

FOOD & BEVERAGE

FARM ^{to} LABEL

SUMMIT 2015



SHARE. SUCCEED. SUSTAIN.

About DWT

Davis Wright Tremaine is a full-service law firm, with approximately 500 attorneys operating across our nine offices throughout the west and east coasts of the United States and in Shanghai, China. DWT is proud to have one of the most comprehensive and coordinated food and beverage legal teams in the United States. DWT lawyers devoted to the food and beverage industry support clients daily by providing practical advice and strategic solutions associated with manufacturing and supply chain transactions among suppliers, distributors, and customers; marketing, advertising, and labeling, initiatives; trademark, copyright, patent, and trade secret protection; food safety audits and product recall matters; corporate governance and commercial finance; employment practices, incentives, and benefits; and compliance, permitting, and policy matters with USDA, FDA, and alcohol beverage regulatory authorities. We facilitate game-changing industry mergers and acquisitions, and litigate and resolve "bet-the-farm" disputes for food and beverage clients facing those transformational events.



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San Francisco. Seattle. Shanghai. Washington, D.C | dwt.com



#FARMTOLABEL

I'm pleased to welcome you to our third annual event. Thanks to you, Farm to Label has developed into an exceptionally productive summit of food and beverage business champions.

SHARE.

Innovation is catching. Farm to Label affords insightful, ambitious leaders the opportunity to share their wisdom, and their challenges, in order to make our businesses stronger. Today we will delve into hot topics, ask hard questions, explore best practices, and transmit lessons learned. And we'll do it with even greater breadth of content, as we have grown from three to four breakout sessions, with 16 unique panel discussions this year. I look forward to bringing your diverse expertise to bear in support of our common goal: bettering the world through outstanding food and beverage brands.

SUCCEED.

Vision and aspiration are the start. Persistence and smart execution follows. And an emotional connection is consistently nurtured. That's how the leaders we'll hear from today continue to win shareholder, employee, and consumer loyalty. And it's how Portland Timbers and Portland Thorns owner Merritt Paulson has built an organization of "citywide" heroes for fans and admirers scattered across the globe. This afternoon we'll get his perspective from outside the food and beverage industry, and learn how, through grassroots effort, an acquired brand can be built into an object of ongoing consumer passion.

SUSTAIN.

Every day you are growing brands that are consistently better for the bottom line, better for the environment, better for employees, and better for customers. We celebrate that commitment and are delighted to see Farm to Label playing a role. From facilitating introductions to furthering business opportunities, our first two events have been means for many of you to enhance your success. I am excited to see all the ways in which the distinguished leaders here today will benefit from our time together.

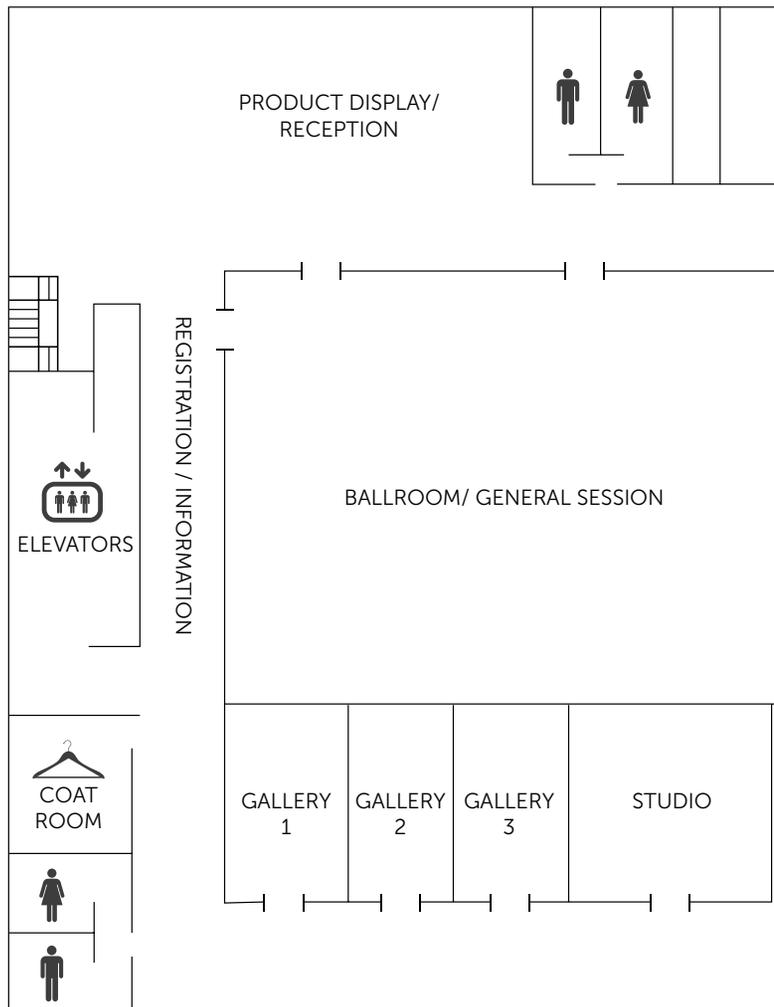
Thank you again for coming, and thank you for your continuing support of outstanding food and beverage brands, from Farm to Label.

