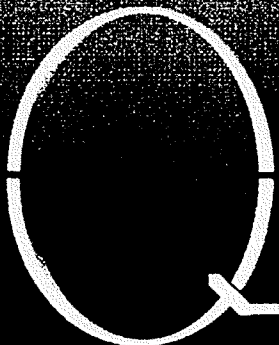


*Proud History . . .
Gateway to the Future*

John F.  ueeny Plant

Queeney Plant Products

- **Functional Fluids**
 - Skydrol, a fire resistant hydraulic fluid used by the airline industry worldwide.
- **Para - nitrophenetol**
 - Known as PNPT, is an intermediate that is used in the production of Santoquin, a preservative for fish and poultry feeds.
- **L-Aspartic**
 - This is a key ingredient that is synthesized and packaged for conversion into NUTRASWEET.
- **Maleic Briquetting**
 - Maleic anhydride is cast into briquettes for customers who require smaller quantities for the production of paints and plasticizers.
- **Research Pilot Plant**
 - The Chemical Group has a pilot plant facility that provides technical assistance in the production of new products and process refinements for existing products.

DSW 138007

STLCOPCB4037964

*Proud History . . .
Gateway to the Future*

John F. ueeny Plant

Multi - Purpose Facility Equipment

- **Charge tanks**
 - 500 gallon to 3000 gallon
 - stainless steel
 - glass lined
- **Reactors**
 - 500 gallon to 3000 gallon
 - stainless steel
 - glass lined
- **Hold tanks / Receivers**
 - 500 gallon to 1000 gallon
 - stainless steel
 - glass lined
- **Storage tanks**
 - 50,000 gallon - steel
 - 15,000 gallon - stainless steel
 - 260,000 gallon - heresite lined

DSW 138008

STLCOPCB4037965

*Proud History . . .
Gateway to the Future*

John F. ueeny Plant

Queeney Plant

- **Workforce**

The Queeney workforce is a mature, highly skilled team. Represented by Local 16 of the ICWU, the wage-roll group consists of Chemical Processors, General Mechanics, and Warehouse group. Contractual changes in the recent years have provided for excellent workforce flexibilities and a quality approach to completion of duties. The Plant is evolving from a traditionally supervised manufacturing operation to a more open, high performance, team management approach. The salaried workforce is made up of professionals in many disciplines including; engineering, accounting, laboratory, and design.

- **Safety and Environmental**

There are a number of pro-active safety programs in place including a Safety Steering Committee which develops monthly safety meeting topics, trains for safety meeting presentations, manages monthly inspections, and run safety promotions through out the year. In addition, a joint union/management safety committee studies longer range safety direction. Environmental - All liquid waste from the plant is channeled through a clarifier, thereby being able to isolate any accidental release from public systems. The Queeney Plant Environmental Group is dedicated to 100% compliance with all governmental regulation.

*Proud History ...
Gateway to the Future*

John F. ueeny Plant

Multi - Purpose Facility Utilities

- 100 lb steam
- Therminol system - to 300 C
- Chilled Water System - to 36 F
 - 120 ton capacity
- Tower Water
- City Water
- Sprinkler System
- Nitrogen
- Vacuum System
 - to 4 torr absolute

DSW 138010

STLCOPCB4037967

*Proud History . . .
Gateway to the Future*

John F. Queeny Plant

Queeny Plant Past - Present - Future

The Queeny Plant is Monsanto's original location , established in 1901. It occupies 62 acres located in an industrial corridor along the Mississippi. The plant has produced many high value added organic chemicals over the years and, its close proximity to Monsanto's Research center, provides an ideal location for introduction of new products. There is an abundance of expansion area available, with utilities and services available for growth.

In an increasingly competitive world marked by faster technological and market change, you are either the very best at what you do or you do not do it very long. The Queeny Plant is reshaping itself in response to this intense global competition and more volatile environment. We are moving in directions designed to surpass our competition.

As Monsanto's birthplace, this site has played an important role in our company's past and we expect to play an important role in the company's future. While much of our effort is directed at consolidation, we are also positioning ourselves for the future. We are accelerating our cost-reduction progress while placing equal priority on safety, quality, and customer satisfaction to assure the Queeny tradition continues into the next century.

