



The State and Future of Natural & Organic

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State of Natural & Organic Presenters



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SPINS

Agenda

- Overview of 2019 sales & growth
- Market trends: What changes did we see in 2019 and why they matter
- What's happening now: COVID's impact on sales
- What might this mean for the future?
 - Health and wellness prioritized
 - Sustainability will matter more

Consider a donation

Today's digital event is free for anyone to attend, but if you are able, please consider making a donation to your local food bank or to one of these organizations on the front lines of U.S. hunger relief:

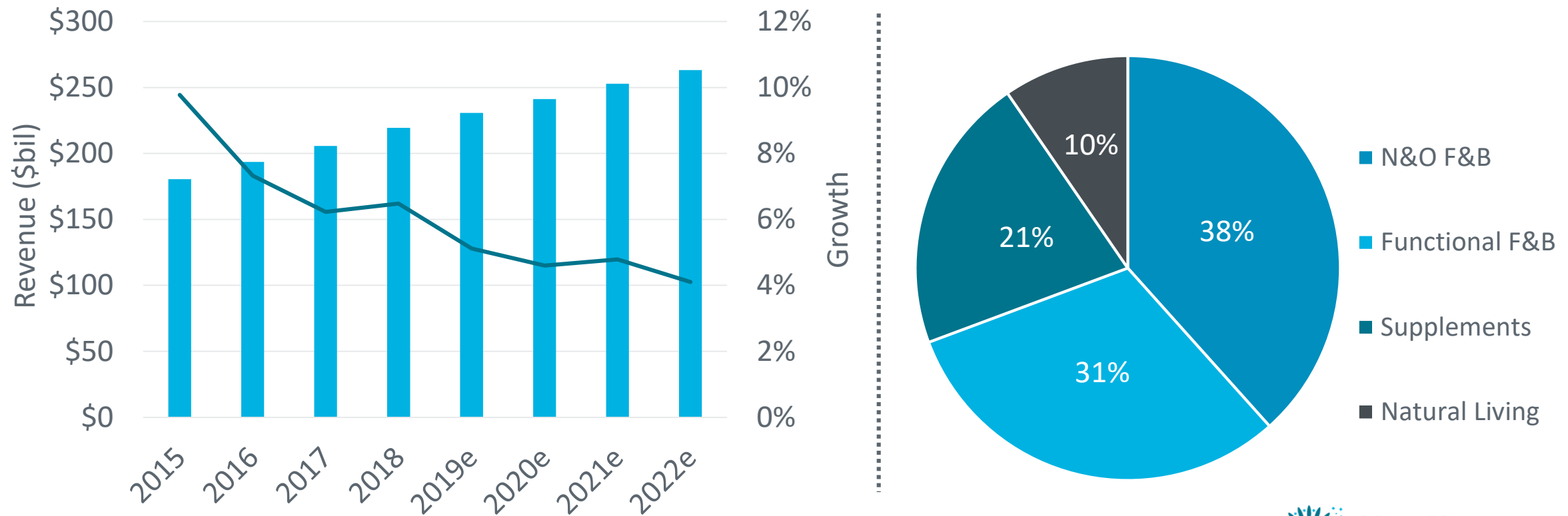
- **Metro Caring** www.metrocaring.org
- **Philabundance** (member of Feeding America) www.philabundance.org
- **Greater Chicago Food Depository** www.chicagosfoodbank.org/
- **Conscious Alliance** <https://consciousalliance.org/>

2019 Overview



Growth slows for Natural & Organic in 2019

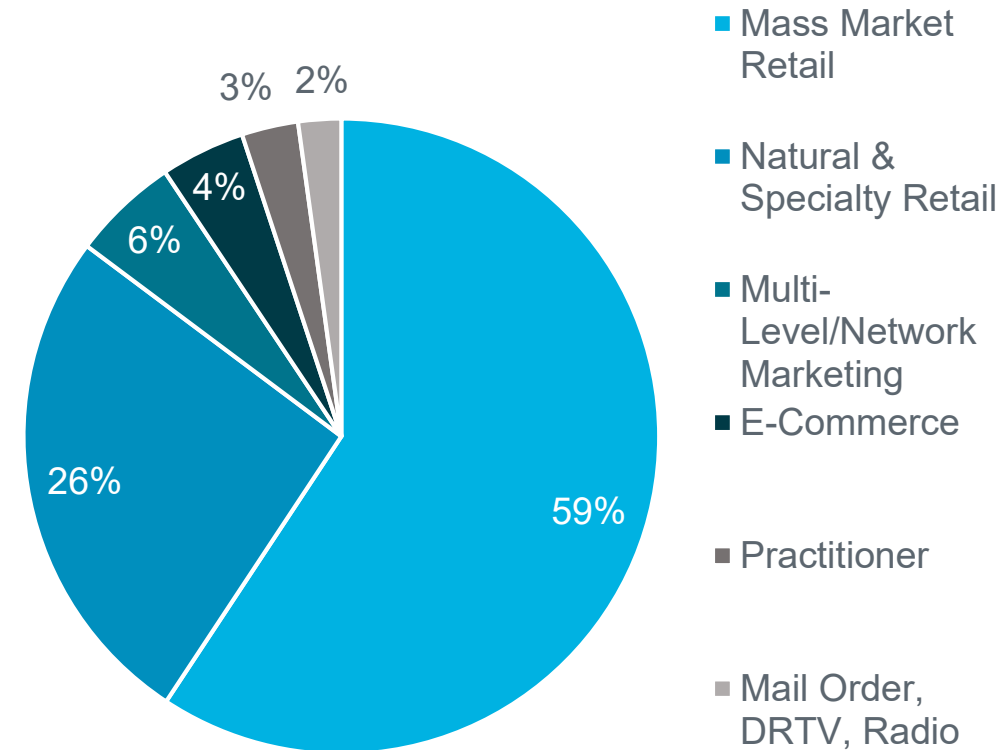
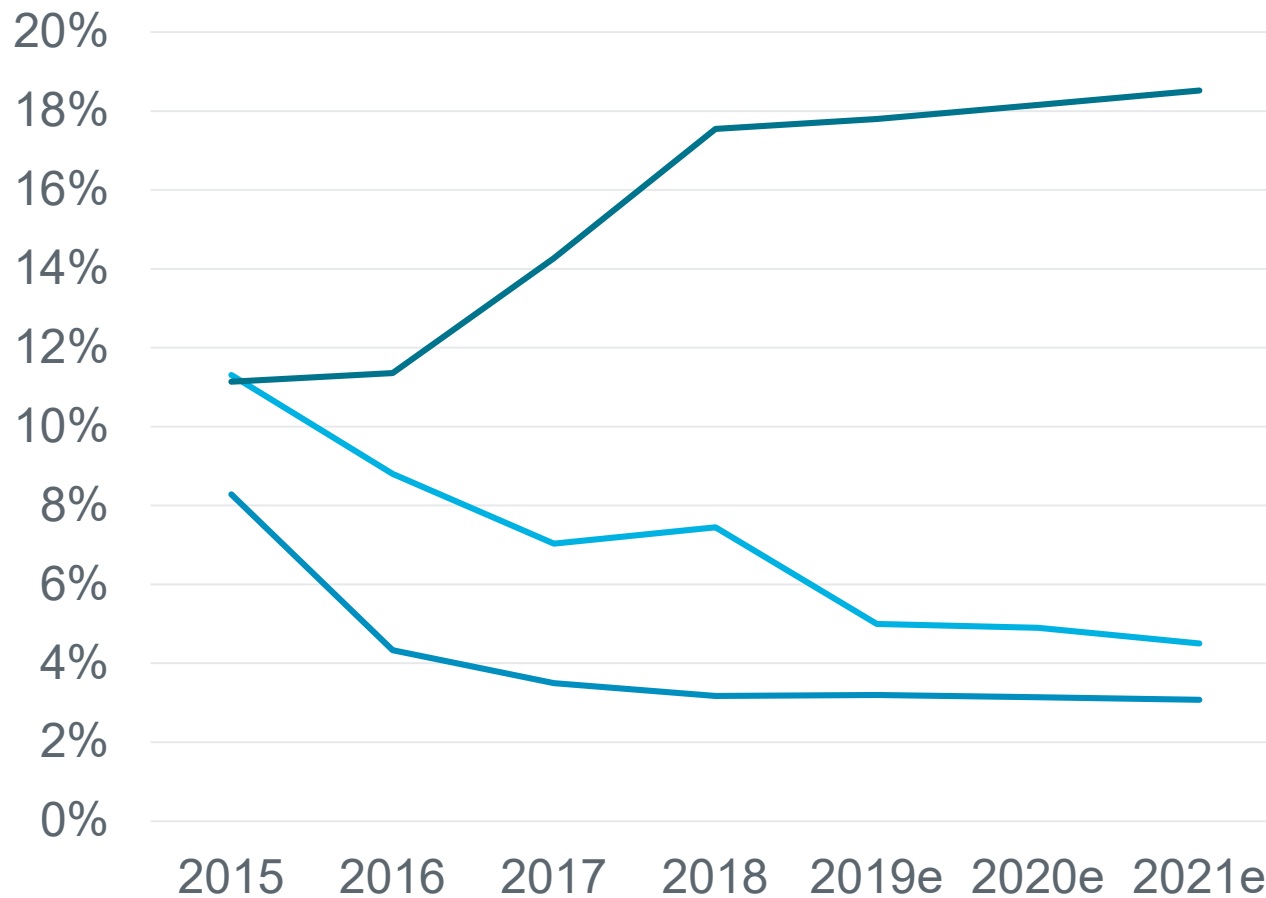
U.S. Natural & Organic Products industry grew est. 5.3% to \$230.7B in 2019; down from 6.5% growth in 2018



Source: Nutrition Business Journal (\$mil, consumer sales)

Mass market saturation dimmed growth in '19

Mass slows to 5.0% and natural to 3.2%; e-com increases 17.8%



Mass Market
Natural & Specialty
MLM/Network
E-Commerce
Practitioner
Mail/DRTV/Radio

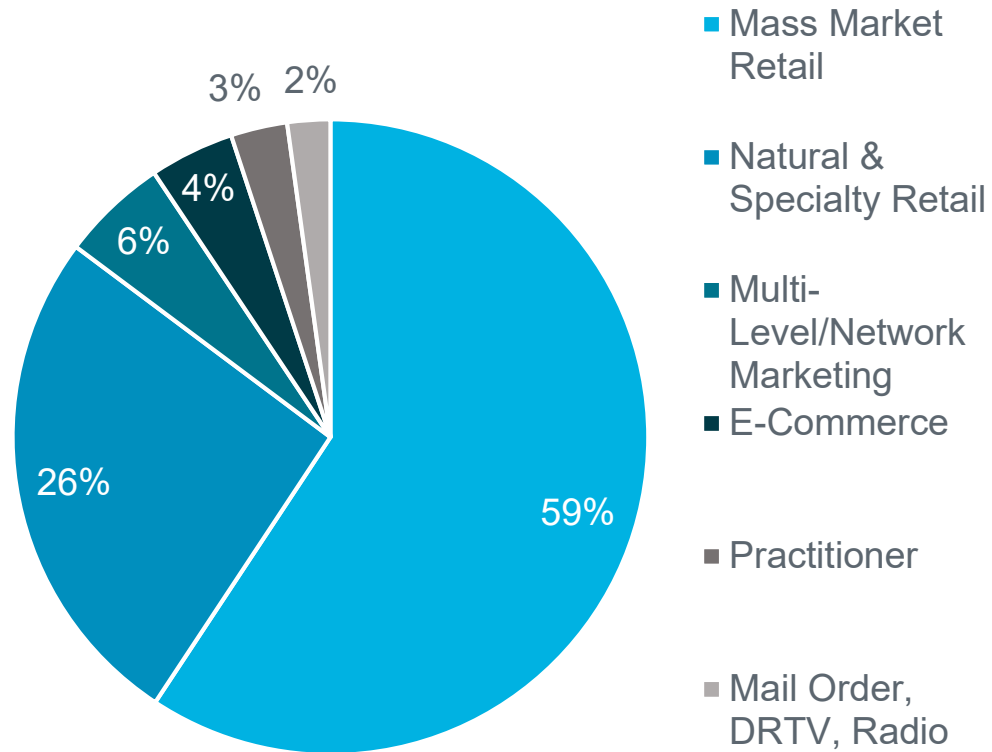


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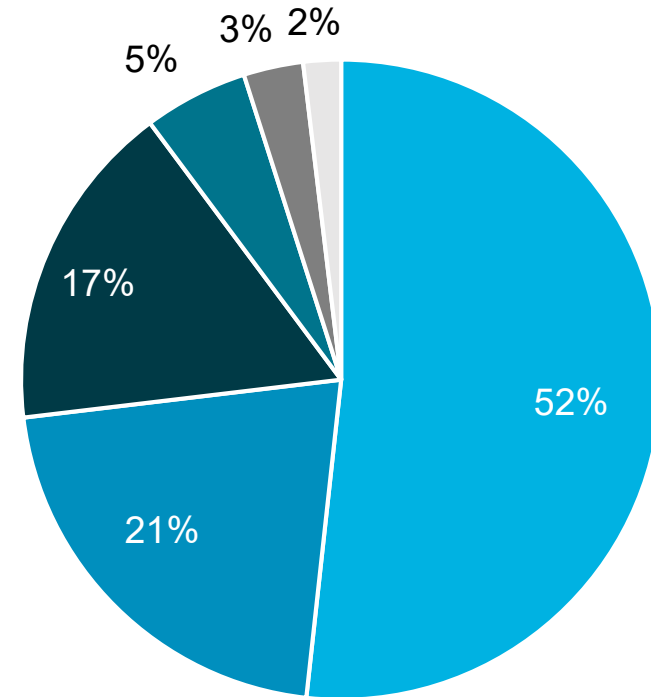
Source: Nutrition Business Journal (\$mil, consumer sales)

2020 on track for massive e-commerce growth

2019e



2020e



Mass Market

Natural & Specialty

MLM/Network

E-Commerce

Practitioner

Mail/DRTV/Radio

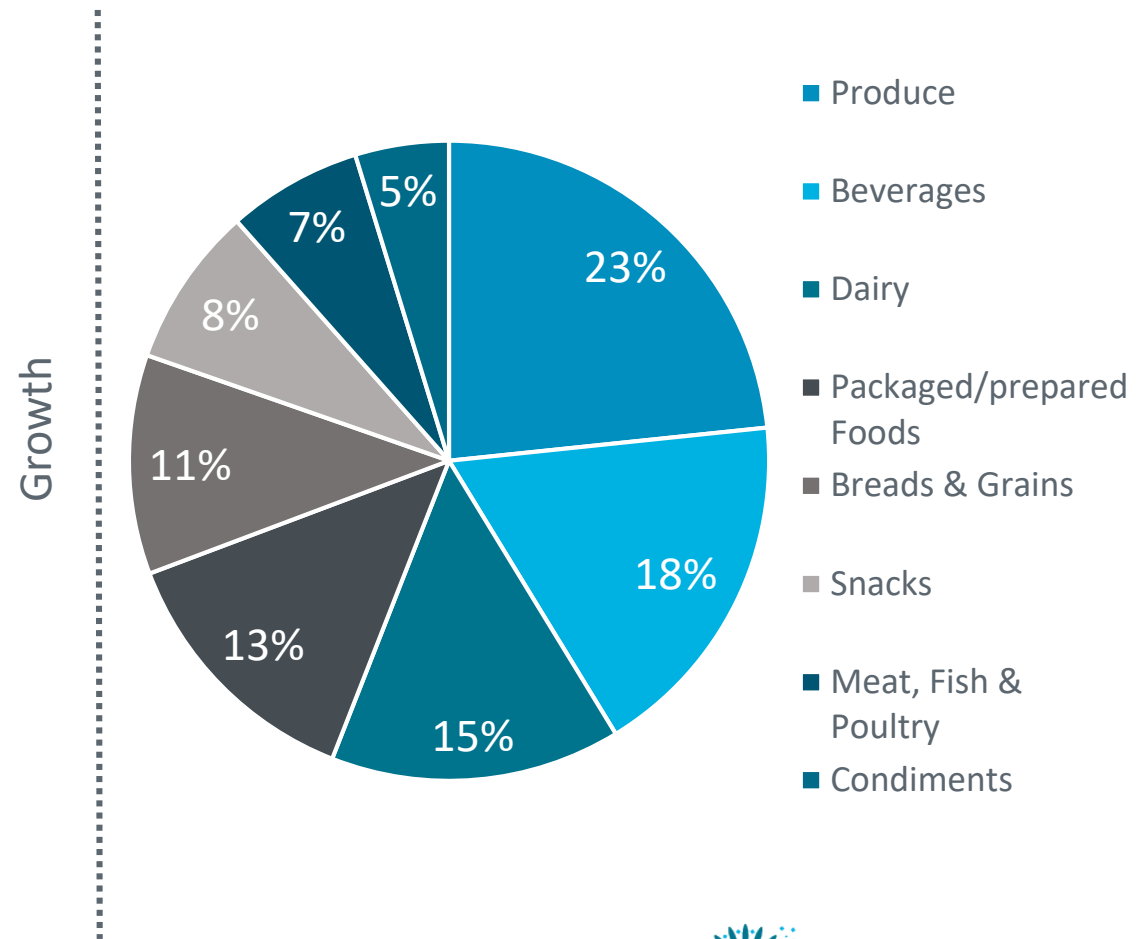
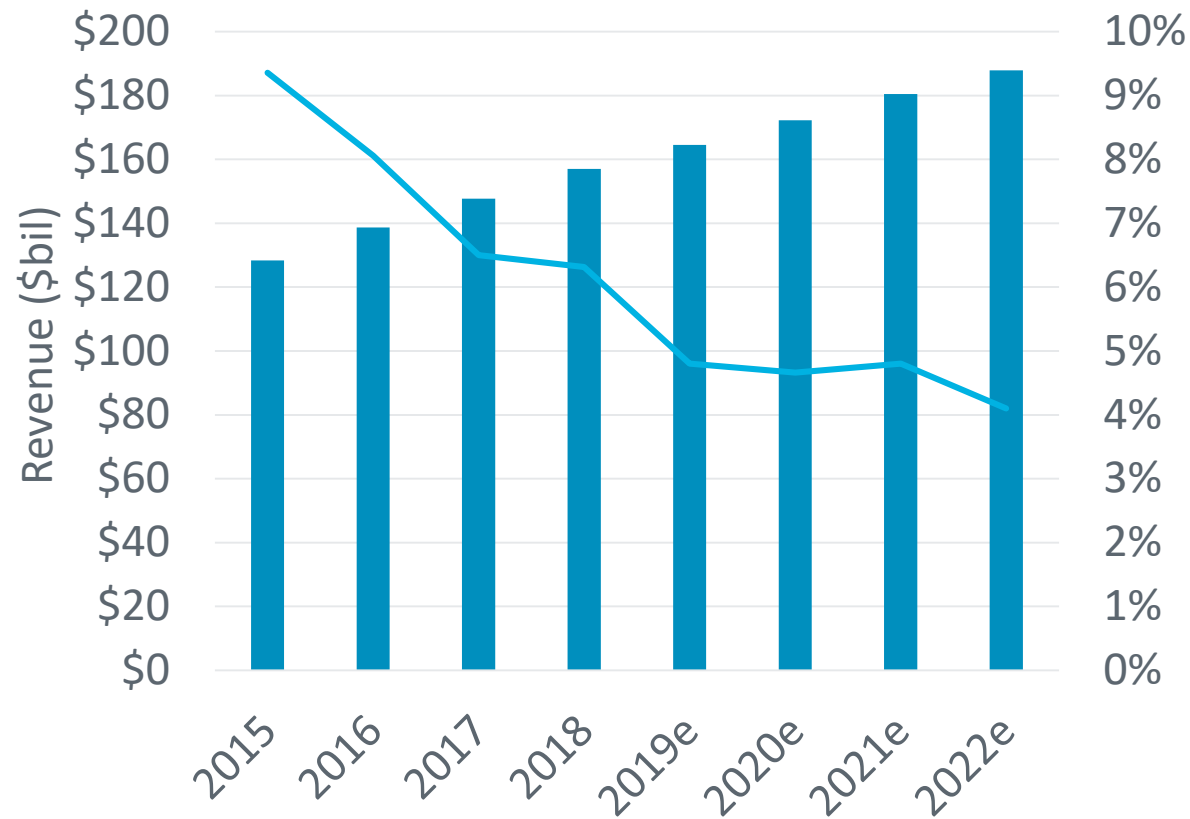


