeda.co.jp;Cohen, Samuel M;serrine.lau@wayne.edu;sonja.beken@fagg-afmps.be;stefan.platz@astrazeneca.com;stuart.cagen@shell.com;timothypastoor@gmail.com;daniel.a.goldstein@monsanto.com;jose.manautou@uconn.edu;tim.gant@phe.gov.uk

Cc: Beth-Ellen Berry;Shawn Sullivan

Subject: Re: HESI Today at the White House Cancer Moonshot

Dear Syril

Your leadership of your excellent team have moved HESI forward in so many ways. Congratulations to all on a special achievement which is really consistent with the aim to make HESI a major resource in thought leadership. You have much to be proud of.

Best regards

Lewis

From: Syril Pettit <spettit@hesiglobal.org>
To: Cyndi Nobles <cnobles@hesiglobal.org>; "2940-shoji@kxb.biglobe.ne.jp" <2940-shoji@kxb.biglobe.ne.jp>; "a.boobis@imperial.ac.uk" <a.boobis@imperial.ac.uk>; "angelo.moretto@unimi.it" <angelo.moretto@unimi.it>; "anthony.holmes@nc3rs.org.uk" <anthony.holmes@nc3rs.org.uk>; Scott Belanger <belanger.se@pg.com>; "bennard.ravenzwaay@basf.com" <bennard.ravenzwaay@basf.com>; "brian.x.berridge@gsk.com" <brian.x.berridge@gsk.com>; Ernie Harpur <ernieharpur@gmail.com>; "gerhard.weinbauer@covance.com" <gerhard.weinbauer@covance.com>; "greg.adamson@givaudan.com" <greg.adamson@givaudan.com>; "ha@ph.au.dk" <ha@ph.au.dk>; "Jun.Yanase@astellas.com" <Jun.Yanase@astellas.com>; "kwallace@d.umn.edu" <kwallace@d.umn.edu>; "Laurie.A.Hanson@pfizer.com" <Laurie.A.Hanson@pfizer.com>; "leejerry@mail.nih.gov" <leejerry@mail.nih.gov>; "LLS10@le.ac.uk" <LLS10@le.ac.uk>; "llsone@btinternet.com" <llsone@btinternet.com>; "Lois.Lehman-McKeeman@bms.com" <Lois.Lehman-McKeeman@bms.com>; "m.vandenberg@uu.nl" <m.vandenberg@uu.nl>; "mcqueen.charlene@epa.gov" <mcqueen.charlene@epa.gov>; "myrtledavis@sprintmail.com" <myrtledavis@sprintmail.com>; "pdguiney@gmail.com" <pdguiney@gmail.com>; "PGuzziep@its.jnj.com" <PGuzziep@its.jnj.com>; "philbert@umich.edu" <philbert@umich.edu>; "pjspencer@dow.com" <pjspencer@dow.com>; "Sato_Keiichiro@takeda.co.jp" <Sato_Keiichiro@takeda.co.jp>; "scohen@unmc.edu" <scohen@unmc.edu>; "serrine.lau@wayne.edu" <serrine.lau@wayne.edu>; "sonja.beken@fagg-afmps.be" <sonja.beken@fagg-afmps.be>; "stefan.platz@astrazeneca.com" <stefan.platz@astrazeneca.com>; "stuart.cagen@shell.com" <stuart.cagen@shell.com>; "timothypastoor@gmail.com" <timothypastoor@gmail.com>; "daniel.a.goldstein@monsanto.com" <daniel.a.goldstein@monsanto.com>; "jose.manautou@uconn.edu" <jose.manautou@uconn.edu>; "tim.gant@phe.gov.uk" <tim.gant@phe.gov.uk>
Cc: Beth-Ellen Berry <bberry@ilsi.org>; Shawn Sullivan <ssullivan@ilsi.org>; Syril Pettit <spettit@hesiglobal.org>
Sent: Monday, 17 October 2016, 23:32
Subject: HESI Today at the White House Cancer Moonshot

Very honored that the HESI THRIVE program was featured today in Vice President Biden's Report to the President issued today – congratulations to the entire HESI THRIVE team and special thanks to Trustee Jerry Lee for helping connect me to this important initiative. I look forward to growing this program and showing increasing impact for patients and survivors.

https://www.whitehouse.gov/the-press-office/2016/10/17/fact-sheet-vice-president-biden-delivers-cancer-moonshot-report

I also had the very special privilege of attending the Moonshot Report event at the White House with about 75 other program participants and supporters – here is a pic I took of VP Biden just a few feet in front of me! He delivered a speech that was inspiring, emotional, and compelling. It was an honor to be in attendance.

Feel free to share this information around!!! http://hesithrive.org/pressrelease/

-Syril

Syril D Pettit

HESI Executive Director

1156 15th ST NW 2nd Floor

Washington, DC 20005

202-659-3306 x189

Spettit@hesiglobal.org

www.hesiglobal.org

Follow us in Making Patient Quality of Life

An Active Research Priority @HESITHRIVE

From: Alex Malaspina [redacted]

Sent: Saturday, January 14, 2017 10:49 AM

To: john.lawrence[redacted]

Cc: laurel.combs[redacted];markmalaspina[redacted];aphilipp[redacted]

Subject: Fwd: Davos

Dear John:

I hope you have a wonderful year and your organization continue to perform miracles.

I have been urging you to go to Davos and tell the world what you are doing with Doctors Without Border {MSF} to help the refugee children and adults in this terrifying world.

Davos ,no doubt ,could be instrumental in providing you with substantial funds since many wealthy persons are always in attendance. and could be very interested in helping MSF,

This article provides a good picture of Davos .This week CNBC is continuously reporting on events in Davos. The President of China decided to attend with many other world figures

I attended Davos 6 times as President of ILSI and was able to obtain substantial funding to help ILSI,s endowment.

With my very warmest wishes.

Alex Malaspina

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Sat, Jan 14, 2017 11:26 am
Subject: davos

http://finance.yahoo.com/news/what-is-davos-anyway-145946608.html

From: Alex Malaspina [redacted]

Sent: Sunday, January 22, 2017 2:30 PM

To: john.lawrence[redacted]

Cc: aphilipp[redacted];markmalaspina[redacted];laurel.combs[redacted]

Subject: Fwd: davos

Dear John:

I was so pleased to receive your Email indicating that you will try to visit Davos,

May I suggest that very early on you contact Dr..Klaus Schwab.the Founder and Executive Chairman at the address below. If you can also pay him a visit in his Geneva Office ,which is where the MSF Office is also, I am certain you will impress him and he will be honored and very pleased to have you make a presentation about the outstanding work MSF does

You will meet so many interesting people, billionaires ,dignitaries and top journalists,who could write articles about your work.

It will be an unforgettable experience and no doubt very profitable

Warmest regards Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Sun, Jan 22, 2017 3:11 pm
Subject: davos

https://www.weforum.org/about/contact

From: Alex Malaspina [redacted]

Sent: Monday, February 6, 2017 4:40 AM

To: maria.nomikos@[redacted];director[redacted];[redacted]gr;danezi.ar[redacted];kontaratou[redacted];mmaria.maraki92[redacted];Cohen, Samuel M;beauchamp[redacted];tedytb[redacted];kostogiannis[redacted];conkou[redacted];chris.wolf-gould[redacted]continosstudios[redacted]

Subject: Fwd: Coke's Superbowl Ad Just Taught Trump A Huge Lesson About America

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: mek59100 <mek59100[redacted]>; susi.kettler <[redacted]>; angelalopezdesa <angelalopezdesa[redacted]>; wwallace <wwallace[redacted]>; john.lawrence <john.lawrence[redacted]>; laurel.combs <[redacted]; paul_malaspina <[redacted]>; markmalaspina <markmalaspina[redacted]>; amandmello <amandmello[redacted] kimberly <kimberly[redacted]>; samuelharold1990 <samuelharold1990[redacted]>; scola10 <scola10[redacted] ekramvis <ekramvis[redacted]
Sent: Mon, Feb 6, 2017 4:29 am
Subject: Fwd: Coke's Superbowl Ad Just Taught Trump A Huge Lesson About America

FYI

Best Alex

-----Original Message-----
From: Ann Malaspina <[redacted]
To: Alex Malaspina[redacted]
Sent: Sun, Feb 5, 2017 10:15 pm
Subject: Coke's Superbowl Ad Just Taught Trump A Huge Lesson About America

I found this article interesting and thought of sharing it with you. Check it out: http://occupydemocrats.com/2017/02/06/cokes-superbowl-ad-just-taught-trump-huge-lesson-america/

From: Alex Malaspina [redacted]

Sent: Tuesday, February 14, 2017 5:24 AM

To: davidmille[redacted];robert.a.barte[redacted];vollmuthassociate[redacted];john.blac[redacted];john.c.peter[redacted] James.Hil[redacted];jamesrbehnke[redacted];jwstanl0[redacted];jshcher[redacted];hzhan[redacted];zhangh@[redacted]

Cc: geoffsmith@[redacted];boonye[redacted];dbanat[redacted]be;arpad_somogy[redacted];ulrich-moh[redacted];aranda.viv[redacted];maria.nomiko[redacted];mlanzanova@[redacted];gb.wuertzer[redacted]tamarajouko[redacted];taktogam[redacted];ttogam[redacted]scola10[redacted];Cohen, Samuel M;beauchamp[redacted]

Subject: Fwd:

Attachments: February 2017 Insider.pdf

Excellent letter about the work of Doctors without Borders

Worth reading

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: markmalaspina <m[redacted]; amandmello <[redacted]>; amalasp <amalasp[redacted]>; paul_malaspina <paul_malaspina[redacted]>; kimbermala <kimbermala[redacted]
Sent: Tue, Feb 14, 2017 6:13 am
Subject: Fwd:

The most critical work in today,s world in helping refugees, children and the health of women by Doctors Without Borders is unsurpassed, This email is most interesting , moving and enlightening ,and I hope you have a chance read it '

Best Alex

-----Original Message-----
From: Laurel Combs <[redacted]
To: Alex Malaspina <[redacted]
Cc: John Lawrence <[redacted]
Sent: Mon, Feb 13, 2017 3:55 pm
Subject: RE:

Dear Dr. Malaspina,

Thank you so much for your kind words – Jason is the Executive Director of MSF USA and I'll let him know you appreciated the letter. He's actually traveling at the moment so I've gone ahead and attached a copy of the letter. If you have any specific questions or comments for Jason I'd be happy to pass them along.

All the best,

Laurel

Laurel Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

New York, NY 10001

[redacted]

[redacted]

Email: laurel.comb[redacted]

http://www.doctorswithoutborders.org

From: Alex Malaspina [mailto[redacted]
Sent: Monday, February 13, 2017 3:04 PM
To: Laurel Combs[redacted]>
Cc: John Lawrence <[redacted]
Subject:

Dear Laurel:

A Mr. Jason Cone from your organization sent me a beautiful letter about your work. I do not know how to get in touch with this gentleman. Could you please ask him to email me the same letter as I would like to circulate it to my family and some friends.

Warmest regards. Alex

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

333 Seventh Avenue, 2nd Floor
New York, NY 10001-5004

Tel: (212) 679-6800
Fax: (212) 679-7016

Web: www.doctorswithoutborders.org

February 2017

Dear Friend,

I hope you have had an excellent start to the New Year. As one of our generous supporters, I believe it is critical to explain the various choices Doctors Without Borders/Médecins Sans Frontières (MSF) makes whether in responding to a humanitarian emergency or choosing to speak out publicly. I wanted to take the opportunity to explain some of MSF's main concerns with two executive orders issued by President Trump and how, as an organization, we make decisions about speaking out.

As has always been the case, MSF speaks out when policies affect our patients and their access to medical care, or when they undermine the response to humanitarian emergencies or global health challenges. It is not a matter of who holds power, whether in the US or other countries, but how policy decisions or particular actions heighten the suffering of our patients or compromise our capacity to care for them. This is what led MSF to strongly denounce the Obama administration for the bombing of the MSF hospital in Kunduz, Afghanistan, and to call for the removal of provisions in the Trans Pacific Partnership (TPP) trade agreement that threatened access to essential medicines. These are merely two examples of where, regardless of which political party controls the White House, MSF has chosen to speak out based on the interests of our patients rather than on ideological grounds.

As many of you may have read or heard, MSF issued two public statements during the week of January 22nd in response to executive orders signed by President Trump. The first pertained to the reinstatement and expansion of the so-called Mexico City policy or Global Gag Rule, which prohibits nongovernmental organizations that receive US funding from either performing or providing counseling or information on abortion. The policy is also now expanded to cover all US foreign assistance programs rather than just family planning funding. It means that some organizations will be forced to forego US funding in order to continue providing the full range of counseling and information to their patients, potentially limiting the care available.

Unsafe abortion is one of the five main causes of maternal mortality worldwide, together with hemorrhage, eclampsia, sepsis, and obstructed labor. Unsafe abortion accounts for a shocking 13 percent of maternal deaths around the world, according to the World Health Organization (WHO). Research over the past decade has shown that policies that ban medical providers from educating women about abortion and their family planning options—including birth control and condoms—actually lead to more unwanted pregnancies, more unsafe abortions and death, and higher rates of sexually transmitted diseases, such as HIV.

MSF does not receive any US government funding and is not directly affected by the reinstatement of the Mexico City Policy. However, as providers of medical care in places where women and children will be directly affected and harmed by this policy, it is important to emphasize the enormous damage this policy will have on collective efforts to reduce maternal mortality and suffering worldwide.

The second executive order of concern to MSF relates to the temporary suspension and reduction of the US refugee resettlement program, and an indefinite ban on the consideration of Syrian refugees for resettlement. With upwards of 60 percent of MSF's annual budget being spent on assistance to people forcibly displaced from their homes, and with our teams witnessing borders being closed to many of our patients trying to flee conflicts in Syria, Somalia, and elsewhere, these are core issues for the communities and people our teams serve every day.

The executive order's indefinite ban on Syrian refugees is particularly harmful for millions of Syrians displaced by horrific violence. Nearly five million people have fled Syria into neighboring countries, including Jordan and Lebanon, which have populations smaller than many American states (the United States, by contrast, has accepted fewer than 20,000 Syrian refugees). These are many of the patients that I had met while visiting MSF hospitals and clinics in Jordan, Lebanon, and Turkey. Many more Syrians are trapped inside their country, including tens of thousands in the desert near the closed Jordanian border, and at other closed borders throughout the region. The president's executive order will effectively keep people trapped in war zones, directly endangering their lives.

As an independent and impartial medical humanitarian organization, MSF engages with all sides of conflicts, even those that are openly hostile to facilitating assistance. Our teams negotiate with violent opposition groups in places such as the Central African Republic (CAR), Democratic Republic of Congo, Syria, and Yemen on a daily basis to secure access to populations in danger. Even as we have had to denounce the executive orders related to access to safe abortion care and the suspension of the refugee resettlement, we will still engage with the Trump administration as part of our efforts to raise awareness of how US policy can both positively and negatively affect the international response to humanitarian crises.

I will continue to explain how MSF operates and our humanitarian principles to the US military to prevent another Kunduz-like bombing, and I will continue to meet with the commanders of various combatant commands responsible for US conventional and special forces operating throughout the Middle East, Central Asia, and Africa.

Other issues of concern for MSF are the potential slashing of US foreign aid budget for global health and humanitarian aid programs. As an organization that does not accept US government funding and because of your tremendous support, MSF is one of the few organizations that can bring an independent perspective to the debate around US foreign aid programs. Many of our peer organizations depend on the US government for between 40 to 70 percent of their annual budgets. A collapse in funding for humanitarian aid could expose

even greater gaps in care for people in the most difficult and dangerous conflict zones, where MSF has already identified disparities in the quality and quantity of assistance.

The potential funding cuts could also undermine the response of United Nations agencies such as the World Food Program (WFP) and the UN High Commissioner for Refugees. And the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), enacted by President George W. Bush, which provides lifesaving antiretroviral treatment to more than 11.5 million people living with HIV/AIDS, may also be exposed to cuts. MSF teams have seen how PEPFAR and the Global Fund to Fight AIDS, Tuberculosis, and Malaria have been essential elements of progress to stem the tide of these diseases.

MSF teams have already had to fill the gap for food assistance in CAR as a result of the WFP being forced to halve the quantity of food rations and limit its target population due to a funding shortfall. Starting in late December, teams distributed nearly 100 tons of emergency food supplies to more than 10,000 people in northern CAR Another team in northern Nigeria had to conduct general food distribution, normally the remit of WFP and other food assistance agencies, because of an insufficient aid pipeline for people displaced by the conflict between the Nigerian government and the Boko Haram armed group.

While there are many uncertainties today in the world, MSF's commitment to our patients and adherence to speaking out on the basis of our medical work and in defense of those we aim to assist, will remain steadfast.

Thank you again for your continued support. Please do not hesitate to reach out to me or Mary Sexton (mary.sexton@newyork.msf.org) if you have questions about our work. I look forward to updating you on how we deal with the many challenges ahead of us, both at home and abroad.

Sincerely,



Jason Cone

From: Alex Malaspina [redacted]

Sent: Sunday, February 19, 2017 6:08 AM

To: Cohen, Samuel M

Cc: beauchamp[redacted];john.lawrence[redacted];laurel.combs[redacted]

Subject: Fwd: gates

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]>
Sent: Sun, Feb 19, 2017 6:55 am
Subject: gates

http://www.huffingtonpost.com/entry/bill-gates-warns-that-a-devastating-pandemic-is-right-around-the-corner_us_58a889a7e4b045cd34c22c71?y7qoghqz0wkp7rpb9&

From: Alex Malaspina [redacted]

Sent: Sunday, February 19, 2017 2:03 PM

To: john.lawrence[redacted]

Cc: markmalaspina[redacted]aurel.combs[redacted];aphilipp[redacted];wwallace[redacted];john.c.peters[redacted];john.black[redacted]

Subject: Re: gates

Dear John: Many thanks for your email. You are doing extraordinary work and I am certain that it must be very tiring and tedious, but it really is extraordinary.

Please keep me informed because ,as you know , I am very interested in the work of MSF,

With my very warmest wishes.

Alex Malaspina

-----Original Message-----
From: John Lawrence <john.lawrence[redacted]
To: Alex Malaspina[redacted]
Sent: Sun, Feb 19, 2017 1:52 pm
Subject: Re: gates

Dr Malaspina,

I hope this message finds you well!

I am presently in Beirut, Lebanon, to assist with some of the details around the opening of a project to provide pediatric care to Syrian refugees in the Bekaa Valley, near the Syrian border. The program is designed to include general pediatric care, pediatric intensive care, and pediatric surgical care.

This week I'll be traveling to visit the hospital (in the town on Zahle) which is scheduled to open next month.

It is quite an ambitious project, and could make a substantial difference in providing a means for the children of Syrian refugees to have access to pediatric care.

I'll keep you updated on this program if interest exists on your part.

Best,

John

From: Alex Malaspina [redacted]
Sent: Sunday, February 19, 2017 7:07:56 AM
To: scohen[redacted]
Cc: beauchamp[redacted] John Lawrence; Laurel Combs
Subject: Fwd: gates

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]
To: malaspina[redacted]
Sent: Sun, Feb 19, 2017 6:55 am
Subject: gates

http://www.huffingtonpost.com/entry/bill-gates-warns-that-a-devastating-pandemic-is-right-around-the-corner_us_58a889a7e4b045cd34c22c71?y7qoghqz0wkp7rpb9&

From: Alex Malaspina [redacted]

Sent: Tuesday, February 28, 2017 1:48 PM

To: Cohen, Samuel M;beauchamp[redacted]

Subject: Fwd: Doctors Without Borders

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: Laurel.Combs [redacted]
Cc: markmalaspina [redacted]; amandmello <amandmello[redacted]>; amalasp <amalasp[redacted]; paul_malaspina <paul_malaspina[redacted]; kimbermala <kimbermala[redacted]>; ads <ads[redacted]>; john.lawrence <john.lawrence[redacted]
Sent: Tue, Feb 28, 2017 2:44 pm
Subject: Re: Doctors Without Borders

Dear Laurel: Thank you for your warm ad nice email

The work of MSF is extraordinary

Please call me when you are in Atlanta so we can arrange to have lunch or dinner.I would love to hear in person some of the details of your work

Warmest regards. Alex

-----Original Message-----
From: Laurel Combs <Laurel.Combs[redacted]>
To: Alex Malaspina [redacted]>; wwallace <wwallace@[redacted]
Cc: kwagner <kwagner@[redacted]>; aphilipp <aphilipp@[redacted]>; John Lawrence <john.lawrence[redacted]>
Sent: Tue, Feb 28, 2017 10:51 am
Subject: Re: Doctors Without Borders

Dear Dr. Malaspina,

I wanted to let you know that we received your recent gift and will designate it specifically for our work with refugees. Thank you again for your generous and ongoing support of MSF's projects around the world.

You may be interested in the report we released this week specifically about refugees from Eritrea trying to reach Europe, and the inhumane, violent and deadly treatment they endure on their journey. You can find the full report here:

http://www.doctorswithoutborders.org/article/msf-report-eritrean-refugees-dying-en-route-europe

I'm going to be back in Atlanta March 20 to 23 and would be happy to meet you then if you're available.

I just returned from visiting MSF's projects in Jordan, where we provide maternity, mental health and surgical care to Syrian refugees, which now make up 10% of the population. I'd love to update you on my trip and MSF's plans and challenges for the coming year.

Thank you again for your support which helps make our work possible and for spreading the word about MSF.

All the best,

Laurel

Get Outlook for iOS

From: Alex Malaspina <[redacted]
Sent: Saturday, February 4, 2017 6:57:31 AM
To: wwallace[redacted]
Cc: aphilipp[redacted] kwagner[redacted] John Lawrence; Laurel Combs
Subject: Doctors Without Borders

Dear Wanda:

Good morning!

I would very much appreciate , if you could arrange ,as in the past , to send a check of [redacted] to Doctors Without Borders to be spent for their program "helping refugees"

Many thanks

Warmest regards

Alex Malaspina

From: Alex Malaspina [redacted]

Sent: Friday, March 10, 2017 8:58 AM

To: Cohen, Samuel M

Subject: Fwd: beth

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: mshirreffs <[redacted]
Cc: sharris <sharris[redacted]
Sent: Fri, Mar 10, 2017 9:15 am
Subject: beth

Dear Mike.

Good Morning!

I have not seen you for a long tome and I hope you are well

In connection with Suzie,s email I am rushing to you some brief comments, which I would likwe you to retype, sign my name and put in the book. I do not have a typewriter and I cannot send her a proper letter. I very much appreciate your help

Dear Beth:

It is very hard for me to accept that you will be retiring because for me you are ILSI and what it represents.

You were one of the first persons I hired as my Executive Assistant and you have been most loyal, cooperative, full of good cheer and enthousiasm.

It was always such a pleasure to arrive at the office early in the morning ,and be greeted by you with a warm Good Morning and with the phrase "what can I do for you"? Already my Friend Charles had on my desk a banana and an apple , in case I had not had breakfast. Very Memorable moments for me.

You were especially kind to all my foreign friends such as Uli Mohr and also all my family members ,my wife Doris and all my children. I was so grateful you attended the funeral memorial for my son Spiros and kept up with all the happenings of the Malaspina family,which thought you were part of the family and had a great affection for you..

Beth , in ILSI,s history you were one of the most loyal and helpful ILSI persons. I never heard you speak ill of anyone and you had great compassion for all its employees, This has meant a lot to me as I depended on you to keep me knowledgeable and mindful of the needs of the staff

I hope that you Jim enjoy your retirement and have a chance to travel

You will be sorely missed in ILSI I am sure, but hope that you will keep in touch

With me very warmest personal regards and best wishes

Alex Malaspina

From: Alex Malaspina [redacted]

Sent: Friday, March 24, 2017 9:07 AM

To: Cohen, Samuel M

Subject: Fwd: Request For Message On 20 Anniversary For ILSI-India

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: panandiker <panandiker[redacted]
Cc: sharris <sharris[redacted]
Sent: Fri, Mar 24, 2017 9:09 am
Subject: Re: Request For Message On 20 Anniversary For ILSI-India

Dear Dr. Panandiker:

I was so pleased to receive your email announcing the 20th Anniversary of ILSI India and I want to take this opportunity to sincerely congratulate your Branch and send my very warmest wishes for continued success.

I started visiting your lovely country in 1963 for my Company and I was always so impressed with its beauty and the warmth and hospitality of its people.

When the occasion arose 20 years ago that the conditions were ripe to form a Branch , I jumped at the chance to visit India again and select a small group of industry and government scientists to tell them all about ILSI and convince them to become the nucleus of a Branch formation. This idea was well accepted and since that time ILSI India has grown to be a most important member of the ILSI family.

Many workshops and symposia on numerous areas such as food and water safety. healthy lifestyles. food fortification ,the safety of genetically modified foods, food law harmonization and many others have followed on a national and sometimes international basis.

In connection with a symposium on food safety in Goa,I took my wife and daughter to visit India with me and after the meeting , we visited several beautiful places and had a most memorable experience. We were so impressed with the scenery of the Indian sites and how friendly everyone was with us.

I have been so grateful for the devotion and hard work of Ms. Rehka Sinha. your Executive director ,who has been the architect of your Branch from the very beginning and also for your wise leadership as the Chairman in developing ILSI India.

I am also very impressed that you have become a Regional Branch and have included in your operations 5 more countries.

I attended your meeting in Jaipur on nutrition and food safety and I continue to be very interested in food fortification. Your project to fortify rice with iron and lysine could be very valuable in improving the nutritional status of the Indian population

I closing I want to congratulate you again for your 20th Anniversary and give all my warmest wishes to all my friends in your wonderful Branch

Sincerely ,

Alex Malaspina

PS. My picture will be sent in my next email

-----Original Message-----
From: Panandiker <panandiker[redacted]
To: malaspina [redacted]
Sent: Thu, Mar 23, 2017 7:24 am
Subject: Request For Message On 20 Anniversary For ILSI-India

Dear Dr. Malaspina

I am happy to bring to your kind attention that ILSI-India has completed 20 years in 2017.

It has merged as a Key Scientific Institution in the Country in the areas of Food Safety, Nutrition, Agriculture Sustainability and Risk Assessment.

Your contribution in the development of ILSI-India has been invaluable and helped in acquiring the present status in South Asian region.

We will be bringing out a **Monograph** highlighting ILSI-India work since 1997. We would like to include a **Message** from you in the Monograph.

I will be grateful to you for kindly forward a brief message (150 words) along with one passport size photograph by April 15, 2017.

Thanking you and with warm regards

D H Pai Panandiker

Chairman

International Life Sciences Institute-India

(ILSI-India)

ILSI South Asia Regional Office

[redacted]

New Delhi 110024

[redacted]

[redacted]

Website: www.ilsi-india.org

From: Alex Malaspina [redacted]>

Sent: Sunday, March 26, 2017 8:24 AM

To: sharris[redacted]

Cc: Cohen, Samuel M;mshirreffs[redacted];mmclean[redacted];beauchamp[redacted]

Subject: Fwd: Photo

Attachments: Scientific Portfolio Low Resolution.pdf; Mapping March2017.pdf

FYI'

Best Alex

-----Original Message-----
From: Diána Bánáti <[redacted]
To: Alex Malaspina [redacted]>; arpad_somogyi <arpad_somogyi[redacted]>; ulrich-mohr <ulrich-mohr[redacted]>
Cc: Diána Bánáti [redacted]
Sent: Fri, Mar 24, 2017 1:54 pm
Subject: RE: Photo

Dear Alex,

This is a great photo ! You haven't changed at all, since we met ☺

Let me take the opportunity to share with you our new Scientific Portfolio booklet, which will be distributed amongst our members next week, during the General Assembly.

I hope you will find the wide variety of our activities interesting (we coordinate the work of 21 task forces and 50 expert groups, besides our involvement in EU-funded projects). We organised almost three hundred scientific events last year.

Our h-index has increased from 57 (2012) to 80 !

Best regards,

Diána

Prof. Dr. Diána Bánáti | Executive and Scientific Director | [redacted]

Fellow, International Academy of Food Science and Technology (IAFoST)

Member, Academia Europaea (AE)

ILSI Europe International Life Sciences Institute

Av. E. Mounier 83/ B.6. B-1200 Brussels. [redacted] www.ilsi.eu

The International Life Sciences Institute (ILSI) has the mission to improve the well-being of the general public through advancement of science.

UPCOMING EVENTS







From: Alex Malaspina [mailto[redacted]]
Sent: 24 March 2017 18:48
To: Diána Bánáti; arpad_somogyi[redacted]; ulrich-mohr[redacted]
Subject: Fwd: Photo

A new photo

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: panandiker <panandike[redacted]
Sent: Fri, Mar 24, 2017 11:06 am
Subject: Fwd: Photo

This is my photo

All the best

Alex

-----Original Message-----
From: rwh56 <[redacted]
To: malaspina [redacted]
Sent: Fri, Mar 24, 2017 10:50 am
Subject: Photo



ILSI Europe Scientific Portfolio

New Mapping of Activities

www.ilsi.eu

FOOD SAFETY

Microbiological Food Safety
- Control Options for Viruses in Food Processing
- Industrial Microbiological Risk Assessment (MRA)
- Meta-Analysis in MRA
- *EU Project EFFORT*

Contaminants
- Reactions & Potential Mitigation of Mycotoxins During Food Processing

Low Dose Effect
- Cancer Potency Database
- Uncertainty in TTC

New Approaches for Food Safety
- ToxCast Data on Food Chemicals
- Micronutrient-Food Matrix Interactions
- Next-Generation Sequencing in MRA
- Biomarkers of Exposure to Process-Related Contaminants

Packaging
- 6th International Symposium on Food Packaging
- In Vitro Bioassays
- Nanotechnologies in Food Packaging

Food Allergy
- Verifying VITAL® 2.0: Reference Doses: Suitability of Analytical Methods
- Severity *vs* Dose With Respect to Allergic Reactions
- Prioritisation of Allergens

Alternatives to Animal Testing
- Holistic Approaches to Develop Alternative Strategies

NUTRITION, DEVELOPMENT & HEALTHY AGEING

Glycaemia & Inflammation
- Reduction of Post-Prandial Glycaemia
- Metabolic Syndrome Studies

Early Life Nutrition
- Early Growth Velocity
- Gestational Diabetes & Diet
- Early Bacterial Colonisation
- Determinants of Immune Competence Across Lifespan

Nutrient Status of Population Groups
- Carbohydrate-Based Recommendations for Dietary Guidelines
- Health Effects of Saturated Fats

Healthy Ageing
- Nutrition for the Ageing Brain
- Plant-Based Ingredients & Cognitive Performance

Energy Balance
- Dietary Fibres & Satiety
- Adaptation to Changes in Satiety
- Dietary Sweetness – Is It an Issue?
- *NWO Project Satiation*

EXPOSURE & INTAKE ASSESSMENT

Food Intake Assessment Methodology
- Uncertainties in Food Intake Assessments
- GUIDEA
- Evaluation of New Methods for Dietary Intake Assessment
- Impact of Modifying Nutrient Intakes

Food Intake Data
- Adequacy of Dietary Fibre Intake
- Omega 3 & Omega 6 PUFA Intake, Ratios & Health Effects
- Dietary Supplements, Nutrient-Dense Food & Food Fortification & the Elderly
- Iodine Intake in Europe

GUT MICROBIOTA & HEALTH

Prebiotics
- Structure-Function Relationship for Prebiotic Compounds

Probiotics
- Interplay with the Intestinal Barrier Function
- Mechanisms of Probiotic Action

Oral & Gut Microbiota
- Oral & Systemic Health Resilience
- Exploring the Role of Major Gut Microbiota Clusters
- Short-Chain Fatty Acid Production for Health

NUTRITION SECURITY & SOCIETAL ASPECTS

Nutrition Security & Societal Aspects
- Nudging Towards Healthier Food Choices
- *EU Project SUSFANS*

BIOMARKERS & FUNCTIONAL EFFECT MEASUREMENTS

Biochemical and Immunological Markers of Nutrition
- Marker Validation Initiative
- Glycaemic Exposure Markers in the Non-Diabetic Population
- Markers of Insulin Sensitivity & Secretion
- Quality of Life Measures
- *EU Project PATHWAY-27*

ILSI Europe
International Life Sciences Institute

Scientific Portfolio

An Integrated Overview of ILSI Europe's Scientific Activities

January 2017



www.ilsi.eu

Foreword



Foreword

Foreword

Dear Reader,

It is with great pleasure that I introduce you to the Scientific Portfolio of ILSI Europe. We anticipate that 2017 will be a prosperous year, thanks in part to the formation of two new task forces in 2016, Alternatives to Animal Testing and Qualitative Fat Intake. What's more, our first new activity from the Emerging Issues Process, on Nudging and Sustainable Changes Towards Healthy Food Choices, identified under the topic of Consumer Behaviour Determinants, will start this year. Plans for a potential new task force on the issue of food fraud and food authenticity are also underway, and we look forward to tackling this issue soon.

Here at ILSI Europe, we foster collaboration among scientists from across industry, academia and government bodies in order to produce the best research in food safety and nutrition sciences.

We build a bridge between science and today's major public health challenges, bringing together the best minds from industry, academia and government representatives to perform stringent science and evidence-based research. Currently, we run 20 task forces, each specialising in a different scientific domain.

ILSI Europe has 47 expert groups working together on a wide variety of topics to develop peer-reviewed evidence-based science. If ILSI Europe was an individual scientist, he/she would have a Hirsch index (h-index) of 78.

Over the last 30 years, we have had 428 publications, more than 22,000 citations, and currently, we are working with approximately 800 scientists through our expert groups and EU-funded projects.

As a major player in the life sciences, ILSI Europe is involved in several FP7 and H2020 European Union-funded projects. We regularly participate in key conferences and organise scientific sessions, workshops and webinars. Last year, we organised 16 separate scientific sessions and workshops and had 10 peer-reviewed publications. I invite you to use this document as a brief overview of our scientific portfolio and of the variety of science that we perform.

Yours sincerely,



Prof. Diána Bánáti

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Nutrition Security & Societal Aspects

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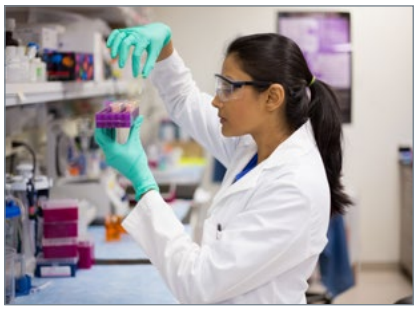
ILSI Europe Events

About ILSI Europe



About ILSI Europe



Created in 1986, ILSI Europe fosters collaboration among the best scientists to provide evidence-based scientific consensus in the areas of nutrition, food safety, consumer behaviour and sustainability. ILSI Europe advances the understanding and resolution of complex science and health issues. To deliver science of the highest quality and integrity, scientists from many sectors collaborate and share their unique expertise in expert groups, workshops, symposia and resulting publications.

Vision

We build multi-stakeholder science-based solutions for a sustainable and healthier world.

Mission



We foster **collaboration** between relevant stakeholders.



We identify **existing and emerging challenges** in food, nutrition and health and facilitate proactive practical solutions.



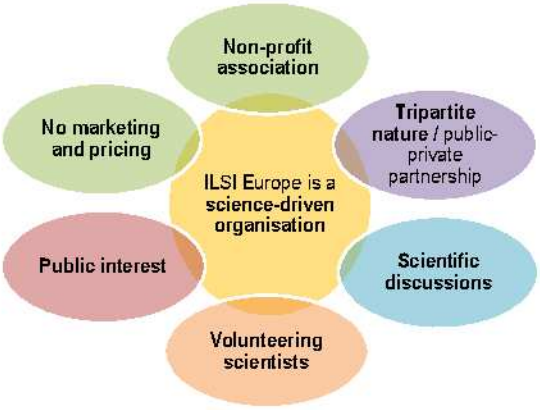
We **communicate** and disseminate our scientific output widely.



Our way of working is designed to deliver science of the **highest quality and integrity**.

Core values

- **Public Benefit**: All ILSI Europe scientific activities aim for public health purpose and benefit;
- **Collaboration**: ILSI Europe believes that scientists from both the public and private sectors can best address complex science and health issues by sharing their unique knowledge and perspectives;
- **Transparency**: All ILSI Europe scientific activities are conducted in an open and transparent manner. The scientific outputs of our activities are made available to the public to ensure confidence in our scientific integrity.



ILSI Europe's principles

Membership

ILSI Europe is funded primarily by its industry members. It also enjoys the support of the European Commission when participating as a partner in EU-funded projects. ILSI Europe's membership is open to all companies in the food and food-related industries, as well as companies engaged in the manufacture of medicinal products and products for human consumption, and producers of ingredients used in the food supply chain. The current list of our members is available on our website www.ilsi.eu.

Key Figures

Partner in **4** EU-funded projects

Dissemination to a network of **7,300** stakeholders

428 publications, almost **22,000** citations, *hirsh*-index of **78**

20 task forces, **47** expert groups and **4** activity proposals under review

Portfolio organised around **6** overarching fundamental themes

More than **800** scientists in our expert groups and EU projects

57 member companies in 2016

18 Staff

Operating Structure



ILSI Europe is a major resource for consensus-driven scientific information related to food and health, building the bridge between science and today's public health challenges. Collaboration is key – ILSI Europe works with all stakeholders – industry members, academic scientists, government representatives and consumers – in a neutral, impartial and objective way. ILSI Europe's operating structure ensures a balance of scientific perspectives in all of its activities.

General Assembly of Members

The General Assembly of Members provides the programme and financial oversight for all ILSI Europe activities and is the ultimate decision-making body on which all member companies are represented. The General Assembly elects the members of the Board of Directors.

Board of Directors

The Board of Directors is the managing body of the Institute. It is composed of an equal number of member company representatives and scientists from academic institutions in order to ensure a balanced input. The **Nomination Committee** recommends to the General Assembly candidates to fill the vacancies in the Board of Directors. The composition of both committees is available on our website.

Scientific Advisory Committee

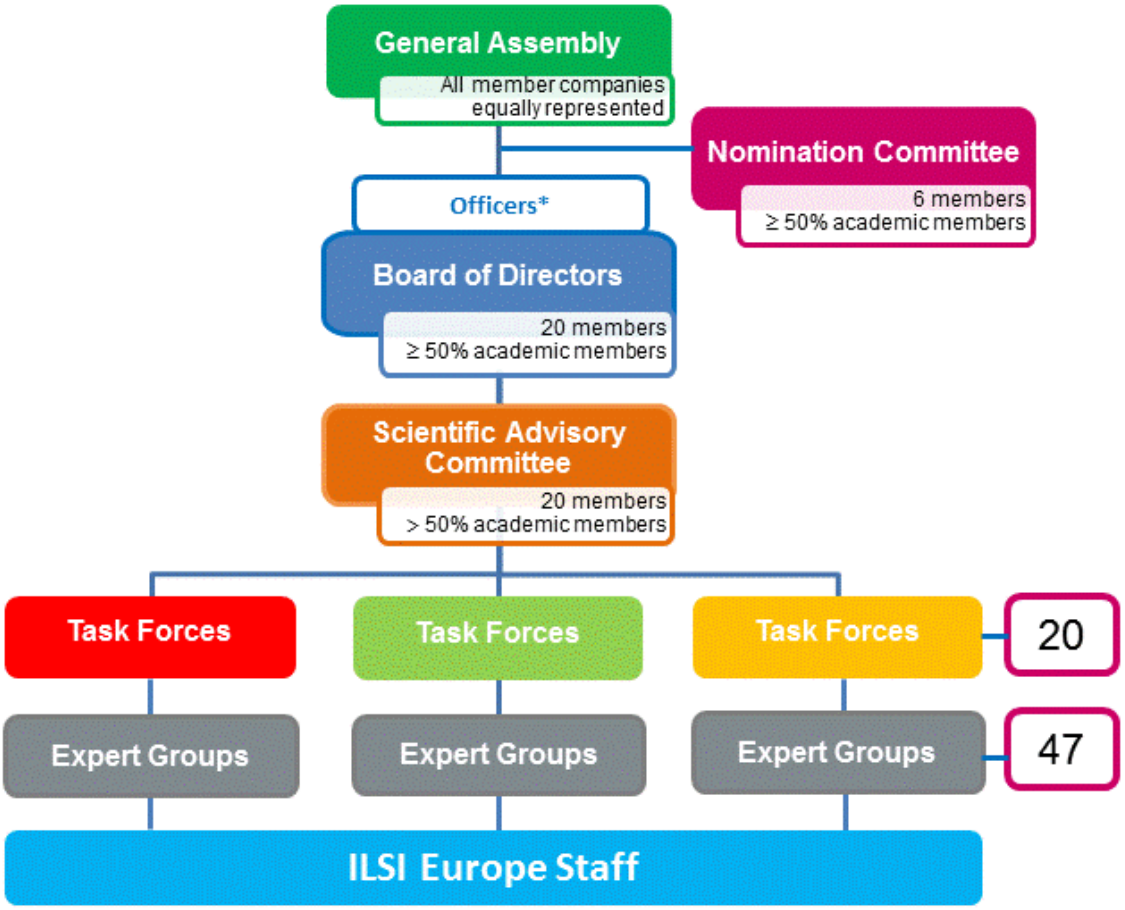
All ILSI Europe activities are conducted under the supervision of the Scientific Advisory Committee. ILSI Europe's bylaws mandate that the Scientific Advisory Committee must be composed by a maximum of 20 experts with more than 50% coming from the public sector. The Scientific Advisory Committee plays an important role in reviewing all activities with respect to their scientific validity and coherence with ILSI Europe's programme. The Scientific Advisory Committee also provides scientific advice to the Board of Directors. The composition of this committee is available on our website.

Task Forces

Task forces initiate and oversee most projects. They reach their goals and address relevant issues by means of expert groups, European Commission-funded projects, workshops and conferences. Task forces comprise interested company representatives and non-industry experts co-chairing and acting as scientific advisors.

Expert Groups

When a new activity is approved by the Scientific Advisory Committee and the Board of Directors, we invite highly renowned experts, mostly from universities or research institutes, as well as advisors from regulatory bodies, to address the activity's scientific questions. Expert groups comprise at least 50% scientists from the public sector and up to 50% industry scientists, usually up to 12 members in total. Each activity results in at least one peer-reviewed publication. The output of their work is published in peer-reviewed scientific journals and disseminated mainly via scientific conferences and workshops.
The composition of all our task forces and expert groups is available on our website.



ILSI Europe's operating structure

* Officers include the Chairman, Vice-Chairman, President, Past-President, Vice-President and Treasurer of ILSI Europe

Mapping and Overview of Scientific Activities



Mapping of Scientific Activities

FOOD SAFETY

Food Allergy

- Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods
- Severity *vs* Dose With Respect to Allergic Reactions
- Prioritisation of Allergens – *Completed*
- *EU project iFAAM – Completed*

Contaminants

- Biomarker Monitoring of Process-Related Compounds
- Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*

Packaging

- *In Vitro* Bioassays for Food Contact Materials Safety
- 6th International Symposium on Food Packaging – *Completed*
- Nanotechnologies in Food Packaging – *Completed*

Microbiological Food Safety

- Industrial Microbiological Risk Assessment
- Control Options for Viruses in Food Processing
- Meta-Analysis in Microbiological Risk Assessment
- *EU project EFFORT*

New Approaches for Food Safety

- ToxCast Data on Food Chemicals
- Micronutrient-Food Matrix Interactions
- Next-Generation Sequencing in Microbiological Risk Assessment
- Biomarkers of Exposure to Process-Related Contaminants

Low Dose Effect

- Cancer Potency Database
- Uncertainty in Thresholds of Toxicological Concern

Alternatives to Animal Testing for Food, Nutrition and Efficacy Studies

EXPOSURE & INTAKE ASSESSMENT

Food Intake Assessment Methodology

- Fluid and Water Intake at Population Level – *Completed*
- Uncertainties in Food Intake Assessments
- GUIDEA – *Completed*
- Evaluation of New Methods for Dietary Intake Assessment
- Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intake
- *EU project TDS-Exposure – Completed*

Food Intake Data

- Adequacy of Dietary Fibre Intake
- Omega 3 & Omega 6 PUFA Intake, Ratios & Health Effects
- Dietary Supplements, Nutrient-Dense Food & Food Fortification in the Elderly
- Iodine Intake in Europe

NUTRITION SECURITY & SOCIETAL ASPECTS

Nutrition Security and Societal Aspects

- Nudging Consumers Towards Healthier Food Choices
- *EU H2020 project SUSFANS*

Mapping of ILSI Europe's portfolio of scientific activities

ILSI Europe's portfolio of scientific activities is structured around the 6 overarching fundamental themes listed below. All these activities have been commissioned by ILSI Europe's task forces, reviewed by our Scientific Advisory Committee and external reviewers and approved by our Board of Directors.

Holistic Approaches to Develop Non-Animal Testing

NUTRITION, DEVELOPMENT & HEALTHY AGEING

Glycaemia & Inflammation

- Reduction of Post-Prandial Glycaemia
- Nutrition & Inflammageing – *Completed*
- Metabolic Syndrome Studies

Early Life Nutrition

- Early Growth Velocity
- Early Bacterial Colonisation & Potential Implications Later in Life
- Gestational Diabetes & Diet
- Determinants of Immune Competence Across Lifespan

Energy Balance

- Physical-Chemical Properties of Dietary Fibre and Human Appetite
- Adaptation to Dietary Influences on Satiety
- Workshop on Dietary Sweetness - Is It an Issue?
- *NWO Project 'Satisfaction: Elucidating the Neuro-Cognitive Mechanisms Controlling Satiation'*

Nutrient Status of Population Groups

- Carbohydrate-Based Recommendations as Basis for Dietary Guidelines
- Update on Health Effects of Different Dietary Saturated Fats

Healthy Ageing

- Nutrition for the Ageing Brain
- Plant-Based Ingredients & Cognitive Performance

BIOMARKERS & FUNCTIONAL EFFECT MEASUREMENTS

Biochemical and Immunological Markers of Nutrition

- Marker Validation Initiative Part III
- Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population
- Markers of Insulin Sensitivity & Secretion
- Quality of Life Measures

Other Initiatives

- *EU project PATHWAY-27*
- *EU project NutriTech – Completed*

GUT MICROBIOTA & HEALTH

Prebiotics

- Structure-Function Relationship for Prebiotic Compounds

Probiotics

- Probiotics: Interplay with the Intestinal Barrier Function – *Completed*
- Mechanisms of Probiotic Action

Oral & Gut Microbiota

- Oral & Systemic Health Resilience
- Exploring the Role of Major Gut Microbiota Clusters
- Short-Chain Fatty Acids for Health

Overview of Scientific Activities

Food Safety-Related Activities

Food Allergy Task Force	Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods
	Severity *vs* Dose with Respect to Allergic Reactions
	Prioritisation of Allergens – *Completed*
Dietary Intake & Exposure Task Force	Evaluation of New Methods for Dietary Intake Assessment
	Uncertainties in Food Intake Assessments
	GUIDEA: Guidance for Dietary Intake Exposure Assessment – *Completed*
	Fluid and Water Intake at Population Level – *Completed*
Microbiological Food Safety Task Force	Control Options for Viruses in Food Processing
	Industrial Microbiological Risk Assessment
	Meta-Analysis in Microbiological Risk Assessment
	Next-Generation Sequencing in Microbiological Risk Assessment
Nutrient Intake Optimisation Task Force	Micronutrient-Food Matrix Interactions
	Omega 3 & Omega 6 PUFA Intake, Ratios and Health Effects – *In collaboration with Early Nutrition & Long-Term Health Task Force*
	Dietary Supplements, Nutrient-Dense Food and Food Fortification of the Elderly
	Adequacy of Dietary Fibre Intake
	Iodine Intake in Europe
New Approaches to Chemical Risk Assessment for Food and Food Ingredients	ToxCast Data on Food Chemicals
Packaging Materials Task Force	*In Vitro* Bioassays for Food Contact Materials Safety
	6th International Symposium on Food Packaging 2016 – *Completed*
	Nanotechnologies in Food Packaging – *Completed*
Process-Related Compounds & Natural Toxins Task Force	Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*
	Biomarkers of Exposure to Process-Related Contaminants
Threshold of Toxicological Concern (TTC) Task Force	Is the 0.15 µg/day Tier of the Threshold of Toxicological Concern Still Appropriate? Carcinogen Dose-Response Database for Threshold of Toxicological Concern
	Uncertainty in Threshold of Toxicological Concern

Nutrition Security and Societal Aspects-Related Activities

Consumer Behaviour Determinants	Nudging Consumers Towards Healthier Food Choices

Alternatives to Animal Testing for Food, Nutrition and Efficacy Studies

Nutrition-Related Activities

Dietary Carbohydrates Task Force	Carbohydrate-Based Recommendations as a Basis for Dietary Guidelines: *– Completed*
	Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population
	Reduction of Post-Prandial Glycaemia
	Workshop on Dietary Sweetness – Is It an Issue? *– In collaboration with Eating Behaviour & Energy Balance Task Force*
Early Nutrition & Long-Term Health Task Force	Gestational Diabetes and Diet *– In collaboration with Obesity & Diabetes Task Force*
	Early Bacterial Colonisation and Potential Implications Later in Life
	Omega 3 & Omega 6 PUFA Intake, Ratios and Health Effects *– In collaboration with Nutrient Intake Optimisation Task Force*
	Early Growth Velocity
Eating Behaviour & Energy Balance Task Force	Adaptation to Dietary Influences on Satiety
	Physical-Chemical Properties of Dietary Fibres and Human Appetite
	Dietary Sweetness – Is It an Issue? *– In collaboration with Dietary Carbohydrates Task Force*
Functional Foods Task Force	Oral and Systemic Health Resilience
	Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intakes
	Exploring the Role of Major Gut Microbiota Clusters *– In collaboration with Prebiotics Task Force*
	Marker Validation Initiative
Nutrition, Immunity & Inflammation Task Force	Quality of Life Measures
	Determinants of Immune Competence Across Lifespan
	Nutrition and Inflammageing *– Completed*
Nutrition & Mental Performance Task Force	Plant-Based Ingredients and Cognitive Performance
	Nutrition for the Ageing Brain Workshops
Obesity & Diabetes Task Force	Markers of Insulin Sensitivity & Secretion
	Gestational Diabetes and Diet *– In collaboration with Early Nutrition & Long-Term Health Task Force*
	Metabolic Syndrome Studies
Prebiotics Task Force	Structure-Function Relationship for Prebiotic Compounds
	Exploring the Role of Major Gut Microbiota Clusters *– In collaboration with Functional Foods Task Force*
Probiotics Task Force	Mechanisms of Probiotic Action
	Short Chain Fatty Acids for Health
	Probiotics: Interplay with the Intestinal Barrier Function *– Completed*
Qualitative Fat Intake Task Force	Update on Health Effects of Different Dietary Saturated Fats

European Projects

European Commission – Framework Programme 7 (FP7)

EFFORT	Ecology from Farm to Fork Of microbial drug Resistance and Transmission	
iFAAM	Integrated Approaches to Food Allergen and Allergy Risk Management	
NutriTech	Application of New Technologies and Methods in Nutrition Research – the Example of Phenotypic Flexibility – *Completed June 2016*	
PATHWAY-27	Pivotal Assessment of the Effects of Bioactives on the Health and Wellbeing. From Human Genoma to Food Industry	

European Commission – Horizon 2020

SUSFANS	Metrics, Models and Foresight for European SUStainable Food And Nutrition Security	

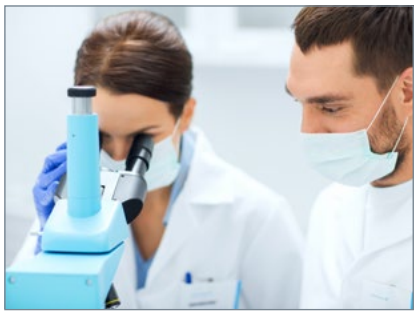
Netherlands Organisation for Scientific Research (NWO)

Satiation	Elucidating the Neurocognitive Mechanisms Controlling Satiation	

Food Safety



Food Safety



Contaminated food can cause more than 200 diseases – ranging from diarrhoea to cancers. The World Health Organization (WHO) estimates that foodborne and waterborne diarrhoeal diseases kill about 2.2 million people annually worldwide. One might assume that most of these diseases occur elsewhere in the world, but we know that foodborne diseases are also a major cause of illness in the EU. Disease-causing bacteria, viruses, chemicals and other threats to health can enter the food supply at many points along the supply chain, including food production, processing, distribution, storage, preparation and retail. Food safety is the science of protecting our food supply from contamination; figuring out how we can minimise the risks to public health. ILSI Europe is working on a number of key topics in this area, such as food allergy, microbiological food safety, (natural) contaminants, packaging, low dose effect and the identification of new tools to assess the safety of foods.

Food Allergy

Up to 20 million European citizens – almost 5% – suffer from food allergies, and this trend is continuing to rise in both developed and developing countries, especially among children. Minimising the risk from allergenic foods is a shared responsibility of all stakeholders involved (e.g. food manufacturers, retailers, caterers and regulators). ILSI Europe aims to foster international collaborations to address the current challenges relating to food allergies.

Prioritisation of Allergens – *Completed*

ILSI Europe established a set of criteria to weigh the evidence showing whether a food product was allergenic or not. ILSI Europe has now developed a framework to rank allergenic foods according to their public health relevance. Frequency and potency of food allergens are two key parameters considered. This allergen prioritisation tool will help authorities and risk managers when developing regulations on allergens.

Set up by the Food Allergy Task Force

Severity *versus* Dose with Respect to Allergic Reactions

What is the relationship between the severity of an allergic reaction and the dose of allergen that a person was actually exposed to? This is one of the key data gaps in allergen management that ILSI Europe is addressing. The Food Allergy Task Force has already played a critical role in the development of reference doses for common allergens. However, there is still an urgent need to understand the relationship between the dose of allergen and the resulting severity of reaction. ILSI Europe has collated published and unpublished

data, as well as expert opinions, to integrate this knowledge into the risk analysis process. This activity will help health practitioners to advise patients on how best to manage their food allergies. Likewise, food manufacturers and legislators will be given further evidence on which to base decisions about precautionary labelling and the management of allergens in food factories.

Set up by the Food Allergy Task Force

Verifying VITAL® 2.0 Reference Doses: Suitability of Analytical Methods

ILSI Europe significantly contributed to the VITAL scientific expert panel and the development of reference doses for food allergens. Reliable analytical methods are a pivotal requirement for the introduction and adoption of reference doses in the EU. This expert group is investigating the suitability of current analytical methods to reliably measure proposed allergens at concentrations resulting from the use of VITAL®2.0 reference doses in relevant food matrices. This work will identify gaps in technology and knowledge and suggest ways to bridge those gaps and identify areas for further research. The conclusions may serve as a basis to prepare guidance for the analytical community, industry and regulatory stakeholders, and patient groups.

Set up by the Food Allergy Task Force

CONTAMINANTS

Consumers are exposed on a daily basis to naturally occurring contaminants and process-related compounds, both of which can be potentially harmful. ILSI Europe designs and implements programmes that help us to understand how these compounds are formed, improve how we detect and measure them and effectively assess their safety implications.



Reactions and Potential Mitigation of Mycotoxins During Food Processing – *Completed*

Mycotoxins are toxic secondary metabolites produced by fungi that significantly affect the quality, safety and yield of important crops for food and feed. The fungal toxins that are of most concern are produced by species within the genera of *Aspergillus*, *Fusarium* and *Penicillium*. These frequently occur in major food crops and continue to contaminate during processing and storage stages. Several outbreaks of disease in humans and animals have been reported after the consumption of mycotoxin-contaminated food

FP7 EU-Funded Project iFAAM – *Completed*

Integrated Approaches to Food Allergen and Allergy Risk Management

Management of both food allergies (by patients and health practitioners) and of allergens (by industry) is thwarted by a lack of evidence to either prevent food allergy from developing or protect adequately those who are already allergic. The European project iFAAM has developed tools designed to enforce regulations and produce evidence-based knowledge to inform new health advice on nutrition for pregnant women, babies and allergy sufferers, for example **Allerg-e-lab**. ILSI Europe was one of 38 partners involved in this EU-funded project, and we have played an important role by disseminating project results to all stakeholder groups so as to ensure impact in terms of improved quality of life for allergic consumers, improved food safety and the increased competitiveness of the European food industry.

and feed. Some of these were found to be toxic to humans, causing a variety of effects including hepatotoxicity, teratogenicity and mutagenicity. ILSI Europe has been reviewing how best to optimise food processing in order to significantly reduce mycotoxin contamination of food. The final goal was to minimise food losses while maximising the safe use of crops.

Set up by the Process-Related Compounds and Natural Toxins Task Force

Microbiological Food Safety

Whereas the health benefits associated with regular consumption of fresh food are well established, an increasing proportion of reported outbreaks of foodborne illness occur each year. Over 320,000 human cases are reported annually in the European Union, but the real number is likely to be much higher. ILSI Europe is addressing current challenges in microbiological food safety and proposes new approaches to reduce food safety risks along the food chain.

Meta-Analysis in Microbiological Risk Assessment (MRA)

Meta-analysis, a statistical technique that involves amalgamating, summarising, and reviewing previous quantitative research to identify trends and get realistic estimates of relevant values and their variability, has recently come to the fore in the field of predictive microbiology. Only a limited number of meta-analysis studies are available so far in the area of predictive food microbiology and most organisations lack the technical skills needed to extract the relevant information out of their databases. The aim of the activity is therefore to educate food safety professionals on how to use this technique for collecting and analysing information in order to cover the basic data needs of a risk assessment. A simple, step-by-step guide on the use of meta-analysis will be developed for the purpose of MRA. As an example, the activity will use products from a fast growing food category that interests most industries such as refrigerated processed foods of extended durability (REPFED).

Set up by the Microbiological Food Safety Task Force

Industrial Microbiological Risk Assessment (MRA)

Very often, in order to gain a full understanding of effective MRA, it's necessary to rely on training courses and publications. The information that currently exists in the public domain is largely theoretical and very generic. Some guidance on its



interpretation and implementation is needed. ILSI Europe aims to provide easy-to-follow and practical MRA recommendations specific to various industry sectors and to provide guidance on the effective implementation of risk assessment strategies within companies. The first publication focuses exclusively on fresh produce which is to be consumed uncooked. This example was chosen since a significant reduction in microbial load is difficult to achieve. The second publication will focus on dairy products and more will follow.

Set up by the Microbiological Food Safety Task Force

Control Options for Viruses in Food Processing

Enteric viruses occur frequently and are likely to be the most under-recognised cause of foodborne illness. Unfortunately, enteric viruses are recalcitrant to most methods used to prevent their entry into the food chain, as well as those used to inactivate them in foods and the production/processing environment.

The purpose of this activity is to review control options for viruses via food processing, use that information to discuss the need for and future of setting virus-specific performance objectives, and to provide recommendations for future research.

Set up by the Microbiological Food Safety Task Force



Low Dose Effect

Depending on the levels we are exposed to, some chemicals found in food might be harmful to our health. Scientists generally assume that such effects are proportional to the dose: the more you are exposed to them, the more likely it is that an effect will occur. However, some studies have shown that even very low doses could potentially have a harmful effect to humans. In order to establish what a safe dose is, the Threshold of Toxicological Concern (TTC) states that, at sufficiently low enough exposure, the associated risk related to the consumption of substances used in food contact articles may be deemed negligible. This concept is particularly useful for regulators and industry when assessing the potential health risks associated with certain substances where specific toxicological data are lacking.

Cancer Potency Database

The TTC is a principle that refers to the establishment of a generic human exposure threshold value for (groups of) chemicals below which there would be no appreciable risk to human health. After excluding certain groups of chemicals, due to their extreme potency, the threshold of 0.15 µg/day is applicable to any compound with a structural alert for genotoxicity. This threshold was derived from the chemicals listed in the Cancer Potency Database (CPDB). Developed between 1980 and 2005, this database includes the results of chronic, long-term animal cancer tests on over 1,500 chemicals. ILSI Europe is reviewing whether the CPDB needs to be re-evaluated and whether the current 0.15 µg/day threshold is still appropriate.

Set up by the Threshold of Toxicological Concern Task Force

FP7 EU-Funded Project EFFORT
Ecology from Farm to fOrk of microbial drug Resistance and Transmission

Antimicrobial resistance (AMR) is a major threat to global public health today. The European Centre for Disease Prevention and Control (ECDC) estimates that AMR leads to 25,000 deaths annually and the related costs are over €1.5 billion. Defining the boundaries between the use of antimicrobials in animals and humans and the environment is extremely challenging. EFFORT is studying the complex epidemiology and ecology of antimicrobial resistance in animals, the food chain and the environment. EFFORT results will support future evidence based policies, and the prioritisation of risk management options along the food chain. ILSI Europe has conducted a literature review on the determination of the conditions to which bacteria are subjected throughout the food chain and we are highly involved in dissemination activities.

Uncertainty in Risk Assessment: A Comparison of TTC *versus* Chemical-Specific Approaches

The TTC approach is an alternative to animal testing used for safety assessments. It predicts the toxicity of a given substance based on existing knowledge from similar substances. As for all approaches, there is some uncertainty associated with the assumptions on which the approach relies. Describing and communicating the confidence and uncertainty in a safety assessment will improve the understanding by risk managers of the reliability of an assessment and will help in taking decisions on whether actions are necessary to reduce exposure. At the same time, confidence in the appropriateness of risk management decisions will also increase. This activity aims to compare the uncertainty of the TTC approach with that of the default animal-testing approach, to understand the degree of confidence in safety assessments based on the current TTC. The project might also identify aspects of TTC which can be improved to reduce uncertainty.

Set up by the Threshold of Toxicological Concern Task Force



Packaging

Two thirds of the packaging waste of European citizens is related to food packaging. It's important to find a good balance between the benefits of packaging in terms of food safety and its impact on the environment. A careful evaluation of food contact materials and their interactions with food is needed to ensure both the safety of consumers and to minimise potential environmental impact.



Nanotechnologies in Food Packaging

Nanotechnology applications for food packaging are rapidly becoming a commercial reality. A number of nanotechnology-derived food contact materials are now available worldwide, and it's expected that food contact materials containing nanoparticles will become increasingly available in the EU in the coming years. The contributing factors to such developments include substantial benefits in terms of lightweight, stronger materials and a prolonged shelf-life of foodstuffs. However, these new technologies are not always well-received by consumers. ILSI Europe reviewed the potential benefits of nanoparticles in food packaging applications and potential challenges in terms of consumer acceptance, safety and environmental impact during their entire life cycle. A manuscript entitled 'Outlook and Challenges of Nanotechnologies for Food Packaging' was published in June 2016.

Set up by the Packaging Materials Task Force

6th International Symposium on Food Packaging

ILSI Europe's International Symposia on Food Packaging are held every four years and are internationally recognised as scientific fora to discuss the scientific developments supporting safety and innovation in the field. These multi-disciplinary meetings are of particular interest to those active in issues associated with the safety and quality of food packaging, for example food scientists, chemists, toxicologists, mathematicians, physicists, packaging specialists, as well as risk assessors, control authorities, and regulators. They bring together those involved in basic studies, those responsible for bringing innovations to the market place, and those charged with ensuring the safety and quality of food contact materials. The 6th symposium, held in 2016, focusing on 'Scientific Developments Supporting Safety and Innovation' was a great success, attended by 313 participants from 43 countries and featuring 24 high-quality oral presentations and 150 posters. The 7th International Symposium on Food Packaging will be held in November 2020.

Set up by the Packaging Materials Task Force



In Vitro Bioassays for Food Contact Materials (FCMs) Safety

Packaging materials contain substances, such as chemicals, that come into contact with food (FCMs), and can then migrate to our food. According to European legislation, migration from food packaging must be safe. There is therefore an urgent need to better ensure a safe migration of chemicals from FCMs to ensure food safety. *In vitro* bioassays (biological assays) may play a role in the safety assessment of FCMs. The aim is to clarify the roles, availability and reliability of bioassays for packaging safety assessment. This activity will develop and publish a transparent guidance document that will be widely applicable and should contribute to safer packaging products. This will help to increase consumers' trust with respect to packaging safety.

Set up by the Packaging Materials Task Force



New Approaches For Food Safety

Risk assessors are now tending to move from the more traditional hazard characterisation approaches (typically using laboratory animals) towards new cellular and molecular methodologies complemented by computational toxicology. There's a need to better understand human biological pathways and networks, and how they are affected by exposure to chemicals and microbes. In this context, toxicity testing is undergoing a fundamental change as new tools and technologies are allowing the integration of modern biology into the testing process (e.g. toxicogenomics, metabolomics, bioinformatics, systems biology, systems toxicology and computational toxicology). These new advances could greatly reduce the cost and time required to conduct chemical safety assessments, and significantly reduce animal testing by utilising "in vitro" assays and new predictive tools.

Next-Generation Sequencing in Microbiological Risk Assessment

Next Generation Sequencing (NGS) tools are novel methods to define DNA sequences. NGS tools are fast evolving and are already applied in many different fields spanning epidemiology, outbreak investigations, anti-microbial resistance, ecology and evolution of microorganisms. However, there is a lack in communication and understanding on how NGS tools are, and should be, used and interpreted by regulators when they investigate food safety incidents. This activity aims to investigate how NGS can contribute to the improvement of risk assessment and risk management options in microbiological food safety and aims to provide guidance to industry on the use of these NGS tools and on how to analyse and interpret the information the DNA sequences that are defined with the NGS methods. The inputs provided by this expert group will help steer the research in this area to exploit the potential of NGS tools and improve food safety.

Set up by the Microbiological Food Safety Task Force.

Micronutrient-Food Matrix Interactions

Optimal micronutrient intake remains a challenge throughout the world and adding micronutrients to food is one way to improve micronutrient intake. Insufficient or excessive micronutrient intake might lead to more profound health consequences, in particular for infants and young children since their diet tends to be less diverse.

Micronutrients can interact with other components of the food, potentially causing inadequate or excessive intake. This expert group will assess the methods used to study these micronutrient interactions and will develop a framework via case studies of relevant micronutrients (iron, zinc and calcium). The relevance and quality of those methods used to assess micronutrient interactions will be evaluated, for example in animal and human testing (*in vivo*), in cell lines (*in vitro*) and in computational methods (*in silico*). The framework will provide guidance for an effective assessment of micronutrient bioavailability.

Set up by the Nutrient Intake Optimisation Task Force

ToxCast Data on Food Chemicals

A high throughput screening programme of chemicals for potential toxicity (ToxCast) was performed by the US Environmental Protection Agency (EPA). This activity aims to exploit the ToxCast programme data for food chemicals and explore whether there are any opportunities for their use in the safety risk assessment of food chemicals. The intention is to build on work in which food-relevant chemicals were identified within the ToxCast programme.

Set up by the New Approaches to Chemical Risk Assessment for Food & Food Ingredients Task Force

Biomarkers of Exposure to Process-Related Contaminants

Development of new approaches for assessing human exposure to chemical contaminants increasingly rely on biomarker monitoring in easily accessible body fluids such as urine, saliva or blood. The advent of methodology to monitor biomarkers of diet related exposure to process-related compounds is expected to provide a significant step forward in risk assessment, as well as supporting

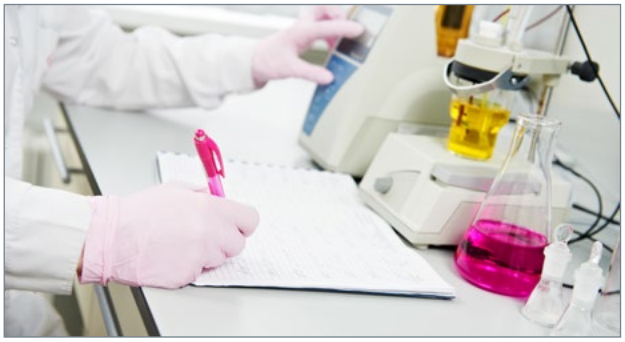


decision making and prioritization for risk mitigation. The activity will thus assess and propose biomarkers of process-related contaminant dietary exposure.

Set up by the Process-Related Compounds & Natural Toxins Task Force

Alternatives to Animal Testing in Food Safety,

A lot of debate has surrounded the use of animal studies in nutrition and food safety, especially regarding identifying when they are mandatory and when they can be replaced by alternative methods. There is a global call from regulatory and governmental bodies (JRC and EFSA for example) and also from animal welfare stakeholders to ensure that animal testing is reduced and used only when necessary. The development of new alternative methods to animal testing offers new opportunities for food safety, nutrition and efficacy studies. This activity falls jointly under ILSI Europe's Food Safety pillar and Nutrition, Development and Healthy Ageing pillar.





Potential New Task Force: Food



As global food systems have become more complex, the chances of unintentional contamination of foods (affecting food authenticity) and deliberate contamination (food fraud) have increased. Issues regarding food authenticity and fraud that have hit the headlines over the recent years are horsemeat, mislabelling of fish, spices containing illegal dyes, melamine in milk and most recently, counterfeit infant formula. These cases greatly impact consumer trust and in some cases even consumer health. Food authenticity and fraud issues are estimated to cost the food industry globally €30 billion per year and it is prompting major public health concerns.

Nutrition & Efficacy Studies Task

Holistic Approaches to Develop Non-Animal Testing

During the last decade, a shift in the mind-set of experts in toxicology and related sciences has been noticeable towards a science which is no longer only based on deterministic whole-animal approaches. The different stakeholders in nutrition and food safety are however currently not aligned on when animal studies are mandatory or when they can be replaced by alternative approaches. Through a holistic approach, this activity aims to identify existing approaches that can be applied to the current regulatory frameworks, that continue to address the scientific question at hand, whilst avoiding the use of animals. Case studies across the fields of food safety, nutrition and efficacy studies will be used to illustrate this approach. This activity is likely to result in a workshop to share the case studies and develop a roadmap (gap analysis) for future situations.

Set up by the Alternatives to Animal Testing in Food Safety, Nutrition and Efficacy Studies Task Force





Fraud & Food Authenticity

With representatives from government, quality scheme organisations, food fraud database providers, food industry and academia, ILSI Europe aims to assess existing solutions to ensure food authenticity and combat food fraud, with the goal to develop a guidance document for an integrated, holistic approach to increase the effectiveness of food fraud detection, prevention and to minimise health hazards.





Nutrition, Development & Healthy Ageing





Nutrition, Development & Healthy Ageing



Despite better standards of living and improved medical care, the prevalence of obesity and linked non-communicable diseases has grown. Once considered a problem only in high-income countries, more and more people are now classed as being overweight or obese in low and middle-income countries, particularly in urban settings. Around 366 million people worldwide have diabetes, and this figure is projected to reach 552 million by 2030, or one adult in every ten. These non-communicable diseases and the health complications that they cause can result in decreased quality of life, massive healthcare costs and ultimately premature death. Thus, there is an urgent need to find cost-effective strategies for their prevention and management. Preventative measures, like nutritional education, may limit this dramatic rise in chronic metabolic diseases, and therefore, reduce their impact on the health and longevity of the overall population.

Energy Balance



An optimal diet must satisfy the basic human requirements for energy and nutrients. An excess of food intake results in energy being stored as adipose tissue, or fat. On the other hand, insufficient energy intake over sustained periods is almost always accompanied by an insufficient intake of many micronutrients, which again results in poor body performance. A stable body weight indicates a steady energy balance. Many guidelines and healthy food products have been developed to help consumers with appetite control and energy balance. ILSI Europe works on topics relating to satiety benefits, for example investigating how to measure them and how to substantiate them for health claims.

Workshop on 'Dietary Sweetness – Is It an Issue?'

Humans are naturally attracted to foods that taste sweet, an adaptation from earlier times when sweet foods were often safe and bitter foods were poisonous. However, eating too many sweet foods can lead to health conditions like diabetes and can increase risk of heart disease. ILSI Europe is organising a workshop to address whether dietary sweetness is an issue. The biological basis

and evolutionary relevance of sweet taste will be presented and experts will review the evidence suggesting that exposure to sweetness affects diet quality and energy intake as well as whether sweet taste *per se* affects health. The outcomes of this workshop will be used as a basis to inform the expert community and create dialogue among health care professionals, to promote evidence-based communication on sweetness.

Set up by the Dietary Carbohydrates Task Force and the Eating Behaviour & Energy Balance Task Force

Physical-Chemical Properties of Dietary Fibres & Human Appetite

Increasing intake of dietary fibres is known to increase appetite control by enhancing satiety and so, reducing energy intake. However, these effects are highly dependent upon the specific properties of the composing fibres, and not all types of fibres exhibit these. At present, there is no complete and authoritative overview helping to conclude which properties are the most relevant for satiety. ILSI Europe's work is helping to improve the quality and interpretation of research on fibres, supporting future consumer communication in relation to specific fibre types, and focusing research efforts on the most promising fibre properties.