A handwritten signature in black ink, appearing to read 'Jesse'.

Jesse D. Lyon
Food & Beverage Group Chair
Davis Wright Tremaine LLP
503.778.5268 jesselyon@dwt.com

The Nines

6th floor



12:45–1:30 p.m. Registration and Product Display

1:30–1:45 p.m. Welcome and Overview

1:50–2:35 p.m. Breakout #1

- Rethinking Commodity Agriculture
- Food as Fashion: Telling the Story
- What Jurors Think About Food Safety
- Instigating Innovation

2:40–3:25 p.m. Breakout #2

- International Expansion: Choosing a Partner
- Scaling Entrepreneurial Products
- Feeding Nine Billion on a Healthier Planet
- Co-Branding and Cross-Promotion

3:40–4:25 p.m. Breakout #3

- Anticipating Exit to Achieve Best Valuation
- Transitioning Distribution, Mitigating Disruption
- Siblings as Shareholders: Transitioning Family Business
- Equipping NextGen Food Business Leaders

4:30–5:15 p.m. Breakout #4

- A+ Financing for B Corps
- Food and Agriculture Meets Cannabis
- Executive Perspectives on Healthy Workforces
- Marketing Food and Beverage Products DTC-Style

5:30–6:00 p.m.

Keynote Session:

A Conversation with Merritt Paulson, Owner and CEO, Portland Timbers and Portland Thorns

6:00 p.m.

The Farm to Label Party

breakout sessions

1:50 PM – 2:35 PM

Rethinking Commodity Agriculture

Room: Gallery 1

Linking “better for the environment” farms with “better for you” brands to enhance supply chain solutions and consumer experiences.

Moderator: **Laura Warf**, Associate, Davis Wright Tremaine.

Panelists: **Rob Hurlbut**, Principal, Equilibrium Capital; **Ron Milio**, Director of Supply Chain, Dave’s Killer Bread; **Mike Moran**, General Manager, Shepherd’s Grain.

Food as Fashion: Telling the Story

Room: Gallery 2

Influential consumers are using food as a form of self-expression. How to be the brand that resonates with the tastemakers.

Moderator: **Lisa Donoughe**, President, Watershed Communications.

Panelists: **Shawn Bavaresco**, President, Scott Paul Wines; **Colu Henry**, Food-Lifestyle Expert and former Director of Special Projects at *Bon Appetit*.

What Jurors Think About Food Safety

Room: Gallery 3

An experienced panel of experts will discuss juror attitudes about food companies and food safety, using real world case studies and video of jurors actually deliberating on food safety issues.

Moderator: **Dave Ernst**, Partner, Davis Wright Tremaine.

Panelists: **Laura Dominic**, Senior Consultant, Tsongas Litigation Consulting; **Stuart Turner**, Claims Management Consultant, Hays Companies.

Instigating Innovation

Room: Studio

Creating a culture of innovation, with insights and best practices to help you instigate innovation in your organization.

Moderator: **Sheila Fox Morrison**, Partner, Davis Wright Tremaine.