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Source: Nutrition Business Journal (\$mil, consumer sales)

Food hit most by slowing mass market in '19

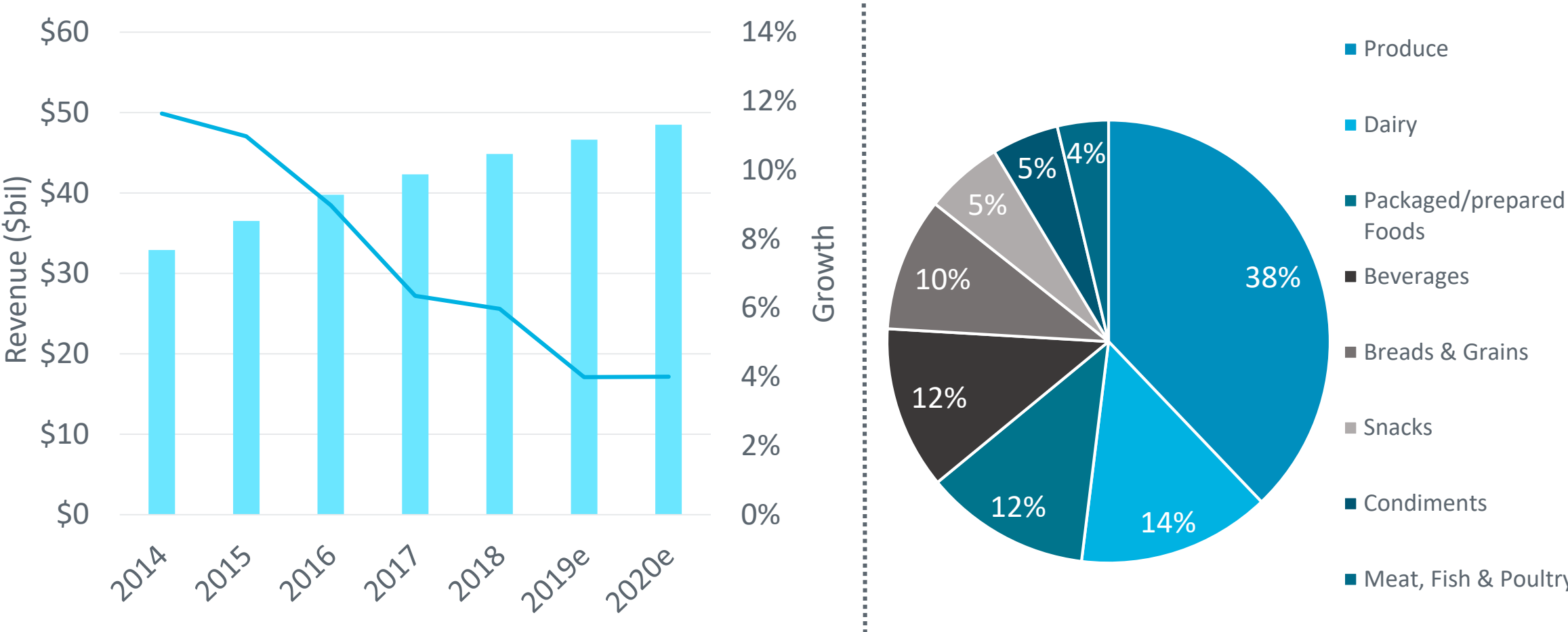
U.S. Natural, Organic & Functional food & beverage sales grew 4.8% to \$164.6B in 2019



Source: Nutrition Business Journal (\$mil, consumer sales)

Organic growth slows w/ mass market saturation

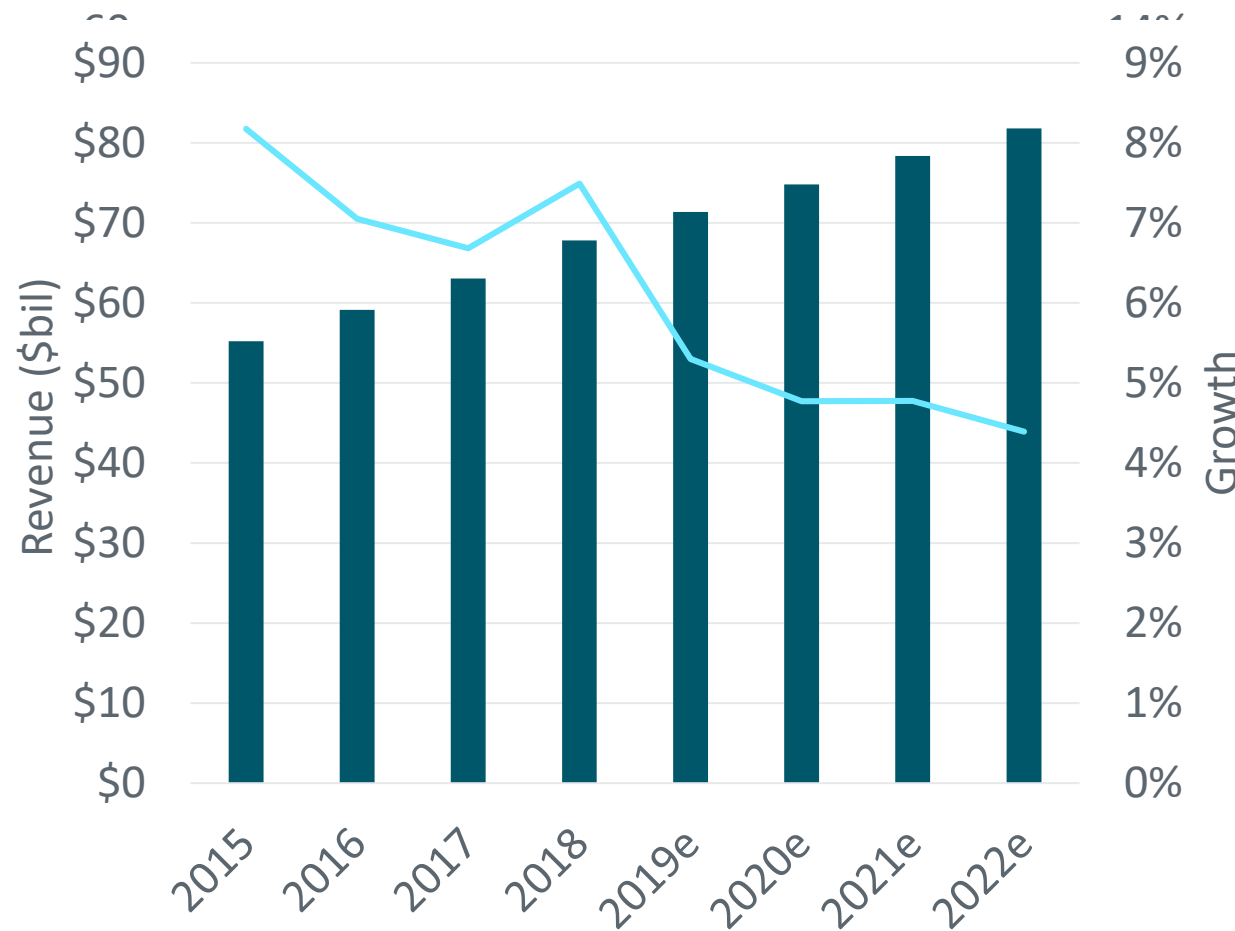
U.S. Organic F&B grew est. 4.0% to \$46.6B in 2019



Source: Nutrition Business Journal (\$mil, consumer sales)

Consumers seek functionality in F&B

U.S. Functional F&B grew 5.3% to \$71.4B in 2019

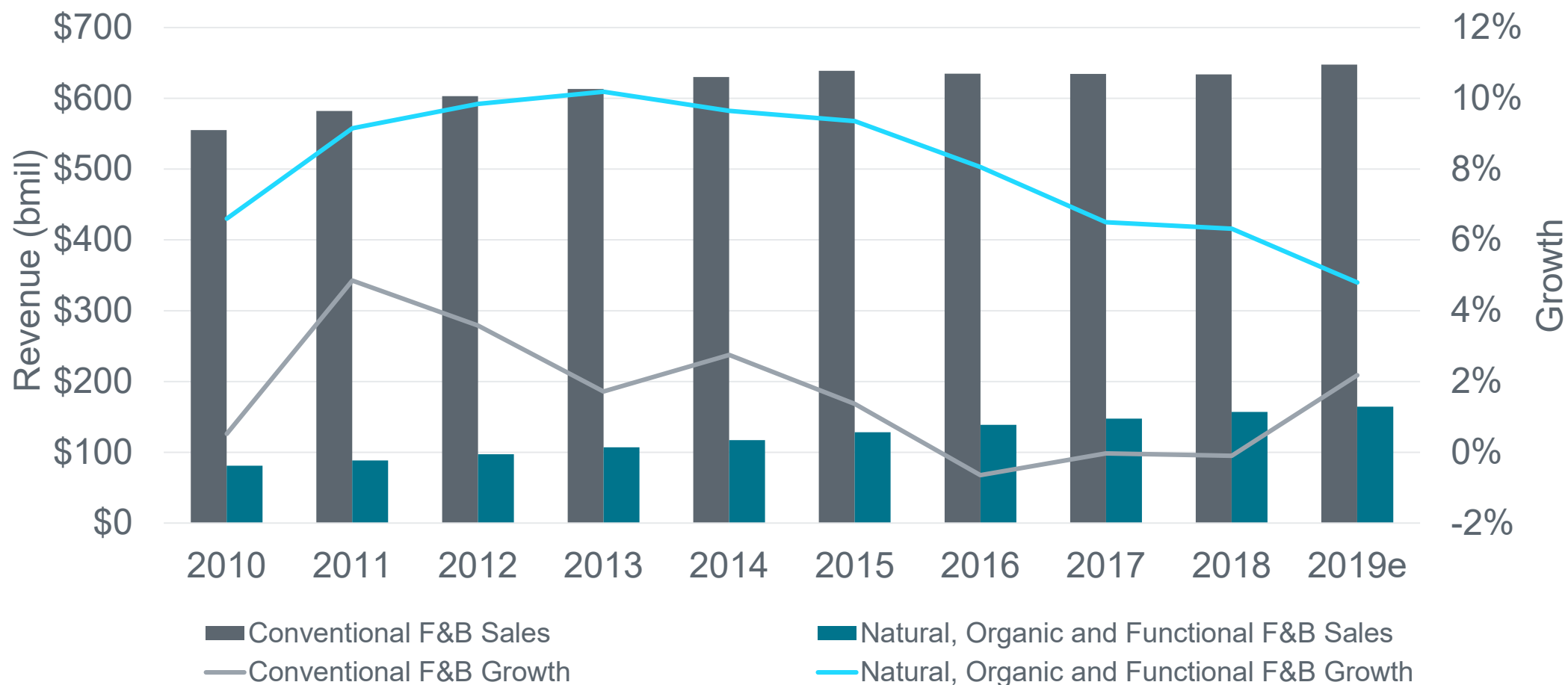


Hot Ingredients in F&B

By growth in share of products at Expo West 2017 vs. 2019

- MCT
- Melatonin
- L-Theanine
- Collagen
- Curcumin
- Prebiotics
- Hemp/CBD

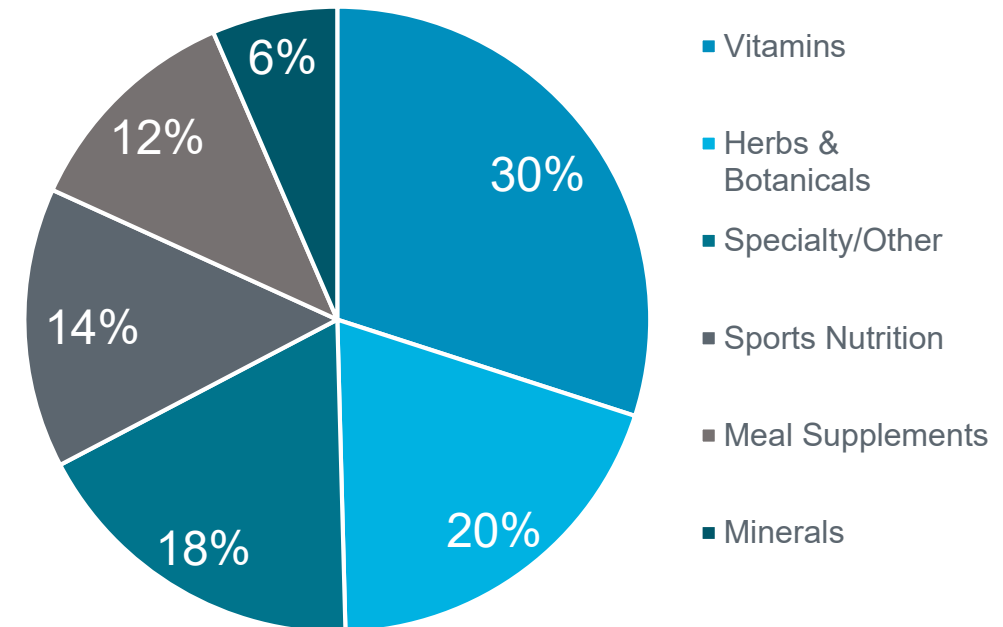
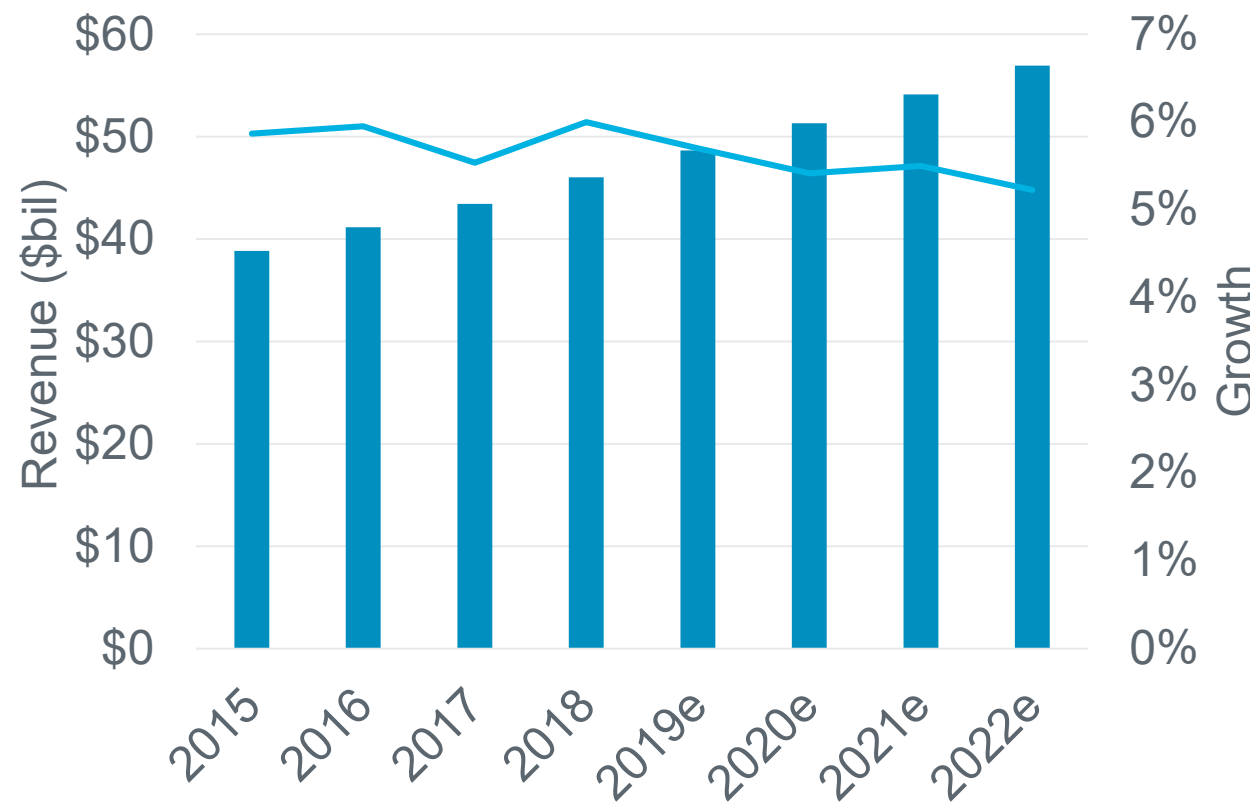
U.S. natural, organic & functional F&B grew more than 2x faster than conventional F&B in 2019



Source: Nutrition Business Journal (\$mil, consumer sales)