DSW 138011

STLCOPCB4037968

**Proud History
Gateway to the Future**

John F. ueeny Plant

**Monsanto
Industrial Products Group
1700 South Second Street
P.O. Box 7040
St. Louis, MO 63177-7040**

DSW 138012

STLCOPCB4037969

Facilities

Laboratory - The Queeny laboratory is world class. State-of-the-art equipment and highly trained employees ensure that a high level of quality assurance is consistently accomplished on the materials received, produced and processed. The laboratory is certified by the American Industrial Hygiene Association to conduct a wide variety of special health and safety tests.

* *Mechanical Shops* - Operating a chemical manufacturing site requires constant maintenance on equipment and facilities. Mechanical shops, with equipment and materials, can be found in numerous locations throughout the plant.

* *Computer Technology* - Automation is a major component of many administrative, production and mechanical operations. Computerized inventory systems assist in the control of materials. Word processing is a vital part of the clerical and secretarial disciplines while computer aided drafting allows technical personnel to effectively produce highly specialized mechanical and electrical drawings. In addition, many employees including the Technical Services staff now have personal computers on their desks to assist with problem resolution.

* *Medical Facilities* - The Queeny Plant has a well equipped medical department which provides all employees with an annual intensive physical examination. A Plant Physician assists and advises employees on occupational and non-occupational illness or injury. Annual physical testing includes hearing, vision and chest examinations, as well as cardiac and respiratory evaluation.

* *Pilot Plant* - Monsanto Chemical Company operates a Pilot Plant at the Queeny Plant which is staffed by skilled engineers and technicians and provides services to various Monsanto subsidiaries. The facility produces test quantities of new products, provides data for engineering scale-up

projects, and demonstrates the viability of process improvements and changes. The Pilot Plant is equipped with a wide array of specialized equipment and, when coupled with a complete line of plant services provided by Queeny, provides Monsanto with quality pilot plant services in St. Louis.

Raw Materials

The J.F. Queeny Plant uses a wide variety of chemicals in the production of its end products. Some of these raw materials include chlorine, ammonia, acetic acid, formaldehyde, phenol, and sulfuric acid. Materials are shipped to the Queeny Plant by rail car and tank truck. As a safety measure, the plant inventories these materials in minimum quantities for immediate use, thereby minimizing the potential for environmental exposures.

Safety Program

An in-depth safety and industrial hygiene audit program is administered at the plant. It is reviewed with all employees annually to ensure that employees are knowledgeable of their exposure to hazardous materials. They are also trained in safe material handling practices to ensure the well-being of the employees within the plant and the community we operate. The JFQ Fire Safety program, while strongly emphasizing prevention, is supported by an array of fixed and mobile fire prevention systems. In addition, the Queeny Plant has its own Fire Department which works closely with the St. Louis City Fire Department.

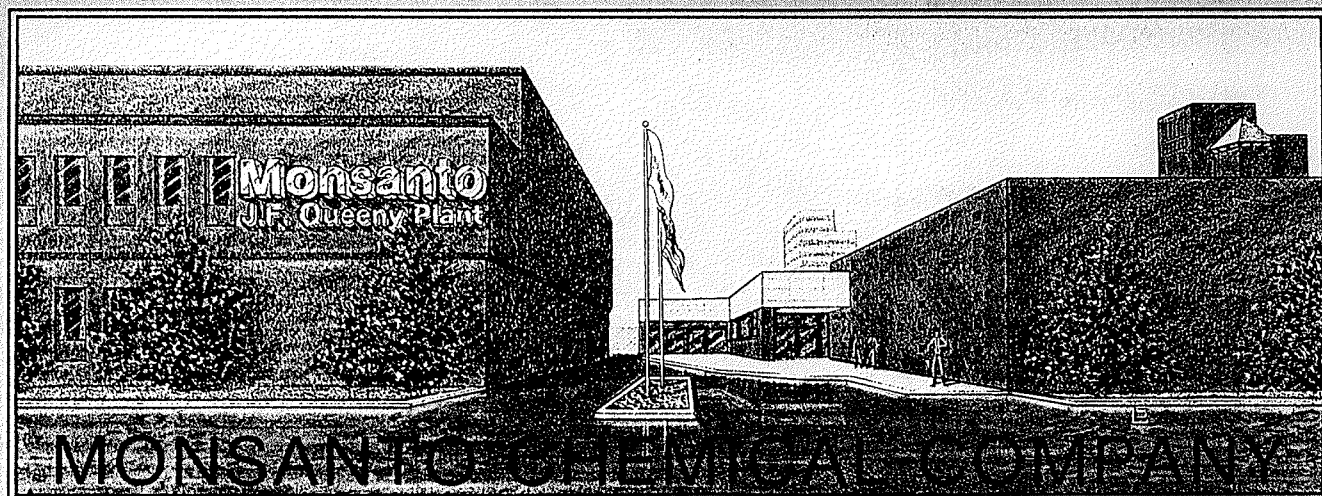
THE JOHN F. QUEENY PLANT
1700 South Second Street
St. Louis, Mo. 63177
(314) 622-1400