Panelists: **Michelle Hunt**, Vice President of Marketing, Dave’s Killer Bread; **Holly Mensch**, Vice President of Research, Quality and Innovation, Diamond Foods, Inc; **Will Rosenzweig**, Dean and Executive Director, Food Business School at the Culinary Institute of America.

2:40 PM – 3:25 PM

International Expansion: Choosing a Partner

Room: Gallery 1

Considerations, issues and benefits involved in choosing a distributor, broker or sales rep, and in expanding your product sales outside the United States.

Moderator: **Meghan Moran**, Counsel, Davis Wright Tremaine.

Panelists: **Stan Firestone**, President, Firestone Pacific Foods; **Ira Haber**, COO, Navitas Naturals; **Derik Toy**, Director of Supply Chain, DairyAmerica; **Dewey Weddington**, Founder, Ferment Marketing.

Scaling Entrepreneurial Products

Room: Gallery 2

How to anticipate and overcome obstacles as you take new food and beverage products from concept to commercial scale.

Moderator: **Cliff DeGroot**, Associate, Davis Wright Tremaine.

Panelists: **Ben Jacobsen**, Founder, Jacobsen Salt Company; **Sarah Masoni**, Product and Process Development Manager, Food Innovation Center/OSU; **Nicole Schubert**, Director of Innovation and Commercialization, Bridgetown Natural Foods.

Feeding Nine Billion on a Healthier Planet

Room: Gallery 3

What are the challenges and opportunities presented by the emerging crisis at the intersection of population growth, the environment, and capital deployment in food and farm technology?

Moderator: **Don Buder**, Partner, Davis Wright Tremaine.

Panelists: **Laura Batcha**, Executive Director, Organic Trade Association; **Dan Letchinger**, Product Manager, Dave’s Killer Bread; **Rob Trice**, Founder, Better Food Ventures.

Co-Branding and Cross-Promotion

Room: Studio

The benefits and challenges of co-branding and cross-marketing of brands. Spot brands with a kindred spirit that can lead to new opportunities.

Moderator: **Sheila Fox Morrison**, Partner, Davis Wright Tremaine.

Panelists: **John Boyle**, Director of Merchandising and Buying, New Seasons Market; **Stephen Hohenrieder**, General Partner, Farmland LP (and Advisor, Prather Ranch); **Dan Taylor**, Executive Vice President and Owner, Taylor Made Labels.

3:40 PM – 4:25 PM

Anticipating Exit to Achieve Best Valuation

Room: Gallery 1

Key steps to take (and those to avoid) to enhance value in preparation for a potential sale transaction, sooner or later.

Moderator: Heather Wight-Axling, Partner, Davis Wright Tremaine.

Panelists: Larry Batina, former CFO, Alacer Corp.; Mike Burbank, Executive Director, The Burbank Hafeli Group; Jeff Cleveland, Managing Director, Zachary Scott.

Transitioning Distribution, Mitigating Disruption

Room: Gallery 2

How to build relationships with the right partners on your path to market, and avoid obstacles associated with pivoting existing distribution networks.

Moderator: Cary Greene, Attorney, Davis Wright Tremaine.

Panelists: Robbie Maletis, Jr, Business Development, Maletis Beverage; Shelley Spandorf, Partner, Davis Wright Tremaine.

Siblings as Shareholders: Transitioning Family Business

Room: Gallery 3

Practical insights on ownership and management succession planning and implementation, and the challenges of running a family owned business—for multi-generational companies and those about to be.

Moderator: Joe Weinstein, Partner, Davis Wright Tremaine.

Panelists: Dominic Biggi, CEO, Beaverton Foods; Heidi Schultz, Vice President, Corwin Family Companies; Rich Thornton, Partner, Moss Adams.

Equipping NextGen Food Business Leaders

Room: Studio

How to find, train, and grow leaders within your complex, multi-generational workplace.

Moderator: Kathleen Everett, Director of Business Relations, Boly:Welch.

Panelists: Dan Buck, Creative Director and Director of Public Relations, Dutch Bros. Coffee; Tom Gillpatrick, Executive Director, PSU's Food Industry Leadership Center; Jenna Mooney, Partner, Davis Wright Tremaine; Andrew Welch, Depth Finder, Boly:Welch.