Supplement industry on track to surpass \$50B in annual sales in 2020

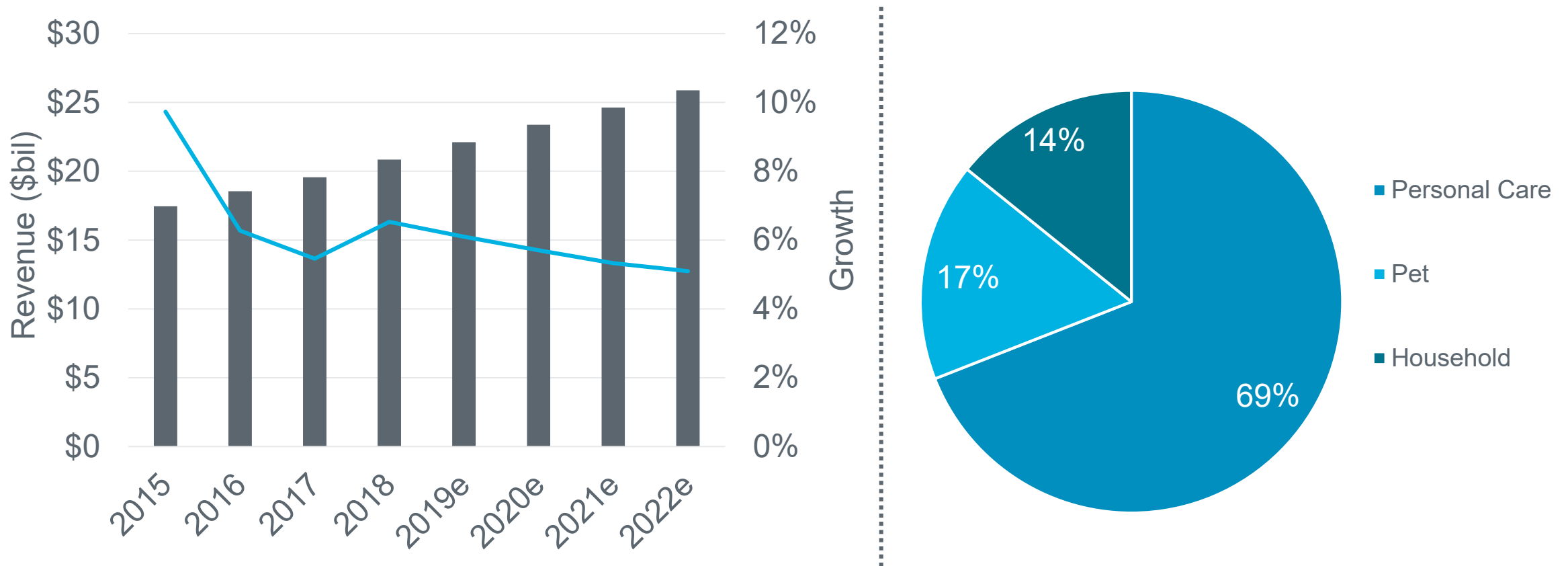
U.S. Supplements sales grew est. 5.7% to \$48.7B in 2019



Source: Nutrition Business Journal (\$mil, consumer sales)

Pet buoys Natural Living category in 2019

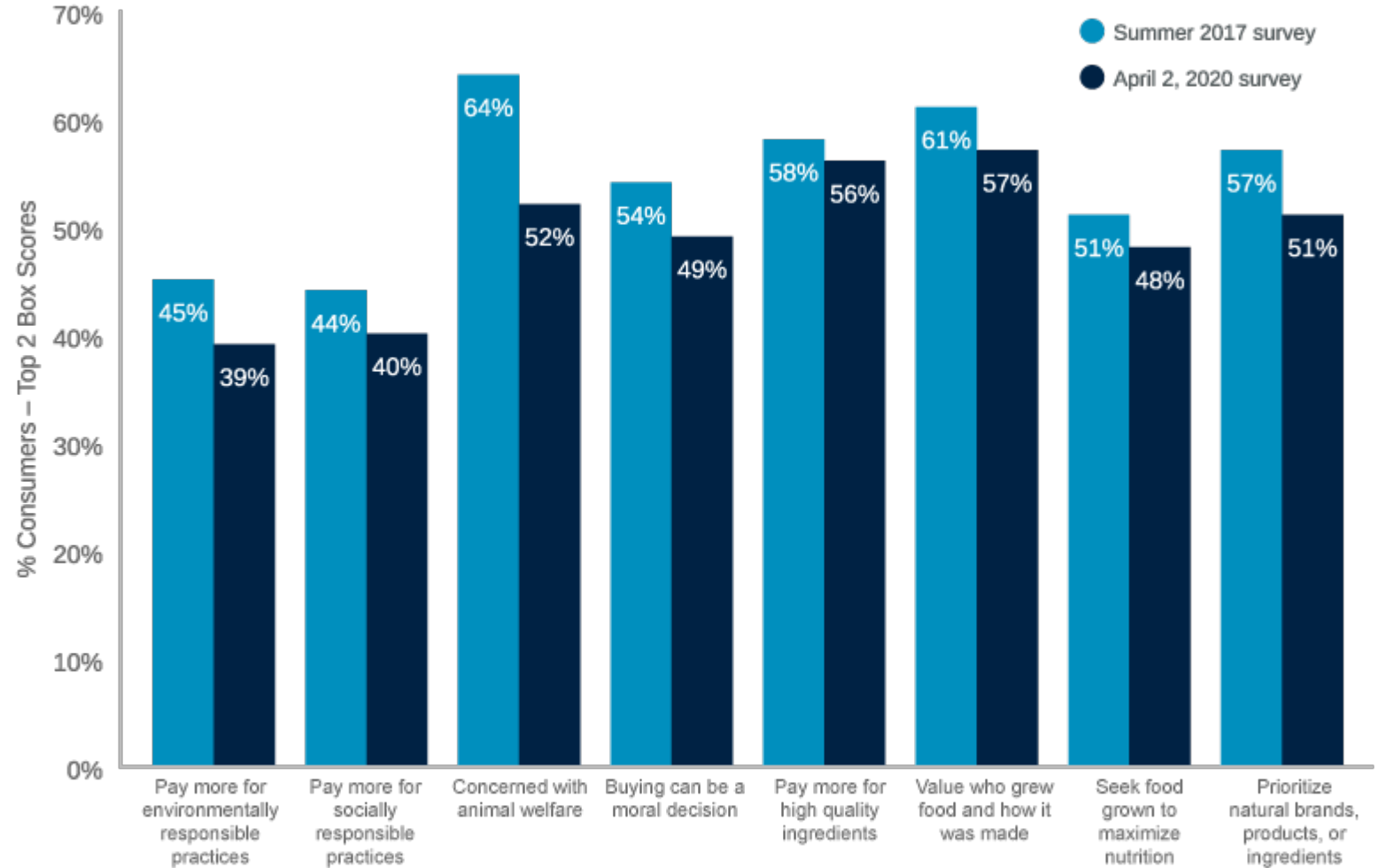
U.S. Natural Living category grew est. 6.1% to \$22.1B in 2019;
Natural & organic pet product sales up 15.5% to \$15B



Source: Nutrition Business Journal (\$mil, consumer sales)

Consumers are retaining values that fueled growth of natural & organic despite COVID

How strongly consumers align with the following behaviors



Source: New Hope Network NEXT Data and Insights in partnership with Suzy

Innovation is taking a hit due to supply chain and retail disruption

- Established brands focusing on **stabilizing operations and core business**, not new product development
- **Supply chain disruptions** and lack of new product development capacity threaten innovation pipelines
- Retailers are focused on keeping their stores open, employees safe and current products in stock. **Bringing on new products is not a top priority for many retailers**—and this is disproportionately impacting emerging brands that do not yet have their products in distribution
- **Investor funding slowdown** is impacting all



The State (and Future) of Natural and Organic



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Natural Products Expo West
Anaheim, CA
March 2020

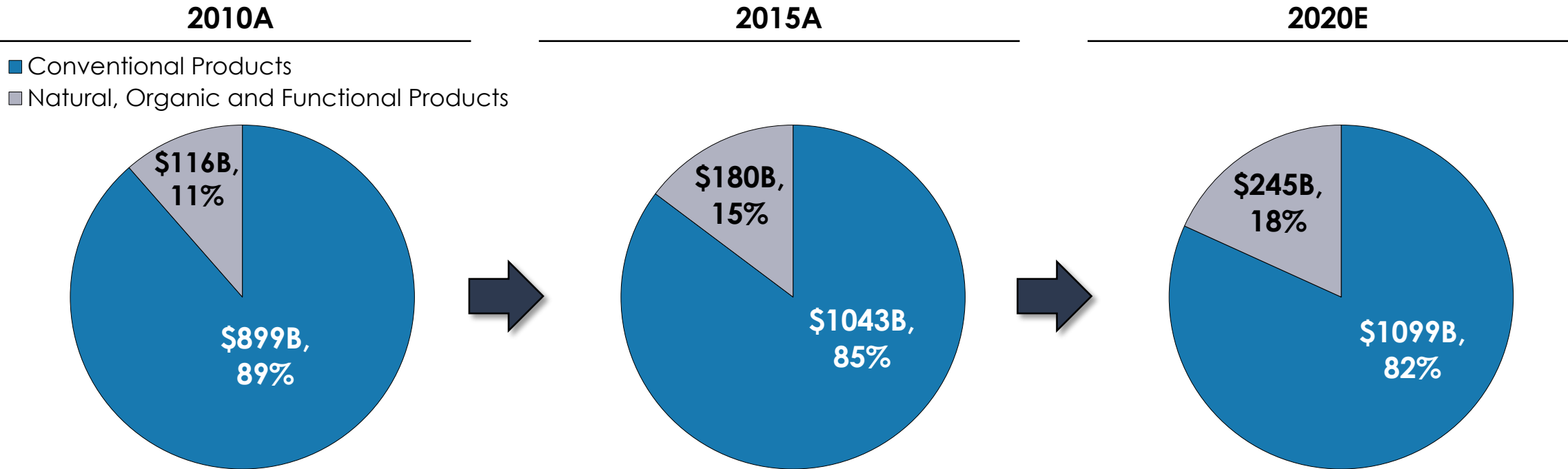
Nicolas McCoy
Managing Director
nick@wstitch.com

Michael Burgmaier
Managing Director
mike@wstitch.com



The Natural Products Industry Has Become a Larger Portion of the Total Consumer Market, Indicating a Greater Impact Than Ever Before

Natural Products Share of Total Consumer Products Market, Consumer Sales^{1,2}



% of Total Food Sales (TPL)³

Brand Type	2 Years Ago	Last 52 Weeks
Health & Wellness (HWI)	26.3%	27.7%
Natural Products (NPI)	8.6%	9.1%

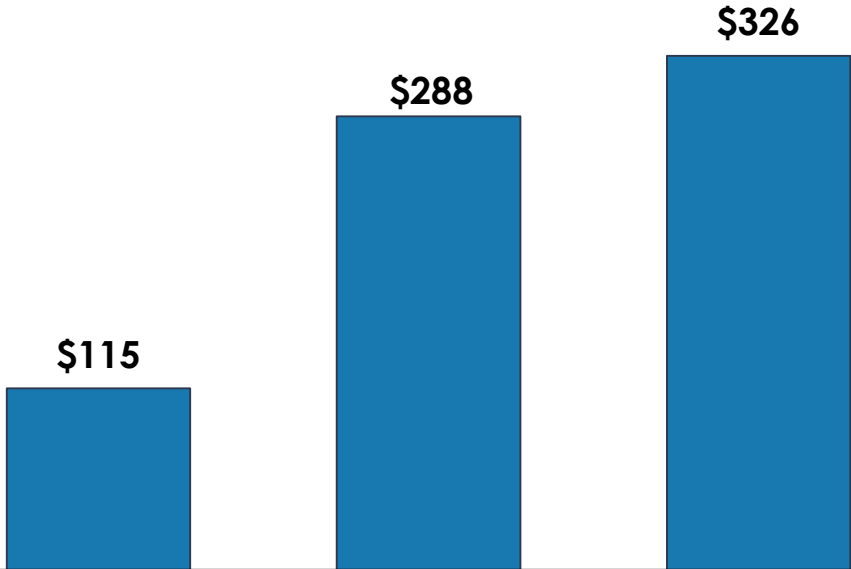
1) Nutrition Business Journal estimates, powered by SPINS
 2) "Consumer Products" defined as food, beverage, clothing, personal care, pet food, household products and flowers
 3) SPINS, 52 WE 12/29/2019; All food & beverage categories

Food and Beverage M&A Deals Are Getting Larger

Average M&A Transaction Size – Food vs. Beverage

Average Transaction Size – Beverage M&A¹

\$MM

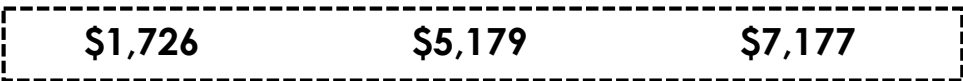


2014-2015 2016-2017 2018-2019

Transactions

15 18 22

Transaction Volume



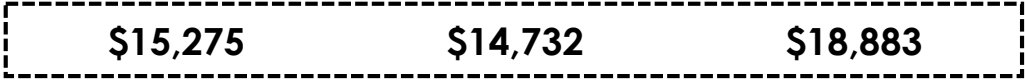
Average Transaction Size – Food M&A²

\$MM



2014-2015 2016-2017 2018-2019

76 69 52

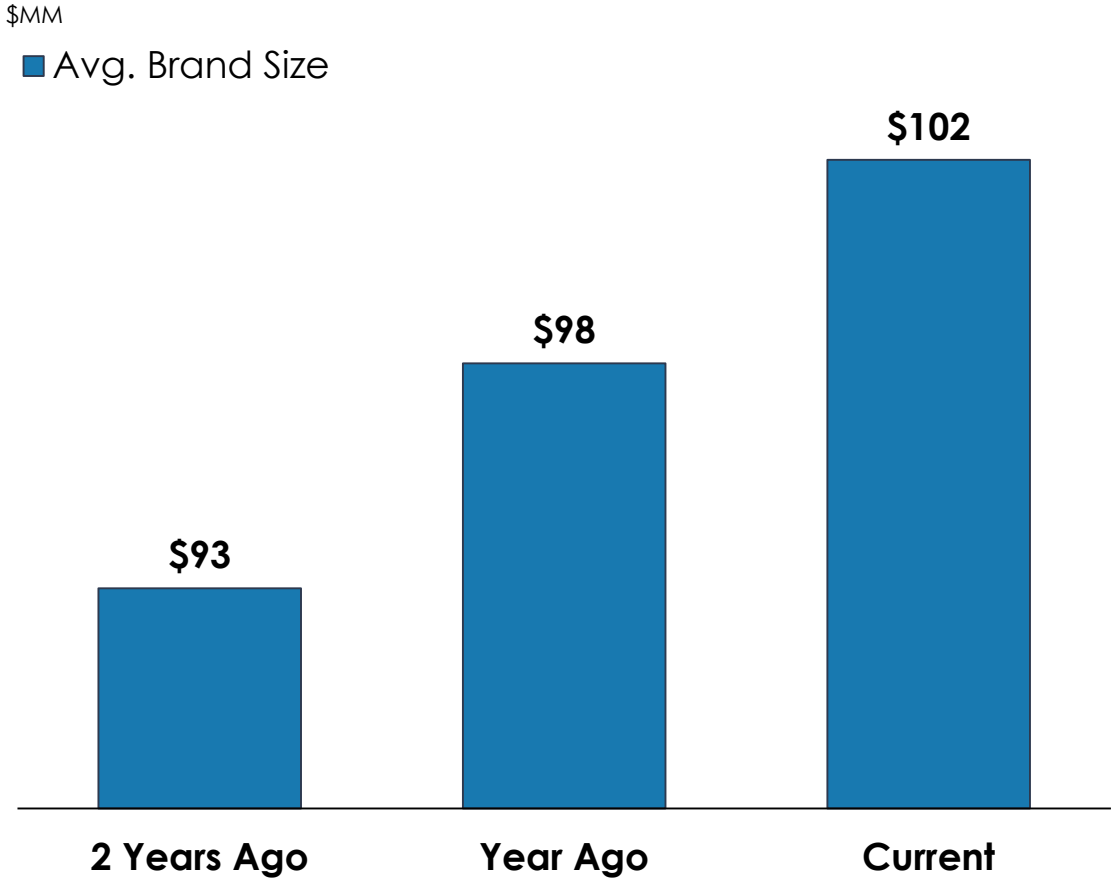


1) Source: Pitchbook; deals over \$10MM EV; independent companies excluding retailers, alcohol and "mega-deals"
 2) Source: Pitchbook; deals over \$10MM EV; independent companies excluding retailers, distributors, contract manufacturers and "mega-deals"

