

Monsanto

FROM: (NAME & LOCATION) Industrial Chemicals Co. - St. Louis

DATE: December 17, 1971

TO: Regional Vice Presidents
Business Group Directors

CONFIDENTIAL

We have sent the attached memo to Directors of Marketing, Field Sales Directors and District Sales Managers in the business groups of Monsanto's four operating companies. The memo concerns the recent corporate Monsanto decisions taken on PCBs and the related polychlorinated terphenyls. Implementation of these decisions with customers may result in customer reaction to you and other sales management throughout Monsanto. The attached memo is to give guidance to sales management throughout Monsanto on how to handle this situation.

Because of the importance to Monsanto of many of the customers affected by these decisions, we want to appraise you in confidence of the following additional information:

1. Heat Transfer Fluids (i.e., Therminol[®] FR series)

On a case-by-case basis, the President may authorize us to furnish additional "make-up" FR fluid for existing systems for a very limited time if the customer will sign a financially meaningful "hold harmless" agreement. This exception is intended for large heat transfer systems of 5,000 gallons and up or other "hardship" cases where immediate conversion would prove a major hardship. Obviously we don't want to publicize this exception nor can it be of more than limited duration. This exception will not be available for new systems.

2. Dielectric Fluids

Preliminary meetings with G.E. and Westinghouse (the major customers) have been held and results are encouraging that satisfactory agreements can be reached. You will be kept advised as the program develops.

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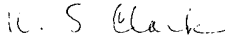
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We also furnish for your information only a short list of some of the more obvious questions that may be asked by top-level management at key accounts together with suggested replies. Should you be asked any other questions having important ramifications for Monsanto on which you wish guidance in answering, please contact:

H. S. Bergen, Jr. - Heat Transfer/Dielectrics

J. E. Springgate - Plasticizers


C. Paton
Product Manager
Dielectric, Heat Transfer &
Process Fluids
Specialty Products Business Group


W. S. Clark
Product Supervisor
Plasticizer Business Group

Enc. (Memo to Directors of Marketing, Field Sales Managers
and District Sales Managers)
(H. T. Fluid Letter)
(Plasticizer Aroclor Letter)
(Key H. T. Fluid Accounts)
(Key Plasticizer Aroclor Accounts)
(Questions and Answers on PCBs, etc. - a shortened
version)*

*Not yet ready - will be sent as soon as possible.

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