The Queeny Plant maintains a staff of highly trained environmental protection professionals to ensure that the plant operates in a socially responsible manner and in full compliance with all environmental regulations.

The Queeny Plant has made significant capital investments in equipment to meet or exceed environmental requirements. These facilities include scrubbers, filters, and other equipment for air emissions control, in addition to extensive collection, neutralization and spill containment equipment. State-of-the-art thermal treatment equipment is used to minimize the quantity of waste, requiring treatment, or disposal elsewhere.

Environmental Protection

THE JOHN F. QUEENY PLANT



MSH 138013

History

The John F. Queeny Plant is Monsanto Company's first manufacturing site. In 1901, an enterprising visionary named John Francis Queeny opened the plant with just one other employee, a Swiss chemist.

The plant bears the founder's name and Queeny named the company after his wife's maiden name, Monsanto.

A number of very important chemical products were pioneered at the Queeny Plant. Some of the earliest products like Saccharin, Vanillin and Aspirin provided the financial foundation that helped Monsanto grow to be one of the top five chemical companies in the United States.

Today the J.F. Queeny Plant remains one of Monsanto Company's primary plant sites. Members of the

professional staff hold degrees in a variety of disciplines including Accounting, Chemistry, Computer Science, Engineering, and Personnel. The International Chemical Workers Union Local No. 16 represents the wage employees who work as operators, mechanics and material handlers.

The Queeny Plant is situated at the hub of mid America's waterways, on the banks of the Mississippi River near downtown St. Louis. This location provides distribution and shipping advantages that include easy access to rail, trucking and shipping terminals leading to major U.S. cities North, South, East and West.



Key Products

A wide variety of specialty chemical products including industrial, agricultural and pharmaceutical chemicals, functional fluids, plasticizers and detergents are made at the Queeny Plant for use by a variety of consumer and industrial product companies.

* **Alachlor** - Better known by its patent trade name **Lasso**, Alachlor and its major intermediate, CAC, are produced at the Queeny Plant. It is one of the nation's premiere agricultural herbicides and enjoys unrivaled popularity within the U.S. farming industry.

* **Aspirin** - The J.F. Queeny Plant is the world's largest producer of Aspirin and its major raw material, Salicylic Acid. Many of the United States' leading aspirin marketers purchase aspirin from the Queeny Plant so that it can be processed into tablet form, bottled and sold under their brand name. Monsanto does not market aspirin as a consumer product.

* **L-Aspartic Acid** - The main intermediate for producing **NutraSweet**, the nation's fastest growing low-calorie sweetener. **L-Aspartic Acid** is one of the Queeny Plant's newest products, although another famous sweetener,

Saccharin, was the first product to be produced at Queeny and has since been discontinued.

* **Para-nitrophenetole** - Known as PNpt, it is an intermediate that is used in the production of **Santoquin**, a preservative for fish and poultry feeds.

* **Methyl Salicylate** - The active ingredient in deep penetrating heat ointments such as **Ben Gay** and **Icy Hot**. **Methyl Salicylate** is a small but profitable product produced at Queeny Plant. It is also used by the flavor and fragrance industries. It has the characteristic wintergreen flavor and odor.

* **Functional Fluids** - The Queeny Plant produces a variety of functional fluids including **Skydrols**, **Coolanols**, and **Santotrac**. **Skydrol** is used as fire resistant hydraulic fluids by the airline industry, the U.S. Government and other countries worldwide.

* **Trichlorocarbanilide (TCC)** - TCC is the bacteriostat or bacteria-fighting compound that is made at the Queeny Plant and sold to consumer product companies which use TCC in many leading deodorant bar soaps.

DSW 138014

STLCOPCB4037971