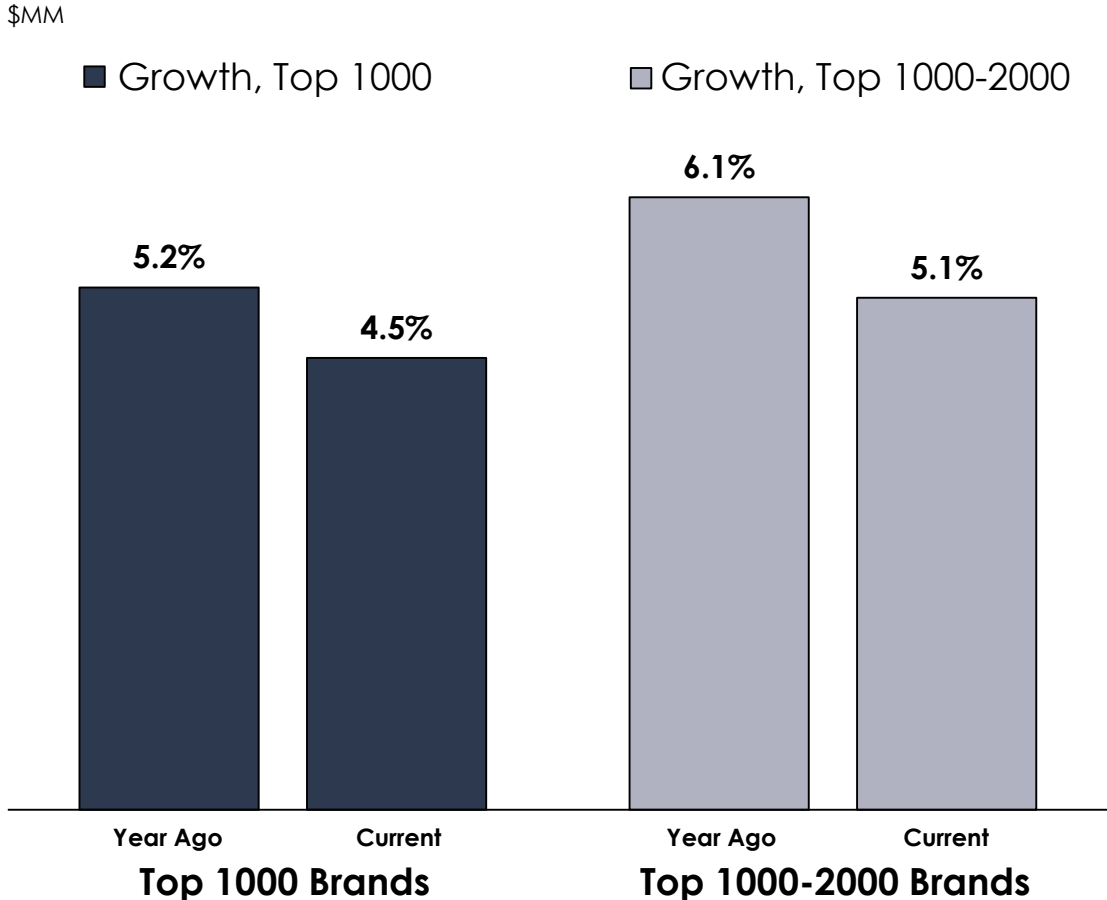
Brands Are Getting Larger

Average Brand Size is Increasing, With Smaller Brands Growing the Fastest

Average Brand Size, Top 1000 F&B Brands¹

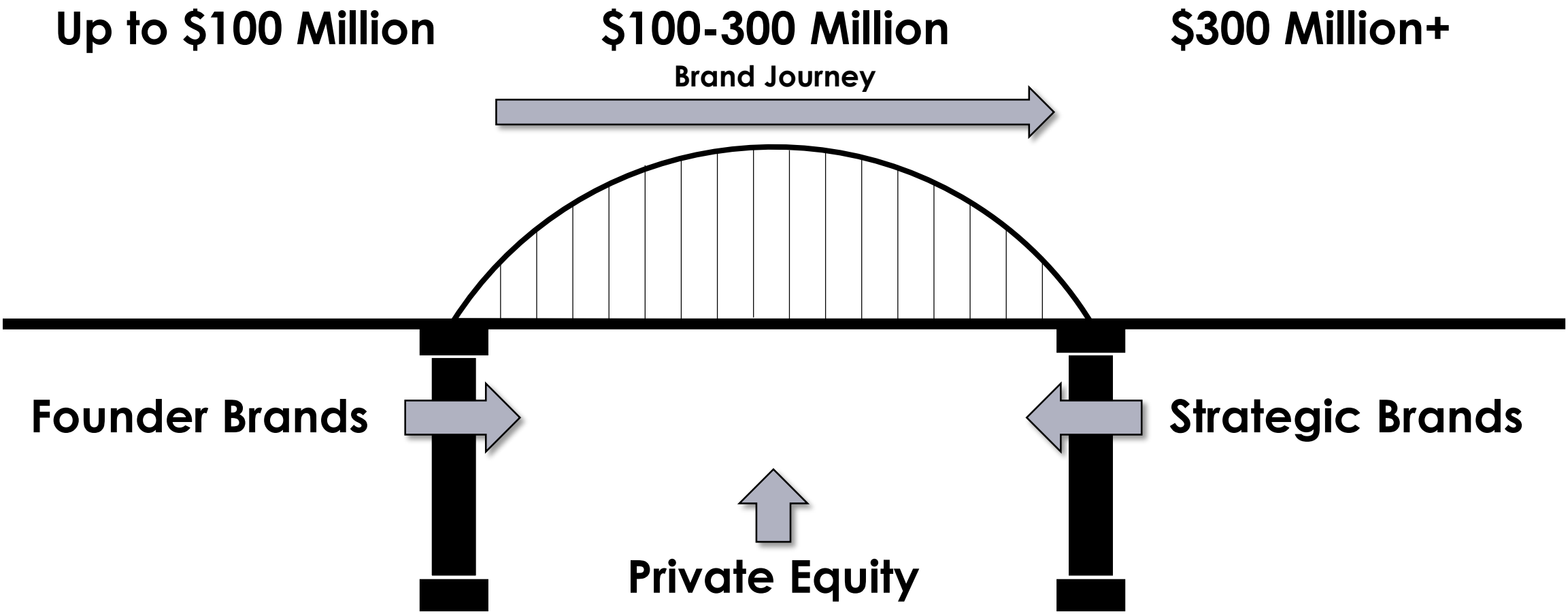


Growth of Smaller Brands Outpacing Larger Brands¹



1) SPINS, HWI, 52 WE 12/29/2019; MULO + Convenience + Natural Channels + Specialty Gourmet Channel

Bridging the Gap Between Smaller, Emerging Brands & Large, Established Ones Could Increase M&A Volume and Investment Velocity

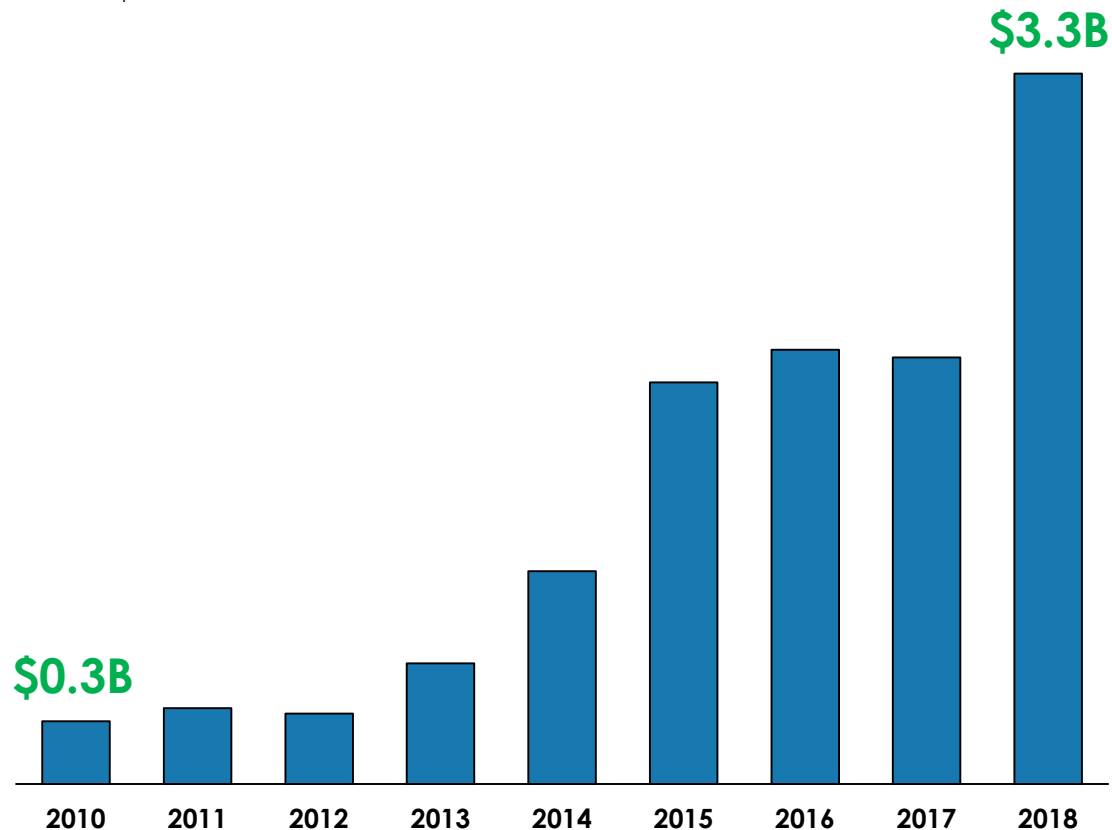


Private Equity Beginning to Fill “The Gap” With Larger Check Sizes for Later Stage Companies

Large Private Equity Capital Base at Play to Fund Companies at Later Stage

Total Capital Raised From PE Getting Larger Over Time¹

Annual Capital Raised From PE – Consumer Deals



Examples of Recent Large Capital Raises¹

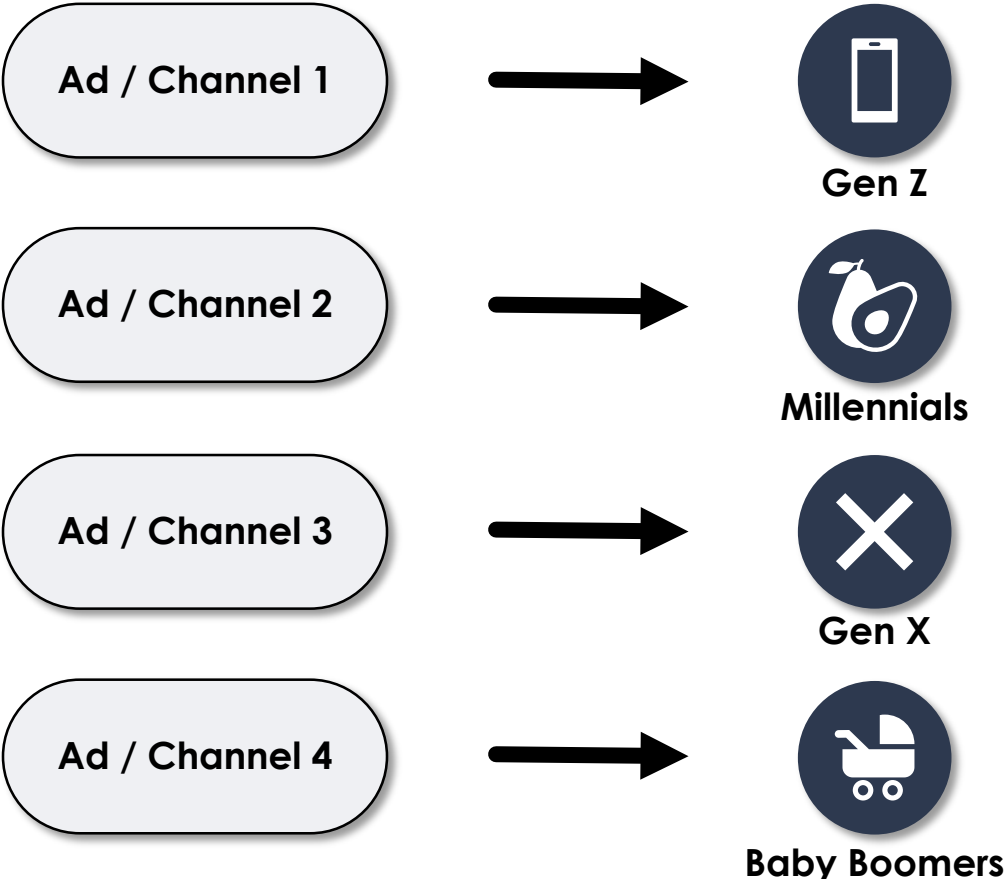
	➔		\$300 million
	➔		\$225 million
	➔		\$150 million
	➔		\$90 million

(1) Source: Pitchbook

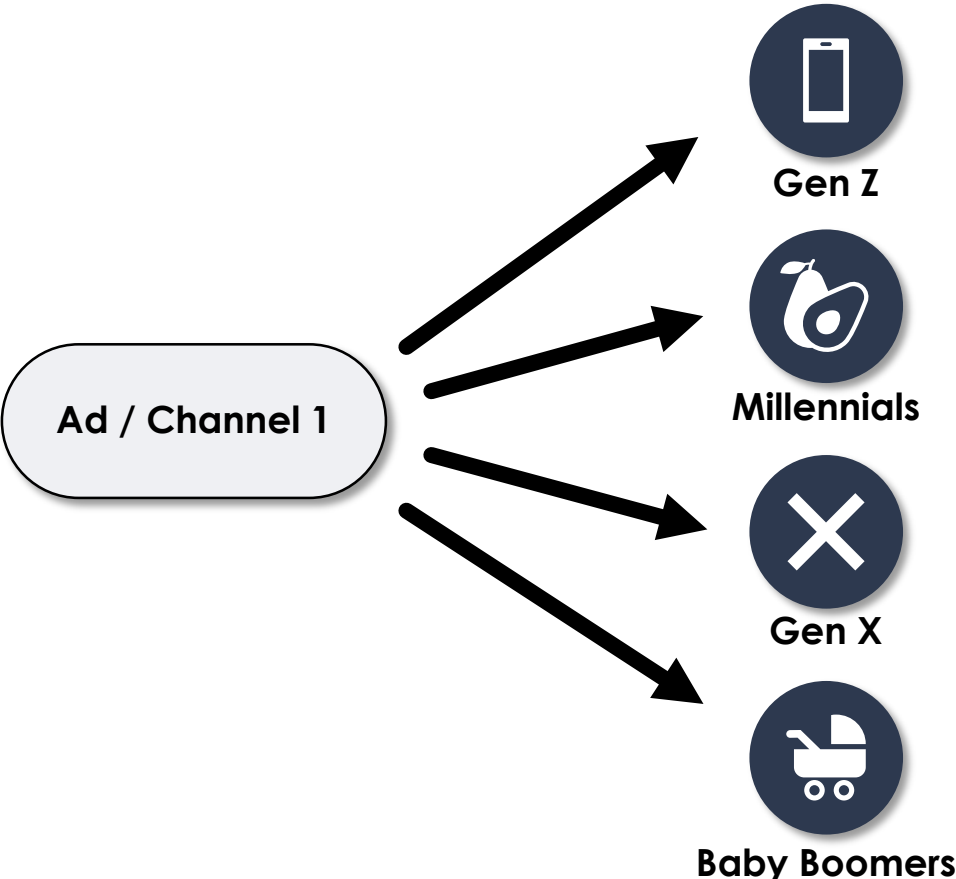
Large Strategics Market Efficiently to Maximize Customer Base for Brands

Marketing to Multiple Demand Clusters Boosts Marketing Efficiency

Marketing Strategy to "Average" Consumer

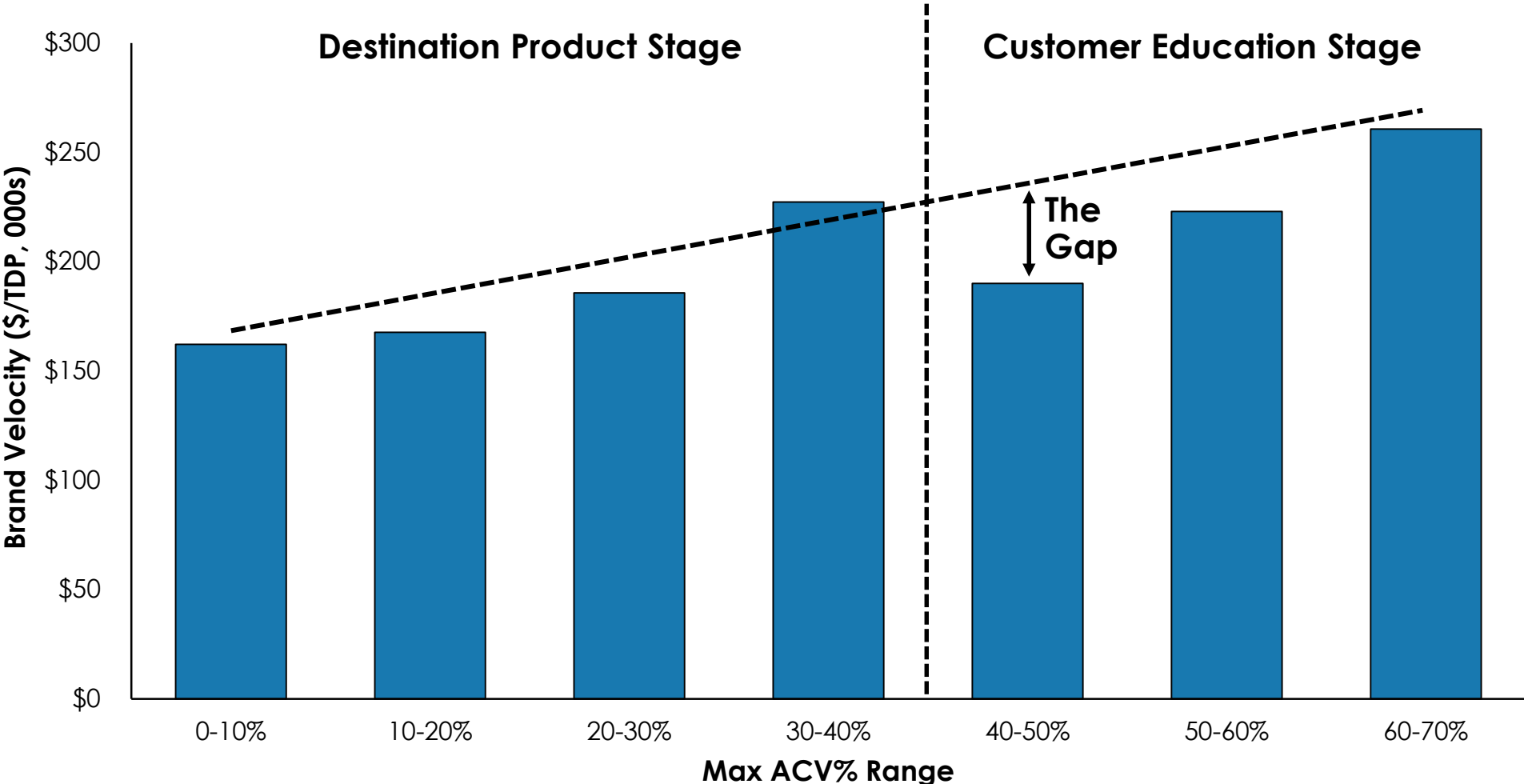


Marketing to Multiple Target Consumers



Velocity Gains are Ultimately Limited by Size of Customer Base in the Gap

Velocity Dilution is More Likely to Occur When Brands Grow Past 40 ACV% in MULO¹



1) SPINS, HWI, 52 WE 1/26/2019; MULO; Brands with growing Max ACV%

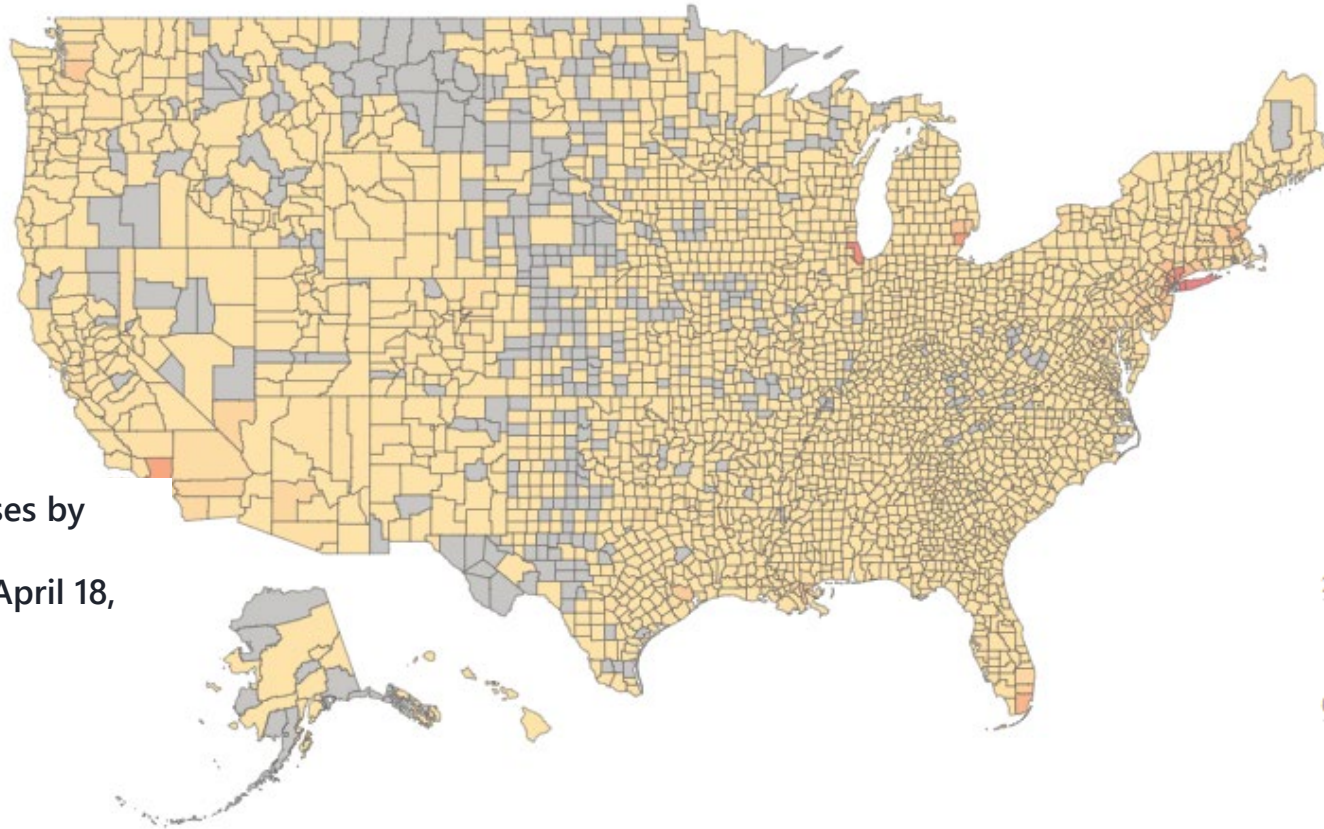


TODAY'S RETAIL ENVIRONMENT

BUYING TRENDS

SHIFTS IN CONSUMER BUYING PATTERNS

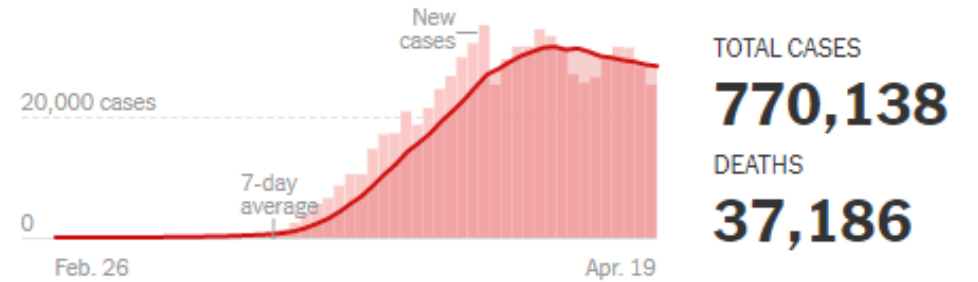
TODAY'S WORLD AS WE KNOW IT HAS TRANSFORMED