Set up by the Eating Behaviour & Energy Balance Task Force



Adaptation to Dietary Influences on Satiety

How long should research studies run in order to increase confidence in the sustained efficacy of interventions with supposed appetite-related benefits? There needs to be a balance between carrying out studies for a 'sufficiently' long period to support efficacy, against the costs, feasibility, and subject retention and compliance issues arising with longer clinical testing periods. There is currently no objective basis for selecting an appropriate duration of sustained exposure. ILSI Europe aims to deliver evidence-based guidance on appropriate exposure durations and best study designs for investigating effects of diet/food on satiety and energy intake.

Set up by the Eating Behaviour & Energy Balance Task Force

Netherlands Organisation for Scientific Research (NWO)-funded Project Satiation: Elucidating the Neurocognitive Mechanisms Controlling Satiation

It has been shown repeatedly that foods which can be consumed quickly are implicated in the overconsumption of energy. People also often eat while they are being distracted. This type of "mindless" or "distracted" eating has been shown to be causally related to the overconsumption of food. This overconsumption is associated with both a lack of mastication (chewing) and/or a lack of oro-sensory (taste) signalling which weakens the cephalic phase responses and ensuing neural and hormonal responses which determine meal termination (i.e. satiation). It is thus hypothesised that altered aspects of oral processing and decision-making are underlying disrupted satiation responses during quick and mindless eating. The aim of this project is to investigate the mechanisms linking oro-sensory exposure, mastication and attention to satiation, and relate these lab measures to daily eating behaviour. Gaining such an understanding may ultimately lead to the development of products or strategies that enhance healthy choices and eating behaviour. ILSI Europe coordinates dissemination efforts to ensure that the knowledge delivered by the project is distributed effectively to achieve optimum economic and societal benefit.

Nutrient Status of Population Groups

Our bodies need a combination of several key nutrients to maintain good health. The evaluation of nutrient intake and status of the population is an essential step for setting nutrient recommendations.



Carbohydrate-Based Recommendations as Basis for Dietary Guidelines – *Completed*

Dietary recommendations and guidelines can help consumers to adopt healthy lifestyles and to make healthy food choices. However, although the process for the development of dietary guidelines has improved over the past, non-communicable diseases are still more widespread than ever. The many existing guidance documents are not harmonised, which may explain why healthcare professionals and consumers alike might be confused by conflicting advice, and simply lose trust in such documents. Consequently, unhealthy habits remain unchanged. ILSI Europe successfully provided clarity on carbohydrates-based scientific recommendations that are used for the development of dietary guidelines. This activity should benefit healthcare professionals, who can then communicate the right message to consumers. The ultimate goal is to encourage behavioural changes that would counteract the proliferation of life-style related non-communicable diseases.

Set up by the Dietary Carbohydrates Task Force

Update on Health Effects of Different Dietary Saturated Fats

Recent data are challenging the old dogma that the intake of all saturated fatty acids must be limited to reduce risk of cardio-vascular diseases. Current studies have shown that different effects are seen by different types of saturated fatty acids. Saturated fatty acids in the diet come in various types of food and different effects are seen amongst these food sources. The main goal of the activity is to explore if these recent data provide reason to revise the current recommendations. Another aim is to assess the current dietary recommendations as they may differ largely between countries; some are food-based dietary guidelines and others are nutrient-based guidelines.

Set up by the Qualitative Fat Intake Task Force

Glycaemia & Inflammation

High concentrations of blood glucose and inflammatory markers have been observed in obese subjects and in type 2 diabetics. Managing glycaemia and inflammation through dietary interventions and lifestyle habits may help in preventing obesity, diabetes and cardio-metabolic dysfunctions.

Reduction of Post-Prandial Glycaemia

There is a general belief that reductions in post-prandial (post-meal) glucose and insulin levels (PPG and PPI, respectively) are likely to reduce the risks of several non-communicable diseases such as diabetes or cardiovascular disease in the general population. However, a scientific consensus on this is missing. ILSI Europe will quantitatively estimate the health impact of reduced PPG and PPI through diet. The aim is to provide practical guidance on how to quantify the effects of the foods consumed on blood glucose levels and the associated health impact.

Set up by the Dietary Carbohydrates Task Force

Metabolic Syndrome Studies

It is estimated that currently 30 to 40% of the European population suffers from the metabolic syndrome, defined as a cluster of the most dangerous heart attack risk factors: diabetes and prediabetes, abdominal obesity, high cholesterol, dyslipidemia and high blood pressure. Although there is considerable evidence to indicate that diet has an impact on individual components of the metabolic syndrome, research approaches to test their interactions and their potential cumulative effect are lacking. ILSI Europe is now investigating how diet affects the risk factors of metabolic syndrome and how these then affect the risk of cardiovascular diseases and diabetes.

Set up by the Obesity & Diabetes Task Force

Nutrition and Inflammageing – *Completed*

Low-grade inflammation (LGI) has been linked to several chronic adverse health conditions. However, it also occurs as a natural consequence of ageing, a process called 'inflammageing'. ILSI Europe aimed to clarify why and how LGI should (or not) be modified during ageing, considering effects on health and well-being. It was concluded that controlling of LGI may be an important way to prevent, or reduce the severity of, age-related functional decline and the onset of conditions affecting health and well-being. Furthermore, there is evidence to support specific dietary interventions as a strategy to control inflammageing.

Set up by the Nutrition, Immunity & Inflammation Task Force

Early Life Nutrition

The next generation is expected to have a shorter life expectancy than the current generation has, due in part to the obesity epidemic. As nutrition influences the overall long-term health of infants, scientists can now identify risk factors for short- and long-term health consequences, such as obesity, but also inflammatory conditions (such as allergies), autoimmune disorders or common infections, at the earliest stages of life (pregnancy and infancy).



Early Bacterial Colonisation and Potential Implications Later in Life

Early bacterial colonisation seems to impact on metabolic, immunological and cognitive functions. ILSI Europe is evaluating the current body of evidence with regards to early colonisation of bacteria from the placenta and breast milk and its influence later in life, especially related to metabolic health outcomes. A second objective will be to establish how to influence colonisation during gestation and lactation through the mother's and infant's nutrition. This activity may provide insights for future innovation and nutrition guidelines for pregnant and lactating mothers as well as infants.

Set up by the Early Nutrition & Long-Term Health Task Force

Determinants of Immune Competence Across Lifespan

While the importance of a well-functioning immune system for health outcomes is recognised, the critical nutrients supporting optimal immune development in the first years of life as well as the impact of early life nutrition on later life immune competence are still under debate. This activity is intended to explore first the interaction between nutrition and immune system in early life. Markers relevant for health should be identified. In the scope will be markers for acute gastrointestinal and respiratory infections as well as inflammatory conditions such as allergies. Building on these markers, the influence of early life nutrition on health later in life will be evaluated in a second step. It is intended to provide nutritional

recommendations for an optimal performing immune system throughout life.

Set up by the Nutrition, Immunity & Inflammation Task Forces

Gestational Diabetes and Diet

Gestational Diabetes Mellitus (GDM) occurs when a glucose intolerance of any degree appears during pregnancy. It's estimated that 2-6% of all pregnancies in Europe result in GDM and the numbers are much higher in Asia. High maternal weight is associated with a higher risk of GDM. ILSI Europe is now conducting a literature review on this topic. The group will investigate how diet and lifestyle can be used in order to treat GDM. The main focus will be on dietary factors such as low or high carbohydrate diets.

Set up by the Early Nutrition & Long-Term Health & Obesity and Diabetes Task Forces

Early Growth Velocity

Infants who have suffered a period of undernutrition tend to compensate and grow rapidly once their nutritional conditions improve. However, rapid growth early in life may increase the risk of chronic diseases later on. This activity evaluates the influence of growth patterns in preterm and term infants of small weight for their gestational age on the risk of developing a metabolic disease later in life.

Set up by the Early Nutrition & Long-Term Health Task Force

Healthy Ageing

The world's population is ageing; improvements in health care in the past century have contributed to this trend. However, an increasing number of people are now affected by non-communicable diseases, including dementia, a costly condition because of its social, economic and health dimensions. Preventative dietary recommendations tailored to the specific needs of the elderly are needed to help in maintaining the body's functions during ageing. ILSI Europe aims to tackle gaps in scientific knowledge in the field of healthy ageing.



Nutrition for the Ageing Brain

There exists a wealth of data related to how nutrients, food components and whole diets impact cognitive ageing. ILSI Europe organised a first workshop on 'Nutrition for the Ageing Brain' in 2014 to discuss and debate the potential for maintaining cognitive function via diet. It came out that health conditions like certain non-communicable diseases contribute to faster brain ageing and an increased risk of dementia. Also, there are massive opportunities for nutritional products and optimal diets which need to be translated into clear preventative guidelines to maintain cognitive function during ageing. ILSI Europe organised a second workshop in late June/ early July 2016 which focused on new avenues and challenges for cognitive ageing and nutrition research as well as functional aspects and strategies. A third workshop will be organised in 2018/2019.

Set up by the Nutrition & Mental Performance Task Force

Plant-Based Ingredients and Cognitive Performance

There is increasing interest in plant-based ingredients that may improve cognitive performance but there is currently a lack of consideration of combinations of ingredients/compounds and their potential additive, synergistic or antagonistic effects on cognitive function. ILSI Europe aims to produce a systematic review that will provide guidance on the ingredients upon which future research activities should focus on, as well as exploring the limitations of existing research to identify knowledge gaps that need to be addressed related to plant-based ingredients and cognition.

Set up by the Nutrition & Mental Performance Task Force

Exposure & Intake Assessment



Exposure & Intake Assessment

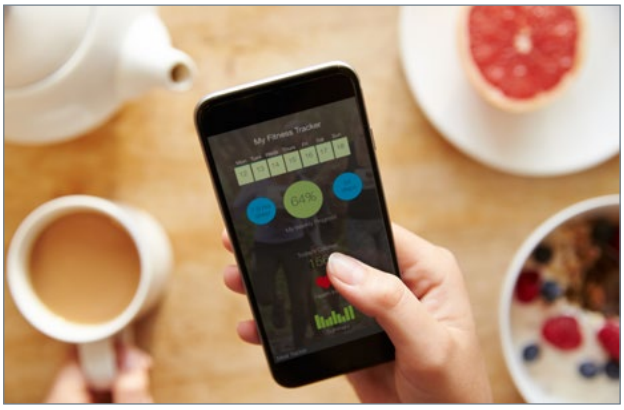


The food that we eat may contain unwanted contaminants alongside nutrients and food additives. Dietary intake and exposure assessments are an important factor of any risk and benefit analysis for food. ILSI Europe aims to be a global centre of expertise in this field so as to improve the estimates of dietary intake and to contribute to more relevant nutrition recommendations and safety assessments. On the other hand, sometimes when nutrients are added to food we might not assimilate or absorb them correctly due to potential interactions with other parts of the diet. This means that the potential benefits of food fortification could be compromised. ILSI Europe investigates approaches to understand more about what is on our plates and how we are affected by it.

Food Intake Assessment Methodology

As the saying goes, "we are what we eat"; but how well do we really know the composition of our food, and more importantly, how much of it do we actually ingest? Assessing the exposure of individuals to the many different substances in food (whether they are intentionally or non-intentionally added) is a key component of any risk-benefit assessment for ensuring safe and healthy food for the consumer. As such, ILSI Europe reviews, evaluates and develops methods for estimating intakes of energy, nutrients, food ingredients such as food additives and chemical contaminants, and other substances in the diet.

By developing more realistic intake and exposure estimates of what Europeans eat, ILSI Europe aims to contribute to more appropriate nutrition recommendations and safety assessments.



GUIDEA – GUIdance for Dietary Intake Exposure Assessment

– Completed

ILSI Europe encourages the harmonisation of practices for conducting and interpreting dietary intake and exposure assessment. An online database, called GUIDEA, was developed and is freely available at www.ilsi-guidea.org. This WikiMedia-based system provides a centralised and comprehensive platform to share and discuss

information and approaches on the exposure assessment of individuals to substances in foods, such as food additives, nutrients or pesticides. ILSI Europe has now decided to stop its involvement in the GUIDEA project and plans for the long-term sustainability and further development of this initiative are now being investigated.

Set up by the Dietary Intake & Exposure Task Force

Identifying Preferred Approaches for Quantifying the Impact of Modifying Nutrient Intake

A range of dietary changes in nutrient and food intake are recommended to promote optimal health and to prevent diseases like obesity. To help consumers meet these recommendations, food manufacturers and retailers have been encouraged to adapt the nutritional composition of their products. Have these changes shown a positive impact? Have they been effective and useful? ILSI Europe is identifying preferred modelling approaches to estimate the impact of changes in nutritional composition of foods on the quality of life and health. Moreover, ILSI Europe is addressing how to better communicate the measured health impact to consumers, as these may have a further, motivational benefit, by focusing more on improved quality of life rather than reduced risk of disease.

Set up by the Functional Foods Task Force

Uncertainties in Food Intake Assessments

Uncertainty analysis is an important component of dietary intake and exposure assessments to better understand their strengths and limitations. Based on these, informed risk management decisions can be made to protect consumers while supporting sustained innovation. Building on the GUIDEA initiative, ILSI Europe has described the uncertainties present in various dietary intake exposure assessments and classified these uncertainties to support more accurate assessment tools. A methodology for clear and consistent communication of uncertainties will also be proposed for a particular case study.

Set up by the Dietary Intake & Exposure Task Force

Evaluation of New Methods for Dietary Intake Assessment

Many new tools and applications are being developed to assess the diets of individuals and for research aims. However, these new technologies for diet assessment vary widely in terms of sources and quality of data. This activity will help us to better understand the relative features (uses, limitations, applicability in research and appropriateness for different populations and food categories) of specific new tools and applications currently available for dietary intake assessment. Ultimately this project will provide guidelines and criteria for developers that will lead to improved quality of dietary intake assessment tools.

Set up by the Dietary Intake & Exposure Task Force

Fluid and Water Intake at Population Level – *Completed*

Fluid intake data play a key role regarding decisions made on both health and safety issues, such as hydration status and its consequences for health and well-being, and on risk-benefit assessments of micronutrients. There is a general lack of harmonisation and standardisation of data relating to water and fluid consumption, due to inadequate methodologies and data collection. ILSI Europe has proposed improved methodologies and guidelines to accurately record fluid and water intake.

Set up by the Dietary Intake & Exposure Task Force

Dietary Intake Data

Dietary intake data are crucial to produce accurate and reliable estimates of total dietary intake and provides us information on the adequacies of intakes in selected population groups. The intake data can be used to build dietary guidance and evaluate the risks associated with nutrient deficiency or excessive intake optimise intakes.

Adequacy of Dietary Fibre Intake

There are many different types of dietary fibre, each of which have targeted health benefits, they are important for the maintenance of good overall health and the prevention of chronic diseases. Unfortunately, current recommendations only focus on total fibre intake and this is not optimal in most European countries, in particular in vulnerable groups such as children. ILSI Europe has reviewed the existing data both on total and specific types of fibre intake across Europe, and compared them with current recommendations. The review describes the physical properties and health effects of dietary fibre, summarises current population dietary fibre intakes, assesses the analytical methods used and investigates health claims permitted. It also evaluates current knowledge on the health effects of dietary fibre and the impact of different fibre types on health.

Set up by the Nutrient Intake Optimisation Task Force

Dietary Supplements, Nutrient-Dense Food and Food Fortification of the Elderly

Europe is one of the regions where a significant number of countries will face issues with population ageing in the near future. Within 20 years, these countries will be in a situation where the largest population group will be those over 65 and the average age will be approaching 50. Malnutrition and undernutrition is high in elderly individuals and inappropriate food consumption is one of the main causes. How can we improve micronutrient intake in elderly individuals? ILSI Europe evaluated which products are commonly eaten within the target group and which of these products would be best



to provide adequate nutrient intake, considering dietary supplements, nutrient-dense food (which are rich in nutrients but with relatively few calories) and fortified foods.

Set up by the Nutrient Intake Optimisation Task Force

Iodine Intake in Europe

Dietary iodine intake is required for healthy thyroid function. The adverse effects of iodine deficiency – such as goitre, cretinism, intellectual impairments, growth retardation, neonatal hypothyroidism, increased pregnancy loss and infant mortality – are well known and are easily corrected with salt iodisation. However, worldwide, still more than two billion people are at risk of iodine deficiency. This number may increase in the coming years due to current health strategies to decrease salt intake. This expert group will review current iodine intakes across Europe and compare results with the current recommendations. The focus will be on the general population, but high-risk populations, mainly women will be investigated. The expert group will also discuss iodine fortification of different food strategies/policies in the different countries, and explore the potential impact of these on iodine intake.

Set up by the Nutrient Intake Optimisation Task Force

Omega 3 & Omega 6 Polyunsaturated Fatty Acid (PUFA) Intake, Ratios and Health Effects

Intake of polyunsaturated fatty acids (PUFAs), such as omega 3 and omega 6 PUFAs play a key role for health: from the development of the central nervous system to the reduction of risk of cardiovascular diseases. However, does the European population meet nutritional requirements in terms of PUFAs? And are the requirements aligned across EU countries? ILSI Europe has reviewed the current omega 3 and omega 6 PUFA intakes across Europe in vulnerable groups (i.e. pregnant and lactating women, infants, children, adolescents and the elderly) and compared the results with current recommendations. In a second and third publication in this activity's series, the importance of ratios versus absolute amounts and the relationship between arachidonic acid and health outcomes will be discussed.

Set up by the Nutrient Intake Optimisation and the Early Nutrition & Long-Term Health Task Forces



Biomarkers & Functional Effect Measurements



Biomarkers & Functional Effect Measurements



A balanced diet should provide sufficient levels of nutrients to meet the metabolic requirements of an individual. Diet can also bring additional physiological and psychological benefits beyond the widely accepted nutritional value. Markers are used to measure these effects. Biomarkers are defined as an objective indicator used to measure biological processes, or responses to an intervention. For example, HbA1c, a glycated protein found in red blood cells, can give indication on diabetes complications (e.g. cardiovascular disease, nephropathy, neuropathy, and retinopathy). Reports of biomarkers are abundant in the scientific literature; however, the appropriate use of numerous biomarkers is under debate. As a consequence many health claim dossiers have been rejected due to the lack of supporting evidence based on validated markers to prove the potential health effects to be claimed. Therefore, there is an urgent need to identify consensus criteria to be used for validating biomarkers in different fields of nutrition research.

Biochemical and Immunological Markers of Nutrition

Biochemical markers are analysed at both the cellular and molecular level by means of chemical tests which indicate for example the presence or absence of an enzyme, or the magnitude of low grade inflammation. In nutrition sciences, many markers are used, based mostly on experience and traditional usage but without a proper framework of definitions or criteria to evaluate these markers for their intended purpose. There is a need to develop validated criteria for the selection of biomarkers and an agreed set of valid markers would clearly benefit nutrition scientists.



Marker Validation Initiative

ILSI Europe launched the Marker Validation Initiative to establish a set of criteria or systematic approach to evaluate both biomarkers and consensus markers to be used in the different fields of nutrition research. As a key milestone of this activity, a workshop was organised to establish a preliminary list of the consensus criteria, available in literature and in different fields of nutrition research. The ultimate goal is to develop a tool which will guide nutrition scientists when assessing the validity and relevance of markers for nutrition studies. A recent expert group has refined and applied the consensus criteria in various areas of nutrition research, such as mental performance and immunity. In addition, an evidence-based grading system was introduced, which enables the weighing of the relative importance of individual criteria through a semi-quantitative score.

Initiative set up by the Functional Foods Task Force with the Dietary Carbohydrates, Eating Behaviour & Energy Balance, Early Nutrition & Long-Term Health, Nutrition and Mental Performance, Nutrition, Immunity & Inflammation, Probiotics, and Nutrient Intake Optimisation Task Forces

Characterisation of and Criteria for Glycaemic Exposure Markers in the Non-Diabetic Population

Digestion leads to increased blood glucose levels, and maintenance of blood glucose concentrations within the normal range is beneficial for health. One accepted marker to evaluate blood glucose concentrations is glycated haemoglobin A1c (HbA1c). However, HbA1c requires several months to be assessed and is only relevant for diabetic patients, not for the general population. ILSI Europe intends to evaluate alternative markers and their potential endorsement for use in the non-diabetic population. Criteria for evaluating alternative markers related to blood glucose control will be defined.

Set up by the Dietary Carbohydrates Task Force

Markers of Insulin Sensitivity and Secretion

Markers to test for the presence of diabetes in diabetic populations are well known and well established. However, there is as yet no clear advice on which markers can indicate the risk of diabetes in people who do not have diabetes yet. This activity examines insulin secretion and resistance as indicators of diabetes risk, and reviews all types of markers for these functions, focusing on glucose tolerance, insulin sensitivity and beta-cell function. Additional advantages could include the discovery of new less invasive ways to measure these indicators, minimising stress for the patient, and that there might be faster detection methods developed to prevent diabetes onset.

Set up by the Obesity & Diabetes Task Force

Quality of Life Measures

The effect of nutrition on common infections is well documented. Very often these effects on relevant biomarkers are moderate and the overall impact on health and well-being might be underestimated, although an altered nutrition is associated with an improvement in quality of life (QoL).Thus, QoL measure could become an indicator of nutritional effectiveness on overall health apart from the modulation of reported biomarker(s). However, the relevance and validation of QoL measures in the context of nutritional intervention require further assessment. The expert group will examine the applicability of QoL instruments in the contexts of infections and immunity.

Set up by the Nutrition, Immunity & Inflammation Task Force

FP7 EU-Funded Project PATHWAY-27
Pivotal Assessment of the Effects of Bioactives on the Health and Wellbeing. From Human Genome to Food Industry

PATHWAY-27 explores selected bioactive compounds as ingredients of foods that, within the common diet, could significantly benefit human health and wellbeing. Three model compounds (docosahexaenoic acid, beta-glucan and anthocyanins) and three model food matrices (baked goods, dairy and egg products) are being studied to derive widely applicable conclusions. PATHWAY-27 will deliver a better understanding of the role and mechanisms of action of specific bioactives as food ingredients. The project will also define a generic roadmap that can be followed while demonstrating the effects of all types of bioactive-enriched foods. ILSI Europe is leading the work on guidelines for the substantiation of nutritional and health claims on bioactive enriched foods.

FP7 EU-Funded Project NutriTech – *Completed*
Application of New Technologies and Methods in Nutrition Research – The Example of Phenotypic Flexibility

Physiological processes maintain a well-orchestrated rhythm to the continuously changing environment of the body of which diet plays a major role This adaptive capacity called 'phenotypic flexibility' is key maintaining overall homeostasis and therefore, health and healthy ageing. The goal of NutriTech is to quantify the effect of diet on 'phenotypic flexibility'. In doing so, partners evaluate the use of cutting-edge analytical technologies (for instance so-called 'omics' technologies) and methods to study the diet-health relationship and critically assess their usefulness for the future of nutrition research and human wellbeing. ILSI Europe led the harmonisation and dissemination workpackage.

Gut Microbiota & Health



Gut Microbiota & Health

Microbiota



In 300 B.C., Hippocrates already anticipated the importance of gut health for overall health with his famous quote "all disease begins in the gut". An unhealthy gut contributes to a wide range of diseases including diabetes, obesity or inflammatory diseases. As the gut microbiota varies from individual to individual, its manipulation has become a target for the improvement of host health. Thus, functional food products are directed towards digestive health, with prebiotics and probiotics probably being the most common worldwide. Prebiotics and probiotics contribute to the host gut health by distinct, as well as complementary, mechanisms of action. So far, many potential health benefits of pro- and prebiotics have been documented. However, better comprehension of the relationship between the human gut and the intestinal flora is needed. ILSI Europe is involved in a wide range of activities: from a better understanding of the mechanisms of actions to the substantiation of health claims.

Probiotics

Probiotic bacteria are defined as living microorganisms which, when administered in adequate amounts, confer a health benefit to the host. These properties explain why consumers, the scientific community and the food industry show an increasing interest in the wide family of the probiotics. How can we measure these potential health benefits? ILSI Europe is working with the best experts to analyse the latest science and specific examples of the probiotic benefits.



Probiotics: Interplay with the Intestinal Barrier Function

– Completed

In adults, digestion and absorption of nutrients mainly takes place in the small intestine. Intestinal barrier function, microbiota composition and activity can be affected by acute infections, antibiotic use, stress or other dietary factors. However, treatment with the appropriate probiotic strains could help to restore the intestinal barrier. ILSI Europe assessed the potential (direct and indirect) impact

of probiotics on intestinal barrier function with the identification of valid biomarkers. Modulation of gut barrier function was shown to be a highly relevant target for novel therapeutic and/or prophylactic treatments against a range of diseases.

Set up by the Probiotics Task Force

Mechanisms of Probiotic Action

Despite a lack of approved health claims in the European Union for probiotics in human nutrition, there is a general consensus in the probiotic scientific community that specific probiotic strains have documented health benefits and that some health benefits can even be considered a general characteristic. However, their mechanisms of action often remain unclear. Recent developments in molecular and immunological techniques allow for better understanding of the human genome and the human microbiome, and how microbes interact with the host. Thus, there is a need and an opportunity to determine which health benefits are common and why. Better documented mechanisms may also suggest future markers of probiotic efficacy.

Set up by the Probiotics Task Force

Prebiotics

A prebiotic is a food ingredient selectively stimulating growth and/or activity of beneficial microbial species in the microorganisms that inhabit the intestinal tract – the gut microbiota – that confer health benefits to the host. Some prebiotics occur naturally in foods such as chicory, cereals, agave and milk; however, most foods contain only trace levels. The Japanese were the first to recognise the value of fermentable oligosaccharides during the 1980s. However, it was not until 1995 that the prebiotic concept for modulation of gut microbiota was introduced. ILSI Europe is at the forefront of this scientific field, being one of the first to further develop the concept of prebiotic effects.



Structure-Function Relationship for Prebiotic Compounds

Prebiotic compounds show a wide variability in terms of structure and their effects on the gut ecology (microbiota composition and activity) and so consequently of beneficial effects on the host. An ILSI Europe expert group aims to identify the specific characteristics of prebiotic structure that have effects on the gut ecology. The activity is intended to produce recommendations on how to better design research with respect to unambiguous physiological effects of prebiotic compounds.

Set up by the Prebiotics Task Force

Oral & Gut Microbiota



Scientists have long taken an interest in the effects of diet on human gastrointestinal microbiota composition, as it is becoming increasingly acknowledged that the gastrointestinal microbiota play a major role in the absorption and metabolism of key nutrients and non-nutrients. Furthermore, it is known that a major factor in maintaining oral health is the resilience of the ecology of the oral system. Oral health is increasingly acknowledged as a major factor affecting quality of life. The impact of poor oral hygiene goes far beyond caries and hard tissue damage. There is increasing evidence of a link between oral and systemic health (e.g. type 2 diabetes or cardiovascular diseases). It is unclear, however, if this link is causal or because of a common mechanism related to chronic inflammation.

Exploring the Role of Major Gut Microbiota Clusters

The gut microbiota is involved in the metabolism and bio-availability of a large number of nutrients and non-nutrients. Therefore, it is an important variable to take into account when considering the management of obesity, inflammation and the metabolic syndrome. ILSI Europe has reviewed the available data on different gut microbiota clusters and methodologies in relation to their metabolic effects on selected nutrients and non-nutrients. Moreover, the expert group has analysed the metabolic pathways of nutrients, their correlation with the microbiota and the requirements needed to analyse these pathways.

Set up by the Prebiotics and the Functional Foods Task Forces

Oral & Systemic Health Resilience

New evidence suggests that oral health has been acknowledged to have an impact on overall quality of life. Moreover, it appears that oral health may be related to systemic health. These links between oral and systemic health are currently being explored, and ILSI Europe is taking the lead in pursuing this cutting-edge research. This activity will create the scientific evidence base for subsequent clinical confirmation of health claims both on oral and systemic health.

Set up by the Functional Foods Task Force

Short-Chain Fatty Acids for Health

SCFA production from prebiotic consumption is considered as (part of) the mechanism by which prebiotics exert beneficial effects on gut health and metabolic function. Furthermore, SCFAs also exert positive local and systemic physiological effects. However, SCFA production is often not considered as a health benefit as such. Consequently, it is intended to evaluate the current scientific knowledge on SCFAs as a health benefit/biomarker by providing evidence of their beneficial action(s).

Set up by the Prebiotics Task Force

Nutrition Security & Societal Aspects





Nutrition Security & Societal Aspects

Society



Consumer science, societal aspects and sustainability are ever-expanding fields. If we do not know enough about consumer behaviour, risk perception and the drivers influencing consumer preferences, then we cannot learn how to effectively encourage consumers to choose healthier diets and more sustainable practices. Societal aspects and sustainability are linked together with consumer science as it is becoming more and more important to provide enough, healthy and safe food to a growing population. Consumer preferences are also determined by environmental and societal aspects. Therefore, all these topics have to be considered through a more holistic approach. ILSI Europe has worked very hard over the past years to revitalise its pillar on 'Nutrition Security and Societal Aspects'. This has been successfully achieved through two parallel initiatives, ILSI Europe's active involvement as work-package leader in the Horizon 2020 EU-funded project SUSFANS 'Metrics, Models and Foresight for European SUStainable Food and Nutrition Security' and ILSI Europe's new topic on 'Consumer Behaviour Determinants' as selected through the Emerging Issues Process.



Nudging Consumers Towards Healthier Food Choices

Unhealthy food choices and related behaviours are currently driving increased rates of obesity in Europe, with concomitant increases in the incidence of non-communicable diseases. Several strategies are used to move consumers towards healthier choices. One among them is nudging, a concept promoting the idea that positive reinforcement and indirect suggestion will influence the decision making of groups and individuals in a more sustainable way than other interventions. The proposed activity aims to systematically review the existing evidence base regarding short and long term impacts of nudging, and to identify gaps in knowledge where these exist. Suggestions for further research will be made where appropriate. Ultimately, this project will lead to a greater understanding about the potential role of the psychological and cultural determinants of food choice in the context of nudging theory.

Set up by the Consumer Behaviour Determinants Task Force, through the Emerging Issues Process

Horizon 2020 EU-Funded Project SUSFANS
Metrics, Models and Foresight for European SUStainable Food And Nutrition Security



The EU agri-food sector now delivers an amazing variety of products from all over the EU and the globe to consumers, creates convenience, innovates, cushions risks to producers and creates jobs in rural and urban areas. Access to safe and nutritious food is not however guaranteed for all Europe's consumers as quality and safety have sometimes been compromised, and there is an increasing awareness of food poverty across some sections of society. Environmental concerns have also escalated. Maintaining agri-food's beneficial services in the face of ever-changing economic, social, political and environmental conditions will be increasingly challenging. To gauge what policy reforms may best serve the upcoming challenges, a new conceptual approach is needed that explicitly shows how the food that is produced better matches consumption needs and maintains health. Strengthening food and nutrition security (FNS) in the European Union is a key objective of the Horizon 2020 SUSFANS 'Metrics, Models and Foresight for European SUStainable Food and Nutrition Security'. This project offers stakeholders a new and exciting opportunity to participate in investigating the impact of policies on consumer choice and subsequent implications for nutrition and public health in the European Union.

ILSI Europe Events



Selection of Major Events 2016

Events









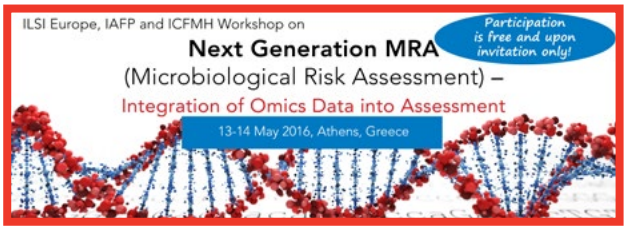


















Upcoming Events*

Events

January 2017	ILSI Annual Meeting, 20-25 January 2017, La Jolla, United States of America.
March 2017	**ILSI Europe's Annual Symposium 2017, 30-31 March 2017, Brussels, Belgium.**
	IAFP's European Symposium on Food Safety 2017. 29-31 March 2017, Brussels, Belgium. ILSI Europe is supporting organisation with IAFP, chairing the local organising committee and organising two sessions.
April 2017	Workshop on 'Dietary Sweetness. Is it an Issue?' 3-4 April 2017, Brussels, Belgium. *Being organised by the Dietary Carbohydrates and Eating Behaviour & Energy Balance Task Forces.*
	Workshop on 'Identifying Preferred Approaches for Quantifying the Health and Economic Impact of Modifying Nutrient Intakes'. 5-6 April, 2017, Brussels, Belgium. *Being organised by the Functional Foods Task Force.*
May 2017	SUSFANS 3rd Stakeholder Core Group Workshop. 9-10 May 2017, Vienna, Austria.
June 2017	The International Scientific Conference on Probiotics and Prebiotics – IPC2017, 19-22 June 2017, Budapest, Hungary. ILSI Europe has been invited to organise a session.
September 2017	PATHWAY-27 Two Stakeholder Workshops, 21 & 22 September 2017, Brussels, Belgium.
October 2017	IUNS 21st International Congress of Nutrition (ICN), 15-20 October 2017, Buenos Aires, Argentina. ILSI Europe has been invited to contribute to three sessions, one on 'Healthy Ageing' another on 'The Human Microbiome: Sharing our Bodies' and a third on 'Low-Calorie Sweeteners'. *Being organised by the Nutrition and Mental Performance, Prebiotics, Functional Foods and Eating Behaviour & Energy Balance Task Forces.*
Dates to be confirmed	Webinar on 'Exploring the Role of the Major Gut Microbiota Clusters on Nutritional and Functional Benefits of Nutrients and Non-Nutrients'. *Being organised by the Prebiotics and Functional Foods Task Forces.*
	Webinar on 'Industrial MRA in Fresh Produce'. *Being organised by the Microbiological Food Safety Task Force.*
	Webinar on 'The Use of Next Generation Sequencing (NGS): Translation into Practice'. *Being organised by the Microbiological Food Safety Task Force.*

*As of January 2017

Notes

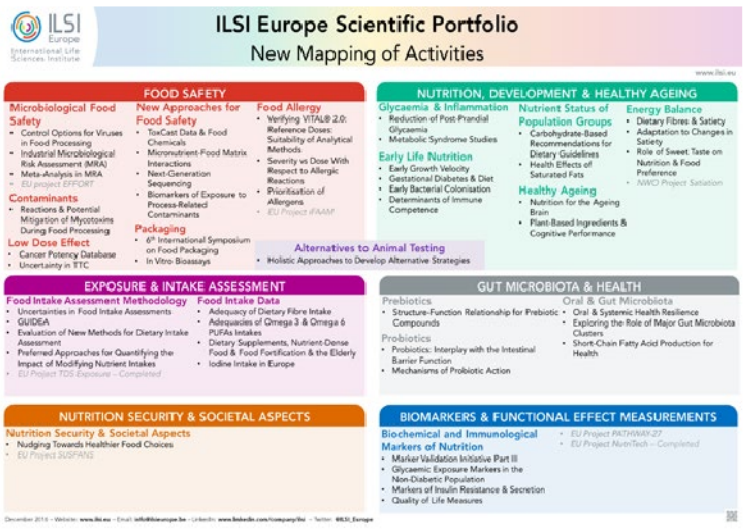
Notes

www.ilsi.eu

Want to know more about ILSI Europe's activities?

For more, check out ILSI Europe's Activity & Budget Document. Download it now at: www.ilsi.eu.





ILSI Europe

Avenue E. Mounier 83, box 6

B–1200 Brussels

Belgium

+32 2 771 00 14

info@ilsieurope.be

From: Alex Malaspina [redacted]

Sent: Tuesday, March 28, 2017 10:18 AM

To: mek59100[redacted];susi.kettle[redacted];foodchain[redacted];mcarakostas[redacted];flbayer[redacted];[redacted];sharris[redacted];Cohen, Samuel M;ulrich-mohr[redacted];beauchamp[redacted];john.c.peters[redacted]

Subject: Fwd: if not seen

Interesting

Best Alex

-----Original Message-----
From: David Miller <[redacted]
To: Alex Malaspina [redacted]
Sent: Tue, Mar 28, 2017 10:46 am
Subject: FW: if not seen

See item about Ramazzini.

From: Cody Wilson [redacted]
Sent: Tuesday, March 28, 2017 10:43 AM
To: David Miller <[redacted]
Subject: RE: if not seen

Very interesting.

From: David Miller [redacted]
Sent: Tuesday, March 28, 2017 10:38 AM
To: Cody Wilson <[redacted]
Subject: if not seen

https://science.house.gov/sites/republicans.science.house.gov/files/documents/03_24_2017%20SST%20to%20Price%20HHS%20Re%20NIEHS.pdf

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From: Alex Malaspina [redacted]>

Sent: Tuesday, March 28, 2017 11:02 AM

To: Cohen, Samuel M

Cc: foodchain@[redacted];ulrich-mohr@[redacted] mcarakostas[redacted];mek5910[redacted];vollmuthassociates[redacted];davidmiller[redacted];sharris[redacted];mshirreffs[redacted]

Subject: Re: Dr. John Doull

Dear Sam

I am so sorry. he was such a wonderful person.

Warmest regards

Alex

-----Original Message-----
From: Cohen, Samuel M [redacted]>
To: Suzanne Harris (sharris[redacted] <sharris[redacted]>; Alex Malaspina [redacted]
Sent: Mon, Mar 27, 2017 12:28 pm
Subject: FW: Dr. John Doull

Very sad news.

He was truly an exemplary gentleman and scholar.

From: Cohen, Samuel M
Sent: Monday, March 27, 2017 11:27 AM
To: 'Jay Goodman'[redacted]
Subject: RE: Dr. John Doull

Yes he does.

He lived an exemplary life. A very impressive individual.

From: Jay Goodman [redacted]
Sent: Monday, March 27, 2017 11:25 AM
To: Cohen, Samuel M [redacted]
Subject: Re: Dr. John Doull

Thanks for passing-on this VERY sad news (though not unexpected in light of his recent [redacted]

Indeed. John epitomizes the phrase "scholar and gentleman."

On Mar 27, 2017, at 11:47 AM, Cohen, Samuel M [redacted]> wrote:

Very sad news.

Sent from my iPhone

Begin forwarded message:

From: Nancy Monteiro-Riviere <[redacted]>
Date: March 27, 2017 at 10:24:50 AM CDT
To: Raul Suarez <[redacted] "Donald A. Fox" <[redacted]>, Herman Autrup <[redacted]>, Jane Ellen Simmons <[redacted]>, Kendall Wallace <[redacted], Kyle Kolaja <[redacted]>, Leigh Ann Burns Naas <[redacted]>, Lorene Buckley

[redacted], "Matthew Bogdanffy" <[redacted], Michael Holsapple <[redacted], Paul Foster <[redacted], "Samuel Cohen" <[redacted]>
Cc: "corcoran[redacted] <corcoran[redacted]
Subject: FW: Dr. John Doull

Nancy A. Monteiro-Riviere, Ph.D., ATS

From: Udayan Apte[redacted]
Sent: Monday, March 27, 2017 10:02 AM
Subject:&sbsp;Fwd: Dr. John Doull

Dear all,

A very sad news! Please see below!

Udayan Apte, PhD, DABT
Associate Professor
Dept. of Pharmacology, Toxicology
and Therapeutics
[redacted]

[redacted]
Webpage: http://www.kumc.edu/school-of-medicine/pharmacology-toxicology-and-therapeutics/faculty/udayan-apte-phd-.html

Begin forwarded message:

Dear Members of the Department:

It is with great sadness that I inform you that Dr. John Doull, MD, PhD, Emeritus Professor of Pharmacology, Toxicology and Therapeutics, KUMC, passed away on Friday March 24, 2017. He was 94 years old.

Dr. Doull was a pioneer for the discipline of toxicology both at the national level and at KUMC. He served as the 26th President of the Society of Toxicology and on numerous advisory committees to federal agencies. He was the founding editor of the first toxicology textbook, "Casarett & Doull's Toxicology: The Basic Science of Poisons", which is currently in its 8thedition. His countless contributions to the development of toxicology as an independent discipline, the promotion of the Society of Toxicology and the training of toxicologists were recognized with many prestigious national awards including the Merit Award of SOT, the inaugural Founder's Award of SOT and the Mildred S. Christian Career Achievement Award from the Academy of Toxicological Sciences. At KUMC, we are honoring Dr. Doull's legacy with the *Annual John Doull Toxicology Symposium*, which is in its 19th year. Although Dr. Doull was a giant in the field of toxicology, he was a humble person with a calm and reasonable voice even in heated scientific debates. He will be missed.

Dr. Doull's Funeral Arrangements at Indian Heights Church [redacted]

1. Visitation is Friday (March 31) from 5-7 PM
2. Funeral is Saturday (April 1) at 10:30 AM
3. No obituary available at this time.

Hartmut Jaeschke, PhD, ATS

Professor and Chair

Dept. of Pharmacology, Toxicology & Therapeutics

University of Kansas Medical Center

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have

received this e-mail by mistake, please delete it and immediately contact the sender.

JAY I. GOODMAN, Ph.D.

Professor

Dept. Pharmacology & Toxicology

Michigan State University

[redacted]

Web Page:

[redacted]

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Alex Malaspina [redacted]

Sent: Wednesday, March 29, 2017 9:47 AM

To: sarahallen[redacted];Cohen, Samuel M;andrewwea[redacted];mariabergmann[redacted];maria.nomikos[redacted];alexwea[redacted];alexandre.malaspina[redacted];scola10[redacted];directo[redacted]

Cc: kontaratou[redacted];mmaria.maraki9[redacted];angelalopezdesa[redacted];mlanzanova@[redacted];thchumburidze[redacted]
[redacted]m;gubewu[redacted]davidmille[redacted]vollmuthassociates[redacted];jwstanl0[redacted];jung[redacted];boonyee.yeong[redacted];geoffsmith[redacted]taktogam[redacted];ebrown124[redacted]tamarajouko[redacted]

Subject: Fwd: Story

FYI

My daughter ,Ann , writes children,s books,about 35 so far.

However I thought you would like to see this small story that she just wrote for The Southern Poverty Law Journal

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: frgeorgeliacopulos <frgeorgeliacopulos[redacted]; ekramvis <ekramvis[redacted]>; kimbermala <kimbermala[redacted]; apollo9397 <apollo939[redacted]>; lilygracem77 <lilygracem7[redacted]
Sent: Wed, Mar 29, 2017 10:26 am
Subject: Fwd: Story

A fastinating small story by Ann Malaspina

Best Alex

-----Original Message-----
From: Ann Malaspina <amalasp[redacted]
To: Malaspina [redacted]
Sent: Wed, Mar 29, 2017 10:16 am
Subject: Story

"Swoosh!" is a fictional story about a Muslim girl who wants to play basketball with her team. It's for teachers to use in their classrooms in a program called Teaching Tolerance that is run by the Southern Poverty Law Center.

http://www.tolerance.org/swoosh

From: Alex Malaspina [redacted]

Sent: Friday, March 31, 2017 8:06 PM

To: Cohen, Samuel M

Subject: Fwd: Intrxon

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Fri, Mar 31, 2017 9:49 am
Subject: Intrxon

http://finance.yahoo.com/news/oxitecs-friendly-aedes-achieves-81-112600345.html

From: Alex Malaspina [redacted]

Sent: Friday, March 31, 2017 8:08 PM

To: fergc@f[redacted]

Cc: Cohen, Samuel M

Subject: Fwd: Intrxon

FYI

Best Alex

-----Original Message-----
From: Jerry Hjelle <hjelleadvisors[redacted]
To: Alex Malaspina [redacted]
Cc: geoffsmith <geoffsmith[redacted]; sharris <sharris[redacted]>; mmclean <mmclean[redacted]>; boonyee <boonyee[redacted]
Sent: Fri, Mar 31, 2017 10:27 am
Subject: Re: Intrxon

I was in Piraciciba in January and the results and public acceptance was remarkable. Still working on getting them more involved in ILSI.

Sent from my iPhone

On Mar 31, 2017, at 8:53 AM, Alex Malaspina [redacted]> wrote:

> Interesting News!
>
> Best Alex
>
> -----Original Message-----
> From: Alex Malaspina [redacted]
> To: malaspina <[redacted]
> Sent: Fri, Mar 31, 2017 9:49 am
> Subject: Intrxon
>
> http://finance.yahoo.com/news/oxitecs-friendly-aedes-achieves-81-112600345.html

From: Alex Malaspina [redacted]

Sent: Tuesday, April 4, 2017 6:47 AM

To: fergc@[redacted];Cohen, Samuel M

Subject: Fwd: Change of Venue -- The Meridian Institute

FYI

Best

Alex

-----Original Message-----
From: Michael Taylor <[redacted]>
To: Mike Taylor gmail <[redacted]>
Sent: Mon, Apr 3, 2017 7:01 pm
Subject: Change of Venue -- The Meridian Institute

Dear Friends:

I'm writing to let you know that I am joining the Meridian Institute as a Senior Fellow to continue my post-FDA work on food safety and food security in developing countries.

Since leaving FDA last June, I have been exploring how I can best contribute in this arena, with the help of my good friend Tom Freedman at Freedman Consulting and many of you. We all know that food safety, food security and the overall success of the food system are inextricably linked. We also know that progress requires holistic strategies that tap both public and private expertise and interests.

This is exactly the vein in which the Meridian Institute works and has long experience (http://www.merid.org/), including in Africa where I am focusing much of my effort. I will continue to take on independent projects, but I am very excited about collaborating with Meridian on projects that bring people together to make progress on food safety and food security. I welcome your ideas!

You can continue reaching me at this gmail address or at my new Meridian address: [redacted] My mobile and best phone contact remains [redacted]

All the best,

Mike

From: Alex Malaspina [redacted]

Sent: Thursday, April 6, 2017 7:47 AM

To: fergc@[redacted]

Cc: Cohen, Samuel M;beauchamp[redacted];hzhang[redacted]

Subject: Fwd: Synthetic biology

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: hjelleadvisors <hjelleadvisors[redacted]
Cc: sharris <sharris[redacted]>; mmclean <mmclean[redacted]>; spettit <spettit@[redacted]>; ehentges <ehentges[redacted]>; dbanati <dbanati[redacted]>; davidmiller <davidmiller[redacted]>; miketaylor_us <miketaylor_us[redacted]>; ulrich-mohr <ulrich-mohr[redacted]; ebrown124 <ebrown124[redacted]>; geoffsmith <geoffsmith[redacted]>
Sent: Thu, Apr 6, 2017 8:45 am
Subject: Fwd: intrexon

Interesting article about the new synthetic biology and gmo's

Best Alex

-----Original Message-----
From: Alex Malaspina <malaspina[redacted]
To: malaspina <malaspina[redacted]
Sent: Thu, Apr 6, 2017 8:36 am
Subject: intrexon

https://olui2.fs.ml.com/RIStocksUI/RIStocksNewsFullStory.aspx?stryKey=2508-201704060600RTRSNEWSNASECURI_L5N1HC5MS_1800.18-1&symbol=XON

From: Alex Malaspina [redacted]>

Sent: Thursday, April 6, 2017 3:28 PM

To: fergc@[redacted];miketaylor_us[redacted];Cohen, Samuel M;beauchamp[redacted];zhangh[redacted]

Subject: Fwd: zika

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: sharris <sharris[redacted]>; hjelleadvisors <hjelleadvisors[redacted]>; geoffsmith <geoffsmith[redacted]>; mmclean <mmclean[redacted]>; ulrich-mohr <ulrich-mohr[redacted]>; ebrown124 <ebrown124[redacted]>
Sent: Thu, Apr 6, 2017 4:26 pm
Subject: Fwd: zika

Interesting article on Zika's continuing problem.

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Thu, Apr 6, 2017 4:23 pm
Subject: zika

http://www.huffingtonpost.com/entry/zika-causes-birth-defects-in-1-in-10-pregnancies_us_58e50febe4b0917d3476099a?

From: Alex Malaspina [redacted]

Sent: Friday, April 7, 2017 5:28 AM

To: miketaylor_us[redacted];davidmille[redacted];atrichopoulos[redacted];mek5910[redacted];Cohen, Samuel M;scola10[redacted];hjelleadvisors[redacted];wwallac[redacted];robert.a.barte[redacted];danezi.a[redacted];mmaria.maraki92[redacted] mmclear[redacted] sharris[redacted];mshirreffs[redacted];beauchamp[redacted];hzhang@[redacted] geoffsmith[redacted];boonyee.yeong[redacted] taktogam[redacted] ijbtgl[redacted] foodchair[redacted] zhangh[redacted]

Subject: Fwd: Story

You will be interested in the exchange of emails with Dr.John Lawrence, President Of Doctors Without Borders or MSF

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: amalasp[redacted]>
Cc: markmalaspina <markmalaspina[redacted]>; amandmello <amandmello[redacted]>; paul_malaspina <paul_malaspina[redacted]>; kimbermala <kimbermala[redacted]>; ekramvis <ekramvis[redacted]>; frgeorgeliacopulos <frgeorgeliacopulos[redacted]>; tom.papademetriou <tom.papademetriou[redacted] samuelharold1990 <samuelharold1990[redacted]>; haroldn <harold[redacted] rosanne.m.galligan <rosanne.m.galligan[redacted]>; rwh56 <rwh56[redacted]>; rwh56 <rwh56[redacted]>; ebrown124 <ebrown124[redacted]>; susi.kettler <susi.kettler[redacted] kay.nichols <kay.nichols[redacted]>; daik <daik[redacted]>; maria.nomikos <maria.nomikos[redacted]>; aldrichdmk <aldrichdmk[redacted]
Sent: Fri, Apr 7, 2017 4:43 am
Subject: Fwd: Story

Dear Ann:

Please read this email from Dr.Lawrence, President of Doctors Without Borders,or MSF, who continues to think your short story about a Moslem girl is so timely

His organization is mentioned in the national news daily about their work to help the victims of the vicious toxic gas attack in Syria.

I hope to see him soon in Atlanta

Love Dad

-----Original Message-----
From: John Lawrence <[redacted]
To: Alex Malaspina [redacted]>
Sent: Fri, Apr 7, 2017 12:47 am
Subject: Re: Story

Dear Alex,

Thanks for passing on my comments to Ann! Her work is very meaningful, and especially so at this time.

The latest tragedy of the chemical attack in Syria is so discouraging. It occurred very close to the hospital I worked at in Syria in 2013. Some of the personnel from that facility drove over to assist in the care of the victims.

The MSF hospital in Lebanon which I visited in February has just opened its pediatric ward. It is situated about 8 miles from the Syrian border, and will care for Syrian refugee children primarily. I'm hoping I'll be able to go back to work as a surgeon there in a few months.

I hope all is well with you, and I'll check with Laurel to see if we might be making plans to get down to Atlanta again in the near future to visit with you!

Regards,

John

From: Alex Malaspina [redacted]
Sent: Thursday, March 30, 2017 4:18:34 PM
To: John Lawrence
Cc: [redacted]
Subject: Re: Story

Dear John: Thank you so much for your kind words on Ann's Article for the Poverty Law Center. to encourage children to show tolerance.

As you probably guessed Ann is Mark's sister.

I passed on to her your congratulations

Ann is a writer of children's books, about 35 so far. Many have received important awards. You may look her up in Google.as some may be of interest as they affect social issues.

She visited India with me in the 80's and since that time she has been very interested in the education dreams of underprivileged youth in the developing counties.

She lives in Ridgewood NJ.

I hope to see you soon in Atlanta. Laurel mentioned that you will be coming that way. It wiil be great to see you.

I the meantime I wish you all the best in your fight to assist children and refugees. Now ,with the mess the world is in , you are needed more than ever

With my very warmest regards.

Alex

-----Original Message-----
From: John Lawrence[redacted]
To: Alex Malaspina[redacted]
Sent: Wed, Mar 29, 2017 11:26 pm
Subject: Re: Story

Alex,

This is a wonderful story and so timely! Unfortunately, I don't recall exactly who in your family Ann is, but please pass along my warmest congratulations to her on such a succinct, but meaningful, story!

Best,

John

From: Alex Malaspina [redacted]
Sent: Wednesday, March 29, 2017 10:26:39 AM
To: frgeorge[redacted]; ekramvis[redacted]; kimbermala[redacted]; apollo9397[redacted]; lilygracem[redacted]
Subject: Fwd: Story

A fastinating small story by Ann Malaspina

Best Alex

-----Original Message-----
From: Ann Malaspina <[redacted]
To: Malaspina[redacted]
Sent: Wed, Mar 29, 2017 10:16 am
Subject: Story

"Swoosh!" is a fictional story about a Muslim girl who wants to play basketball with her team. It's for teachers to use in their classrooms in a program called Teaching Tolerance that is run by the Southern Poverty Law Center.

http://www.tolerance.org/swoosh

From: Alex Malaspina [redacted]

Sent: Thursday, April 13, 2017 6:19 AM

To: boonyee.yeong[redacted];geoffsmith[redacted];miketaylor_us[redacted];fergc[redacted];Cohen, Samuel M

Subject: Fwd: Coke project

FYI'

Best Alex

-----Original Message-----
From: Alex Malaspina <malaspina[redacted]>
To: taktogami <taktogami[redacted]>; mek59100 <mek59100[redacted]>; markmalaspina &tt;markmalaspina[redacted]>; flbayer <flbayer[redacted]>
Cc: hzhang <hzhang[redacted]>; sharris <sharris[redacted]>; jjbtgb <jjbtgb[redacted]>; jshchen <jshchen[redacted]>; pjulkunen <pjulkunen[redacted]>; cllewellyn <cllewellyn[redacted]
Sent: Thu, Apr 13, 2017 7:17 am
Subject: Fwd: Coke project

Togami-San:

Good Morning

Please Note

Bee Perez is in charge of the Coke Foundation ,Sustainability and several other other activities .

Huaying works for her.

Best Alex

-----Original Message-----
From: paul malaspina <paul_malaspina[redacted]>
To: Alex Malaspina [redacted]
Sent: Wed, Apr 12, 2017 1:56 pm
Subject: Coke project

Dad,
FYI. Coca Cola is assisting with a watershed project here. I will call you later today.
Paul

http://governor.hawaii.gov/newsroom/latest-news/dlnr-news-release-dlnr-the-coca-cola-company-koolau-mountains-watershed-partnership-announce-new-water-replenishment-project/

From: Alex Malaspina [redacted]>

Sent: Wednesday, April 26, 2017 8:40 AM

To: Cohen, Samuel M

Subject: Fwd: Please Confirm Your Entry

FYI

All my best

Alex

-----Original Message-----
From: IHT Spirit [redacted]>
To: malaspina <[redacted]>
Sent: Wed, Apr 26, 2017 9:27 am
Subject: Please Confirm Your Entry

Hi,

Thanks for voting in the IHT "Raising the Bar in PE" Video Challenge powered by adidas!

Please click here to confirm your vote(s).

You only need to confirm once to have all of your votes count.

Vote up to 5 times on each video from now until May 5th!

Thanks!

From: Alex Malaspina [redacted]

Sent: Friday, April 28, 2017 8:20 AM

To: foodchain@hotmail.com;sharris[redacted];jjbtgb[redacted];mek59100[redacted];susi.kettler[redacted];flbayer[redacted];Cohen, Samuel M

Subject: Fwd: News Digest - April 28. 2017

Attachments: News Digest - 04-28-2017.doc

See Article on energy drinks

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
To: Undisclosed recipients:;
Sent: Fri, Apr 28, 2017 8:52 am
Subject: News Digest - April 28. 2017



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Full Text

New Coke CEO faces fast-changing world

Atlanta Business Chronicle, April 28, 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversations with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an additional $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 billion last year.

"James is up to dealing with the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another entity.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy individuals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town entity, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculation.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides limiting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, it's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues with the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams said: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view with sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and it "has to find a natural, nonnutritive sweetener." That product mix is expected to focus on coffee, teas, juice and water drinks — or any beverage that is non-alcoholic. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and decided to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transactions rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer said.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 million to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vision of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — with one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so within a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more profitability."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey said. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers said it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one said. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 billion, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenario could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market capitalization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, April 28, 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-president-venkatesh-kini-quits-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, April 28, 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major said in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth transition with his successor, it added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, April 27, 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

Link: http://mashable.com/2017/04/27/stephen-colbert-trump-coke-button/

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, April 28, 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expenditures by 43 percent, to 10 billion pesos ($525.6 million), this year as it starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca said in a statement that 40 percent of its 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. unit and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operation.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, April 28, 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, April 27, 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), which is controlled by Coca-Cola HBC Russia, will close its plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total juice production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, April 27, 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decomposition, The Daily Republic in Mitchell, South Dakota, reported (http://bit.ly/2qivJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a motions hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, with interest. He sued under a new South Dakota law that allows certain cases to be handled more quickly. Under that law, each side is restricted to one witness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time limit for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely seriously and tries them all."

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Information from: The Daily Republic, http://www.mitchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, April 28, 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains National Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better with Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, it is nothing like an existential problem. But last week's concern turned into this week's national story as President Trump ordered a review of 24 national monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems with that creation — mostly that the entire front range of the mountains was drawn out of the monument, mysteriously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I consider this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under President Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contributions, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, April 26, 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artificially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape juice — actually causes the brain issues that the researchers observed.

Before you raid the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston University neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked with brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem with observing
If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connection between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without it. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these individuals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who didn't.

Neither of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclusions. But the most important takeaway here is that there is simply no definitive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest option. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the American Society for Clinical Nutrition found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong evidence for the independent role of the intake of sugar-sweetened beverages, particularly soda, in the promotion of weight gain and obesity in children and adolescents," they write.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and America's obesity problem explicit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, limit yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, April 27, 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.

But the researchers behind a new, small study published in the Journal of the American Heart Association found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 milliliters of lime juice, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants switched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time it takes the heart's ventricles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from University of Connecticut's Rudd Center for Food Policy and Obesity told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typically consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together with these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when it comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, April 28, 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed with the Food and Drug Administration.

In recent weeks, the National Association of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administration to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Association of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through various Presidential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie information in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the American Bakers Association, a trade group that represents bread and snack companies, has asked the agency to rescind its new, stricter definition of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are anticipating that the FDA will become more business-friendly under the new secretary of Health and Human Services, Tom Price. Price, a former congressman from Georgia who voted in favor of the Common Sense Nutrition Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's pick for FDA commissioner, Scott Gottlieb, indicated during his confirmation hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Education, Labor and Pensions, Gottlieb said his FDA would seek to balance questions of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the unique challenges that developing and communicating such information can pose, particularly on small, independent businesses."

The Trump administration appears receptive to industry requests. Ray Starling, special assistant to the president for agriculture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutrition Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Association. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Levitt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said it would be premature to speculate about the agency's actions.

"Every change in administration experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulations out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors

National Public Radio, April 28, 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, April 28, 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in region

A new $130 million PepsiCo drink concentrate plant that was officially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the region made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facility is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government officials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, president for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solutions; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the location for the facility because of its strategic location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore".

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productivity.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by conventional processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran cited Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's

instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the quality of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), April 28, 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have indicated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business unit in the January-March period.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, said that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Officer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisation.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, did not give specifics financials information regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott international cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June period is going to be crucial for the beverages industry to revive growth.

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Values blindness

Campaign, April 28, 2017

United found out what can happen when brands betray their values.

The leanest definition of a brand - the one I always try to work with - is: 'A product or service plus values and associations.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decisions marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that definition, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, either. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the middle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an ethical line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associations flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it sit up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behaviours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integrity really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as its number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decisions. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should consider a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by senior management, with values underpinning every move.

It could have saved them at United. As it is, this 'product or service' has traduced its values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integrity

Eight mentions: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and diversity

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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New Coke CEO faces fast-changing world

Atlanta Business Chronicle, Fri, 28 Apr 2017, Maria Saporta

As James Quincey becomes CEO of The Coca-Cola Co. on May 1, he faces a multitude of challenges — an embattled signature brand, stagnant growth of its market cap, consumers who want healthier beverages, and even the possibility that the company could be acquired by another global enterprise such as Belgium's Anheuser Busch InBev NV.

"He has a pretty big hill to climb," said one person who is close to the company. "What does the company need to do? It needs to return to growth and restore it[self] to what it once was — a growth company."

In conversations with several people who are close to the company, the views were relatively consistent. Quincey is entering his tenure as CEO with his eyes open and a clear agenda for where the company needs to go.

On April 25, a week before Quincey was to succeed Muhtar Kent as CEO, the company announced plans to cut approximately 1,200 jobs as it puts in place a "leaner corporate organization." Most of them will be at the corporate headquarters in Atlanta.

"These changes are critical for us to create an environment where we can accelerate growth and become the consumer-centric, total beverage company we need to be in a fast-changing world," Quincey said in a statement.

The company reduced its employee base by more than 20,000 last year. Coca-Cola's total employment declined from 123,200 at the end of 2015 to 100,300 at the end of 2016. It expects to achieve an additional $800 million a year in productivity savings over the next few years. The announcement came as Coca-Cola reported that its net revenues for the first quarter declined 11 percent.

The company's annual revenues, which peaked at $48 billion in 2012, fell to under $42 billion last year.

"James is up to dealing with the challenges facing the Coca-Cola system," said John Brock, who recently retired as CEO of Coca-Cola European Partners (formerly Coca-Cola Enterprises). "James Quincey understands the importance of a strong Coca-Cola bottling system. Without his involvement and leadership, the creation of Coca-Cola European Partners, the largest and most profitable bottler globally, would not have occurred."

Other people close to Coca-Cola, several who spoke on background, did not seem overly anxious the company would be taken over by an InBev or another entity.

"I don't think so," said Jimmy Williams, retired CEO of SunTrust Banks and a longtime director on Coca-Cola's board until he retired in 2013. "The market cap is mighty high. It's always on your mind, but I don't see that happening anytime soon. The biggest thing Coke can do is keep the market cap high. I'm not worried."

If Coca-Cola were to be acquired it would be a devastating blow to Atlanta. Coke was invented in Atlanta 131 years ago, and the company and city are as interconnected has any two entities can be – with the name of Coca-Cola magnate Robert W. Woodruff ever-present.

Also, many of Atlanta's major foundations and wealthy individuals rely on the value of Coca-Cola stock for their largesse.

When asked about possibly being acquired by an out-of-town entity, Coca-Cola spokesman Ben Deutsch said the company does not comment on speculation.

"But what I will say is that the work we are doing at Coke today to accelerate growth and transform our system is what we think will create the most value over the long term for our shareowners, our associates and our partners," Deutsch added. "We are focused on executing our plan in the market — and will continue to be."

According to one company observer, Coca-Cola has been facing a "perfect storm" of challenges, which has impacted its growth.

The emerging markets where Coca-Cola has historically enjoyed much of its growth have slowed down because of economic slides limiting people's disposable income.

The second issue is currency. The United States is experiencing the longest period of a strong dollar — about eight years — since World War II. Since most of Coca-Cola's growth comes from overseas, it's been a "double whammy" for the company's revenues.

Added to that is the company's product mix. Carbonated sugar drinks are increasingly being viewed by consumers as being unhealthy, and a recent study has pointed to possible health issues with the company's diet carbonated drinks. "Increasingly people are getting it — they need to consume less sugar," an observer said. "The only way you get there is with the portfolio of products."

Williams said: "They are conscious of the sugar issue. It's something they're working on."

Another observer said Quincey understands the need to invest in a broad portfolio of products beyond sparkling beverages. "Muhtar always thought that red Coke was the heart of everything, and he thought red Coke should and could grow," he said. "James has a much more open view with sugar and ingredients like aspartame that are under attack."

The company is now focusing on low- and no-calorie products, and it "has to find a natural, nonnutritive sweetener." That product mix is expected to focus on coffee, teas, juice and water drinks — or any beverage that is non-alcoholic. Coca-Cola did try going into the wine business decades ago, but it backed-out rather quickly and decided to focus on non-alcoholic beverages.

The company also needs to focus on revenue growth rather than just volume growth and market share.

"In the last few years, Muhtar embraced revenue on transactions rather than volume," one person said. "Having the right product mix that is driving revenues is what it's all about."

Coca-Cola does have a built-in advantage. It currently has more than 500 brands worldwide in 207 countries with 21 brands in the "billion dollar" category.

"Coke needs to look around the world and look at where there are successes, and put those products in place around the world," an observer said.

The company does seem to be on a pace of doing just that.

At its annual meeting on April 26 at the World of Coca-Cola, Kent said its first 100 years, the company was focused primarily on one brand.

"Twenty years ago, we had almost no still beverages," Kent said, adding there were about 850 million daily servings of sparkling beverages and 60 million to 70 million daily servings of still beverages. Today, there are 1.4 billion daily servings of sparkling beverages and 500 million servings of still beverages.

"We have a vision of where to go next and how to build on the foundation of Muhtar's tenure and more than 130 years of this great enterprise," Quincey said at the annual meeting. "We have decades of growth ahead of us. We can legitimately aspire — with one portfolio — to not only satisfy, engage and deliver great taste for a whole day's worth of drinks but do so within a healthy, balanced diet. This is a path that's possible to a larger scale for this company and more profitability."

Quincey also discussed the changing product mix. "We face consumers who want different choices," Quincey said. "The big trend is for more natural drinks with less sugar."

As to a possible takeover of Coca-Cola, observers said it would be a difficult challenge.

"There are very few companies in the world that would be able to absorb Coca-Cola," one said. "One of the biggest challenges an acquirer would face is what to do with the bottling system. Coke generally doesn't own it. About 85 percent to 90 percent of Coke's global volume is no longer in the hands of the company."

So with Coca-Cola's current market capitalization of more than $185 billion, it probably would cost up to $250 billion or more to acquire the company, and the buyer would still not get the distribution system. Companies like AB-InBev, Unilever, Nestle and Procter & Gamble are used to having those assets included.

And the bottlers, which currently have as good a relationship as ever with the company, could have a say in preventing a takeover.

A scenario could be that if there was an imminent threat of a takeover, the bottlers themselves could organize and could create a poison pill that would make it very difficult to acquire the company.

It doesn't hurt that the company's largest individual shareholder — Warren Buffett — would do what he could to keep it an independent company. But Buffett doesn't have the capacity to buy Coca-Cola. "I don't see anybody out there right now who could or would want to acquire it," the observer said.

The big issue is market cap. "Coke's market cap is not dramatically different today than it was 20 years ago," an observer said. "That's a pretty sobering fact. Driving growth and driving increases in market capitalization for investors has to be right at the top of James' list."

Kent, who will remain as chairman of the company, pledged his full support to Quincey at the annual meeting. "This journey is not finished," Kent said. "It will continue with James' leadership. The best days are ahead of us."

Coca-Cola's sales are losing their fizz

(Annual revenues of The Coca-Cola Co. in millions of dollars, by year) 2005 $23,104

* 2006 $24,088

* 2007 $28,857

* 2008 $31,944

* 2009 $30,990

* 2010 $35,119

* 2011 $46,542

* 2012 $48,017

* 2013 $46,854

* 2014 $45,998

* 2015 $44,294

* 2016 $41,863

Source: Annual reports of The Coca-Cola Co.

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Major reshuffle at Coca-Cola India, President Venkatesh Kini quits

Business Standard, Fri, 28 Apr 2017, Arnab Dutta

Current head of Hindustan Coca-Cola T. Krishnakumar to become president of Coke India

http://www.business-standard.com/article/companies/major-reshuffle-at-coca-cola-india-president-venkatesh-kini-quits-117042800285_1.html

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Top-level management rejig at Coca-Cola India

Press Trust of India, Fri, 28 Apr 2017

New Delhi, Apr 28 (PTI) Beverage major Coca-Cola today announced top level management changes in India with its incumbent President Venkatesh Kini -- India and Southwest Asia Business Unit -- being replaced by T KK Krishnakumar.

Krishna Kumar is currently the CEO and South West Asia Regional Director of Hindustan Coca-Cola Beverages Pvt Limited, the beverage major said in a statement.

Kini, who will be moving to the US will remain with the company until the end of July to ensure a smooth transition with his successor, it added.

Vamsi Mohan, who currently serves as BIG's Region Director for Vietnam, Myanmar and Cambodia, will in turn replace Krishnakumar as South West Asia Regional Director for Hindustan Coca-Cola Beverages. PTI KRH SVK JM

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Stephen Colbert lampoons Trump for the new 'Coke button' in the Oval Office

Mashable.com, Thu, 27 Apr 2017, Chloe Bryan

Great news, everyone: Donald Trump has repurposed a red button on the Resolute Desk. Oh, don't worry. It doesn't launch anything. It just signals White House staff to bring him a Coca-Cola.

And each time that happens, as Stephen Colbert notes, the Oval Office inches ever closer to becoming "an eight year old's drawing of a treehouse." Wow.

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Mexican Coke bottler Arca plans 43 pct investment hike in 2017

Reuters News, Fri, 28 Apr 2017

MEXICO CITY, April 27 (Reuters) - Mexican Coke bottler Arca Continental plans to ramp up its capital expenditures by 43 percent, to 10 billion pesos ($525.6 million), this year as it starts a new U.S. venture, the company said Thursday.

Arca announced a deal earlier this year to act as Coca-Cola Co's sole franchise bottler in the Southwest United States.

Arca said in a statement that 40 percent of its 2017 investments will go to its operations in Mexico, 25 percent to the new U.S. unit and 25 percent to its businesses in South America.

The funds will aim to strengthen operations, modernize plants and improve customer service, Arca said.

Arca added that it would likely surpass its goal of earning 100 billion pesos in sales this year, even without the U.S. operation.

($1=19.0255 pesos)

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McDonald's Is Getting Rid of Hi-C Orange

New York Magazine - Grub Street, Fri, 28 Apr 2017, Clint Rainey

Hi-C Orange — a drink you know exists only because of McDonald's — is getting removed from the burger chain's menu starting in four short days.

http://www.grubstreet.com/2017/04/mcdonalds-is-discontinuing-hi-c-orange.html?

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Russia: Multon closes plant in St. Petersburg

Esmerk Russian News, Thu, 27 Apr 2017

Kommersant, 27 Apr 2017, online:- Multon juice producer (Dobryy, Rich, and Moya Semya brands), which is controlled by Coca-Cola HBC Russia, will close its plant on Sofiyskaya street in St. Petersburg. The plant accounted for 8% in total juice production of the concern. The plant's staff totalled 80 people. Only 50% of them received new job offers from Coca-Cola. The plant's capacities will be transferred to St. Petersburg's plant of Coca-Cola at Pulkovo highway, in Novosibirsk (Siberia), and to Multon's site in Shchelkovo of the Moscow region. As a result, manufacturing lines at the plant at Pulkovo highway will be extended from three to five. A decision on the building on Sofiyskaya street is not yet made. According to experts, the manufacturer tries to optimize its costs against the background of juice products market decline in Russia.

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South Dakota man claims he found mouse in Coca-Cola can

Associated Press Newswires, Thu, 27 Apr 2017

MITCHELL, S.D. (AP) — A South Dakota man who claims to have found a mouse in a can of soda is suing Coca-Cola Co., saying he missed 60 hours of work and accumulated $1,000 in medical bills after becoming ill.

In court documents, attorneys for Coca-Cola Co. disputed that there was proof that the mouse ended up in the can during bottling, saying it would have been in a more advanced stage of decomposition, The Daily Republic in Mitchell, South Dakota, reported (http://bit.ly/2qiyJdQ). Six weeks had passed between bottling and when Putzier opened the can on June 7.

Brian Johnson, an attorney for the Atlanta-based company, said during a motions hearing Tuesday that he anticipates testimony from a veterinary pathologist, who will analyze the mouse's decomposition. The defense also hopes to get testimony from the quality assurance manager and line supervisor of the Portland, Indiana, plant where the can was bottled.

Putzier is seeking $2,026, plus any general damages proven at trial, with interest. He sued under a new South Dakota law that allows certain cases to be handled more quickly. Under that law, each side is restricted to one witness and six hours.

But Johnson asked Judge Patrick Smith to change those limits for the case. Smith approved three experts for each party and agreed to lengthen the time limit for the trial. Johnson asked for four days, though the trial could take longer.

"Coca-Cola is faced with a claim that's really an attack on its brand," Johnson said. "Coca-Cola takes these cases extremely seriously and tries them all."

___

Information from: The Daily Republic, http://www.mitchellrepublic.com

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Editorial; Public, private fears about monuments

Press-Telegram, Fri, 28 Apr 2017

Until recently, the latest controversy over the creation of the San Gabriel Mountains National Monument above Los Angeles was what some viewed as creeping corporatism as Coca-Cola donated $900,000 toward clean-up efforts in the forest.

Some worried about what's next. Cherry-red signage at the trailheads from Tujunga to Mt. Baldy Road proclaiming, "Welcome to the wilderness, where things go better with Coke!"?