4:30 PM – 5:15 PM

A+ Financing for B Corps

Room: Gallery 1

Will being a B Corp hurt or help you raise capital? Does being B Corp impact your valuation?

Moderator: Adam Beak, Managing Director, North Coast Agricultural Banking Center/Premium Wine Group, Bank of the West.

Panelists: Nicole Bradbury, Senior Vice President, Renewal Funds; Amy Prosenjak, President and COO, A to Z Wineworks/REX HILL; Stephanie Ryan, Senior Director for Community Development, B Lab; Bradaigh Wagner, Managing Director, Endeavour Capital.

Food and Agriculture Meets Cannabis

Room: Gallery 2

How the 4-letter word HEMP is going to affect food, agriculture, and your business. Are you ready?

Moderator: Craig Ostbo, Founder, Koopman-Ostbo.

Panelists: Michael Devlin, Co-founder, Zootologist, and President, Db3; Hans Fastre, COO, Omega Creamery, Former President and CEO of Tempt Brand Hemp Products; Jeff Giametta, Associate, Davis Wright Tremaine.

Executive Perspectives on Healthy Workforces

Room: Gallery 3

A fresh look at employee wellness commitments and costs.

Moderator: Aaron Colby, Partner, Davis Wright Tremaine.

Panelists: Rich Adams, Vice President of Business Development, Regence BlueCross BlueShield; Matt Hennessey, Vice President and Employee Benefits Practice Leader, Hays Companies; Amy Lian, Human Resources Director, Bridgetown Natural Foods.

Marketing Food and Beverage Products DTC-Style

Room: Studio

Maximizing margins and loyalty through direct-to-consumer shipping relationships.

Moderator: Chip English, Partner, Davis Wright Tremaine.

Panelists: Christine Collier, Winery Director, Willamette Valley Vineyards; Dusty Highland, President and CEO, Smith Brothers Farms.

5:30 PM – 6:00 PM

A Conversation with Merritt Paulson, Owner & CEO, Portland Timbers and Portland Thorns

Join Merritt as he discusses his experience acquiring and growing a local grassroots organization, developing fan-first branding and first-class customer service, and staying fresh while earning 99% consumer loyalty as a leading major league player.



KEYNOTE GUEST

Merritt Paulson

Owner and CEO

Portland Timbers, Portland Thorns

Merritt Paulson is the Owner and CEO of the Portland Timbers of Major League Soccer (MLS) and Portland Thorns FC of the National Women’s Soccer League (NWSL). Named to Sports Business Journal’s exclusive “Forty Under 40” class of 2011 and 2012, and now a Hall-of-Famer with a third such honor in 2013, Paulson’s diligent efforts – an arduous process that began in 2008 – to bring a second major league sports franchise to Portland, Oregon, and to transform Providence Park into one of the most intimate sports venues in the country came to life during the Timbers’ inaugural MLS season in 2011. Under Paulson’s leadership, the Timbers have sold out all of their regular-season home games to date over four-plus seasons, have developed award-winning marketing campaigns and community outreach programs and transformed the region’s sporting landscape by creating one of the most authentic and exciting in-game experiences in sports. Meanwhile, the Thorns have been recognized as one of the leading professional women’s clubs in all of sports, worldwide.



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Bank of the West is a full service commercial bank with more than \$60 billion in assets and 1.6 million clients. Its Agribusiness Division serves every area of the Ag industry, from farm to table and beyond. With strategic offices in the regions that drive U.S. agriculture—from the Bank’s Premium Wine Group in Napa, California, to its Grain and Protein specialists across the Great Plains—the Bank provides tailored financial products and specialized sector expertise to help clients’ businesses grow.

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boly:welch

Boly:Welch connects employers with talent and human capital solutions through service offerings in Executive Search, Recruiting, Temporary Staffing and HR Matters Consulting. Our team members create value by leveraging relationships and best practices to ensure innovative solutions, with a special passion for the food and beverage industry.