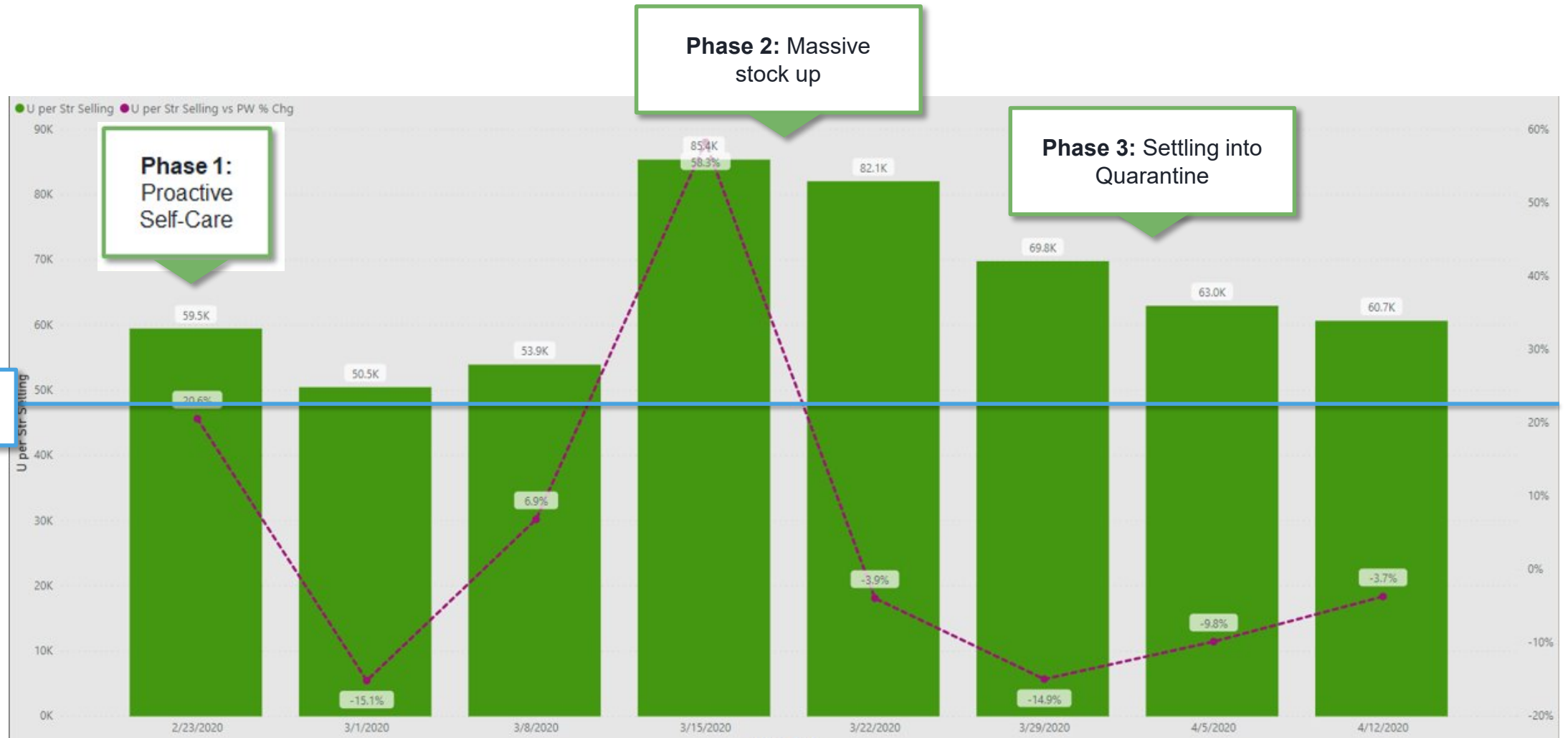
COVID Cases by County:
Saturday, April 18, 2020

Source

By The New York Times Updated April 20, 2020, 3:26 P.M. E.T.

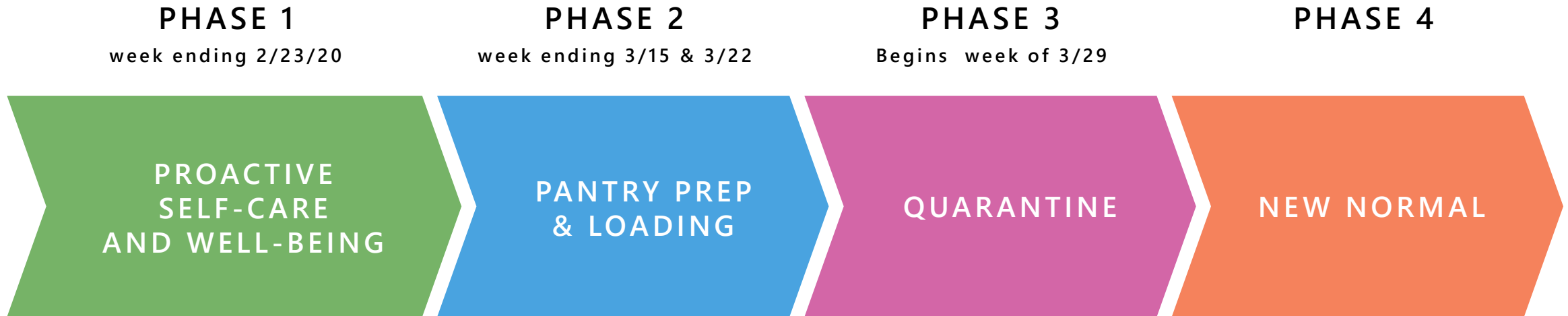


SHIFTS IN CONSUMER BUYING PATTERNS AND CONSUMER BUYING PATTERNS HAVE SHIFTED



SHIFTS IN CONSUMER BUYING PATTERNS

DISTINCT PHASES HAVE EMERGED



PHASE 1: SHIFTS IN CONSUMER BUYING PATTERNS

PROACTIVE SHOPPERS BEGAN TO PREPARE

WEEK ENDING 2/23/20

+1,285%

VITAMINS & SUPPLEMENTS

+211%

HERBS & HOMEOPATHIC

+17,910%

AMINO ACIDS

+3,159%

DIGESTIVE ENZYMES

+3,117%

FOOD SUPPLEMENTS

PHASE 2: SHIFTS IN CONSUMER BUYING PATTERNS

PANTRY PREP & LOADING

Natural products stock up occurred across all departments.

NATURAL CHANNEL

Natural Products (NPI) **+39.6%**

All Products (TPL) **+38.9%**

MAINSTREAM OUTLETS

Natural Products (NPI) **+44.0%**

All Products (TPL) **+37.5%**

COMBINED CHANNELS Pantry Prep & Loading



REFRIGERATED

+27% Dollars
+22% Units



FROZEN

+44% Dollars
+39% Units



GROCERY

+37% Dollars
+35% Units



SUPPLEMENTS

+52% Dollars
+50% Units



BODY CARE

+21% Dollars
+24% Units



GENERAL MERCH

+48% Dollars
+39% Units



ALCOHOL

+13% Dollars
+8% Units

PHASE 3: SHIFTS IN CONSUMER BUYING PATTERNS

NEW PATTERNS EMERGE DURING STAY AT HOME



PROACTIVE
SELF CARE



LOTS OF MEAL
PLANNING



REINVESTMENT
OF TIME

PHASE 3: SHIFTS IN CONSUMER BUYING PATTERNS

NEW PATTERNS EMERGE DURING STAY AT HOME

Highest Indexing Products during weeks ending April 5 and April 12

FOOD	
Shelf Stable Baking Mix, Ingredients, & Flour	170
Shelf Stable Pasta	164
Frozen Fruits & Vegetables	158
Shelf Stable Seasonings	157
Refrigerated Eggs	152
Frozen Juices & Beverages	150
Shelf Stable Pasta & Pizza Sauces	150
Shelf Stable Fruits & Vegetables	149
Produce	149
Shelf Stable Soup	148

NON-FOOD	
Paper Napkins	439
Paper Towels	349
Antiseptics	303
Facial Tissues	292
Toilet Paper	244
Household Cleaners	207
Soap Liquid	206
Vitamin C	178
Insect Repellants	178
Baby Wipes	168
Dishwashing Products	157

WHAT PATTERNS WILL EMERGE POST-QUARANTINE?



While we have early indicators of trends expected to stay medium and longer term,
ONLY TIME WILL TRULY TELL

**What might our post-COVID
future look like?**

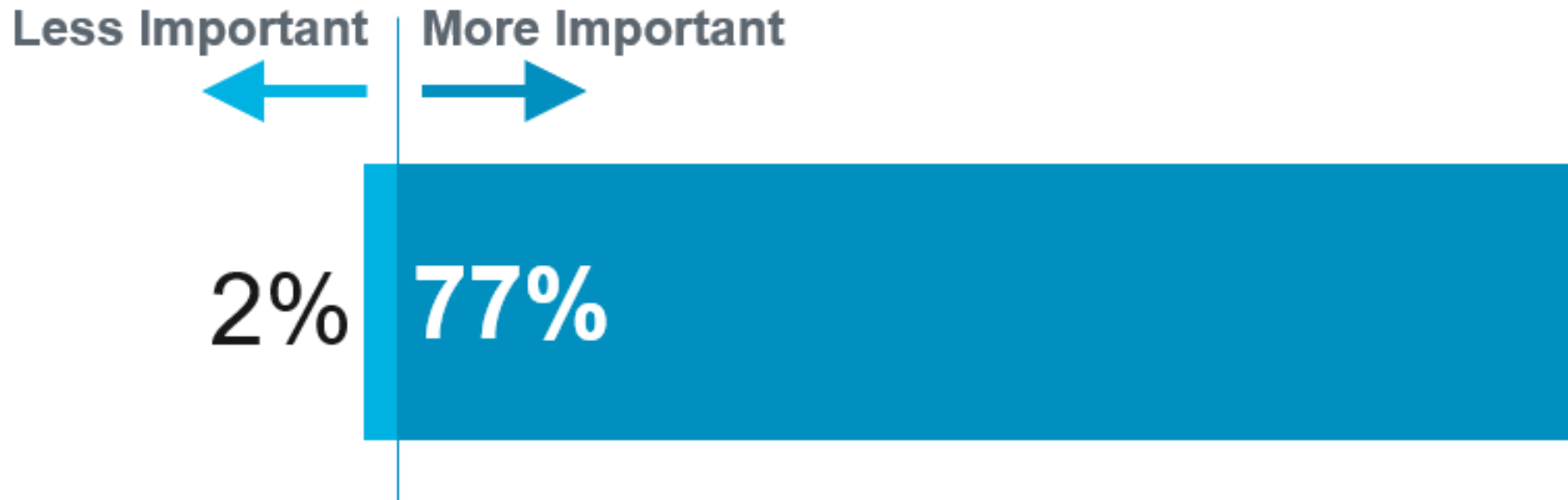
Health and wellness will be prioritized



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COVID is making personal health more important to consumers

Q: Would you say personal health is more or less important to you today than it was in 2019?



Source: New Hope Network NEXT Data and Insights survey of n~1,000 collected week of April 13, 2020, using a convenience sample directionally representative of U.S. consumers ages 18-65, weighted by age, gender, and region.

Consumers view healthy food and nutrition as more important today than in 2019

Q: Would you say _____ is more or less important to you today than it was in 2019?

Remaining in regular contact with friends

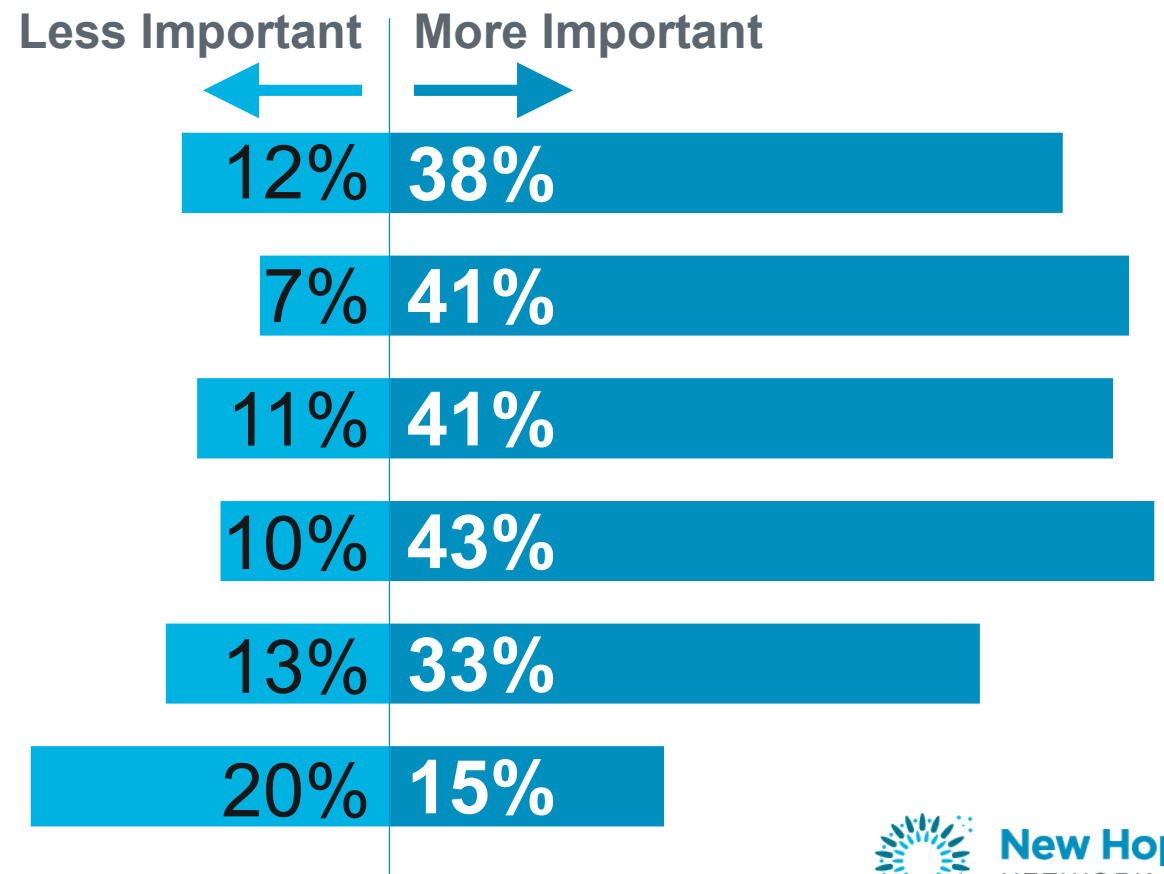
Proactively managing my health

Getting regular exercise

Eating healthy food

Taking dietary supplements and vitamins

Buying organic certified product

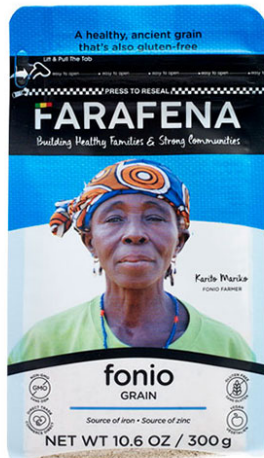


Source: New Hope Network NEXT Data and Insights survey of n~1,000 collected week of April 13, 2020, using a convenience sample directionally representative of U.S. consumers ages 18-65 weighted by age, gender, and region.