If the intersection between public lands and private partnerships is certainly something to monitor, it is nothing like an existential problem. But last week's concern turned into this week's national story as President Trump ordered a review of 24 national monuments, mostly around the West and mostly newly named protected lands created over the last few years of the Obama administration.

So it's no wonder that supporters of the San Gabriel Mountains National Monument, dedicated by Obama in a San Dimas ceremony in 2014, said they feared the nearly 350,000-acre area could be targeted in the review.

We've had other problems with that creation — mostly that the entire front range of the mountains was drawn out of the monument, mysteriously, at the last minute before the signing ceremony. Now, Rep. Judy Chu, D-Pasadena, who pushed for the monument for a decade, says: "I consider this a threat to this monument, as well as all the monuments being reviewed. This is unprecedented."

Trump's bluster about "a massive federal land grab" and "another egregious abuse of federal power" is mostly that. Under President Teddy Roosevelt's Antiquities Act, no private lands can be protected; only existing federal land. Southern California monuments are unlikely to be affected by the review, which seems to be aimed at restoring mining and drilling rights in Utah. While there are abandoned gold mines in our mountains, there doesn't seem to be oil.

Meanwhile, the Coke contributions, and the company's efforts to enlist other companies in cleanup and water-protection endeavors in our mountains, are highly appreciated. They don't want naming rights, and their monetary and in-kind contributions — 100 employees picking up trash on Earth Day — are an example for all who love the wilds.

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There's a major problem with what you've heard about the link between soda and brain decline

Business Insider, Wed, 26 Apr 2017, By Erin Brodwin

If you're reading this, chances are you've heard one or two scary-sounding stories about sweet drinks and brain health.

Either you heard that artificially-sweetened diet drinks cause dementia or that conventionally-sweetened ones shrink your brain. It all comes down to two studies published in two different reputable health journals.

Sounds pretty terrifying, right? Only there's a small problem. It's still too early to say whether drinking any sweet drink — whether it's artificially sweetened diet soda or plain old sugary grape juice — actually causes the brain issues that the researchers observed.

Before you raid the fridge, there are some things you should know about how the studies were done and what the researchers who did them actually found.

First, both studies were done by some of the same researchers, including the lead scientist, Boston University neurologist Matthew Pase. For the first study, published in the beginning of March in a well-regarded Alzheimer's journal, Pase and his team concluded that sugary drinks were linked with brain shrinkage. For the second, published at the end of April in a different well-regarded heart journal, the team found a link between diet drinks and dementia.

At this point, you might be ready to throw up your hands and decide that all you can safely drink is water. Not so fast.

The problem with observing

If you've ever watched the show "Fringe," you're familiar with a group of characters called The Observers. (If you haven't seen the show, no worries. This will all make sense soon.) The Observers know what's going to happen in the future and what's happened in the past. So, even if they are watching something tragic unfold in real time — like a child dying, for example — they are powerless to change it. They can only watch and observe.

Both of the studies on sweet drinks and brain health fall into a category of research known as observational studies. Observational studies can tell us if there's a connection between two things — such as smoking marijuana and having anxiety — but they can't tell us if one thing necessarily causes the other.

In many cases, a link that researchers observe between two things is later found to be caused by an external thing that no one was accounting for. In the marijuana example, some researchers have suggested that people who deal with anxiety may simply be more likely to use cannabis than people who don't. So instead of cannabis causing anxiety, what's really going on is that people with anxiety are using more cannabis than people without it. (The science is still out on this one, in case you were wondering.)

For the sweet drinks and brain health research, the scientists drew from a large set of observational data taken from thousands of people from the town of Framingham, Massachusetts who were initially recruited beginning back in the 1940s as part of a study designed to learn more about heart disease called the Framingham Heart Study. Over the past few decades and through multiple generations of people, the researchers have kept tabs on the health of these individuals.

So, for that first study on sugary drinks, the scientists zeroed in on the Framingham community's penchant for soda and juice. They found that on average, the more sweet beverages people drank, the lower their total brain volume and the lower their scores on memory tests. Importantly, brain shrinkage has been tied to an increased risk of Alzheimer's disease.

For the second study, the researchers looked at the same data again, but this time focused on diet drinks instead. They found a worrisome link here too: People who regularly drank artificially-sweetened sodas (we're talking about 1-2 diet sodas per day) had a higher risk of stroke and dementia than people who didn't.

Neither of these findings are good. And the fact that the research is based on large groups of people lends some additional oomph to their conclusions. But the most important takeaway here is that there is simply no definitive research that tells us that sugary drinks cause brain shrinkage or that diet drinks cause dementia. Plus, out of all the people in the study, the percentage of those who did go on to develop stroke or dementia was small — about 3% for stroke and about 5% for dementia.

So the next time you're at a restaurant and are faced with the question, "Diet or regular?", what should you choose?

Pase, the lead author on both papers, says holding out on both is the safest option. "We recommend that people drink water on a regular basis instead of sugary or artificially sweetened beverages," he says in a press release.

That said, there is plenty of research linking plain old sugary drinks like soda and juice to weight gain, obesity, diabetes, and heart disease.

A large review of 50 years of studies published in the American Society for Clinical Nutrition found a link between the amount of sugar-sweetened beverages people consumed and weight gain and obesity.

Specifically, the researchers found "strong evidence for the independent role of the intake of sugar-sweetened beverages, particularly soda, in the promotion of weight gain and obesity in children and adolescents," they write.

Another recent paper written by seven experts in public health, nutrition, and economics makes the links between sugary drinks and America's obesity problem explicit:

"The science base linking the consumption of sugar-sweetened beverages to the risk of chronic diseases is clear," the authors write.

Above all else, everything is best in moderation. If you're going to drink either plain old sweet tea or soda, limit yourself to an 8-oz glass every few days, and have it as a snack rather than an accompaniment to one. Similarly, if you're going to drink diet soda, try and have it once a week rather than every day.

Link: http://www.businessinsider.com/diet-sugar-drinks-dementia-alzheimers-science-2017-4

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How dangerous are energy drinks, really? Study finds link to serious heart problems

The Atlanta Journal-Constitution, Thu, 27 Apr 2017, Fiza Pirani

With more than 500 products on the market, more and more people are purchasing energy drinks to combat daytime sleepiness or increase performance.But the researchers behind a new, small study published in the Journal of the American Heart Association found commercial energy drinks can potentially harm your heart in ways caffeine alone wouldn't.

After noticing the surge in emergency department visits and deaths associated with energy drinks and an increase in military personnel consuming the drinks, a team of researchers led by Emily A. Fletcher, a U.S Air Force deputy pharmacy flight commander, sought to investigate the heart health impact of the drinks.

Researchers split 18 individuals into two groups — one group was given 32 ounces (108 grams of sugar, 320 milligrams of caffeine and other compounds) of a commercial energy drink and the other group, a drink with the same amount of caffeine plus 40 milliliters of lime juice, 140 milliliters of cherry syrup and carbonated water (the control group).

After six days, the participants switched drinks.

The findings:

The team noted the people drinking energy drinks had a significant 10-milliseconds higher QT interval (the time it takes the heart's ventricles to prepare to beat again) than those drinking the caffeinated control drinks.

According to Time, irregularities in the QT interval can lead to abnormal heart beats, or arrhythmia. And some medications that affect intervals by just six milliseconds, four less than the disparity from the two drinks, carry warning labels.

Researchers also found that when people drank the energy drink, their blood pressure increased by five points after drinking the beverage and remained at mildly elevated levels after six hours.

The systolic pressures in the control group, however, increased by under one point after drinking the beverage and returned to their original levels by six hours time.

"This suggests that ingredients other than caffeine may have some blood pressure altering effects," Fletcher said, but added that further studies are needed to confirm the findings.

"The energy drink industry claims that their products are safe because they have no more caffeine than a premium coffee house coffee," Jennifer L. Harris from University of Connecticut's Rudd Center for Food Policy and Obesity told NBC News.

"However, energy drinks also contain a proprietary 'energy blend,' which typically consists of stimulants and other additives. Some of these ingredients (including taurine and guarana) have not been FDA-approved as safe in the food supply, and few studies have tested the effects of caffeine consumption together with these 'novelty' ingredients," she said.

While the research isn't particularly worrisome for healthy individuals, though moderate or limited consumption is still recommended until more studies show the drinks' impact on heart health, certain individuals with risk factors associated with heart issues should be cautious when it comes to consuming energy drinks.

Researchers also recommend moderate consumption during exercise or sports or any activity that increases individuals' blood pressure and heart rate.

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Food industry seeks rule rollbacks

The Washington Post, Fri, 28 Apr 2017, Caitlin Dewey

The food industry is moving to capitalize on the Trump administration's anti-regulation agenda by seeking to delay or do away with Obama-era rules governing the disclosure of calories, sugar, fiber and serving size, according to petitions filed with the Food and Drug Administration.

In recent weeks, the National Association of Convenience Stores, the National Grocers Association and the American Bakers Association have cited the Trump administration's sweeping regulatory rollbacks to argue for the suspension of far-reaching Obama-era nutrition rules.

Separately, a coalition of 17 other food industry groups have asked the administration to delay the compliance date of new nutrition labels. None of these rules has taken effect.

The first target in the industry's sights is a requirement to include calorie counts on menus, set to take effect May 5. In a petition requesting that the FDA stay and reconsider the regulation, a lawyer for the National Association of Convenience Stores and the National Grocers Association argued: "The Final Rule is exactly the kind of regulation that the new Administration has opposed and/or halted since January 20 through various Presidential actions."

The petition continued: "Petitioners believe the Final Rule falls squarely within the category of regulations disfavored by the administration - those that are unduly burdensome and costly, and do not provide commensurate benefits."

Industry groups have also asked the FDA to delay by three years the rollout of food labels that would put serving size and calorie information in a large, boldfaced font and call out the amount of sugars that have been added to a product - changes due to take effect in July 2018 for large companies and July 2019 for smaller ones.

Meanwhile, the American Bakers Association, a trade group that represents bread and snack companies, has asked the agency to rescind its new, stricter definition of dietary fiber, also set to take effect in July 2018.

The requests are directed at an administration that has embarked on the largest regulatory rollback in decades, axing rules overseeing big banks, oil companies and elementary schools.

A number of industry groups are anticipating that the FDA will become more business-friendly under the new secretary of Health and Human Services, Tom Price. Price, a former congressman from Georgia who voted in favor of the Common Sense Nutrition Disclosure Act in 2016 - an industry-backed measure designed to undercut the menu-labeling rule.

President Trump's pick for FDA commissioner, Scott Gottlieb, indicated during his confirmation hearing that he would be open to adjusting Obama-era food and nutrition rules.

And in his written responses to questions from the Senate Committee on Health, Education, Labor and Pensions, Gottlieb said his FDA would seek to balance questions of nutrition disclosure against business interests.

"As a general matter, I support providing clear, accurate, and understandable information to American consumers to help inform healthy dietary choices," Gottlieb wrote, according to documents obtained by The Washington Post. "... However, I am mindful of the unique challenges that developing and communicating such information can pose, particularly on small, independent businesses."

The Trump administration appears receptive to industry requests. Ray Starling, special assistant to the president for agriculture, trade and food assistance, told a group of journalists Monday that there was "a real active conversation" about delaying the label compliance date, Politico reported.

Industry groups say that they received encouraging signals from acting FDA commissioner Stephen Ostroff and Center for Food Safety and Applied Nutrition Director Susan Mayne during a recent meeting.

"They have both said that one of the first things they're going to do when they get a new commissioner is address the timing issue," MaryJoy Ballantyne, a food industry lawyer, said at a recent meeting of the Grocery Manufacturers Association. "We have heard from the horse's mouth that they're willing to move that date."

The FDA has given little indication of how it will respond.

In a statement, FDA spokeswoman Deborah Kotz said the agency is aware of industry concerns about fiber, menu labeling and the new Nutrition Facts panels, and that it is reviewing them, though compliance dates stand.

With regard to menu labels, Kotz said that "the FDA is aware of the concerns on the part of many entities. ... The agency is taking these concerns seriously as it considers how to best fulfill its public health mission while minimizing regulatory burdens."

Joseph Levitt, a partner at the law firm Hogan Lovells and a former director of the FDA's Center for Food Safety and Applied Nutrition, said it would be premature to speculate about the agency's actions.

"Every change in administration experiences an ending, a period of limbo, and a beginning," Levitt said. "Part of the Obama administration's ending involved getting these regulations out. Now we're in limbo. And the new beginning, well, that will start when we have a new commissioner."

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Homegrown Indian Beverage Industry Takes On Cola Giants With Nostalgic Flavors
National Public Radio, Fri, 28 Apr 2017, CHARUKESI RAMADURAI

A few weeks ago, my husband brought home a bottle of chilled beverage that wasn't on the grocery list I had sent him out with.

http://www.npr.org/sections/thesalt/2017/04/27/525576163/homegrown-indian-beverage-industry-takes-on-cola-giants-with-nostalgic-flavors

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PepsiCo opens $130m plant in Jurong

The Straits Times, Fri, 28 Apr 2017, Sabrina Theseira

Concentrate plant will cater to rising beverage demand in region

A new $130 million PepsiCo drink concentrate plant that was officially opened yesterday in Jurong East will help meet rapidly rising beverage demand in the Asia-Pacific.

The plant, located at a 2ha site, will produce and supply concentrates for a billion people in 20 markets across the region, including Thailand, Japan and Myanmar.

Officiating at the event, Mr S. Iswaran, Minister for Trade and Industry (Industry), said the region made up 31 per cent of global sales for processed food and beverages last year, up from 18 per cent in 2014.

PepsiCo said the facility is the first concentrate manufacturing plant built by the global beverage giant in 10 years - its 12th globally.

The plant took 18 months to build and was completed late last year.

About 150 people attended the opening, including senior government officials and executives from PepsiCo and its partner suppliers.

Among them were Ms Stephanie Syptak-Ramnath, charge d'affaires at the United States Embassy here; Mr Adel Garas, president for the Asia-Pacific at PepsiCo; Mr David Murray, general manager of PepsiCo Global Concentrate Solutions; and Ms Thien Kwee Eng, assistant managing director of the Singapore Economic Development Board.

This latest concentrate plant is PepsiCo's fourth in Asia. It has three others in China, India and Pakistan.

Singapore was chosen as the location for the facility because of its strategic location, great business climate and highly skilled workforce, said the company.

Mr Iswaran encouraged "more companies to adopt advanced manufacturing technologies to drive productivity and strengthen the competitiveness of their operations in Singapore''.

He noted that the plant is using robotics in packaging processes that would lead to an improvement of more than 70 per cent in terms of labour productivity.

The technology would also enable the plant to be more energy-efficient, requiring only 60 per cent of the energy needed by conventional processes employed in concentrate manufacturing.

The facility is set to create 90 new skilled jobs, including positions for scientists, engineers, supply chain specialists and flavour sensory technicians. PepsiCo will also train workers so they are better prepared for jobs with specialised skill sets.

As an example, Mr Iswaran cited Ms Sally Hooh, who joined PepsiCo last year as a quality control senior technician. She received technical training in the company's instrumentation and test methods, as well as in laboratory and chemical management skills.

In February this year, she completed specialised company training in gas chromatography, used in chemical analysis. She will be putting all these skills to good use, to ensure the quality of PepsiCo's products at the new plant.

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Coca-Cola, Pepsi say demonetisation effect wearing off

Business Line (The Hindu), Fri, 28 Apr 2017, Meenakshi Verma Ambwani

Leading beverage makers Coca-Cola and PepsiCo have indicated that the impact of demonetisation on their India businesses seems to be gradually fading.

The two released their first quarter results this week.

Coca-Cola, has reported a low single-digit decline in its sales volumes in India and South West Asia business unit in the January-March period.

However, in an earnings call, the company's incoming CEO James Quincey said, "India, while it began the year slowly, performance improved, with any remaining impact from the demonetisation largely worked through by the end of the quarter."

Job cuts

India is the sixth largest market globally for the company and it aims to make it its fifth largest market before 2020.

As part of its accelerated cost saving efforts, the company also announced plans to cut down about 1,200 jobs this week.

However, the job-cut plan is expected to largely impact the company's Atlanta headquarters.

When contacted, a Coca-Cola India spokesperson said, "The announcement on a leaner enterprise structure refers to the company headquarters and not likely to have any impact on India."

Nooyispeak

Meanwhile, beverages and snacks maker PepsiCo too, said that India is moving towards remonetisation.

In an investor call, PepsiCo Chairman and Chief Executive Officer Indra Nooyi said, "India is coming out of a bold demonetisation now to remonetisation.

"There's good GDP growth and we feel good about our business prospects there, too."

The company, however, did not give specifics financials information regarding its India business.

Crucial period

India has been a tough market for soft drink companies in recent times. Besides, the impact of demonetisation and slowdown in rural demand, the two companies also witnessed sales disruptions in Tamil Nadu, due to the trade associations' call to boycott international cola brands in the first quarter.

With the onset of summer and soaring temperatures, the April-June period is going to be crucial for the beverages industry to revive growth.

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Values blindness

Campaign, Fri, 28 Apr 2017

United found out what can happen when brands betray their values.

The leanest definition of a brand - the one I always try to work with - is: 'A product or service plus values and associations.'

True, some technical details get left out that the longer definitions strive to accommodate, such as the signifying 'name, symbol or trademark', but the sacrifice is worth it. The beauty of brevity is that it focuses the mind on the essentials - and on the decisions marketers face in resolving the tensions between them.

We talk a lot about consistency in branding but, looking at that definition, it's clear that the two elements at the beginning and end are in pretty much constant motion, and need to be.

If branded products and services never changed, we'd still be driving Ford Cortinas, watching Sony Trinitron TVs and snacking on Spam. Retail brands wouldn't have worked out how to sell over the internet. Instead, driving innovation is, and always has been, one of the thrills of brand stewardship. 'New' is the oldest word in our lexicon.

Associations don't stand still, either. Fresh celebrities come on board, brave new campaigns get launched, breaking stories get revealed and stick to the brand - for good or bad. Social media has merely served to hot up what was always a dynamic part of the discipline.

But the bit in the middle of that lean definition - values - well, that's a different matter. This is where brands are steadfast, or at least should be - sticking to what they believe in, holding an ethical line, staying true to a 'way' - no matter how tough the going gets.

Values are forever. They are the part of the brand that makes it it, from one decade to the next. Products and services may come and go, associations flower and fade, but change at the level of values would be as disconcerting in a brand as it is in a person: it makes us feel like we didn't really know them, after all.

There is a flip side to this desired constancy: inside the organisation, inside marketing departments, values tend to be the least discussed and thought-about element of the brands we work on. There's something about the human psyche that makes it sit up to change, notice the new; when a feature stays the same - day in, day out - it becomes invisible.

It's not as though social media can help much here. No-one's out there tweeting: 'Nope, no change in our values again today.'

Or: 'Happy New Year. Our values are still trust, courage and humanity, just like the last 39.'

I've seen chief executives strive to counter this blindness by putting values statements up around the workplace, big and bold. It's better than nothing - but what you see on a daily basis is easily ignored after about day three.

Modern HR departments tackle values in a more progressive way - by linking them to what they call 'behaviours'. It is a word that reminds me of the school playground but a worthwhile tactic, nonetheless, for making the abstract concrete and getting people to see practical ways to put values into operation in their day-to-day roles.

The trouble is, there are always some people who don't get the memo They tend not to be the ones 'down' the organogram, but very much 'up'.

And it's there, at the giddy heights of corporate leadership, that values integrity really counts.

One slip and you're dead. Or the brand is.

Which airline has 'We fly right' as its number-one value? Which airline follows that with 'We fly friendly: warm and welcoming is who we are'? No prizes for the right answer.

It's hard to blame the United Airlines cabin crew for their part in the debacle at Chicago. Even if they knew their values backwards, they had a protocol to follow once directed from above to lose a few passengers.

Further up the managerial line, it's harder to defend decisions. Who concluded that United employees needing to be at the flight's destination for work the next day were more important than paying passengers needing to do the same? Where was the value of 'We fly above and beyond' then?

What busted the brand, though, was the immediate response from the very top. The chief executive's obtuse language - 'reaccommodate', 'deplane' - is a million miles from warm and friendly. Yes, he was caught out by the desire to defend his staff, but he will forever regret referring to the ejected Dr Dao as 'belligerent'. One brief glimpse at the values that he himself presented to United employees earlier this year would have made him pause. Instead, blindness and bravado held sway.

Brand values are the natural place for HR and marketing to join forces - and to use their clout to take basic training not just to the ground troops but to the commanding heights. Perhaps we should consider a 'war games' approach, where disaster scenarios are unveiled and responses rehearsed by senior management, with values underpinning every move.

It could have saved them at United. As it is, this 'product or service' has traduced its values - and, for a very long time, the image of a mild doctor of Vietnamese ethnicity being dragged and knocked senseless down the aisle of a grounded United Airlines jet will be an instant brand association.

TOP FIVE VALUES

The five most frequently cited values of the 30 most valuable global brands according to the latest Millward Brown BrandZ rankings:

1. Customer-focused

Ten mentions: AT&T, The Home Depot, ICBC, Toyota, Deutsche Telekom, Alibaba, Amazon, GE, Wells Fargo, Nike

2. Innovation

Nine mentions: Microsoft, AT&T, Amazon, IBM, Tencent, Disney, Nike, Vodafone, Toyota

3= Trust

Eight mentions: Microsoft, AT&T, Amazon, IBM, China Mobile, Mastercard, Vodafone, UPS

3= Integrity

Eight mentions: AT&T, Verizon, Tencent, **Coca-Cola**, UPS, Alibaba, Deutsche Telekom, ICBC

5. Inclusion and diversity

Five mentions: Apple, Microsoft, Starbucks, The Home Depot, Toyota

Helen Edwards, The former PPA business columnist of the year has a PhD in marketing, an MBA from London Business School and is a partner at Passionbrand

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From: Alex Malaspina [redacted]>

Sent: Sunday, April 30, 2017 7:29 PM

To: Cohen, Samuel M

Cc: beauchamp[redacted];scola10[redacted];drjimhil[redacted]

Subject: Fwd: The Gates Foudation

FYI

Best

Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: john.lawrence <john.lawrence[redacted]
Cc: laurel.combs <laurel.combs[redacted]>; aphilipp <aphilipp[redacted]>; markmalaspina <markmalaspina[redacted]>; wwaichungo <wwaichungo[redacted]>; eboorn <eboorn[redacted]org>; wwallace <wwallace[redacted]>; ehays <ehays[redacted]>; jshchen <jshchen[redacted]>
Sent: Sun, Apr 30, 2017 8:21 pm
Subject: Fwd: The Gates Foudation

Dear John: I hope you are well and as always your work with Doctors Without Borders is progressing well in helping children and refugees with their health problems.

I am enclosing a most interesting report on the amazing philanthropic effort by the Gates Foundation in helping CDC ,WHO, NIH and other organizations in fighting epidemics.

Your efforts to meet personally with Mr. Bill Gates in Davos or at another convenient location could be very valuable in providing you with substantial funding

When I was at ILSI we were able to obtain substantial Gates Foundation Funds for our work in China and Vietnam to help us our effort to combat iron deficiency anemia thru the iron fortification of soy sauce and fish sauce

I am certain that you would be able convince Mr. Gates to be very generous to your great organization

Warmest personal regards

Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina <[redacted]>
Sent: Sun, Apr 30, 2017 7:54 pm
Subject: The Gates Foudation

http://www.huffingtonpost.com/entry/ebola-gates-foundation-public-health_us_5900a8c5e4b0026db1dd15e6?k2m&ncid=inblnkushpmg00000009

From: Alex Malaspina <[redacted]>

Sent: Monday, May 8, 2017 7:10 AM

To: atrichopoulo[redacted];sharri[redacted];mek5910[redacted];ahk1180@gmail.com;dai[redacted];fergc@[redacted];miketaylor_u[redacted];Cohen, Samuel M;tedyt[redacted];ulrich-mohr@[redacted] foodchai[redacted];kay.nichol[redacted];susi.kettle[redacted] ebrown12[redacted] ekramvt[redacted];frgeorgeliacopulo[redacted] kostogiannt[redacted];conkou[redacted];continosstudio[redacted];[redacted];maria.nomiko[redacted];mariabergman[redacted];andrewwea[redacted]

Cc: markmalaspin[redacted];paul_malaspin[redacted] amalas[redacted] kimbermal[redacted];davidmille[redacted];jshcher[redacted];vollmuthassociate[redacted];johncpeters12[redacted];jamesrbehnk[redacted]

Subject: Fwd: D Tricopoulos A trustee of ILSI"S RSI and Passive smoking causes lung cancer

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Mon, May 8, 2017 7:58 am

https://www.google.com/?gws_rd=ssl#q=did+dimitrios+trichopoulos+discovr+the+association+between+passive+smoking+and+lung+cancer&spf=73

From: Alex Malaspina [redacted]>

Sent: Monday, May 8, 2017 5:56 AM

To: atrichopoulou[redacted]

Cc: mek59100[redacted];sharris[redacted];hjelleadvisors[redacted];Cohen, Samuel M;fergc@[redacted];scola10[redacted];Cohen, Samuel M;mmclear[redacted];spettit[redacted];ahk1180[redacted];foodchain[redacted];jjbtgb[redacted]kaytnichols[redacted]

Subject: Re: 43ο ΕΠΙΣ - ΠΡΟΣΚΛΗΣΕΙΣ

My Dear Antonia

Good Morning!

I was so happy to receive your email. and see that Dimitrios is being honored again for his great and most important contributions to science and public health.

His discovery that passive smoking can cause cancer is one of the most significant findings of the last Century.

He was a giant of a man and such a privilege for me to be his friend and having his help us In ILSI as one of the Trustees Of The Risk Science Institute.

Thank yo so much for you invitation to this important D . TRICHOPOULOS lecture

Warmest wishes

Alex

-----Original Message-----
From: Antonia Trichopoulou <[redacted]>
Sent: Mon, May 8, 2017 5:45 am
Subject: 43ο ΕΠΙΣ - ΠΡΟΣΚΛΗΣΕΙΣ

Το Σάββατο 13 Μαΐου 2017 και ώρα 18:00, στο πλαίσιο του 43ου Ετήσιου Πανελλήνιου Ιατρικού Συνεδρίου θα διεξαχθεί εκδήλωση "ΕΙΣ ΜΝΗΜΗΝ Δ. ΤΡΙΧΟΠΟΥΛΟΥ".

Επισυνάπτεται σχετική πρόσκληση της Ιατρικής Εταιρείας Αθηνών.

Με εκτίμηση,
Αντωνία Τριχοπούλου

From: Alex Malaspina [redacted]

Sent: Tuesday, May 9, 2017 5:34 AM

To: mlanzanova[redacted];gubewu[redacted];angelalopezdesa[redacted];jajara[redacted];edcecu[redacted];rportillo[redacted]aranda.viv[redacted];hzhang@[redacted]taktogam[redacted];jjbtg[redacted]mlopezmus[redacted];jwstanl00[redacted]jshcher[redacted];geoffsmith[redacted];boonyee[redacted];dbanat[redacted];david.mille[redacted];rolph.p.a.langlais[redacted];ulrich-moh[redacted]atrichopoulou[redacted]

Subject: Fwd: Trichopoulos

FYI

Best A.

-----Original Message-----
From: Michael Carakostas <mcarakostas[redacted]
To: Alex Malaspina [redacted]>
Sent: Mon, May 8, 2017 8:17 pm
Subject: Trichopoulos

Thank you Alex - I think I only met Dr. Trichopoulos once very briefly but he had a big impact on ILSI.

Not sure if you have seen it yet but my old colleagues at ToxStrategies (the consulting firm where I went to work after Coke) have just published a huge review paper on caffeine and both Harris Lieberman and Chuck O'Brien were co-authors. The project was funded via the ILSI caffeine committee. Here is a link to the abstract:

https://www.ncbi.nlm.nih.gov/pubmed/28438661

I do not work directly for ToxStrategies any longer so I was not a part of this paper, but still do quite a few GRAS Expert Panels for them.

Hope you are well,

Mike

> On May 8, 2017, at 12:59 PM, Alex Malaspina [redacted] wrote:
>
> -----Original Message-----
> From: Alex Malaspina [redacted]
> To: malaspina <[redacted]
> Sent: Mon, May 8, 2017 7:58 am
>
> https://www.google.com/?gws_rd=ssl#q=did+dimitrios+trichopoulos+discovr+the+association+between+passive+smoking+and+lung+cancer&spf=73

From: Alex Malaspina [redacted]>

Sent: Tuesday, May 23, 2017 7:25 AM

To: panandiker[redacted]

Cc: rsinha[redacted];sharris[redacted];Cohen, Samuel M;fergc@[redacted];beauchamp[redacted]

Subject: Re: ILSI-India Monograph "Science For Public Health"

Dear Dr. Panandiker:

Good Morning!

Great monograph as it captures well all your impressive accomplishments.

I am so proud of all you have done and about your bright future

Warmest regards

Alex Malaspina

-----Original Message-----
From: Panandiker <panandiker[redacted]
To: malaspina <[redacted]>
Sent: Tue, May 9, 2017 4:24 am
Subject: ILSI-India Monograph "Science For Public Health"

Dear Alex

I am very grateful to you for sending your valuable message for our 20th Anniversary. We have included the message in our Monograph which includes brief snapshots of ILSI-India's work over two decades entitled "Science for Public Health".

With great pleasure I am forwarding a copy of Monograph.

Thanking you and with warm regards

D H Pai Panandiker

Chairman

ILSI-India

[redacted]

[redacted]

Tel. Nos. [redacted]

[redacted]

Website: www.ilsi-india.org

From: Alex Malaspina [redacted]>

Sent: Friday, May 26, 2017 6:49 AM

To: fergo[redacted];Cohen, Samuel M

Subject: Fwd: 20h Anniversary of ILSI India

FYI

Best

Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: ehays <ehays[redacted]>; wwaichungo <wwaichungo[redacted]>; artiarora <artiarora[redacted]
Sent: Fri, May 26, 2017 7:48 am
Subject: Fwd: 20h Anniversary of ILSI India

FYI

Best Alex

-----Original Message-----
From: Panandiker <[redacted]
To: 'Michael Ernest Knowles' <mek59100[redacted]
Cc: 'Alex Malaspina' <[redacted]>
Sent: Fri, May 26, 2017 7:44 am
Subject: RE: 20h Anniversary of ILSI India

Dear Michael

Thank you very much for your good wishes and your kind words.

Please note that after the Seminar on "Regulatory System for Risk Assessment" which was addressed by you in February 2007 we had prepared a white paper on the surveillance system that should be put in place by Food Safety Authority. This had inputs from FAO, Health Canada and other National and International experts. This is being used as a reference material by FSSAI even now. Your contribution is very much appreciated.

With best regards

D H Pai Panandiker

From: Michael Ernest Knowles [redacted]
Sent: Wednesday, May 24, 2017 5:17 PM
To: panandiker[redacted]
Cc: Alex Malaspina
Subject: 20h Anniversary of ILSI India

Dear Dr Panandiker ,

Alex Malaspina kindly sent me a copy of your 20th Anniversary Monograph , which I was delighted to receive ! But first let me congratulate you on reaching this significant milestone which is a wonderful achievement . I read the Monograph with great interest and a little pride having played a very small part in it by speaking at your meetings , particularly the one on food safety which the Minister attended and asked for your help in establishing the ' Indian Food Safety Authority ' , as we called it then . That clearly indicated the respect he had for the quality of ILSI India's science !

Best wishes to you and the ILSI India staff and on towards the next 20yrs !

Kind regards

Mike

Dr Michael Knowles

Past President , ILSI

From: Alex Malaspina [redacted]>

Sent: Thursday, June 1, 2017 8:39 AM

To: fergc@[redacted];Cohen, Samuel M

Subject: Fwd: caffeine

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]>
To: malaspina [redacted]>
Sent: Thu, Jun 1, 2017 9:08 am
Subject: caffeine

https://www.nytimes.com/2017/05/31/well/move/boost-your-workouts-with-caffeine-even-if-you-chug-coffee-daily.html?hpw&rref=health&action=click&pgtype=Homepage&module=well-region®ion=bottom-well&WT.nav=bottom-well&_r=0

From: Alex Malaspina [redacted]

Sent: Monday, June 5, 2017 11:54 AM

To: markmalaspina[redacted];amandmello@[redacted];admello[redacted];paul_malaspina[redacted];amalasp[redacted];kimbermala[redacted];kay.nichols[redacted];scola10[redacted];Cohen, Samuel M;miketaylor_us[redacted];ekramvis[redacted];ebrown124[redacted]

Subject: Fwd: Update on MSF hospital inside Syria

Very Interesting and most critical work

Best

Alex

-----Original Message-----
From: Laurel Combs <Laurel.Combs[redacted]
To: malaspina [redacted]>
Sent: Mon, Jun 5, 2017 12:43 pm
Subject: Update on MSF hospital inside Syria

Dear Dr. Malaspina,

I hope you're doing well and that your summer is off to a nice start.

We recently had an update in the office on a burn hospital that MSF is running inside Syria, and I thought you might be interested because of the unique nature of the project, but also because our Medical Quality specialist based in NYC just finished a quality of care evaluation of the hospital.

MSF's burn hospital is in Atmeh, in the Idlib province of Syria right across the border from Turkey. The project was started in 2012, and for the first two years we were able to send international staff into Syria, so there was a regular stream of international managers and trainings by experts before we had to pull out all international staff from the country in 2014. It is the only burn hospital in the region, and while Atmeh itself is a city of only 50,000, there are 200,000 displaced Syrians living in the region, mostly in camps.

Burns are a significant medical issue in the region not just because of shellings/bombardments, but also because of cooking and heating done with unstable fuel in the highly flammable tents in the camps. The hospital sees about 3,000 patients per year in the ER and admits around 400, 45% of whom are women and 30% of whom are children under 5. They are able to treat patients with minor and moderate burns (covering up to 30% of the body), and more severe cases are transferred to Turkey.

All care comes with risks, and as a medical organization we take quite seriously the responsibility to provide high quality care to our patients, no matter the context. Due to security constraints, our typical methods for assessing and improving quality of care had to be adapted, and the international team had to rely on written records and phone/Skype interviews with the staff and patients to make the assessment.

The project was evaluated for safety, effectiveness and patient-centeredness, and performed well in all categories, as measured against international standards (if available) and/or MSF standards. As in any healthcare facility, there were some areas that need improvement, particularly the flow of medical files, which can be difficult for burn patients who may stay for an extended period and move back and forth between inpatient and outpatient departments, and the documentation around physical therapy. There were noted improvements from a previous evaluation, particularly in pain management. The team on the ground is now using the findings to develop an improvement plan with ongoing re-evaluation to measure success.

Thank you again for all that you do to support MSF. We are committed to using your funds not just to treat patients, but to monitor and improve the quality of that treatment so that our patients are receiving the safest and most effective care possible.

All the best,

Laurel

From: Alex Malaspina [redacted]

Sent: Monday, June 26, 2017 1:03 PM

To: jamesrbehnke[redacted];ctuggle@[redacted] kostogiannis[redacted];markmalaspina[redacted]paul_malaspina[redacted];amalas[redacted] mek59100@[redacted];alyosha.[redacted];susi.kettle[redacted];rfentonma[redacted];johncpeters12[redacted];john.blac[redacted];laurel.comb[redacted];ekramvis@[redacted]

Cc: atrichopoulou[redacted];maria.nomiko[redacted] angelalopezdesa[redacted]

Subject: Fwd: greek yougurt story

A very interesting story

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina[redacted]>
Sent: Mon, Jun 26, 2017 1:56 pm
Subject: greek yougurt story

https://www.nytimes.com/2017/06/26/business/yoplait-learns-to-manufacture-authenticity-to-go-with-its-yogurt.html?hp&action=click&pgtype=Homepage&clickSource=story-heading&module=second-column-region&ion=top-news&WT.nav=top-news

From: Alex Malaspina [redacted]>

Sent: Saturday, July 1, 2017 6:43 AM

To: sharris[redacted];mmclean[redacted];hjelleadvisors[redacted];mek59100[redacted];taktogam[redacted];geoffsmith[redacted];boonyee[redacted]

Subject: Fwd: News Digest - June 30, 2017

Attachments: News Digest - 06-30-2017.doc

See Article on Wave Of Change ..etc..

There may be opportunities for ILSI to apply for a major grant from the Foundation,

which had been very generous with ILSI in the past

ILSI has so many worthwhile projects which fit with the goals of the Foundation

See also write up about Clyde Tuggle and his next assignment

Best

A.

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
Sent: Fri, Jun 30, 2017 8:46 am
Subject: News Digest - June 30, 2017

News Digest

Coca-Cola Connect

June 30, 2017

Business

Through wave of change, Coke says it's still committed to Atlanta
Atlanta Business Chronicle, June 30, 2017, Maria Saporta

Coca-Cola says reaches agreement with S. African govt. on acquisition of local arm
Reuters News, June 29, 2017

Coca-Cola commits to 30% BEE stake
Business Day, June 30, 2017, Ann Crotty

A bubbly history of Coke in Canada; National History: Legendary Soft Drink'S Relationship With Nation Dates Back To 1892
Vancouver Province, June 30, 2017, Rita Demontis

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Diet Coke launches influencer-led digital series
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Reuters News, June 30, 2017

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Fulton County Daily Report, June 29, 2017

Coca-Cola Africa appoints company veteran to lead SA operations; Roger Gauntlett returns home to South Africa from Ukraine where he was a general manager for the company.
The Citizen, June 28, 2017, ANA

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Sustainability

Where there is no sight of water and milk
Svenska Dagbladet (Sweden), June 30, 2017, By Anna Charlotta Johansson

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A Snickers a Day Keeps the Doctor Away; Why does CVS want to make my migraine cures hard to find?
The Wall Street Journal Online, June 29, 2017, By Joseph C. Sternberg

Business News: Fresh Pressure on Grocery Delivery --- Amazon's deal for Whole Foods adds new element to burgeoning market
The Wall Street Journal, June 30, 2017, By Heather Haddon and Julie Jargon

Growth has SodaStream thirsting for acquisitions; Company on the offensive after switching strategies and turning sales around in 2014
The Toronto Star, June 30, 2017, Yaacov Benmeleh Bloomberg

Asahi to sell stake in top Chinese soft drink producer
Nikkei Report, June 30, 2017

PepsiCo got the ecosystem together for GST
The Economic Times, June 30, 2017

Will PepsiCo 'Live to Tell' a Vita Coco success story? - Comment.
Just-Drinks, June 30, 2017, Richard Corbett

PepsiCo closes Argentina snacks factory.
Just-Food, June 30, 2017, Paula Krizanovic

Walgreens Salvages Something From Long Rite Aid Merger Push
The New York Times, June 30, 2017, By ROBERT CYRAN

Global overview of naturally healthy beverages: Euromonitor outlines key trends in a crowded and competitive market for health-positioned drinks.
Nutraceuticals World, June 01, 2017, Lee, Hope

Trump's crude tweets: Would anyone else be fired?
Associated Press Newswires, June 30, 2017, By BARBARA ORTUTAY

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Full Text

Through wave of change, Coke says it's still committed to Atlanta

Atlanta Business Chronicle, June 30, 2017, Maria Saporta

As The Coca-Cola Co. undergoes a transformation of its business and scales down by 1,200 positions — mainly at its corporate headquarters, there has been concern about the company's commitment to Atlanta.

Never fear.

That's according to the key individuals who head the company's civic efforts: Bea Perez, chief public affairs, communications and sustainability officer who also chairs the Coca-Cola Foundation; and Helen Smith Price, vice president of global community affairs and president of the Coca-Cola Foundation.

"There's no question we're going through a massive transition," Perez said. "We are becoming leaner and more agile. But we can't underestimate the difficulty of change. The heart and soul of this company is community. In times like this, it's even more important to strengthen our relationships. We need to show we support the people who support us."

Price, an Atlanta native, who has had a leadership role with the foundation since 2001, agreed.

"The really good news for me in my role is that company's commitment through the foundation has not changed," Price said. "We are good."

The transition is coming from the new company's new leadership with CEO James Quincey succeeding Muhtar Kent a couple of months ago.

One of the significant changes has been the retirement of Clyde Tuggle, who served as senior vice president and chief public affairs and communications officer. Tuggle just turned over the gavel as president of the Rotary Club of Atlanta, which hosted the Rotary International convention in mid-June.

Tuggle, also an Atlanta native, has been a community touchpoint for a host of initiatives and organizations.

Perez said her challenge will be to take "what Clyde built in this community and make it stronger." She said Tuggle mentored her, and he trusted her when he made her chair of the foundation.

Tuggle, who was part of the interview with Perez and Price, has been with the company for more than 28 years, and it's important to see the transition in a historical context.

"In 132 years, the company has gone through good times and bad times," Tuggle said. "We are just going through another period of change."

But Tuggle added that Quincey, who he called the right leader at the right time, is making the necessary moves for the company to evolve to the next level.

As for his role at The Coca-Cola Co., Tuggle compared it to the Eagles' song Hotel California, reciting the refrain: "You can check out but you can never leave."

Although Tuggle won't be employed by the company, he won't stop being involved.

"The company has asked me to continue to support many of the institutions," he said.

"I'm the incoming chair of the World Affairs Council. I'm there at the request of the company to be involved with the international community."

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Coca-Cola says reaches agreement with S. African govt. on acquisition of local arm

Reuters News, June 29, 2017

JOHANNESBURG, June 29 (Reuters) - Drinks giant Coca-Cola said on Thursday it had reached an agreement with the South African government on a package of conditions as it finalises the purchase of a controlling 54.5 percent stake in its joint Africa venture with ABInBev.

New York-listed Coca-Cola said in a statement it would abide by merger conditions agreed with competition authorities in 2016 including a pledge to raise black ownership in Coca-Cola Beverages South Africa to 30 percent by 2021.

"We are pleased to have reached this agreement with the South African government which demonstrates our alignment with the government's national imperatives for inclusive social and economic development," said Chief Executive James Quincey.

Last December, Coca-Cola reached a deal to buy Anheuser-Busch InBev's majority stake in their African bottling venture for $3.15 billion and hold onto it until it finds a new owner. (Reporting by Mfuneko Toyana; Editing by Adrian Croft)

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Coca-Cola commits to 30% BEE stake

Business Day, June 30, 2017, Ann Crotty

The Coca-Cola Company and the Competition Commission have agreed on conditions to ensure that the long, drawn-out restructuring of Coca-Cola Beverages Africa (CCBA) does not face delays at the Competition Tribunal.

In addition to the normal employment-related conditions, Coca-Cola has committed to increase the black economic empowerment (BEE) equity stake in Coca-Cola Beverages SA (CCBSA) to 30% by no later than 2021. CCBSA, which had previously committed to a 20% BEE equity stake, said the 30% holding would include & an appropriate level of worker- employee ownership& Coca-Cola said on Thursday it would engage with South African and international parties interested in acquiring a controlling interest in CCBA.

In an apparent nod to mounting concerns about foreign ownership of South African assets, Coca-Cola said it acknowledged the government's preference for a South African controlling interest in companies deriving most of their revenue and profit from the domestic market. It would & seriously consider South African parties& Coca-Cola said.

The factors it will take into consideration include alignment with Coca-Cola's values, depth of management, track record and the financial capacity to establish ownership of the estimated $3.15bn stake.

The agreement, announced on Thursday, includes a commitment from Coca-Cola to maintain CCBA's head office in SA. The company will remain incorporated in SA and will be resident in the country for tax purposes. Coca-Cola said it intended to take full advantage of SA's deep capital markets, developed business infrastructure and expansive local talent pool to maximise CCBA's potential as a bottling operator.

Coca-Cola's African bottling operations have been involved in continued restructuring discussions since late 2014, when Alan Clark, former SABMiller CEO, announced plans to restructure SABMiller's African Coca-Cola bottlers to create CCBA. The company will serve 12 countries on the continent and is expected to account for about 40% of all Coca-Cola beverage volumes in Africa.

In 2016, when Anheuser-Busch Inbev finalised its acquisition of global rival SABMiller, Coca-Cola announced it was exercising its right to repurchase the African bottling operations from SABMiller.

It agreed to stick to its commitment of maintaining existing levels of employment and said this would be extended for a further three years from the conclusion of the transaction.

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A bubbly history of Coke in Canada; National History: Legendary Soft Drink'S Relationship With Nation Dates Back To 1892

Vancouver Province, June 30, 2017, Rita Demontis

One of the best stories heard about Coca-Cola's relationship to Canada is when then company president Robert Woodruff visited the country in the middle of a bitter 1930s winter - in Moose Jaw, Sask. And what did he see? A group of hardy Canucks chugging back bottles of ice-cold Coke.

"Robert Woodruff stopped in Moose Jaw and saw people were drinking Coke in winter time," company archivist Justine Fletcher says.

"He came back to Atlanta, assembled his staff and said 'no reason you can't sell Coke yearround because the Canadians are doing it!'" As we celebrate the country's 150th, Canada certainly has quite the history with the legendary drink - Fletcher notes that "Canada, at one time, bottled more Coke than anywhere else in the world. In 1935, the Montreal plant became the world's largest producer."

Research shows that officially The Coca-Cola Company and Canada have shared a special relationship since 1906, in truth the connection between the two has thrived for much longer.

According to the company's official website, the first record of Coca-Cola being available in Canada dates back to 1892 - six years after the beverage was first served at Jacob's Pharmacy in Atlanta, when a Boston family acquired the sales rights for Coca-Cola syrup to soda fountains in New England as well as the Atlantic provinces.

While we don't know for sure if any sales were made at this time, by 1897 a company report from then-president Asa G. Candler remarks, "Coca-Cola is now sold to some extent in every state and in almost all the cities of the U.S., and in some of the cities in Canada."

In January 1906, the first bottling facility of Coca-Cola outside the U.S. opened in Toronto in what is now the city's Trinity Bellwoods neighbourhood.

"The success enjoyed by the small factory was immediate as it struggled to keep up with the orders that flooded in from all around the city as well as neighbouring communities. Toronto-bottled Coca-Cola was so popular in 1908 that it was being sold as far away as Ottawa, Montreal and Quebec City," noted the website.

Company officials added that, as the popularity of Coca-Cola grew and consolidated in Central and Eastern Canada, the company's attention began to turn toward Manitoba.

"Construction on a Winnipeg bottling facility began in 1914. Due to difficulties with construction during the First World War the plant required much of the company's attention, so much so that Coca-Cola's headquarters in Canada actually moved to Winnipeg at the time (where they would remain until 1923)."

By April 1915, however, the plant was ready to open and yet again overwhelming sales forced the plant to be expanded twice in its first four years.

By 1921, the company's Winnipeg facility was so busy that it outproduced both Coca-Cola's Atlanta and Birmingham, Ala., bottling plants combined.

Today, we've been told, Coca-Cola employs more than 6,200 Canadians and operates more than 50 facilities across Canada as well as six manufacturing plants.

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New Coca-Cola museum free to public opens in Mississippi

Associated Press Newswires, June 30, 2017

CORINTH, Miss. (AP) — A new Coca-Cola museum free to the public has recently opened in Mississippi.

Northeast Mississippi Daily Journal reports that Coke floats from an old-fashioned soda fountain were served to the crowd at the museum's grand opening on Monday in Corinth. It houses memorabilia that is from beyond roughly 100 years ago.

Corinth Coke Chairman Sandy Williams says the museum, located downtown, has more than 1,000 items. It's adjacent to the Coke plant in a building that dates back to 1972.

Corinth Coke was started in 1905 by A. Kenneth Weaver, the grandfather of Williams and Corinth Coke President Kenneth Williams.

A flood in 2010 vacated a building that was home to a Coke museum that had opened during the company's 100th anniversary.

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Information from: Northeast Mississippi Daily Journal, http://djournal.com

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Commissary searches for WWII soldier from Marshall featured in Coke photo

Marshall News Messenger, June 29, 2017, Caleb Brabham

The look on the soldiers' faces is satisfaction as they savor their first Coca-Cola in over a year.

But to Gen. Dwight D. Eisenhower, who, according to telegrams, requested 3 million bottles of Coca-Cola twice monthly for his troops in North Africa during World War II, the word that described the soldier's faces was simpler: home.



"Eisenhower made the determination that, because we had soldiers all over the world in the far east, he wanted them to have something that reminded them of home," said Richie Levinson, business development for HooplaHA, a blog dedicated to telling human interest stories.

"He worked out a deal with Coke to deconstruct bottling plants and reconstruct them in different cities around the world (in hopes) that no soldier would be without a Coke."

For one soldier in the photo in particular, Private First Class Roy F. Jones, that home he was reminded of was Marshall.

Levinson said, in preparation for the 150th anniversary of DeCA, the Defense Commissary Agency, he was hoping to gather the soldiers in the photo, or their families, back together for a celebration to be held Saturday in Washington D.C.

"DeCA was looking for something iconic to use as a visual cue for the celebration. They came across this photograph. They are celebrating the participation of servicemen around the world and Coca-Cola was kind of a connection to their home life."

Levinson said at the event, Coca-Cola will give away commemorative bags to guests, featuring the photo.

"I was trying to do the research to see if the soldiers or their family members are still alive and if they'd be interested in participating in the event," Levinson said. "That was the starting point. In the process of doing this research I spoke with the Harrison County Historical Museum.

"They were going to look into whether there was any history of the family in the museum. She did not find anything -- I was kind of at a stopping point there. There was no way for me to further connect with PFC Roy F. Jones or his family."

Peggy McCreary of the Harrison County Historical Museum said she had done everything in her ability to try to locate Jones.

"We heard from a former neighbor of Jones who said (where Jones) used to live," McCreary said. "I went out to Roy Jones' house and nobody lives there. I'd like to be able to find them, but I can't. I've gone into ancestry looking for information but I couldn't find anything there."

Levinson said he hopes alerting the public through the local media will bring Jones or his family to him.

"(We'd) like to get a family member to talk about (this veteran) who served in World War II and the stories he told them and (their reaction) to him appearing out of nowhere in this photograph from 73 years ago," Levinson said.

https://www.marshallnewsmessenger.com/news/2017/jun/29/commissary-searches-for-wwii-soldier-from-marshall/

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Diet Coke launches influencer-led digital series

Campaign Live, June 30, 2017, Simon Gwynn

Diet Coke has hired YouTuber Patricia Bright to front Diet Coke Break, a new digital series focusing on themes including fashion, beauty and travel.

http://www.campaignlive.co.uk/article/diet-coke-launches-influencer-led-digital-series/1438197

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BRIEF-Arca Continental and Coca-Cola set new dairy plant in Ecuador

Reuters News, June 30, 2017

June 29 (Reuters) - Coca-cola Co

* Arca continental and Coca-Cola boost the dairy industry in Ecuador

* Coca-Cola co says $100 million were invested in new plant, doubling production capacity of Tonicorp

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The Coca-Cola Co.: IN-HOUSE LEGAL DEPARTMENT OF THE YEAR/GC IMPACT

Fulton County Daily Report, June 29, 2017

LAST YEAR The top lawyer at the Coca-Cola Co. explained his legal department's approach to diversity.

Bernhard Goepelt, the senior vice president, general counsel and chief legal counsel, was speaking at the company's Legal Diversity Link event, at which more than 100 in-house and outside attorneys gathered at Coke's Roberto Goizueta Auditorium in Midtown Atlanta. The event helps connect local corporate law departments with minority- and women-owned law firms.

Beginning in 2003, Goepelt said, Coke undertook a significant move toward legal diversity—a step he dubbed "legal diversity 1.0." In the years since, these efforts "helped us move legal diversity 1.0 to a place where it's 2.0 and perhaps even more diverse today," Goepelt said.

For example, in 2007, only two percent of Coke's legal spending budget went to minority-owned and womenowned firms—a figure that increased to 10 percent by the end of 2014, Goepelt said. And in 2005, 39 percent of Coke's legal department was women and 23 percent was otherwise diverse, while those numbers rose to 49 percent and 32 percent, respectively, by March, he added.

"Where is legal diversity 3.0?" Goepelt said. "It's when I don't need to share the statistics with you, because this is all about a truly global perspective where diversity is not only about form but is fully about substance."

Last year you suggested that legal diversity 3.0 would be "when I don't need to share the statistics with you ... where diversity is not only about form but is fully about substance. What is needed for legal diversity to get to that point?

In order to get to this point, we need to embrace the value of a diverse culture to the ongoing development of our profession. This can lead us to take meaningful steps to promote diversity at all levels of our professional and educational touchpoints—from law school to internships to the professional practices at in-house departments and their law-firm partners to professional organizations around the world.

What is your proudest accomplishment with regard to Coca-Cola's legal diversity efforts?

I think this is much larger than the contributions of one individual. Not just the leadership team of our legal function but also leaders in our function around the world who have made major contributions to create and raise the awareness of the importance of diverse teams everywhere we do business. And this is reflected in a significant number of diverse attorneys that have been appointed to senior positions including positions on our Legal Leadership Team over the last few years.

Having strong, diverse leaders at the top of the organization provides both a strong bench of diverse attorneys for the company but also shows the department's overall commitment to diversity.

What is the most effective time management tool or technique your team uses?

This is obviously something everyone is struggling with from hundreds of communications per day—not only emails, but also SMS, company's internal chat sites, etc.—to the usual meetings, travel and so on. I think we are beginning to focus more and more on the value a communication can add.

I only join a conversation if I believe my contribution adds value. Also, when looking at your daily to-do list, don't just knock off the simple, easy tasks. Focus on the hardest/most complicated task for the day and, in particular, those that add most value and complete them first. We tend to get the 95 out of 100 easy tasks completed every day, but for the one-two really important big ones there is often not enough time.

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Coca-Cola Africa appoints company veteran to lead SA operations; Roger Gauntlett returns home to South Africa from Ukraine where he was a general manager for the company.

The Citizen, June 28, 2017, ANA

Coca-Cola Africa on Wednesday appointed marketing veteran Roger Gauntlett as general manager of its South Africa business.

In this role, Gauntlett will be responsible for managing the relationship with the company's bottling partner Coca-Cola Beverages South Africa ensuring alignment, sustainable and profitable growth for the beverage giant's business in the country.

South Africa is a key market for Coca-Cola Africa's Southern and East Africa operations.

Gauntlett joined Coca-Cola Africa in Johannesburg in 1999, where he performed a number of marketing roles of increasing responsibility before being promoted to serve as marketing director in Kenya and then in Dubai.

He now returns home to South Africa from Ukraine where he was general manager for Coca-Cola in charge of the business relationship between the company and its bottling partner Hellenic since 2014.

Kelvin Balogun, Coca-Cola Africa president said: "We are confident that with his rich and diverse experiences across various beverage categories within our portfolio of brands and varied markets, Roger will be very successful in his new role and contribute to sustainable growth of our business in South Africa."

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Where there is no sight of water and milk

Svenska Dagbladet (Sweden), June 30, 2017, By Anna Charlotta Johansson

[English translation] On a wooden bench at a small kiosk in a plateau in a Kenyan city, your red gravel roads lead me, I see the massai sit and drink their Coca-Cola.

It's hot and as humid as it gets on the coast in Kenya, so I stay and sit next to him on the wooden bench to rest a little. He smiles big when I ask if I can take a picture when he drinks his Coca-Cola and then fixes to his long braids before I snap a couple of photos.

The photos become colorful, the red-white label on the glass bottle matches his intense red blanket, which often belongs to the massai way of dressing, the dazzling white teeth (despite all the Coca-Cola he has potentially drunk) and the colorful beads in the braids. He says Coca-Cola is good. I nod in agreement.

Travelling around the world and photographing people who drink Coca-Cola had undoubtedly become a great advertising campaign. But it would also show Coca-Cola's expansion in the world. Is there any other product with the same impact and reach? Most people, regardless of country, culture, language and religion, drink Coca-Cola.

In a little exploration, I find an article from The Economist that shows so-called Coca-Cola maps and the relationship between Coca-Cola consumption and freedom and prosperity. It argues that the UN's index of general quality of life (measured in terms of prosperity, education, health and literacy) shows the relationship between Coca-Cola consumption and high quality of life.

In addition, the Freedom House Index shows that Coca-Cola and Democracy belong together. The more political freedom in one country, the more Coca-Cola is consumed. The Economist's call for one of the world's most unfamiliar countries: "Have a Coke, North Korea".

Not only does Coca-Cola consumption generally show prosperity in countries, the company also makes great efforts to distribute medicine to places relatively inaccessible. Because if anything, Coca-Cola, in addition to producing a good soda, can bring out its product to the smallest town, even in The most far away land. So why not use these distribution channels for anything but just soda? For example, a vital vaccine that needs to be kept cool and transported in a cold chain.

The chairman of The Coca-Cola Africa Foundations, Kenyan Susan Mboya, is in Stockholm at a conference and I meet her to talk about the efforts the Foundation makes. The idea of Project Last Mile was born in a discussion with Bill & Melinda Gates Foundation.

"We asked ourselves why there is not always water or milk in villages, but there is Coca-Cola," said Susan Mboya. "Distribution is the key. Coca-Cola has one of the world's best distribution networks. "

The project started in 2010 and today, health ministers and governments are supported on issues with logistics, distribution chains and marketing help to deliver more effective medicine at the right temperature in nearly ten countries around Africa, such as Liberia and Tanzania.

I ask if she has been approached with resistance and objection to multinational corporations taking over governments' responsibility for health systems. "Certainly, our commitment contributed to the fact that many eyebrows raised their minds at the beginning and asked why African governments wanted to help Coca-Cola. However, the company and the foundation are different organizations. Coca-Cola does never take the responsibility away from tje distribution of medicine so we do not take over government responsibilities. We improve their work, we do not replace it, "says Susan Mboya.

Multinational corporations such as Coca-Cola are more often portraid by globalization critics as ruthless and unscrupulous. Let's try a new thought; Think if it's the other way around.

Anna Charlotta Johansson is a deputy lead writer. Read more of her texts at SvD.se/av/anna-charlotta-johansson

https://www.svd.se/dar-vatten-och-mjolk-inte-finns

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A Snickers a Day Keeps the Doctor Away; Why does CVS want to make my migraine cures hard to find?

The Wall Street Journal Online, June 29, 2017, By Joseph C. Sternberg

It's become a running joke among my friends: the Coke and Snickers Cure. You scoff, but this combination of cola and candy has relieved many of my worst migraines over the years. Morning doses have rescued workdays that otherwise would have been wasted convalescing. Afternoon treatments have salvaged weekend evenings out.

So of course the news that CVS Healthwishes to conceal these miraculous curatives from their customers is rattling me. Why would a drugstore discourage its customers from consuming some of its most effective drugs?

Coke and Snickers are at the core of my personal pharmacopeia. Other wonder drugs include ginger ale, orange juice, ibuprofen and pseudoephedrine (marketed under the brand name Sudafed, although being a cheapskate I always buy the generic). I'm not a doctor, but I've learned from experience that there is almost no medical condition, from the common cold right up to bubonic plague, that cannot be treated by some combination of at least two of those things.

Migraine? Coke, Snickers and ibuprofen. Flu? Ginger ale, ibuprofen and Sudafed. Tension headache? Ibuprofen and ginger ale. Plague? I'd throw all six of my stock remedies at it. Something would surely work.

How they work is a mystery, and I hope some kind doctor will write a letter to the editor explaining it. My best theory is that the combination of the caffeine in the Coke with the salt, sugar and calories in the candy bar fixes some chemical imbalance in the body. If it makes a difference, doctor, only Snickers will do. Other candy bars don't work. And then that wonderful Coca-Cola fizz, which clears out the sinuses. Ginger ale has long been recognized as a treatment for an upset stomach, making it ideal for rehydration when one's digestive system might be too frazzled for something as acidic as orange juice, which should nonetheless be consumed when possible for the vitamin C.

I gather doctors have a better understanding of how the two formally recognized medicines in my cabinet work, but I will assert that they work a lot better alongside my other "drugs." And I'm not the only one who thinks so, or at least who has thought so at some point. Coca-Cola famously was marketed as a bona fide medicine, containing cocaine or related plant-based extractions.

Which demonstrates how faddish can be the judgments of purported health experts, such as those who now determine the placement of products on CVS's shelves. It's a mercy that this story concerns only the marketing judgment of one store chain and not the regulatory heft of the state. Although the state already has come for large doses of Coca-Cola (quantities that might one day be required to treat a smallpox outbreak), and I can only fear my beloved Snickers may not be far behind.

CVS Health need not ban me as a customer. I don't habitually consume these items, now buried beneath piles of organic quinoa chips or whatever rubbish we're told is good for us. It goes to show that one man's junk food is another man's cure, and vice versa. Yes, I'm saying quinoa is junk food and Coca-Cola is a health drink. Isn't that a better world to live in, anyway?

Mr. Sternberg is editorial page editor of The Wall Street Journal Europe in London.

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Business News: Fresh Pressure on Grocery Delivery --- Amazon's deal for Whole Foods adds new element to burgeoning market

The Wall Street Journal, June 30, 2017, By Heather Haddon and Julie Jargon

Even before Amazon.com Inc. put a supermarket chain in its cart, U.S. grocery delivery services were racing to grab hold of new regions, spending millions to gain a larger share of the fast-growing market.

Now, with the e-commerce giant planning to buy Whole Foods Market Inc. for $13.7 billion, giving it a large foothold in the food retail industry, the stakes are all the higher for companies such as Instacart Inc., Peapod LLC, Shipt Inc. and FreshDirect LLC to deliver not only fresh food but continued growth.

Midwestern grocery chain Schnucks Markets Inc. announced Thursday that its partnership with Instacart for online delivery will extend to most of its 100 stores by next month. Ahold Delhaize's Peapod is expanding its push into New York City, a key market, after spending more than $94 million on a warehouse in Jersey City, N.J., in 2014. Shipt, which delivers food orders for retailers including Costco Wholesale Corp., Meijer Inc. and Whole Foods, intends to almost double its markets to 100 by next year.

The largest U.S. food sellers, Wal-Mart Stores Inc. and Kroger Co., meanwhile, are testing delivery services using Uber Technologies Inc. and Lyft Inc.

Concentrated in cities and surrounding suburbs, grocery delivery is still a small business, accounting for less than 2% of last year's $715 billion in food-retail sales, according to food-services research and consulting firm Technomic Inc.

Seventy percent of respondents to a survey by consulting company AlixPartners LLP last year said they had no intention of having groceries delivered. Grace Herrera, a 59-year-old caregiver in California, said she would rather spend time shopping than pay extra for delivery. "I have time to go to the store," she said.

Margins also remain an issue. Razor-thin to begin with, they have dropped in recent years as falling food costs sparked a price war. And in the online world, the learning curve for how to sell fresh foods has created an added drain. Still, delivery is one of the fastest-growing segments of an otherwise sluggish supermarket sector. Online sales of consumables grew by 21% in 2015, according to the Willard Bishop grocery consulting firm.

Amazon already makes up more than half of online food orders through its Fresh, Prime and Prime Now services. But it remains to be seen whether Amazon, armed with Whole Foods, would remake grocery shopping in the way the company transformed book-buying.

Whole Foods' 466 stores could serve as minidistribution centers in densely populated, affluent areas. Amazon, which has demonstrated a willingness to forgo profits for years to build up market share, could use its e-commerce prowess to cut the specialty grocer's prices to near those of its competitors.

"This gives them another way to drive up penetration in grocery purchasing and ultimately delivery," said Bill Bishop, co-founder of Brick Meets Click, an e-commerce grocery consulting firm.

Peapod executives say that being owned by a large retailer like Netherlands-based Ahold Delhaize allows the delivery service to bargain with suppliers for lower prices. They add that Peapod is profitable in markets where it has operated for at least a decade.

"We are the original online grocers and have outlasted many of the competitors who have come and gone," said Jennifer Carr-Smith, chief executive of the Skokie, Ill.,-based company, which was founded in 1989 and took its first orders by fax.

FreshDirect didn't respond to requests for comment.

Brick-and-mortar supermarkets are wrestling with whether to invest in their own delivery services, cede profits to startups or risk losing more business to Amazon. For grocers who use Amazon Prime to deliver to their customers, the Whole Foods deal presents a particular challenge.

Natural health-food chain Sprouts Farmers Markets Inc. will continue to use Prime to deliver groceries for now, said Bradley Lukow, chief financial officer for the Phoenix-based company. "We'll make the determination going forward if we want to make any changes," he said at an industry conference last week.

Laura Stevens contributed to this article.

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Growth has SodaStream thirsting for acquisitions; Company on the offensive after switching strategies and turning sales around in 2014

The Toronto Star, June 30, 2017, Yaacov Benmeleh Bloomberg

Tel Aviv -- Tel Aviv-SodaStream International Ltd., which makes machines to carbonate tap water at home, is looking to acquire companies and beef up marketing in key countries to keep its turnaround going.

The world's biggest soda-water company sold three million units in the last 12 months, boosting its customer base 4 per cent from the end of 2016 to 11.5 million households, chief executive officer Daniel Birnbaum said in an interview. With about $100 million in cash and no debt, SodaStream is planning to spend to keep the momentum going.

"We're on the offensive now," Birnbaum said at SodaStream's headquarters in Airport City, Israel. "We can buy companies, we can advertise more aggressively. We're growing." He didn't specify which businesses SodaStream is targeting.

SodaStream's willingness to spend reflects how far it's come since switching strategies in 2014. With sales and income flagging, the company moved away from at-home cola machines that competed in a $260-billion market against giants such as Coca Cola Co. and PepsiCo Inc. Skeptical investors punished the stock, which bottomed out in February last year. With the shift to sparkling water, SodaStream's profits almost quadrupled in 2016. Its U.S.-traded shares have surged 342 per cent since the recent low.

Birnbaum plans to focus the company's efforts in places such as the U.S., Japan and Australia. SodaStream is seeing sustained growth across Europe, which accounts for about two-thirds of sales, he said.

That reliance on Europe has hurt SodaStream in the past. The company - which reports in U.S. dollars - lost about $50 million in sales in both 2014 and 2015 when the euro lost 22 per cent of its value versus the greenback, Birnbaum said.

"We learned our lesson from that," Birnbaum said.

Founded more than 100 years ago in the U.K., the company's global profile has risen only in recent years. It generated headlines around the world as the target of the Boycott, Divestment, Sanctions (BDS) movement, which said the company's factory in the West Bank perpetuated Israel's occupation of the Palestinians. Birnbaum describes the plant as a hothouse of coexistence, where 350 Israeli Jews worked side by side with about 500 Palestinians and 450 Israeli Arabs.

SodaStream closed the plant in October 2015 and relocated to a new campus in Rahat, in Israel's south (BDS continued to call for a boycott of the company). Birnbaum denies that BDS pressure played a role in the decision, saying the move was long planned as part of his growth strategy. But he allows that anti-Israel activists helped etch SodaStream's name in the public consciousness.

"BDS helped build brand awareness," he said. "We should pay them royalties."

Some 1,600 people work in the Rahat factories, about half of them Arabs. Last month, 74 Palestinians from the West Bank were given permits to work in the new factory.

Birnbaum says the Israeli government should double the amount of work permits for Palestinians. That would help alleviate both the shortage of manual labour in Israel and unemployment in the West Bank, which the World Bank pegs at 18 per cent.

"The solution is pretty clear," Birnbaum said. "The Israeli economy can absorb another 100,000 Palestinians workers. This would change the economic landscape in the West Bank and Israel and create a climate for coexistence and dialogue."

While promoting peace is one side of the SodaStream ethos, the company also markets itself as a greener way to consume soda. Each SodaStream bottle can be used for 30,000 fill-ups, reducing the amount of plastic waste, Birnbaum said.

SodaStream's chief has been waiting for a strong pickup in environmentally conscious consumerism in the U.S., which investors have identified as the company's next big opportunity. Only about 1.25 per cent of American homes have soda machines, trailing the 10-20 per cent in most countries in which SodaStream does business, Birnbaum said.

American consumers are "slow to change habits," especially regarding issues of sustainability, Birnbaum said.

The company reported $115 million in revenue in the Americas last year, or 24 per cent of the total.

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Asahi to sell stake in top Chinese soft drink producer

Nikkei Report, June 30, 2017

TOKYO -- Japanese food and beverage company Asahi Group Holdings intends to sell its stake in a Chinese joint venture to its local partner, Tingyi Holding.

The Japanese company currently holds some 20.4% of Tingyi-Asahi Beverages Holding, whose earnings are, by law, reflected on Asahi's books.

Asahi plans to transfer the stake to its partner -- China's top maker of instant noodles -- for about 70 billion yen ($625 million) next year. Proceeds from the sale are to be invested in Europe, where

Asahi has already acquired the western and eastern European operations of Belgium's Anheuser-Busch InBev, the world's largest brewer.

Asahi set up the joint venture with Tingyi and others in 2004, aiming to strengthen its Chinese operations. The joint company absorbed Asahi's production and sales know-how and became China's largest soft drink producer. In the latest fiscal year, it sold $4.46 billion worth of tea, water and other products. But sales have been slowing in recent years, as competition intensifies.

Asahi also holds a stake in major Chinese food company Ting Hsin International Group, which owns Tingyi. Asahi is expected to maintain its relationship with Ting Hsin.

(Nikkei)

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PepsiCo got the ecosystem together for GST

The Economic Times, June 30, 2017

By D Shivakumar

At PepsiCo, there was a task force which was set up. We trained 16,000 people. We have got the entire ecosystem together, done courses, training programmes, clearing of invoices and bills. It's not a small exercise. This task force worked with consultants, with the government. Once the tax rates came, we calculated what happens to us, what happens to industry, what goes up or down, because in different states it could be different. We are fully prepared on what we needed to do, spoke to all ecosystem partners — modern trade partners who have their own set of challenges, bottlers whom we need to work with, distributors so that everyone is aware of what they are doing and the other way round. We have worked as closely as possible with all people concerned and resolved issues as early as possible.

ON CHALLENGES

The FMCG industry is 9.9 million retail outlets. So educating everybody in the ecosystem, getting wholesalers to keep track of their bills and inventory is a huge change that needs to happen, and it's not a change one company can do. But as a consortium, companies can do that. How do you digitise the whole FMCG channel is something that is of paramount importance to the entire industry after GST. The need is even higher after GST.

ON TRANSITION OR UNSOLD STOCKS

We've cut down dramatically on stocks. While every company has cut down, we have cut down even more. Our distributors operate on very thin stocks. Our big distributors are operating with three-day stocks, that's it. So in our case the pipeline is very thin; that is the advantage that will accrue. We can top up very quickly, so we don't have the challenge of unsold stocks, or transition stocks — both in case of snacks and beverages.

(D Shivakumar is Chairman, PepsiCo India)

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Will PepsiCo 'Live to Tell' a Vita Coco success story? - Comment.

Just-Drinks, June 30, 2017, Richard Corbett

This month, soft drinks commentator Richard Corbett takes a look at Vita Coco, the market-leading coconut water brand that is reportedly in PepsiCo's sights.

The word is that Madonna may have something to sing about in the next month or so. Along with several other high-profile celebrities, the singer is reportedly an investor inVita Coco, a coconut water brand that could soon be poised to join PepsiCo's stable.

If the price tag of around US$1bn for All Market, Vita Coco's owner, is realised, as recent speculation has suggested, then Madonna and others will be singing all the way to the bank.

But, will it be good news for PepsiCo?

The coconut water segment remains very much in the growth stage of its lifecycle. Vita Coco was conceived as recently as 2003, in a bar in New York by two long-standing friends.

From a lifestyle perspective, coconut water is an easy sell. It's a natural sports drink that helps replenish electrolytes, and is an excellent source of potassium, manganese, magnesium, folate, calcium and selenium – it has more potassium than bananas. The beverage also claims to lower cholesterol and blood pressure, and to raise energy levels. Search online for the health merits of coconut water, and you'd be forgiven for thinking this is a magic potion and not a soft drink.

It is not surprising, then, that the segment is in rude health. According to GlobalData, consumption of coconut waters has more than doubled between 2013 and 2016, and has trebled since 2012. The market expanded by nearly 20% last year. In terms of actual volumes, the market remains niche, but that can be interpreted as potential with scope for future growth in the years to come.

Even in markets where coconut water has plenty of presence, there remains a considerable big-city bias, so there is plenty of room for expansion. Looking forward, we can expect the segment's visibility to widen on convenience and supermarket shelves globally.

In part, this growth will also be driven by new flavour offerings and a broadening range of packaging alternatives to suit different consumption occasions. Should the deal go ahead, then PepsiCo will be buying a big coconut water brand that will only grow bigger.

To what level the coconut water segment will grow is more open to debate. Coconut water may be very healthy, but the taste could be a handicap: Many consumers do not take to coconut water immediately.

Another constraining factor is price. Like other commodities, coconut prices fluctuate, particularly when harvests are poor or demand increases above supply. Coconut water is not cheap, so cost will likely prove a barrier-to-entry for many new consumers.

