DEPOSITION EXHIBIT 7
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AROCLOR PLASTICIZER WITHDRAWAL PLAN

A guide to assist the Field Sales Force in carrying out the Aroclor Plasticizer Withdrawal Program

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W. S. Clark
12/7/71

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Objectives of Aroclor Plasticizer Withdrawal Program

1. Terminate sales of Aroclors as plasticizers by 3/31/71.

2. Carry out the withdrawal in such a way as to minimize customer ill will.

Specific Actions That Will Occur

1. Informal notification of key accounts - 12/21 to 12/31/71.

2. Formal notification of all Aroclor accounts by mail - 12/31/71.

3. Management visits to key accounts from 1/3/72 to 1/4/71. Earlier visits may be scheduled if necessary.

4. Shipment of normal quantities of material to customers from 1/1/72 to 3/31/72. "Normal quantities" will be defined relative to sales during the last six months of 1971.

5. No shipments will be made after 3/31/71.

Support From St. Louis

1. A listing of replacement products in as many application areas as is possible will be provided.

2. Business group management will call at selected key accounts as listed on a subsequent page.

3. There will be a very limited amount of application research time available for those accounts 1) where we have good background in the application area, 2) where the replacement potential is 300,000 pounds/year or more of Monsanto plasticizers, and 3) where prior approval has been obtained from the product group.

4. Technical visits by our research group will not be included in the withdrawal program.

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Products to be Withdrawn

Product

Aroclors - all products

Montar 5

Santicizer 301

Santicizer 311

Santicizer 326

Santicizer 327

Santicizer 335

Santicizer 336

Santicizer 337

MXP 101

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Key Accounts — To be called on by St. Louis Business Group personnel and appropriate Field Sales personnel.

1. Aroclor Sales Only -

- Either the account is large enough to warrant a call (Valspar), or the use of Aroclor is sufficiently sensitive as to create an unusually large problem (Products Research).

1.	Products Research	Clark/Schalk
2.	Valspar	Clark/Schalk
3.	Chrysler	Clark/Schalk
4.	Yates Manufacturing	Clark/Schalk
5.	Swift	Clark/Schalk

- The following accounts should be visited by the regional manager -

1. Colonial Press
2. Dreyfus

2. Major Plasticizer Sales Other Than Aroclor -

- These accounts all represent continued sales in other product areas. The best possible communications must take place at the highest level feasible.

1.	National Starch	J. E. Springgate and A. W. M. Coaker
2.	H. B. Fuller	J. E. Springgate and A. W. M. Coaker
3.	Central Solvents	J. E. Springgate
4.	Amsco	J. E. Springgate
5.	3M Company	M. W. Farrar

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- The following accounts should be visited by the regional manager

  1. General Electric
  2. Inmont
  3. Nashua
  4. W. R. Grace
  5. Uniroyal
  6. United Resins
  7. Borden

3. Others -

- Monsanto should probably also call on Thiokol and Hercules as these companies have been major specifiers of Monsanto products (Aroclors).

  1. Thiokol — Morgan/Clark
  2. Hercules — Morgan/Clark

It should be noted that at any of the accounts where St. Louis personnel are listed, additional people may want to be involved with the call.

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Monsanto

MONSANTO INDUSTRIAL CHEMICALS CO.
800 N. Lindbergh Boulevard
St. Louis, Missouri 63166
Phone: (314) 694-1000

December 31, 1971

Dear Sir:

We are writing to advise you that Monsanto has made the decision to cease the sale of polychlorinated terphenyls for use as plasticizers and for use in other open system applications effective March 31, 1972. These products have been sold by Monsanto under the trade name Aroclor®.

Normal volumes of our existing Aroclor product line may be purchased between now and March 31, 1972, however, no shipments will be made after that date. Sales during the last six months of 1971 will determine normal order quantities.

Monsanto is working to develop a list of suggested replacement products and suppliers to be used as a guide in replacing our Aroclor® products in existing formulations. This list may be obtained by contacting any of our regional offices whose addresses and telephone numbers are shown on the attached sheet.

Very truly yours,

W. E. Schalk
Sales Director
Plasticizers

/dbw

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The Rationale for Withdrawal

When presenting the fact to the customer that Monsanto has made the decision to take Aroclors as plasticizers off the market, you should use the following statements wherever possible. Do not try to put together your own story. Stick to the statements below. If questions arise which cannot be answered from the information presented, refer the questions to Clark/Schalk/Springgate in that order.