Prioritizing health and wellness: Supporting macro forces and trends

ANCIENT WISDOM



Trend: Nutrient-dense, time-honored food delivering simple, clean ingredients and delicious taste

FAT GETS HEALTHY



Trend: Fat is no longer the enemy, and growing consumer demand for healthy fats is driving interest in keto and paleo

SUGAR VILIFIED



Trend: Sweet indulgences that deliver on taste and texture without the sugar

Prioritizing health and wellness: Supporting macro forces and trends

LIFE OF VITALITY



Trend: Optimized products that address inflammation and other conditions to support optimized health and wellness

MODERN CONDITIONS



Trend: Science-backed health and wellness offerings positioned to address modern conditions such as eye health, stress support or immunity

SERVING A DIVERSIFIED AMERICA



Trend: Brands embrace and seek to authentically serve an increasingly diverse USA

We are currently missing the opportunity to serve more diverse consumers

Natural and organic consumers are mostly white



Source: New Hope Network Consumer Segmentation Survey
n=5,000

This is a reflection of our current industry leadership

Black & Latinx populations are under-represented on Boards



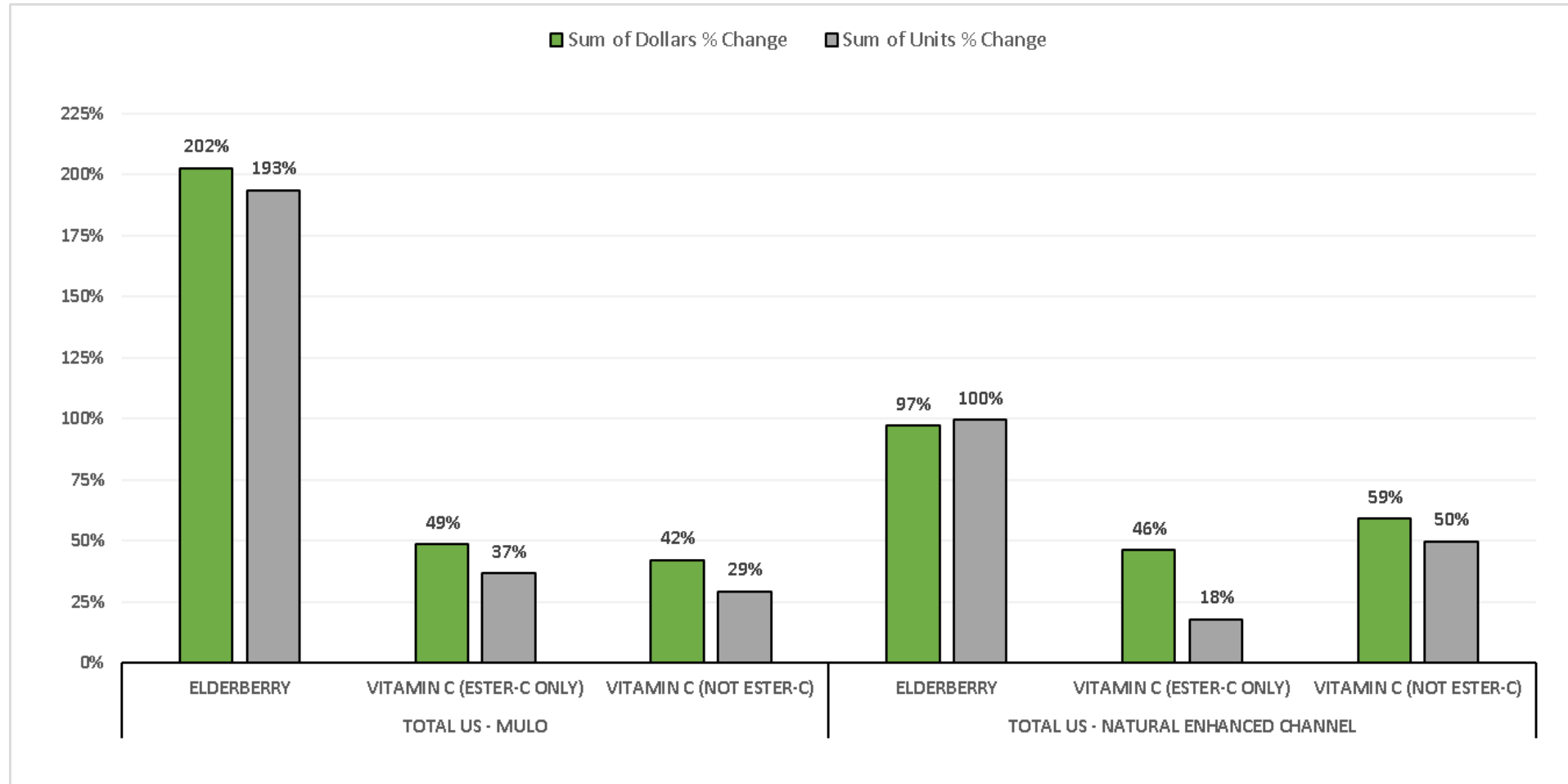
Black & Latinx populations are under-represented on Leadership Teams



Source: JEDI Collaborative and New Hope Network Benchmarking Survey December 2019

SEEKING SUPPLEMENT

Elderberry and Vitamin C are preferred functional ingredients as customer seek immunity



PROACTIVE SELF-CARE: FOOD AS MEDICINE

Demand continues for gut health segments which deliver overall immunity benefits as consumers defend against the virus.



Yogurt
+39%



Cottage Cheese
+29%



Refrigerated Kombucha
+28%



Refrigerated Juice & Functional Beverages
+23%



Refrigerated Pickled & Marinated Veg
+58%

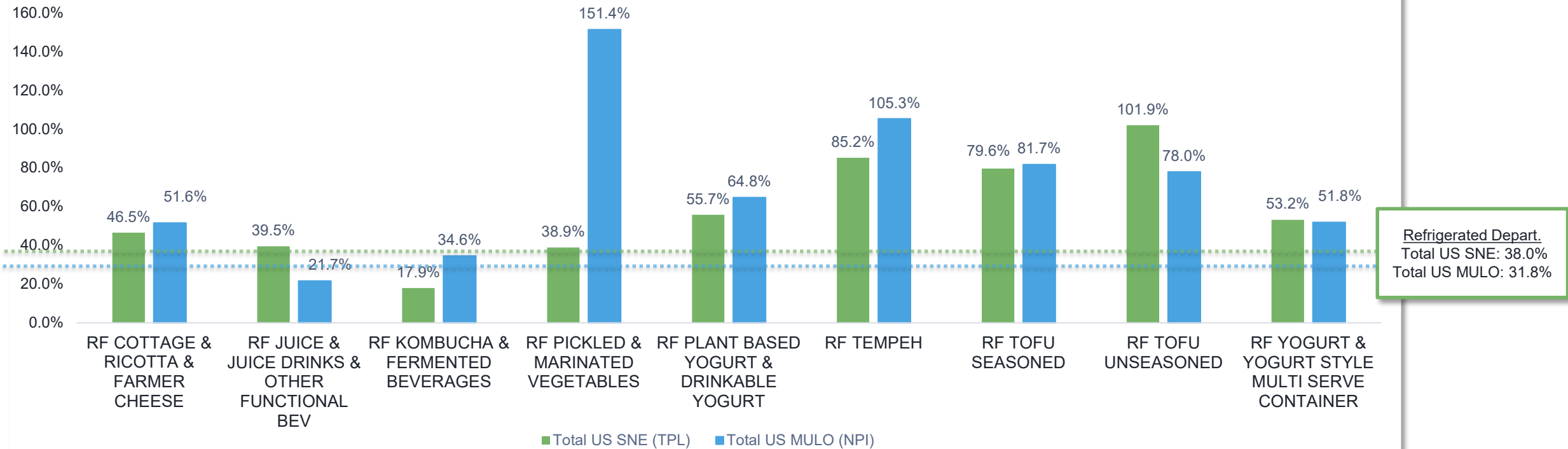
Source: SPINS Natural Enhanced, Regional Grocery, and other Health and Wellness retailers

Proactive Self-Care trends are expected to continue acceleration well past quarantine.

PROACTIVE SELF-CARE FOOD AS MEDICINE

Demand for products supporting gut health continued to outpace overall refrigerated growth during peak stock up week. Seeking opportunities to add functional qualities spans beyond refrigerated.

Gut Health Subcategories
Units % Change vs. YAG (WE 3/15/20)
Total US SNE (TPL), Total US MULO (NPI)



LESSONS FROM THE PAST

The current pandemic and subsequent economic crisis will not be a repeat of the past. But, there are likely relevant points from back in 2009:

2009 Natural Products Performance

SPINSScan Natural - Top 10 Categories by Dollar Sales				
Rank	Category	Dollars	% Chg	\$ Shr
1	VITAMINS & MINERALS	\$260,296,824	6.4%	5.8%
2	BREAD & BAKED GOODS (FROZEN & NON FROZEN)	\$197,660,116	7.8%	4.4%
3	FOOD SUPPLEMENTS	\$185,104,986	6.6%	4.1%
4	YOGURT & KEFIR	\$130,403,150	9.9%	2.9%
5	PACKAGED FRESH PRODUCE	\$127,393,788	13.0%	2.9%
6	MISCELLANEOUS SUPPLEMENTS	\$115,146,617	3.8%	2.6%
7	CHIPS & PRETZELS & SNACKS	\$112,176,464	8.7%	2.5%
8	MILK HALF & HALF & CREAM	\$111,488,366	0.5%	2.5%
9	FZ & RF ENTREES & PIZZAS & CONVENIENCE FOODS	\$110,624,301	0.2%	2.5%
10	REFRIGERATED JUICES & FUNCTIONAL BEVERAGES	\$106,848,644	6.3%	2.4%

Consumers sought self-care to avoid doctors' visits

Continued demand for natural and wellness as sales volume continued to increase, especially authentic and value-added brands

- Emerging brands excelled
- Household penetration increased

SPINSScan Conventional - Top 10 Categories by Dollar Sales				
Rank	Category	Dollars	% Chg	\$ Shr
1	VITAMINS & MINERALS	\$958,052,784	14.4%	6.0%
2	PACKAGED FRESH PRODUCE	\$953,031,546	7.9%	6.0%
3	WATER	\$813,563,951	(4.4%)	5.1%
4	MILK HALF & HALF & CREAM	\$781,557,377	5.4%	4.9%
5	YOGURT & KEFIR	\$622,635,834	20.2%	3.9%
6	CHIPS & PRETZELS & SNACKS	\$580,371,117	9.2%	3.6%
7	REFRIGERATED JUICES & FUNCTIONAL BEVERAGES	\$508,041,621	14.9%	3.2%
8	FZ & RF ENTREES & PIZZAS & CONVENIENCE FOODS	\$474,857,407	3.5%	3.0%
9	EGGS	\$466,595,314	(4.7%)	2.9%
10	BREAD & BAKED GOODS (FROZEN & NON FROZEN)	\$446,200,305	8.3%	2.8%

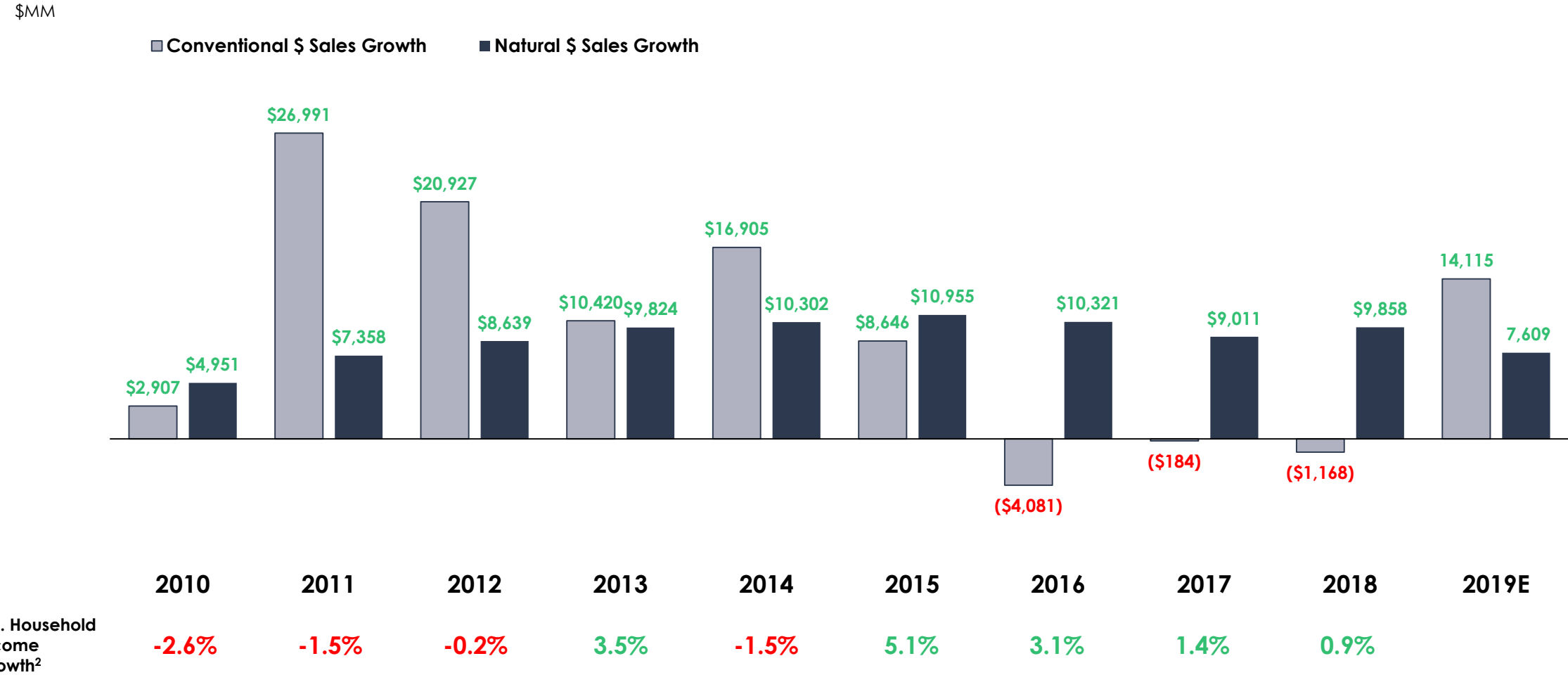
Consumers sought value

- Organic Private Label outpaced growth
- Brands that were able to hold base pricing performed stronger

Source: SPINS Natural Channel and FDM Channel Data, 52 weeks ending Dec, 2009

Growth of Natural Products is Historically Insensitive to Changes in Personal Income

Consumer Sales in Natural and Conventional Grocery¹



1) Nutrition business Journal (2020) (2019 preliminary estimates; \$MM, consumer sales)

2) U.S. Census Bureau, CPI Adjusted Dollars

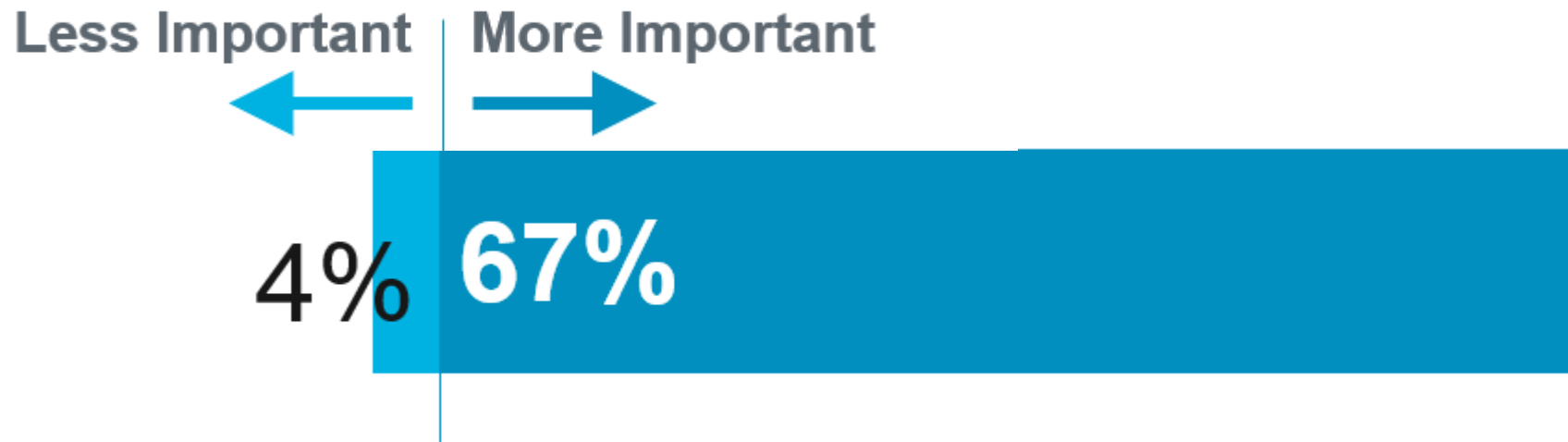
Sustainability will matter more



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COVID is making environmental health more important to consumers

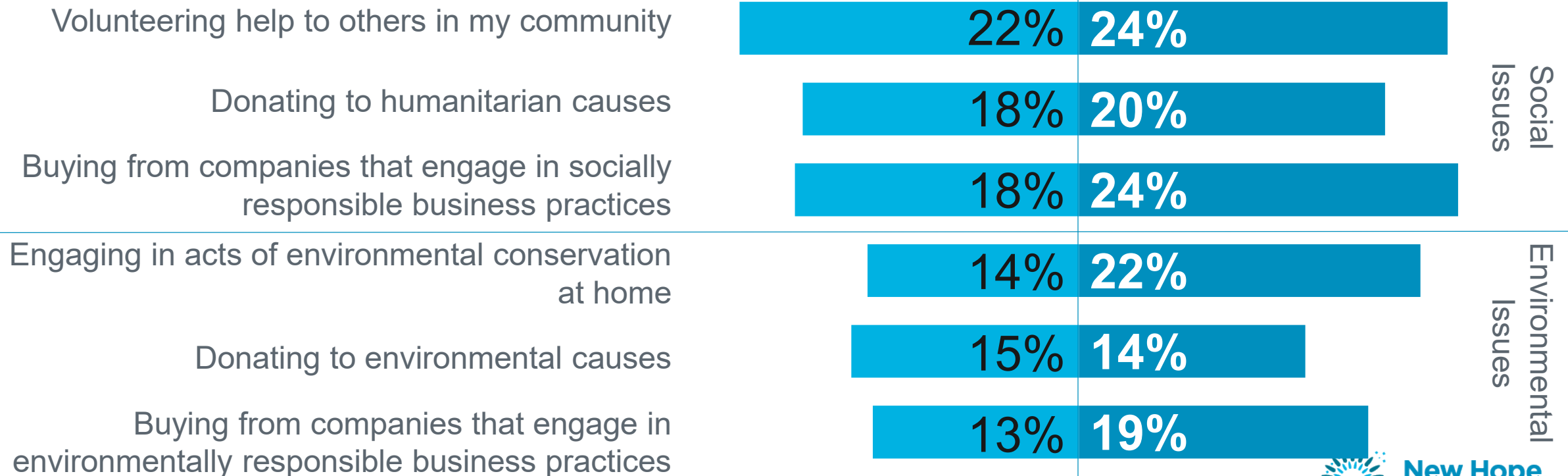
Q: Would you say environmental is more or less important to you today than it was in 2019?



Source: New Hope Network NEXT Data and Insights survey of n~1,000 collected week of April 13, 2020, using a convenience sample directionally representative of U.S. consumers ages 18-65, weighted by age, gender, and region.

Consumers split on how important social and environmental causes are right now

Would you say _____ is more or less important to you today than it was in 2019?