How much bang PepsiCo will be getting for its buck will not necessarily be determined by how much people drink it but how much they use it. Vita Coco is a versatile brand with aspirations not just to sell coconut water but to 'own the coconut'. Coconut oil is an increasingly-important part of the make-up of the brand and is utilised for health, beauty and cooking.

What is also exciting is the involvement in the milk alternatives market. Vita Coco Coconut Milk is a dairy-free substitute for milk which is marketed as something that can be used with cereal, or in coffee or tea. This has enabled the brand to compete in a more-proven category, which is enjoying strong growth from a much bigger base. According to GlobalData, the global market for 'grain, nut, rice and seed milk-alternative drinks' is 12 times as big as that for coconut waters. It is this that will have prompted Danone to buy plant-based alternative milk supplier WhiteWave Foods last year.

Strategically, Vita Coco makes sense for PepsiCo. The brand's consumers are young, vibrant and cosmopolitan. It is trendy and on the up. Any acquisition would be a good fit both with PepsiCo's 'Performance with Purpose' agenda and with one of its core priorities, 'helping to improve health and well-being through the products it sells'.

If the acquisition comes off then the deal represents a statement of intent for PepsiCo's planned future direction and confirms a commitment to invest in healthier categories and segments. It would also be a wise PR move for a company battling to dilute its reliance and association with the much-maligned CSD segment.

Of course, there is no certainty that the deal will come off. The figures being talked about are very high for a brand that, 14 years ago, was just an idea. But, if it does happen, then PepsiCo will be causing a commotion while Madonna will be able to afford her Isla Bonita.

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PepsiCo closes Argentina snacks factory.

Just-Food, June 30, 2017, Paula Krizanovic

Workers from PepsiCo blocked the entrance of a logistics facility 40km north-west of Buenos Aires today (29 June) to protest the US group'sdecision to shut down a nearby snacks plant.

PepsiCo is to shut the factory in Florida, a suburb of the Argentinian capital and has agreed with unionofficials to grant affected staff compensation doubles the amount required to pay by law and includes

other benefits such as sustaining health insurance.

Over 690 people worked atthe Florida plant, of which 155 have already been relocated by PepsiCo at other local facilities and establishments.

The remaining500 workers continue to receive a salary and only a few who opposed the union's agreement have been protesting shutdown of the facility. Today, they prevented trucks from the logistics firm TASA leaving facility in the city of Tortuguitasfrom deliveringPepsiCo products.

The Florida plant manufactured mainly salty snacks, which will now be produced in another plant PepsiCo owns 430km further south in Mar del Plata.

PepsiCo said the decision to shut the site was due to the obstacles inherent to its location in a residential area, along with its complex coststructure and logistics requirements.

The company is looking torecruit more staff for the Mar del Plata plant.PepsiCo said it would be more efficientbeing closer to potato suppliers while it implementnew production technology at the site.

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Walgreens Salvages Something From Long Rite Aid Merger Push

The New York Times, June 30, 2017, By ROBERT CYRAN

Walgreens Boots Alliance has at least salvaged something from the wreckage of its deal to buy Rite Aid, a rival drugstore chain.

After antitrust pushback on the full $9.4 billion deal, Walgreens has abandoned it and instead is buying more than 2,000 of Rite Aid's stores for $5.2 billion. For Stefano Pessina, Walgreens' chief executive, doing about half the deal with half the benefits is something -- but it is a modest return on at least 20 months of work.

The acquisition, announced in October 2015, was always a high-risk, high-return venture. Adding more than 4,500 Rite Aid locations would have combined two of the top three pharmacies in the United States and produced a projected $1 billion in annual savings. Investors initially added $5 billion to Walgreens' market value.

Regulators proved harder to persuade. An initial proposal to divest 865 stores was increased to 1,200 in a revised proposal this year. The Federal Trade Commission made it clear, however, that this still was insufficient.

Walgreens is confident the new deal addresses the watchdogs' concerns. And Mr. Pessina can claim there is still a decent rationale for the acquisition, even though Walgreens must pay a $325 million breakup fee to Rite Aid for the old deal, in addition to the new price.

The purchase includes almost half of Rite Aid's stores, and Walgreens estimates at least $400 million in annual cost savings are to be had. The value of those synergies should cover any premium that Mr. Pessina is paying. And assuming the stores account for half of Rite Aid's estimated net operating profit in 2020, it all adds up to a post-tax return on investment of more than 10 percent. Shares of Walgreens closed up 1.66 percent Thursday at $78.37.

That is a far better outcome than the more than 26 percent slump in Rite Aid's shares. Even so, it is hardly the knockout transaction Mr. Pessina had sought. Given that Walgreens and its executives have spent nearly two years on the deal, it may count as a dent in his strong deal-making reputation. Amid other big threats, including Amazon.com, which is exploring the pharmacy business, all that time and effort could have been usefully directed elsewhere.

Robert Cyran is a columnist for Reuters Breakingviews. For more independent commentary and analysis, visit breakingviews.com.

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Global overview of naturally healthy beverages: Euromonitor outlines key trends in a crowded and competitive market for health-positioned drinks.

Nutraceuticals World, June 01, 2017, Lee, Hope

Not everyone's understanding of the term "natural" is the same, however, consumers walking down supermarket aisles all have an eye out for products with labels or packaging bearing the term. Euromonitor International's research findings show that the description of "natural" is a self-governed practice from the manufacturer's perspective; there is no conclusive and scientific definition for the term "natural" as it relates to foods and beverages.

The lack of a clear definition may cause confusion or harm the believability of natural claims. In view of the mindful eating trend, manufacturers are compelled to explore new ingredients for product development, and nurture "the next big thing" following the great success of coconut water.

Growth Categories: Natural Mineral Water

Naturally healthy (NH) mineral water benefits from multiple possible consumption occasions, premium hydration, and being an alternative for hydration during and after sports activities, as consumers are conscious of the sugar content and artificial ingredients in sports and energy drinks. The fact that every NH mineral water brand has a specific, identifiable source allows the brand owner to build a marketable story, and conse-quently an association with trust and traceability. This fits well with consumer desire for authenticity, traceability, and transparency. Sales of NH still spring water are also expected to advance rapidly, which is likely to spur manufacturers to locate new natural sources. The Wonderful Co's Fiji water has a distinctive clean taste, purity, and country of origin (product identity); Fiji water is a rising star in NH water, with global sales increasing by 56% over 2011-2016.

China's Water Opportunity

The huge potential in bottled water in China has attracted plenty of players, and it is one of the most crowded consumer markets. However, water companies also face regulatory changes. A new pricing system requires large users of water sources to pay higher extraction fees. In addition, previously there was no clear definition as to how to name different types of bottled water. Thus, manufacturers often gave their brands various "fancy/marketing" names. In May 2015, the National Health and Family Planning Commission of the People's Republic of China released updated National Standards for Packaged Drinking Water GB19298-2014. The new standards prevent companies that sell other still bottled water from naming their products commercially and stipulate that bottled water should only fall into two categories: natural mineral bottled water or other drinking water. This change put natural spring water (as defined by Euro-monitor) into a marginal category.

In terms of product naming, to meet the requirements of the new standard, the name given to a packaged drinking water product should be scientifically correct. It is not permissible to name a product by one, or several ingredients, except for water. The misleading practice of using creative marketing descriptions for water products will be regulated. The change will put pressure on manufacturers' marketing strategies, especially if they wish to expand in functional water.

Competing with Fortified

Consumers are looking for diversity, which represents both an opportunity and a challenge for manufacturers. Marketers will need to make a strategic decision about the geographic region in which they plan to develop the NH or fortified/functional (FF) category, or one of each to complement each other. That said, NH food and beverage brands sometimes need to compete with FF products. This is the case for Danone's Mizone (FF) and Evian (NH) in China, with Mizone being a more powerful brand there. In bottled water, The Coca Cola Company (TCCC) focuses on FF water rather than NH water with global brand Glaceau. TCCC is relaunching its Coca-Cola Plus zero sugar, fiber-enhanced soft drink in Japan and it will compete against NH high fiber drinks.

Probiotics are increasingly applied to packaged food and beverages. Manufacturers need to make a decision about which unique selling proposition (USP) they want to use for a new product to better suit the targeted audience and market. Successful hybrid products with probiotic and natural claims are also being pursued such as KeVita Sparkling Probiotic Drinks (acquired by PepsiCo).

The Rise of Hybrid Varieties

Coconut and plant-based water is a naturally healthy hybrid between juice and water. It is becoming a serious business, luring many investors. Coconut water has more potassium than a banana, no added sugar, no fat or cholesterol, as well as no preservatives; it is seeing strong growth across several regions, with for example, the Middle East and Africa growing 17% in 2016 alone. Processing and packaging techniques have now developed further, allowing for an extended shelf life for coconut water. What has followed is the entry of pioneer brands and a marketing blitz to position coconut water as a healthy alternative within the juice and sports drinks categories.

As with any emerging category, the current fragmentation seen will move along the consolidation lifecycle. The speed of consolidation is debatable; however, brands such as Vita Coco are moving rapidly to build scale and create a global footprint. Most coconut water players will continue to approach this market with pre-established distributors and this is unlikely to change in the near future.

Teas Demonstrate Promise

NH hot tea is predicted to generate a net increase of around $3.5 billion over 2016-2021, driven by China, India, Canada, the U.K., and Germany. China alone will contribute absolute growth of $1.6 billion over the period. Consumption of tea beverages is rising even in coffee-drinking nations. This contrasts with the declining situation of diet and regular cola brands.

NH RTD tea is more commercialized than the hot variant and a large amount of unpackaged tea continues to be available in China and India. Individual major RTD tea brands' sales far outweigh those of NH hot tea. NH RTD green tea will be the growth engine in RTD tea thanks to its widely recognzsed health benefits and the improved taste and flavor of green tea. Honey is used as a pleasant flavor added to green tea.

Chinese and Japanese brands continue to hold prominent ranks. Lipton NH hot tea sales are 64% higher than its NH RTD variant. This is largely because hot Lipton is widely available globally but Lipton RTD tea is a minor brand in major RTD tea markets such as China, Japan, and Indonesia.

Commercialization of TCM

Globalization has created more opportunities for cross-cultural exchange and influences between traditions and food and beverages. Traditional Chinese, Indian, and Hispanic herbs, beliefs, well-being concepts, and treatments have progressively spread throughout the West. This situation has translated into gradual acceptance of food and beverages associated with these cultures.

Traditional preparation of traditional Chinese medicine (TCM) is time consuming, thus the modern method and commercialization of TCM is to enable a product to have the same efficacy but also be convenient and easily consumed on the go.

Revitalizing Juice

Given the introduction or likely introduction of sugar taxes in many markets, lowering sugar content in beverages has become a compelling task for industry players. Re-blending, going organic, clean label and HPP are noticeable tactics to revitalize juice.

Overall, major developed markets are set to see slow growth or decline in NH juice due to concern about sugar content and market maturity. The competition from other NH beverages and consumers' desire for product diversity have also put pressure on NH juice. Nevertheless, superfruits continue to expand through different variants such as 100% juice, juice drinks, and nectars. While the U.S. will see strong growth of NH superfruit nectars, the U.K. and China are expected to see growth in NH superfruit 100% juice. Continuous progress of coconut water and other plant-based waters and NH RTD tea may somehow divert consumers' attention from NH juice. Manufacturers are looking for new blends and new technology, such as HIT juice, to attract and retain juice consumers. Increasingly, vegetables are blended with fruit juice to reduce the overall sugar content in a brand as the concept of "drinkable salad" is spreading in the U.S. and the U.K. The emergence of protein and organic beverages coupled with marketing tactics such as clean labels have also helped generate a competitive NH landscape.

Organic Juice: "Super Natural' Credentials

In most markets, organic juice is seen as a super premium and super natural juice. The global retail value sales of commercially packaged organic juice amounted to around $2 billion in 2016; unsurprisingly, sales are concentrated in developed countries. North America generates the highest share of sales, accounting for half the global value. It is expected that Russia, Brazil, and India will also grow rapidly in the next few years, while sales in China will remain negligible. Given the healthy image of organic food and beverages, and the importance of organic farming as a sustainable agricultural model, both volume and value opportunities exist for organic juice in the long term. General Mills has recently made investments to expand its organic sourcing.

However, highly regulated organic agricultural methods and inadequate financial support for organic fanning in some countries may limit the mass production of organic fruit and vegetables. While the EU has its own organic labeling rules and certification, other countries may have their own rules. This makes it difficult to sustain a globally viable brand with the organic certified label.

Summary

Ancient wisdom such as TCM offers a window of opportunity for manufacturers given that botanicals fit perfectly with the word "natural." The popularity of coconut water will continue as major companies are investing heavily in the product. Organic juice is expanding rapidly, however, growth is likely to be limited by costly certification and conversion to organic farming.

NH mineral water is a regulated category in most countries, and the process of application for such labels can be long and approval difficult to come by. Some TCM herbs may not be palatable to a Western audience and it takes resources to nurture a consumer base. Organic certification and farming is desirable; but to make it scalable and economically sustainable remains a challenge.

By Hope Lee

Senior Beverages Analyst, Euromonitor International

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Trump's crude tweets: Would anyone else be fired?

Associated Press Newswires, June 30, 2017, By BARBARA ORTUTAY

NEW YORK (AP) — If President Donald Trump were anyone else, he'd be fired, or at least reprimanded, for his latest tweets attacking a female TV host, social media and workplace experts say.

And if he were to look for a job, the experts say, these and past tweets would raise red flags for companies doing social media background checks, an increasingly common practice as tweets and Facebook posts become a daily, sometimes hourly part of our lives.

Of course, Trump is anything but typical.

Still, experts say it's a mistake to think that because the president is getting away with calling a man "Psycho Joe" and saying a woman was "bleeding badly from a face-lift" and had "low I.Q.," regular people would get away with it, too.

"Mr. Trump would be fired for his tweets of today, and nearly every day," said Mike Driehorst, a social media expert at the marketing agency Weaving Influence. "Most companies have a thin skin when it comes to public criticism and media reports."

Nannina Angioni, an employment attorney at the Los Angeles-based law firm Kaedian, said certain speech is protected, such as posts about a workplace grievance or organizing a union. But she said that if "you take to Twitter to call your boss a 'psycho' or say that your CEO has a 'low I.Q.' that could absolutely get you fired."

That applies even to chief executives.

"Any good outside crisis adviser would tell the company's board that they have no choice but to terminate the CEO," said Kara Alaimo, a public relations professor at Hofstra University in Hempstead, New York. "Today, more than ever before, citizens expect companies to espouse and uphold values."

PLENTY OF EXAMPLES

In 2013, Justine Sacco, a 30-year-old public-relations executive for the internet company IAC, tweeted, "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white!" Though it was on a personal account with only 170 followers, the tweet quickly went viral. She didn't learn she had become a top "trending topic" — not in a good way — as her phone was off during an 11-hour flight to South Africa. She was fired, of course.

Earlier this year, the New York Post fired football writer Bart Hubbuch for comparing the president's inauguration to the 9/11 attacks. He has since deleted the tweet and apologized.

A month later, a preschool teacher in Texas lost his job over a series of anti-Semitic posts, including a tweet that said "kill some Jews." Nancy Salem had also retweeted: "How many Jews died in the Holocaust? Not enough!" according to a news report at the time. Salem later apologized.

BROAD RANGE OF POLICIES

What happens when workers send out crude, hateful or offensive tweets — especially if they fall in a gray area — can depend on where they work.

Many policies encourage common sense, such as refraining from posting private company information or speaking on behalf of the company unless authorized. Hate speech and offensive comments are also frowned upon.

"Customers, colleagues, supervisors, suppliers, competitors and others may have access to your posts," General Motors' policy states. "Offensive or inappropriate remarks are as out-of-place online as they are offline. Use the same set of standards as you do in the physical workplace."

Government agencies such as the General Services Administration prohibit "engaging in vulgar or abusive language, personal attacks of any kind, or offensive terms targeting individuals or groups." The White House didn't respond to requests for comment.

Coca Cola's policy, meanwhile, doesn't spell out that employees shouldn't harass others or post racist rants, yet such topics can be construed as falling under "common sense." The policy reads, "You are responsible for your actions. We encourage you to get online and have fun, but use sound judgment and common sense."

The computer chip maker Intel also trusts employees to use their own judgment.

"What do our policies mean? They mean that we trust you," the guidelines state. "We bring smart people into the Intel family and we expect you to make smart decisions."

But as Sacco, Hubbuch and Salem learned, with trust comes responsibility and if you tweet first and think later, you could face dire consequences.

GROWING SCRUTINY

As for the next job, Social Intelligence is one of a growing number of companies that screens social media accounts of prospective employees — similar to criminal background checks or credit reports.

Its president, Bianca Calhoun Lager, said the company has seen a "really big demand growth" since early 2016. Anecdotally, she said the attention on tweets and other social media during the 2016 elections may have contributed to the growth.

The company screens people's publicly available posts against a set of criteria such as potentially illegal or violent activity, or content that is sexually explicit, racist or intolerant. About 10 to 15 percent of the applicants screened get flagged, often for multiple incidents, suggesting a questionable post is more than a mistake.

Rather than wait for an employee to engage in conduct that can lead to firing, Lager said employers are increasingly protecting themselves from hiring people who might create a hostile workplace to begin with.

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AP Business Writers Tali Arbel and Candice Choi in New York, Dee-Ann Durbin and Tom Krisher in Detroit and Jonathan Lemire in Washington contributed to this story.

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Through wave of change, Coke says it's still committed to Atlanta

Atlanta Business Chronicle, Fri, 30 Jun 2017, Maria Saporta

As The Coca-Cola Co. undergoes a transformation of its business and scales down by 1,200 positions — mainly at its corporate headquarters, there has been concern about the company's commitment to Atlanta.

Never fear.

That's according to the key individuals who head the company's civic efforts: Bea Perez, chief public affairs, communications and sustainability officer who also chairs the Coca-Cola Foundation; and Helen Smith Price, vice president of global community affairs and president of the Coca-Cola Foundation.

"There's no question we're going through a massive transition," Perez said. "We are becoming leaner and more agile. But we can't underestimate the difficulty of change. The heart and soul of this company is community. In times like this, it's even more important to strengthen our relationships. We need to show we support the people who support us."

Price, an Atlanta native, who has had a leadership role with the foundation since 2001, agreed.

"The really good news for me in my role is that company's commitment through the foundation has not changed," Price said. "We are good."

The transition is coming from the new company's new leadership with CEO James Quincey succeeding Muhtar Kent a couple of months ago.

One of the significant changes has been the retirement of Clyde Tuggle, who served as senior vice president and chief public affairs and communications officer. Tuggle just turned over the gavel as president of the Rotary Club of Atlanta, which hosted the Rotary International convention in mid-June.

Tuggle, also an Atlanta native, has been a community touchpoint for a host of initiatives and organizations.

Perez said her challenge will be to take "what Clyde built in this community and make it stronger." She said Tuggle mentored her, and he trusted her when he made her chair of the foundation.

Tuggle, who was part of the interview with Perez and Price, has been with the company for more than 28 years, and it's important to see the transition in a historical context.

"In 132 years, the company has gone through good times and bad times," Tuggle said. "We are just going through another period of change."

But Tuggle added that Quincey, who he called the right leader at the right time, is making the necessary moves for the company to evolve to the next level.

As for his role at The Coca-Cola Co., Tuggle compared it to the Eagles' song Hotel California, reciting the refrain: "You can check out but you can never leave."

Although Tuggle won't be employed by the company, he won't stop being involved.

"The company has asked me to continue to support many of the institutions," he said.

"I'm the incoming chair of the World Affairs Council. I'm there at the request of the company to be involved with the international community."

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Coca-Cola says reaches agreement with S. African govt. on acquisition of local arm

Reuters News, Thu, 29 Jun 2017

JOHANNESBURG, June 29 (Reuters) - Drinks giant Coca-Cola said on Thursday it had reached an agreement with the South African government on a package of conditions as it finalises the purchase of a controlling 54.5 percent stake in its joint Africa venture with ABInBev.

New York-listed Coca-Cola said in a statement it would abide by merger conditions agreed with competition authorities in 2016 including a pledge to raise black ownership in Coca-Cola Beverages South Africa to 30 percent by 2021.

"We are pleased to have reached this agreement with the South African government which demonstrates our alignment with the government's national imperatives for inclusive social and economic development," said Chief Executive James Quincey.

Last December, Coca-Cola reached a deal to buy Anheuser-Busch InBev's majority stake in their African bottling venture for $3.15 billion and hold onto it until it finds a new owner. (Reporting by Mfuneko Toyana; Editing by Adrian Croft)

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Coca-Cola commits to 30% BEE stake

Business Day, Fri, 30 Jun 2017, Ann Crotty

The Coca-Cola Company and the Competition Commission have agreed on conditions to ensure that the long, drawn-out restructuring of Coca-Cola Beverages Africa (CCBA) does not face delays at the Competition Tribunal.In addition to the normal employment-related conditions, Coca-Cola has committed to increase the black economic empowerment (BEE) equity stake in Coca-Cola Beverages SA (CCBSA) to 30% by no later than 2021. CCBSA, which had previously committed to a 20% BEE equity stake, said the 30% holding would include & an appropriate level of worker- employee ownership& Coca-Cola said on Thursday it would engage with South African and international parties interested in acquiring a controlling interest in CCBA.

In an apparent nod to mounting concerns about foreign ownership of South African assets, Coca-Cola said it acknowledged the government's preference for a South African controlling interest in companies deriving most of their revenue and profit from the domestic market. It would & seriously consider South African parties& Coca-Cola said.

The factors it will take into consideration include alignment with Coca-Cola's values, depth of management, track record and the financial capacity to establish ownership of the estimated $3.15bn stake.

The agreement, announced on Thursday, includes a commitment from Coca-Cola to maintain CCBA's head office in SA. The company will remain incorporated in SA and will be resident in the country for tax purposes. Coca-Cola said it intended to take full advantage of SA's deep capital markets, developed business infrastructure and expansive local talent pool to maximise CCBA's potential as a bottling operator.

Coca-Cola's African bottling operations have been involved in continued restructuring discussions since late 2014, when Alan Clark, former SABMiller CEO, announced plans to restructure SABMiller's African Coca-Cola bottlers to create CCBA. The company will serve 12 countries on the continent and is expected to account for about 40% of all Coca-Cola beverage volumes in Africa.

In 2016, when Anheuser-Busch Inbev finalised its acquisition of global rival SABMiller, Coca-Cola announced it was exercising its right to repurchase the African bottling operations from SABMiller.

It agreed to stick to its commitment of maintaining existing levels of employment and said this would be extended for a further three years from the conclusion of the transaction.

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A bubbly history of Coke in Canada; National History: Legendary Soft Drink'S Relationship With Nation Dates Back To 1892

Vancouver Province, Fri, 30 Jun 2017, Rita Demontis

One of the best stories heard about Coca-Cola's relationship to Canada is when then company president Robert Woodruff visited the country in the middle of a bitter 1930s winter - in Moose Jaw, Sask. And what did he see? A group of hardy Canucks chugging back bottles of ice-cold Coke.

"Robert Woodruff stopped in Moose Jaw and saw people were drinking Coke in winter time," company archivist Justine Fletcher says.

"He came back to Atlanta, assembled his staff and said 'no reason you can't sell Coke yearround because the Canadians are doing it!'" As we celebrate the country's 150th, Canada certainly has quite the history with the legendary drink - Fletcher notes that "Canada, at one time, bottled more Coke than anywhere else in the world. In 1935, the Montreal plant became the world's largest producer."

Research shows that officially The Coca-Cola Company and Canada have shared a special relationship since 1906, in truth the connection between the two has thrived for much longer.

According to the company's official website, the first record of Coca-Cola being available in Canada dates back to 1892 - six years after the beverage was first served at Jacob's Pharmacy in Atlanta, when a Boston family acquired the sales rights for Coca-Cola syrup to soda fountains in New England as well as the Atlantic provinces.

While we don't know for sure if any sales were made at this time, by 1897 a company report from then-president Asa G. Candler remarks, "Coca-Cola is now sold to some extent in every state and in almost all the cities of the U.S., and in some of the cities in Canada."

In January 1906, the first bottling facility of Coca-Cola outside the U.S. opened in Toronto in what is now the city's Trinity Bellwoods neighbourhood.

"The success enjoyed by the small factory was immediate as it struggled to keep up with the orders that flooded in from all around the city as well as neighbouring communities. Toronto-bottled Coca-Cola was so popular in 1908 that it was being sold as far away as Ottawa, Montreal and Quebec City," noted the website.

Company officials added that, as the popularity of Coca-Cola grew and consolidated in Central and Eastern Canada, the company's attention began to turn toward Manitoba.

"Construction on a Winnipeg bottling facility began in 1914. Due to difficulties with construction during the First World War the plant required much of the company's attention, so much so that Coca-Cola's headquarters in Canada actually moved to Winnipeg at the time (where they would remain until 1923)."

By April 1915, however, the plant was ready to open and yet again overwhelming sales forced the plant to be expanded twice in its first four years.

By 1921, the company's Winnipeg facility was so busy that it outproduced both Coca-Cola's Atlanta and Birmingham, Ala., bottling plants combined.

Today, we've been told, Coca-Cola employs more than 6,200 Canadians and operates more than 50 facilities across Canada as well as six manufacturing plants.

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New Coca-Cola museum free to public opens in Mississippi

Associated Press Newswires, Fri, 30 Jun 2017

CORINTH, Miss. (AP) — A new Coca-Cola museum free to the public has recently opened in Mississippi.

Northeast Mississippi Daily Journal reports that Coke floats from an old-fashioned soda fountain were served to the crowd at the museum's grand opening on Monday in Corinth. It houses memorabilia that is from beyond roughly 100 years ago.

Corinth Coke Chairman Sandy Williams says the museum, located downtown, has more than 1,000 items. It's adjacent to the Coke plant in a building that dates back to 1972.

Corinth Coke was started in 1905 by A. Kenneth Weaver, the grandfather of Williams and Corinth Coke President Kenneth Williams.

A flood in 2010 vacated a building that was home to a Coke museum that had opened during the company's 100th anniversary.

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Information from: Northeast Mississippi Daily Journal, http://djournal.com

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Commissary searches for WWII soldier from Marshall featured in Coke photo

Marshall News Messenger, Thu, 29 Jun 2017, Caleb Brabham

The look on the soldiers' faces is satisfaction as they savor their first Coca-Cola in over a year. But to Gen. Dwight D. Eisenhower, who, according to telegrams, requested 3 million bottles of Coca-Cola twice monthly for his troops in North Africa during World War II, the word that described the soldier's faces was simpler: home.



"Eisenhower made the determination that, because we had soldiers all over the world in the far east, he wanted them to have something that reminded them of home," said Richie Levinson, business development for HooplaHA, a blog dedicated to telling human interest stories.

"He worked out a deal with Coke to deconstruct bottling plants and reconstruct them in different cities around the world (in hopes) that no soldier would be without a Coke."

For one soldier in the photo in particular, Private First Class Roy F. Jones, that home he was reminded of was Marshall.

Levinson said, in preparation for the 150th anniversary of DeCA, the Defense Commissary Agency, he was hoping to gather the soldiers in the photo, or their families, back together for a celebration to be held Saturday in Washington D.C.

"DeCA was looking for something iconic to use as a visual cue for the celebration. They came across this photograph. They are celebrating the participation of servicemen around the world and Coca-Cola was kind of a connection to their home life."

Levinson said at the event, Coca-Cola will give away commemorative bags to guests, featuring the photo.

"I was trying to do the research to see if the soldiers or their family members are still alive and if they'd be interested in participating in the event," Levinson said. "That was the starting point. In the process of doing this research I spoke with the Harrison County Historical Museum.

"They were going to look into whether there was any history of the family in the museum. She did not find anything -- I was kind of at a stopping point there. There was no way for me to further connect with PFC Roy F. Jones or his family."

Peggy McCreary of the Harrison County Historical Museum said she had done everything in her ability to try to locate Jones.

"We heard from a former neighbor of Jones who said (where Jones) used to live," McCreary said. "I went out to Roy Jones' house and nobody lives there. I'd like to be able to find them, but I can't. I've gone into ancestry looking for information but I couldn't find anything there."

Levinson said he hopes alerting the public through the local media will bring Jones or his family to him.

"(We'd) like to get a family member to talk about (this veteran) who served in World War II and the stories he told them and (their reaction) to him appearing out of nowhere in this photograph from 73 years ago," Levinson said.

To reach Levinson, email levinson.richard@gmail.com or call (914) 319-6895.

https://www.marshallnewsmessenger.com/news/2017/jun/29/commissary-searches-for-wwii-soldier-from-marshall/

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Diet Coke launches influencer-led digital series

Campaign Live, Fri, 30 Jun 2017, Simon Gwynn

Diet Coke has hired YouTuber Patricia Bright to front Diet Coke Break, a new digital series focusing on themes including fashion, beauty and travel.

http://www.campaignlive.co.uk/article/diet-coke-launches-influencer-led-digital-series/1438197

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BRIEF-Arca Continental and Coca-Cola set new dairy plant in Ecuador

Reuters News, Fri, 30 Jun 2017

June 29 (Reuters) - Coca-cola Co

* Arca continental and Coca-Cola boost the dairy industry in Ecuador

* Coca-Cola co says $100 million were invested in new plant, doubling production capacity of Tonicorp

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The Coca-Cola Co.: IN-HOUSE LEGAL DEPARTMENT OF THE YEAR/GC IMPACT

Fulton County Daily Report, Thu, 29 Jun 2017

LAST YEAR The top lawyer at the Coca-Cola Co. explained his legal department's approach to diversity.

Bernhard Goepelt, the senior vice president, general counsel and chief legal counsel, was speaking at the company's Legal Diversity Link event, at which more than 100 in-house and outside attorneys gathered at Coke's Roberto Goizueta Auditorium in Midtown Atlanta. The event helps connect local corporate law departments with minority- and women-owned law firms.

Beginning in 2003, Goepelt said, Coke undertook a significant move toward legal diversity—a step he dubbed "legal diversity 1.0." In the years since, these efforts "helped us move legal diversity 1.0 to a place where it's 2.0 and perhaps even more diverse today," Goepelt said.

For example, in 2007, only two percent of Coke's legal spending budget went to minority-owned and womenowned firms—a figure that increased to 10 percent by the end of 2014, Goepelt said. And in 2005, 39 percent of Coke's legal department was women and 23 percent was otherwise diverse, while those numbers rose to 49 percent and 32 percent, respectively, by March, he added.

"Where is legal diversity 3.0?" Goepelt said. "It's when I don't need to share the statistics with you, because this is all about a truly global perspective where diversity is not only about form but is fully about substance."

Last year you suggested that legal diversity 3.0 would be "when I don't need to share the statistics with you ... where diversity is not only about form but is fully about substance. What is needed for legal diversity to get to that point?

In order to get to this point, we need to embrace the value of a diverse culture to the ongoing development of our profession. This can lead us to take meaningful steps to promote diversity at all levels of our professional and educational touchpoints—from law school to internships to the professional practices at in-house departments and their law-firm partners to professional organizations around the world.

What is your proudest accomplishment with regard to Coca-Cola's legal diversity efforts?

I think this is much larger than the contributions of one individual. Not just the leadership team of our legal function but also leaders in our function around the world who have made major contributions to create and raise the awareness of the importance of diverse teams everywhere we do business. And this is reflected in a significant number of diverse attorneys that have been appointed to senior positions including positions on our Legal Leadership Team over the last few years.

Having strong, diverse leaders at the top of the organization provides both a strong bench of diverse attorneys for the company but also shows the department's overall commitment to diversity.

What is the most effective time management tool or technique your team uses?

This is obviously something everyone is struggling with from hundreds of communications per day—not only emails, but also SMS, company's internal chat sites, etc.—to the usual meetings, travel and so on. I think we are beginning to focus more and more on the value a communication can add.

I only join a conversation if I believe my contribution adds value. Also, when looking at your daily to-do list, don't just knock off the simple, easy tasks. Focus on the hardest/most complicated task for the day and, in particular, those that add most value and complete them first. We tend to get the 95 out of 100 easy tasks completed every day, but for the one-two really important big ones there is often not enough time.

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Coca-Cola Africa appoints company veteran to lead SA operations; Roger Gauntlett returns home to South Africa from Ukraine where he was a general manager for the company.

The Citizen, Wed, 28 Jun 2017, ANA

Coca-Cola Africa on Wednesday appointed marketing veteran Roger Gauntlett as general manager of its South Africa business.

In this role, Gauntlett will be responsible for managing the relationship with the company's bottling partner Coca-Cola Beverages South Africa ensuring alignment, sustainable and profitable growth for the beverage giant's business in the country.

South Africa is a key market for Coca-Cola Africa's Southern and East Africa operations.

Gauntlett joined Coca-Cola Africa in Johannesburg in 1999, where he performed a number of marketing roles of increasing responsibility before being promoted to serve as marketing director in Kenya and then in Dubai.

He now returns home to South Africa from Ukraine where he was general manager for Coca-Cola in charge of the business relationship between the company and its bottling partner Hellenic since 2014.

Kelvin Balogun, Coca-Cola Africa president said: "We are confident that with his rich and diverse experiences across various beverage categories within our portfolio of brands and varied markets, Roger will be very successful in his new role and contribute to sustainable growth of our business in South Africa."

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Where there is no sight of water and milk

Svenska Dagbladet (Sweden), Fri, 30 Jun 2017, By Anna Charlotta Johansson

[English translation] On a wooden bench at a small kiosk in a plateau in a Kenyan city, your red gravel roads lead me, I see the massai sit and drink their Coca-Cola.
It's hot and as humid as it gets on the coast in Kenya, so I stay and sit next to him on the wooden bench to rest a little. He smiles big when I ask if I can take a picture when he drinks his Coca-Cola and then fixes to his long braids before I snap a couple of photos.

The photos become colorful, the red-white label on the glass bottle matches his intense red blanket, which often belongs to the massai way of dressing, the dazzling white teeth (despite all the Coca-Cola he has potentially drunk) and the colorful beads in the braids. He says Coca-Cola is good. I nod in agreement.

Travelling around the world and photographing people who drink Coca-Cola had undoubtedly become a great advertising campaign. But it would also show Coca-Cola's expansion in the world. Is there any other product with the same impact and reach? Most people, regardless of country, culture, language and religion, drink Coca-Cola.

In a little exploration, I find an article from The Economist that shows so-called Coca-Cola maps and the relationship between Coca-Cola consumption and freedom and prosperity. It argues that the UN's index of general quality of life (measured in terms of prosperity, education, health and literacy) shows the relationship between Coca-Cola consumption and high quality of life.

In addition, the Freedom House Index shows that Coca-Cola and Democracy belong together. The more political freedom in one country, the more Coca-Cola is consumed. The Economist's call for one of the world's most unfamiliar countries: "Have a Coke, North Korea".

Not only does Coca-Cola consumption generally show prosperity in countries, the company also makes great efforts to distribute medicine to places relatively inaccessible. Because if anything, Coca-Cola, in addition to producing a good soda, can bring out its product to the smallest town, even in The most far away land. So why not use these distribution channels for anything but just soda? For example, a vital vaccine that needs to be kept cool and transported in a cold chain.

The chairman of The Coca-Cola Africa Foundations, Kenyan Susan Mboya, is in Stockholm at a conference and I meet her to talk about the efforts the Foundation makes. The idea of Project Last Mile was born in a discussion with Bill & Melinda Gates Foundation.

"We asked ourselves why there is not always water or milk in villages, but there is Coca-Cola," said Susan Mboya. "Distribution is the key. Coca-Cola has one of the world's best distribution networks. "

The project started in 2010 and today, health ministers and governments are supported on issues with logistics, distribution chains and marketing help to deliver more effective medicine at the right temperature in nearly ten countries around Africa, such as Liberia and Tanzania.

I ask if she has been approached with resistance and objection to multinational corporations taking over governments' responsibility for health systems. "Certainly, our commitment contributed to the fact that many eyebrows raised their minds at the beginning and asked why African governments wanted to help Coca-Cola. However, the company and the foundation are different organizations. Coca-Cola does never take the responsibility away from tje distribution of medicine so we do not take over government responsibilities. We improve their work, we do not replace it, "says Susan Mboya.

Multinational corporations such as Coca-Cola are more often portraid by globalization critics as ruthless and unscrupulous. Let's try a new thought; Think if it's the other way around.

Anna Charlotta Johansson is a deputy lead writer. Read more of her texts at SvD.se/av/anna-charlotta-johansson

https://www.svd.se/dar-vatten-och-mjolk-inte-finns

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A Snickers a Day Keeps the Doctor Away; Why does CVS want to make my migraine cures hard to find?

The Wall Street Journal Online, Thu, 29 Jun 2017, By Joseph C. Sternberg

It's become a running joke among my friends: the Coke and Snickers Cure. You scoff, but this combination of cola and candy has relieved many of my worst migraines over the years. Morning doses have rescued workdays that otherwise would have been wasted convalescing. Afternoon treatments have salvaged weekend evenings out.

So of course the news that CVS Healthwishes to conceal these miraculous curatives from their customers is rattling me. Why would a drugstore discourage its customers from consuming some of its most effective drugs?

Coke and Snickers are at the core of my personal pharmacopeia. Other wonder drugs include ginger ale, orange juice, ibuprofen and pseudoephedrine (marketed under the brand name Sudafed, although being a cheapskate I always buy the generic). I'm not a doctor, but I've learned from experience that there is almost no medical condition, from the common cold right up to bubonic plague, that cannot be treated by some combination of at least two of those things.

Migraine? Coke, Snickers and ibuprofen. Flu? Ginger ale, ibuprofen and Sudafed. Tension headache? Ibuprofen and ginger ale. Plague? I'd throw all six of my stock remedies at it. Something would surely work.

How they work is a mystery, and I hope some kind doctor will write a letter to the editor explaining it. My best theory is that the combination of the caffeine in the Coke with the salt, sugar and calories in the candy bar fixes some chemical imbalance in the body. If it makes a difference, doctor, only Snickers will do. Other candy bars don't work. And then that wonderful Coca-Cola fizz, which clears out the sinuses. Ginger ale has long been recognized as a treatment for an upset stomach, making it ideal for rehydration when one's digestive system might be too frazzled for something as acidic as orange juice, which should nonetheless be consumed when possible for the vitamin C.

I gather doctors have a better understanding of how the two formally recognized medicines in my cabinet work, but I will assert that they work a lot better alongside my other "drugs." And I'm not the only one who thinks so, or at least who has thought so at some point. Coca-Cola famously was marketed as a bona fide medicine, containing cocaine or related plant-based extractions.

Which demonstrates how faddish can be the judgments of purported health experts, such as those who now determine the placement of products on CVS's shelves. It's a mercy that this story concerns only the marketing judgment of one store chain and not the regulatory heft of the state. Although the state already has come for large doses of Coca-Cola (quantities that might one day be required to treat a smallpox outbreak), and I can only fear my beloved Snickers may not be far behind.

CVS Health need not ban me as a customer. I don't habitually consume these items, now buried beneath piles of organic quinoa chips or whatever rubbish we're told is good for us. It goes to show that one man's junk food is another man's cure, and vice versa. Yes, I'm saying quinoa is junk food and Coca-Cola is a health drink. Isn't that a better world to live in, anyway?

Mr. Sternberg is editorial page editor of The Wall Street Journal Europe in London.

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Business News: Fresh Pressure on Grocery Delivery --- Amazon's deal for Whole Foods adds new element to burgeoning market

The Wall Street Journal, Fri, 30 Jun 2017, By Heather Haddon and Julie Jargon

Even before Amazon.com Inc. put a supermarket chain in its cart, U.S. grocery delivery services were racing to grab hold of new regions, spending millions to gain a larger share of the fast-growing market.

Now, with the e-commerce giant planning to buy Whole Foods Market Inc. for $13.7 billion, giving it a large foothold in the food retail industry, the stakes are all the higher for companies such as Instacart Inc., Peapod LLC, Shipt Inc. and FreshDirect LLC to deliver not only fresh food but continued growth.

Midwestern grocery chain Schnucks Markets Inc. announced Thursday that its partnership with Instacart for online delivery will extend to most of its 100 stores by next month. Ahold Delhaize's Peapod is expanding its push into New York City, a key market, after spending more than $94 million on a warehouse in Jersey City, N.J., in 2014. Shipt, which delivers food orders for retailers including Costco Wholesale Corp., Meijer Inc. and Whole Foods, intends to almost double its markets to 100 by next year.

The largest U.S. food sellers, Wal-Mart Stores Inc. and Kroger Co., meanwhile, are testing delivery services using Uber Technologies Inc. and Lyft Inc.

Concentrated in cities and surrounding suburbs, grocery delivery is still a small business, accounting for less than 2% of last year's $715 billion in food-retail sales, according to food-services research and consulting firm Technomic Inc.

Seventy percent of respondents to a survey by consulting company AlixPartners LLP last year said they had no intention of having groceries delivered. Grace Herrera, a 59-year-old caregiver in California, said she would rather spend time shopping than pay extra for delivery. "I have time to go to the store," she said.

Margins also remain an issue. Razor-thin to begin with, they have dropped in recent years as falling food costs sparked a price war. And in the online world, the learning curve for how to sell fresh foods has created an added drain. Still, delivery is one of the fastest-growing segments of an otherwise sluggish supermarket sector. Online sales of consumables grew by 21% in 2015, according to the Willard Bishop grocery consulting firm.

Amazon already makes up more than half of online food orders through its Fresh, Prime and Prime Now services. But it remains to be seen whether Amazon, armed with Whole Foods, would remake grocery shopping in the way the company transformed book-buying.

Whole Foods' 466 stores could serve as minidistribution centers in densely populated, affluent areas. Amazon, which has demonstrated a willingness to forgo profits for years to build up market share, could use its e-commerce prowess to cut the specialty grocer's prices to near those of its competitors.

"This gives them another way to drive up penetration in grocery purchasing and ultimately delivery," said Bill Bishop, co-founder of Brick Meets Click, an e-commerce grocery consulting firm.

Peapod executives say that being owned by a large retailer like Netherlands-based Ahold Delhaize allows the delivery service to bargain with suppliers for lower prices. They add that Peapod is profitable in markets where it has operated for at least a decade.

"We are the original online grocers and have outlasted many of the competitors who have come and gone," said Jennifer Carr-Smith, chief executive of the Skokie, Ill.,-based company, which was founded in 1989 and took its first orders by fax.

FreshDirect didn't respond to requests for comment.

Brick-and-mortar supermarkets are wrestling with whether to invest in their own delivery services, cede profits to startups or risk losing more business to Amazon. For grocers who use Amazon Prime to deliver to their customers, the Whole Foods deal presents a particular challenge.

Natural health-food chain Sprouts Farmers Markets Inc. will continue to use Prime to deliver groceries for now, said Bradley Lukow, chief financial officer for the Phoenix-based company. "We'll make the determination going forward if we want to make any changes," he said at an industry conference last week.

Laura Stevens contributed to this article.

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Growth has SodaStream thirsting for acquisitions; Company on the offensive after switching strategies and turning sales around in 2014

The Toronto Star, Fri, 30 Jun 2017, Yaacov Benmeleh Bloomberg

Tel Aviv -- Tel Aviv-SodaStream International Ltd., which makes machines to carbonate tap water at home, is looking to acquire companies and beef up marketing in key countries to keep its turnaround going.

The world's biggest soda-water company sold three million units in the last 12 months, boosting its customer base 4 per cent from the end of 2016 to 11.5 million households, chief executive officer Daniel Birnbaum said in an interview. With about $100 million in cash and no debt, SodaStream is planning to spend to keep the momentum going.

"We're on the offensive now," Birnbaum said at SodaStream's headquarters in Airport City, Israel. "We can buy companies, we can advertise more aggressively. We're growing." He didn't specify which businesses SodaStream is targeting.

SodaStream's willingness to spend reflects how far it's come since switching strategies in 2014. With sales and income flagging, the company moved away from at-home cola machines that competed in a $260-billion market against giants such as Coca Cola Co. and PepsiCo Inc. Skeptical investors punished the stock, which bottomed out in February last year. With the shift to sparkling water, SodaStream's profits almost quadrupled in 2016. Its U.S.-traded shares have surged 342 per cent since the recent low.

Birnbaum plans to focus the company's efforts in places such as the U.S., Japan and Australia. SodaStream is seeing sustained growth across Europe, which accounts for about two-thirds of sales, he said.

That reliance on Europe has hurt SodaStream in the past. The company - which reports in U.S. dollars - lost about $50 million in sales in both 2014 and 2015 when the euro lost 22 per cent of its value versus the greenback, Birnbaum said.

"We learned our lesson from that," Birnbaum said.

Founded more than 100 years ago in the U.K., the company's global profile has risen only in recent years. It generated headlines around the world as the target of the Boycott, Divestment, Sanctions (BDS) movement, which said the company's factory in the West Bank perpetuated Israel's occupation of the Palestinians. Birnbaum describes the plant as a hothouse of coexistence, where 350 Israeli Jews worked side by side with about 500 Palestinians and 450 Israeli Arabs.

SodaStream closed the plant in October 2015 and relocated to a new campus in Rahat, in Israel's south (BDS continued to call for a boycott of the company). Birnbaum denies that BDS pressure played a role in the decision, saying the move was long planned as part of his growth strategy. But he allows that anti-Israel activists helped etch SodaStream's name in the public consciousness.

"BDS helped build brand awareness," he said. "We should pay them royalties."

Some 1,600 people work in the Rahat factories, about half of them Arabs. Last month, 74 Palestinians from the West Bank were given permits to work in the new factory.

Birnbaum says the Israeli government should double the amount of work permits for Palestinians. That would help alleviate both the shortage of manual labour in Israel and unemployment in the West Bank, which the World Bank pegs at 18 per cent.

"The solution is pretty clear," Birnbaum said. "The Israeli economy can absorb another 100,000 Palestinians workers. This would change the economic landscape in the West Bank and Israel and create a climate for coexistence and dialogue."

While promoting peace is one side of the SodaStream ethos, the company also markets itself as a greener way to consume soda. Each SodaStream bottle can be used for 30,000 fill-ups, reducing the amount of plastic waste, Birnbaum said.

SodaStream's chief has been waiting for a strong pickup in environmentally conscious consumerism in the U.S., which investors have identified as the company's next big opportunity. Only about 1.25 per cent of American homes have soda machines, trailing the 10-20 per cent in most countries in which SodaStream does business, Birnbaum said.

American consumers are "slow to change habits," especially regarding issues of sustainability, Birnbaum said.

The company reported $115 million in revenue in the Americas last year, or 24 per cent of the total.

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Asahi to sell stake in top Chinese soft drink producer

Nikkei Report, Fri, 30 Jun 2017

TOKYO -- Japanese food and beverage company Asahi Group Holdings intends to sell its stake in a Chinese joint venture to its local partner, Tingyi Holding.

The Japanese company currently holds some 20.4% of Tingyi-Asahi Beverages Holding, whose earnings are, by law, reflected on Asahi's books.

Asahi plans to transfer the stake to its partner -- China's top maker of instant noodles -- for about 70 billion yen ($625 million) next year. Proceeds from the sale are to be invested in Europe, where Asahi has already acquired the western and eastern European operations of Belgium's Anheuser-Busch InBev, the world's largest brewer.

Asahi set up the joint venture with Tingyi and others in 2004, aiming to strengthen its Chinese operations. The joint company absorbed Asahi's production and sales know-how and became China's largest soft drink producer. In the latest fiscal year, it sold $4.46 billion worth of tea, water and other products. But sales have been slowing in recent years, as competition intensifies.

Asahi also holds a stake in major Chinese food company Ting Hsin International Group, which owns Tingyi. Asahi is expected to maintain its relationship with Ting Hsin.

(Nikkei)

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PepsiCo got the ecosystem together for GST

The Economic Times, Fri, 30 Jun 2017

By D Shivakumar

At PepsiCo, there was a task force which was set up. We trained 16,000 people. We have got the entire ecosystem together, done courses, training programmes, clearing of invoices and bills. It's not a small exercise. This task force worked with consultants, with the government. Once the tax rates came, we calculated what happens to us, what happens to industry, what goes up or down, because in different states it could be different. We are fully prepared on what we needed to do, spoke to all ecosystem partners — modern trade partners who have their own set of challenges, bottlers whom we need to work with, distributors so that everyone is aware of what they are doing and the other way round. We have worked as closely as possible with all people concerned and resolved issues as early as possible.

ON CHALLENGES

The FMCG industry is 9.9 million retail outlets. So educating everybody in the ecosystem, getting wholesalers to keep track of their bills and inventory is a huge change that needs to happen, and it's not a change one company can do. But as a consortium, companies can do that. How do you digitise the whole FMCG channel is something that is of paramount importance to the entire industry after GST. The need is even higher after GST.

ON TRANSITION OR UNSOLD STOCKS

We've cut down dramatically on stocks. While every company has cut down, we have cut down even more. Our distributors operate on very thin stocks. Our big distributors are operating with three-day stocks, that's it. So in our case the pipeline is very thin; that is the advantage that will accrue. We can top up very quickly, so we don't have the challenge of unsold stocks, or transition stocks — both in case of snacks and beverages.

(D Shivakumar is Chairman, PepsiCo India)

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Will PepsiCo 'Live to Tell' a Vita Coco success story? - Comment.

Just-Drinks, Fri, 30 Jun 2017, Richard Corbett

This month, soft drinks commentator Richard Corbett takes a look at Vita Coco, the market-leading coconut water brand that is reportedly in PepsiCo's sights.

The word is that Madonna may have something to sing about in the next month or so. Along with several other high-profile celebrities, the singer is reportedly an investor inVita Coco, a coconut water brand that could soon be poised to join PepsiCo's stable.

If the price tag of around US$1bn for All Market, Vita Coco's owner, is realised, as recent speculation has suggested, then Madonna and others will be singing all the way to the bank.

But, will it be good news for PepsiCo?

The coconut water segment remains very much in the growth stage of its lifecycle. Vita Coco was conceived as recently as 2003, in a bar in New York by two long-standing friends.

From a lifestyle perspective, coconut water is an easy sell. It's a natural sports drink that helps replenish electrolytes, and is an excellent source of potassium, manganese, magnesium, folate, calcium and selenium – it has more potassium than bananas. The beverage also claims to lower cholesterol and blood pressure, and to raise energy levels. Search online for the health merits of coconut water, and you'd be forgiven for thinking this is a magic potion and not a soft drink.

It is not surprising, then, that the segment is in rude health. According to GlobalData, consumption of coconut waters has more than doubled between 2013 and 2016, and has trebled since 2012. The market expanded by nearly 20% last year. In terms of actual volumes, the market remains niche, but that can be interpreted as potential with scope for future growth in the years to come.

Even in markets where coconut water has plenty of presence, there remains a considerable big-city bias, so there is plenty of room for expansion. Looking forward, we can expect the segment's visibility to widen on convenience and supermarket shelves globally.

In part, this growth will also be driven by new flavour offerings and a broadening range of packaging alternatives to suit different consumption occasions. Should the deal go ahead, then PepsiCo will be buying a big coconut water brand that will only grow bigger.

To what level the coconut water segment will grow is more open to debate. Coconut water may be very healthy, but the taste could be a handicap: Many consumers do not take to coconut water immediately.

Another constraining factor is price. Like other commodities, coconut prices fluctuate, particularly when harvests are poor or demand increases above supply. Coconut water is not cheap, so cost will likely prove a barrier-to-entry for many new consumers.

How much bang PepsiCo will be getting for its buck will not necessarily be determined by how much people drink it but how much they use it. Vita Coco is a versatile brand with aspirations not just to sell coconut water but to 'own the coconut'. Coconut oil is an increasingly-important part of the make-up of the brand and is utilised for health, beauty and cooking.

What is also exciting is the involvement in the milk alternatives market. Vita Coco Coconut Milk is a dairy-free substitute for milk which is marketed as something that can be used with cereal, or in coffee or tea. This has enabled the brand to compete in a more-proven category, which is enjoying strong growth from a much bigger base. According to GlobalData, the global market for 'grain, nut, rice and seed milk-alternative drinks' is 12 times as big as that for coconut waters. It is this that will have prompted Danone to buy plant-based alternative milk supplier WhiteWave Foods last year.

Strategically, Vita Coco makes sense for PepsiCo. The brand's consumers are young, vibrant and cosmopolitan. It is trendy and on the up. Any acquisition would be a good fit both with PepsiCo's 'Performance with Purpose' agenda and with one of its core priorities, 'helping to improve health and well-being through the products it sells'.

If the acquisition comes off then the deal represents a statement of intent for PepsiCo's planned future direction and confirms a commitment to invest in healthier categories and segments. It would also be a wise PR move for a company battling to dilute its reliance and association with the much-maligned CSD segment.

Of course, there is no certainty that the deal will come off. The figures being talked about are very high for a brand that, 14 years ago, was just an idea. But, if it does happen, then PepsiCo will be causing a commotion while Madonna will be able to afford her Isla Bonita.

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Just-Food, Fri, 30 Jun 2017, Paula Krizanovic

Workers from PepsiCo blocked the entrance of a logistics facility 40km north-west of Buenos Aires today (29 June) to protest the US group'sdecision to shut down a nearby snacks plant.

PepsiCo is to shut the factory in Florida, a suburb of the Argentinian capital and has agreed with unionofficials to grant affected staff compensation doubles the amount required to pay by law and includes other benefits such as sustaining health insurance.

Over 690 people worked atthe Florida plant, of which 155 have already been relocated by PepsiCo at other local facilities and establishments.

The remaining500 workers continue to receive a salary and only a few who opposed the union's agreement have been protesting shutdown of the facility. Today, they prevented trucks from the logistics firm TASA leaving facility in the city of Tortuguitasfrom deliveringPepsiCo products.

The Florida plant manufactured mainly salty snacks, which will now be produced in another plant PepsiCo owns 430km further south in Mar del Plata.

PepsiCo said the decision to shut the site was due to the obstacles inherent to its location in a residential area, along with its complex coststructure and logistics requirements.

The company is looking torecruit more staff for the Mar del Plata plant.PepsiCo said it would be more efficientbeing closer to potato suppliers while it implementnew production technology at the site.

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Walgreens Salvages Something From Long Rite Aid Merger Push

The New York Times, Fri, 30 Jun 2017, By ROBERT CYRAN

Walgreens Boots Alliance has at least salvaged something from the wreckage of its deal to buy Rite Aid, a rival drugstore chain.

After antitrust pushback on the full $9.4 billion deal, Walgreens has abandoned it and instead is buying more than 2,000 of Rite Aid's stores for $5.2 billion. For Stefano Pessina, Walgreens' chief executive, doing about half the deal with half the benefits is something -- but it is a modest return on at least 20 months of work.

The acquisition, announced in October 2015, was always a high-risk, high-return venture. Adding more than 4,500 Rite Aid locations would have combined two of the top three pharmacies in the United States and produced a projected $1 billion in annual savings. Investors initially added $5 billion to Walgreens' market value.

Regulators proved harder to persuade. An initial proposal to divest 865 stores was increased to 1,200 in a revised proposal this year. The Federal Trade Commission made it clear, however, that this still was insufficient.

Walgreens is confident the new deal addresses the watchdogs' concerns. And Mr. Pessina can claim there is still a decent rationale for the acquisition, even though Walgreens must pay a $325 million breakup fee to Rite Aid for the old deal, in addition to the new price.

The purchase includes almost half of Rite Aid's stores, and Walgreens estimates at least $400 million in annual cost savings are to be had. The value of those synergies should cover any premium that Mr. Pessina is paying. And assuming the stores account for half of Rite Aid's estimated net operating profit in 2020, it all adds up to a post-tax return on investment of more than 10 percent. Shares of Walgreens closed up 1.66 percent Thursday at $78.37.

That is a far better outcome than the more than 26 percent slump in Rite Aid's shares. Even so, it is hardly the knockout transaction Mr. Pessina had sought. Given that Walgreens and its executives have spent nearly two years on the deal, it may count as a dent in his strong deal-making reputation. Amid other big threats, including Amazon.com, which is exploring the pharmacy business, all that time and effort could have been usefully directed elsewhere.

Robert Cyran is a columnist for Reuters Breakingviews. For more independent commentary and analysis, visit breakingviews.com.

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Global overview of naturally healthy beverages: Euromonitor outlines key trends in a crowded and competitive market for health-positioned drinks.

Nutraceuticals World, Thu, 1 Jun 2017, Lee, Hope

Not everyone's understanding of the term "natural" is the same, however, consumers walking down supermarket aisles all have an eye out for products with labels or packaging bearing the term. Euromonitor International's research findings show that the description of "natural" is a self-governed practice from the manufacturer's perspective; there is no conclusive and scientific definition for the term "natural" as it relates to foods and beverages.

The lack of a clear definition may cause confusion or harm the believability of natural claims. In view of the mindful eating trend, manufacturers are compelled to explore new ingredients for product development, and nurture "the next big thing" following the great success of coconut water.

Growth Categories: Natural Mineral Water

Naturally healthy (NH) mineral water benefits from multiple possible consumption occasions, premium hydration, and being an alternative for hydration during and after sports activities, as consumers are conscious of the sugar content and artificial ingredients in sports and energy drinks. The fact that every NH mineral water brand has a specific, identifiable source allows the brand owner to build a marketable story, and conse-quently an association with trust and traceability. This fits well with consumer desire for authenticity, traceability, and transparency. Sales of NH still spring water are also expected to advance rapidly, which is likely to spur manufacturers to locate new natural sources. The Wonderful Co's Fiji water has a distinctive clean taste, purity, and country of origin (product identity); Fiji water is a rising star in NH water, with global sales increasing by 56% over 2011-2016.

China's Water Opportunity

The huge potential in bottled water in China has attracted plenty of players, and it is one of the most crowded consumer markets. However, water companies also face regulatory changes. A new pricing system requires large users of water sources to pay higher extraction fees. In addition, previously there was no clear definition as to how to name different types of bottled water. Thus, manufacturers often gave their brands various "fancy/marketing" names. In May 2015, the National Health and Family Planning Commission of the People's Republic of China released updated National Standards for Packaged Drinking Water GB19298-2014. The new standards prevent companies that sell other still bottled water from naming their products commercially and stipulate that bottled water should only fall into two categories: natural mineral bottled water or other drinking water. This change put natural spring water (as defined by Euro-monitor) into a marginal category.

In terms of product naming, to meet the requirements of the new standard, the name given to a packaged drinking water product should be scientifically correct. It is not permissible to name a product by one, or several ingredients, except for water. The misleading practice of using creative marketing descriptions for water products will be regulated. The change will put pressure on manufacturers' marketing strategies, especially if they wish to expand in functional water.

Competing with Fortified

Consumers are looking for diversity, which represents both an opportunity and a challenge for manufacturers. Marketers will need to make a strategic decision about the geographic region in which they plan to develop the NH or fortified/functional (FF) category, or one of each to complement each other. That said, NH food and beverage brands sometimes need to compete with

FF products. This is the case for Danone's Mizone (FF) and Evian (NH) in China, with Mizone being a more powerful brand there. In bottled water, The Coca Cola Company (TCCC) focuses on FF water rather than NH water with global brand Glaceau. TCCC is relaunching its Coca-Cola Plus zero sugar, fiber-enhanced soft drink in Japan and it will compete against NH high fiber drinks.

Probiotics are increasingly applied to packaged food and beverages. Manufacturers need to make a decision about which unique selling proposition (USP) they want to use for a new product to better suit the targeted audience and market. Successful hybrid products with probiotic and natural claims are also being pursued such as KeVita Sparkling Probiotic Drinks (acquired by PepsiCo).

The Rise of Hybrid Varieties

Coconut and plant-based water is a naturally healthy hybrid between juice and water. It is becoming a serious business, luring many investors. Coconut water has more potassium than a banana, no added sugar, no fat or cholesterol, as well as no preservatives; it is seeing strong growth across several regions, with for example, the Middle East and Africa growing 17% in 2016 alone. Processing and packaging techniques have now developed further, allowing for an extended shelf life for coconut water. What has followed is the entry of pioneer brands and a marketing blitz to position coconut water as a healthy alternative within the juice and sports drinks categories.

As with any emerging category, the current fragmentation seen will move along the consolidation lifecycle. The speed of consolidation is debatable; however, brands such as Vita Coco are moving rapidly to build scale and create a global footprint. Most coconut water players will continue to approach this market with pre-established distributors and this is unlikely to change in the near future.

Teas Demonstrate Promise

NH hot tea is predicted to generate a net increase of around $3.5 billion over 2016-2021, driven by China, India, Canada, the U.K., and Germany. China alone will contribute absolute growth of $1.6 billion over the period. Consumption of tea beverages is rising even in coffee-drinking nations. This contrasts with the declining situation of diet and regular cola brands.

NH RTD tea is more commercialized than the hot variant and a large amount of unpackaged tea continues to be available in China and India. Individual major RTD tea brands' sales far outweigh those of NH hot tea. NH RTD green tea will be the growth engine in RTD tea thanks to its widely recognzsed health benefits and the improved taste and flavor of green tea. Honey is used as a pleasant flavor added to green tea.

Chinese and Japanese brands continue to hold prominent ranks. Lipton NH hot tea sales are 64% higher than its NH RTD variant. This is largely because hot Lipton is widely available globally but Lipton RTD tea is a minor brand in major RTD tea markets such as China, Japan, and Indonesia.

Commercialization of TCM

Globalization has created more opportunities for cross-cultural exchange and influences between traditions and food and beverages. Traditional Chinese, Indian, and Hispanic herbs, beliefs, well-being concepts, and treatments have progressively spread throughout the West. This situation has translated into gradual acceptance of food and beverages associated with these cultures.

Traditional preparation of traditional Chinese medicine (TCM) is time consuming, thus the modern method and commercialization of TCM is to enable a product to have the same efficacy but also be convenient and easily consumed on the go.

Revitalizing Juice

Given the introduction or likely introduction of sugar taxes in many markets, lowering sugar content in beverages has become a compelling task for industry players. Re-blending, going organic, clean label and HPP are noticeable tactics to revitalize juice.

Overall, major developed markets are set to see slow growth or decline in NH juice due to concern about sugar content and market maturity. The competition from other NH beverages and consumers' desire for product diversity have also put pressure on NH juice. Nevertheless, superfruits continue to expand through different variants such as 100% juice, juice drinks, and nectars. While the U.S. will see strong growth of NH superfruit nectars, the U.K. and China are expected to see growth in NH superfruit 100% juice. Continuous progress of coconut water and other plant-based waters and NH RTD tea may somehow divert consumers' attention from NH juice. Manufacturers are looking for new blends and new technology, such as HIT juice, to

attract and retain juice consumers. Increasingly, vegetables are blended with fruit juice to reduce the overall sugar content in a brand as the concept of "drinkable salad" is spreading in the U.S. and the U.K. The emergence of protein and organic beverages coupled with marketing tactics such as clean labels have also helped generate a competitive NH landscape.

Organic Juice: "Super Natural' Credentials

In most markets, organic juice is seen as a super premium and super natural juice. The global retail value sales of commercially packaged organic juice amounted to around $2 billion in 2016; unsurprisingly, sales are concentrated in developed countries. North America generates the highest share of sales, accounting for half the global value. It is expected that Russia, Brazil, and India will also grow rapidly in the next few years, while sales in China will remain negligible. Given the healthy image of organic food and beverages, and the importance of organic farming as a sustainable agricultural model, both volume and value opportunities exist for organic juice in the long term. General Mills has recently made investments to expand its organic sourcing.

However, highly regulated organic agricultural methods and inadequate financial support for organic fanning in some countries may limit the mass production of organic fruit and vegetables. While the EU has its own organic labeling rules and certification, other countries may have their own rules. This makes it difficult to sustain a globally viable brand with the organic certified label.

Summary

Ancient wisdom such as TCM offers a window of opportunity for manufacturers given that botanicals fit perfectly with the word "natural." The popularity of coconut water will continue as major companies are investing heavily in the product. Organic juice is expanding rapidly, however, growth is likely to be limited by costly certification and conversion to organic farming.

NH mineral water is a regulated category in most countries, and the process of application for such labels can be long and approval difficult to come by. Some TCM herbs may not be palatable to a Western audience and it takes resources to nurture a consumer base. Organic certification and farming is desirable; but to make it scalable and economically sustainable remains a challenge.

By Hope Lee

Senior Beverages Analyst, Euromonitor International

For more insight, see Euromonitor's newly released global briefing on naturally healthy foods and beverages: "Ancient Wisdom and Botanical Acquisitions: the Rise of Naturals," or contact Hope Lee at hope.lee@euromonitor.com, @HLee_emi on Twitter.

This article in a nutshell:

* Growth Categories: Natural Mineral Water

* China's Water Opportunity

* Competing with Fortified

* The Rise of Hybrid Varieties

* Teas Demonstrate Promise

* Commercialization of TCM

* Revitalizing Juice

* Organic Juice: 'Super Natural' Credentials

* Summary

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Trump's crude tweets: Would anyone else be fired?

Associated Press Newswires, Fri, 30 Jun 2017, By BARBARA ORTUTAY

NEW YORK (AP) — If President Donald Trump were anyone else, he'd be fired, or at least reprimanded, for his latest tweets attacking a female TV host, social media and workplace experts say.

And if he were to look for a job, the experts say, these and past tweets would raise red flags for companies doing social media background checks, an increasingly common practice as tweets and Facebook posts become a daily, sometimes hourly part of our lives.

Of course, Trump is anything but typical.

Still, experts say it's a mistake to think that because the president is getting away with calling a man "Psycho Joe" and saying a woman was "bleeding badly from a face-lift" and had "low I.Q.," regular people would get away with it, too.

"Mr. Trump would be fired for his tweets of today, and nearly every day," said Mike Driehorst, a social media expert at the marketing agency Weaving Influence. "Most companies have a thin skin when it comes to public criticism and media reports."

Nannina Angioni, an employment attorney at the Los Angeles-based law firm Kaedian, said certain speech is protected, such as posts about a workplace grievance or organizing a union. But she said that if "you take to Twitter to call your boss a 'psycho' or say that your CEO has a 'low I.Q.' that could absolutely get you fired."

That applies even to chief executives.

"Any good outside crisis adviser would tell the company's board that they have no choice but to terminate the CEO," said Kara Alaimo, a public relations professor at Hofstra University in Hempstead, New York. "Today, more than ever before, citizens expect companies to espouse and uphold values."

PLENTY OF EXAMPLES

In 2013, Justine Sacco, a 30-year-old public-relations executive for the internet company IAC, tweeted, "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white!" Though it was on a personal account with only 170 followers, the tweet quickly went viral. She didn't learn she had become a top "trending topic" — not in a good way — as her phone was off during an 11-hour flight to South Africa. She was fired, of course.

Earlier this year, the New York Post fired football writer Bart Hubbuch for comparing the president's inauguration to the 9/11 attacks. He has since deleted the tweet and apologized.

A month later, a preschool teacher in Texas lost his job over a series of anti-Semitic posts, including a tweet that said "kill some Jews." Nancy Salem had also retweeted: "How many Jews died in the Holocaust? Not enough!" according to a news report at the time. Salem later apologized.

BROAD RANGE OF POLICIES

What happens when workers send out crude, hateful or offensive tweets — especially if they fall in a gray area — can depend on where they work.

Many policies encourage common sense, such as refraining from posting private company information or speaking on behalf of the company unless authorized. Hate speech and offensive comments are also frowned upon.

"Customers, colleagues, supervisors, suppliers, competitors and others may have access to your posts," General Motors' policy states. "Offensive or inappropriate remarks are as out-of-place online as they are offline. Use the same set of standards as you do in the physical workplace."

Government agencies such as the General Services Administration prohibit "engaging in vulgar or abusive language, personal attacks of any kind, or offensive terms targeting individuals or groups." The White House didn't respond to requests for comment.

Coca Cola's policy, meanwhile, doesn't spell out that employees shouldn't harass others or post racist rants, yet such topics can be construed as falling under "common sense." The policy reads, "You are responsible for your actions. We encourage you to get online and have fun, but use sound judgment and common sense."

The computer chip maker Intel also trusts employees to use their own judgment.

"What do our policies mean? They mean that we trust you," the guidelines state. "We bring smart people into the Intel family and we expect you to make smart decisions."

But as Sacco, Hubbuch and Salem learned, with trust comes responsibility and if you tweet first and think later, you could face dire consequences.

GROWING SCRUTINY

As for the next job, Social Intelligence is one of a growing number of companies that screens social media accounts of prospective employees — similar to criminal background checks or credit reports.

Its president, Bianca Calhoun Lager, said the company has seen a "really big demand growth" since early 2016. Anecdotally, she said the attention on tweets and other social media during the 2016 elections may have contributed to the growth.

The company screens people's publicly available posts against a set of criteria such as potentially illegal or violent activity, or content that is sexually explicit, racist or intolerant. About 10 to 15 percent of the applicants screened get flagged, often for multiple incidents, suggesting a questionable post is more than a mistake.

Rather than wait for an employee to engage in conduct that can lead to firing, Lager said employers are increasingly protecting themselves from hiring people who might create a hostile workplace to begin with.

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AP Business Writers Tali Arbel and Candice Choi in New York, Dee-Ann Durbin and Tom Krisher in Detroit and Jonathan Lemire in Washington contributed to this story.

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From: Alex Malaspina [redacted]

Sent: Monday, July 3, 2017 7:29 AM

To: foodchair[redacted] sharris[redacted];jjbtgt[redacted];mek5910[redacted];flbaye[redacted];edison.gerome[redacted]mbuyck[redacted];angelalopezdes[redacted];gubewur[redacted]pcewing[redacted];kay.nichol[redacted];susi.kettle[redacted]m;markmalaspina[redacted];mek5910[redacted].com

Subject: Fwd: News Digest - July 3, 2017

Attachments: News Digest - 07-03-2017.doc

very interesting article by J.Q.

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
Sent: Mon, Jul 3, 2017 8:16 am
Subject: News Digest - July 3, 2017

News Digest

Coca-Cola Connect

July 03, 2017

Business

Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.
Welt am Sonntag, July 02, 2017

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Full Text

Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.

Welt am Sonntag, July 02, 2017

"We are experimenting a lot at the moment"

For many decades, Coca-Cola was extremely successful with selling one single, mostly unchanged, product. When the company wanted to be bold in the eighties by launching a sweeter variant, 'New Coke', this didn't work out. Fear of failure is said to have been limiting the Atlanta based company's willingness to experiment since then. Experts speak of the 'New-Coke-Syndrome'.

With James Quincey this will most likely change. The manager, who moved to the top rank of Coca-Cola this May, can not only imagine that the product portfolio of the company may look 'radically different' in the future; he also wants Coca-Cola to adopt the 'mentality of a technology company'. Welt am Sonntag spoke with the James Quincey. It is the first interview of a Coca-Cola CEO in Germany since ten years.

1. Welt am Sonntag: Coca-Cola is an uber-brand, turned into a legend by Andy Warhol and others. How much do you feel the power of this brand? And: Is it particularly difficult to change, when a brand has such a power?
Coca-Cola has been around for 131 years. It is still an amazing brand. We spent 100 years selling Coca-Cola in the same iconic glass bottle. At present, more than 500 different brands are part of the portfolio of our company. We have initiated a major transformation. This applies to both The Coca-Cola Company and the bottlers, with whom we have a close cooperation. In Germany that's Coca-Cola European Partners. The soft drink industry grows by around four percent globally on average each year. Whoever wants to be successful in this business, needs a broad and commercially compelling portfolio of strong brands. The company will be bigger in the future than the brand that historically marked it. This is certainly a difficult journey, not least also for our employees who all love the brand.

2. Welt am Sonntag: What is the future beverage portfolio of Coca-Cola likely to be?
We are considerably extending our product portfolio. We focus on those beverage categories and brands which promise strong growth. Most people have on average eight drinks a day. Many of them consume eight different beverages. From the first sip of water, tea or coffee in the morning, a soft drink for lunch, to an isotonic beverage after sports and so on. We want to offer people for each of these moments different beverages from our portfolio. That's why we continuously launch product innovations, like the very successful VIO BIO lemonades in Germany.

3. Is Coke your personal favorite?
I drink several of our products through the day – depending on the time of the day. At this moment in time, I'm having a Coke. In the morning, I drink a smoothie and a coffee. And then later in the day some water or another drink. It depends on the occasion. The brand I have the longest relationship with is certainly Coke.

4. Now you are drinking Zero.
I sometimes drink red Coke and sometimes Coke Zero Sugar.

5. A commitment to sugar?
Sugar is a challenge for many communities. We accept it. In many countries, there are people who are over-consuming sugar, both in beverages and in foods. This is where we as well need to act. We support the World Health Organization (WHO) in its goal that people should not consume more than ten percent of their daily calories from added sugar. In Germany, we are backing the commitment of the European beverage association Unesda to bring down the sugar content of our portfolio by a total of ten percent by 2020. This requires major efforts. We are changing recipes, focus increasingly on smaller packages and, last but not least, on clear product information for consumers.