Recognized as one of the 100 Best Companies to Work for in Oregon since 2003, we’ve also been on the 100 Best Green list since its inception. Backed by our local presence of nearly thirty years, financial strength, deep business partnerships and tenured staff, our successes reinforce the firm belief that FIT MATTERS MOSTSM.

www.bolywelch.com



In 1994, six people set out on a mission to take a different approach to insurance. Today, through organic growth, Hays Companies has nearly 40 offices across the U.S and 700+ industry experts. Our entrepreneurial assembly of professionals listens first to understand the nuances of your business, and then designs custom, comprehensive and cost-effective solutions to help you sleep at night. We've created synergies within our teams that are unparalleled in the industry and our deep understanding of the food and beverage industry allows us to navigate and leverage the insurance market. Visit www.hayscompanies.com to discover how we are All. Together. Different.

www.hayscompanies.com



KOOPMAN OSTBO
MARKETING COMMUNICATIONS

At Koopman Ostbo Marketing Communications, we grow brands that change the world. And we've done that since 1994—by identifying audiences, engaging consumers and building relationships with them. While our methods have evolved over the years, our dedication to partnering with clients aiming to make the world a better place has not. We're also integrated, so you don't have to be. Whether your needs call for a dynamic digital strategy, a sound social approach, magnificent media relations, amazing advertising, perfect packaging—or all of the above—we've got you covered.

www.koopmanostbo.com

The Burbank Hafeli Group

Morgan Stanley Private Wealth Management

The Burbank Hafeli Group at Morgan Stanley Private Wealth Management specializes in financial planning and investment management for the founders of food, beverage and consumer product companies, and private equity and investment banking professionals who focus on these industries. Mike Burbank was recognized as one of the Top 400 Advisors in the United States by the Financial Times in April, 2013 and 2014. Morgan Stanley Private Wealth Management is a boutique division of Morgan Stanley providing highly tailored wealth strategies for individuals and families with \$20mm+ in assets.

www.morganstanleypwa.com/the.burbank.hafeli.group

MOSS ADAMS_{LLP}

Certified Public Accountants | Business Consultants

Moss Adams LLP provides accounting, tax, and consulting services to food and beverage companies throughout the United States. Founded in 1913, Moss Adams is the largest national accounting firm headquartered on the West Coast. Moss Adams is an industry-focused firm with a team of professionals dedicated to serving the agribusiness, wine, food, and beverage industries. Our dedicated food and beverage professionals serve more than 1,100 clients firm-wide from dirt to branded consumer products.

www.mossadams.com



Taylor Made Labels provides top quality pressure-sensitive labels to all type of industries, and has become a leading specialist in serving the food and beverage industry. Using both Flexo and Digital presses allows Taylor Made to serve this demanding industry from large, multi-product brands to small startups.

We have a full design art department. We also offer a wide variety of label application equipment to help automate or improve your labeling process.

We've built our reputation on unbeatable & reliable service, first class quality, competitive pricing, and product innovation. At Taylor Made Labels, we take pride in our "can-do" attitude, our commitment, and our follow-through.

See what we can do for you. Contact us today via TaylorMadeLabels.com.

watershed[™]

Watershed builds food and beverage brands in the artisan economy. We define the artisan economy as the fast growing number of sophisticated consumers who crave quality and great tasting products backed by authentic stories.

We shape a brand's narrative into strategic communications campaigns that cut through the clutter, create cover stories and build brand equity.

Tastemakers we partner with in Oregon are Steven Smith Teamaker, Deschutes Brewery, Oregon Brewers Guild, Cattail Creek Lamb and Face Rock Creamery. In Chicago we work with Goose Island Beer Company, Virtue Cider and Terlato Wine and Spirits. On the East Coast we work with Top Hops, League of Kitchens and Blue Point Brewing.

www.watershedcom.com

The logo for Pathways to the Future features a green leaf-like icon on the left, followed by the text 'Pathways to the Future' in a bold, sans-serif font.

Pathways to the Future

The Pathways Student Leadership Program at Portland State University School of Business Administration is dedicated to increasing diversity in the business world—including the food, beverage, and CPG industry—by offering scholarships, mentoring, academic support, professional development, and career placement services to ethnically and racially diverse students of all majors.



join the conversation

Share your Farm to Label experience on Twitter and Instagram with the hashtag **#farmtolabel**. After the event, keep an eye out for an email with resources, photos and more from today's program!





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