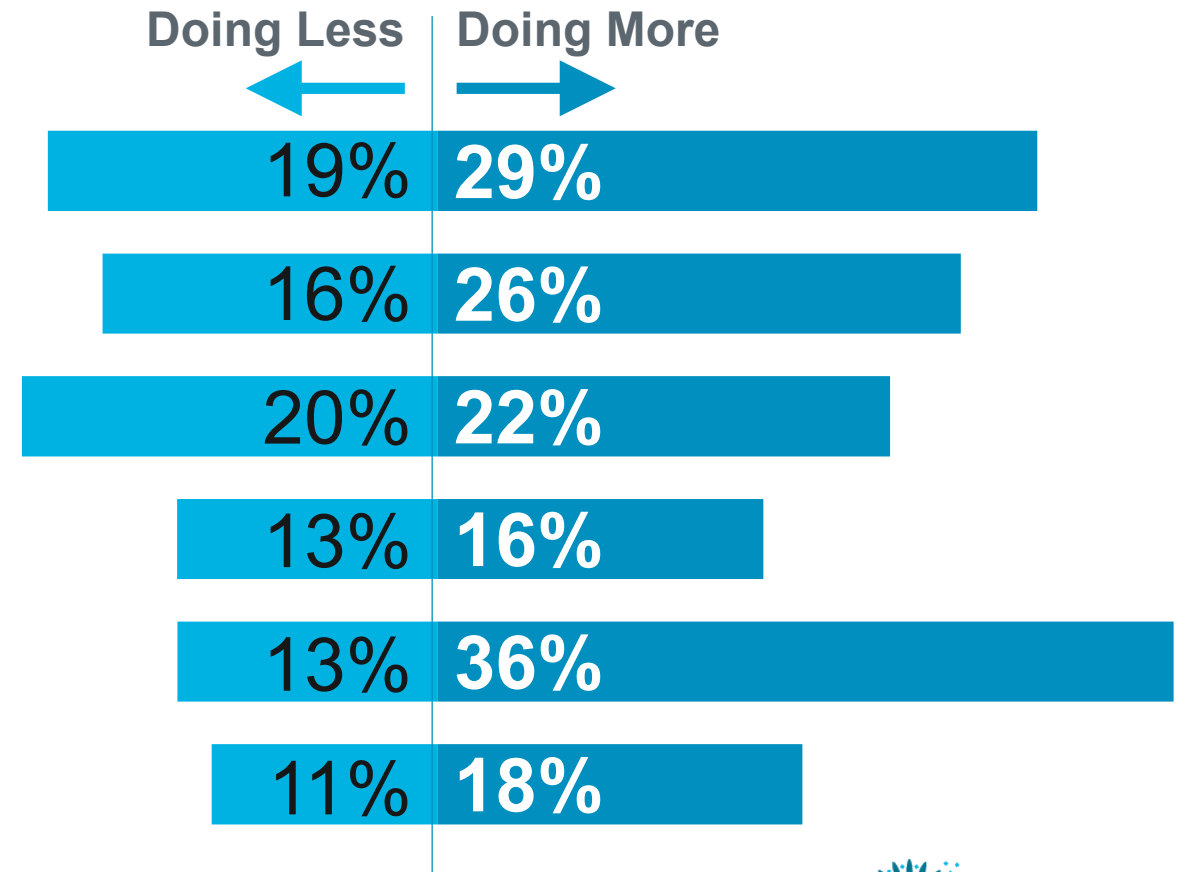
Source: New Hope Network NEXT Data and Insights survey of n~1,000 collected week of April 13, 2020, using a convenience sample directionally representative of U.S. consumers ages 18-65 weighted by age, gender, and region.



At the grocery store consumers appear to be supporting environmental issues in these ways ...

Compared to your typical 2019 grocery shopping, which of the following are you doing more or less of now?

- Buying plant-based foods
- Buying responsibly sourced meat, seafood, or dairy
- Buying organic products
- Buying Fair Trade certified products
- Paying more attention to food waste
- Buying products with more environmentally friendly packaging



Source: New Hope Network NEXT Data and Insights survey of n~1,000 collected week of April 13, 2020, using a convenience sample directionally representative of U.S. consumers ages 18-65 weighted by age, gender, and region.

Sustainability matters: Supporting macro forces and trends

PLANT WISDOM



Coming soon to a store near you!

Trend: Brands are meeting growing consumer demand for plant-based foods with more nutrient-dense and sustainable offerings

RESPONSIBLE PROTEIN



Trend: Consumer consumption of meat is on the rise, but people increasingly want more ethical and sustainable options

AGRICULTURAL COMMITMENTS



Trend: Brands are improving their supply chains via organic and other ag commitments



Sustainability matters: Supporting macro forces and trends

SUSTAINABLE PACKAGING



Trend: As “single use” becomes demonized, brands are increasingly investing in more sustainable packaging options

WASTE NOT, WANT NOT



Trend: Creative solutions for upcycling ingredients and reducing waste are popping up in many product categories

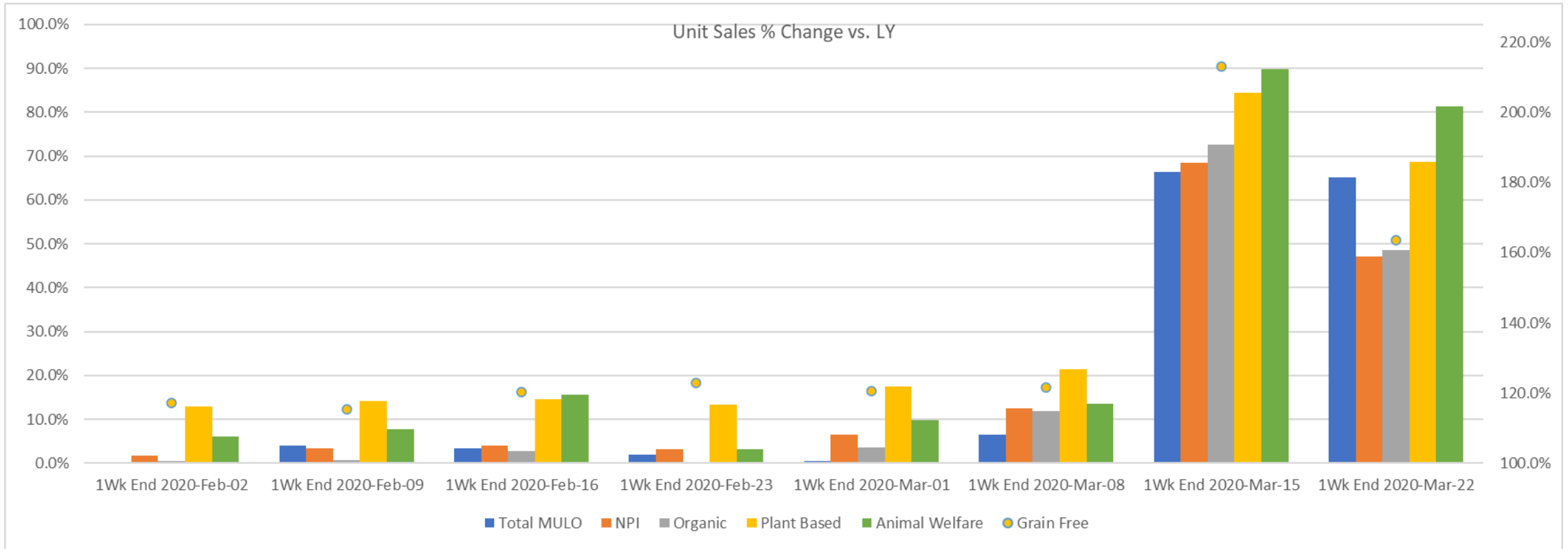
CIRCULAR ECONOMIES



Trend: Brands are keeping materials in circulation (as opposed to in landfills) for as long as possible

BETTER FOR YOU & THE PLANET

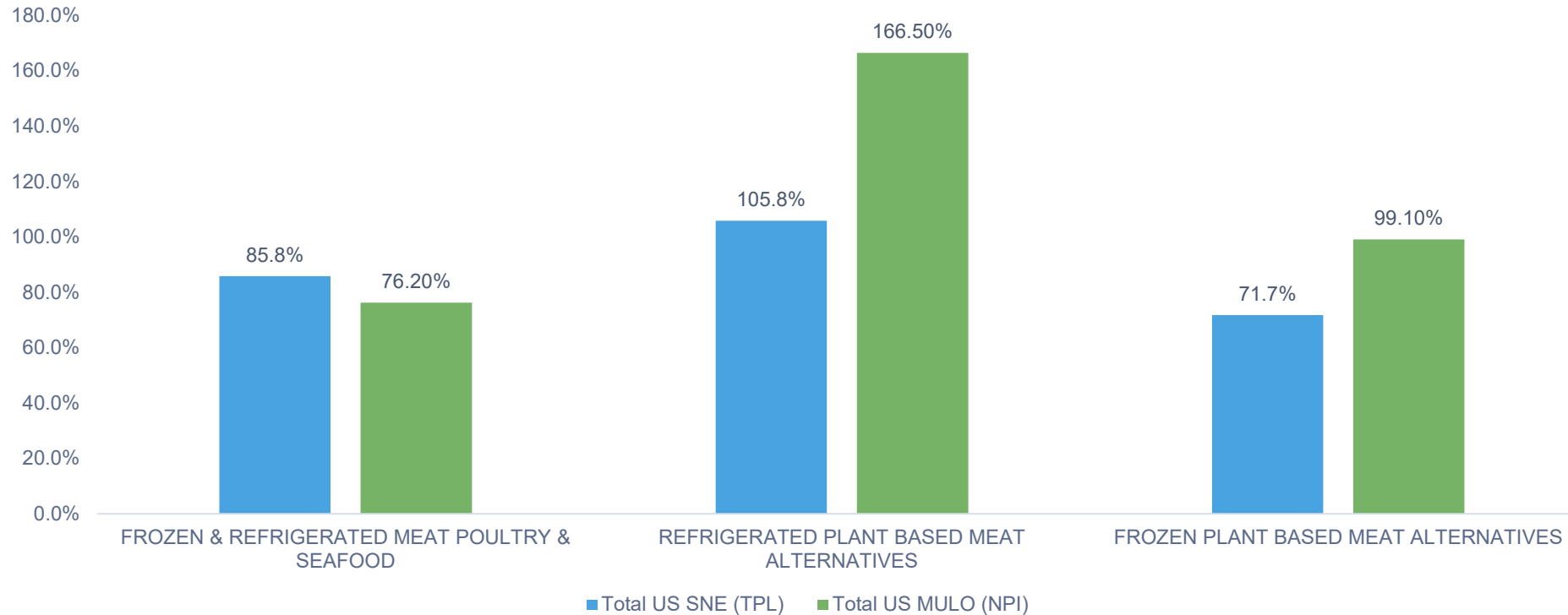
Consumers continue to make mindful choices at the shelf during this pandemic.



PROTEIN POWER

All forms of proteins are in demand. Consumers expect nutritious proteins for homemade recipes. Plant Based Protein mirrored traditional proteins in trend.

Protein – Focused Categories
Units % Change vs. YAG
Week ending 3/22/20



Repurposing Trade Spend Could Free Up Capital For Marketing and Sustainability

What if Companies Could Reinvest 20% of Their Trade Spend Into the Brand?



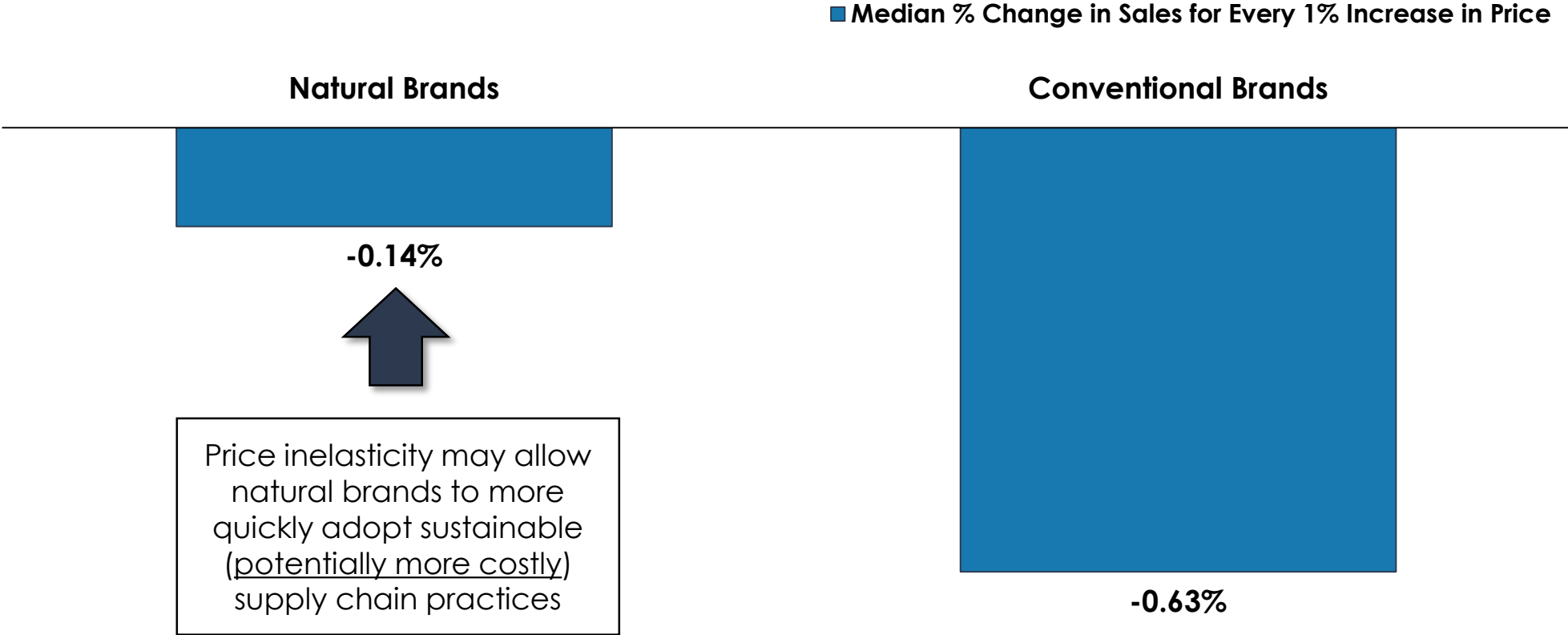
1) Nutrition Business Journal

2) "Natural Products" defined as food, beverage, clothing, personal care, pet food, household products and flowers

3) Whipstitch illustrative estimates

Price Inelasticity Empowers Natural Brands to Reduce Trade Spend

Conventional Brands are 4.5x More Sensitive to Price Changes Than Natural Brands¹

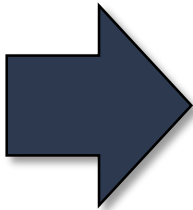


1) SPINS, TPL, MULO, Trended quad data WE 12/01/2019; 40 select natural and conventional brands

Paradigm Shift: Sustainability as an Investment, not an Expense or Subsidy

What if the Perception of Sustainability Could Change?

**Expense or
Subsidy**

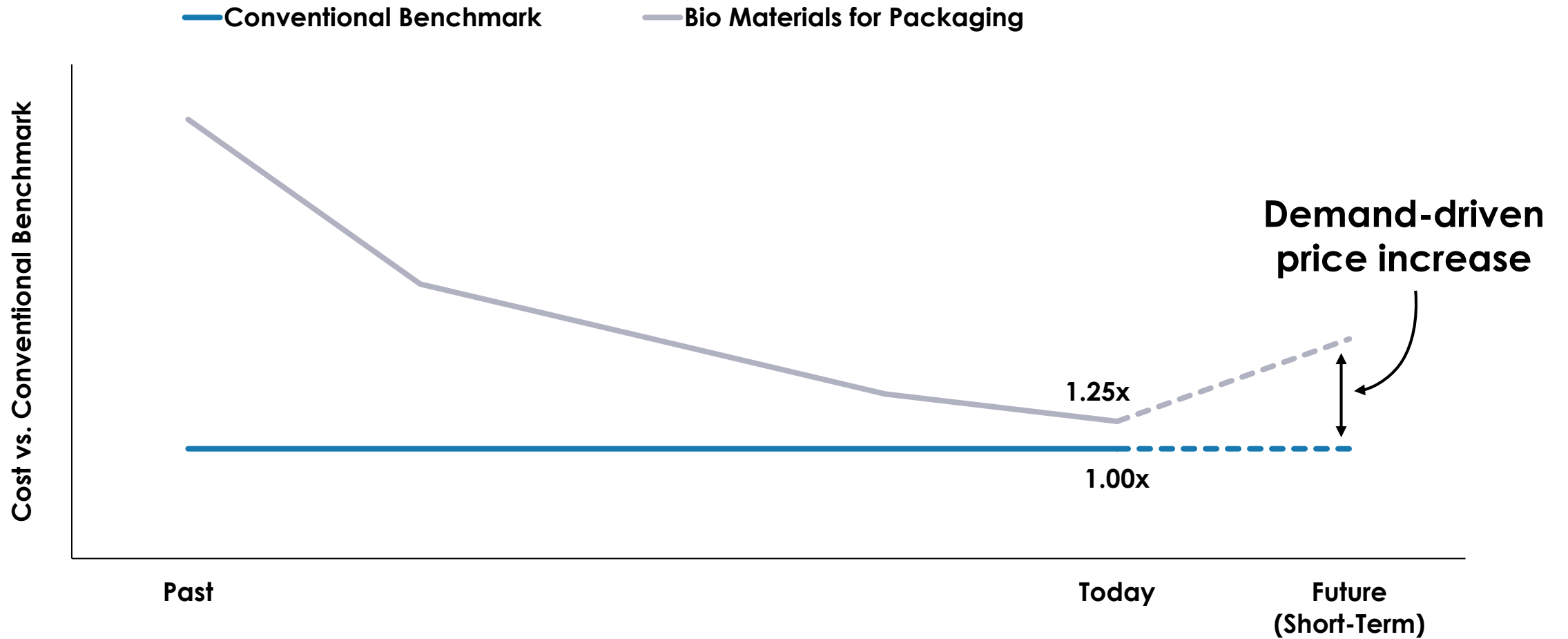


Investment



Sustainable Packaging has Advanced Rapidly From Expense to Investment

Cost of Bio Materials For Packaging vs. Conventional Benchmark



1. Illustrative chart, based on OSC² estimates

Regenerative Agriculture: Potential for Brands to Lead a Broader Trend

Several Benefits to Regenerative Agriculture Beyond Sustainability

Increased Soil Carbon Stocks



Resilience of Crops to Extreme Weather



Mechanisms Through Which Regenerative Agriculture Improves Crop Yields



1) Rodale Institute
2) Lal 2010; "Beyond Copenhagen: mitigating climate change and achieving food security through soil carbon sequestration"