6. For a long time Coca-Cola accounted for 100 percent of the sales of your company; at present it is only 50 percent. How much lower can this still go?
Let's put it this way: We make great progress in broadening our portfolio. Some companies make the mistake of trying to sell by all means what they make. However, you want to make what consumers want to buy. If you are successful with this, there are completely different business opportunities. To be more concrete: 15 years ago we made ten percent of our business with non-sparkling beverages. Today we are already at 30 percent.

7. Can you imagine The Coca-Cola Company without the regular, the red Coke?
No, because I think that many consumers would not want that. Now, could the shape of our portfolio look radically different in the future? Yes, it absolutely could. In Japan, for instance, one of our very successful countries, red Coke accounts for less than 20 percent of our business. Ready-to-drink tea, cold as well as hot, is the strongest beverage segment there. In future, I could absolutely imagine that the total portfolio includes several brands of the size of red Coke.

8. Is the soft drink sector the new tobacco industry? After all, the latter succeeded in remaining profitable despite strong political headwinds?
There's no amount of tobacco that is healthy for people. Already the first cigarette is bad. The moderate consumption of non-alcoholic beverages is, however, absolutely safe. As far as diet is concerned, it is all about supporting people in a moderate consumption and balanced nutrition.
I don't think that it works if people are restricted in their freedom of choice for foods and beverages through governmental intervention – e.g. via new taxes for certain products. People then get what they want from somewhere else. Governments, companies and civil societies must develop more intelligent solutions together in this field.

9. Your company is agnostic: The consumer gets what he wants, regardless of whether it is healthy for him or not? Does this change now?
We believe in a diverse range of products and the freedom of consumers to choose in a self-determined and informed way. At the same time there has already been for some time a verifiable change in our company: we spend a larger part of our marketing and research budget on products which have less or no calories. We want to offer for every brand that we launch also a reduced calorie or no calorie variant. For all our big brands – in addition to Coca-Cola, for instance, Fanta, Sprite or in Germany Mezzo Mix – this is already the case. We improve recipes, e.g. for Coca-Cola Zero Sugar, which taste even more like regular Coca-Cola and comes completely without sugar. The consumers appreciate this: Coca-Cola Zero Sugar shows strong growth rates. Moreover, we have consistently extended our offering of smaller packages for years. In Germany, we offer, for instance, the 150 milliliter can again, which many consumers know from their plane travels.

10. And the headquarters in Atlanta instruct all local companies what they have to do?
Our strategy is marked by local circumstances. We produce locally in the countries in which we sell our beverages. In Germany, we have done so for almost 90 years. We are convinced that the local management knows best about our customers, the consumer trends and the market opportunities. Apart from that, there are of course worldwide trends. Identifying those and deriving decisions for the international business from them is a key task of the headquarters in Atlanta. We always focus on a balance between the global and the local perspective.

11. What does that look like in concrete terms?
An example for a global success with local roots is brand Fanta. It is an innovation from our European business, brought to market decades ago. Today, it is available in more than 190 countries worldwide. In contrast, an example for a decision by our headquarters is that all over the world the entire Coca-Cola portfolio is brought together under one umbrella brand. We believe that Coca-Cola should again be perceived as one brand with several variants, and not as different brands.

12. When were the headquarters mistaken?
One of the most successful innovations of the past years was "Share a Coke with", where first names replaced the brand name on the Coca-Cola label. The proposal came from Australia. The headquarters then tried several times to stop the idea. However, the local management got its way. And it turned out that the idea was great, consumers went crazy about it. We then launched it in dozens of countries. It has been a big success in Germany, too.

13. You have an advantage in your industry: you are only marginally affected by the digitalization.
You are wrong about this. It starts with the internal information technology. When IT and digital took off 20 years ago, we first wanted to do a lot on our own. We even had our own mail program and were one of the first in this field. We have changed our approach now. If a particular IT program does not have any specific benefits, we use the industry standard. Moreover, we know today how important it is that software programs can be used intuitively; for the apps on your smartphone you don't need any training either. Robert Woodruff, one of the company founders, coined the motto that a Coke must always be within "an arm's reach" of desire for consumers. We now transfer this physical proximity to the consumer in the digital world. This means that in future our products must also be within a "click's reach" of desire. In the cooperation with our customers there is digital change happening, too. The sales reps of Coca-Cola in Germany were amongst the first to work with iPads in the field.

14. How does this function?
They go into the bistros, the cafes, the retail stores and thanks to a new software they are able to show to every customer individually with which beverage offering and which set up of the sales area they can be even more successful with us. The data of the sales reps are processed centrally in real time. Our entire business development can be viewed on the smartphone in this way. We also support our customers through new developments such as the Get Happy app. The team in Germany has developed it. This app is a digital loyalty card for kiosks, bakeries or restaurants. In future, it will also allow for online ordering and reservations. We are experimenting a lot.

15. This is actually new for Coke, isn't it?
Yes, that's true. We need to allow a period of divergence and experimentation. And then learn quickly what's working and what's not.

16. "Culture eats strategy", is what management consultants like to say. This means: even the smartest strategy does not work, if it does not take into account the peculiarities of corporate culture. Does this also apply in your case?
I agree. This is why the tone you set from the top is important. You have to be clear and consistent with your people. This is my aspiration. For me this means, for instance, to make it clear that we must not overinvest time and energy on making things perfect. In this new world, we need to get a version 1.0 quickly, from which we learn. If something doesn't work, we stop it. And that's perfectly okay. If something is good but not perfect, we need a 2.0 fast, and then a 3.0 version. We then scale what is successful. We must be bold and fast, and we have to execute and perform. This corresponds rather to the mentality of a technology company. In order for this cultural change to work out, management must set an example.

17. And how do you do that?
I am fostering a culture in which we take risks, pursue new approaches. I do not expect that everything is perfect. Saying that, I am aware that everyone watches me. In 2015, I took over the responsibility for all operating units of Coca-Cola. I do not think that after my first week anybody could exactly repeat what I said during the first days. But everybody remembered that I came in jeans in the office on my first day. Everything communicates.

18. How does the digitalization in your industry work at the end of the day?
Technology will change everything. Take restaurants that have only a limited space for a certain number of bottles. Fountains, in turn, have only the capacity for a few brands. With Freestyle, we have invented a system which is at present largely used in the USA. The essence of the product is reduced to almost the size of a printer cartridge. There are 140 different cartridges. In this way you as a consumer can mix your drink literally in any combination yourself.

19. Soft drinks from a cartridge – that's an unusual idea.
In the United States, we use already tens of thousands of these machines. Our customers, the owners of bars, for instance, love them, because it allows them to offer a wider choice. At the same time the consumers benefit, too, because there are, for example, more low calorie variants available. In future, it is possible to imagine that you can order your favorite mix and have it delivered using an app – for instance Fanta Lemon mixed with Coke Zero Sugar. This is of course still up in the air, but might become a reality in 20 years. The technology is already available; it is merely a matter of economic efficiency.

20. When you look around in the world: Which company do you find inspiring?
I try to learn from many examples. However, if you ask me... Take a brand like Microsoft. 30 years ago, it was revolutionary. Then they became set on developing their operating system further. Now they have started to radically change. They have embraced that they can't keep defending the old castle and that they must fundamentally change their culture. And that's a big challenge. Re-inventing oneself as an established company is essentially more difficult than developing something completely new.

21. Is Coke still an American brand. Or a global brand?
Coca-Cola is an extraordinary brand because it's a bit of everything. It's a deeply rooted local brand. We produce our beverages on site and hence create local jobs. But Coca-Cola is of course also American, because it all started there. The brand continues to radiate optimism and openness like the American dream.

22. Is there still an American dream?
The fact that parents always want a better life for their kids has not changed. At the end of the day, it is actually not an American dream but a universal one.

23. Is it in the era of Donald Trump a problem for Coke to be an American icon?
I have worked in many different countries during my career. I have experienced time and again that people around the world still love America. America is not equal to any part of its constitutional system or its businesses. It has rather to do with culture, the landscapes and the fact that many people see America as the country of personal opportunities.

24. Do you support Trump?
As a company we have to deal with the political agenda of any government –in each country where we operate. Inherently, there are positions we agree with and some we don't. But we work cooperatively with every government. This applies to the United States as well.

I am one of the signatories of the letter of CEOs to the US President which spoke out in favor of staying in the Paris Climate Accord. We believe that sustainability is very important. For that reason, we have set own climate protection goals as Coca-Cola. We are working on a further reduction of our CO2 footprint and are one of the first Fortune 500 companies to be water-neutral. Moreover, we are aspiring to create zero waste at our plants, which we have already successfully implemented in Genshagen near Berlin, for instance.

25. And what about Trump's plans for a tax reform?
Those are going into the right direction. We have long advocated for comprehensive tax reform in the United States that ensures U.S. multinational companies like ours have a level playing field against companies based elsewhere.
26. In a few days the G20 Summit will take place in Hamburg. What are your hopes for this meeting?
Our position is clear: Diversity, openness and global trade create more growth, and that's important. Because without growth there would be less resources to allow a better life for more people. However, we must not ignore the fact that not everyone has benefited equally from globalization. We must find ways and means to take those along who have not been so fortunate so far.

27. What are you as a company doing for it?
We are amongst the largest employers in Africa. We have been engaged together with partners for years in many initiatives. We are committed to fighting AIDS, support governments and NGOs in the delivery of vaccines, e.g. against Malaria, and empower millions of women on their way to economic independence. Because mainly female micro-entrepreneurs play a key role at the development of local communities: they support their families, they invest in the education of their children and they allow other women to find their way into the world of work.

27. You sell Coke in almost every country in the world. The only exceptions are North Korea and Cuba. Which one will be the last country in which Coke will not be available?
There has been a slow thawing of frozen relationships with Cuba over the last decade. If I had to bet, I would say: North Korea.

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'If you're called Innocent, you have to live up to it'

The Daily Telegraph, July 03, 2017, Iain Withers

As smoothie maker comes of age with £304m sales, boss insists it will stay true to its values under Coca-Cola, writes Iain Withers

INNOCENT'S offices look quite ordinary from the outside, perched above a railway bridge in Ladbroke Grove, west London. Yet inside is exactly the kind of quirky set-up you might expect from the knowingly kooky smoothie maker.

Its young staff gather in a big hall laid with artificial grass to meet, rustle up a free breakfast at a big open plan kitchen, enjoy baskets of free fruit or play table football. In the corner is a glass box where food scientists, some in white lab coats, stroke their chins and discuss what fruit-packed concoction will next hit the market.

By the window is a crate full of thousands of little woollen hats knitted by customers to put on bottles, as part of the company's annual "Big Knit" charity drive, where 25p from each bottle of mashed fruit goes to Age UK.

Innocent may have turned 18 this year but Douglas Lamont, the chief executive, is in no rush to take things too seriously. Its brand value is as much tied up in folksy marketing and generosity - it donates 10pc of profits to good causes - as it is in its juices, smoothies and coconut water.

Innocent is coming of age financially, with more than half of its record £304m sales for the 2016 calendar year coming from overseas for the first time, from buoyant businesses in France and Germany. It is also back in the black with £8.5m operating profits, after a £700,000 loss the previous year, which it put down to expansion costs.

The company is now Britain's largest chilled juices maker, ahead of Tropicana, and western Europe's fastest growing soft drinks brand, pipping Red Bull. "To become the biggest in the market, an aim you've been going after for 18 years, on your 18th birthday is something quite special," says Lamont.

What is tough to find at Fruit Towers is any mention of Coca-Cola, the company's owner since 2013. It was a takeover that dismayed many of its loyal customers, who took to social media to vent their disapproval. Coca-Cola is based elsewhere in the West End, and describing the relationship between Innocent and its parent, specifically the extent to which they share the same ethical values, is one of the few things that flusters the earnest and mild-mannered Lamont.

It's not the only challenge he faces, as he is tasked with expanding a pricey drinks business at a time when consumers are feeling more pinched for cash. He also has to convince increasingly health-conscious consumers that its juices really are good for you, after a string of bad press that they contain too much sugar. Has Lamont got answers to these questions as the company moves into adulthood?

The business was founded in 1999 by three Cambridge graduates - Richard Reed, Adam Balon and Jon Wright - after selling smoothies at a music festival. Innocent folklore has it that they put two bins out - throw your rubbish in this one if we should make this our full-time jobs, and the other if not. You can guess which bin was full. Lamont joined them when they were 50-strong seven years later as "head of new opportunities" after a stint at another fast-growing company, internet provider Freeserve. He was part of Innocent's top team when Coca-Cola snapped up a minority stake in 2009 and took full control four years later. The founding trio walked away with a £100m windfall and handed over the reins to Lamont.

With backing of a global giant Lamont set about launching Innocent in France and Germany. Today those two businesses turn over €71.1m (£62m) and €86.5m (£75m) respectively and the business as a whole has tripled in size. Overall sales were up more than £50m last year, with overseas sales up 35pc and UK sales up 11pc. Revenue is heading for £350m this year, Lamont says, and the business is eyeing further launches in Norway, Sweden, Spain and Italy.

He says Coke's ownership has allowed the company to take on upfront risks and costs associated with expansion that it would not otherwise have been able to do, but has nonetheless self-funded all its growth. He insists Coke largely leaves him to "get on with running Innocent as a stand-alone business". Innocent does not leverage any of Coke's vast manufacturing, sales or marketing resources and Lamont says he only formally meets them three times a year at investment board meetings.

Lamont argues Innocent's growth story is proof "sustainable capitalism can be scaled". The company prides itself on its green, ethical and healthy credentials, as well as its charitable giving, which has topped an impressive £15m over 18 years. Undoubtedly "doing good" plays a big part in Innocent's brand value and in its bond with customers, as Lamont explains: "Frankly when you're called Innocent you have to work hard to make sure you live up to that name. We work very hard every day to earn that trust."

But given the remainder of its profits go to Coca-Cola, a sugary drinks corporate that has faced criticism for unethical practices in the past, does Lamont believe the two organisations share the same values? Could the halo that takes pride of place in Innocent's logo sit just as easily above Coke? "I think like all companies in the world they're looking at how they continue to drive and get better at all the challenges that face all of us," he says. This isn't exactly a yes or no - is Lamont saying Coke can't share in the glow of Innocent's halo? "I definitely won't say that," he starts hesitantly. "The answer is they have a set of values that they're working hard to deliver against, and we have a set of values that are different and you make different business choices in the same way that other firms have different values and make different choices.

"So, inside Coke they are doing so many good things, they are making their business more sustainable, more ethical, giving huge amounts of money to charity all over the world. I wouldn't in any way want to imply they're not doing an amazing job, they really are.

"What we stand for and how we're seen by our drinkers is what Innocent stands for and that's a different thing. You learn from each other. All companies should be sharing and learning about the many challenges we all face."

Another challenge for Innocent is persuading customers its products are healthy in the face of multiple reports that have shown smoothies pack a lot of sugar, perhaps as much as a Coke, given the multiple fruits needed to make a single bottle. "Yes absolutely our products are healthy," Lamont says. "They have no added sugar, so any sugar in our products is truly intrinsic in the fruit and in any smoothie or any juice there is a complex web of benefits whether it's through vitamins or whether it's through phytonutrients". He also points to the fact the government has kept juices and smoothies in its five a day campaign.

Meanwhile, given the expected squeeze on consumer spending widely predicted, can a pricey drinks business continue to expand? Lamont says it can because he believes there is an unstoppable trend among Europeans for healthier living. "The £10 our customers are saving on their Uber taxi versus a London black cab they are either choosing to put towards a gym membership or better quality food and drink rather than spending an extra hour in the nightclub. And you see that trend emerging all over Europe."

He says the company will stay ahead of hot competition by "continuing to innovate". It already launches between 15 and 25 products a year, two years ago it was super smoothies and coconut water, both of which have proved successful, and four months ago it was a new range of protein smoothies. Coke-related awkwardness aside, Lamont seems determined Innocent will continue to live up to its name.

Douglas Lamont CV . Age 43 ? Education: University of Edinburgh (Politics and Geography), Harvard Business School ? Family Married with four children ? Hobbies Cricket, golf, when not family taxi driver ?Favourite film Alive, the true story of the 16 survivors from a Uruguayan rugby team after their plane crashes in the Andes

'Inside Coke they are doing many good things. What we stand for is a different thing. You learn from each other'

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Coke Studio Africa Presents Global Fusion Edition

This Day, July 02, 2017

Coke Studio Africa has confirmed mega platinum star, Jason Derulo as the show's guest star this year set to feature on a special episode themed the Global Fusion Edition. The American Pop/R&B singer and dancer who is currently riding high with his latest banger 'Swalla' is expected to jet into Nairobi, Kenya to participate in the recording of Coca-Cola's flagship African music show. During his time at Coke Studio, the new-school, multi talented creative giant who has sold over 50 million singles and impressively achieved 11 platinum singles will meet and work with 11 talented African Stars. They include Dela (Kenya), Rayvanny (Tanzania), Bebe Cool (Uganda), Mr. Bow (Mozambique), Falz (Nigeria), Joey B (Ghana), Betty G (Ethiopia), Jah Prayzah (Central Africa Republic/Zimbabwe), Shekhinah (South Africa), Locko (Cameroon) and Denise (Madagascar).

Ahead of his anticipated arrival to feature in the special Coke Studio episode dubbed 'Global Fusion Edition, Jason says, I am excited to be part of Coke Studio Africa – 2017. I can't wait to arrive in Nairobi to meet and make great music with the African super stars," adding, I am also looking forward to lend all my expertise, learn and exchange ideas with the African artistes, producers and the show's creators as I discover what they have to offer." Two of Africa's hottest music producers: Masterkraft (Nigeria) and DJ Maphorisa (South Africa) will be tasked with producing all the African artistes and Jason Derulo, after which all the music will be performed and recorded live alongside Coke Studio's highly talented house band. This year, Coke Studio has merged Coke Studio Africa and Coke Studio South Africa into one—bigger and better, Coke Studio Africa – 2017, which includes artistes from South Africa, Kenya, Uganda, Tanzania, Rwanda, Ethiopia, Nigeria, Ghana, Angola, Zimbabwe, Togo, Cote d'Ivoire, Madagascar, Mauritius, Mozambique, DRC and Cameroon. The new season is set to premiere in different regions from September this year and will broadcast in more than 30 countries across Africa. Coke Studio Africa is a non-competitive music collaboration show, which seeks to bring together, and celebrate the diversity of African music and talent. It also gives upcoming artistes the opportunity to work with some of the best local and international music and production talent. It brings together artistes from different genres, eras and regions to create a modern and authentic African sound.

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Coca-Cola reinvigorates pilgrims on Poson pilgrimage

Daily FT, July 01, 2017

Coca-Cola Beverages Sri Lanka Ltd. continued its proud tradition of refreshing pilgrims on their annual Poson Poya pilgrimage to the ancient capital of Anuradhapura. Coca-Cola set up kiosks, this year too, to serve several thousand pilgrims with a wide selection of refreshing beverages to help stay refreshed, beat the heat and in the hope of reinvigorating the pilgrims to continue on in their holy pilgrimage. Poson Poya is one of the most sacred events in the Buddhist calendar and the holy city attracts thousands of pilgrims who gather at the city's holy sites to mark the occasion.

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China Foods Sells Coca Cola Bottling Arms, Buys Beverage Arm

SinoCast Consumer Products Beat, July 03, 2017

SHANGHAI, July 3, SinoCast -- China Foods Limited declared completing purchase and sale relating to Shanghai Shenmei Beverage Food Co., Ltd. on April 1, 2017. Related sale has been completed before July 1, not including selling Coca Cola bottling division under Shanghai Shenmei to Swire Group.

Earlier, China Foods sold 10 Coca Cola bottling subsidiaries through the China Beijing Equity Exchange (CBEX), inking general contract with Swire Group, meanwhile spending CNY 3.874 billion acquiring beverage subsidiaries from Swire Group and Coca Cola in Chongqing, Sichuan, Jilin, Heilongjiang, Shanxi and Liaoning.

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Swire Pacific completes Coca-Cola PRC bottling assets deal

ET Net News, July 03, 2017

[ET Net News Agency, 3 July 2017] Swire Pacific (00019) said the realignment of the Coca-Cola bottling system in Mainland China has been completed on 1 July.

The realignment consists of the acquisition by Swire Beverages Holdings Limited (SBHL), a wholly-owned subsidiary of Swire Pacific, from subsidiaries of Coca-Cola, COFCO Coca-Cola Beverages Limited (China Foods Coca-Cola JV), which is owned as to 65% by a subsidiary of China Foods and as to 35% by a subsidiary of Coca-Cola, and China Foods of equity interests in companies engaged in the business of manufacturing, distributing, marketing and selling non-alcoholic ready-to-drink beverages bearing trade marks owned by Coca-Cola and its subsidiaries and affiliated companies (NARTD business) in a number of territories in Mainland China for Rmb3,014 million, the acquisition by a subsidiary of China Foods Coca-Cola JV from subsidiaries of Coca-Cola of equity interests in companies so engaged in a number of territories in Mainland China for Rmb2,900 million and the acquisition by a subsidiary of China Foods Coca-Cola JV from a subsidiary of SBHL of an equity interest in a company so engaged in one territory in Mainland China for Rmb487 million. (HL)

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Coca-Cola HBC Romania invests 7 mln euro in factory upgrade

SeeNews - The Corporate Wire, July 01, 2017

BUCHAREST (Romania), June 30 (SeeNews) - Coca-Cola Hellenic Bottling Company (HBC) on Friday inaugurated a high-speed bottling line at its Timisoara plant, following a 7 million euro ($7.9 million) investment.

With a maximum production capacity of 90,000 units per hour in 330 ml and 500 ml bottles, the new line will serve both the Romanian market and the European markets in the future, Coca Cola said in a press release.

"We are committed to investing further, Romania is a very important market within the Coca-Cola HBC Group, and we are very excited about what's coming next," Coca-Cola HBC Romania general manager Jaak Mikke said.

The new installation is also the most energy-efficient bottling line and the one with the lowest water consumption per litre of beverage produced, Coca Cola said. The project started in November 2016, and the testing period was completed in late May 2017.

The Coca-Cola HBC factory in Timisoara was inaugurated on August 1995 and currently bottles Coca-Cola, Fanta, Sprite, Schweppes, Nestea and Joy products. These products serve both the Romanian market, except for Joy, and other countries where the Timisoara plant exports, such as Bulgaria, Croatia, Bosnia and Herzegovina, Macedonia and Greece.

Coca-Cola HBC started operations in Romania in 1991 and currently employs 1,700 people.

Besides the Timisoara factory, Coca Cola operates two other plants in Romania.

One was inaugurated in 2012 in the southern city of Ploiesti following a 22 million euro investment, making Romania a regional production hub which exports Cappy Pulpy to six countries across Central and Eastern Europe.

The other one, located in Poiana Negrii in the northern county of Suceava, has been part of an extensive investment programme, since 2002, when Coca-Cola acquired the production capacities and the springs in Dorna area.

In September 2015, Coca Cola decided to close the factory in Moldova's capital Chisinau and to supply the local market from its plants inRomania and Ukraine.

($=0.8759 euro)

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Coke bottler coming to Searcy

The Daily Citizen, July 02, 2017

By Jamie Williams jwilliams@thedailycitizen.com

An independent Coca-Cola bottling company has announced its intention to expand into northeast and central Arkansas by opening facilities in Searcy and Jonesboro.

Corinth Coca-Cola Bottling Works of Corinth, Miss., will be hosting a job fair Saturday to fill positions in both areas at the Hilton Garden Inn on 2840 S. Caraway Road in Jonesboro from 8:30-11:30 a.m.

"We're really trying to find delivery drivers, what we call delivery merchandisers," said Martin Williams, vice president and chief financial officer for Corinth Coca-Cola Bottling Works.

"That's our biggest push right now, because it's a CDLA position, a commercial driver's license A class position that we need, and so we've got a pretty good need there. We're hoping to have applicant interviews take place that morning."

Applicants can review all current openings and job requirements on the company's website www.corinthcoke.com/employment, Williams said.

"And all the jobs that we have open right now are on there, and we can take applications on our website," he said. "And if they want to come learn more about especially the delivery job positions, they can come on July 8 at the Hilton Garden Inn."

According to Williams, Coca-Cola announced its system of the future operating model in 2013, which included five strategies for long-term growth, including s"streamlining" its operations.

"We were lucky enough to be one of the five first bottlers in the country to be a part of that announcement," Williams said.

In mid-2016, the Corinth Coca-Cola Bottling Works announced its expansion into Arkansas and Missouri.

"We're excited about it," Williams said. "We haven't gotten to a definitive agreement yet, so that's a pretty big step, but all the signs we believe are pointing towards the right direction, and so if that comes into play, we will hopefully be closing toward the end of the year in the fall, and we are excited about opening those facilities up and being a local presence there."

The facility in Searcy, according to Williams, will be a cross-dock facility with delivery routes leaving it daily.

"We're planning on employing around 100 people [between Jonesboro and Searcy]. Because we're acquiring the business from another bottler, some of those positions will be transfers, but we will be adding several jobs that are either right now out of Little Rock or out of Memphis.

"We're a fourth-generation family business, and we are very excited about being in Arkansas and bringing our high-touch service model to the area."

Business expansion

Who: Corinth Coca-Cola Bottling Works in Corinth, Miss.

Where: Searcy and Jonesboro

When: Job fair to be held Saturday at Hilton Garden Inn, 2840 S. Caraway Road, in Jonesboro from 8:30-11:30 a.m. to fill positions

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Reds star partners with Kroger, Coke to benefit troops

Dayton Business Journal Online, June 30, 2017, Joey Hart

Reds fans will have a chance to meet one of the team's most well-known stars while supporting U.S. troops at a public event in mid-July.

Shortstop Zack Cozart is teaming up with Kroger Co., Coca-Cola Consolidated and the United Service Organization to produce a "Message in a Bottle" event July 15 for the benefit of military personnel.

The event will last from 11:30 a.m. to 1:30 p.m. at the Oakley Station Kroger at 4613 Marburg Ave., and Cozart will meet fans and sign autographs from noon until 1 p.m.

Attendees are invited to write a message to troops, which will then be placed in Coca-Cola bottles and distributed via the USO to active-duty military members around the world. Fans can also enter in a raffle to win signed Cozart memorabilia and Coca-Cola giveaways.

Reds mascots Mr. Red Legs and Rosie Red will be at the event.

"Kroger, Coca-Cola Consolidated and the Reds have a long history of recognizing and providing support for the men and women of our military and their families," Tim Brown, president of Kroger's Cincinnati/Dayton division, said in a statement. "Message in a Bottle is one small way to honor them for their service."

Coca-Cola Consolidated also plans on distributing around 600 of the messages to troops and their families during an event later this summer at Smale Riverfront Park, with a date and time to be announced.

"We are deeply grateful for the sacrifices our service men and women make for our country every day," Brian Outland, Cincinnati vice-president of sales for Coca-Cola Consolidated, said in a release. "The Message in a Bottle program is a heartfelt way for the community to show our sincere gratitude."

Coke Consolidated, headquartered in Charlotte, N.C., is the largest independent Coke bottler in the United States. USO CSO was founded in 1966 and is financially independent from the larger USO. Click here to learn more about the organization or to make a donation.

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Coca-Cola partners Sri Lanka Red Cross for emergency and long-term flood relief operations in Gampaha

Daily FT, June 30, 2017

Coca-Cola Beverages Sri Lanka Ltd. joined hands with the Sri Lanka Red Cross Society - Gampaha Branch, to carry out intensive emergency disaster relief and rehabilitation activities following the severe floods which occurred in May 2017.

Coca-Cola focused on the immediate needs of distribution of safe, clean water and the provision of medical camps to those left vulnerable in the Biyagama and Dompe Divisions. The emergency relief operation was mainly carried out in the flood-affected areas of Yabaraluwa, Mabima, Bollegala, Thelwatta, Ambaraluwa of Biyagama Division and Malwana, Kanukatiya, Pahala Mapitigama, Nikawela, Giridhara and Kapugoda of Dompe Division. Furthermore, in a step towards rehabilitation; facilitating the return to their daily lives, the Company engaged in cleaning all contaminated wells of the Biyagama Division, totalling 600 wells.

Echoing the disastrous effects of the floods in 2016, last month's natural disaster once again left Gampaha residents feeling vulnerable and isolated by the flood waters, while being exposed to health issues in the aftermath such as the risk of Dengue and waterborne diseases. Flooding from the nearby Kelani River caused water levels to rise 5ft in Biyagama and 3ft in Dompe (Gampaha District).

Volunteers of Biyagama and Dompe Red Cross executed the operation and technical support was provided by the relevant area Government officers; Grama Niladharis, Public Health Inspectors, Ministry of Health and Divisional Secretariats. Volunteers from Coca-Cola were active in the medical camps and in delivering water to affected families and individuals, as additional operational support on the ground in the week after the floods were of great need.

The company ensured that distribution of over 10,000 litres of water was executed through deliveries on-foot, by trucks and by boat, to access areas isolated by the remaining flood waters. Medical camps, mobile camps and first aid services were conducted through 16 service events providing access for essential healthcare to 2,129 affected individuals in the first week after the flooding began. Coca-Cola is grateful to the critical support offered by Sri Lanka Red Cross Society - Gampaha Branch, the Grama Niladharis and the Public Health Inspectors of the Ministry of Health.

Medical Officer of Health, Biyagama Kumari Wijesuriya said, 'The recent floods in Sri Lanka caused devastating loss to life and property, leaving many communities helpless. Many areas in Biyagama were particularly badly affected and residents here needed all the possible relief and rehabilitation assistance. As a state body, we are offering every possible support to this community; however, Coca-Cola's support at this crucial time has helped ease our stretched resources. I am grateful for the company's generous support in well-cleaning activities in Biyagama, which will go a long way in supplying clean drinking water to these communities as they slowly limp back to normalcy.'

In their return to their daily lives, it was working around the issue of contaminated household wells which prevented homeowners from returning to normalcy. The well-cleaning process involves the cleaning, disinfection and chlorination by professionals from Sri Lanka Red Cross Gampaha Branch. Homeowners in need were identified from the information provided by the Divisional Secretariat and requests by the Grama Niladharis of each division. In all eight Grama Niladhari divisions, certification for each homeowner was done by the Public Health Inspectors and or Grama Niladharis. Once the process was completed, a sticker was pasted identifying the water from the cleaned wells were safe for drinking, bathing and other day-to-day activities.

Commenting on Coca-Cola's flood relief operations, Coca-Cola Beverages Sri Lanka Ltd. Managing Director Mayank Arora said, 'Coca-Cola responded to the recent floods by providing those affected with access to water and medical camps. More importantly, as a company we are privileged to support the long-term wellbeing of the community by further ensuring access to safe, clean water by undertaking the responsibility to clean 600 wells within the local community of Biyagama. As a company that operates on the principle of sustainable communities, communities can depend on Coca-Cola to offer tangible support in their time of need.'

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Football: Blatter regret at overstaying FIFA tenure

Agence France Presse, July 02, 2017

Disgraced former FIFA president Sepp Blatter, forced out as head of world football's governing body amid a corruption scandal in 2015, admitted on Sunday he regretted not stepping down earlier.

The 81-year-old was banned over ethics breaches, bringing an end to his 17-year reign as FIFA chief, following a suspect two million Swiss franc ($2 million, 1.8 million euro) payment to ex-UEFA president Michel Platini.

"I should have stopped myself earlier," Blatter said in an interview published by Swiss newspaper SonntagsBlick, adding that his ousting as FIFA boss was "a relief".

Blatter, who was re-elected for a fifth term in May 2015 before promptly announcing his plans to resign, recalled the editor-in-chief of a Swiss magazine warning him the role of FIFA president had an expiration date.

"'At your place the date is 2014', he told me, and I said to him that sometimes it's written that the product can be consumed beyond this date if it's stored in a cool place," Blatter said.

Blatter was also asked about a report in German newspaper Der Spiegel that current FIFA chief Gianni Infantino had feared being dismissed as the subject of another ethics committee investigation.

Infantino was cleared last year by FIFA of ethics violations after investigating him over his use of private jets, personal expenses, hiring methods and a contract dispute.

But FIFA assured last month "no investigation" had been opened into Infantino after sources said his role in the Confederation of African Football's presidential elections was being looked into.

"I don't know about that, I only know that former FIFA colleagues addressed themselves because of him to the ethics committee and that three or four weeks later, they were thrown out of FIFA," Blatter said.

Ethics chiefs Hans-Joachim Eckert and Cornel Borbely were replaced in May at the annual FIFA Congress, with Borbely calling the decision "a setback in the fight against corruption".

Blatter also spoke out against the introduction of the video assistant review (VAR) system, currently being trialled at the Confederations Cup in Russia.

"The game loses attractiveness... You have to leave referees to make mistakes, what FIFA are doing is delicate and dangerous," he said.

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Danone to Sell Stonyfield to Lactalis for $875 Million; Sale to address U.S. competition concerns following WhiteWave purchase

The Wall Street Journal Online, July 03, 2017, By Nick Kostov

PARIS—French dairy company Danone SA said Monday it entered a binding agreement to sell its U.S. dairy business, Stonyfield, to Lactalis for $875 million to address U.S. competition concerns.

The sale of Stonyfield is part of an agreement reached with the U.S. Department of Justice in connection with Danone's recent acquisition of WhiteWave. Danone and WhiteWave together have big chunks of the yogurt market with brands including Dannon, Oikos, Actimel, Silk, Wallaby and Horizon Organic, which led to concerns from the Justice Department about concentration in the dairy sector.

Danone said that the sale price represented a multiple of around 20 times the 2016 earnings before interest, tax, depreciation and amortization for Stonyfield.

Lactalis is a family-owned company whose cheese, milk and other dairy products are sold under well-known brands such as President and Bridel. It said it has 75,000 employees spread across 85 countries.

Other bidders for the asset included big dairy processor Dean Foods Co., Mexico's Grupo Lala and China's largest dairy company Inner Mongolia Yili Industrial Group Co., according to a person familiar with the matter. A Yili spokesman declined to comment, while representatives for Dean Foods and Grupo Lala didn't immediately respond to requests for comment.

Founded in 1983, Stonyfield, which was one of the pioneers in tapping consumers' growing desire for simpler, more natural products, grew to yearly revenue of around $370 million last year. Danone purchased a 40% stake in the company in 2001, and raised its share to 80% in 2004, which strengthened its position in the U.S. against Minneapolis-based competitor General Mills Inc., maker of Yoplait yogurt. Since 2014, Danone has fully owned Stoneyfield.

Closing of the sale of Stonyfield is subject to final approval by the Justice Department and is expected in the third quarter of this year. Danone's $10.4 billion purchase of WhiteWave, agreed in July 2016, closed on April 12 this year.

Write to Nick Kostov at Nick.Kostov@wsj.com

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Nestle, Unilever join project to prove value of long-term vision.

Just-Food, July 02, 2017, Ben Cooper

Nestle, Unilever and PepsiCo have joined with other companies and financial institutions in a venture that aims to develop a new framework to encourage and measure long-term value creation.

Dubbed The Embankment Project for Inclusive Capitalism, the initiative has been convened by the Coalition for Inclusive Capitalism and global professional services group EY, and was launched at the Aspen Ideas Festival on Wednesday (28 June), by Lady Lynn Forester de Rothschild, founder of the Coalition for Inclusive Capitalism, and EY global chairman and CEO Mark Weinberger.

The aim is to forge a framework that can "better reflect the full value companies create through human, physical, financial and intellectual capital deployment".

The CEOs of Nestle, PepsiCo and Unilever have joined with leaders of three global companies from other sectors and 15 investment and asset management organisations in the project. Combined, the partners represent more than US$20trn of assets under management.

Over the coming 18 months, the partners will scrutinise, test and refine the framework being developed by EY. The framework is designed to help companies deliver trusted information to customers, shareholders, employees and the financial community to improve the allocation of capital for long-term value creation. For the investment community, the aim is determine if the concept provides "a valuable view of companies from which to make their investment decisions".

The Coalition for Inclusive Capitalism will work collaboratively with EY and the participating companies. An Advisory Board is also to be established to provide further input, comprising academics, regulators, international standard setters and other strategic advisors.

Unilever CEO Paul Polman, an executive known to be critical of the short-term focus of some investors, said a concept like the one being developed has been long needed. "Long-term investment and sustainable growth models go hand in hand," Polman said. "Businesses must operate with purpose embedded in their strategy, serving their shareholders and wider society. The ability to articulate this in a standardised, meaningful way has long been needed so markets can properly measure this broader approach to value creation."

Indra Nooyi, chairman and CEO of PepsiCo, who has advocated vociferously for a longer-term vision from the investment community, said: "Business must do more than simply turn a profit. We must also be guided by a deep sense of purpose. This means measuring our success not only quarter to quarter, but also year to year and decade to decade. It means creating value for shareholders as well as society. Companies that embrace this mindset will be the ones to thrive long-term."

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Lucky Charms and ligers: Summer drinks try to quench a thirst for profit

USA Today Online, June 30, 2017, Zlati Meyer; Zlati Meyer

As the country wilts under summer heat, the nation's largest fast-food chains are increasingly rolling out ever-more elaborate -- sometimes outright crazy -- drinks both to drive profits and draw attention.

These hand-crafted beverages bring in customers who want to quench their thirst, try something new or snap a photo to post on social media. Something chilled and sweet and often creamy is enough to make anyone nostalgic for childhood summers. And they're a relative inexpensive pleasure, though the markup is high enough that the chains adore the easy profits in an era of struggling sales.

From Starbucks to McDonald's to Panera, more and more chains are rounding out their menus with these drinks -- cool in both temperature and style. Some are part of restaurants' year-round rosters, while others are as fleeting as a summer rain shower, They're named for the make-believe (unicorn, Lucky Charms), Mother Nature's offerings (shamrock, liger) or ingredients (frozen coffee, matcha lemonade)

For restaurants, they're a lure for customers at a time when the industry trying to overcome declining foot traffic and customer loyalty and an evermore competitive landscape; the overall chain restaurant industry hasn't had a month of positive sales since February 2016, according to TDn2K, an industry analytics firm based in Dallas. . For customers, the treats are a novelty, but they also carry risks. Like anything packed with lots of sugar, calories and food coloring, consuming too much can lead to weight gains and other health problems.

Related:

For beverage-centric chains, like Dunkin' Donuts and Starbucks, these drinks are a way to inspire customers to branch into baked goods. For more traditional chains, like Panera or Arby's, they're a way to add to the tabs of customers who come in for something other than a drink, said John Gordon, restaurant analyst with Pacific Management Consulting Group. In all cases, a limited-time offer draws anyone who wants to try a now-or-never beverage.

Mitch Cooper is a big fan of cool drinks and he's usually the first among his friends to head out and sample them. If he's really gaga over a new one, he'll talk about it on social media.

"I love those things," said the 29-year-old marketing specialist from Stow, Ohio. "If I try it and I like it, I'll definitely get it again. "

Regardless of what pulls in customers, the markups are huge. The margins for these often high-sugar, high-calorie drinks can be as high as 80% to 90%, Gordon said. Beverages are 20% to 25% of the average order.

"Their motive is to decrease the amount of customers who only get water when they come in," Gordon said, noting that soda sales in the United States have plummeted over the last several years. "To the degree they can invent a new drink, they have the potential (to motivate) a water consumer to go to a $1. 95 blended drink. "

If the drinks are unique or shticky enough, they'll explode on social media, where they'll get much bigger promotion than they would through traditional advertising; customers will try one and post photos to show how hip they are to the latest food trends. While that is true of almost every demographics, the most sought-offer segment, Millennials, are particularly predisposed to do this. These hand-crafted beverages are usually photogenic -- due to an unusual color or a whipped cream crown, say -- which also ups their play on Instagram, Twitter and Facebook.

And if the drink is offered for a limited time, expect posting to jump up exponentially.

Currently, the hot cool drink is Burger King's Lucky Charms shake, which came out this month and is made from the children's cereal. It was inspired by the popularity of the chain's other breakfast-inspired shake, the Froot Loops shake, which it offered in April. The "magically delicious" version is available for eight weeks, though Alex Macedo, president of Burger King North America, said the drink is proving so popular that they might run out "much sooner. "

That doesn't mean Burger King OKs every shake it dreams up; the s'mores one, for example, wasn't green-lighted, because it was "commonplace. "

"There's a growing need for interesting ideas that people can't readily make by themselves and the more creative you are, the more successful you'll be in attracting people to your restaurants," he said.

Macedo explained that these drinks have high margins and that 30% to 40% of people walk into a Burger King specifically to get them.

Arby's also grabbed some attention in June with its Liger Shake, a lion and tiger hybrid mix popularized by the movie "Napoleon Dynamite. " The orange-with-brown-striped beverage isn't the chain's first foray into specialty drinks; its Jamocha shake was introduced 50 years ago. Today, shakes make up nearly 6% of the Arby's sales mix, according to the company.

"They're conversation pieces and they're also nods to cultural happenings," explained Neville Craw, Arby's brand executive chef.

Other chains riding the wave of new drinks include McDonald's, with its Chocolate Shamrock Shake, inspired by its popular seasonal Shamrock Shake; Dunkin Donuts, with its Frozen Dunkin Coffee, a coffee-based drink that replaced the water-based Coffee Coolatta; and Panera, with a new line of fruit and tea drinks made with artificial preservatives, sweeteners, flavors or colors.

Starbucks' Unicorn Frappuccino was a blockbuster in April, spawning a rush to the stores, lots of social media chatter and plenty of non-social-media think pieces.

Imbibing these calorie- and sugar-packed drinks too often could cause customers' waistlines to expand as their wallets shrink. A person taking in an extra 100 calories a day can add 10 pounds of weight a year -- and most of these drinks have high calorie counts, like the Lucky Charms shake with 740 and 107 grams of sugar. Or the Chocolate Shamrock Shake with 510 calories and 70 grams of sugar for a small.

"Americans, in general, consume too much sugar and sugar-sweetened beverages are a big culprit," Mitzi Dulan,. a Kansas-based registered dietitian, said. "Good old water is free and sugar free," she added. "A twice-a-year indulgence or once a month? That'd be fine," she said. "When you're getting into the daily habit or even several times a week, it's just adding calories and it can make people really struggle to maintain their weight. "

Cooper, the marketing specialist, estimates that he buys one or two of these drinks a week, spending about $10.

They're not something I can easily justify buying every day. It's definitely something if you're feeling adventurous enough to venture into the unknown and quite distinct, but that's beyond

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Translation of interview with James Quincey in German newspaper Welt am Sonntag, published July 2nd, 2017.

Welt am Sonntag, Sun, 2 Jul 2017

"We are experimenting a lot at the moment"For many decades, Coca-Cola was extremely successful with selling one single, mostly unchanged, product. When the company wanted to be bold in the eighties by launching a sweeter variant, 'New Coke', this didn't work out. Fear of failure is said to have been limiting the Atlanta based company's willingness to experiment since then. Experts speak of the 'New-Coke-Syndrome'.

With James Quincey this will most likely change. The manager, who moved to the top rank of Coca-Cola this May, can not only imagine that the product portfolio of the company may look 'radically different' in the future; he also wants Coca-Cola to adopt the 'mentality of a technology company'. Welt am Sonntag spoke with the James Quincey. It is the first interview of a Coca-Cola CEO in Germany since ten years.

1. Welt am Sonntag: Coca-Cola is an uber-brand, turned into a legend by Andy Warhol and others. How much do you feel the power of this brand? And: Is it particularly difficult to change, when a brand has such a power?
Coca-Cola has been around for 131 years. It is still an amazing brand. We spent 100 years selling Coca-Cola in the same iconic glass bottle. At present, more than 500 different brands are part of the portfolio of our company. We have initiated a major transformation. This applies to both The Coca-Cola Company and the bottlers, with whom we have a close cooperation. In Germany that's Coca-Cola European Partners. The soft drink industry grows by around four percent globally on average each year. Whoever wants to be successful in this business, needs a broad and commercially compelling portfolio of strong brands. The company will be bigger in the future than the brand that historically marked it. This is certainly a difficult journey, not least also for our employees who all love the brand.

2. Welt am Sonntag: What is the future beverage portfolio of Coca-Cola likely to be?
We are considerably extending our product portfolio. We focus on those beverage categories and brands which promise strong growth. Most people have on average eight drinks a day. Many of them consume eight different beverages. From the first sip of water, tea or coffee in the morning, a soft drink for lunch, to an isotonic beverage after sports and so on. We want to offer people for each of these moments different beverages from our portfolio. That's why we continuously launch product innovations, like the very successful ViO BiO lemonades in Germany.

3. Is Coke your personal favorite?
I drink several of our products through the day – depending on the time of the day. At this moment in time, I'm having a Coke. In the morning, I drink a smoothie and a coffee. And then later in the day some water or another drink. It depends on the occasion. The brand I have the longest relationship with is certainly Coke.

4. Now you are drinking Zero.
I sometimes drink red Coke and sometimes Coke Zero Sugar.

5. A commitment to sugar?
Sugar is a challenge for many communities. We accept it. In many countries, there are people who are over-consuming sugar, both in beverages and in foods. This is where we as well need to act. We support the World Health Organization (WHO) in its goal that people should not consume more than ten percent of their daily calories from added sugar. In Germany, we are backing the commitment of the European beverage association Unesda to bring down the sugar content of our portfolio by a total of ten percent by 2020. This requires major efforts. We are changing recipes, focus increasingly on smaller packages and, last but not least, on clear product information for consumers.

6. For a long time Coca-Cola accounted for 100 percent of the sales of your company; at present it is only 50 percent. How much lower can this still go?
Let's put it this way: We make great progress in broadening our portfolio. Some companies make the mistake of trying to sell by all means what they make. However, you want to make what consumers want to buy. If you are successful with this, there are completely different business opportunities. To be more concrete: 15 years ago we made ten percent of our business with non-sparkling beverages. Today we are already at 30 percent.

7. Can you imagine The Coca-Cola Company without the regular, the red Coke?
No, because I think that many consumers would not want that. Now, could the shape of our portfolio look radically different in the future? Yes, it absolutely could. In Japan, for instance, one of our very successful countries, red Coke accounts for less than 20 percent of our business. Ready-to-drink tea, cold as well as hot, is the strongest beverage segment there. In future, I could absolutely imagine that the total portfolio includes several brands of the size of red Coke.

8. Is the soft drink sector the new tobacco industry? After all, the latter succeeded in remaining profitable despite strong political headwinds?
There's no amount of tobacco that is healthy for people. Already the first cigarette is bad. The moderate consumption of non-alcoholic beverages is, however, absolutely safe. As far as diet is concerned, it is all about supporting people in a moderate

consumption and balanced nutrition.
I don't think that it works if people are restricted in their freedom of choice for foods and beverages through governmental intervention – e.g. via new taxes for certain products. People then get what they want from somewhere else. Governments, companies and civil societies must develop more intelligent solutions together in this field.

9. Your company is agnostic: The consumer gets what he wants, regardless of whether it is healthy for him or not? Does this change now?
We believe in a diverse range of products and the freedom of consumers to choose in a self-determined and informed way. At the same time there has already been for some time a verifiable change in our company: we spend a larger part of our marketing and research budget on products which have less or no calories. We want to offer for every brand that we launch also a reduced calorie or no calorie variant. For all our big brands – in addition to Coca-Cola, for instance, Fanta, Sprite or in Germany Mezzo Mix – this is already the case. We improve recipes, e.g. for Coca-Cola Zero Sugar, which taste even more like regular Coca-Cola and comes completely without sugar. The consumers appreciate this: Coca-Cola Zero Sugar shows strong growth rates. Moreover, we have consistently extended our offering of smaller packages for years. In Germany, we offer, for instance, the 150 milliliter can again, which many consumers know from their plane travels.

10. And the headquarters in Altanta instruct all local companies what they have to do?
Our strategy is marked by local circumstances. We produce locally in the countries in which we sell our beverages. In Germany, we have done so for almost 90 years. We are convinced that the local management knows best about our customers, the consumer trends and the market opportunities. Apart from that, there are of course worldwide trends. Identifying those and deriving decisions for the international business from them is a key task of the headquarters in Atlanta. We always focus on a balance between the global and the local perspective.

11. What does that look like in concrete terms?
An example for a global success with local roots is brand Fanta. It is an innovation from our European business, brought to market decades ago. Today, it is available in more than 190 countries worldwide. In contrast, an example for a decision by our headquarters is that all over the world the entire Coca-Cola portfolio is brought together under one umbrella brand. We believe that Coca-Cola should again be perceived as one brand with several variants, and not as different brands.

12. When were the headquarters mistaken?
One of the most successful innovations of the past years was "Share a Coke with", where first names replaced the brand name on the Coca-Cola label. The proposal came from Australia. The headquarters then tried several times to stop the idea. However, the local management got its way. And it turned out that the idea was great, consumers went crazy about it. We then launched it in dozens of countries. It has been a big success in Germany, too.

13. You have an advantage in your industry: you are only marginally affected by the digitalization.
You are wrong about this. It starts with the internal information technology. When IT and digital took off 20 years ago, we first wanted to do a lot on our own. We even had our own mail program and were one of the first in this field. We have changed our approach now. If a particular IT program does not have any specific benefits, we use the industry standard. Moreover, we know today how important it is that software programs can be used intuitively; for the apps on your smartphone you don't need any training either. Robert Woodruff, one of the company founders, coined the motto that a Coke must always be within "an arm's reach" of desire for consumers. We now transfer this physical proximity to the consumer in the digital world. This means that in future our products must also be within a "click's reach" of desire. In the cooperation with our customers there is digital change happening, too. The sales reps of Coca-Cola in Germany were amongst the first to work with iPads in the field.

14. How does this function?
They go into the bistros, the cafes, the retail stores and thanks to a new software they are able to show to every customer individually with which beverage offering and which set up of the sales area they can be even more successful with us. The data of the sales reps are processed centrally in real time. Our entire business development can be viewed on the smartphone in this way. We also support our customers through new developments such as the Get Happy app. The team in Germany has developed it. This app is a digital loyalty card for kiosks, bakeries or restaurants. In future, it will also allow for online ordering and reservations. We are experimenting a lot.

15. This is actually new for Coke, isn't it?
Yes, that's true. We need to allow a period of divergence and experimentation. And then learn quickly what's working and what's not.

16. "Culture eats strategy", is what management consultants like to say. This means: even the smartest strategy does not work, if it does not take into account the peculiarities of corporate culture. Does this also apply in your case?
I agree. This is why the tone you set from the top is important. You have to be clear and consistent with your people. This is my aspiration. For me this means, for instance, to make it clear that we must not overinvest time and energy on making things perfect. In this new world, we need to get a version 1.0 quickly, from which we learn. If something doesn't work, we stop it. And that's perfectly okay. If something is good but not perfect, we need a 2.0 fast, and then a 3.0 version. We then scale what is successful. We must be bold and fast, and we have to execute and perform. This corresponds rather to the mentality of a technology company. In order for this cultural change to work out, management must set an example.

17. And how do you do that?
I am fostering a culture in which we take risks, pursue new approaches. I do not expect that everything is perfect. Saying that, I am aware that everyone watches me. In 2015, I took over the responsibility for all operating units of Coca-Cola. I do not think that after my first week anybody could exactly repeat what I said during the first days. But everybody remembered that I came in jeans in the office on my first day. Everything communicates.

18. How does the digitalization in your industry work at the end of the day?
Technology will change everything. Take restaurants that have only a limited space for a certain number of bottles. Fountains, in turn, have only the capacity for a few brands. With Freestyle, we have invented a system which is at present largely used in the USA. The essence of the product is reduced to almost the size of a printer cartridge. There are 140 different cartridges. In this way you as a consumer can mix your drink literally in any combination yourself.

19. Soft drinks from a cartridge – that's an unusual idea.
In the United States, we use already tens of thousands of these machines. Our customers, the owners of bars, for instance, love them, because it allows them to offer a wider choice. At the same time the consumers benefit, too, because there are, for example, more low calorie variants available. In future, it is possible to imagine that you can order your favorite mix and have it delivered using an app – for instance Fanta Lemon mixed with Coke Zero Sugar. This is of course still up in the air, but might become a reality in 20 years. The technology is already available; it is merely a matter of economic efficiency.

20. When you look around in the world: Which company do you find inspiring?
I try to learn from many examples. However, if you ask me... Take a brand like Microsoft. 30 years ago, it was revolutionary. Then they became set on developing their operating system further. Now they have started to radically change. They have embraced that they can't keep defending the old castle and that they must fundamentally change their culture. And that's a big challenge. Re-inventing oneself as an established company is essentially more difficult than developing something completely new.

21. Is Coke still an American brand. Or a global brand?
Coca-Cola is an extraordinary brand because it's a bit of everything. It's a deeply rooted local brand. We produce our beverages on site and hence create local jobs. But Coca-Cola is of course also American, because it all started there. The brand continues to radiate optimism and openness like the American dream.

22. Is there still an American dream?
The fact that parents always want a better life for their kids has not changed. At the end of the day, it is actually not an American dream but a universal one.

23. Is it in the era of Donald Trump a problem for Coke to be an American icon?
I have worked in many different countries during my career. I have experienced time and again that people around the world still love America. America is not equal to any part of its constitutional system or its businesses. It has rather to do with culture, the landscapes and the fact that many people see America as the country of personal opportunities.

24. Do you support Trump?
As a company we have to deal with the political agenda of any government –in each country where we operate. Inherently, there are positions we agree with and some we don't. But we work cooperatively with every government. This applies to the United States as well.

I am one of the signatories of the letter of CEOs to the US President which spoke out in favor of staying in the Paris Climate Accord. We believe that sustainability is very important. For that reason, we have set own climate protection goals as Coca-Cola. We are working on a further reduction of our CO2 footprint and are one of the first Fortune 500 companies to be water-neutral. Moreover, we are aspiring to create zero waste at our plants, which we have already successfully implemented in Genshagen near Berlin, for instance.

25. And what about Trump's plans for a tax reform?
Those are going into the right direction. We have long advocated for comprehensive tax reform in the United States that ensures U.S. multinational companies like ours have a level playing field against companies based elsewhere.
26. In a few days the G20 Summit will take place in Hamburg. What are your hopes for this meeting?
Our position is clear: Diversity, openness and global trade create more growth, and that's important. Because without growth there would be less resources to allow a better life for more people. However, we must not ignore the fact that not everyone has benefited equally from globalization. We must find ways and means to take those along who have not been so fortunate so far.

27. What are you as a company doing for it?
We are amongst the largest employers in Africa. We have been engaged together with partners for years in many initiatives. We are committed to fighting AIDS, support governments and NGOs in the delivery of vaccines, e.g. against Malaria, and empower millions of women on their way to economic independence. Because mainly female micro-entrepreneurs play a key role at the development of local communities: they support their families, they invest in the education of their children and they allow other women to find their way into the world of work.

27. You sell Coke in almost every country in the world. The only exceptions are North Korea and Cuba. Which one will be the last country in which Coke will not be available?
There has been a slow thawing of frozen relationships with Cuba over the last decade. If I had to bet, I would say: North Korea.
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'If you're called Innocent, you have to live up to it'

The Daily Telegraph, Mon, 3 Jul 2017, Iain Withers

As smoothie maker comes of age with £304m sales, boss insists it will stay true to its values under Coca-Cola, writes Iain Withers

INNOCENT'S offices look quite ordinary from the outside, perched above a railway bridge in Ladbroke Grove, west London. Yet inside is exactly the kind of quirky set-up you might expect from the knowingly kooky smoothie maker.

Its young staff gather in a big hall laid with artificial grass to meet, rustle up a free breakfast at a big open plan kitchen, enjoy baskets of free fruit or play table football. In the corner is a glass box where food scientists, some in white lab coats, stroke their chins and discuss what fruit-packed concoction will next hit the market.

By the window is a crate full of thousands of little woollen hats knitted by customers to put on bottles, as part of the company's annual "Big Knit" charity drive, where 25p from each bottle of mashed fruit goes to Age UK.

Innocent may have turned 18 this year but Douglas Lamont, the chief executive, is in no rush to take things too seriously. Its brand value is as much tied up in folksy marketing and generosity - it donates 10pc of profits to good causes - as it is in its juices, smoothies and coconut water.

Innocent is coming of age financially, with more than half of its record £304m sales for the 2016 calendar year coming from overseas for the first time, from buoyant businesses in France and Germany. It is also back in the black with £8.5m operating profits, after a £700,000 loss the previous year, which it put down to expansion costs.

The company is now Britain's largest chilled juices maker, ahead of Tropicana, and western Europe's fastest growing soft drinks brand, pipping Red Bull. "To become the biggest in the market, an aim you've been going after for 18 years, on your 18th birthday is something quite special," says Lamont.

What is tough to find at Fruit Towers is any mention of Coca-Cola, the company's owner since 2013. It was a takeover that dismayed many of its loyal customers, who took to social media to vent their disapproval. Coca-Cola is based elsewhere in the West End, and describing the relationship between Innocent and its parent, specifically the extent to which they share the same ethical values, is one of the few things that flusters the earnest and mild-mannered Lamont.

It's not the only challenge he faces, as he is tasked with expanding a pricey drinks business at a time when consumers are feeling more pinched for cash. He also has to convince increasingly health-conscious consumers that its juices really are good for you, after a string of bad press that they contain too much sugar. Has Lamont got answers to these questions as the company moves into adulthood?

The business was founded in 1999 by three Cambridge graduates - Richard Reed, Adam Balon and Jon Wright - after selling smoothies at a music festival. Innocent folklore has it that they put two bins out - throw your rubbish in this one if we should make this our full-time jobs, and the other if not. You can guess which bin was full. Lamont joined them when they were 50-strong seven years later as "head of new opportunities" after a stint at another fast-growing company, internet provider Freeserve. He was part of Innocent's top team when Coca-Cola snapped up a minority stake in 2009 and took full control four years later. The founding trio walked away with a £100m windfall and handed over the reins to Lamont.

With backing of a global giant Lamont set about launching Innocent in France and Germany. Today those two businesses turn over €71.1m (£62m) and €86.5m (£75m) respectively and the business as a whole has tripled in size. Overall sales were up more than £50m last year, with overseas sales up 35pc and UK sales up 11pc. Revenue is heading for £350m this year, Lamont says, and the business is eyeing further launches in Norway, Sweden, Spain and Italy.

He says Coke's ownership has allowed the company to take on upfront risks and costs associated with expansion that it would not otherwise have been able to do, but has nonetheless self-funded all its growth. He insists Coke largely leaves him to "get on with running Innocent as a stand-alone business". Innocent does not leverage any of Coke's vast manufacturing, sales or marketing resources and Lamont says he only formally meets them three times a year at investment board meetings.

Lamont argues Innocent's growth story is proof "sustainable capitalism can be scaled". The company prides itself on its green, ethical and healthy credentials, as well as its charitable giving, which has topped an impressive £15m over 18 years. Undoubtedly "doing good" plays a big part in Innocent's brand value and in its bond with customers, as Lamont explains: "Frankly when you're called Innocent you have to work hard to make sure you live up to that name. We work very hard every day to earn that trust."

But given the remainder of its profits go to Coca-Cola, a sugary drinks corporate that has faced criticism for unethical practices in the past, does Lamont believe the two organisations share the same values? Could the halo that takes pride of place in Innocent's logo sit just as easily above Coke? "I think like all companies in the world they're looking at how they continue to drive and get better at all the challenges that face all of us," he says. This isn't exactly a yes or no - is Lamont saying Coke can't share in the glow of Innocent's halo? "I definitely won't say that," he starts hesitantly. "The answer is they have a set of values that they're working hard to deliver against, and we have a set of values that are different and you make different business choices in the same way that other firms have different values and make different choices.

"So, inside Coke they are doing so many good things, they are making their business more sustainable, more ethical, giving huge amounts of money to charity all over the world. I wouldn't in any way want to imply they're not doing an amazing job, they really are.

"What we stand for and how we're seen by our drinkers is what Innocent stands for and that's a different thing. You learn from each other. All companies should be sharing and learning about the many challenges we all face."

Another challenge for Innocent is persuading customers its products are healthy in the face of multiple reports that have shown smoothies pack a lot of sugar, perhaps as much as a Coke, given the multiple fruits needed to make a single bottle. "Yes absolutely our products are healthy," Lamont says. "They have no added sugar, so any sugar in our products is truly intrinsic in the fruit and in any smoothie or any juice there is a complex web of benefits whether it's through vitamins or whether it's through phytonutrients". He also points to the fact the government has kept juices and smoothies in its five a day campaign.

Meanwhile, given the expected squeeze on consumer spending widely predicted, can a pricey drinks business continue to expand? Lamont says it can because he believes there is an unstoppable trend among Europeans for healthier living. "The £10 our customers are saving on their Uber taxi versus a London black cab they are either choosing to put towards a gym membership or better quality food and drink rather than spending an extra hour in the nightclub. And you see that trend emerging all over Europe."

He says the company will stay ahead of hot competition by "continuing to innovate". It already launches between 15 and 25 products a year, two years ago it was super smoothies and coconut water, both of which have proved successful, and four months ago it was a new range of protein smoothies. Coke-related awkwardness aside, Lamont seems determined Innocent will continue to live up to its name.

Douglas Lamont CV . Age 43 ? Education: University of Edinburgh (Politics and Geography), Harvard Business School ? Family Married with four children ? Hobbies Cricket, golf, when not family taxi driver ?Favourite film Alive, the true story of the 16 survivors from a Uruguayan rugby team after their plane crashes in the Andes

'Inside Coke they are doing many good things. What we stand for is a different thing. You learn from each other'

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Coke Studio Africa Presents Global Fusion Edition

This Day, Sun, 2 Jul 2017

Coke Studio Africa has confirmed mega platinum star, Jason Derulo as the show’s guest star this year set to feature on a special episode themed the Global Fusion Edition. The American Pop/R&B singer and dancer who is currently riding high with his latest banger ‘Swalla’ is expected to jet into Nairobi, Kenya to participate in the recording of Coca-Cola’s flagship African music show. During his time at Coke Studio, the new-school, multi talented creative giant who has sold over 50 million singles and impressively achieved 11 platinum singles will meet and work with 11 talented African Stars. They include Dela (Kenya), Rayvanny (Tanzania), Bebe Cool (Uganda), Mr. Bow (Mozambique), Falz (Nigeria), Joey B (Ghana), Betty G (Ethiopia), Jah Prayzah (Central Africa Republic/Zimbabwe), Shekhinah (South Africa), Locko (Cameroon) and Denise (Madagascar).

Ahead of his anticipated arrival to feature in the special Coke Studio episode dubbed 'Global Fusion Edition, Jason says, I am excited to be part of Coke Studio Africa – 2017. I can't wait to arrive in Nairobi to meet and make great music with the African super stars," adding, I am also looking forward to lend all my expertise, learn and exchange ideas with the African artistes, producers and the show's creators as I discover what they have to offer." Two of Africa's hottest music producers: Masterkraft (Nigeria) and DJ Maphorisa (South Africa) will be tasked with producing all the African artistes and Jason Derulo, after which all the music will be performed and recorded live alongside Coke Studio's highly talented house band. This year, Coke Studio has merged Coke Studio Africa and Coke Studio South Africa into one—bigger and better, Coke Studio Africa – 2017, which includes artistes from South Africa, Kenya, Uganda, Tanzania, Rwanda, Ethiopia, Nigeria, Ghana, Angola, Zimbabwe, Togo, Cote d'Ivoire, Madagascar, Mauritius, Mozambique, DRC and Cameroon. The new season is set to premiere in different regions from September this year and will broadcast in more than 30 countries across Africa. Coke Studio Africa is a non-competitive music collaboration show, which seeks to bring together, and celebrate the diversity of African music and talent. It also gives upcoming artistes the opportunity to work with some of the best local and international music and production talent. It brings together artistes from different genres, eras and regions to create a modern and authentic African sound.

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Coca-Cola reinvigorates pilgrims on Poson pilgrimage

Daily FT, Sat, 1 Jul 2017

Coca-Cola Beverages Sri Lanka Ltd. continued its proud tradition of refreshing pilgrims on their annual Poson Poya pilgrimage to the ancient capital of Anuradhapura. Coca-Cola set up kiosks, this year too, to serve several thousand pilgrims with a wide selection of refreshing beverages to help stay refreshed, beat the heat and in the hope of reinvigorating the pilgrims to continue on in their holy pilgrimage. Poson Poya is one of the most sacred events in the Buddhist calendar and the holy city attracts thousands of pilgrims who gather at the city's holy sites to mark the occasion.

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China Foods Sells Coca Cola Bottling Arms, Buys Beverage Arm

SinoCast Consumer Products Beat, Mon, 3 Jul 2017

SHANGHAI, July 3, SinoCast -- China Foods Limited declared completing purchase and sale relating to Shanghai Shenmei Beverage Food Co., Ltd. on April 1, 2017. Related sale has been completed before July 1, not including selling Coca Cola bottling division under Shanghai Shenmei to Swire Group.

Earlier, China Foods sold 10 Coca Cola bottling subsidiaries through the China Beijing Equity Exchange (CBEX), inking general contract with Swire Group, meanwhile spending CNY 3.874 billion acquiring beverage subsidiaries from Swire Group and Coca Cola in Chongqing, Sichuan, Jilin, Heilongjiang, Shanxi and Liaoning.

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Swire Pacific completes Coca-Cola PRC bottling assets deal

ET Net News, Mon, 3 Jul 2017

[ET Net News Agency, 3 July 2017] Swire Pacific (00019) said the realignment of the Coca-Cola bottling system in Mainland China has been completed on 1 July.

The realignment consists of the acquisition by Swire Beverages Holdings Limited (SBHL), a wholly-owned subsidiary of Swire Pacific, from subsidiaries of Coca-Cola, COFCO Coca-Cola Beverages Limited (China Foods Coca-Cola JV), which is owned as to 65% by a subsidiary of China Foods and as to 35% by a subsidiary of Coca-Cola, and China Foods of equity interests in companies engaged in the business of manufacturing, distributing, marketing and selling non-alcoholic ready-to-drink beverages bearing trade marks owned by Coca-Cola and its subsidiaries and affiliated companies (NARTD business) in a number of territories in Mainland China for Rmb3,014 million, the acquisition by a subsidiary of China Foods Coca-Cola JV from subsidiaries of Coca-Cola of equity interests in companies so engaged in a number of territories in Mainland China for Rmb2,900 million and the acquisition by a subsidiary of China Foods Coca-Cola JV from a subsidiary of SBHL of an equity interest in a company so engaged in one territory in Mainland China for Rmb487 million. (HL)

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Coca-Cola HBC Romania invests 7 mln euro in factory upgrade

SeeNews - The Corporate Wire, Sat, 1 Jul 2017

BUCHAREST (Romania), June 30 (SeeNews) - Coca-Cola Hellenic Bottling Company (HBC) on Friday inaugurated a high-speed bottling line at its Timisoara plant, following a 7 million euro ($7.9 million) investment.

With a maximum production capacity of 90,000 units per hour in 330 ml and 500 ml bottles, the new line will serve both the Romanian market and the European markets in the future, Coca Cola said in a press release.

"We are committed to investing further, Romania is a very important market within the Coca-Cola HBC Group, and we are very excited about what's coming next," Coca-Cola HBC Romania general manager Jaak Mikke said.

The new installation is also the most energy-efficient bottling line and the one with the lowest water consumption per litre of beverage produced, Coca Cola said. The project started in November 2016, and the testing period was completed in late May 2017.

The Coca-Cola HBC factory in Timisoara was inaugurated on August 1995 and currently bottles Coca-Cola, Fanta, Sprite, Schweppes, Nestea and Joy products. These products serve both the Romanian market, except for Joy, and other countries where the Timisoara plant exports, such as Bulgaria, Croatia, Bosnia and Herzegovina, Macedonia and Greece.

Coca-Cola HBC started operations in Romania in 1991 and currently employs 1,700 people.

Besides the Timisoara factory, Coca Cola operates two other plants in Romania.

One was inaugurated in 2012 in the southern city of Ploiesti following a 22 million euro investment, making Romania a regional production hub which exports Cappy Pulpy to six countries across Central and Eastern Europe.

The other one, located in Poiana Negrii in the northern county of Suceava, has been part of an extensive investment programme, since 2002, when Coca-Cola acquired the production capacities and the springs in Dorna area.

In September 2015, Coca Cola decided to close the factory in Moldova's capital Chisinau and to supply the local market from its plants inRomania and Ukraine.

($=0.8759 euro)

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Coke bottler coming to Searcy

By Jamie Williams jwilliams@thedailycitizen.com

An independent Coca-Cola bottling company has announced its intention to expand into northeast and central Arkansas by opening facilities in Searcy and Jonesboro.

Corinth Coca-Cola Bottling Works of Corinth, Miss., will be hosting a job fair Saturday to fill positions in both areas at the Hilton Garden Inn on 2840 S. Caraway Road in Jonesboro from 8:30-11:30 a.m.

"We're really trying to find delivery drivers, what we call delivery merchandisers," said Martin Williams, vice president and chief financial officer for Corinth Coca-Cola Bottling Works.

"That's our biggest push right now, because it's a CDLA position, a commercial driver's license A class position that we need, and so we've got a pretty good need there. We're hoping to have applicant interviews take place that morning."

Applicants can review all current openings and job requirements on the company's website www.corinthcoke.com/employment, Williams said.

"And all the jobs that we have open right now are on there, and we can take applications on our website," he said. "And if they want to come learn more about especially the delivery job positions, they can come on July 8 at the Hilton Garden Inn."

According to Williams, Coca-Cola announced its system of the future operating model in 2013, which included five strategies for long-term growth, including s"streamlining" its operations.

"We were lucky enough to be one of the five first bottlers in the country to be a part of that announcement," Williams said.

In mid-2016, the Corinth Coca-Cola Bottling Works announced its expansion into Arkansas and Missouri.

"We're excited about it," Williams said. "We haven't gotten to a definitive agreement yet, so that's a pretty big step, but all the signs we believe are pointing towards the right direction, and so if that comes into play, we will hopefully be closing toward the end of the year in the fall, and we are excited about opening those facilities up and being a local presence there."

The facility in Searcy, according to Williams, will be a cross-dock facility with delivery routes leaving it daily.

"We're planning on employing around 100 people [between Jonesboro and Searcy]. Because we're acquiring the business from another bottler, some of those positions will be transfers, but we will be adding several jobs that are either right now out of Little Rock or out of Memphis.

"We're a fourth-generation family business, and we are very excited about being in Arkansas and bringing our high-touch service model to the area."

Business expansion

Who: Corinth Coca-Cola Bottling Works in Corinth, Miss.

Where: Searcy and Jonesboro

When: Job fair to be held Saturday at Hilton Garden Inn, 2840 S. Caraway Road, in Jonesboro from 8:30-11:30 a.m. to fill positions

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Reds star partners with Kroger, Coke to benefit troops

Dayton Business Journal Online, Fri, 30 Jun 2017, Joey Hart

Reds fans will have a chance to meet one of the team's most well-known stars while supporting U.S. troops at a public event in mid-July.

Shortstop Zack Cozart is teaming up with Kroger Co., Coca-Cola Consolidated and the United Service Organization to produce a "Message in a Bottle" event July 15 for the benefit of military personnel.

The event will last from 11:30 a.m. to 1:30 p.m. at the Oakley Station Kroger at 4613 Marburg Ave., and Cozart will meet fans and sign autographs from noon until 1 p.m.

Attendees are invited to write a message to troops, which will then be placed in Coca-Cola bottles and distributed via the USO to active-duty military members around the world. Fans can also enter in a raffle to win signed Cozart memorabilia and Coca-Cola giveaways.

Reds mascots Mr. Red Legs and Rosie Red will be at the event.

"Kroger, Coca-Cola Consolidated and the Reds have a long history of recognizing and providing support for the men and women of our military and their families," Tim Brown, president of Kroger's Cincinnati/Dayton division, said in a statement. "Message in a Bottle is one small way to honor them for their service."

Coca-Cola Consolidated also plans on distributing around 600 of the messages to troops and their families during an event later this summer at Smale Riverfront Park, with a date and time to be announced.

"We are deeply grateful for the sacrifices our service men and women make for our country every day," Brian Outland, Cincinnati vice-president of sales for Coca-Cola Consolidated, said in a release. "The Message in a Bottle program is a heartfelt way for the community to show our sincere gratitude."

Coke Consolidated, headquartered in Charlotte, N.C., is the largest independent Coke bottler in the United States. USO CSO was founded in 1966 and is financially independent from the larger USO. Click here to learn more about the organization or to make a donation.

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Coca-Cola partners Sri Lanka Red Cross for emergency and long-term flood relief operations in Gampaha

Daily FT, Fri, 30 Jun 2017

Coca-Cola Beverages Sri Lanka Ltd. joined hands with the Sri Lanka Red Cross Society - Gampaha Branch, to carry out intensive emergency disaster relief and rehabilitation activities following the severe floods which occurred in May 2017.

