Monsanto

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Michael A. Pierle
Vice President

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To Our Employees:

Monsanto Company's dedication to ensuring the safety of our employees, products, communities and the environment means continually improving our programs and the vehicles we use to guide our employees.

In support of this commitment, we have developed a new process for setting internal Environment, Safety and Health (ESH) policies, goals, standards and procedures. The process includes definitions for policy, goal, standard, procedure and guidance. We want to ensure that Monsanto employees clearly understand

- what constitutes Monsanto ESH policies, goals, standards and procedures;
- the process for turning ideas into Monsanto ESH policies, goals, standards and procedures; and
- the process for providing ESH guidance.

"Monsanto Pledge Guidelines" have been reformatted to be consistent with these definitions. The reformatted Guidelines are included in the enclosed Monsanto Pledge Manual. The manual sets forth Management's expectations for environmental, safety and health performance, including key results against which progress will be measured. Conformance with the Monsanto Pledge Manual is not optional, although it is expected that each business unit will tailor the process to fit its needs.

The manual incorporates into one document our commitments for fulfilling the Monsanto Pledge and Responsible Care, the continuous improvement initiative created by the chemical industry worldwide. I think you will find this new format much more user friendly and helpful in meeting the goals of the Monsanto Pledge and Responsible Care.

This Monsanto Pledge Manual should be treated as "company confidential." The section entitled "Introduction" contains a summary of the Pledge Guidelines and may be used in external discussions. As you use the new format, please let me know if you see further improvements we could make in the future. If you need additional copies, please contact Ann D'Agostin at Mon-Net 544-2652 or (314) 694-2652. Please discard as "company confidential" your copy of the "Monsanto Pledge Guidelines" dated November 11, 1992, and replace it with the new Monsanto Pledge Manual.

To fulfill the Monsanto Pledge, we must continue to engineer change and add value to our businesses. In this way, we can improve our operational excellence and sustain our leadership position in environmental, safety and health improvements.

Sincerely,

MAP

Michael A. Pierle

Enclosure

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