Questions/Answers

1. Q. Why is Monsanto discontinuing these products?

   A. You have probably read a great deal in recent months about PCB. This is a chemical substance which, because of its persistent nature, has been found in several species of wildlife and has been considered by some people to be an environmental contaminant. Aroclor plasticizers are not PCBs, but are from the same chemical family. As a corporate citizen of this country, our concern for the environment has led us to stop all sales of PCB in the U. S. except for a limited number of confined, closed system applications and only when certain conditions are met. Since Aroclor plasticizers are of the same general family as PCBs, we feel our action in discontinuing the manufacturing and sale of these products is appropriate in order to prevent presently unknown but possible future problems.

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2. Q. Why didn't Monsanto have adequate information when they introduced terphenyl blends fifteen months ago?

A. When terphenyl blends were introduced into the plasticizer market, Monsanto was acting on the best information available at the time. This is a period of rapidly advancing technology, particularly in the environmental area. Each month seems to bring new information and new developments. We will continue to make our decisions on the best available information.

3. Q. Is this a discontinuation to the industry (e.g., adhesives) or is it an across the board discontinuation?

A. This discontinuation is across the board applying to all Aroclor plasticizers.

4. Q. Can we (the customer) purchase these products if we certify that they will not get into the environment?

A. The decision made by the Company is that all Aroclor plasticizers sales will be discontinued by March 31, 1972.

5. Q. What can we buy for inventory now?

A. We are allowed to sell only such quantities as would be used prior to March 31. Sales during the last six months of 1971 will be used as a basis for computing allowed sales up to March 31, 1972.

6. Q. Can we buy these anywhere else?

A. We know of no other U. S. marketer of Aroclor plasticizers.

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7. Q. Whom can we contact in St. Louis?

A. W. S. Clark and W. E. Schalk.

If any other questions are asked, refer the customer to St. Louis, or just say, "I don't know".

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DOS/DON'TS

RESEARCH WORK

DO

1. Replacement work on hot melts, polysulfide sealants, chlorinated rubber coatings prior to withdrawal notification. Publish work.

2. Selected application work requests provided -

   a. Pre-approval from product group is obtained.

   b. The potential is greater than 300,000 pounds/year of Monsanto products - see attached list.

   c. We have some background in the application area.

3. Generate a list of replacements for all applications based on experience and background.

DON'T DO

1. Replacement work outside of hot melts, polysulfides, chlorinated rubber.

2. Miscellaneous work requests from the Field.

3. Miscellaneous programs suggested by group leaders and market supervisors.

4. Make technical visits except as previously scheduled.

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DOS/DON'TS

PRODUCT GROUP

DO

1. Notify Aroclor customers by mail - approved by Law Department.
2. Visit key accounts as per attached list.
3. Publish rationale behind Aroclor withdrawal.
4. Publish information to Field Sales by letter/ wire/personal visit on 12/21/71.
5. Get PR involved with some press releases.
6. Set up controls with COP and Distribution to limit sales to acceptable levels.

DON'T DO

1. Notify any customers prior to 12/21/71. Don't notify any customers direct.
2. Don't visit accounts other than those shown on attached key account list.

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DOS/DON'TS

FIELD SALES FORCE

DO

1. Notify all Aroclor customers by telephone no later than 1/7/72.
2. Notify major Aroclor/Plasticizer customers as appropriate between 12/21/71 and 12/31/71.
3. Make arrangements for management visits at only the key accounts listed on pages 4 and 5.
4. Present replacement data.
5. Use published "Rationale" explaining our product withdrawal. See pages 7, 8, and 9.
6. Consider application lab work only for the accounts listed on the attachment.

DON'T DO

1. Don't schedule management visits other than those outlined.
2. Don't get into detailed, lengthy discussions on the rationale behind our withdrawal. Present it as fact. Don't try to defend it past what is in the party line statement. Don't try to discuss the legal aspects in any fashion. This is virgin territory without adequate precedence.
3. Don't commit to any application lab work.

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Replacement Suggestions

The replacement product list has not yet been put together.

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Accounts for which we will consider doing application work -

General Electric

3M

Inmont

Nashua

W. R. Grace

H. B. Fuller

National Starch

Uniroyal

General requests from other major companies if they fall into the following categories:

- Hot melt adhesives
- Chlorinated rubber coatings
- Polysulfide sealants

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