Coca-Cola focused on the immediate needs of distribution of safe, clean water and the provision of medical camps to those left vulnerable in the Biyagama and Dompe Divisions. The emergency relief operation was mainly carried out in the flood-affected areas of Yabaraluwa, Mabima, Bollegala, Thelwatta, Ambaraluwa of Biyagama Division and Malwana, Kanukatiya, Pahala Mapitigama, Nikawela, Giridhara and Kapugoda of Dompe Division. Furthermore, in a step towards rehabilitation; facilitating the return to their daily lives, the Company engaged in cleaning all contaminated wells of the Biyagama Division, totalling 600 wells.

Echoing the disastrous effects of the floods in 2016, last month's natural disaster once again left Gampaha residents feeling vulnerable and isolated by the flood waters, while being exposed to health issues in the aftermath such as the risk of Dengue and waterborne diseases. Flooding from the nearby Kelani River caused water levels to rise 5ft in Biyagama and 3ft in Dompe (Gampaha District).

Volunteers of Biyagama and Dompe Red Cross executed the operation and technical support was provided by the relevant area Government officers; Grama Niladharis, Public Health Inspectors, Ministry of Health and Divisional Secretariats. Volunteers from Coca-Cola were active in the medical camps and in delivering water to affected families and individuals, as additional operational support on the ground in the week after the floods were of great need.

The company ensured that distribution of over 10,000 litres of water was executed through deliveries on-foot, by trucks and by boat, to access areas isolated by the remaining flood waters. Medical camps, mobile camps and first aid services were conducted through 16 service events providing access for essential healthcare to 2,129 affected individuals in the first week after the flooding began. Coca-Cola is grateful to the critical support offered by Sri Lanka Red Cross Society - Gampaha Branch, the Grama Niladharis and the Public Health Inspectors of the Ministry of Health.

Medical Officer of Health, Biyagama Kumari Wijesuriya said, 'The recent floods in Sri Lanka caused devastating loss to life and property, leaving many communities helpless. Many areas in Biyagama were particularly badly affected and residents here needed all the possible relief and rehabilitation assistance. As a state body, we are offering every possible support to this community; however, Coca-Cola's support at this crucial time has helped ease our stretched resources. I am grateful for the company's generous support in well-cleaning activities in Biyagama, which will go a long way in supplying clean drinking water to these communities as they slowly limp back to normalcy.'

In their return to their daily lives, it was working around the issue of contaminated household wells which prevented homeowners from returning to normalcy. The well-cleaning process involves the cleaning, disinfection and chlorination by professionals from Sri Lanka Red Cross Gampaha Branch. Homeowners in need were identified from the information provided by the Divisional Secretariat and requests by the Grama Niladharis of each division. In all eight Grama Niladhari divisions, certification for each homeowner was done by the Public Health Inspectors and or Grama Niladharis. Once the process was completed, a sticker was pasted identifying the water from the cleaned wells were safe for drinking, bathing and other day-to-day activities.

Commenting on Coca-Cola's flood relief operations, Coca-Cola Beverages Sri Lanka Ltd. Managing Director Mayank Arora said, 'Coca-Cola responded to the recent floods by providing those affected with access to water and medical camps. More importantly, as a company we are privileged to support the long-term wellbeing of the community by further ensuring access to safe, clean water by undertaking the responsibility to clean 600 wells within the local community of Biyagama. As a company that operates on the principle of sustainable communities, communities can depend on Coca-Cola to offer tangible support in their time of need.'

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Football: Blatter regret at overstaying FIFA tenure

Agence France Presse, Sun, 2 Jul 2017

Disgraced former FIFA president Sepp Blatter, forced out as head of world football's governing body amid a corruption scandal in 2015, admitted on Sunday he regretted not stepping down earlier.

The 81-year-old was banned over ethics breaches, bringing an end to his 17-year reign as FIFA chief, following a suspect two million Swiss franc ($2 million, 1.8 million euro) payment to ex-UEFA president Michel Platini.

"I should have stopped myself earlier," Blatter said in an interview published by Swiss newspaper SonntagsBlick, adding that his ousting as FIFA boss was "a relief".

Blatter, who was re-elected for a fifth term in May 2015 before promptly announcing his plans to resign, recalled the editor-in-chief of a Swiss magazine warning him the role of FIFA president had an expiration date.

"'At your place the date is 2014', he told me, and I said to him that sometimes it's written that the product can be consumed beyond this date if it's stored in a cool place," Blatter said.

Blatter was also asked about a report in German newspaper Der Spiegel that current FIFA chief Gianni Infantino had feared being dismissed as the subject of another ethics committee investigation.

Infantino was cleared last year by FIFA of ethics violations after investigating him over his use of private jets, personal expenses, hiring methods and a contract dispute.

But FIFA assured last month "no investigation" had been opened into Infantino after sources said his role in the Confederation of African Football's presidential elections was being looked into.

"I don't know about that, I only know that former FIFA colleagues addressed themselves because of him to the ethics committee and that three or four weeks later, they were thrown out of FIFA," Blatter said.

Ethics chiefs Hans-Joachim Eckert and Cornel Borbely were replaced in May at the annual FIFA Congress, with Borbely calling the decision "a setback in the fight against corruption".

Blatter also spoke out against the introduction of the video assistant review (VAR) system, currently being trialled at the Confederations Cup in Russia.

"The game loses attractiveness... You have to leave referees to make mistakes, what FIFA are doing is delicate and dangerous," he said.

mnb/mw/jc

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Danone to Sell Stonyfield to Lactalis for $875 Million; Sale to address U.S. competition concerns following WhiteWave purchase

The Wall Street Journal Online, Mon, 3 Jul 2017, By Nick Kostov

PARIS—French dairy company Danone SA said Monday it entered a binding agreement to sell its U.S. dairy business, Stonyfield, to Lactalis for $875 million to address U.S. competition concerns.

The sale of Stonyfield is part of an agreement reached with the U.S. Department of Justice in connection with Danone's recent acquisition of WhiteWave. Danone and WhiteWave together have big chunks of the yogurt market with brands including Dannon, Oikos, Actimel, Silk, Wallaby and Horizon Organic, which led to concerns from the Justice Department about concentration in the dairy sector.

Danone said that the sale price represented a multiple of around 20 times the 2016 earnings before interest, tax, depreciation and amortization for Stonyfield.

Lactalis is a family-owned company whose cheese, milk and other dairy products are sold under well-known brands such as President and Bridel. It said it has 75,000 employees spread across 85 countries.

Other bidders for the asset included big dairy processor Dean Foods Co., Mexico's Grupo Lala and China's largest dairy company Inner Mongolia Yili Industrial Group Co., according to a person familiar with the matter. A Yili spokesman declined to comment, while representatives for Dean Foods and Grupo Lala didn't immediately respond to requests for comment.

Founded in 1983, Stonyfield, which was one of the pioneers in tapping consumers' growing desire for simpler, more natural products, grew to yearly revenue of around $370 million last year. Danone purchased a 40% stake in the company in 2001, and raised its share to 80% in 2004, which strengthened its position in the U.S. against Minneapolis-based competitor General Mills Inc., maker of Yoplait yogurt. Since 2014, Danone has fully owned Stoneyfield.

Closing of the sale of Stonyfield is subject to final approval by the Justice Department and is expected in the third quarter of this year. Danone's $10.4 billion purchase of WhiteWave, agreed in July 2016, closed on April 12 this year.

Write to Nick Kostov at Nick.Kostov@wsj.com

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Nestle, Unilever join project to prove value of long-term vision.

Just-Food, Sun, 2 Jul 2017, Ben Cooper

Nestle, Unilever and PepsiCo have joined with other companies and financial institutions in a venture that aims to develop a new framework to encourage and measure long-term value creation.

Dubbed The Embankment Project for Inclusive Capitalism, the initiative has been convened by the Coalition for Inclusive Capitalism and global professional services group EY, and was launched at the Aspen Ideas Festival on Wednesday (28 June), by Lady Lynn Forester de Rothschild, founder of the Coalition for Inclusive Capitalism, and EY global chairman and CEO Mark Weinberger.

The aim is to forge a framework that can "better reflect the full value companies create through human, physical, financial and intellectual capital deployment".

The CEOs of Nestle, PepsiCo and Unilever have joined with leaders of three global companies from other sectors and 15 investment and asset management organisations in the project. Combined, the partners represent more than US$20trn of assets under management.

Over the coming 18 months, the partners will scrutinise, test and refine the framework being developed by EY. The framework is designed to help companies deliver trusted information to customers, shareholders, employees and the financial community to improve the allocation of capital for long-term value creation. For the investment community, the aim is determine if the concept provides "a valuable view of companies from which to make their investment decisions".

The Coalition for Inclusive Capitalism will work collaboratively with EY and the participating companies. An Advisory Board is also to be established to provide further input, comprising academics, regulators, international standard setters and other strategic advisors.

Unilever CEO Paul Polman, an executive known to be criticial of the short-term focus of some investors, said a concept like the one being developed has been long needed. "Long-term investment and sustainable growth models go hand in hand," Polman said. "Businesses must operate with purpose embedded in their strategy, serving their shareholders and wider society. The ability to articulate this in a standardised, meaningful way has long been needed so markets can properly measure this broader approach to value creation."

Indra Nooyi, chairman and CEO of PepsiCo, who has advocated vociferously for a longer-term vision from the investment community, said: "Business must do more than simply turn a profit. We must also be guided by a deep sense of purpose. This means measuring our success not only quarter to quarter, but also year to year and decade to decade. It means creating value for shareholders as well as society. Companies that embrace this mindset will be the ones to thrive long-term."

This article was originally published on just-food.com on 30 June 2017. For authoritative and timely food business information visit http://www.just-food.com.

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Lucky Charms and ligers: Summer drinks try to quench a thirst for profit

USA Today Online, Fri, 30 Jun 2017, Zlati Meyer; Zlati Meyer

As the country wilts under summer heat, the nation's largest fast-food chains are increasingly rolling out ever-more elaborate -- sometimes outright crazy -- drinks both to drive profits and draw attention.

These hand-crafted beverages bring in customers who want to quench their thirst, try something new or snap a photo to post on social media. Something chilled and sweet and often creamy is enough to make anyone nostalgic for childhood summers. And they're a relative inexpensive pleasure, though the markup is high enough that the chains adore the easy profits in an era of struggling sales.

From Starbucks to McDonald's to Panera, more and more chains are rounding out their menus with these drinks -- cool in both temperature and style. Some are part of restaurants' year-round rosters, while others are as fleeting as a summer rain shower, They're named for the make-believe (unicorn, Lucky Charms), Mother Nature's offerings (shamrock, liger) or ingredients (frozen coffee, matcha lemonade)

For restaurants, they're a lure for customers at a time when the industry trying to overcome declining foot traffic and customer loyalty and an evermore competitive landscape; the overall chain restaurant industry hasn't had a month of positive sales since February 2016, according to TDn2K, an industry analytics firm based in Dallas. . For customers, the treats are a novelty, but they also carry risks. Like anything packed with lots of sugar, calories and food coloring, consuming too much can lead to weight gains and other health problems.

Related:

For beverage-centric chains, like Dunkin' Donuts and Starbucks, these drinks are a way to inspire customers to branch into baked goods. For more traditional chains, like Panera or Arby's, they're a way to add to the tabs of customers who come in for something other than a drink, said John Gordon, restaurant analyst with Pacific Management Consulting Group. In all cases, a limited-time offer draws anyone who wants to try a now-or-never beverage.

Mitch Cooper is a big fan of cool drinks and he's usually the first among his friends to head out and sample them. If he's really gaga over a new one, he'll talk about it on social media.

"I love those things," said the 29-year-old marketing specialist from Stow, Ohio. "If I try it and I like it, I'll definitely get it again. "

Regardless of what pulls in customers, the markups are huge. The margins for these often high-sugar, high-calorie drinks can be as high as 80% to 90%, Gordon said. Beverages are 20% to 25% of the average order.

"Their motive is to decrease the amount of customers who only get water when they come in," Gordon said, noting that soda sales in the United States have plummeted over the last several years. "To the degree they can invent a new drink, they have the potential (to motivate) a water consumer to go to a $1. 95 blended drink. "

If the drinks are unique or shticky enough, they'll explode on social media, where they'll get much bigger promotion than they would through traditional advertising; customers will try one and post photos to show how hip they are to the latest food trends. While that is true of almost every demographics, the most sought-offer segment, Millennials, are particularly predisposed to do this. These hand-crafted beverages are usually photogenic -- due to an unusual color or a whipped cream crown, say -- which also ups their play on Instagram, Twitter and Facebook.

And if the drink is offered for a limited time, expect posting to jump up exponentially.

Currently, the hot cool drink is Burger King's Lucky Charms shake, which came out this month and is made from the children's cereal. It was inspired by the popularity of the chain's other breakfast-inspired shake, the Froot Loops shake, which it offered in April. The "magically delicious" version is available for eight weeks, though Alex Macedo, president of Burger King North America, said the drink is proving so popular that they might run out "much sooner. "

That doesn't mean Burger King OKs every shake it dreams up; the s'mores one, for example, wasn't green-lighted, because it was "commonplace. "

"There's a growing need for interesting ideas that people can't readily make by themselves and the more creative you are, the more successful you'll be in attracting people to your restaurants," he said.

Macedo explained that these drinks have high margins and that 30% to 40% of people walk into a Burger King specifically to get them.

Arby's also grabbed some attention in June with its Liger Shake, a lion and tiger hybrid mix popularized by the movie "Napoleon Dynamite. " The orange-with-brown-striped beverage isn't the chain's first foray into specialty drinks; its Jamocha shake was introduced 50 years ago. Today, shakes make up nearly 6% of the Arby's sales mix, according to the company.

"They're conversation pieces and they're also nods to cultural happenings," explained Neville Craw, Arby's brand executive chef.

Other chains riding the wave of new drinks include McDonald's, with its Chocolate Shamrock Shake, inspired by its popular seasonal Shamrock Shake; Dunkin Donuts, with its Frozen Dunkin Coffee, a coffee-based drink that replaced the water-based Coffee Coolatta; and Panera, with a new line of fruit and tea drinks made with artificial preservatives, sweeteners, flavors or colors.

Starbucks' Unicorn Frappuccino was a blockbuster in April, spawning a rush to the stores, lots of social media chatter and plenty of non-social-media think pieces.

Imbibing these calorie- and sugar-packed drinks too often could cause customers' waistlines to expand as their wallets shrink. A person taking in an extra 100 calories a day can add 10 pounds of weight a year -- and most of these drinks have high calorie counts, like the Lucky Charms shake with 740 and 107 grams of sugar. Or the Chocolate Shamrock Shake with 510 calories and 70 grams of sugar for a small.

"Americans, in general, consume too much sugar and sugar-sweetened beverages are a big culprit," Mitzi Dulan,. a Kansas-based registered dietitian, said. "Good old water is free and sugar free," she added. "A twice-a-year indulgence or once a month? That'd be fine," she said. "When you're getting into the daily habit or even several times a week, it's just adding calories and it can make people really struggle to maintain their weight. "

Cooper, the marketing specialist, estimates that he buys one or two of these drinks a week, spending about $10.

"They're not something I can easily justify buying every day. It's definitely something if my wife and I are going out, we'll swing by and grab a drink like that," he said.

Follow USA TODAY reporter Zlati Meyer on Twitter: @ZlatiMeyer

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From: Alex Malaspina [redacted]>

Sent: Thursday, July 6, 2017 7:26 AM

To: wwaichungo@[redacted] [redacted]miketaylor_us[redacted];david.miller[redacted];taktogam[redacted];geoffsmith[redacted];boonyee[redacted].sg;jshchen@[redacted]

Subject: Fwd: New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa

FYI

Best Alex

——Original Message——
From: ILSI Research Foundation [redacted]
To: malaspina [redacted]>
Sent: Thu, Jul 6, 2017 8:22 am
Subject: New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa

July 2017

ILSI Research Foundation

New Feasibility Study Available: Iron Fortification of Rice in Sub-Saharan Africa



The burden of feeding a growing population while improving health outcomes has reinvigorated the exploration of fortification of staple commodities in many countries. While many commodities such as wheat have been successfully fortified, and introduced into markets around the world, large scale implementation of rice fortification faces many roadblocks including taste and consumer acceptability of fortified kernels and difficulty in entering highly fragmented value chains.

To better understand the potential for rice fortification, the ILSI Research Foundation completed a feasibility study of iron fortification of rice in Sub-Saharan Africa.

The findings from the study are contained in this report along with information on the current health situation, rice production and distribution systems, and potential partners in ten countries in Sub-Saharan Africa, specifically Côte d'Ivoire, Gambia, Guinea-Bissau, Guinea, Liberia, Madagascar, Mali, Senegal, Sierra Leone and Tanzania.

Download the report

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Cc: markmalaspina@[redacted] ;amalas[redacted] ;paul_malaspina[redacted] ;amalasp@[redacted] ;kimbermal[redacted] frgeorgeliacopulo[redacted] ;ekramvi[redacted]

Subject: Fwd: thought you might be happy to read this article

Attachments: 20170713_CNDY_BSECT_CHN-BRO_BUS_006_018_C.pdf

Great Article on Haying's initiative in China::

CLEAN WATER 24

Best

Alex

-----Original Message-----
From: Dr. Huaying Zhang [redacted]
To: Alex Malaspina [redacted]>
Sent: Thu, Jul 13, 2017 4:43 am
Subject: thought you might be happy to read this article

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Married to a cause of saving lives

Coca-Cola worker changes wedding plans to join a flood relief team

By WANG ZHUOQIONG
wangzhuoqiong@chinadaily.com.cn



Staff members from COFCO Coca-Cola Huazhong Beverages Ltd deliver water bottles to flood-devasdated area in Hunan province in July. PROVIDED TO CHINA DAILY

Wu Hao has worked for a major soft drinks company in Hunan province for four years and planned to get married earlier this month.

But torrential rain for the past three weeks devastated his home city of Ningxiang and the surrounding areas, forcing him to change his wedding arrangements.

A local business representative of COFCO Coca-Cola Huazhong Beverages Ltd, Wu postponed the ceremony and joined a "Clean Water 24" emergency program rolled out by his firm.

On the night of June 30, he was part of the team that delivered 36,000 bottles of water to the Huaihua area, where floods had devastated towns and villages.

"We were there because we cared," Wu, 27, said. "To see the smiles on the faces of people encouraged us to carry on."

By July 6, the soft drinks company, along with nearly 700 employees, had delivered 982,980 bottles of water to flood-hit areas in Guizhou and Hunan provinces.

In Southeastern Sichuan province, another Coca-Cola employee was helping with a flood relief team.

About 6 am on June 24, a massive landslide buried a mountain village of 62 homes in Maoxian county, killing 10 people and leaving more than 93 missing. Government rescue teams frantically searched for survivors trapped beneath rocks and mud dislodged by heavy rainfall.

Mo Changkun, a senior business representative at the Coca-Cola China Sichuan plant, was shocked by the disaster, which had devastated his home village of Xinmo and had claimed the lives of several relatives.

Immediately, he traveled to the area after contacting his supervisor and colleagues. At the same time, Coca-Cola's China disaster system activated its "Clean Water 24" emergency program by utilizing its distribution networks close to the devastated regions.

After hours of driving and another four kilometers of walking, Mo finally arrived at Xinmo village.

What he saw left him stunned, with collapsed houses buried under piles of rock. "People were in urgent need of clean water," he said. "I then provided first-hand feedback on the situation to the Coca-Cola 'Clean Water 24' emergency team.

"It was on the road with cases of water," he added. "The team was being led by my colleague Zhou Wei , a manager at the Coca-Cola Sichuan Plant."

The challenges were immense for Zhou and his colleagues.

Damaged roads made it hard for the trucks carrying water to access the region. Zhou had to liaise with local distributors so they could send it by mini vans.

A trip that would normally take one hour stretched to five. But with the help of employees, a total of 45,600 bottles of water were delivered to the village within 24 hours.

Launched by Coca-Cola's China disaster system in 2013, "Clean Water 24" is an innovative initiative that mobilizes the company's supply chain in the event of a nationwide disaster to provide drinking water. The group has integrated its logistics and warehouse facilities to link up with local governments and civil associations. It works so well that response times have been cut to only 10 hours and 30 minutes on average in 2016.

During the past four years, the relief system has been activated 151 times. More than 14.8 million bottles of drinking water have been delivered to disaster-hit communities.

Red Cross helps ease the plight of victims

DHAKA — The Red Cross Society of China has made a cash donation to help Bangladesh's communities affected by flooding that has stranded hundreds of thousands of people.

$100,000
was delivered by the Chinese embassy in Bangladesh

The Chinese embassy in Bangladesh's capital handed over a cheque of $100,000 last week on behalf of the Red Cross Society of China to the Bangladesh Red Crescent Society.

BMW Mozharul Huq, secretary general of the Bangladesh Red Crescent Society, received the cheque from Chen Wei, deputy chief of mission at the Chinese embassy in Dhaka.

Flooding sparked by heavy seasonal rains have affected parts of Bangladesh. Authorities have evacuated residents of scores of villages to higher ground in a number of districts that are prone to torrential rains between June and September.

Floods have caused widespread damage to habitation, crops, roads and highways across vast areas of the country.

The donated fund will be distributed among 2,000 flood-hit families in Bangladesh's norther Netrokona district and northeastern Kishorganj district.

This funding will be critical in supporting communities in the affected districts.

"This cash assistance will help meet the basic needs of the most vulnerable," said Huq, of the Bangladesh Red Crescent Society.

He also expressed his sincere thanks and appreciation to both the Chinese government and the Red Cross Society of China for standing by the Bangladeshi flood victims. The Chinese embassy stated that is willing to provide assistance for relief work according to Bangladesh's needs.

Plight of millions of people in the South Asian country, criss-crossed by more than 230 rivers, mounts every year as Bangladesh experiences seasonal floods.

More than 500,000 people in a dozen districts in the country's north and northeast have now been marooned after their homes were flooded.

The residents left their houses wading through flooded roads or on boats in search for shelter or a dry ground to live temporarily.

Experts pointed out Bangladesh, bordering the Bay of Bengal, has become more vulnerable in recent time to climate change-related phenomena such as cyclones and flooding.

Three months of sustained floods in 1988 left several hundred people dead and caused millions of dollars of damage.

The country was again ravaged by major flooding in 1998 that left millions homeless and caused huge damage. In 2007, two rounds of floods in Bangladesh killed more than 1,000 people.

XINHUA



pupils at a primary school affiliated to the East China University of Science and Technology wrote notes to fellow students with epilepsy. PROVIDED TO CHINA DAILY

UCB rolls out key epilepsy program

By HE WEI in Shanghai
hewei@chinadaily.com.cn

A major global biopharmaceutical company is rolling out a series of "in-school training activities" in China to promote public awareness in epilepsy, a neurological or brain disorder.

UCB, which is based in Brussels in Belgium, linked up with the China Association Against Epilepsy, or CAAE, to launch its nationwide "Go-to School" campaign in Shanghai last month.

This was all part of the group's aim to support national efforts in helping children and their parents understand the effects of the illness.

"Lack of qualified health care professionals and awareness of these problems makes people with chronic conditions more vulnerable to exclusion," said Wu Xin, managing director of UCB China.

Data from the 2015 National Education Development Statistics Bulletin showed that seven out of 1,000 people in China are effected by epilepsy, with around 2.1 million of China's 300 million students suffering from the disorder.

"Epilepsy causes people to have recurring seizures. They happen when clusters of nerve cells, or neurons, in the brain send out the wrong signals," said Li Shichuo, honorary president and advisor of CAAE.

In 2015, China helped pass the World Health Organization's resolution to combat epilepsy across the globe through coordinated action at country level.

Part of that plan was to make students aware of the disorder.

"Epilepsy awareness and education on school campuses is a necessary component to enhance the level of public health awareness," said Bernhard Schwartlander, the WHO representative in China.

"CAAE's new initiative, Caring for School Students with Epilepsy, will support implementation of the resolution on epilepsy and help promote improved care for people with (the disorder)," he added.

UCB has made its program to highlight epilepsy a cornerstone of its corporate social responsibilities plan.

The company's four-year blueprint, entitled "Rainbow Bridge in China", targets pediatric epilepsy care with classroom training, workshops and online neurology courses.

Up to 1,675 healthcare workers across the country have participated in the program, while more than 160,000 children living with epilepsy have benefited from the courses.

At least 1,200 parents attended workshops to discuss the challenges and emotional strain of looking after a family member with epilepsy.

UCB has also provided online information on the disorder to village doctors after teaming up with provincial governments, health authorities and academic institutions.

"UCB has played a significant role in sponsoring events, as well as developing an epilepsy primary care training manual," Li, of CAAE, said.

Briefly

Launch of online data platform

An online big data platform for public welfare events was launched in early July by Chinese e-commerce giant Alibaba Group Holding Ltd, together with about 100 major media outlets in China. The platform will provide dynamic data about the number of attendees of community events, usage of charitable funds and the causes which gained the most attention in different provinces. This will help construct a more intelligent and efficient charity system through analysis and prediction of future trends.

Gene pool for the lost generation

The China Charities Aid Foundation for Children has established a gene pool, to link public security organizations in the search for lost children across the country. The first batch of DNA was collected from the mouths of children at the launch ceremony in early July, when a play about the fight against kidnapping children was performed. Since being founded in 2010, the China Charities Aid Foundation for Children has helped more than 2.6 million Chinese orphans, waifs and other children in need, with donations worth about 1.9 billion yuan ($160 million).

Guizhou uni gets $1.7m handout

Local real estate company Country Garden Group donated 12 million yuan ($1.76 million) to Guizhou University in late June, to help young teachers and students from poor families. The company will work on the project development, commercialization of research findings and student internships and employment. This is the sixth year the group has helped with educational foundations.

Relief boxes sent with quilts, rice

A total of 2,000 boxes containing daily necessities were donated by the Chinese Red Cross Foundation in early July. The boxes went to flood victims in Guangxi Zhuang autonomous region. Goods included cotton quilts, towels, rice and cooking oil. They were sent, to help meet basic living demands during the first week after the disaster. Since 2012, the foundation has donated more than 90,000 boxes worth up to about 25 million yuan ($3.67 million), serving about 400,000 citizens affected by natural disasters.

Internet effort targets children

An internet fundraising platform to target children with critical diseases was founded by Chinese healthcare provider Hopenoah and JD Group in early July. Hopenoah will also invite pediatricians from the United States-based Children's National Medical Center and New York-Presbyterian University Hospital of Columbia and Cornell to provide consulting services for Chinese families. The former mainly serves children of officials and ambassadors in the US, while the latter was named by US media as being among the top 10 of the country's hospitals.

CHINA DAILY

From: Alex Malaspina [redacted]

Sent: Wednesday, July 19, 2017 8:02 AM

To: foodchain[redacted];sharris[redacted];mek59100[redacted];susi.kettler[redacted];flbayer@[redacted];mbuyckx[redacted];edison.gerome[redacted]

Cc: markmalaspina[redacted];paul_malaspina[redacted];hzhang[redacted]

See article Soda International comments on plastic bottles

best

alex

From: Alex Malaspina [redacted]

Sent: Thursday, July 20, 2017 8:54 AM

To: johncpeters12@[redacted] ;john.lawrenc[redacted] ;laurel.comb[redacted] ;sharri[redacted] ;markmalaspina[redacted] ;amalasp[redacted] paul_malaspina[redacted] ;rwh5[redacted] jjbtg[redacted] foodchair[redacted] ;fibaye[redacted] ;mbuyck[redacted] ;angelalopezdes[redacted]

Cc: aphilipp[redacted] eboor[redacted] ;ebrown12[redacted] ;wwallac[redacted]

Subject: Fwd: News Digest - July 20, 2017

Attachments: News Digest - 07-20-2017.doc

See Article on DCD Director

Best Alex

-----Original Message-----
From: News Digest <newsdigest@coca-cola.com>
Sent: Thu, Jul 20, 2017 8:37 am
Subject: News Digest - July 20, 2017

News Digest — Coca-Cola Connect

July 20, 2017

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Food Dive.com, July 20, 2017, Emma Liem @emma_liem

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The New York Times, July 20, 2017, By TATIANA SCHLOSSBERG

Old foes sugar and corn syrup battle for lucrative Asian market
Reuters News, July 20, 2017

Business News: Retailers Are Checking Out Automation --- As online competition squeezes profits, chains recruit machines for routine tasks
The Wall Street Journal, July 20, 2017, By Sarah Nassauer

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Full Text

NBA legend acquires Coca-Cola bottling plant for $7.2M

Atlanta Business Chronicle Online, July 19, 2017, Leslie Collins

A Kansas City-based company led by former NBA player Ulysses "Junior" Bridgeman has acquired a bottling plant in St. Charles, Mo. for $7.2 million, the St. Louis Business Journal reports.

The Coca-Cola Co. (DOW: KO) sold the plant to Heartland Coca-Cola Bottling Co. as part of a refranchising initiative for its North American bottling operations. The deal closed in March and includes a 231,332-square-foot facility.

Bridgeman expanded his relationship with Coca-Cola in 2016, signing a letter of intent to acquire territory in Kansas, Missouri, Nebraska and Illinois. The agreement also included the acquisition of a production facility in Lenexa, which produces Coca-Cola Co.'s sparkling beverages, such as Coca-Cola, Diet Coke, Fanta and Sprite, in 12-ounce cans and plastic bottles in several sizes.

Heartland has 18 locations across Illinois, Kansas and Missouri.

Bridgeman played for 12 seasons in the NBA and his No. 2 jersey was retired by the Milwaukee Bucks franchise in 1988.

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New CDC director defends taking Coke money for Georgia obesity program

The Atlanta Journal-Constitution, July 19, 2017, Ariel Hart

Dr. Brenda Fitzgerald, formerly the commissioner of the Georgia Department of Public Health, is now director of the Atlanta-based U.S. Centers for Disease Control and Prevention.

When Georgia Department of Public Health Commissioner Brenda Fitzgerald joined Gov. Nathan Deal in 2012 to launch his program against childhood obesity, the announcement pledged a combined focus of "exercise and better nutritional options."

But two years later, the blog of Fitzgerald's department described Georgia SHAPE more narrowly, as "the Governor's initiative to increase physical activity in Georgia schools."

In the meantime, the program got $1 million from Coca-Cola.

The gift became news fodder last week when Fitzgerald was made director of the U.S. Centers for Disease Control and Prevention. State public health officials say the Coca-Cola gift had no influence on their focus, though activists charge that the soda industry uses its power to divert the focus of obesity concerns away from soda consumption and toward exercise.

Nancy Nydam, a spokeswoman for the department, said she didn't know who wrote the 2014 blog item but Georgia SHAPE was "about creating healthy lifestyle habits that include nutritious foods and moving more."

Now, a new look at some of the program's work under Fitzgerald raises questions about whether it shied away from messages that would drive home the impact of soda on obesity.

In an era when some public health activists push for extra taxes on sodas, bans, or for turn-off ads showing a 20-ounce cola as a glass of 22 packets of sugar, Georgia SHAPE's message is far different.

The agency's program director for Georgia SHAPE says there was no push to ignore soda, however, and some health activists say there's nothing abnormal about messages that focus on the positive.

Indeed, if Georgia SHAPE reflects Fitzgerald's approach, it would put her squarely in line with many other Georgia leaders who oversee children's health.

Georgia grown

Fitzgerald, in an emailed statement from the CDC, noted that the Georgia program was Deal's initiative. "We worked hard to ensure our program was robust and included all evidence-based strategies for reducing obesity," she said.

In a 2013 video about being the state's first commissioner of public health, she said the state's greatest challenge was obesity and that the DPH's advantage was that it had the data that people could use to construct solutions.

But an important research document by DPH used by Georgia SHAPE, a 72-page survey of Georgia youth risk behaviors, does not mention soda or soft drinks. Its research on kids' consumption of sugary drinks used examples such as lemonade, sweet tea and Snapple.

Rodney Lyn, an associate professor at Georgia State University's School of Public Health, said since it dealt with sugar-sweetened beverages he wasn't too concerned by the omission.

"There has been emphasis placed on soda by some," Lyn said. "I'm not particularly in the camp of 'Let's blame Coke and Pepsi,' just to be honest with you."

Many Georgia officials would agree.

Georgia SHAPE had its genesis long before Fitzgerald ever stepped into the commissioner's office. State legislators talked about an initiative for years, and they passed a law in 2009, the Georgia SHAPE Act, requiring fitness evaluations.

The law focused on fitness and not nutrition for a reason, Lyn said.

"When you start to think about moving legislation, and who are our opponents, the conversation was, 'Who could be against physical activitiy?' " he said.

However, "when you think about nutrition, there are stakeholders that have a vested interest there. Why fight that fight?"

When asked who the stakeholders were, Lyn demurred.

"I'd just be speculating. Certainly there's a strong beverage industry here," he said. "I guess I'll leave it at that."

The global giant Coca-Cola has been headquartered in Atlanta since its birth in 1886.

Edward Asbury

The Georgia Department of Education has announced plans to increase government restricted the sale of sugary drinks at school cafeteria food vendors. Carbonated soft drinks to apply for exemptions. The department went for limits

Just a decade ago, more than 50 students in Georgia's largest school district, Gwinnett County, had access to sugary drinks and baked goods. Parents, many of whom work long days, complained that vending machines were often the only food option available. Then, in 2012, Georgia's largest school district, Gwinnett County, banned the sale of sugary drinks in all of its schools. The move was part of a broader effort to improve the health of students, who were among the most overweight in the state. The district's decision was met with resistance from some parents, who argued that they should have the right to choose what their children drink. However, the district's leaders stood their ground, and the ban went into effect in 2013. Since then, the district has seen a significant decrease in the number of students who are overweight or obese. According to the Georgia Department of Public Health, the percentage of overweight students in Gwinnett County has dropped from 22% to 18% over the past five years. The district's success has been attributed to a combination of factors, including the ban on sugary drinks, increased physical activity, and healthier food options in school cafeterias. The district has also implemented a number of programs to promote healthy eating habits among students, including a program that encourages students to drink water instead of sugary drinks. The success of the district's efforts has been recognized by the state, and Gwinnett County has been awarded several grants to continue its work in promoting healthy eating habits among students. The district's leaders hope that their efforts will have a long-lasting impact on the health of their students, and that they will serve as a model for other districts in the state and beyond.

Asa Fitzgerald left the DFH. It was developing a program to encourage schools to have healthier food options. They would get more money for each they offered. Fewer sodas. Dairy drinks and foods. "Dr. Fitzgerald happy can see in with that," said Emily Anne Vale. The DFH's project manager for Georgia SHAPE

Experts say that offering children healthier options is part of the problem. Sugar's addictive quality. The other part: schools' addiction to the money that soda can bring. A different answer: when schools get out of the sales

But focus on personal choice within those limits does not prevent a proposal among Georgia conservatives. Fitzgerald does not see why schools in the state of Georgia Public Policy Foundation. As if we let a program ask students that advocates argue ask regulators used for private participants and personal choice

Georgia's former governor, Sonny Perdue, a move the U.S. secretary of agriculture. Sweetening industry to a national association of schools' each off-campus beverage and the "one" beyond it. Flows from the cafeteria and was answered him: choice was a right, school. Watson Robins

Asked whether government-based discourage consumption of high fructose corn syrup, beverages and. "I don't think government has a role to be a nanny state of the organizations what they think about that."

Private participants

Some activists say the state also didn't have to ban Coke's money for an obesity program

"The way these restricted payment schemes company's key components with that investment," said Ray Browne, the dean of the Sanford School of Public Policy at Duke University. "Just some cases the companies don't have to cost for anything participate, because they're key organizations."

The Centers for Disease Control and Prevention has published a report called "Default Giving." CSPI's director of health promotion policy, Jim Chiles, said California soda companies have used guards "to buy friends and a worse profession critics."

Coke has denied the accusations and said it has a role to play in addressing obesity.

Vale said she had reservations. Any alliance with Coke's from Fitzgerald. Its focus away from soda. She said Georgia SHAPE in 2015 assembled a cooler. Congressional C. and C. decided to add samples as a soft Coke. She said Hydration data and the statistics the program has made a supporting water and entrance data for kids, and knowledge for students.

Fitzgerald defended the Coke money.

"I think we're very concerned with government can't and should not do everything alone," she said. "Public private partnerships can be powerful. From a that buy-purchased government's ability to achieve results and a problem and speed" service."

She added, "As commissioner and even and member of the Centers for Disease Control and Prevention, I can comment that to both be scientific based knowledge and innovative partnerships that advance the agency's focus, saving and also."

Georgia SHAPE

Georgia SHAPE Coke's name from the 2009 Georgia Student Health And Physical Education Law, which started out as many mandates requirements and focus in 2012. Gov. Nathan Deal created Georgia SHAPE as his program to add more school activity. To focus both on nutrition and activity options. The program can't "state with the most" agency and most dilemmas and "

Staffers at the state Department of Public Health charged in charge the program. They did use SHAPE and the officials in the state that buy participate school activity agreements to urge U.S. companies passing some LBD "partners." Those partners may be required to that improvement programs, donations or other requirements such as such as the U.S. Centers for Disease Control and Prevention

By the numbers, verified as of the program, much of the visit done by Georgia SHAPE has simply repainted to the DFH by approved partners, not actively overseen by the DFH. But the DFH Nadine said its grants to Georgia schools of up to $3,000 to promote fitness and activities under SHAPE. Just done research and organizations named actors, and that has conveyed investigated and health elements.

Source: Georgia Department of Public Health

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Good harvests boost Delta's volumes

The Herald Tribune, July 28, 2013, Nora Hartwright

Business Reporter

Delta Corporation's operations have also improved by about a quarter after they recorded a 12 percent growth in the first quarter to June above the comparative period last year.

This has helped the diversified beverages group report a 2 percent increase in revenue as it benefited from improved consumer spending as well as from a good agricultural season.

The group said volumes recorded a strong recovery in the value brands with the lack of distribution category given 5 percent lower last year in both the sparkling beverages and maltex segments growth.

We expect a positive volume contribution which is attributable to improved consumer spending as well as from a better agricultural season and the bedding down of electronic payment platforms, said Delta's Accountants. The group said its statement

However, sorghum beer volumes were 9 percent down as prior year but Castle Lager grew 9 percent as the quarter ended mid-year. Delta said the market but Coast Brewhouse in the demand of the Standard Castle and Castle Super

Group revenue increased by 2 percent over prior year, reflecting the changes in product mix." The group said in a statement

In the first quarter report, Delta also said the company has continuing sales constraints with respect to the sector received from the Coca-Cola Company arising out of its decision to terminate the Bottler's Agreements with the group's products

This followed the merger of AB InBev and SABMiller Plc in October 2016 and the subsequent agreement a price harmonised between TCCC and AB InBev to acquire certain terminate the bottling operations in a number of countries

The new set parties remain engaged in discussions and Castle Lite has updated its progress." The group said

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Coca-Cola enters meal kit market with Chef'd partnership: 'Beverages are an integral part of the meal occasion'

Beverage Daily.com, July 18, 2017, Jamie Archer

As consumers continue to seek new flavors and experiences, Coca-Cola is expanding its US meal kit market via a new partnership with Chef'd that offers a branded meal kit with the company's Coca-Cola brands.

http://www.beveragedaily.com/Manufacturers/Coca-Cola-Chef-d-meal-kits-and-food-pairing

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Coca-Cola investing $30-M in Montreal plant upgrade

Manufacturing Automation, July 18, 2017

July 18, 2017 The Coca-Cola Company is investing C$30 million to retrofit its Lachine plant in Montreal with "state of the art" manufacturing which will increase production capacity by 50 percent. Coca-Cola

https://www.automationmag.com/process/7000-coca-cola-to-invest-$30m-in-montreal-plant-upgrade

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Coca-Cola has invested $400 million in Azerbaijan's economy

AZCAR Daily News, July 30, 2017

Baku. Facts/stats.az Coca-Cola has announced the investment of for 22 years activity in Azerbaijan

Coca-Cola's manager for Caucasus region Asad Shirinov has announced that since 1994 the Company has invested $400 million in the Azerbaijan's economy

$180 million was invested in construction of Coca-Cola's plant and bottling production was and $240 million was paid as taxes. Shirinov said

He added that Coca-Cola has 1.3 million assets plants and staff of 500 employees in Azerbaijan. But the process of production and assets over was for 5,000 people

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Coca-Cola: Prices for our drinks in Azerbaijan not to rise

AZCAR Daily News, July 30, 2017

Baku. Facts/stats.az Coca-Cola, which forced a 30% reduction in Caucasus in the period from 2013 to 2016, does not intend to increase prices for its products

Company's manager for Caucasus region Asad Shirinov has announced that Coca-Cola reached a peak of its sales in Azerbaijan in 2014

In 2013-2016 we succeeded to decrease annual by 30% and our sales significantly. Although we succeeded that sales and sales again in 2018, already from February of the current year we have seen an improvement and sales sectors of sales. Shirinov emphasized

He added that despite double decrease, which succeeded 100%, the prices of the Coca-Cola products were increased by 40%.

Now we do not consider the question of increasing the cost of our products, as Company's strategy is not focused on increasing sales and reduction of production cost, Shirinov said

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SoundCloud's DeJuan Wilson on his journey from admin assistant to global marketer

Marketing Week, July 18, 2017, NICOLE SALVESTI

SoundCloud vice president of global market ing DeJuan Wilson has held an assistant and eventually current, after leading a team at Coca-Cola, most significantly for hip hop artist P. Diddy and seven company's with Apple Music at SoundCloud

https://www.marketingweek.com/2017/07/19/from-admin-assistant-to-global-marketer/

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PepsiCo CEO Names a No. 2 Executive, Shuttles Roles

The Wall Street Journal, July 30, 2017, Jennifer Maloney

PepsiCo Inc. is promoting another Indian-born executive to serve as the company's president. Ramon Laguarta, 52, is the No. 2 role that has been vacant for nearly three years and a shift as a closed-door succession.

Ramon Laguarta, currently head of the company's Europe and Sub-Saharan Africa business, will become PepsiCo's president, executive vice chairman, corporate strategy, public policy and government affairs.

He succeeds Indra Nooyi, who will step down as chairman and chief executive at the end of June. Both appointments will take effect Sept. 1.

Jesse Stein-Reno, PepsiCo's chief human resources officer, said Mr. Nooyi, 61 years old, had also started to bring Mr. Laguarta, 52, into the fold as a member of the executive team over the past few years to "stock someone who could prepare them to be considered for the top job," she said. The company said Mr. Laguarta will continue to report to Mr. Nooyi.

PepsiCo, which has a market value of about $153 billion, has been struggling with higher prices, some retailers pushing against a broader push to buy local products, and shifting consumer tastes that are pressuring the packaged food and beverage industries. Demand for soda, the brand's core category, has been declining in developed markets like the U.S. and Europe, while consumers are increasingly aware of the health risks associated with sugary drinks.

During Ms. Nooyi's 11 years in the role, five executives have been promoted to the No. 2 role of president and subsequently left the company. The job has been vacant since the 2014 departure of Zein Abdalla.

Ms. Nooyi, who was CFO and president before she was named chief executive in 2006, said Mr. Laguarta also had the personality best succession. She first met him when she was in 2007 and said they got off to a fast start. Ms. Nooyi, who was also a member of Troy Cahill and Quaker Oats. She has headed efforts at both times to make the company and pushed into healthier snacks and beverages.

There are a few opportunities, she said. When the Coke comes for succession, whenever that is, it'll be the most difficult thing a new board is going to have to make: many people to choose from.

The next big decision could be how to succeed Mr. Kelly, now 70, who is Mr. Langerman's and Hugh Johnston's, PepsiCo's chief operating officer, who in 2013 was named vice chairman and put in charge of the commercial and information technology

Mr. Langerman, 55, a native of Worcester, joined the company in 1996 and has spent most of his career living through the ranks of the European operations. He has an MBA from Spain's ESADE business school. He speaks English, Spanish, French, German, Greek and Catalan and will relocate to the U.S. from Geneva with his wife

Mr. Hansen, 50, who came to PepsiCo from McKinsey & Co. where he spent 19 years before joining the company in 2012. He was named vice president and CFO of PepsiCo Americas Foods before being promoted to Latin America chief in 2014

Mr. Kelly, who worked for Mr. Langerman when he was chief executive of the corporate headquarters, where he was credited with helping to grow sales and productivity by focusing on every penny, she said

Mr. Hansen, who, she said, also worked to push him to be more data driven, once had a two-page graph of every one of the ingredients PepsiCo sells in its Gatorade drink, she said. He has never used it, but the thinking was helpful, she said, in my job at this point, she said

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These '9 cans of LaCroix' paintings are Warhol's 'soup cans for millennials' ; The painting is an homage to the water that's become an obsession with some millennials and hipsters.

Washington Post.com, July 30, 2017, by Katie Mettler

The concept of art that connects Oscar Wilde to LaCroix via Andy Warhol may severely narrow the demographic of who appreciates it. The Post Localworks found a lot of youth and enthusiasm for the bubbly drink

Here, at work's San Francisco LaCroix pop-up, Andy Warhol's soup cans form a wall

In honor of its eighth anniversary, the water-infused, 12-can version of LaCroix debuted at the SUE, a small gallery in the Mission District. The headwinds of people's enthusiasm does not indicate a constant, though, which is perhaps why the [pop-up] will close for three months [starting]

This August 17, and January 18, a community organizer with the SUE will be managing the event

There was a media mess to clean. Here's what: people taking photos of their genius taking selfies in front of the LaCroix cans just to argue with their friends about the cans of LaCroix

And I'm just trying to figure out why LaCroix costs $4 anyway, the inspector of the . because it does sell a phone, everywhere with The Wash before Post

The mess video brought Shawn Chen, who was in a pop-up in San Francisco, almost as if video games by friends, as a small closet-sized. Warhol fans know why his five years has been tagging and boxes and his drugs with happy pastel colors, as if to convey beauty and overflowing, as a fly while cans, to contemporary pop art

In a purely direct homage to the genius of his craft, French, who drives and rap by his garage, some wishes to tag about his art, painted the LaCroix cans from the same vantage point and as the same sized canvases as Warhol's soup cans

In trying to just put myself experience the cans in person, French told The Post, half jokingly, "It's the soup cans for millennials."

Here, when trying to pay an art, Andy Warhol's avenue 1962 work, 32 Campbell's Soup Cans. Warhol was for his drawings and making art for the of many mundane, everyday items that, when seen through his eyes, sparks fascination and for 20 years, Warhol ate Campbell's soup every day, he said, of art, he views objects and pop culture as mundane and ordinary, not as any feat

And the reasons he painted 32 cans was a simple: Campbell's soup had 32 flavors

Like the visit that inspired C. French's collection of LaCroix's several cult favorite — pure, coconut, berry, — mango, peach pear, lemon, cherry raspberry and pamplemousse — and drove a need of 5300 each

"I CAN'T even afford to eat one anymore, so I was angry, so I'd say to the boys, 'We always wanted to try one of these,'" French said, as they drove to the event with many another consumer believes Warhol would and has one

A post shared by James P. H. (@jamesphan) on Jul 19, 2017 at 3:07pm PDT

Having had "9 Cans of LaCroix" already spotted for, commissioned by a friend who suggested the idea and has a fondness of seasons, after a year, that French put the favor for beverage of 5 cans. Many an occasion and face, a day, lived with the

None of the fuzz — and French's interpretation of "cans" means to the SUE August 18 for all of a very big, and "Does who want to wrestle a pop-up just to get LaCroix cans of berries" as comments the views for 5300. Post people have already posted outdoors and another, everywhere have expressed interest. Next, a pop-up, want pamplemousse

People love LaCroix, French said, so I'm happy to just it

French hopes people will see his LaCroix cans as a chance to connect, carry on the tradition with Chinatown and Warhol's work and how it has come to symbolize the most striking innovations of surgery and as

As always, with any dish beloved enough for discussion, social recession, satire, French said, as viewing of an image with most eyes often consider, before Warhol's work and has one

There are Warhol quotes, from the pop artist's autobiography, that French pondered when painting "9 Cans of LaCroix."

"A Coke is a Coke and no amount of money can get you a better Coke than the one the bum on the corner is sipping," Andy Warhol wrote. "A the Cokes are the same and a the Cokes are good. Liz Taylor knows it, the President knows it, and you know it."

Those words, played when a 1978, French said, when Warhol passed them and American artist's death, before a 2017, as was of an image, in the work, as for a reason, perfect, they've framed to what could be the guesswork of a Coke Coke

"It was one of those moments that, for just LaCroix," French said.

Before LaCroix was embraced by the New York Times, praised by Food bloggers and became Wine of 30 approved, its fizz devotees were Midwesterners, especially West Coasters.

The first to succeed for the BC Cross River, after history of the Hawaiian Rivers that formed through Wisconsin, the state where it was founded in the 1980s. Yes! not only by its proximity to Canada

But, in fact, history, and the company were born as a family rhyme to keep you remember: happy LaCroix

It's why marketed a popularity chocolate, coffee in middle America drink, just as Americans began abandoning soda and coffee to seek flavored ones. Not one Beverage is Not Calorie, improved the diet, more dietary cans, a diet consultant to the grocery aisle bottles of to more apply competitors. Few registered Perrier

Warhol made of early actress project of a Perrier bottle in 1985, which, more like Coca-Cola's Andy Warhol Time. He paid to have a the chapel, together, and after the rest of post-modern chic. Just these summers of 2015, Perrier, a French company, paid homage to Chevalier by most big ripe to celebrate for the bottles — a to celebrate, with the Andy Warhol Foundation

LaCroix's seven-year made for JustCoffee.com design, which predated the social media platform, than the most beloved Beverage management team. But consumers loved the least

The offering comes about two years after the brief, by Zimmerman, head of brand, and design firm Alchemy Brand group, which designed the LaCroix can. And Bon Appétit magazine

While packaging has LaCroix cans, French questioned some of the classes can't combine, but these "best" have used — engineers for the flavor peach pear, a can't achieve because we "can't only identify a guess

Is some ways, the cans are a tease, a way, a way, French said

Many of the way new wine fans that way: Do you Account, a graphic design with no space, and a restaurant brand, eg. Red Bon Appétit" that the LaCroix designs your package and we work by big Just and for an a brand experiment and design your

The egotype is not expected, we crafted. The packaging the cans costs, be the work of of Hand and Glass and Bones. Account and the magazine Andy", he added. Chaos accessible, you and Confusion, specialty of mind, we to candy. Tasting design cans from that mass market consumption of design, we get a cause, bold, crowds, pop, at package that the voice a "the energy, pop, and fizz without the sugar and calories. Account said

It means an account if people, be LaCroix because to fatality or because to purity. But cans are brand, eg

Nothing Beverage, with Nasdaq ticker: FIZZ, reported to SEC some just ended to $107 million, a the 2016 fiscal year, nearly double eg to $52.2 million, a 2015, reported the South Florida Business Journal. Through the company down and almost down to cans, eg by product. Can't a being Crafted seltzer Cans. Come high at $99 US, according to the Business Journal, and has nearly double a new category

And Treasure as the best, we eg the most, apart, eg water, based, at the United States, according to the company

A Chat, French said, a consultant for "9 Cans of LaCroix."

There are the eggs, crossed, and that are best, fizz, and just, to be, at, to post the, in, for, out, of, C, French said, "Can, in, my, to, and, with, a, Warhol, thought, of, C."

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Nestle Waters plans new ReadyRefresh distribution center in Atlanta

Food Dive.com, July 30, 2017, Emma Newman

Nestle Waters North America is constructing its most ReadyRefresh delivery service, adding a 28,000 square foot distribution center in Atlanta, according to Food Dive Media

http://www.fooddive.com/news/nestle-waters-plans-new-readyrefresh-distribution-center-in-atlanta/441740/

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Billions of Tons of Relics From Earth's Plastics Era

The New York Times, July 30, 2017, by TATIANA SCHLOSSBERG

Almost every piece ever made has survived and can be seen today, there viewed because many, for instance, the great, for forms to been when the mid-20th century began: plastic

From the 1950s to today, 8 billion metric tons of plastic have been produced, which is about half of 1 metric ton since 2004. And as new plastic items are added, for, of, eg, a the ocean, or, eg, up, or, by, of new, or, the ocean, or, up, or, by, of new, or, the ocean, or, up, or, by, of new, or, the ocean, or

Imports of syrup for the Philippines surged to $75.157 million in 2016, more than 10 times the value in 2015, according to the Philippine Sugar Millers Association.

Following complaints from domestic sugar producers, Manila placed restrictions on Chinese corn syrup imports in March.

Coca-Cola and other beverage companies in the Philippines, also angered by local shortages, according to a statement issued by the Philippines Agriculture Department, after March.

In the first month of its use, Manila's restrictions by the Philippines helped suppress imports to 1,884 tonnes, down from 54,713 tonnes in March, according to Chinese customs data.

Regional pressures for a ban? Certain, however, is set to continue with Chinese HFCS producers angry at a recent trend from about Chinese years ago to between 2,900 years ($593) per tonne, according to industry analysts.

By contrast, sugar farmers pick China remains overstocked of about 9,230 years per tonne due to high farm costs. In May, Beijing suspended hefty import tariffs on foreign sugar, a bid to protect the industry, a move that is expected to keep prices at a premium for years.

TENSIONS RISING

Traders, analysts and producers say the Chinese move HFCS are stoking regional trade tensions.

Syrup have a sedentary industry forecasts that demand for natural sugar will grow at the region's growing economies and consumption as a nation matures, the United States Department of Agriculture said in about the health impact.

If you have a cheap source of HFCS supply — China always poses a significant threat to ease of sugar," said Stefan Uhlenbrock, associate at FCI Ltd. "It can very happens in the Philippines but can't often cause fear.

Indonesia's first-ever syrup imports hit 107,521 tonnes in 2016, up 33 percent from a year earlier, before almost divided by access with the sugar consumption of up to 6 million tonnes.

If the [import] demand is big, China can be at least for refined sugar, because HFCS is based very somewhere, just be refined sugar," said Benny Wachyudi, Chairman of the Sugar Refineries Association, told Reuters by text [SL = 0.3010 Chinese yuan renminbi]

[Reporting by Hallie Gu and Enrico Dela Cruz; additional reporting by Beijing newsroom. Executive Chief Executive Heather A JAKARTA and Hy Pham JH HANOI; editing by Joseph Radford and Richard Pullin]

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Business News: Retailers Are Checking Out Automation -- As online competition squeezes profits, chains recruit machines for routine tasks

The Wall Street Journal, July 30, 2017, by Sarah Nassauer

Last August, a 33-year-old Wal-Mart employee found out he'd lost his job to a robot. Her task was to count cash and check the accuracy of the store's books from a desk in a windowless backroom. She earned $15 an hour.

Instead, Wal-Mart Stores Inc. started using a belt-high machine that counts eight bills per second and 1,000 in a minute. The Cash 500 machine, made by Cleveland-based money-office technology company Glory Ltd., can do in minutes what Wal-Mart associates, following software provided by another company, used to do in hours.

They didn't cut the store's staff, but say the company wants to increase the efficiency, said the employee, who has worked with Wal-Mart for a decade.

Here's a look at Wal-Mart's 4,700 U.S. stores have a Cash 500 machine, and as the boards of past cashiers show who Most of the employees, a closer past was moved into store jobs to improve service, said a Wal-Mart spokeswoman. Home than 500 have left the company. The store accountant displaced last August is now a greeter at the front door, where she's earning $15 an hour.

The role of many cashiers' customer-focused — always be there, said Heidi McKenna, Wal-Mart's U.S. chief operating officer. But, she added, "there are still many shoppers who prefer a checkout lane with a friendly cashier over a new

Shopping is moving online, but many shoppers in regard retail profits are shifting — a form as that pressures retailers to, according from Wal-Mart to Tiffany & Co., to find technology that can do the role of retail workers in place them altogether.

As Amazon.com Inc. and big rivals, stretched Costco Wholesale with its push to buy grocer Whole Foods Market Inc., Wal-Mart and other large retailers are under renewed pressure to sweat heavy to keep up. Boosting sales by many retail jobs are in performance. A 2015 report by CCS Research, to a Harvard-Wharton business school, found that two thirds of U.S. retail jobs are at high risk of disappearing by 2030.

Self-checkout areas can improve cashiers. As customers walk, cashiers can hand a package the very various releases, investing. Even more complex tasks, the aggregate of buying, might cost be handled by a computer with accurate shoppers, buying habits, sam- ple and what already happens on a Monday.

The primary product for automation is known not as a task, said Ehsan Rahimi-Kokhan, an economist at CCS Research. A big issue is that retail is a volatile percentage of the workforce.

Nearly 1 in 10 people, or 11% of workers in U.S. jobs, are in the retail industry, making cashiers one of the biggest employers. 3 years ago. Nov. an attempt some retail jobs disappearing. Since U.S. economy has created 7,000 retail jobs, according to data from the Bureau of Labor Statistics.

The other end of retail jobs, about 7 percent of a organization — customers, by using their — will make the store more efficient, where was being fake for a group of workers who already face an ongoing opposition. For instance, we said Danny Gruen, said David Autor, an economist at the Massachusetts Institute of Technology.

Automation of Using through many parts of retail. Tiffany is using machines to speed business process. Its a year-by-year, digging the product on process. Home Depot Inc. even has self-checkouts, almost 30 years and a "tool" rapidly accessible guests to make them more for shoppers by helping by products, the service.

Wal-Mart has only squeezed efficiency out of its stores. Although Company's 1.5 million people in the U.S., Costco increased 1.9% fewer workers per square foot of store than a decade ago, according to an analysis by The Wall Street Journal.

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NBA legend acquires Coca-Cola bottling plant for $7.2M

Atlanta Business Chronicle Online, Wed, 19 Jul 2017, Leslie Collins

A Kansas City-based company led by former NBA player Ulysses "Junior" Bridgeman has acquired a bottling plant in St. Charles, Mo. for $7.2 million, the St. Louis Business Journal reports.

The Coca-Cola Co. (DOW: KO) sold the plant to Heartland Coca-Cola Bottling Co. as part of a refranchising initiative for its North American bottling operations. The deal closed in March and includes a 231,332-square-foot facility.

Bridgeman expanded his relationship with Coca-Cola in 2016, signing a letter of intent to acquire territory in Kansas, Missouri, Nebraska and Illinois. The agreement also included the acquisition of a production facility in Lenexa, which produces Coca-Cola Co.'s sparkling beverages, such as Coca-Cola, Diet Coke, Fanta and Sprite, in 12-ounce cans and plastic bottles in several sizes.

Heartland has 18 locations across Illinois, Kansas and Missouri.

Bridgeman played for 12 seasons in the NBA and his No. 2 jersey was retired by the Milwaukee Bucks franchise in 1988.

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New CDC director defends taking Coke money for Georgia obesity program

The Atlanta Journal-Constitution, Wed, 19 Jul 2017, Ariel Hart

Dr. Brenda Fitzgerald, formerly the commissioner of the Georgia Department of Public Health, is now director of the Atlanta-based U.S. Centers for Disease Control and Prevention. When Georgia Department of Public Health Commissioner Brenda Fitzgerald joined Gov. Nathan Deal in 2012 to launch his program against childhood obesity, the announcement pledged a combined focus of "exercise and better nutritional options."

But two years later, the blog of Fitzgerald's department described Georgia SHAPE more narrowly, as "the Governor's initiative to increase physical activity in Georgia schools."

In the meantime, the program got $1 million from Coca-Cola.

The gift became news fodder last week when Fitzgerald was made director of the U.S. Centers for Disease Control and Prevention. State public health officials say the Coca-Cola gift had no influence on their focus, though activists charge that the soda industry uses its power to divert the focus of obesity concerns away from soda consumption and toward exercise.

Nancy Nydam, a spokeswoman for the department, said she didn't know who wrote the 2014 blog item but Georgia SHAPE was "about creating healthy lifestyle habits that include nutritious foods and moving more."

Now, a new look at some of the program's work under Fitzgerald raises questions about whether it shied away from messages that would drive home the impact of soda on obesity.

In an era when some public health activists push for extra taxes on sodas, bans, or for turn-off ads showing a 20-ounce cola as a glass of 22 packets of sugar, Georgia SHAPE's message is far different.

The agency's program director for Georgia SHAPE says there was no push to ignore soda, however, and some health activists say there's nothing abnormal about messages that focus on the positive.

Indeed, if Georgia SHAPE reflects Fitzgerald's approach, it would put her squarely in line with many other Georgia leaders who oversee children's health.

Georgia grown

Fitzgerald, in an emailed statement from the CDC, noted that the Georgia program was Deal's initiative. "We worked hard to ensure our program was robust and included all evidence-based strategies for reducing obesity," she said.

In a 2013 video about being the state's first commissioner of public health, she said the state's greatest challenge was obesity and that the DPH's advantage was that it had the data that people could use to construct solutions.

But an important research document by DPH used by Georgia SHAPE, a 72-page survey of Georgia youth risk behaviors, does not mention soda or soft drinks. Its research on kids' consumption of sugary drinks used examples such as lemonade, sweet tea and Snapple.

Rodney Lyn, an associate professor at Georgia State University's School of Public Health, said since it dealt with sugar-sweetened beverages he wasn't too concerned by the omission.

"There has been emphasis placed on soda by some," Lyn said. "I'm not particularly in the camp of 'Let's blame Coke and Pepsi,' just to be honest with you."

Many Georgia officials would agree.

Georgia SHAPE had its genesis long before Fitzgerald ever stepped into the commissioner's office. State legislators talked about an initiative for years, and they passed a law in 2009, the Georgia SHAPE Act, requiring fitness evaluations.

The law focused on fitness and not nutrition for a reason, Lyn said.

"When you start to think about moving legislation, and who are our opponents, the conversation was, 'Who could be against physical activitiy?' " he said.

However, "when you think about nutrition, there are stakeholders that have a vested interest there. Why fight that fight?"

When asked who the stakeholders were, Lyn demurred.

"I'd just be speculating. Certainly there's a strong beverage industry here," he said. "I guess I'll leave it at that."

The global giant Coca-Cola has been headquartered in Atlanta since its birth in 1886.

Kids and choice

The Georgia Department of Education is also no soda warrior. When the federal government restricted the sale of sugary drinks at school fundraisers, it allowed states to apply for exemptions. The department went for broke.

It said a school can have 30 unhealthy fundraisers, each selling sugary treats like soda, candy and baked goods. Furthermore, each could last up to three days, as long as the sales are well outside cafeteria meal times. "It equates to half of the school year," said Mike Stubbs, who works with about 220 Georgia schools for the Alliance for a Healthier Generation. "That was a tough pill to swallow."

As Fitzgerald left the DPH, it was developing an incentive program to encourage schools to have healthier fundraisers. They would get more recognition as they offered fewer unhealthy drinks and foods. "Dr. F was just happy as can be with that," said

Emily Anne Vall, the DPH's project manager for Georgia SHAPE.

Experts say that offering choices has its limits, particularly when dealing with kids. Part of the problem is sugar's addictive quality. The other part is schools' addiction to the money that soda can bring in at fundraisers when schools get a cut of the sales.

But focusing on personal choice rather than mandates and government intervention is popular among Georgia conservatives. Fitzgerald once served as chairwoman of the Georgia Public Policy Foundation, an influential organization that advocates against regulation and for private partnerships and personal choice.

Georgia's former governor, Sonny Perdue, is now the U.S. secretary of agriculture. Speaking recently to a national association of school lunch officials, he extolled the "love" he could still feel from the lunchroom ladies who served him cinnamon rolls in high school in Warner Robins.

Asked whether government should discourage consumption of high-fructose corn syrup, he responded, "I don't think government has a role to be a nanny state of telling parents what their kids should eat."

Private partnerships

Some activists say the state shouldn't have taken Coke's money for an obesity program.

"The way these relationships work is these companies buy something with that investment," said Kelly Brownell, the dean of the Sanford School of Public Policy at Duke University. "In some cases the companies don't have to ask for anything in particular because they're buying silence."

The Center for Science in the Public Interest has published a report called "Selfish Giving." CSPI's director of health promotion policy, Jim O'Hara, said it shows soda companies have used grants "to buy friends and silence potential critics."

Coke has denied the accusations and said it has a role to play in addressing obesity.

Vall said she had never felt any influence, either from Coke or from Fitzgerald, to focus away from soda. She said Georgia SHAPE in 2013 assembled a council to guide it, and it decided to add emphasis on nutrition. She and Nydam detailed the strides the program has made in supporting water and milk as drinks for kids, and breastfeeding for infants.

Fitzgerald defended the Coke money.

"I think everyone can agree government can't and should not do everything alone," she said. "Public-private partnerships can be powerful tools that help extend government's ability to save lives, solve problems and speed innovation."

She added, "As commissioner and now as director of the Centers for Disease Control and Prevention, I am committed to both scientific knowledge and innovative partnerships that advance the agency's lifesaving mission."

Georgia SHAPE

Georgia SHAPE takes its name from the 2009 Georgia Student Health And Physical Education Law, which started out simply mandating fitness evaluations. In 2012, Gov. Nathan Deal launched Georgia SHAPE as his program to address childhood obesity, to focus both on exercise and nutritional options. The program calls itself "statewide, multi-agency and multi-dimensional."

Staffers at the state Department of Public Health administer the program. They define SHAPE as all the efforts in the state that help fight childhood obesity age zero to age 18, encompassing some 120 "partners." Those partners may be nonprofits that

implement programs, donors or other organizations such as the U.S. Centers for Disease Control and Prevention.

By the expansive definition of the program, much of the work done by Georgia SHAPE is simply reported to the DPH by approved partners, not actively overseen by the DPH. But the DPH administers grants to Georgia schools of up to $5,000 to promote fitness and nutrition under SHAPE. It also does research and organizational coordination, and it has convened meetings and health summits.

Source: Georgia Department of Public Health

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Good harvests boost Delta's volumes

The Herald Zimbabwe, Wed, 19 Jul 2017, Noel Munjanja

Business Reporter

Delta Corporation lager volumes have stemmed the declining trend in preceding quarters after they recorded a 12 percent growth in the first quarter to June above the comparative period last year.

This helped the integrated beverage group report a 2 percent increase in revenue attributed to improved consumer spending arising from a good agricultural season.

The group said lager beer volumes recorded stronger recovery in the value brands while the soft drinks category grew 3 percent over last year with both the sparkling beverages and maheu registering growth.

We report a positive volume out-turn which is attributable to improved consumer spending arising from a better agricultural season and the bedding down of electronic payment platforms in settling transactions," the group said in a statement.

However, sorghum beer volumes were 5 percent down on prior year but Chibuku Super grew 9 percent in the quarter under review. Delta said the market is still to strike a balance in the demand of the standard Chibuku and Chibuku Super.

Group revenue increased by 2 percent over prior year, reflecting the changes in product mix," the group said in a statement.

In the first quarter report, Delta also said the company is still trading under a cautionary issued with respect to the notice received from the Coca-Cola Company advising of an intention to terminate the Bottler's Agreements with the group entities.

This followed the merger of AB InBev and SABMIller Plc in October 2016 and the subsequent agreement in principle reached between TCCC and AB InBev to explore options to restructure the bottling operations in a number of countries.

The relevant parties remain engaged in discussions and stakeholders will be updated on progress," the group said.

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Coca-Cola enters meal kit market with Chef'd partnership: 'Beverages are an integral part of the meal occasion'

BeverageDaily.com, Wed, 19 Jul 2017, Rachel Arthur

As consumers continue to seek new flavors and experiences, Coca-Cola is exploring the booming US meal kit market in a new partnership with Chef'd that offers co-branded meal kits with complementary Coca-Cola brands.

http://www.beveragedaily.com/Manufacturers/Coca-Cola-Chef-d-meal-kits-and-food-pairing

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Coca-Cola investing $30M in Montreal plant upgrade

Manufacturing Automation, Tue, 18 Jul 2017

Jul. 18, 2017 - The Coca-Cola Company is investing C$30 million to retrofit its Lachine plant in Montreal with "state-of-the-art" infrastructure which will increase productivity by 30 per cent, it says.

https://www.automationmag.com/process/7303-coca-cola-to-invest-$30m-in-montreal-plant-upgrade

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Coca Cola has invested $400 million in Azerbaijan's economy

ABC.AZ Daily News, Thu, 20 Jul 2017

Baku, Fineko/abc.az. Coca Cola has summed up the results of its 22-year activity in Azerbaijan.

Coca Cola's manager for Caucasus region Asad Shirinov has stated that since 1994 the Company has invested $400 million in Azerbaijan's economy.

"$160 million was invested in construction of a Coca Cola plant and building of production lines and $240 million was paid as taxes," Shirinov said.

He added that Coca Cola has 17.5 million sales points and staff of 300 employees in Azerbaijan, but the process of production and sales involves up to 3,000 people.

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Coca Cola: Prices for our drinks in Azerbaijan not to rise

ABC.AZ Daily News, Thu, 20 Jul 2017

Baku, Fineko/abc.az. Coca Cola, which faced a 30% reduction in its sales in the period from 2015 to 2016, does not intend to revise prices for its products.

Company's manager for Caucasus region Asad Shirinov has claimed that Coca Cola reached a peak of its sales in Azerbaijan in 2014.

"In 2015–2016 we encountered a decline in sales almost to 30% and our earning respectively. Although we expected that sales and earnings will stabilize in 2018, already from February of the current year we have seen an improvement and stabilization of sales," Shirinov emphasized.

He added that despite double devaluation, which exceeded 100%, the prices of the Coca Cola products were increased by 40%.

"Now we do not consider the question of increasing the cost of our products, as Company's strategy is now focused on increasing sales and expansion of production lines," Shirinov said.

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SoundCloud's DeJuan Wilson on his journey from admin assistant to global marketer

Marketing Week, Wed, 19 Jul 2017, MICHAEL BARNETT

SoundCloud vice-president of global marketing DeJuan Wilson has had an unusual and eventful career, starting in admin at Coca-Cola, working for hip hop artist P Diddy and now competing with Apple Music at SoundCloud.

https://www.marketingweek.com/2017/07/19/from-admin-assistant-to-global-marketer/

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PepsiCo CEO Names a No. 2 Executive, Shuffles Roles

The Wall Street Journal, Thu, 20 Jul 2017, Jennifer Maloney

PepsiCo Inc.'s longtime leader Indra Nooyi is promoting one of her lieutenants to serve as the company's president, filling a No. 2 role that has been vacant for nearly three years and shuffling around her potential successors.Ramon Laguarta, currently head of the company's Europe and sub-Saharan Africa business, will become PepsiCo's president, a headquarters role covering global operations, corporate strategy, public policy and government affairs.

His current duties will be given to Laxman Narasimhan, who runs the snack-and-beverage giant's Latin America division. Both appointments will take effect Sept. 1.

In an interview, Ms. Nooyi, 61 years old, said she intends to keep running the Purchase, N.Y.-based company "for the foreseeable future." The two promotions are the latest in a series of moves over the past few years to "stretch" executives and prepare them to be contenders for the top job, she said. The company's division heads will continue to report to her.

PepsiCo, which has a market value of about $165 billion, has been using higher prices, smaller packaging and a broader portfolio to help boost results amid shifting consumer tastes that are pressuring the packaged food and beverage industries. Despite falling soda demand and other industry challenges, the company's profit margins are rising and shares are trading near all-time highs.

During Ms. Nooyi's 11-year tenure, two potential successors have been promoted to the No. 2 role of president and subsequently left the company. The job has been vacant since the 2014 departure of Zein Abdalla.

Ms. Nooyi, who was CFO and president before she was named chief executive in 2006, said Mr. Laguarta shouldn't be presumed her successor. She took over as chairman in 2007 and led the spinoff of Yum Brands Inc. as well as acquisitions of Tropicana and Quaker Oats. She has fended off calls to break up the company and pushed into healthier snacks and beverages.

"There is no heir apparent," she said. "When the time comes for succession, whenever it is, I think the wonderful thing is our board is going to have so many people to choose from."

The leading internal candidates to succeed Ms. Nooyi now include Mr. Laguarta, Mr. Narasimhan and Hugh Johnston, PepsiCo's chief financial officer, who in 2015 was named vice chairman and put in charge of e-commerce and information technology.

Mr. Laguarta, 53, a native of Barcelona, joined the company in 1996 and has spent most of his career rising through the ranks of the European operations. He has an MBA from Spain's ESADE business school. He speaks English, Spanish, French, German, Greek and Catalan and will relocate to the U.S. from Geneva in his new role.

Mr. Narasimhan, 50, was a senior partner at McKinsey & Co. where he spent 19 years before joining PepsiCo in 2012. He was senior vice president and CFO of PepsiCo Americas Foods before rising to Latin America chief in 2014.

Ms. Nooyi said she wanted Mr. Laguarta, whom she called "a great operating executive," to gain experience at the corporate headquarters, where his mandate will be to grow sales and productivity to fund investments, she said.