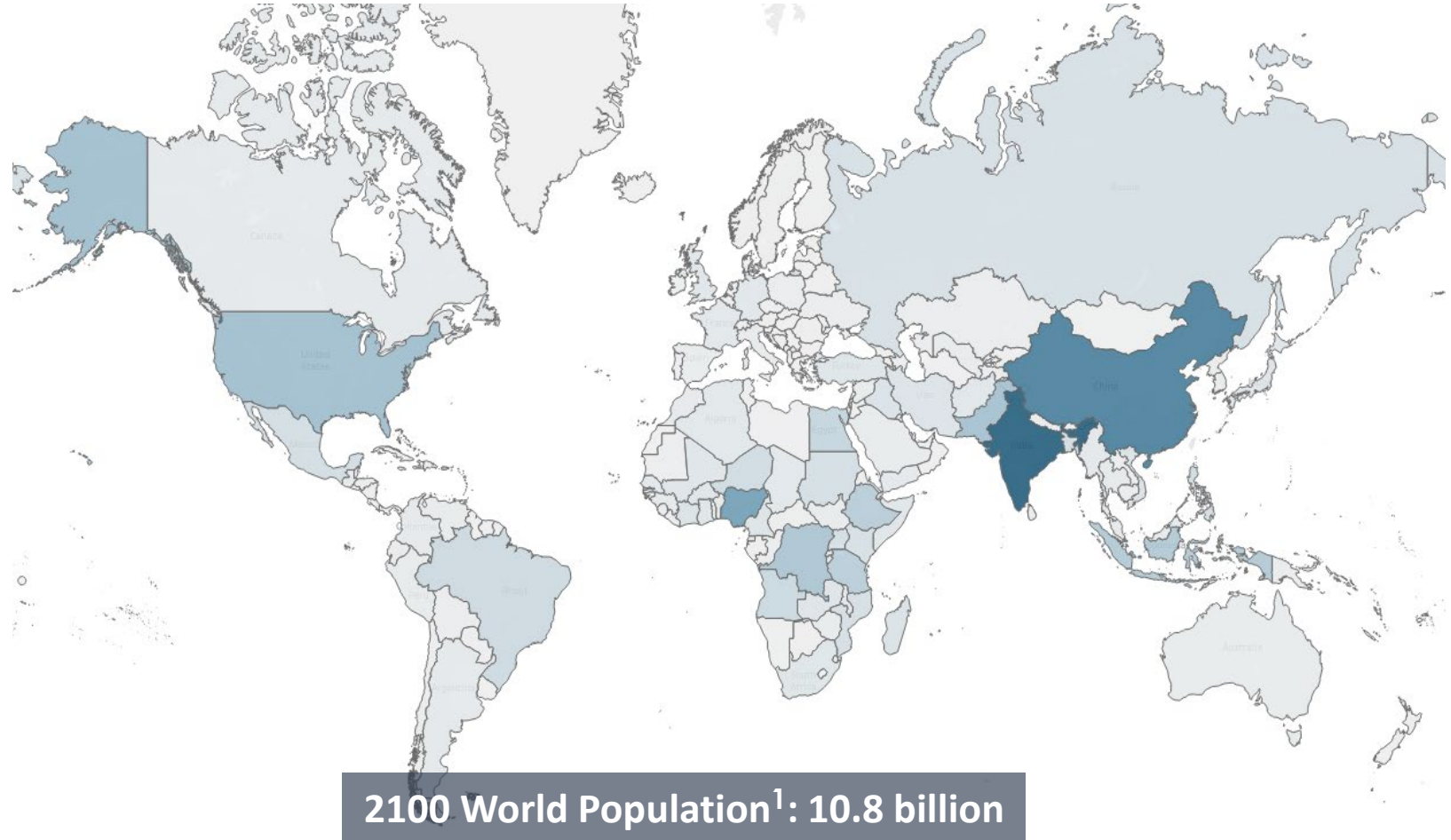
Soil Can be Viewed as a Business – Consistent with Investment

Business	Dimension	Soil
Growing, Profitability, Permanence	Goal	Sustainable, Perpetual Asset
Investors, Founders and Employees	Who Wins?	Government, Brands and Population
Everyday Consumers	Customers	Net Importing Countries
Shareholders	Ownership	US Population/Farm Owners
Private Market Rates and availability	Capital Availability	Farm Loans <3.5%; Govt – 1.25% 30 Year

A Growing World Population Emphasizes the Growing Need for Agriculture

United Nations Population Forecasts for the Year 2100¹

Rank	Country	% of World's Population
1	India	13.3%
2	China	9.8%
3	Nigeria	6.7%
4	USA	4.0%
5	Pakistan	3.7%
6	Congo	3.3%
7	Indonesia	2.9%
8	Ethiopia	2.7%
9	Tanzania	2.6%
10	Egypt	2.1%
-	Other	48.8%

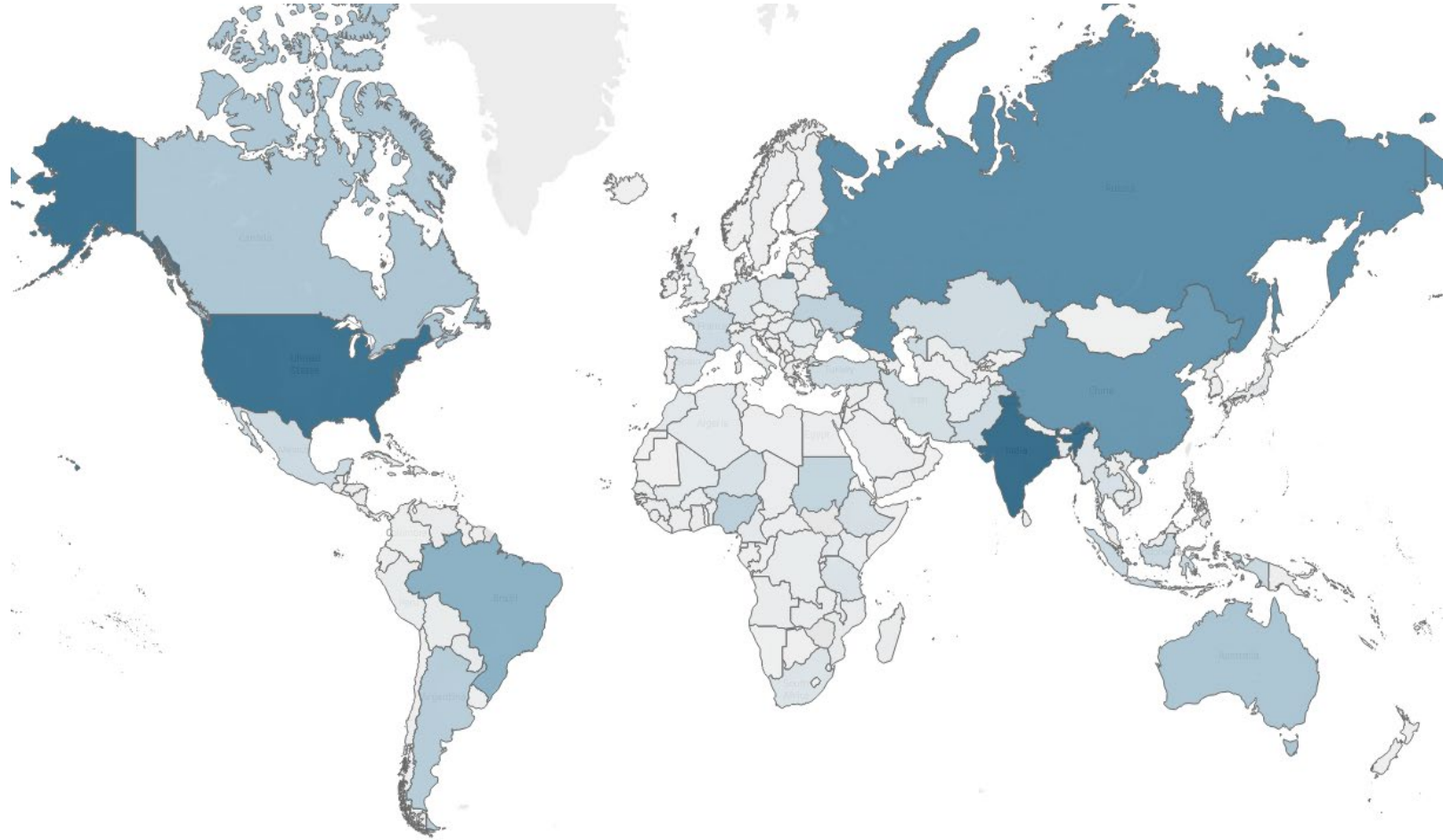


1. UN Population Estimate Data, July 2019

The US Ranks Second in Arable Land

CIA Factbook's Arable Land Available in the World¹

Rank	Country	% of World's Arable Land
1	India	12.2%
2	USA	11.5%
3	Russia	8.7%
4	China	7.5%
5	Brazil	5.1%
6	Australia	3.3%
7	Canada	3.3%
8	Argentina	2.7%
9	Nigeria	2.4%
10	Ukraine	2.4%
-	Other	41.1%

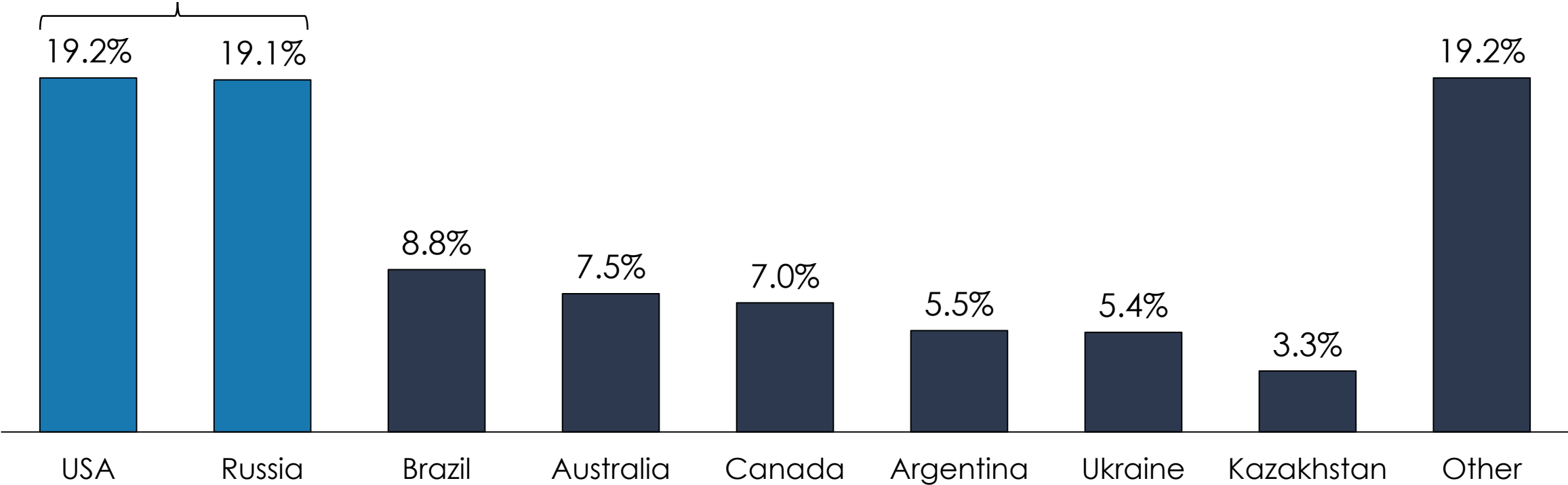


1. CIA World Factbook, millions km²

Exporting Power of the U.S. Positions Arable Land as an Extremely Valuable Asset

Who are Customers? Developing Countries are increasing GDP 3x Faster than Countries with Advanced Economies³

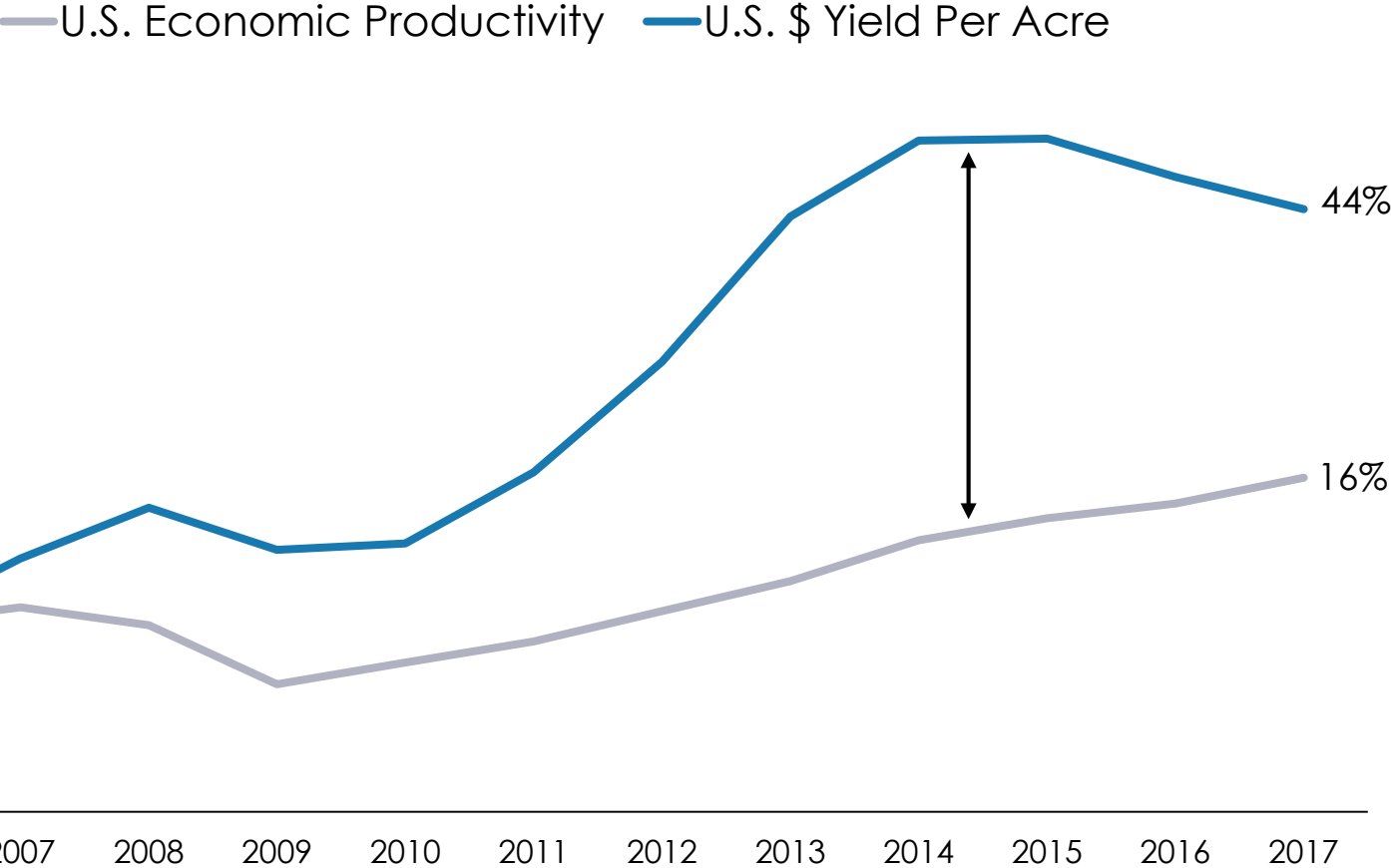
Russia and the US will have significantly larger arable land assets than necessary to sustain their population in 2100, positioning them as global export leaders



1) As a % of total arable land (CIA World Factbook)
2) As a % of world population (UN)
3) IMF, World Economic Outlook October 2019

US Farm Productivity Growth Raises Profile of Future Agriculture Opportunity

Human Productivity Versus Farm Productivity Per Acre Measured in Inflation Adjusted Dollars^{1,2}

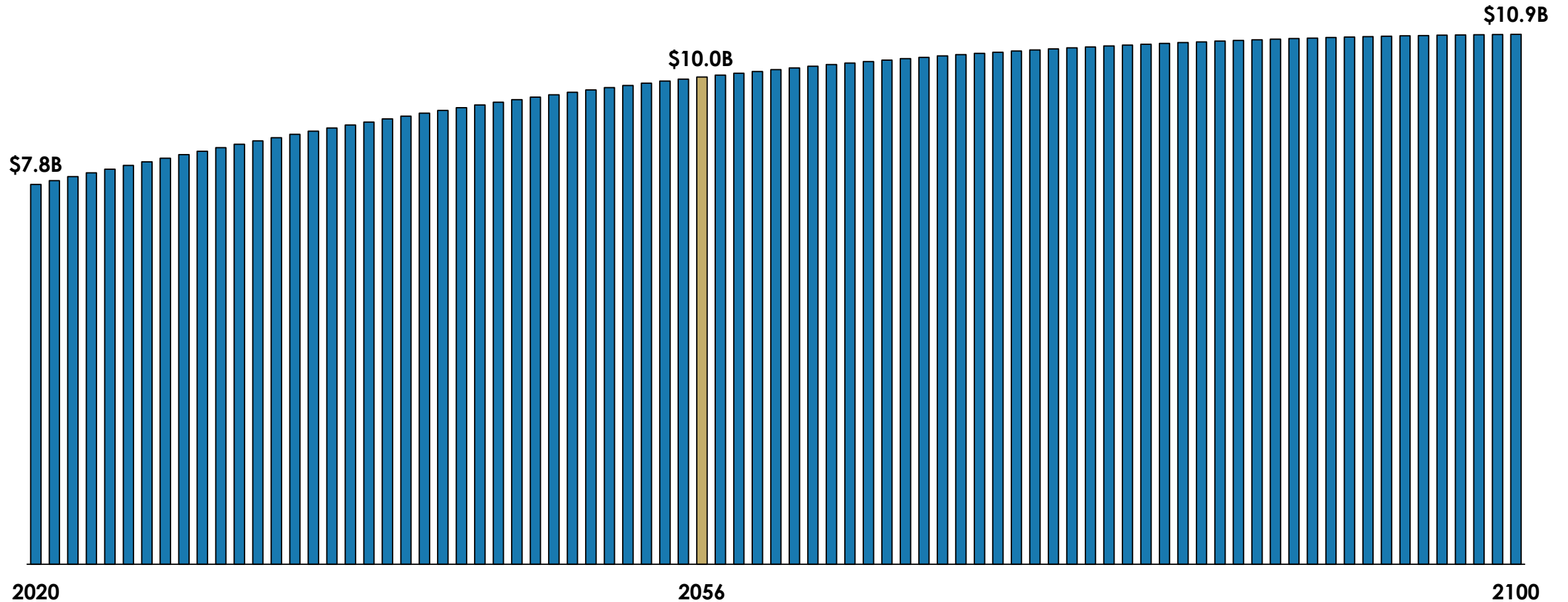


Agriculture is the ONLY major industry with positive trade balance today

1) National Bureau of Labor Statistics, Multifactor Productivity Combined (2017)
2) USDA

The Opportunity is Much Sooner than 2100

The World Population Will Reach 10 Billion in 2056¹



(1) Source: UN Population Estimate Data July 2019

Amid the COVID-19 Crisis, “Silver Linings” Remain on the Other Side

- 1 Increased Focus on Wellness** – Already seeing in immunity purchases, will expand across entire sector as immunity focus translates into healthier food/bev habits
- 2 Move Away From Individualism** - new investments in public goods—for health, especially—and public services
- 3 Expansion of Online** - rethink the kinds of community we can create through devices
- 4 Domestic Self-Sufficiency** – Supporting the domestic production in all sectors to reduce or eliminate need for imports
- 5 Land Conservation** – Realization that consumption of land for industrial purposes crams animals together spreading disease
- 6 Post-Crisis Boom** – Based on 1918 flu – people will seek relief from stress, pleasure and a search for community
- 7 Increase in Community** – We as people are helping others at macro, micro and all levels in between at high levels not seen before COVID-19 – Our industry can benefit from increased collaboration

State of Natural & Organic Presenters



CARLOTTA MAST
SVP & Market Leader
New Hope Network



NICK MCCOY
Managing Partner
WhipStitch Capital



KATHRYN PETERS
EVP - Business Development
SPINS

Consider a donation

Today's digital event is free for anyone to attend, but if you are able, please consider making a donation to your local food bank or to one of these organizations on the front lines of U.S. hunger relief:

- **Metro Caring** www.metrocaring.org
- **Philabundance** (member of Feeding America) www.philabundance.org
- **Greater Chicago Food Depository** www.chicagosfoodbank.org/
- **Conscious Alliance** <https://consciousalliance.org/>

Thank you!