For Mr. Narasimhan, she said she wanted to push him to "lift and shift ideas" across his two geographic divisions to accelerate their growth. She said he has "evolved from brilliant strategist to a very good operating executive."

As Mr. Laguarta takes on some of Ms. Nooyi's responsibilities, she said she would shift her focus to PepsiCo's future. Letting

other executives "come into their own, but being there as a helping hand, is my job at this point," she said.

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These '9 cans of LaCroix' paintings are Warhol's 'soup cans for millennials' ; The painting is an homage to the water that's become an obsession with some millennials and hipsters.

Washington Post.com, Thu, 20 Jul 2017, By Katie Mettler

The cheap, fizzy drink that comes in technicolor cans with a misleadingly snooty name has been called "start-up water," "the Fort Lauderdale fountain of youth" and "methadone for the soda addict."

Now, at least in San Francisco, LaCroix might be Andy Warhol's "soup cans for millennials."

In two sold-out shows last weekend, a collection of paintings called "9 Cans of LaCroix" debuted at the SUB, an off-the-grid warehouse art gallery in the city's Mission District. The hundreds of people in attendance also imbibed cocktails containing the chilled hipster phenomenon and, of course, quibbled over which flavor was superior (pamplemousse, for those keeping track).

"Things got lit," said Johnny Hwin, a community organizer with the SUB who arranged the event.

There was a "meta-ness" to it all, Hwin said: guests taking photos of other guests taking selfies in front of the LaCroix can paintings while drinking their own cans of LaCroix.

"And I'm just sitting here making LaCroix cocktails enjoying the spectacle of it all," he said during a phone interview with The Washington Post.

The man who brought them the vision, a popular San Francisco street artist who goes by fnnch, is a self-described "Warhol fan-boy" who for five years has been tagging mailboxes and buildings with spray-painted stencil art of honey bears and lawn flamingos in a style he calls "contemporary pop art."

In a "pretty direct homage" to the patron of his craft, fnnch, who does not go by his legal name when talking about his art, painted the LaCroix cans from the same vantage point and on the same sized canvasses as Warhol's soup cans.

"I'm trying to just put my finger on the cultural zeitgeist," fnnch told The Post, half-jokingly. "It's the soup cans for millennials."

He's referring to pop artist Andy Warhol's seminal 1962 work, 32 Campbell's Soup Cans. Warhol went on to build a career making art out of mostly mundane, everyday items that, when seen through his eyes, spoke transcendentally. For 20 years, Warhol ate Campbell's soup every day, he said, at a time when industrialized production was seen as a modern revolutionary feat.

And the reason he painted 32 cans was simple — Campbell's soup had 32 flavors.

Like the work that inspired it, fnnch's collection features LaCroix's nine earliest flavors — "pure," coconut, berry, lime, orange, peach pear, lemon, cran-raspberry and pamplemousse — and are valued at $500 each.

I CAN't even. #fnnch #stencil #layers #greycocktails #fridaywiththeboys #andamiyra #nofilter

A post shared by James P-N (@jamespn) on Jul 18, 2017 at 5:07pm PDT

His original "9 Cans of LaCroix" is already spoken for, commissioned by a friend who suggested during a brainstorming session, at first in jest, that fnnch paint the favorite beverage of Silicon Valley millionaires and fiscally deprived youth alike.

Fans of the fizz — and fnnch's interpretation of it — can return to the SUB August 18 for a final viewing, and those who want to worship a spray-painted LaCroix can at home can commission their own for $500. Four people have already placed orders and another seven have expressed interest. Most, unsurprisingly, want pamplemousse.

"People love LaCroix," fnnch said, "so I'm happy to paint it."

fnnch hopes people will see his LaCroix cans as a tongue-in-cheek commentary on the obsession with this particular brand of sparkling water and how it has come to symbolize the mounting irrelevance of sugary sodas.

It's cheap, widely distributed and seems to transcend socio-economic status, fnnch said, an observation he used when making another connection between Warhol's work and his own.

There is a Warhol quote, from the pop artist's autobiography, that fnnch pondered when painting "9 Cans of LaCroix."

"A Coke is a Coke and no amount of money can get you a better Coke than the one the bum on the corner is drinking," Andy Warhol wrote. "All the Cokes are the same and all the Cokes are good. Liz Taylor knows it, the President knows it, and you know it."

Those words played well in 1975, fnnch said, when Warhol penned them and Americans still drank soda. But in 2017, an era of no-sugar, no-calorie, no-fun consumption, they've turned to what could be this generation's Coca-Cola.

"A billionaire in San Francisco will still drink LaCroix," fnnch said.

Before LaCroix was endorsed by the New York Times, praised by Paleo bloggers and became Whole 30-approved, its first devotees were Midwestern moms, reported Vox last year.

The drink is named for the St. Croix River, a tributary of the Mississippi River that flows through Wisconsin, the state where it was founded in the 1980s. Your instinct may be to pronounce it like "La-qwah."

But it is, in fact, "La-croy," and the company even has a handy rhyme to help you remember: "enjoy LaCroix."

It skyrocketed in popularity decades after its middle America debut, just as Americans began abandoning soda and after its new Florida owner, National Beverage's Nick Caporella, moved the drink into artsy cans, a stark contrast to the green glass bottles of its more uppity competitors, Pellegrino and Perrier.

Warhol made a funky screen print of a Perrier bottle in 1983, which, wrote the Los Angeles Times, "helped to elevate the sparkling water brand into the realm of postmodern chic." In the summer of 2013, Perrier, a French company, paid homage to the artist by making replica labels for the bottles — all in collaboration with the Andy Warhol Foundation.

LaCroix's seemingly made-for-Instagram design, which predated the social media platform, was the least liked among the National Beverage management team. But consumers liked it the best.

"The strong color-blocking was impossible to miss on the shelf," Lyle Zimmerman, head of branding and design firm Alchemy Brand group, which designed the LaCroix cans, told Bon Appétit magazine.

While painting his LaCroix cans, fnnch questioned some of the chosen color combinations, like chestnut brown and lime green for the flavor peach pear, a color scheme he called "anybody's guess."

"In some ways, the cans are actually really ugly," fnnch said.

He's not the only one who feels that way. Douglas Riccardi, a graphic designer who specializes in restaurant branding, told Bon Appétit that the LaCroix design "goes against everything I stand for as a branding expert and designer."

"The logotype is not especially well-crafted. The pattern on the cans looks like the love child of Monet and Grandma Moses," Riccardi told the magazine. And yet, he added, it has successfully sold itself as a fun, spunky alternative to soda. "Taking design cues from that mass-market swamp of 'design,' we get a crass, bold, colorful, populist package that delivers all the energy, pop, and fizz without the sugar and calories," Riccardi said.

It remains unclear if people like LaCroix because it's tasty or because it's pretty. But sales are booming.

National Beverage, with Nasdaq ticker FIZZ, reported its net income jumped to $107 million in the 2016 fiscal year, nearly doubling its $62.2 million earnings in 2015, reported the South Florida Business Journal. Though the company does not break

down its earnings by product, its stock is being traded near its all time high at $99.13, according to the Business Journal, and has nearly doubled since last year.

And it remains the best-selling domestic sparkling water brand in the United States, according to the company.

All that, fnnch surmises, is context for "9 Cans of LaCroix."

"There are things around us that are beautiful, and it just takes an artist to point their finger at it," fnnch said. "It's as magical now as it was when Warhol thought of it."

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Nestle Waters plans new ReadyRefresh distribution center in Atlanta

Food Dive.com, Thu, 20 Jul 2017, Emma Liem @emma_liem

Nestle Waters North America is continuing to roll out its ReadyRefresh delivery service, adding a 25,000-square-foot distribution center in Atlanta, according to Food Bev Media.

http://www.fooddive.com/news/nestle-waters-plans-new-readyrefresh-distribution-center-in-atlanta/447401/

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Billions of Tons of Relics From Earth's Plastics Era

The New York Times, Thu, 20 Jul 2017, By TATIANA SCHLOSSBERG

If human civilization were to be destroyed and its cities wiped off the map, there would be an easy way for future intelligent life-forms to know when the mid-20th century began: plastic.

From the 1950s to today, 8.3 billion metric tons of plastic have been produced, with around half of it made since 2004. And since plastic does not naturally degrade, the billions of tons sitting in landfills, floating in the oceans or piling up on city streets will provide a marker if later civilizations ever want to classify our era. Perhaps they will call this time on Earth the Plastocene Epoch.

A new study in Science Advances published Wednesday offered the first analysis of all mass-produced plastics ever manufactured: how much has been made, what kind and what happens to the material once it has outlived its use.

Roland Geyer, the lead author of the study, said, ''My mantra is that you can't manage what you don't measure, and without good numbers, you don't know if we have a real problem.''

The authors, who come from the University of California, Santa Barbara, the University of Georgia and the Sea Education Association in Woods Hole, Mass., used plastic production data from a variety of sources to make their estimates.

Their findings suggest that staggering amounts of near-eternal litter is present in the environment -- the oceans, landfills and freshwater and terrestrial ecosystems -- and the numbers are quite likely to increase, with 12 billion metric tons accumulating in landfills or in the environment by 2050. (One metric ton is 1.1 short tons, the measure more commonly used in the United States.)

Scientists estimate that five million to 13 million metric tons of plastic enter the ocean each year, according to previous studies. New data suggests contamination in rivers and streams, as well as on land, is increasingly common, with most of the pollution in the form of microscopic pieces of synthetic fibers, largely from clothing.

The primary explanation for the rocketing rise in plastic is its use in packaging, which accounted for about 42 percent of nonfiber plastic production in 2015. Building and construction is the next largest plastic-consuming sector; it used 19 percent of nonfiber plastic that year.

The authors estimate that packaging, which is typically used for less than a year, made up 54 percent of the nonfiber plastic that was thrown away in 2015.

Most of the plastic that has been made is no longer in use -- about 6.3 billion metric tons of plastic have been thrown away since 1950. About 12 percent of that has been incinerated, which is the only way to permanently dispose of plastic; 9 percent has been recycled, which only delays final disposal; and 60 percent -- about 4.9 billion metric tons -- is in landfills or scattered in the environment.

In Europe, 30 percent of nonfiber plastic is recycled, compared to 9 percent in the United States. Europe also burns more plastic -- about 40 percent of its nonfiber plastic waste -- while the U.S. incinerates around 16 percent. China recycles about 25 percent and burns about 30 percent of its plastic waste. The authors estimate that recycling, disposal and incineration rates in the rest of the world are probably similar to those in the United States.

Dr. Geyer cautioned that recycling was not a cure-all for global plastic pollution. He said the sole benefit of recycling was to reduce the amount of new plastic being produced, adding, ''We don't understand very well the extent to which recycling reduces primary production.''

The features that have made plastic so important in the global market are the same ones that make it such a pervasive pollutant: durability and resistance to degradation.

Dr. Geyer said there was not enough information on what the long-term consequences of all this plastic and its disposal would be. ''It accumulates so quickly now and it doesn't biodegrade, so it just gets added to what's already there.''

''Once we start looking, I think we'll find all sorts of unintended consequences,'' he added. ''I'd be very surprised to find out that it is a purely aesthetic problem.''

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Old foes sugar and corn syrup battle for lucrative Asian market

Reuters News, Thu, 20 Jul 2017

BEIJING/MANILA, July 20 (Reuters) - China's reform of its vast corn sector is spurring a rapid revival of cheaper high-fructose corn syrup (HFCS), putting it on a collision course with Asian sugar producers in a battle for the lucrative sweetener market.

Output of HFCS is set to jump 7 percent this year, according to commodities information service Zhuochuang, as cheap corn from a sell-down of the country's giant stockpiles encourages producers to boost output or restart idled capacity.

After stalling in recent years, HFCS production will hit 4.15 million tonnes, about half of the output in the United States, the world's top producer, where corn-based sweeteners account for nearly half of the sweetener market.

Syrup, used as a sugar substitute in soft drinks and other liquid products, is gaining in popularity in China where it sells for a third of the price of natural sugar made from cane or sugarbeets, and makes up about 20 percent of demand for sweetner.

China's producers have also found willing buyers abroad.

"HFCS is changing the structure of the sugar industry in China and Southeast Asia," said Liu Hande, vice chairman of the China Sugar Association. "Consumption of sugar has been declining in recent years."

Coca-Cola China boosted its use of the liquid last year, two industry sources said, and total demand is expected to jump to 4.06 million tonnes this year, up 18 percent from 2016 and almost double levels in 2012, according to Zhuochuang. Coca-Cola China said it could not confirm increased use of HFCS.

China's HFCS demand compares with expected sugar demand this year of nearly 16 million tonnes.

Exports from Chinese producers grouped in the northern province of Shandong and in southern Guangdong province soared nearly 70 percent in 2016 to 454,843 tonnes, worth about $180 million, and are on track to rise again this year.

About half went to the Philippines, followed by Indonesia, Vietnam and India.

TRADE RESTRICTIONS

The push sparked anger in the Philippines, where domestic output of 2.5 million tonnes of natural sugar in 2017/18 will already outpace demand.

Imports of syrup to the Philippines surged to 373,137 tonnes in 2016, more than 10 times the levels in 2013, according to the Philippine Sugar Millers Association.

Following complaints from domestic sugar producers, Manila placed restrictions on Chinese corn syrup imports in March.

Coca-Cola and other beverage companies in the Philippines, also agreed to boost their use of domestic sugar, according to a statement issued by the Philippines Agriculture Department late March.

In the two months since Manila's crackdown, China's exports to the Philippines have plunged, with May shipments falling to 1,884 tonnes, down from 34,715 tonnes in March, according to Chinese customs data.

Regional pressure for substitution, however, is set to continue with Chinese HFCS prices falling by almost a third from about three years ago to below 2,500 yuan ($368) per tonne, according to industry insiders.

By contrast, sugar futures prices in China remain elevated at about 6,250 yuan per tonne due to high farm costs. In May, Beijing slapped hefty import tariffs on foreign sugar in a bid to protect the industry, a move that is expected to keep prices at a premium for years.

TENSIONS RISING

Traders, analysts and producers say the tensions over HFCS are starting to spread to other countries.

Syrup's rise is undermining industry forecasts that demand for natural sugar will grow in the region's emerging economies as consumption in mature markets like the United States slows amid concerns about the health impact.

"If you have a cheap source of HFCS supply ... this always poses a significant threat to use of sugar," said Stefan Uhlenbrock, senior analyst at F.O. Licht. "It not only happens in the Philippines but also in other countries."

Indonesia's fructose syrup imports hit 107,321 tonnes in 2016, up 55 percent from a year earlier, but are still dwarfed by annual white sugar consumption of up to 6 million tonnes.

"If the (import) amount is big, this can be a threat for refined sugar, because HFCS is basically sweetener, just like refined sugar," said Benny Wachyudi, Chairman at the Sugar Refineries Association, told Reuters by text. ($1 = 6.8010 Chinese yuan renminbi)

(Reporting by Hallie Gu and Enrico Dela Cruz; additional reporting by Beijing newsroom, Bernadette Christina Munthe in JAKARTA and My Pham IN HANOI; editing by Josephine Mason and Richard Pullin)

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Business News: Retailers Are Checking Out Automation --- As online competition squeezes profits, chains recruit machines for routine tasks

The Wall Street Journal, Thu, 20 Jul 2017, By Sarah Nassauer

Last August, a 55-year-old Wal-Mart employee found out her job was being taken over by a robot. Her task was to count cash and track the accuracy of the store's books from a desk in a windowless backroom. She earned $13 an hour.

Instead, Wal-Mart Stores Inc. started using a hulking gray machine that counts eight bills per second and 3,000 coins a minute. The Cash360 machine digitally deposits money at the bank, earning interest for Wal-Mart sooner than if sent by armored car. And the machine uses software to predict how much cash is needed on a given day to reduce excess.

"They think it will be a more efficient way to process the money," said the employee, who has worked with Wal-Mart for a decade.

Now almost all of Wal-Mart's 4,700 U.S. stores have a Cash360 machine, making thousands of positions obsolete. Most of the employees in those positions moved into store jobs to improve service, said a Wal-Mart spokesman. More than 500 have left the company. The store accountant displaced last August is now a greeter at the front door, where she still earns $13 an hour.

"The role of service and customer-facing associates will always be there," said Judith McKenna, Wal-Mart's U.S. chief operating officer. But, she added, "there are interesting developments in technology that mean those roles shift and change over time."

Shopping is moving online, hourly wages are rising and retail profits are shrinking -- a formula that pressures retailers, ranging from Wal-Mart to Tiffany & Co., to find technology that can do the rote labor of retail workers or replace them altogether.

As Amazon.com Inc. makes direct inroads into traditional retail with its plans to buy grocer Whole Foods Market Inc., Wal-Mart and other large retailers are under renewed pressure to invest heavily to keep up. Economists say many retail jobs are ripe for automation. A 2015 report by Citi Research, co-authored with researchers from the Oxford Martin School, found that two-thirds of U.S. retail jobs are at "high risk" of disappearing by 2030.

Self-checkout lanes can replace cashiers. Autonomous vehicles could handle package delivery or warehouse inventory. Even more complex tasks like suggesting what toy or shirt a shopper might want could be handled by a computer with access to a shopper's buying history, similar to what already happens online today.

"The primary predictor for automation is how routine a task is," said Ebrahim Rahbari, an economist at Citi Research. "A big issue is that retail is a sizable percentage of the workforce."

Nearly 16 million people, or 11% of nonfarm U.S. jobs, are in the retail industry, mostly as cashiers or salespeople. The industry eclipsed the shrinking manufacturing sector as the biggest employer 15 years ago. Now, as stores close, retail jobs are disappearing. Since January, the U.S. economy has lost about 71,000 retail jobs, according to data from the Bureau of Labor Statistics.

"The decline of retail jobs, should it occur on a large scale -- as seems likely long-term -- will make the labor market even less hospitable for a group of workers who already face limited opportunities for stable, well-paid employment," said David Autor, an economist at the Massachusetts Institute of Technology.

Automation is filtering through many parts of retail. Tiffany is using machines to polish basic pieces, like silver jewelry, during the production process. Home Depot Inc. now has self-checkouts in most stores and is testing adding scanner guns to make them useful for shoppers buying bulky products like lumber.

Wal-Mart has long squeezed efficiency out of its business. Although it employs 1.5 million people in the U.S., it has around 15% fewer workers per square foot of store than a decade ago, according to an analysis by The Wall Street Journal.

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From: Alex Malaspina <[redacted]>

Sent: Monday, September 18, 2017 12:17 PM

To: fergc@[redacted];sharris[redacted];scola10[redacted];miketaylor_us[redacted];Cohen, Samuel M;ulrich-mohr@t-[redacted] kay.nichols@[redacted];ebrown124[redacted];davidmille[redacted];jwstanl0[redacted];cheryl.312[redacted];bbrueggemeye[redacted] beauchamp[redacted];hzhang@[redacted]

Cc: paul_malaspina[redacted];markmalaspina[redacted];amalasp[redacted]

Subject: Fwd: Dr. Lockhart's Antarctic Journal

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

You may remember Dr Earl Lockhart, from Coke, who was also my mentor and friend at MIT.

His journals during his Antarctic project are creating much interest

Best

Alex

-----Original Message-----
From: paul malaspina <paul_[redacted]
To: Alex Malaspina <[redacted]
Cc: Mark Malaspina <[redacted]; Ann Malaspina <[redacted]
Sent: Fri, Sep 15, 2017 1:15 pm
Subject: Dr. Lockhart's Antarctic Journal

Hi Dad,

Per phone con, I found a website which has a journal which Dr. Lockhart wrote during the last weeks of his time with the expedition in Antarctica.

The Introduction is at the first link and the Journal entries start at the second link below.

http://kb.osu.edu/dspace/bitstream/handle/1811/69759/lockhart-edintro.html#introduction

http://kb.osu.edu/dspace/bitstream/handle/1811/69759/lockhart-entries.html

-Paul

From: Alex Malaspina <[redacted]
Sent: Wednesday, September 27, 2017 5:53 AM
To: indra_dmello[redacted];blaisedm[redacted];admello[redacted]
Subject: Fwd: Ann,s New book:NELSON MANDELA

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

FYI
Best
Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Tue, Sep 26, 2017 9:53 pm
Subject: Ann,New book:Nelson Mandela

https://www.amazon.com/Nelson-Mandela-Fighting-Dismantle-Apartheid/dp/0766085171/ref=sr_1_1?ie=UTF8&qid=1506477133&sr=8-1&keywords=nelson+mandela+by+ann+malaspina

From: Alex Malaspina [redacted]>

Sent: Saturday, October 1, 2016 6:54 AM

To: geoffsmith[redacted];boonyee@[redacted];sharris[redacted];mmclean[redacted];taktogami[redacted];hzhang@[redacted] [redacted]jshchen[redacted]

Cc: hjelleadvisors[redacted];Cohen, Samuel M;beauchamp[redacted];susi.kettler[redacted];mek59100[redacted]

Subject: Fwd:

Please note reference to travel to Malaysia and Sigapore

Best Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina [redacted]
Sent: Sat, Oct 1, 2016 7:46 am

http://www.nytimes.com/2016/09/30/health/zika-travel-advisory-southeast-asia.html?hpw&rref=health&action=click&pgtype=Homepage&module=well-region®ion=bottom-well&WT.nav=bottom-well

From: Alex Malaspina [redacted]

Sent: Tuesday, October 4, 2016 7:30 AM

To: kay.nichol[redacted];markmalaspina[redacted];amandmello[redacted];paul_malaspina[redacted];amalasp[redacted];ebrown124[redacted];apollo9397[redacted];kimbermala[redacted];Cohen, Samuel M;scola10[redacted];fergc@[redacted];sharris[redacted]rwh56[redacted]alexandre.malaspina[redacted];agm3-malaspina[redacted]

Subject: Fwd: My email address; follow up to our phone conversation

FYI

Dr. Lawrence id the President Of Doctors Without Borders, one of the most effective organizations helping the refugees.

Best

A.

-----Original Message-----
From: Laurel Combs <L[redacted]
To: Alex Malaspina [redacted]
Sent: Mon, Oct 3, 2016 12:55 pm
Subject: RE: My email address; follow up to our phone conversation

Dear Dr. Malaspina,

I've confirmed with the Atlanta Community Foundation that we're all set for 3pm. Thank you again for arranging the opportunity for Dr. Lawrence to present our work to this group.

Dr. Lawrence and I will both be there on Wednesday and are looking forward to meeting you as well. Unfortunately the situation in Syria seems to be only getting worse, particularly in Aleppo. We are unable to send any international teams inside the country at this point because of the security risks, so our local staff are doing what they can with supplies and management from our team in Turkey.

All the best,

Laurel

Laurel Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

New York, NY 10001

[redacted]

[redacted]

Email: [redacted]

http://www.doctorswithoutborders.org



From: Alex Malaspina [[redacted]
Sent: Monday, October 03, 2016 10:22 AM
To: Laurel Combs <[redacted]
Subject: Re: My email address; follow up to our phone conversation

Dear LaureL;

Good Morning!

I am looking forward to meeting you on the 5th .

Let me know if for any reason the meeting is cancelled,

The news from Syria is terrible and I was concerned if Dr. Lawrence would be able to come to Atlanta

Best Regards.

Alex Malaspina

-----Original Message-----
From: Laurel Combs <[redacted]>
To: Alex Malaspina <[redacted]>
Cc: John Lawrence [redacted]>
Sent: Wed, Sep 21, 2016 11:22 am
Subject: RE: My email address; follow up to our phone conversation

Dear Dr. Malaspina,

So glad you'll be able to join and thank you again for arranging this. I look forward to meeting you then.

Best,

Laurel

Laurel Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

[redacted] NY 10001

Tel: 212-847-3153

Fax: 212-679-7016

Email: laurel[redacted]

http://www.doctorswithoutborders.org



From: Alex Malaspina [mailto[redacted]
Sent: Wednesday, September 21, 2016 7:34 AM
To: Laurel Combs <L[redacted]
Cc: John Lawrence <john.lawrence[redacted]>; aphilipp@[redacted]g; eboorn@[redacted]; [redacted]
Subject: Re: My email address; follow up to our phone conversation

Dear Ms. Combs:

I am so pleased that your visit to The Atlanta Community Foundation has been set for October 5.

You and Dr. Lawrence will be well received by the wonderful staff of this Foundation.

My wife ,Doris, and I accept your invitation and we will be very happy to be at the meeting.

Your organization , Doctors Without Borders, is doing a superhuman effort to help the refugees in Syria; and I have been most impressed.

Warmest regards to you and Dr. Lawrence.

Alex Malaspina

-----Original Message-----
From: Laurel Combs <[redacted]>
To: malaspina[redacted]
Cc: John Lawrence <j[redacted]>
Sent: Tue, Sep 20, 2016 10:27 am
Subject: RE: My email address; follow up to our phone conversation

Dear Dr. Malaspina,

I am working with John Lawrence on our trip to Atlanta in October and wanted to let you know that we have scheduled his presentation for Alicia Phillips and the Atlanta Foundation on Wed Oct 5, 3-4pm. I hope that you and your wife will be able to join.

Thank you so much for this introduction and for all of your support of Doctors Without Borders. I look forward to meeting you in a couple of weeks.

All the best,

Laurel

Laurel Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

New York, NY 10001

Tel: 212-847-3153

Fax: 212-679-7016

Email: laurel.comb[redacted]

http://www.doctorswithoutborders.org



From: Alex Malaspina <[redacted]>
Sent: Wednesday, September 14, 2016 3:57 PM
To: John Lawrence
Cc: eboom[redacted] wwallace[redacted]
Subject: Re: My email address; follow up to our phone conversation

Dear Dr. Lawrence: Thank you for you fine email

I got a thought I wanted to explore with you.

I have transferred Coke shares to the Atlanta Community Foundation ,when I terired as an executive Of The Coca-Cola Co, so that I will have the chance to support charitable work sush as yours.

.If you are coming to Atlanta anyhow in October and had about 2 hours to spare , I would very much like for you to visit The Atlanta Foundation and make a presentation as to what you do.

The President is Alicia Phillips ;whom I have known for over 40 year\s.. Ms. Phillips is a wonderful lady and very dynamic She might be able to invite important donors to listen to the most exciting work DOCTORS WITHOUT BORDERS are doing.

If this can be acceptable, my wife Doris and I would like to join and hear your presentation.

Please let Me have your thoughts.

.

Warmest regards.

Alex Malasina

-----Original Message-----
From: John Lawrence <[redacted]
To: malaspina <[redacted]
Sent: Wed, Sep 14, 2016 12:15 am
Subject: My email address; follow up to our phone conversation

Dear Dr. Malaspina,

It was a delight to speak with you on the phone today! I wanted to thank you in writing for the generous support you and your wife have again provided to the work which MSF does. The medical care MSF is able to provide to populations in distress depends on the connected interactions of a variety of team members; you are a vital element of that team.

Please feel free to communicate with me at any time via this email address if you have questions or the desire to begin a conversation with me on any issues of interest. Whether it be regarding the health needs of refugee populations or in another sphere

where MSF is active, I would welcome the opportunity to expand on the efforts we undertake.

I'll look forward to future communications with you!

Best,

John

John Lawrence, MD

President, Board of Directors

MSF-USA

From: Alex Malaspina [redacted]>

Sent: Friday, October 7, 2016 2:40 PM

To: eboorn@[redacted]

Cc: aphilipp@[redacted];wwallace@[redacted];laurel.combs[redacted];rfentonmay[redacted];john.lawrence[redacted]

Subject: Re: Maternity Leave

Dear Erin:[redacted]

[redacted]

I want to thank you for the great arrangements,.

Fenton May was out of town otherwise he would have come,.

I think I can help Dr Lawrence by introducing him to several foundations in Atlanta, Including the Keough , Goizueta and Woodruff.

Also I strongly recommended that he arrange to visit The World Economic Forum In Davos . and make a presentation about DOCTORS WITHOUT BORDERS where many Billionaires go,such as Bill Gates and many others. The exciting story of his organization is hard to parallel ,

I obtained several million dollars for ILSI by attending The Forum together for 7 years. I often went there with Mr. Keough

Good luck

With my very warmest wishes Alex

-----Original Message-----
From: Erin Drury Boorn <e[redacted]
To: Alex Malaspina [redacted]
Sent: Fri, Oct 7, 2016 12:16 pm
Subject: Maternity Leave

Hi Alex

[redacted]

While I'm out you can contact Kathleen Wagner with anything you need. Her contact information is below. Of course you can always just contact Wanda as well☺

Kathleen V. Wagner

Philanthropic Advisor

Community Foundation for Greater Atlanta

[redacted]

404.688.3060 fax

[redacted]

If there's anything you anticipate needing at the end of the year please let me know.

Thanks!

Erin

--

Erin Boorn

Senior Philanthropic Advisor

Community Foundation for Greater Atlanta

[redacted]

[redacted]

[redacted]

[redacted]

404.688.3060 fax

[redacted]

cfgreateratlanta.org

Connecting passion, purpose and pixels – check out our new website at cfgreateratlanta.org!

From: Alex Malaspina <[redacted]>

Sent: Sunday, October 16, 2016 7:59 PM

To: mek59100[redacted];susi.kettler[redacted];daik[redacted];andrewwear[redacted];alexwear[redacted];mariabergmann[redacted]

Cc: alexandre.malaspina[redacted];agm3-malaspina[redacted];alexandra.meryn[redacted];mmaria.maraki92[redacted];scola10[redacted];samuelharold1990[redacted];Cohen, Samuel M;beauchamp[redacted]john.c.peters[redacted]jamesrbehnke[redacted]

Subject: Fwd: Holy Trinity Greek Orthodox Church, Christians Unite for Peace: Syria

-----Original Message-----
From: Eugenia Kramvis <e[redacted]
To: john.lawrence <[redacted]
Cc: 'Alex Malaspina' [redacted]>
Sent: Fri, Oct 14, 2016 3:38 pm
Subject: Holy Trinity Greek Orthodox Church, Christians Unite for Peace: Syria

Dear Dr. Lawrence,

I have been privileged to be part of the emails that you and Dr. Malaspina were exchanging, regarding the Atlanta Foundation, on October 5, where you spoke about the inspiring work performed by Doctors without Borders. It is undoubtedly very heartbreaking, that doctors like yourself, who are willing to give of their time and talent, are not given access to the areas, where they are certainly most needed.

I commend you for the beautiful work you are doing in Syria and other countries. We are all saddened by the senseless destruction and persecution of our brothers and sisters around the world. Our event, Christians Unite for Peace: Syria, on October 29, is our call to the Christian community to raise consciousness and funds, for this very tragic situation. Our event is open to anyone, to join us for an evening of awareness, education and action. Please share this information with your organization, and anyone who might be interested. If you or anyone from the organization, are able to join us, please let me know. We will be very happy to welcome you. I look forward to your reply.

On behalf of Father George and our Holy Trinity family,

With love in Christ,

Eugenia



Eugenia Kramvis

Outreach Ministry Coordinator

Holy Trinity Greek Orthodox Church

[redacted]

Egg Harbor Township, NJ

[redacted]

[redacted]

From: Alex Malaspina <[redacted]>

Sent: Tuesday, October 25, 2016 8:35 AM

To: fergo[redacted];Cohen, Samuel M;beauchamp[redacted]

Subject: Fwd: David Miller and Aflatoxin in Africa

FYI

Best

Alex

-----Original Message-----
From: Michael Taylor [redacted]
To: Alex Malaspina <[redacted]
Sent: Tue, Oct 25, 2016 9:22 am
Subject: David Miller and Aflatoxin in Africa

Hi Alex,

I just wanted to let you know that I had a terrific breakfast conversation this morning with David Miller, focusing on his tremendous aflatoxin work in Africa. He is a big admirer of yours!

I was generally aware of the Partnership for Aflatoxin Control in Africa (PACA) and the substantial public-private effort underway under the auspices of the African Union, but David gave me his very passionate views about the need for capacity building to implement solutions and expressed interest in my getting involved to complement the scientific and technical expertise that is being applied to the problem. I said I'd think about it and was open to suggestion.

I know you and ILSI have been active on aflatoxin, so I'd welcome any ideas. I'll call you to discuss.

Hope all is well. Just two more weeks until the election is finally over!

Mike

From: Alex Malaspina [redacted]>

Sent: Friday, October 28, 2016 9:14 AM

To: david.miller[redacted];miketaylor_us[redacted];cllewellyn[redacted]

Subject: Fwd: mycotoxins

FYI.

Best.

Alex

-----Original Message-----
From: Suzanne Harris <[redacted]
To: Alex Malaspina <[redacted]>
Sent: Fri, Oct 28, 2016 10:06 am
Subject: Re: mycotoxins

Certainly.

Suzie

Sent from my iPad

On Oct 28, 2016, at 9:47 AM, Alex Malaspina <[redacted]> wrote:

> Dear Suzie: Could you please help to distribute this link to the ILSI Branches and whoever else might be interested in this very important area
>
> Many thanks
>
> Alex

> -----Original Message-----
> From: David Miller <[redacted]
> To: Alex Malaspina ([redacted]>
> Sent: Thu, Oct 27, 2016 8:42 am
> Subject: FW: mycotoxins
>
> Dear Alex
>
> I just returned from a wonderful special meeting of the Toxicology Forum in DC (human relevance of rodent liver tumours). Attendance greatly exceeded expectations and there was plenty of animated discussion.

I met with Mike Taylor about the mycotoxin/Africa issue and we had a wide ranging discussion about the things he might be interested to pick up from the work that we have done on the problem of mycotoxins in Africa.

Finally, can you indulge me and ask your ILSI contacts in DC to distribute the link to the report below. Although somewhat oriented to developing countries, this book is absolutely useful to people in the fully developed market economies.

I hope you are well and thanks for your continuing inspiration.

J. David Miller

From: David Miller
Sent: Thursday, October 27, 2016 8:36 AM
To: 'Geoff Smith' <[redacted]
Subject: mycotoxins

Greetings

About 18 months ago, we had an exchange about IARC STP 158.

This book is widely regarded as excellent but availability had been limited to people who could purchase copies from the WHO. As of yesterday, it now is available free for download (although the print book is well worth the money). Please do what you can to make this known.

http://publications.iarc.fr/Book-And-Report-Series/Iarc-Scientific-Publications/Improving-Public-Health-Through-Mycotoxin-Control-2012

Thanks for your help.

From: Geoff Smith [redacted]
Sent: Tuesday, May 12, 2015 8:18 PM
To: 'David Miller' <[redacted]
Cc: [redacted]
Subject: RE: mycotoxins

Cannot be blamed…

Kind regards,

Geoff

Geoffry SMITH

President

ILSI Southeast Asia Region

[redacted]

[redacted]



Important: This email is confidential and may be privileged. If you are not the intended recipient, please delete it and notify the sender immediately; you should not copy or use it for any purpose, nor disclose its contents to any other person. Thank you.

From: Geoff Smith[redacted]
Sent: Wednesday, 13 May 2015 8:15 AM
To: 'David Miller'
Cc: '[redacted]'
Subject: RE: mycotoxins

Dear Prof. Miller,

Thank you for your note and to Alex for connecting us. I'm very familiar with your work even though we have not met.

The mycotoxins book is excellent. The only problem is that is costs about US$ 100 to developed countries, and I think about half that for developing countries. Through ILSI we have bought at least a dozen copies for distribution to government agencies in SE Asia but it should be hundreds. I discussed this with Chris Wild but IARC doesn't have the budget to give for free. I would strongly recommend an e-version be made available. It is clearly the best resource for an overall introduction to mycotoxin issues. Chris did ask me to develop a list of government officials in Africa who could benefit from the book and I'm behind in compiling that, but I think that PACA should also support distribution in Africa. It's clear that a tremendous amount of effort went into the book from the top experts including yourself, but the distribution has been far too limited which has blunted the beneficial impact. I know you (nor IARC) can be blamed for this, but I hope we can find some way to make this very valuable book available more broadly.

After the ILSI annual meeting in Phoenix in January, I visited Peter Coty's USDA lab at the University of Arizona. In addition to improve crop handing, it looks like biocontrol has an important role to play. As you know, they are building a new unit in Kenya which should be on line later this year, and Peter has just been in South Africa starting discussions. There have been some trials in Thailand in the past but they had trouble with monsoon rains. However as far as I know, it sometimes rains in Texas so I think this problem can be solved.

In SE Asia, the biggest problem as I mentioned is the lack of publicly-available data on mycotoxin contamination. Most of the data that has been generated is in the hands of private labs such as Rohmer, who test crops for export. They have published some summary data, but the detailed data is not available to public health officials. That in turn means that they don't have a handle on the extent of the problem. We are talking to some of these testing companies who have expressed willingness to provide autotomized data in cooperation with some government cooperation. We are trying to see if we can facilitate that.

Maize is not used much for human consumption in SE Asia (aside from Timor Leste) but it is widely produced. It's the 2nd largest agricultural crop in Vietnam and Indonesia is in the top ten producers worldwide. It's almost all used for animal feed, which can cause some mycotoxin pass through via milk as you know.

I hope you won't mind if I contact you from time to time on mycotoxin issues as we try to tackle those in SE Asia.

Kind regards,

Geoff

Geoffry SMITH

President

ILSI Southeast Asia Region

[redacted]

[redacted]

From: Alex Malaspina [redacted]>

Sent: Friday, October 28, 2016 12:07 PM

To: alyosha.t[redacted]

Subject: Fwd:

FYI

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: markmalaspina <[redacted]>; amandmello <a[redacted]; paul_malaspina <[redacted]com>; amalasp[redacted] kimbermala <[redacted]; apollo9397 [redacted]; samuelharold1990[redacted]>; rwilkinson <[redacted]>; frgeorgeliacopulos <[redacted] ekramvis[redacted]; djconstantelos <[redacted]; tom.papademetriou <[redacted]>; daik [redacted]danezi.ar <[redacted]>; tdfcdx56[redacted]>; tedytb <[redacted] koskina <[redacted]>; kostogiannis[redacted]>; continosstudios <[redacted]com>; conkou [redacted]>; mek59100 <[redacted]>; susi.kettler <[redacted]>; atrichopoulou <[redacted]>
Sent: Fri, Oct 28, 2016 1:00 pm
Subject: Fwd:

On October 28,Greece celebrates OHI DAY, which is the day in 1940 that Moussolini attacked Greece and was thoroughly defeated.

The pictures in this email tell the story .

The fist and third picture is the cover of a December,1940 issue of LIFE, with an Evzone ,the heroic Greek soldier.

This picture was taken by my Aunt Nellys, one of Greece,s renown photographers

Best wishes. Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: malaspina <[redacted]
Sent: Fri, Oct 28, 2016 12:40 pm

https://www.google.com/search?q=ohi+day+with+the+life+evzone+picture&biw=1097&bih=479&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjciNzm9_3PAhVGSyYKHSDbDfYQsAQIGw

From: Alex Malaspina [redacted]>

Sent: Sunday, October 30, 2016 11:40 AM

To: miketaylor_[redacted]

Subject: Fwd: zika

FYI. Alex

-----Original Message-----
From: Alex Malaspina [redacted]
To: ulrich-mohr <[redacted]; paul_malaspina [redacted]>; markmalaspina [redacted]>; geoffsmith <[redacted]>; sharris <[redacted]>; mmclean [redacted] taktogami [redacted]; mek59100 <[redacted]com>; blaisedm <[redacted]>; susi.kettler <susi.kettler[redacted] ebrown124 <ebrown124[redacted]
Cc: ebrown124 <ebrown124[redacted]>; spettit <spetti[redacted]>; ehentges <[redacted]>; taktogami [redacted]
Sent: Sun, Oct 30, 2016 12:38 pm
Subject: Fwd: zika

A very interesting article.

Competition is most welcome

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]
To: malaspina [redacted]
Sent: Sun, Oct 30, 2016 12:33 pm
Subject: zika

http://www.fool.com/investing/2016/10/30/google-and-microsoft-take-aim-at-deadly-mosquitoes.aspx?source=yahoo-2&utm_campaign=article&utm_medium=feed&utm_source=yahoo-2

From: Alex Malaspina [redacted]

Sent: Wednesday, November 2, 2016 12:33 PM

To: andrewwear[redacted];mariabergmanr[redacted];alexwear[redacted];agm3-malaspina[redacted];alexandre.malaspina[redacted];daik[redacted];ekramvis@[redacted];djconstantelos[redacted];rwilkinson@[redacted] mek59100[redacted];susi.kettler[redacted];atrichopoulou[redacted];Cohen, Samuel M;scola10[redacted];beauchamp[redacted];geoffsmith[redacted];boonyee[redacted];mmclear[redacted];bbrueggemeyer[redacted];sharris[redacted]

Subject: Fwd: visit to Atlanta

Mark,my son will have Lunch with Dr. John Lawrence, President Of Doctors Without Border and Mark will share some ideas as to how to obtain funding from foundations. Mark is president of an educational organization called POWERMYLEARNING, which has been very effective and sussessful with their educational program and with their fundraising,

'Best Alex

-----Original Message-----
From: Mark Malaspina [redacted]
To: John Lawrence [redacted]
Cc: Alex Malaspina [redacted]>; Laurel Combs <[redacted]
Sent: Wed, Nov 2, 2016 11:26 am
Subject: Re: visit to Atlanta

Hi John,

That is great. I work close by, so I can meet you at your office and then we can have lunch near there. Would noon work for you?

Best regards,

Mark

From: John Lawrence <[redacted]
To: Mark Malaspina <[redacted]>
Cc: Alex Malaspina [redacted] Laurel Combs <[redacted]
Sent: Wednesday, November 2, 2016 11:07 AM
Subject: Re: visit to Atlanta

Mark,

I think December 14th should be best of those options for me. Let me know what would be a convenient time and place to meet on that day!

Best,

John

From: Mark Malaspina [redacted]
Sent: Wednesday, November 2, 2016 10:26:36 AM
To: John Lawrence
Cc: Alex Malaspina; Laurel Combs
Subject: Re: visit to Atlanta

Hi John,

It is great to hear from you. No need to apologize!

Unfortunately, Thursday, December 8 is our quarterly board meeting so I will not be able to meet then.

I do not want you having to change your plans around on Friday, December 9, so please let me know if lunch on any of the following days might work instead:

- Monday, December 12

- Wednesday, December 14

- Thursday, December 15

- Monday, December 19

- Wednesday, December 21

- Thursday, December 22

Best regards,

Mark Malaspina

From: John Lawrence <[redacted]
To: Mark Malaspina <[redacted]>
Cc: Alex Malaspina <[redacted]>; Laurel Combs [redacted]
Sent: Wednesday, November 2, 2016 9:22 AM
Subject: Re: visit to Atlanta

Dear Mark,

My apologies in being so slow in responding to your prior email!. It would be a great pleasure to have a chance to meet with you in New York! Part of the reason to be so slow in responding to you was uncertainty on my part with regards to my schedule in December.

From my perspective, December 16th won't be possible, as it is the date of an in-person board meeting for MSF/Doctors Without Borders, and they typically run from 9am to 6pm.

As for December 9th, it currently is a day which I am on call for my pediatric surgery practice in Brooklyn. It might be possible, however, to be able to have a colleague of mine cover call for several hours while I came into Manhattan to meet you for lunch. I don't know if Thursday, December 8th, might be a possibility for you, but it is a day which I could be much more flexible in terms of the time and duration which we might be able to meet.

Let me know at your convenience what might be most practical from your perspective, and we can proceed from there; I look forward to getting together with you!

With regards,

John

From: Mark Malaspina <[redacted]>
Sent: Tuesday, November 1, 2016 9:53:30 AM
To: John Lawrence
Cc: Alex Malaspina; Laurel Combs
Subject: Re: visit to Atlanta

Dear John,

I am hoping to have the chance to meet you at some point. Let me know if either Friday, December 9 or Friday, December 16 would work for your schedule, or if there is an alternate time that might work better.

Best regards,

Mark Malaspina

From: Mark Malaspina [redacted]>
To: "john.lawrence[redacted]
Cc: Alex Malaspina <[redacted]>; "laurel.combs@[redacted]
Sent: Tuesday, October 11, 2016 4:39 PM
Subject: Re: visit to Atlanta

Dear John,

I'm so glad that you were able to meet my parents in Atlanta. We are all so impressed by the work of Doctors without Borders.

Please let me know if you would have time in December to get together for lunch. My office is at 37th and 8th, so it would be convenient for me to meet near your office. Would either Friday, December 9 or Friday, December 16 work for your schedule?

Best regards,

Mark Malaspina

From: Alex Malaspina [redacted]>
To: [redacted]
Cc: wwallace[redacted] aphilipp[redacted]; paul_malaspina[redacted]; [redacted]; kimbermala[redacted] alexandre.malaspina[redacted]; agm3-malaspina[redacted]; markmalaspina[redacted]; laurel.combs[redacted]; amandmello[redacted]
Sent: Tuesday, October 11, 2016 3:55 PM
Subject: Re: visit to Atlanta

Dear John:

Last week you gave a wonderful presentation about the great job your organization is doing with refugees and their children You were very inspiring'

As I mentioned to you there are a number of Foundations in Atlanta that you could approach next time and you can use my help.

Also my son, Mark,who has an office near you , will give you some good ideas how to approach Foundations throughout the US.

Mark is the President of an upcoming and successful education organization called POWERMYLEARNIG. You can look it up in Google. Mark has some critical projects going on presently ,but is free to take you to lunch in early December. He could be of help. His Email is included here.

Also MSF must arrange to give yearly presentations to the World Economic Forum in Davos, where many billionaires attend such as Mr Bill gates with his wife. I attended Davos for 7 years in the 90,s and was able to collect several million dollars on behalf of ILSI. an organization I founded in 1978 and about whose work I have already briefed you

.

Going to the Davos every year to tell the world about the progress of what MSF is doing with refugees will open many ,many doors for you

Once again John you are doing a fantastic Service in helping refugees and humanity with its medical problems and all of us who have met you are most impressed. My friends at The Greater Atlanta Community Foundation were also most impressed

Please stay in touch

Warmest wishes

Alex Malaspina

-----Original Message-----
From: John Lawrence [redacted]
To: malaspina <[redacted]
Sent: Sun, Oct 9, 2016 6:55 pm
Subject: visit to Atlanta

Dr. and Mrs. Malaspina,

It was such a pleasure to get to meet you in Atlanta on Wednesday! I greatly enjoyed having the chance to speak with you both, as well as to provide a bit of an overview in the Community Foundation for Greater Atlanta offices on the work Doctors Without Borders accomplishes.

The support you have provided to us is deeply meaningful and very much appreciated! Whether it is in helping refugee children fleeing the terrors of war in Syria or for maternal health programs serving desperate populations in Africa, the contributions we receive are the underpinning of the medical work we accomplish. As someone who has worked in the field and seen firsthand how valuable medical and surgical care can be for populations in distress, I am aware of how important a donation can be in changing the course of an individual's life.

I look forward to ongoing interactions with you as we work together to alleviate suffering and make the world a place with more compassion.

Thank you again for your hospitality while we were in Atlanta!

With regards,

John

From: Alex Malaspina [redacted]

Sent: Saturday, November 12, 2016 5:41 AM

To: Cohen, Samuel M;beauchamp[redacted]

Subject: Fwd: INTREXON

FYI.

Best

Alex

-----Original Message-----
From: Alex Malaspina <[redacted]
To: paul_malaspina <paul_malaspina[redacted]>; markmalaspina <[redacted]
Sent: Fri, Nov 11, 2016 8:48 pm
Subject: Fwd: INTREXON

-----Original Message-----
From: Alex Malaspina [redacted]>
To: hjelleadvisors <[redacted]
Cc: sharris [redacted]>; mmclean <[redacted]>; spettit <[redacted]>; ehentges <[redacted]>; geoffsmith [redacted]>; boonyee [redacted]
Sent: Fri, Nov 11, 2016 8:45 pm
Subject: Re: INTREXON

Dear Jerry :

Thank you for your prompt response and for your agreeing that ILSI should pursue to invite Intrexon,

I do not have Robert Shapiro,s address. He is on the Board as the Lead Independent Director.

However ,thru Google you can go to the Home page for INTREXON.

Mr. Christopher Basta is the VP for invesstors relations. His Work number is: [redacted]and his cell phone number is:[redacted]

His email is: [redacted]

I am certain that Mr. Basta will help you get in touch with Mr. Shapiro,who was very fond of ILSI,when he was the CEO of Monsanto and knew you so well.

Good Luck

Warmest Wishes Alex

-----Original Message-----
From: Jerry Hjelle <[redacted]>
To: Alex Malaspina <[redacted]>
Cc: sharris <[redacted]>; mmclean <[redacted]>; spettit <[redacted]>; ehentges <[redacted]>; geoffsmith <[redacted]>; boonyee <[redacted]>
Sent: Fri, Nov 11, 2016 5:03 pm
Subject: Re: Fwd:

Yes! I agree. We discussed recent workshop in DC on gene editing mosquitoes for malaria, and the Intrexon Zika biotech mosquitoes. The research foundation did a great job and Xon regulatory people attended recent workshop. I have a contact I can call. Do you have Bob Shapiro's number?

Jerry

Sent from my iPhone

On Nov 11, 2016, at 2:56 PM, Alex Malaspina [redacted]> wrote:

> Dear Jerry: How are you?
>
> You will be interested in what Xon is up to. I have proposed that we try and get Xon as an ILSI member. What do you think
>
> Warmest regards. Alex

> -----Original Message-----
> From: paul malaspina [redacted]
> To: Alex Malaspina [redacted]
> Sent: Fri, Nov 11, 2016 1:02 pm
> Subject: Re: Re:
>
> Glad to help! I will try calling you and Mom after 5 or 6pm (your time) today.
>
> ---
>
> **From:** Alex Malaspina [redacted]
> **Sent:** Friday, November 11, 2016 5:39 PM
> **To:** paul_malaspina[redacted]
> **Subject:** Re:
>
> Hi Paul" You are a majician. This is exactly what I needed so I can Send to my Friends
>
> Many, Many thanks.
>
> Love Dad
>
> -----Original Message-----
> From: paul malaspina <paul_malaspina[redacted]

To: Alex Malaspina <mal[redacted]
Sent: Fri, Nov 11, 2016 12:35 pm
Subject: Re:

Hi Dad, That is good news! I think I found the weblink for the article - does this work for you or do you need it another format? -Paul

https://finance.yahoo.com/news/edited-transcript-xon-earnings-conference-091853544.html

Edited Transcript of XON earnings conference call or presentation 9-Nov-16 10:30pm GMT

finance.yahoo.com

Q3 2016 Intrexon Corp Earnings Call

From: Alex Malaspina <[redacted]>
Sent: Friday, November 11, 2016 4:54 PM
To: paul_malaspina[redacted]
Subject:

Dear Paul: Mom was successful in printing Mark,s picture. She was very proud.

I asked Mark to retrieve the info and send it to me as an email,but he as well as I were unsuccessful

The article is very,very interesting. If you look XON under Yahoo , the 9th item is : EDITED TRANSCRIPT OF XON EARNINGS,

See if you can retrieve it , but do not waiste too much time on it,You will want to read the article

Love Dad

From: Alex Malaspina <[redacted]>

Sent: Wednesday, November 16, 2016 4:54 AM

To: foodchair[redacted];janlewis13[redacted];jjbtgb@[redacted];pjulkuner[redacted];flbaye[redacted];edison.gerome[redacted];sarahaller[redacted];knichols@[redacted] [redacted]mbuycky[redacted];mek59100[redacted];taktogam[redacted];ebrown124[redacted];tamarajoukov[redacted];angelalopezdesa[redacted];mlopezmus[redacted]mlanzanova@[redacted] [redacted]gb.wuertzen@[redacted];echoa[redacted]jshchen@[redacted]geoffsmith@[redacted]sg;boonyee[redacted].sg;scola1[redacted]Cohen, Samuel M;beauchamp[redacted]

Cc: edsecu[redacted];rportillo[redacted];rwilkinson[redacted];jajara[redacted];agm3-malaspina[redacted];alyosha.t[redacted];aranda.viv[redacted];arpad_somogy[redacted];dbanat[redacted];moegrif[redacted]

Subject: Fwd: Email from Muhtar Kent to Huaying Zhang

Attachments: Clean Water 24 article on Communication Director by Dr. Huaying.pdf

You will be interested in the work Huaying Zhang {formally from Atlanta SRA} has been doing in providing safe water to distressed areas of China,

Most impressive!

You mat want to congratulate her.

Warmest wishes Alex

-----Original Message-----
From: Dr. Huaying Zhang <[redacted]
To: Alex Malaspina [redacted]
Sent: Tue, Nov 15, 2016 11:28 pm
Subject: FW: Email from Muhtar Kent to Huaying Zhang

I will be in Atlanta in the week of Dec. 5 to join this dinner with the board as our project to send clean water to disaster striking area within 24 hours using our omnipresence distribution system has been designated Category Winner for Community/Sustainability and will have a chance to win the Global Innovation Award.

The idea is very simple but it works beautifully (see an article I wrote earlier when we win the Asia Pacific Excellent Award with this project). I know you'd feel very proud as this reflects the true spirit of our company and our people.

All the best,

Huaying

From: Janet Walker **On Behalf Of** Muhtar Kent
Sent: 2016年11月16日 0:46
To: Dr. Huaying Zhang <hzhang[redacted]
Cc: James Quincey <jquincey[redacted]; Susan Gambardella <sgambardella[redacted]; Curt Ferguson <curt.ferguson[redacted]; John Murphy <john.murphy[redacted]
Subject: Email from Muhtar Kent to Huaying Zhang

Dear Huaying,

Congratulations! I am delighted to let you know that "Clean Water 24 ℃ Emergency Drinking Water Supply Mechanism" has beaten tough competition and been designated Category Winner for Community/Sustainability in the pursuit of the inaugural Global Innovation Award (the category names were refined during the process). This represents a significant achievement, and you and your Team have delivered outstanding results for The Coca-Cola System through your innovation.

With this, I would like to confirm your invitation to join the Board of Directors and Executive Committee for a celebratory dinner on December 7, 2016, in Atlanta. At the dinner, we will announce the overall Global Innovation Award winner for 2016.

Susan Gambardella will contact you with more details about the event, which will include a 2-3 minute presentation to the Board by each of the Category Winners.

Thank you for driving innovation for our System, and good luck!

Muhtar Kent &bbsp; James Quincey

c: Susan Gambardella
Curt Ferguson
John Murphy

Muhtar Kent
Chairman and Chief Executive Officer
The Coca-Cola Company
[redacted]
Atlanta, Georgia 30313 USA
[redacted]

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Coca-Cola truck with 240,000 emergency bottles of water on the way to people in disaster zones during the 2013 Northeast China Flood

Delivering responsibility and value

Following its sustainability model of the Golden Triangle, Coca-Cola China finds value in meeting the needs of society.

BY HUAYING ZHANG

In recent years, sustainability has become a popular slogan for business. Some corporations view it as a fancy alternative term for charity and social responsibility, while some are transforming their overall strategy from the perspective of sustainable long-term profitable growth. Although there are companies claiming they have already integrated sustainability into business operations, it is still hard to find many corporate entities that truly understand sustainability and integrate it as a core business strategy while creating shared value for society.

Some businesses have begun to take proactive steps in advancing their sustainability efforts. Coca-Cola created its sustainability function and named its first global chief sustainability officer in 2011. A few month later, Coca-Cola China also followed suit setting up a team focusing on sustainability.

Since then, Coca-Cola China has made a great deal of effort progress to in building a systematic approach to sustainability. Our approach starts with a deep understanding of society's needs, especially in areas where Coca-Cola can leverage its business strength to bring about shared value for both business and society. By connecting company resources with external organisations through a simple and efficient mechanism, we aim to maximise Coca-Cola's business expertise to help satisfy the needs of society. By becoming part of a community service network, such a system can in turn bring about business innovation and development at the same time.

Participating in disaster relief

From being programme-oriented to strategy-oriented, like many other businesses the Coca-Cola Company has been looking for ways to fully integrate sustainability into our business operations.

In 2008, after the devastating earthquake hit Wenchuan City in Sichuan Province on May 12, the Chinese government embraced civil society and businesses in disaster relief efforts. However, while businesses were very eager to participate in these efforts, there were few viable options other than cash donation for businesses to get involved at that time.

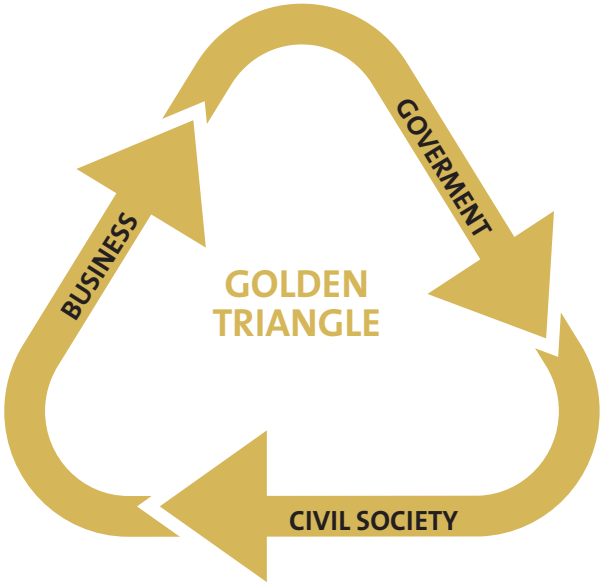
I still remember how we were inspired when we saw a little boy who was rescued from under the rubble saying: "I want an ice cold Coca-Cola".

Our business is about water. It is our business expertise that we have developed over a hundred years of providing safe water from plants close to communities. The day after the May 12 earthquake occurred, Coca-Cola immediately donated and shipped a large quantity of drinking water and several hundred large umbrellas to the affected areas.

After this, we thought that it may be possible for us to establish a mechanism to ensure prompt access to drinking water for all disasters, big or small, using our effective supply chain.

Since 2008, we have talked to scholars, non-governmental organisations, and government agencies in the field of disaster relief to understand the conditions of disaster preparedness in China. We came to learn that China suffers from frequent natural disasters, though not all disasters are known to the public. Traditional disaster relief systems are being challenged by the frequent occurrences of disasters, especially when it comes to the procurement, storage, and deployment of emergency relief supplies.

We came to learn that China suffers from frequent natural disasters, though not all disasters are known to the public. Traditional disaster relief systems are being challenged by the frequent occurrences of disasters, especially when it comes to the procurement, storage, and deployment of emergency relief supplies.



Meanwhile, Coca-Cola has bottling plants throughout China, and our nation-wide logistics and warehousing system are one of the most important core business competences that Coca-Cola

"It is still hard to find many corporate entities that truly understand sustainability."

China has established over decades. We decided to establish a mechanism linking such competences with a disaster management system, turning Coca-Cola's logistics and warehousing system into an emergency drinking water supply system when disasters strike. If successful, this would maximise the value of the Coca-Cola system by helping those most in need.

It was a fine idea, but its implementation was not so easy. The biggest challenge is in gaining rapid access to the needed information, and distributing drinking water to those who need it the most. Coca-Cola's expertise lies in the production and distribution of beverages, but not in operating in disaster affected areas and managing disaster relief work directly.

Partnering with civil society

In 2012, Coca-Cola China met the One Foundation. At that time, One Foundation had already established a sizeable emergency relief network by bringing together over a hundred non-government rescue organisations. They have the exact competence that Coca-Cola lacked. In 2012, Coca-Cola China began a formal cooperation with One Foundation. In 2013, a severe earthquake hit Ya'an. This was the first time that this relief system, Clean Water 24, was put to the test. On that day, Coca-Cola China was able to ship drinking water from nearby areas to the affected areas in four hours. The water was transported by disaster relief vehicles operated by military with the assistance of One Foundation.

This operation allowed us to gain further understanding on how to engage its distributors to ensure product availability as fast as possible, and how to coordinate and connect with the official disaster relief system.

In August 2014, a 6.5 magnitude earthquake hit Ludian County in Yunnan province. This time, it only took Coca-Cola China one hour to ship 72,000 bottles of Ice Dew drinking water to the epicentre. As the emergency access improved, the quantity of shipped water doubled daily throughout the entire rescue process.

The rescue operation in Ludian proved the feasibility of such a disaster emergency relief mechanism. We moved promptly to sign a Memorandum of Understanding with our bottling partners outlining our new disaster relief mechanism. In the past 3 years, Coca-Cola China has activated this mechanism nearly 200 times responding to disasters of various kinds throughout the country.

> **"By connecting company resources with external organisations through a simple and efficient mechanism, we aim to maximise Coca-Cola's business expertise to help satisfy the needs of society."**

More importantly, this process reaffirmed our belief that fulfilling society's needs by leveraging our business expertise is the most effective path to sustainability as it maximises the value business can create for its society at large.

Ensuring continued success

The emergency drinking water supply mechanism, Clean Water 24, has stood the test of the 2016 severe floods afflicting China. We found the following four factors contributed significantly to the continued success of our sustainability programmes.

1. Addressing the needs of society. From the Clean Water 24 emergency drinking water supply mechanism, to Clean Water Project for rural schools, or the Happy Farmland programme that builds mini-wetlands to treat rural waste water, the first thing to consider for Coca-Cola China before designing a programme is whether there is a real societal need, and whether long-term support of the company instead of a one-time donation is needed to bring about real solution to a specific issue.

Becoming an integral part of China disaster relief system, Coca-Cola has become one with the community we serve. And we provided a solution to the society we serve at a time when they needed us the most.

2. Utilising core business competency. The most refreshing element of our Clean Water 24 emergency response system was the maximisation of our business expertise for societal good. Business is an integral part of our society. Coca-Cola's product line and its distribution system are designed for fulfil everyone's hydration needs throughout the world. As such, this core competency of ours is also a critical capabilities for disaster relief effort where safe drinking water in the first 48 hours after disaster strike is essential. Using Coca-Cola's core business competency in disaster relief is the most effective way to be charitable and to bond with our society. Both of which are important to Coca-Cola's sustainable business growth.

3. Building partnerships with shared values. Different organisations

bring different skill sets. When we can see each other as partners who have common goals and common values, we can work together using the best each of us can offer to solve social problems together. Muhtar Kent, chief executive officer of the Coca-Cola Company, calls such partnership among government, civil society and industry, the "Golden Triangle" partnership.

The golden triangle partnership is designed to promote real social innovation. Within a system where everyone is devoted to make our society a better place, business can provide support in terms of technology, capital, and business models, civil society can provide direct services and participation opportunities for volunteers, and government can play the role of procurement, supervision, and creating the proper policy environment.

4. A simple and easy-to-access mechanism. In order to be able to respond to a disaster within 24 hours, Coca-Cola China has set-up through its global financial system a "pre-approved" disaster relief donation funding. To obtain the necessary logistics and warehousing support for the disaster emergency response mechanism, the support from the general managers of the 30 plus Coca-Cola bottling plants all over China was needed. In 2013, Coca-Cola China signed a memorandum with all bottling groups and bottling plants to ensure the availability of their logistics and warehousing resources for dealing with disaster emergencies.

The memorandum also served as an emergency response plan. It detailed, for example, how to prepare relief supplies based on damage information through pre-established channels, how to initiate the connection between Coca-Cola China headquarters and the bottling plant close to the affected area, how to ensure open communication between participating organisations and personnel, and how to coordinate onsite operations, etc. Such a simple collaboration mechanism greatly reduces the cost of implementation and makes it easier for various departments and organisations to participate.

Sustainable value in return

Businesses assume responsibility for corporate citizenship not only because it is the obligation we have to our society but also because there is money to be made by doing so.

The most obvious return to corporations is to improve our corporate image, and it is clear that companies with better corporate image are linked with higher consumer trust and sales. Going beyond corporate image building, there are many long-term and sustainable values, such as breakthrough innovation, new business opportunities, and employee loyalty that can be generated from well designed and executed sustainability programmes. Not all of these returns can be measured in monetary terms or in accurate numbers, but businesses can certainly develop new competitive strengths from their sustainability programmes. ●



HUAYING ZHANG
Vice President, Sustainability, Coca-Cola Greater China and Korea

Dr Huaying Zhang is the vice president of sustainability for Coca-Cola's Greater China and Korea Business Unit, responsible for developing and implementing an integrated sustainability strategy. Her team partners with people throughout the Coca-Cola value chain, NGOs and government organisations to bring about changes in our society. In 2013, Huaying was named one of the top 50 innovative business leaders in China by CBN weekly for her work in the CSR field. She was also named as one of the 25 most influential business women in China in the past two years and one of the 10 CSR Leaders in China in 2015 by Fortune China.

EXECUTIVE SUMMARY

- Muhtar Kent, chief executive officer of the Coca-Cola Company, uses the Golden Triangle model to describe the collaborative effort between government, business, and civil society. Clean Water 24 is a great example of a Golden Triangle partnership in play using each party's core competency to the fullest.
- During an average year in China, over 200 million people suffer from the impacts of natural disasters. Meanwhile, traditional disaster relief models have weaknesses in operational efficiency and often cannot respond to small- and medium-scale disasters, nor give immediate relief in remote and non-epicentre areas.
- To date, the Clean Water mechanism with the Golden Triangle partnership has responded to 199 disasters and provided more than 13 million bottles of drinking water to over 1.4 million people in disaster-impacted areas, and over 400 local government agencies and NGOs and over 5,000 volunteers have participated in disaster responses.
- Clean Water 24 won the Corporate Social Responsibility category at the 2015 Asia Pacific Excellence Awards, hosted by Communication Director.

From: Alex Malaspina [redacted]

Sent: Saturday, December 10, 2016 2:01 PM

To: wwaichungo[redacted];ehays[redacted]

Cc: ctuggle[redacted];artiarora[redacted];sharris[redacted];Cohen, Samuel M;foodchain[redacted]

Subject: Fwd: Awards

Dear Wamwary and Ed:

I appreciate all of the support you have been giving ILSI. It has been a great scientific organization that has solved many scientific issues and thanks to dedicated persons like Sam Cohen and Jim Emerson has made great breakthroughs in cancer research.

Warmest regards and best wishes for the holyday season

Alex

-----Original Message-----
From: Cohen, Samuel M <s[redacted]>
To: Alex Malaspina <[redacted]>
Cc: sharris <sharris[redacted]>; fergc <fergc[redacted]>; ctuggle <ctuggle[redacted]>; ehays <ehays@[redacted]; ehentges <ehentges[redacted]>; mmclean <mmclean[redacted]>; foodchain <foodchain[redacted]; wwaichungo <wwaichungo[redacted]>; CodyWilson <CodyWilson[redacted]>; pjulkunen <pjulkunen[redacted]>; mek59100 <mek59100[redacted]>; beauchamp <beauchamp[redacted]>; mshirreffs <mshirreffs[redacted]>
Sent: Sat, Dec 10, 2016 2:31 pm
Subject: RE: Awards

Thank you Alex.

I have been very fortunate in my career to be able to have worked with many outstanding people, and many of them have been through ILSI. A very special one during our saccharin years was Jim Emerson. He believed in our overall approach to carcinogenesis theory when no on else did and was willing to commit ILSI funds to supporting it. Now that approach has become the dogma. Please give Jim my best when you see him.

ILSI has been very good to me. As you know, when ILSI first contacted me I said no. ILSI and I can be thankful that my mentor Bob Greenfield thought otherwise and convince me and ILSI to join forces. It has been a great time and I look forward to many continued projects in the future, even after I go off the HESI board next year.

And thank you for your strong support over the years. It truly is amazing when academia, government and industry work together to solve critical issues that impact society, the tripartite code of ILSI. We have to do all we can to make sure this approach continues.

Happy Holidays and I look forward to seeing you in January.

From: Alex Malaspina [mailto[redacted]]

Sent: Saturday, December 10, 2016 7:26 AM
To: Cohen, Samuel M <scohen[redacted]
Cc: sharris[redacted] fergo[redacted]; ctuggle[redacted]; ehays[redacted]; ehentges[redacted] mmclean[redacted]; foodchain[redacted]; wwaichungo[redacted] CodyWilson[redacted] pjulkunen@[redacted] mek59100[redacted]; beauchamp[redacted] mshirreffs[redacted]
Subject: Re: Awards

Dear Sam:

Good Morning!

I am so proud of you for the series of such important awards in Toxicology that you have been receiving.

I know of no one who has had such a record,

. I am also so pleased that the most critical and pioneering work you did for IISI on Saccharine played a role.

Your being the Chairman of ILSI was so critical in its development and I will be eternally grateful for your dedication leadership and support.

With all my very best wishes

Your friend Alex Malaspina

-----Original Message-----
From: Cohen, Samuel M <scohen[redacted]
To: Suzanne Harris[redacted] <s[redacted]>; Syril Pettit ([redacted] <[redacted]
Cc: Alex Malaspina ([redacted] <[redacted]>
Sent: Fri, Dec 9, 2016 2:11 pm
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.

This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

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the sender.

From: Alex Malaspina <[redacted]

Sent: Sunday, December 11, 2016 9:04 AM

To: foodchain[redacted]

Cc: sharris[redacted];ehays[redacted];wwaichungo[redacted];Cohen, Samuel M

Subject: Fwd: Awards

da

Dear Jim Emerson: Please note the extra praise for you from Sam Cohen

You and he were the architects to plan and execute the studies showing saccharine is not a carcinogen and all governments which had banned it reversed their position.

Quite an achievement.

Congratulations to both of you again

Warmest wishes,

Your Friend Alex

-----Original Message-----
From: Cohen, Samuel M <s[redacted]>
To: Alex Malaspina <[redacted]>
Cc: sharris <[redacted]>; fergc <fergc[redacted]>; ctuggle <[redacted]; ehays <ehays[redacted]; ehentges <ehentges[redacted]>; mmclean <mmclean[redacted]>; foodchain <foodchain[redacted]>; wwaichungo <wwaichungo[redacted]>; CodyWilson <CodyWilson[redacted]>; pjulkunen <pjulkunen[redacted]>; mek59100 <mek59100[redacted]>; beauchamp <[redacted]>; mshirreffs <mshirreffs[redacted]>
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Happy Holidays and I look forward to seeing you in January.

From: Alex Malaspina [mailto:[redacted]
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To: Cohen, Samuel M <sco[redacted]>
Cc: sharris[redacted]; fergo[redacted] ctuggle[redacted]; ehays[redacted]; ehentges[redacted]; mmclean[redacted] foodchain[redacted]; wwaichungo[redacted]; CodyWilson[redacted] pjulkunen@[redacted] mek59100[redacted]; beauchamp[redacted]; mshirreffs[redacted]
Subject: Re: Awards

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Your being the Chairman of ILSI was so critical in its development and I will be eternally grateful for your dedication leadership and support.

With all my very best wishes

Your friend Alex Malaspina

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To: Suzanne Harris ([redacted] <[redacted]>; Syril Pettit ([redacted]
Cc: Alex Malaspina [redacted]
Sent: Fri, Dec 9, 2016 2:11 pm
Subject: Awards

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From: Alex Malaspina [redacted]

Sent: Monday, December 12, 2016 7:31 AM

To: geoffsmith[redacted];boonyee[redacted];sharris[redacted];ulrich-mohr[redacted]
[redacted];spetti[redacted];mmclear[redacted];ehentges[redacted];hjelleadvisors[redacted];mek59100[redacted];ebrown124[redacted]

Cc: Cohen, Samuel
M;davidmille[redacted];vollmuthassociates[redacted];jwstanl00@[redacted];blaisedm[redacted];markmalaspina[redacted];paul_malaspina[redacted]

Subject: Fwd: medfly

FYI.

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]
To: malaspina <[redacted]>
Sent: Mon, Dec 12, 2016 8:25 am
Subject: medfly

http://finance.yahoo.com/news/oxitecs-medfly-ready-open-field-130000746.html

From: Alex Malaspina <[redacted]>
Sent: Tuesday, December 13, 2016 8:28 AM
To: sharris[redacted];mek59100[redacted];pjulkunen[redacted];flbayer[redacted];cllewellyn@[redacted] vollmuthassociates[redacted];jwstanl00[redacted];foodchain[redacted];Cohen, Samuel M;hjelleadvisors[redacted];jwstanl00[redacted];geoffsmith[redacted];taktogami[redacted];boonyee.yeong[redacted]
Subject: Fwd: Bernie Goldstein 's numbers
Attachments: Prop Rights PDF.pdf

FYI.
Best Alex

-----Original Message-----
From: Goldstein, Bernard D <[redacted]
To: hzhang[redacted]
Cc: Alex Malaspina [redacted]>
Sent: Sun, Dec 11, 2016 8:03 pm
Subject: RE: Bernie Goldstein 's numbers

Dear Huaying

I would very much like to see you. But I live in Pittsburgh, with a second apartment in NYCity near grandchildren.

Although officially retired, with the titles of dean emeritus and prof emeritus, I still keep my office at the school and lecture in various courses. Closest to what you do are my efforts on sustainability, including chairing a US National Academies of Sciences committee on Sustainability at EPA and serving on Dow Chemical's Sustainability External Advisory Committee with membership from around the world. Recent Dow committee members from China have been Jianyu Zhang from the China branch of the Environmental Defense Fund, and currently Changhua Wu who was the Greater China Director of the Climate Group and is now China Director of Third Industrial Revolution, Jeremy Rifkin's Group. A paper that came out this week with my student began with my trying to understand the role of property rights in US conservative opposition to sustainability. The election increases the relevance of the paper, which I've attached. Am also particularly active on issues related to shale gas nationally and internationally, including four months as a visiting professor at the Univ Cologne Political Science department last year comparing EU and US approaches to unconventional gas drilling. Another area of interest is the impact of the Deepwater Horizon oil spill on community health. I was the original chair of the Coordinating Committee that received $105 million from the BP toxic tort suit medical settlement which we have been spending during the past five years to support health centers in affected communities, including adding environmental health and mental health to their usual clinical activities. Am now heavily involved in evaluating the effectiveness of the program

In addition to the pleasure of seeing you and of catching up on what you are doing, I would very much welcome learning from you about the challenges of sustainability to a large corporation in China and the rest of Southeast Asia. You must have a fascinating set of experiences and challenges that I know you will meet.

My very best personal wishes to you and to your family

Bernie

Bernard D. Goldstein, MD
Emeritus Professor and Emeritus Dean
University of Pittsburgh Graduate School of Public Health
[redacted]

From: Alex Malaspina [mailto:[redacted]]
Sent: Saturday, December 10, 2016 7:16 PM
To: hzhang@[redacted]
Cc: Goldstein, Bernard D <[redacted]
Subject: Re: Bernie Goldstein 's numbers

Dear Huaying: I only Have his email , which maybe too old .
It was great seeing you
I hope George enjoys his golf
Check with 411,Information. I did not know he moved
Maybe that is why he is not answering my emails. If you find it let me know
Warm Regards. Alex

-----Original Message-----
From: Dr. Huaying Zhang <[redacted]
To: Alex Malaspina [redacted]
Sent: Sat, Dec 10, 2016 5:23 pm
Subject: Bernie Goldstein 's numbers

Alex,

We are driving to Orlando and I only realized that we will not be too far from St. Petersburg. Do you by any chance have Dr. Goldstein 's number? I'd like to pay him a visit.

Again, it was so good to see you the other day.

Huaying

[redacted] iPhone

_____

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Research paper

Comparison of the role of property rights in right wing and left wing American and European environmental policy deliberations

Bernard D. Goldstein*, Juliann M. Hudak

University of Pittsburgh, Graduate School of Public Health, University of Cologne, Department of Political Science and European Affairs, United States

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Environmental politics
EU/US differences
Agenda 21
Sustainability

ABSTRACT

Developing effective approaches to increasingly complex global environmental challenges requires understanding and respect for underlying policy differences within and among nations. The defense of property rights against perceived intrusion by governmental authorities has been noted as an environmental policy issue related to specific laws and regulations in the United States, and as a basis for opposition to sustainability. We assessed the extent to which the defense of property rights and opposition to sustainability has become part of mainstream US policy deliberations by evaluating its inclusion within positions of candidates for the presidential nomination of the Republican and Democratic parties and by review of party platforms. We performed a similar review of the positions and platforms of right wing. EU political parties and of positions taken on the Brexit issue. Increasing concern about property rights, including using it as a basis to oppose and overturn sustainability initiatives, was found among the US right wing. This concern was tied to rights granted in the US Constitution and concern about governmental intrusion. In contrast, interference for environmental reasons in the rights of landowners to manage their property does not appear to be a concern of the EU right wing, nor was this issue raised by supporters of Brexit. Although just one of many factors, differences in concern about property rights should be recognized as contributing to EU/US differences in environmental policy.

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1. Introduction

Andrews (2006) has described US environmental policy and environmental politics as having two basic foundations: distinctive principles of property rights and specific provisions of the US Constitution. While evolving, these continue to strongly influence current environmental policies and politics, and provide the basis for distinguishing the US from other countries. Concern about property rights as a motivating factor in opposition to federal and state environmental laws has been well documented (Andrews, 2012; Layzer, 2012) beginning with rules governing public land use and the impact of the Endangered Species Act on property use. A more recent focus is opposition to sustainability, expressed as concern about Agenda 21 of the 1992 Rio Earth Summit infringing on individual property rights.

We review the literature on the background reasons for EU/US differences in environmental policies. With the exception of a mention by Jasanoff (1990), we could not find any appraisal of the role of property rights in the rich literature evaluating the reasons for EU/US differences on environmental issues. We also summarize the historical and constitutional basis for property rights being of particular importance to the US, and provide evidence of its use to oppose environmental policies, including sustainability, in federal, state and local issues.

To evaluate the relative extent to which there is concern that environmental policies may impact on property rights in the US and in the EU we have reviewed documents related to the positions of political parties and their leaders. The recent US presidential election process and the Brexit debate have provided timely opportunities to explore these issues in more depth than usual.

We find growing concern among the US right wing about the need to defend individual private property rights against rules aimed at protecting the environment, including UN Agenda 21 on sustainability. We find no such concerns in the EU or among the US left.

2. Methods

The terms right and left wing, generally equivalent to conservative and liberal, or Republican and Democrat, are used to conform to the equivalent terms in the EU. US and EU political parties and their party leaders were identified by search of relevant

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websites. Republican and Democratic Party platforms, until 2012, were obtained from the University of California Santa Barbara American Presidency Project (Woolley and Peters, 2016), and those adopted in the 2016 party conventions by review of the respective websites. The list of fall, 2015 Republican and Democrat candidates for presidential nomination was obtained from Wikipedia (2016). We used a review by the Southern Poverty Law Center (SPLC) to identify US right-wing organizations that oppose Agenda 21, a foundation document on sustainability derived from the 1992 UN Conference on Environment and Development (Beirich et al., 2014). Six additional organizations that oppose Agenda 21 were found by search of the web.

To address whether right wing political organizations in the EU had similar concerns about property rights, we reviewed statements of the parties, and party leadership, from the two most right wing EU parliament party groups. Europe of Nations and Freedom, the furthest to the right, has parties from eight of the 28 EU countries and 38 of the 751 parliamentary seats. Closer toward the political center is Europe of Freedom and Direct Democracy, consisting of parties from seven EU countries with 45 parliamentary seats (European Parliament, 2016).

For all document reviews, a search was made for compendia of positions of political parties or their leaders, and the word "property" was used as a search term. Intellectual property rights and property issues related to national boundary disputes were excluded, as were issues related to property ownership, such as related to Brexit. For translation we used the translation features of the newest versions of the Google Chrome browser and Google search engine.

The role of property rights in the Brexit issue was explored by reviewing the first 200 listings on Google after inserting the term "Brexit property rights –intellectual". We also analyzed statements supporting Brexit by Boris Johnson and Michael Gove, leaders of the Brexit movement within the Conservative Party; Nigel Farage, leader of the UK Independence Party; and George Galloway, a left wing British politician.

3. Results

3.1. Evidence of concern about property rights among right wing but not left wing US political groups

From 1980 to 2016 the issue of property rights was present in all of the Republican but none of the Democratic Party platforms. The language is often directly related to the environment, and previously was expressed positively, as in the 2000 Republican platform: "We link the security of private property to our environmental agenda for the best of reasons: Environmental stewardship has best advanced where property is privately held". More recently, as in the 2012 party platform, the wording is more defensive: "... we pledge to ... ensure just compensation whenever private property is needed to achieve a compelling public use. This includes the taking of property ... by environmental regulations that destroy its value". A similar formulation is present in the 2016 Republican Platform.

During the presidential nomination process, six of the fifteen Republican candidates were found to have expressed concern about the defense of property rights (Bush, Cruz, Fiorina, Huckabee, Paul and Rubio). Donald Trump, the eventual nominee, has been attacked by other Republicans for his failure to take such a position (Verbruggen, 2011). Although not a stated position during the nominating process, Republican candidate Governor Christie of New Jersey was criticized for responding to Superstorm Sandy by supporting the full restoration of damaged private properties as compared to the Democratic Governor of New York who considered retreating from some private properties for environmental protection (Flint, 2013). Concern about Agenda 21 was stated by Carson and Cruz. None of the five original Democratic candidates were found to express concern about property rights or Agenda 21.

3.2. Evidence of linkage of property rights to concern about Agenda 21 among the US right

Ten of the eleven organizations identified by the Southern Poverty Law Center as taking positions against Agenda 21 stated concerns about property rights on their web sites. All six of the additional anti-Agenda 21 organizations we identified stated concerns about property rights. Review of the literature of these and similar organizations reveals statements such as: "There is a definite push to have people become more dependent by relocating them from suburbs into cities, out of private homes into condos, and out of private cars onto their bikes or electric cars" (Thorner and O'Neil, 2014).

Further evidence of the recent increase in concern about Agenda 21 is seen in the positions of Newt Gingrich, Republican Speaker of the US House of Representatives from 1994 to 1998, and currently a major advisor to President-elect Donald Trump. Gingrich (2010) advocates a Green Conservative Platform including opposition to regulations that violate citizens' property rights. He first became aware of Agenda 21 and attacked it while campaigning for the 2012 Republican presidential nomination (Murphy, 2011). Similarly, the more defensive stance about property rights in the 2012 Republican Party platform is accompanied by its first mention of Agenda 21: "We strongly reject the U.N. Agenda 21 as erosive of American sovereignty". The recent 2016 Republican Platform further underlines this language by changing the word "strongly" to "emphatically" (Republican Platform, 2016). Agenda 21 is not mentioned in Democratic Party platforms.

3.3. Lack of evidence of similar concerns within the EU right wing

Review of the writings and platforms of the two farthest right EU parliamentary groupings did not reveal any concern about individual property rights being at risk to environmental regulations.

The June 23, 2016 Brexit referendum provided an additional opportunity to test our hypothesis that protection of individual property rights against a central government was primarily a US issue. In an intensely fought referendum on whether to leave the EU, the Brexit camp publicized examples of what they asserted were meddling by the EU in the lives of British citizens. We did not find concern expressed about Brussels infringing on the ability of a UK citizen to do as they wished with their private property. In fact, the word property does not appear in an extensive review of the potential environmental implications of Brexit by the Institute for European Environmental Policy (Baldock et al., 2016); a multi-chapter background document on Brexit issues prepared by the Bath University Institute for Policy Research (Pearce, 2016), or in a discussion of Brexit and human rights from the British far left (McRobie, 2016).

4. Discussion

4.1. Property rights and the definition of the waters of the United States

The growing importance of property rights in US environmental issues is exemplified by President Obama's January 2016 veto of a bill passed in Congress that would have overturned EPA's 2015 expansion of the waters under federal oversight to include partial wetlands (Department of Defense and EPA, 2015). President Obama's veto, only his ninth, stated: "We must protect the waters

that are vital for the health of our communities and the success of our businesses, agriculture, and energy development" (Obama, 2016). The response of a Republican sponsor of the bill was "We all want clean water. This rule is not about clean water. Rather, it is about how much authority the federal government and unelected bureaucrats should have to regulate what is done on private land." (Ernst, 2016). The 2016 Republican Party platform reiterates Senator Ernst's position on the Clean Water Act by stating that the EPA action 'extends the government's jurisdiction over navigable waters into the micro-management of puddles and ditches on farms, ranches, and other privately-held property'.

This exchange exemplifies the property rights issue in US environmental deliberations. Senator Ernst's concern about property rights is increasingly present in US right wing political discourse. Further, although European opposition to the EU repetitively opposes meddling and micro- management by "Brussels and unelected bureaucrats", we could not find intrusion on private property rights among the stated concerns.

4.2. Overview of EU/US differences on environmental and related issues

The US and the EU member states are democracies with relatively highly developed economies. Although policy approaches often differ, overall there is a general similarity in environmental and public health goals and successes (Harrington et al., 2004; Jasanoff, 2003). The US clearly led in past environmental and public health actions such as removing lead from gasoline, the decline in cigarette smoking, the banning of thalidomide, the adoption of automobile catalytic converters, and transparency in governmental deliberations. More recently the EU in many ways appears to be taking the lead, such as in chemical regulation, stringent worker protections standards, fighting global climate change, protecting the public against alleged unhealthy foods, and in acting on sustainability (Sbragia, 1999; Vogel, 2012; Lightfoot and Burchell, 2004; Keleman and Vogel, 2009; Vogler and Stephan, 2007; Bach and Newman, 2007; Jacoby and Meunier, 2010; Rayner and Jordan, 2013; Vogel et al., 2012; Svedin, 2014) – although suspicion that trade protectionism plays a role has not been dispelled (Majone, 2002; Goldstein, 2007). A comprehensive comparison of precautionary aspects of EU and US regulation (Wiener et al., 2010) finds little overall difference but numerous specific examples of one being more precautionary than the other.

Policy differences between the US and the EU are often posed as the US being more laissez- faire, more adversarial, and more dependent on post-event regulatory activity and litigation, while the EU is more driven by consensus and more precautionary. While useful generalizations, there are many contrary examples. Recently, British investigators (Gouldson et al., 2015) found that the US was more successful in decreasing refinery benzene emissions despite similar regulations. Earlier authors (Jordan, 1999; Donkers, 1990) pointed out that implementation of EU environmental regulations is challenged by the need to maintain a balance between national and EU policy goals. Arguably, the Volkswagen episode (Scheirmeier, 2015), along with other multinational issues such as prosecuting banks and indicting officials of FIFA, the international football organization, suggests that the US adversarial style may in some instances lead to more effective implementation (Rosenberg, 2006), Toxic tort litigation against large corporations also is more of a factor in the US (Jasanoff, 1990).

Social trust has been explored as a reason for EU/US differences. While in general considered to be desirable, the opposite, social distrust, is built into the US constitution leading to questioning of whether greater levels of trust are necessarily advantageous to democratic societies (Kasperson et al., 1999).

4.3. Overview of the history of property rights in the US

The property rights issue is grounded in US constitutional history including distrust of the concentration of power (Rahdert, 2007). US citizens are believed to more strongly venerate their constitution than do Europeans (Liptak, 2010), perhaps reflecting its longevity and relative stability. Opponents to ratification of the original US constitution in 1788 were concerned about what they deemed to be insufficient protection of individuals against a potentially tyrannical central government and insisted on the addition of amendments protecting citizens' rights. The resulting Bill of Rights includes the Fifth Amendment language "nor be deprived of life, liberty, or property, without due process of law; nor shall private property be taken for public use, without just compensation" (National Archives, 1791).

This seeming equivalency between life, liberty and property was largely based on the writings of John Locke (1632–1704) who argued that the ownership of property was an inalienable right on which civil and political rights were dependent (Forde, 2011; Locke, 1965). Locke's views are reflected in the writings of some of the framers and early interpreters of the constitution who suggest that property rights were considered as central to other rights (Table 1). Such quotes are frequently relied upon by right wing politicians and commentators to place their concern about property rights and sustainability in the context of the American founders and the US Constitution (Pilon, 2008; Walters, 2016; Claeys, 2003; DeWeese, 2012; Sandefur and Sandefur, 2016;

Table 1
Quotations on property rights by early leaders of the United States.

Commentator and Source	Quotation
John Adams. Letter to Samuel Adams. (Adams, 1790)	"The moment the idea is admitted into society, that property is not as sacred as the laws of God, and that there is not a force of law and public justice to protect it, anarchy and tyranny commence."
Thomas Jefferson. Letter to Pierre Samuel Du Pont de Nemours. (Jefferson, 1816)	"The right to procure property and to use it for one's own enjoyment is essential to the freedom of every person, and our other rights would mean little without these rights of property ownership."
James Madison. For the National Gazette. (Madison, 1792)	"Government is instituted to protect property of every sort; as well that which lies in the various rights of individuals ...This being the end of government, that alone is a just government, which impartially secures to every man, whatever is his own."
Noah Webster. An examination into the leading principles of the federal constitution proposed by the late convention held at Philadelphia. (Webster, 1787)	"The liberty of the press, trial by jury, the Habeas Corpus writ, even Magna Charta (sic) itself, . . . are all inferior considerations, when compared with a general distribution of real property among every class of people."

Pecquet, 1995). However, Berkin (2015) noted that the amendment related to the taking of private property was added by Madison, a congressional leader in the Bill of Rights process, to the 42 distinct rights that had been specifically proposed in state conventions. This absence from the state proposals suggests that while the Lockean issue of property rights was important to many of the leading thinkers involved in developing the American constitution, it may not have been of more general concern.

Among many others, de Tocqueville, in his 1835 introduction to 'Democracy in America', cites the importance to liberty of private property ownership (de Tocqueville, 2006). More recently, Hartz has emphasized the view that the nation's founders were primarily European liberals who supported Lockean theories (Diggins, 1988) and who came to America to achieve rights that they could not achieve in Europe, including property ownership.

The importance of private property was also advanced by European scholars such as Ludwig von Mises, a leader of the Austrian School, who argued that all governments inherently try to augment their ability to control and curtail the freedom of individual actors, and would be successful were it not for the citizen's ability to own property (von Mises, 1985). Hartz (1991) noted that the philosophy of the Austrian School took root in the US while mostly being ignored in Europe.

In the EU, property rights, after much controversy, was not included as a specific human right in the articles of the European Convention on Human Rights (ECHR) (European Court of Human Rights, 2010). However, it is the first of the rights that were added by inclusion within Protocol 1 of the ECHR, which has been separately ratified by all but 2 European countries. The language in Protocol 1 was reaffirmed in the Charter of Fundamental Rights of the European Union in the Treaty of Lisbon (European Union Agency for Fundamental Rights, 2016). The overall implications to the US and the EU appear similar in that the European Court of Human Rights (ECHR) and the US Supreme Court decisions on the allowability of takings of private property for governmental purposes are similar (Ploeger and Groetelaers, 2007). Decisions on individual cases by the ECHR are moving toward the interpretation that property owners have the obligation to use their property rights to advance national and European environmental goal (San Jose, 2005). Other formulations of human rights that do not include the right to private property are the 1966 International Covenant on Civil and Political Rights and the 1966 International Covenant on Economic, Social and Cultural Rights (United Nations, 1976a,b). Both are UN conventions which feeds into current US right wing concern about alleged UN aims to erode American property rights and sovereignty, including through Agenda 21.

The EU Constitution, which was not ratified, primarily focused on the obligations of the government toward its citizens rather than, as in the US, on limiting the government's authority over citizens (Niskanen, 2003). A pertinent example is the absence of a right to a clean environment in the US constitution (Hayward, 2005), which also specifies that any right not explicitly given to the federal government belongs to the states. This includes the power to regulate property rights (Nolon, 2006). In contrast, most national constitutions have specific environmental statements, or provide that any authority not granted to component governments belongs to the central government.

The takings issue grew in importance after a 2005 US Supreme Court decision against property owners who opposed a city's plan to take, with compensation, their property to be used for attracting a private industry on the grounds that the public would benefit from the jobs and tax revenue (Kelo, 2005). This resulted in many states passing laws prohibiting such actions, and has invigorated concern about defending private property against government (Somin, 2015). However, concern for private property in relation to environmental regulation was evident beforehand as is clear from our review of the earlier Republican platforms.

4.4. Property rights and the environment

The importance of property rights as a factor galvanizing opposition to governmental restrictions on land use has been well documented (Andrews, 2012; Layzer, 2012; McCarthy, 2002). The literature on property rights and the environment often focuses on the issue of the commons, where overfishing or overgrazing is ascribed to the absence of a property rights regime (Eggert, 2010; Hardin, 1968; Ostrom et al., 1999; Paehlke, 2012). Hardin's "Tragedy of the Commons" has been interpreted as a call for providing property rights to individuals as they would be less likely to overuse scarce ecosystem resources, an interpretation that is consistent with commentators on the right (Brubaker, 2007; McArdle, 2012). However, awarding individuals property rights to all environmental resources is not considered a realistic or reliable remedy (Ostrom, 2009; Hanna et al., 1995). More recent approaches to sustainability and to ecosystem based management stress the importance of having both a well-defined property rights regime and flexibility to address differing geographical challenges (Ostrom et al., 2001; Layzer, 2013).

The objections of the US right is not to takings of private property per se, if appropriately recompensed and for valid governmental purposes for the common good, such as building a school. Nor is opposition based upon an expressly anti-environmental position. Republicans express their distinguished history and role in protecting the environment, beginning with President Theodore Roosevelt (Curtis, 1989; Republican Platform, 2016). The stated concerns about property rights reflect the strong belief by the American right that government has an inherent tendency to trample on personal rights, and that the less government intrusion the better. They justify this view with quotations from the founders (Table 1). To the right wing, the takings clause in the US Constitution has been expanded by progressive interpretations such that its use is now "promiscuous" (Pilon, 2008). The expanding concern about property rights can also be viewed as part of the increasing conservative discourse within US politics recently summarized by Cohen (2016).

Concern about property rights also can be traced to long standing US cultural values. Attachment to wilderness in contrast to cities is evident in the writings of Thoreau (Wills, 2010), in the early development of National Parks and in the tendency to put hiking trails through uninhabited ridgelines rather than the European propensity to connect historical populated sites. Jefferson is often quoted by those supporting rural rather than urban values, including those concerned about European mores replacing what they believe to be American virtues.

> "I think our governments will remain virtuous for many centuries; as long as they are chiefly agricultural; and this will be as long as there shall be vacant lands in any part of America. When they get piled upon one another in large cities, as in Europe, they will become corrupt as in Europe" (Jefferson, 1787).

This quote has led to the claim that Jefferson is the father of urban sprawl (Vazquez, 2006). The apparent increase in concern about sustainability initiatives among the American right may not only reflect this longstanding antipathy to cities, which has also been evident in the 2016 US Presidential election, but also reaction to the increasing emergence of cities as leaders in innovation and in public policy. This global phenomenon is particularly evident in Europe (Katz and Noring, 2015).

The concern for property rights also can be placed within the context of the greater unease in the US about state control of

individual freedom. In considering why the US differs from much of the developed world, Paarlberg (2015) cites a 2011 Pew Global Survey in which among two choices, US respondents were much more likely to opt for "freedom to pursue life's goals without state interference" while EU residents were more likely to choose "state guarantees that nobody is in need".

Property law within EU states differ in many ways, reflecting a broad range of historical patterns (Schmid et al., 2005). The US is closest to that of British Common Law which provided the basis for jurisprudence in the original American colonies. British common law as interpreted by Blackstone gives subsurface rights to the property owner. The British Parliament, in its gradual paring down of the landowning rights of the British aristocracy, took away private ownership of subsurface mineral rights in 1934 giving these rights to the crown (Minerals UK, 2014). Daintith (2010), an Australian who has studied the comparative impact of national laws on oil and gas drilling, points out that outside of the US, including in British Commonwealth countries in which British common law remained central, the question of who owned subsurface property rights was generally settled in the late 19th or early 20th century in favor of the central government, in part because, in contrast to the US, there was "no inconvenient constitutional protection of property rights". This legacy of the salience of the US constitution to the ownership of property rights accounts in part for the more rapid development of drilling for tightly bound deep underground shale gas in the US as compared to the EU (Goldstein et al., 2016).

4.5. Does it make a difference?

Property rights is only one of many factors driving US policy and political debates about environmental protection, but it is a factor that appears to be growing in strength. Protection of endangered species and of desired ecosystems often depends on land use regulations that extend over large areas. Mandating the cooperation of private property owners for the common good inherently limits the rights of the property owner, which is the basis for property rights advocates opposing the Endangered Species Act (Property Rights First!, 2005). Stehr (2016) has reviewed the extent to which scientists and others advocate curtailing individual rights to meet the unprecedented threat of climate change because of their concern that democratic governance is insufficient to do so. Such an approach would be anathema to those to whom property rights has been assigned moral value in the defense of liberty (Sandefur and Sandefur, 2016). Rosa et al. (2014) have emphasized the challenge to risk governance of controversy between experts arguing rationality and those insisting that they have the moral high ground.

Increasing concern about Agenda 21 has already led to blocking pro-environmental regulation at the local level (Beirich et al., 2014; Kaufman and Zernike, 2012). In 2012 Baldwin County in southern Alabama had its long-deliberated development plan voted down by activists concerned about Agenda 21 infringing on property rights (Terry, 2014). Alabama's legislature unanimously passed a law, signed by the Governor, making it illegal to use Agenda 21 as the basis for decisions (Celock, 2012). A similar resolution passed both houses of Tennessee but was not signed by its Republican Governor (Nelson, 2012). A 2014 review in a California planning journal of successes by property rights advocates that have affected local planning concluded that this is now a fact of life and recommends how planners can best work with these advocates to achieve planning goals (Frick, 2014). Concern about property rights in relation to environmental policies appears to be not only deepening but also affecting a broader range of the US right as is evident by the first appearance of an anti-Agenda 21 statement in the Republican Party Platform in 2012 and its strengthening in 2016, as well as the addition of Agenda 21 to the web sites of far right organizations not primarily concerned about environmental issues or property. However, these issues are not of major concern to the entire Republican Party as is evident by the unwillingness of the Republican Governor of Tennessee to sign anti-Agenda 21 legislation and the nomination and subsequent election of Donald Trump despite his lack of previous advocacy on this issue. The relative absence of discourse about property rights in Europe and among the US left should not be construed as a lack of support for the role of private property in a free society.

5. Conclusions

At this writing, less than two weeks after the US election, we can only speculate about its impact on property rights issues. With Donald Trump as President, along with the continued Republican control of both houses of Congress, it appears likely that the role of protection of property rights in US environmental policy will be strengthened. This would be abetted by the expected rightward movement of the federal judiciary, including perhaps the US Supreme Court. While Mr Trump has not himself stated a strong position on property rights, he has chosen Myron Ebell to oversee transition policies for EPA. In addition to being involved in climate change denial, Ebell has been active in congressional attempts to amend the US Endangered Species Act to give more power to private property owners (Fountain, 2016), including being a signer of the Property Rights First! (2005) letter cited above. Initial planning from the Trump transition team specifically includes reversing the "Waters of the US" rule described above. While many of the Republican initiatives have strong support from major financial interests, such as the fossil fuel industry, we believe it likely that other issues without similar major industry involvement, including local pro-environmental efforts such as zoning to build bicycle paths through private property, will meet increasingly successful opposition from the US right wing based upon concern about the defense of a constitutionally based right to private property. It is also possible that, similar to the Reagan administration, once President Trump focuses on his re-election prospects, he will recognize the importance of environmental issues to the broad US electorate and will moderate some of his policies, although this would not check the longer-term impact on constitutional interpretation of his choices for the judiciary. Accordingly, we believe that the gulf between the US and the EU on property issues, extending to UN Agenda 21 on sustainability, is likely to broaden in the shorter term. We conclude that property rights and related issues about feared loss of sovereignty should not be overlooked among the factors explaining differences between the EU and US in environmental policies and protection.

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Bernard Goldstein is Emeritus Dean and Emeritus Professor of Environmental and Occupational Health at the University of Pittsburgh Graduate School of Public Health. He is an elected member of the Institute of Medicine (IOM) and has chaired over a dozen IOM or National Research Council Committees, including the Committee on Sustainability at EPA. He has served as Assistant Administrator for Research and Development of the USEPA, President of the Society for Risk Analysis, and Vice President and Editor-in-Chief of the Scientific Committee on Problems of the Environment. He has been actively involved in UNEP and WHO programs.

Juliann Hudak is a recent MPH graduate of the University of Pittsburgh Graduate School of Public Health. Her thesis was on human trafficking. She has previously worked with the US Centers for Disease Control on global preparedness issues.

From: Alex Malaspina <[redacted]>

Sent: Friday, December 16, 2016 7:03 AM

To: [redacted]

Subject: Fwd: Mark/Lesbos update

My son Mark on December 14 visited the president of Doctors Without Border Or MSF DR Lawrence to give some input as to how Mark s foundation obtains funds from American Foundations for Mark s Educational Foundation POWERMYLEARN NG

This dialogue could bear some fruits for MSF

Best Alex

---Original Message---
From: Alicia Philipp <[redacted]>
To: Alex Malaspina <[redacted]>
Sent: Fri, Dec 16, 2016 7:22 am
Subject: RE: Mark/Lesbos update

Alex- I love being on this email exchange. Your passion and compassion for what is happening in the world is so heartening. Thank you!!! Alicia

Alicia Philipp

President

Community Foundation for Greater Atlanta

[redacted]

aphilipp[redacted]

www.cfgreateratlanta.org

Follow me @philanthropyATL

Please consider the environmental impacts of paper production and use before printing this email.

Join in the joy! To make your year-end charitable planning smooth, here are helpful guidelines to ensure the timely processing of gifts and grants in 2016. View the chart here.

Stay connected with us

From: Alex Malaspina [mailto:[redacted]
Sent: Thursday, December 15, 2016 4:22 PM
To: Laurel Combs[redacted]
Cc: John lawrence[redacted], markmalaspina[redacted], Alicia Philipp, Wanda Wallace
Subject: Re: Mark/Lesbos update

Dear Laurel

am so glad you met Mark He was very interested in meeting you and John He enjoyed his luncheon with John and the exciting discussion on your organization MSF

was very interested in your info on Lesvos t must have been quite a long voyage and the passengers must have been exhausted am so glad your organization is helping the refugees

Please stay in touch

Warmest wishes to you and John for the holiday Season

Warm regards

Alex

---Original Message---
From: Laurel Combs <[redacted]>
To: Alex Malaspina[redacted]
Sent: Wed, Dec 14, 2016 4:26 pm
Subject: Mark/Lesbos update

Dear Dr. Malaspina,

Just wanted to send you a quick note to let you know that got to meet Mark and chat with him for a few minutes today before he had lunch with John. It was great meeting him and really interesting to hear about his work with PowerMyLearning.

We a so just got this interesting update on Lesbos that made me think of you. ´ keep you posted if it does seem to become a trend.

"On Friday, 200 African migrants and refugees arrived in Lesvos. It is the first time that we have seen such a large number of people from African countries arriving a together on the Greek islands. Our team w keep monitoring if this can be considered as a new trend in the migration flows."

Best wishes for a happy holidays!

Laure

Laure Combs

Major Gifts Officer

Doctors Without Borders/Médecins Sans Frontières (MSF)

[redacted]

Email: [redacted]

From: Alex Malaspina <[redacted]>

Sent: Friday, December 30, 2016 8:21 AM

To: mek59100[redacted];hzhang[redacted]

Cc: taktogami[redacted];geoffsmith[redacted];fergc@[redacted];Cohen, Samuel M;beauchamp[redacted]

Subject: Fwd:

FYI

HAPPY NEW YEAR

Best Alex

-----Original Message-----
From: Alex Malaspina <[redacted]>
To: malaspina [redacted]>
Sent: Fri, Dec 30, 2016 9:18 am

http://www.wsj.com/articles/nestle-turns-to-new-ceo-to-boost-health-push-1483093801

From: Michelle Embry <membry@hesiglobal.org>
Sent: Tuesday, January 10, 2017 1:30 PM
To: Syril Pettit;Tim Pastoor;Alan Boobis;Cohen, Samuel M;Wolf Doug USGR;Shawn Sullivan
Subject: FW: OECD's work on AOPs | Critical report from NGO and please see attached OECD response
Attachments: OECD_Upton_NGO_AOP_ENV_D_03.pdf

FYI - Passing this information along from Rick Becker at ACC. Haven't read the whole thing myself yet.

Jay West of ACC (& our BIAC rep to the OECD Joint Meeting) has just brought to our attention a Pesticide Action Network Europe report criticizing the use of AOPs. [Thank you Jay]

The Pesticide Action Network Europe characterizes the OECD AOP initiative as an industry lobbying conspiracy. The report is too large to transmit as an attachment, but it is available at this link: http://www.pan-europe.info/sites/pan-europe.info/files/public/resources/reports/pan-europe-aop-report-8.8-dec-16.pdf

In response to this ENGO report, Simon Upton, head of the OECD Environment Directorate sent the head of PAN Europe the attached letter. In the letter, OECD invites ENGO participation on the EAGMST (thru the European Environmental Bureau (the ENGO equivalent of BIAC for OECD purposes)). Jay notes that they were also invited to become more involved last year but did not.

Thanks

Rick

Richard A. Becker Ph.D. DABT | American Chemistry Council
Science and Research Division
rick_becker@americanchemistry.com
[redacted]
www.americanchemistry.com
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Director
Environment Directorate

ENV/D/2017.03

Mr. Hans Muilerman
PAN Europe Chemicals Coordinator
[redacted]

Subject: PAN report: AOP - The Trojan horse for industry lobby tools?

10 January 2017

Dear Mr. Muilerman,

I've received the PAN Europe report on Adverse Outcome Pathways (AOPs) from my staff and would like to take the opportunity to explore with you how your organisation could get more involved in our programme of work and share your ideas with member countries during the AOP and hazard assessment methodology development process.

We heard your concerns about the involvement of industry in the AOP Development Programme. The OECD Chemicals Committee, which is supported by our member countries and oversees the chemicals Programme at OECD, is requesting input from a number of non-governmental stakeholder organisations in all of its work. Industry participation in the Chemicals Committee activities is organised by the Business and Industry Advisory Committee to the OECD (BIAC), while trade union representation is organised by the Trade Union Advisory Committee to the OECD (TUAC). The participation of environmental NGOs is co-ordinated by the European Environmental Bureau (EEB). The International Council for Animal Protection in OECD Programmes (ICAPO) participates as invited experts in meetings where issues relating to animal welfare are discussed. The mandate of the Chemicals Committee specifies the stakeholder participation. More generally, the core of OECD's mission is to bring together regulators and policy makers, industry leaders, trade unions, and civil society to share ideas and learn from each other, and to develop best practices, policy guidelines, and legal instruments.

As we are a member country organisation, our work priorities are set by member countries. The OECD Chemicals Committee decided in 2011 to support work on the AOP Development Programme at the OECD. Recognising the limitations of current testing approaches for toxicological assessment and the rapid development of new biochemical, cellular, tissular assay systems and computational predictive methods, AOPs are developed to serve as a toxicological knowledge framework to support method development based on mechanistic reasoning, with increased relevance to human health. AOP-based predictive screening methods are meant to contribute to the hazard characterisation of the many thousands of chemicals that have not been adequately tested for their hazards to human health and the environment. The AOP Development Programme is a priority for our member countries, and the Chemicals Committee regularly reaffirms its support to this programme. It is therefore important that the various environmental NGOs, coordinated by EEB, participate in these activities, so that countries can hear your concerns and adapt our programme accordingly. Although we understand that your resources are limited, we are providing a small grant every year to EEB to help with the coordination of NGO input and facilitate participation in OECD activities.

With regards to your concerns on the use or misuse of AOPs, as indicated to EEB in a letter sent by the OECD Secretary General in November 2015, I would like to emphasise that the present focus of our work on AOPs is not to promote their direct use for the final risk assessment of individual chemicals. AOPs can be used as a tool to gather, structure and integrate evidence from a range of *in silico*, *in vitro* and *in vivo* methods, underpinned by an understanding of the pathway that leads to an adverse outcome. Integration of evidence can help evaluate the confidence and reliability of the results of a particular assay and to understand if they are supported in the context of the rest of the knowledge base for a chemical.

Direct line
[redacted]56
[redacted]
simon.upton@oecd.org

[redacted]al
[redacted]
France

AOPs are a description of biology. They provide mechanistic information on a pathway(s) to a regulator considering a particular chemical that may initiate an AOP or multiple AOPs. In terms of assessing hazard, the foreseen use of an AOP at the OECD is as a tool to gather, structure and integrate evidence. It is the level of confidence in the results of this integration, which incorporates both the level of confidence in the AOP and the level of confidence in other available information, which informs the decision-maker on whether or not a decision can be made in a particular context, or if more information is required. The AOP provides a more structured and transparent framework to facilitate this integration.

Practically, there are several groups in which EEB could be more directly involved. One of them is the Extended Advisory Group on Molecular Screening and Toxicogenomics (EAGMST), which oversees the AOP Development Programme. This programme has two clients, the Working Party on Hazard Assessment (WPHA) and the Working Group of the National Coordinators to the Test Guidelines Programme (WNT), which are two subsidiary bodies of the Chemicals Committee. Environmental NGOs are not very active in these two groups, but it is these two groups that discuss how AOPs can be used for the development of OECD hazard assessment methodologies and testing methods.

We would like to invite you to present the PAN Europe report at the annual meeting of the WPHA or the EAGMST in June 2017 (on 12-13 and 14-15 June respectively), so that you can share your findings with the group and engage frank discussion with member countries. We are convinced that more dialogue and a stronger engagement of environmental NGOs in these groups would be beneficial.

I hope that these clarifications will be useful to you and we are looking forward to meeting you in June, or earlier at you convenience if you wish to engage in further discussion beforehand on these topics.

Yours sincerely

Simon Upton



Copy to: Jeremy Wates, European Environmental Bureau
Tatiana Santos, European Environmental Bureau

From: Michael Shirreffs <mshirreffs@ilsi.org>
Sent: Tuesday, January 24, 2017 2:07 PM
To: Michael Shirreffs
Cc: Suzanne Harris;Van Bladeren,Peter,VEVEY,CT-RSA;Boobis, Alan R
Subject: Keynote and Research Foundation Presentations Available Online

Categories: (none)

Hello 2017 ILSI Annual Meeting Participants,

Keynote presentations and presentations from ILSI Research Foundation's thought-provoking scientific session "Hungry Cities" are available online now.

http://ilsi.org/2017-annual-meeting-scientific-sessions/

Presentations from the other scientific sessions are coming soon, so stay tuned.

Best wishes,

Michael Shirreffs
International Life Sciences Institute
Director of Communications

From: Michael Shirreffs <mshirreffs@ilsi.org>
Sent: Friday, February 3, 2017 12:45 PM
To: Michael Shirreffs
Cc: Suzanne Harris
Subject: Additional Presentations from ILSI 2017 Annual Meeting Are Now Available

Categories: (none)

Hello everyone,

PDF copies of the presentations from the 2017 ILSI Annual Meeting are now available. Videos of the sessions will be available later in February.

http://ilsi.org/2017-annual-meeting-scientific-sessions/

We hope you all had an enjoyable and productive time in La Jolla, and we look forward to seeing you in Bermuda in next year. Save the dates:

ILSI 2018 Annual Meeting
Southampton, Bermuda
19 – 24 January 2018

Best wishes,

Michael

Michael B. Shirreffs
Director of Communications
International Life Sciences Institute
1156 Fifteenth Street, NW
Suite 200
Washington, DC 20005
mshirreffs@ilsi.org
www.ilsi.org



From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Wednesday, February 22, 2017 8:03 PM

To: Cohen, Samuel M

Subject: ILSI News | February 2017 | Links to Annual Meeting videos and more!

ILSI
International Life Sciences Institute

ILSI News | February 2017



Hello everyone,

The February 2017 issue of ILSI News features links to a variety of stories and program updates. You can view the whole newsletter with this link:

ILSI News | February 2017

Or you can click directly to individual items that interest you (which contain links back to the home newsletter page):

- Welcome to New Trustee Lucy Hwang
- Links to Presentation Videos from Annual Meeting
- Infant and Child Health in China: The Success of Ying Yang Bao
- Update on Regional Meeting in Latin America (with links to presentations in Spanish)
- ILSI Taiwan Workshop and Press Conference on Healthy Aging
- Early Announcement of ILSI at ICN2017

And of course:

- Recent publications
- Featured events

We hope you are enjoying LSI News. Please let us know if you have requests or suggestions for future issues.

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

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From: Michael Shirreffs <mshirreffs@ilsi.org>
Sent: Thursday, March 9, 2017 11:29 AM
To: Cohen, Samuel M
Subject: RE: A farewell book for Beth Brueggemeyer

Thank you, Sam. I will add these nice words to Beth's book.

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Thursday, March 9, 2017 11:58 AM
To: Michael Shirreffs <mshirreffs@ilsi.org>
Subject: FW: A farewell book for Beth Brueggemeyer

Michael, can you add the following words to the bood for Beth. It will seem very strange not having her with ILSI.

Beth, Congratulations on a fantastic career at ILSI. You had just started when I first interacted with ILSI in 1985, working with Jim Emerson and the saccharin committee, and of course Alex. The organization has changed dramatically since then, and you have evolved and grown with the organization. You have been remarkable in keeping everything straight as ILSI grew into the multibranch, international organization it has become. You seem to be able to keep track of who's who and what's what, even as the ILSI family has continued to grow. On a personal level, you have been a pleasure to work with, always having the answers or knowing how to get them, always helpful, and always pleasant. I wish you the very best in whatever endeavors you pursue.

Sam Cohen

From: Suzanne Harris [mailto:sharris@ilsi.org]
Sent: Thursday, March 09, 2017 9:06 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Michael Shirreffs <mshirreffs@ilsi.org>; Bradford, Jeanne <jbradford@unmc.edu>
Subject: A farewell book for Beth Brueggemeyer

Dear Sam,

Ms. Beth Brueggemeyer will be leaving ILSI at the end of March after 32 years of loyal and much appreciated service. Beth has served as my executive assistant for the past 13 years and she also supported ILSI Legal Counsels. She was originally hired by Alex Malaspina. She has been with ILSI for much of its existence. She will be missed.

As part of our farewell to her, we are creating a book with comments and photos from her many ILSI friends. If you would like to contribute some words and/or photo to this book, please send your contribution to Michael Shirreffs (mshirreffs@ilsi.org) – **not later than March 15.**

Please let me know if you have any questions.

Best regards,

Suzie

The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Michael Shirreffs <mshirreffs@ilsi.org>
Sent: Thursday, March 9, 2017 11:52 AM
To: Cohen, Samuel M
Subject: RE: A farewell book for Beth Brueggemeyer

I know. It will be a big change for us. I just found out myself and haven't had a chance to talk with her yet. I know her husband is retired and that they both enjoy home improvement projects…

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Thursday, March 9, 2017 12:32 PM
To: Michael Shirreffs <mshirreffs@ilsi.org>
Subject: RE: A farewell book for Beth Brueggemeyer

Hard to believe she is retiring.
What are her plans, has she said.

From: Michael Shirreffs [mailto:mshirreffs@ilsi.org]
Sent: Thursday, March 09, 2017 11:29 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Subject: RE: A farewell book for Beth Brueggemeyer

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Sam Cohen

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Sent: Thursday, March 09, 2017 9:06 AM
To: Cohen, Samuel M <scohen@unmc.edu>
Cc: Michael Shirreffs <mshirreffs@ilsi.org>; Bradford, Jeanne <jbradford@unmc.edu>
Subject: A farewell book for Beth Brueggemeyer

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not later than March 15.

Please let me know if you have any questions.

Best regards,

Suzie

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Tuesday, April 4, 2017 2:01 AM

To: Cohen, Samuel M

Subject: ILSI News | March 2017 | In Memory of John Doull

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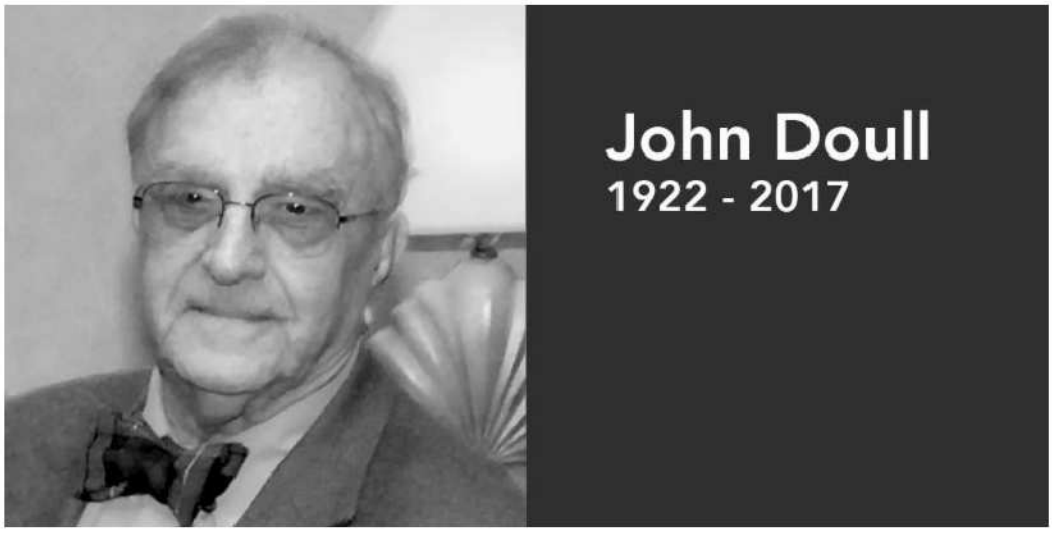
International Life Sciences Institute



Dear Colleagues,

The March 2017 newsletter is dedicated to the memory of John Doull, PhD, MD.

ILSI News | March 2017

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, April 6, 2017 11:00 PM

To: Cohen, Samuel M

Subject: Join ILSI in Recognizing World Health Day

ILSI
International Life Sciences Institute



Join us in recognizing the World Health Organization's World Health Day on 7 April 2017. WHO's campaign is to raise awareness of **depression and its impact on health throughout the life cycle.** Information, including about ILSI work on diet and mental health, is available here: **ILSI and World Health Day 2017**

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, April 20, 2017 5:26 AM

To: Cohen, Samuel M

Subject: 22 APRIL Earth Day - Correction

ILSI
International Life Sciences Institute

My apologies for the incorrect date on the original email. Earth Day is 22 APRIL (not March).



Join us in celebrating Earth Day 2017 on 22 APRIL. This year's Earth Day theme is on environmental and climate literacy. Get a snapshot of ILSI activities related to maintaining sustainable food systems in the face of climate change and severe weather events caused by climate change.

ILSI and Earth Day 2017

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

ILSI, 1156 15th Street, NW, Washington, DC 20005

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, April 20, 2017 4:04 AM

To: Cohen, Samuel M

Subject: Join ILSI in Celebrating Earth Day on 22 March

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International Life Sciences Institute



Join us in celebrating Earth Day 2017 on 22 March. This year's Earth Day theme is on environmental and climate literacy. Get a snapshot of ILSI activities related to maintaining sustainable food systems in the face of climate change and severe weather events caused by climate change.

ILSI and Earth Day 2017

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, May 25, 2017 5:55 AM

To: Cohen, Samuel M

Subject: ILSI News | April & May 2017 -- Caffeine, 20 Year Celebration, New Pubs, and More

ILSI
International Life Sciences Institute

ILSI News | April / May 2017



Hello everyone,

We hope you enjoy this issue of ILSI News. You'll learn about ILSI North America's systematic review on caffeine and health, HESI's new COMPARE database, ILSI-India's 20th Anniversary, and more.

ILSI News | April & May 2017

Know someone who might enjoy ILSI News? Have them sign up here: Sign Up

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From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Friday, June 30, 2017 5:11 PM

To: Cohen, Samuel M

Subject: ILSI News | June 2017

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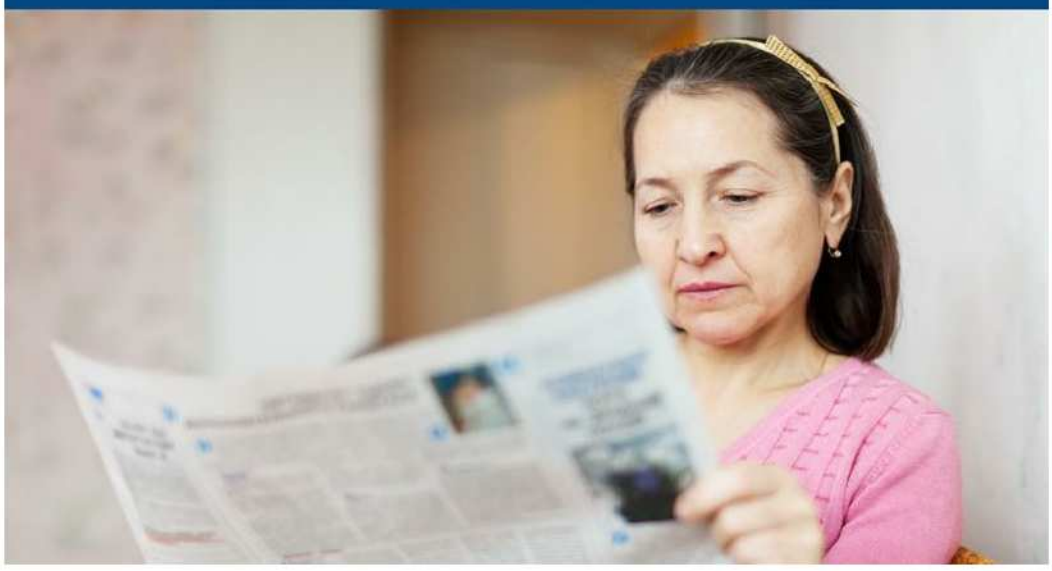
ILSI News | June 2017



Hello everyone,

The June 2017 issue of ILSI News brings you an update on regional cooperation in Latin America on a major research project on nutrition intakes, links to a recap of the HESI Annual Meeting, and information on featured publications and events.

ILSI News | June 2017

We hope you enjoy this month's newsletter. Please let us know if you have requests or suggestions for future issues.

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Best wishes,

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Try it free today

From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Monday, July 31, 2017 8:37 PM

To: Cohen, Samuel M

Subject: ILSI News | July 2017

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International Life Sciences Institute

ILSI News | July 2017



Dear Colleagues,

In addition to giving you links to new publications and upcoming events, July's newsletter also announces the ILSI Research Foundation's involvement in a new effort to improve the US fruit/vegetable supply, provides details on ILSI's participation in

the International Congress of Nutrition in October, and describes a new, online supplement from *Nutrition Reviews* on nutrition and military readiness.

We hope you enjoy this issue of ILSI News.

ILSI News | July 2017

Best wishes and happy reading,

Michael Shirreffs
ILSI Director of Communications

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Try it free today

From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, August 31, 2017 12:41 PM

To: Cohen, Samuel M

Subject: ILSI News | August 2017 | Annual Meeting Program Takes Shape and More

CAUTION: This email is not from a UNMC or Nebraska Medicine source. Only click links or open attachments you know are safe.

ILSI
International Life Sciences Institute

ILSI News | August 2017



Dear Colleagues,

The August 2017 ILSI News includes:

- an ISBGMO report from ILSI Argentina
- a snapshot of the upcoming 2018 Annual Meeting schedule and program
- information about an upcoming ILSI Europe/IAFP webinar
- and more

ILSI News | August 2017

Enjoy!

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Best wishes,

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Try it free today

From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Saturday, September 30, 2017 4:44 PM

To: Cohen, Samuel M

Subject: ILSI News | September 2017 | We Are Excited for ICN

Non-UNMC email

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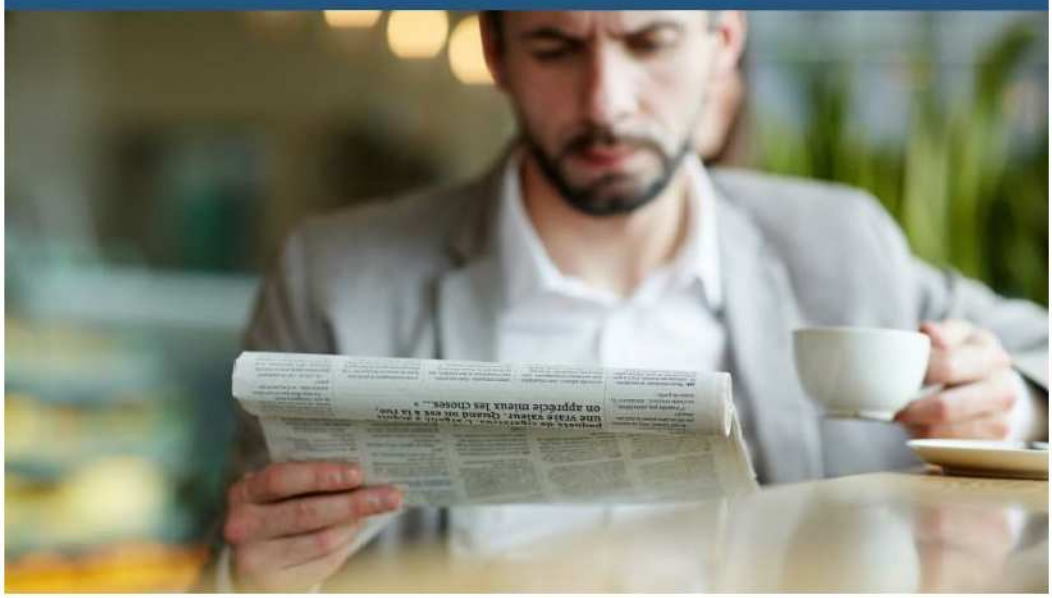
International Life Sciences Institute

ILSI News | September 2017



Hello everyone,

We are exciting for the upcoming International Congress of Nutrition (15 - 20 October,

in Buenos Aires, Argentina). In this issue of ILSI News, we bring you presentation abstracts, speaker bios, and more for the 7 sessions ILSI, the ILSI Research Foundation, and the ILSI branches have organized.

ILSI News | September 2017

This is issue also has information on:

- impact of ILSI South Africa's microbial risk assessment training
- 2018 ILSI Annual Meeting program and logistics
- new publications
- upcoming events

We hope you enjoy this month's newsletter.

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

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Try it free today

From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, October 27, 2016 9:17 AM

To: Cohen, Samuel M

Subject: White House Recognizes HESI's THRIVE Network

ILSI
International Life Sciences Institute

Have you heard of HESI's THRIVE Network dedicated to innovative translational research and improving quality of life after cancer?

We're proud to share HESI's exciting announcement.

> "Vice President Joe Biden released [last week] a final report on the Cancer Moonshot Task Force, naming [HESI's] THRIVE Network as a participant in the Moonshot's efforts to further advance the task force's goals. The Moonshot program is focused on making a decade's worth of progress in preventing, diagnosing, and treating cancer in five years."

Our congratulations to the entire HESI team on this impressive accomplishment.

Read the full White House statement: Cancer Moonshot

Contribute to THRIVE: Your Help Makes a Difference

THRIVE

FRIENDS of CANCER RESEARCH

NPAF National Patient Advocate Foundation

HESI.



Best wishes,

Michael Shirreffs

ILSI Director of Communications

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Try it free today

From: Michael Shirreffs <mshirreffs@ilsi.org>

Sent: Thursday, November 17, 2016 6:05 PM

To: Cohen, Samuel M

Subject: ILSI News | November 2016 | Stephanie Carter Celebrates 30 Years

ILSI
International Life Sciences Institute



Hello everyone,

In the November issue of ILSI News, we are very pleased to congratulate Stephanie Carter, ILSI Research Foundation, for her 30 years of dedication to the organization.

ILSI News | November 2016

November's issue also has articles on:

- ILSI North America's partnership with USDA on a branded food database;
- ILSI-India seminars on food safety and the microbiome;
- a new task force from ILSI Europe;
- and more.

We hope you are enjoying the newly formatted ILSI News. Please let us know if you have requests or suggestions for future issues.

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Best wishes,

Michael Shirreffs

ILSI Director of Communications

International Life Sciences Institute, 1156 15th Street, NW, Washington, DC 20005

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Try it free today

From: Cohen, Samuel M <scohen@unmc.edu>
Sent: Monday, July 10, 2017 8:19 AM
To: Syril Pettit
Subject: HESI

Categories: (none)

Suzi Fitzpatrick from FDA cited 3 HESI projects in her presentation with highly laudatory comments.

Sent from my iPhone

From: scohen@unmc.edu
Sent: Tuesday, December 13, 2016 7:46 AM
To: Craig Llewellyn
Subject: Re: Award

Thank you very much.
Wish you well in your new endeavors.
Look forward to talking to you at sometime when our paths cross.
Happy Holidays.

Sent from my iPhone

On Dec 13, 2016, at 7:09 AM, Craig Llewellyn <cllewellyn@coca-cola.com> wrote:

> Sam,
>
> I just heard that you have been selected to receive the much deserved 2017 SOT Merit Award. I don't know when I will have the opportunity to congratulate you in person, so please accept my Congratulations. I hope to see you again sometime in the coming year.
>
> My role at The Coca-Cola Company recently changed to focus more on international regulatory harmonization and Codex Alimentarius. I will not be attending either the ILSI Annual Meeting or the SOT Meeting in 2017 and have resigned from my role at MSU CRIS.
>
> All the best,
> Craig

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From: scohen@unmc.edu
Sent: Friday, March 24, 2017 8:02 AM
To: Suzanne Harris
Subject: Re: Do you happen to have an email address for Ulrich Mohr?

Thank you

Sent from my iPhone

On Mar 24, 2017, at 7:56 AM, Suzanne Harris <sharris@ilsi.org> wrote:

> Here you are [redacted]
>
> Suzie
>
> ---
>
> **From:** Cohen, Samuel M [mailto:scohen@unmc.edu]
> **Sent:** Thursday, March 23, 2017 7:49 PM
> **To:** Suzanne Harris <sharris@ilsi.org>
> **Subject:** Re: Do you happen to have an email address for Ulrich Mohr?
>
> Thanks
>
> Sent from my iPhone
>
> On Mar 23, 2017, at 6:17 PM, Suzanne Harris <sharris@ilsi.org> wrote:
>
> > I think I can get it for you, Sam.
> >
> > Suzie
> >
> > Sent from my iPad
> >
> > On Mar 23, 2017, at 5:37 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:
> >
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From: scohen@unmc.edu
Sent: Friday, June 23, 2017 7:14 PM
To: Suzanne Harris
Subject: Re: Do you know the date that John Doull last served on Res. Fdtn. board?

Yes, thank you.

Sent from my iPhone

On Jun 23, 2017, at 7:11 PM, Suzanne Harris <sharris@ilsi.org> wrote:

> Not off the top of my head, Sam, but I can get the information for you on Tuesday. Will that be soon enough?
>
> Suzie
>
> Sent from my iPad
>
> On Jun 23, 2017, at 5:32 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:

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From: scohen@unmc.edu
Sent: Monday, June 26, 2017 3:08 PM
To: Alex Malaspina
Subject: Re: greek yougurt story

Fascinating

Sent from my iPhone

On Jun 26, 2017, at 2:03 PM, Alex Malaspina [redacted]> wrote:

> A very interesting story
> Best Alex
>
> -----Original Message-----
> From: Alex Malaspina [redacted]>
> To: malaspina <[redacted]
> Sent: Mon, Jun 26, 2017 1:56 pm
> Subject: greek yougurt story
>
> https://www.nytimes.com/2017/06/26/business/yoplait-learns-to-manufacture-authenticity-to-go-with-its-yogurt.html?hp&action=click&pgtype=Homepage&clickSource=story-heading&module=second-column-region®ion=top-news&WT.nav=top-news

From: Suzanne Harris <sharris@ilsi.org>
Sent: Thursday, March 9, 2017 9:06 AM
To: Cohen, Samuel M
Cc: Michael Shirreffs;Bradford, Jeanne
Subject: A farewell book for Beth Brueggemeyer

Dear Sam,

Ms. Beth Brueggemeyer will be leaving ILSI at the end of March after 32 years of loyal and much appreciated service. Beth has served as my executive assistant for the past 13 years and she also supported ILSI Legal Counsels. She was originally hired by Alex Malaspina. She has been with ILSI for much of its existence. She will be missed.

As part of our farewell to her, we are creating a book with comments and photos from her many ILSI friends. If you would like to contribute some words and/or photo to this book, please send your contribution to Michael Shirreffs (mshirreffs@ilsi.org) – **not later than March 15.**

Please let me know if you have any questions.

Best regards,

Suzie

From: Suzanne Harris <sharris@ilsi.org>
Sent: Wednesday, September 28, 2016 10:42 AM
To: Cohen, Samuel M
Subject: RE: Taiwan

I had lots exchanges with Jenny yesterday and she did not mention any problems. Don't know about today.

Suzie

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Wednesday, September 28, 2016 10:55 AM
To: Suzanne Harris <sharris@ilsi.org>
Subject: Taiwan

Any word from our friends in ILSI Taiwan. The news says they got hit with a category 5 typhoon.

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From: Suzanne Harris <sharris@ilsi.org>
Sent: Friday, December 9, 2016 1:16 PM
To: Cohen, Samuel M
Cc: Syril Pettit;Alex Malaspina ([redacted])
Subject: Re: Awards

Congratulations, Sam. A very well deserved honor.

Merry Christmas and Happy New Year,

Suzie

Sent from my iPhone

On Dec 9, 2016, at 2:11 PM, Cohen, Samuel M <scohen@unmc.edu> wrote:

> It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017. This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.
>
> Have a good holiday season and see you in January in LaJolla.
>
> The information in this e-mail may be privileged and confidential, intended only for the use of the addressee(s) above. Any unauthorized use or disclosure of this information is prohibited. If you have received this e-mail by mistake, please delete it and immediately contact the sender.

From: Syril Pettit <spettit@hesiglobal.org>
Sent: Friday, July 21, 2017 7:51 AM
To: HESI Staff
Cc: Cohen, Samuel M
Subject: Interesting piece on Peer Review Quality & Transparency from COS folks...
Attachments: peer review.pdf

Categories: (none)

Syril D Pettit, MEM
HESI Executive Director
Spettit@hesiglobal.org
202-659-3306 x189
Washington, DC
www.hesiglobal.org

POLICY FORUM

SCIENTIFIC PUBLISHING

Promote scientific integrity via journal peer review data

Publishers must invest, and manage risk

By **Carole J. Lee**[1] *and* **David Moher**[2,3]

There is an increasing push by journals to ensure that data and products related to published papers are shared as part of a cultural move to promote transparency, reproducibility, and trust in the scientific literature. Yet few journals commit to evaluating their effectiveness in implementing reporting standards aimed at meeting those goals (*1*, *2*). Similarly, though the vast majority of journals endorse peer review as an approach to ensure trust in the literature, few make their peer review data available to evaluate effectiveness toward achieving concrete measures of quality, including consistency and completeness in meeting reporting standards. Remedying these apparent disconnects is critical for closing the gap between guidance recommendations and actual reporting behavior. We see this as a collective action problem requiring leadership and investment by publishers, who can be incentivized through mechanisms that allow them to manage reputational risk and through continued innovation in journal assessment.

The call to open the black box of peer review is decades long, and many concerns raised decades ago (*3*) still resonate: There is too little sound research on journal peer review; this creates a paradox whereby science journals do not apply the rigorous standards they employ in the evaluation of manuscripts to their own peer review practices; as such, a sound research program on journal peer review is needed to improve the efficiency and effectiveness of scientific communication. Despite long-standing efforts by the International Congress on Peer Review and Scientific Publication to foster and showcase such research, it remains difficult to find experimental studies supporting the huge fiscal and personal investment spent on journal peer review (*4*–*6*).

Large, systematic experimental studies are needed to evaluate how peer review practices can be optimized to achieve transparency and completeness in reporting—especially for those features introduced to enable others to "trust, but verify" that study outcomes have not been selectively introduced, switched, or omitted (e.g., registered reports, open data). We need tests for the effectiveness of different methods for implementing reporting standards into web-based peer review response templates, and of different methods for training authors, reviewers, and editors. We also need to test the effectiveness of adding technologies designed to detect shortcomings in statistical and methodological reporting (*7*, *8*), and of the number and expertise of peer reviewers involved (e.g., methodologists versus experimentalists). Such research would require a wealth of journal data (e.g., reviewer scores and commentary, manuscript content) and metadata (e.g., reviewer discipline and expertise)—information too scarcely studied in the meta-research literature, which evaluates scientific practice with an eye toward improving it (*9*).

To address the evidence gap in meta-research on journal peer review, we must recognize that the availability of journal peer review data has been constrained by a collective action problem. Science would be better off if journals allowed for and participated in the empirical study and quality assurance of their peer review processes. However, doing so is resource-intensive and comes at considerable risk for individual journals in the form of unfavorable evidence and bad press. Incentives for journals can run against successful implementation of initiatives designed to prevent spinning the results and discussion of a paper based on excavating to find a significant *P*-value, as papers reporting statistically significant results tend to garner more citations toward a journal's impact factor (*10*). Along these lines, editors and publishers report disregarding their own trial registration requirements for fear of losing "exciting" papers to rival journals (*11*).

How can editors secure resources to evaluate peer review practices at their journals? Publishers can take an active role. They support the efficiency and integrity of journal peer review by providing staff as well as technological infrastructure such as web-based peer review systems and plagiarism-detecting software (e.g., CrossCheck). Publishers can integrate into their peer review systems ways of measuring or auditing the degree to which accepted and rejected peer reviewed papers meet a journal's reporting standards. More ambitiously, publishers could collaborate with meta-researchers and software designers to create experimental designs and workflows enabling editors and journals to compare competing peer review models and processes. Because journals in the natural, social, and medical sciences have become increasingly consolidated into fewer publishing houses with higher and higher profit margins (*12*), large publishers are comfortably placed to take the lead on creating, licensing, or purchasing such systems. Publishers are also well placed to develop agreements that would license publishers and/or meta-researchers to use reviewer scores and commentary toward programmatic evaluation of the journal's peer review practices (*13*). In the same spirit as the Human Genome Project, which in-

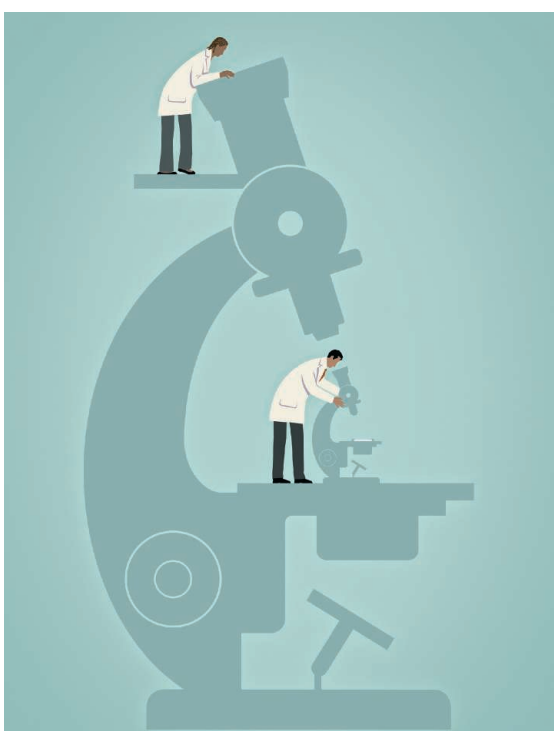

ILLUSTRATION: ADAPTED BY V. ALTOUNIAN/*SCIENCE* FROM MARK AIRS/GETTY IMAGES

[1]*Department of Philosophy, University of Washington, Seattle, WA 98195, USA.* [2]*Centre for Journalology, Clinical Epidemiology Program, Ottawa Hospital Research Institute, The Ottawa Hospital–General Campus, Ontario K1H 8L6, Canada.* [3]*Visiting Scholar, METRICS, Stanford University, Palo Alto, CA 94304, USA. Email: c3@uw.edu*

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vested 1% of its budget in the Ethical, Legal, and Social Implications research program with enormous payoff, we propose an investment on a similar relative scale to enhance the effectiveness of journal peer review.

To incentivize journals to self-assess their peer review practices, they must have opportunities to manage the reputational risk associated with conducting and reporting meta-research. One way to do this would be to broaden the content of reporting guidelines to articulate explicit policy expectations for journal meta-research—and do so in ways that give journals the flexibility to make their own choices about how to balance reputational risk against transparency. For example, the second generation of the Transparency and Openness Promotion (TOP) Guidelines could add a new category indicating a journal's willingness to facilitate meta-research on the effectiveness of its own peer review practices. To parallel the three-tier structure of the current TOP Guidelines, this meta-research category could be implemented at different levels of stringency. At the lower end of the spectrum, journals could disclose whether they are conducting internal evaluations, where journals maintain the ability to retain study results for internal use. In the mid-range, journals could be required to disclose the results of their internal evaluations, where journals could maintain flexibility about how they present their results for external use (e.g., reporting aggregated results across similar journals to pool risk). At the higher end of the spectrum, journals could relinquish data and analyses to researchers outside the institution for third-party verification—an option that might appeal especially to publishers with fewer resources, as it places the primary financial burden on those conducting the meta-research; alternatively, journals could preregister their experiments in an open-access repository and, once research has been completed, deposit their data set and analyses for public use and verification. This level would be the most open and transparent because it prevents a different kind of selective reporting problem: namely, the failure to report results not favorable to a journal's peer review practices. Adopting any of these levels would signal a journal's commitment to self-assessment and improvement—expectations set by the Committee on Publication Ethics Code of Conduct and Best Practice Guidelines for Journal Editors (*14*)—as well as a commitment to reducing research waste and maximizing the value of published research (*15*).

"...it may be time to apply the 'trust, but verify' model to journal peer review."

What incentives might journals and publishers have for adopting such a framework? Recent changes in publishing, meta-research, and technology have created new challenges and opportunities. With the rise of illegitimate publishers marketing their journals as "peer reviewed," legitimate journals and publishers must find ways to signal the authenticity and effectiveness of their peer review processes. As the call to de-emphasize journal impact factor gains momentum (*16*), alternative indicators have been emerging for evaluating journals along different dimensions of intellectual credibility: for example, by the reproducibility (*17*) or sample size and statistical power of published results (*18*). By undertaking systematic meta-research, publishers and journals would have the opportunity to certify the legitimacy of their peer review practices—as well as identify and advertise ways that they meet or exceed current reporting practices. Such meta-research can help create a new economy of credibility for journals, where it is possible for high-impact journals to score less well on other measures of intellectual credibility (*19*). Until such efforts come to fruition, meta-researchers can further incentivize publishers by shifting their focus to compare reporting practices not by journal (*20*), but by publishing house; and, reviewers can decline to review for journals that neglect to assess their own peer review practices.

Publishers have begun investing in technologies designed to interface with journal data and metadata to provide review metrics (e.g., number and role of reviewers) and content (e.g., review commentary) that certify the quality and legitimacy of article-level peer review—see, for example, the American Association for the Advancement of Science's (AAAS) recent acquisition of PRE (Peer Review Evaluation) (AAAS is the publisher of *Science*). PRE—and the trend toward making peer review material available alongside published papers (e.g., *EMBO Journal*)—do a great service by certifying peer review for individual papers. However, they overlook questions facing the broader scientific community about which peer review practices optimize consistency and completeness in reporting. The goal of the framework we propose is to do just this. It requires workflow integrations and meta-research that have visibility into both accepted and rejected papers. Until then, current practices will unnecessarily enable the publication and citation of inadequately reported studies, entrust the integrity of the scientific corpus to a system of post-publication correction that likely focuses disproportionately on the most visible papers (*19*), and leave authors in the crosshairs of highly publicized meta-research studies designed to detect reporting inconsistencies and omissions in published papers. Within the scholarly ecosystem, large publishers are well positioned to undertake such work, not only because of their access to relevant data, but because they are flush at a time when grant agencies and authors are asked to do more with less. Moreover, cultivating a "reputation of high scholarly values" is a central part of the profitable business of capturing readers and authors (*21*)—a business sustained by reviewers' good-faith, mostly donated efforts.

As pressures on journals, publishers, and authors continue to shift, it may be time to apply the "trust, but verify" model to journal peer review. Doing so is essential for closing the gap between guidance recommendations and observed reporting behavior. Until then, inadequately reported research will continue to waste time and resources invested by authors, reviewers, journals, academic institutions, funders, study participants, and readers (*15*)—and limit the credibility and integrity of science. ■

REFERENCES AND NOTES

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From: Syril Pettit <spettit@hesiglobal.org>
Sent: Monday, December 12, 2016 6:09 AM
To: Cohen, Samuel M;Suzanne Harris
Cc: Alex Malaspina [redacted])
Subject: RE: Awards

Sam,
What a fantastic and well deserved recognition – congratulations! It is a privilege for us to work with you and that you share so much of your time with us.

We will be sure to recognize this in upcoming HESI news!

Hope you have a warm and wonderful holiday with your family.
-Syril

From: Cohen, Samuel M [mailto:scohen@unmc.edu]
Sent: Friday, December 9, 2016 2:12 PM
To: Suzanne Harris <sharris@ilsi.org>; Syril Pettit <spettit@hesiglobal.org>
Cc: Alex Malaspina [redacted]) <[redacted]>
Subject: Awards

It has just been announced that I will receive the Merit Award from the SOT at the annual meeting in March, 2017.
This goes with the Lifetime Achievement Award from the Society of Toxicologic Pathology in October, 2015, the Ambassador Award from the Mid-Atlantic Society of Toxicology in October, 2016 and the Distinguished Scientist Award from the American College of Toxicolgy in November, 2016. It's been a nice run, and many of my contributions have been associated with ILSI and ILSI/HESI projects, beginning with saccharin in January, 1985. Hard to believe I have been at this for over 52 years, since the beginning of my second year in undergraduate school at the University of Wisconsin. Of course I was only a child then.

Have a good holiday season and see you in January in LaJolla.

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