DEFENDANT'S EXHIBIT 8
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HISTORY OF THE ANNISTON PLANT

Monsanto, Anniston ...1935-1987...over 50 years of performing. The plant has undergone many changes and today is almost a totally different plant than it was 50 years ago. The plant, however, is here today solely because of its employees. Anniston employees have demonstrated their flexibility to change and dedication to a plant that has changed dramatically in 50 years.

The story of Monsanto's Anniston Plant began in 1915, at a time when Anniston was a community of less than 18,000 people. Mr. Theodore Swann became interested in the manufacture of six-inch explosive shell cases for the army. He began the Anniston Ordinance Company for that purpose. In 1917, he formed the Southern Manganese Corporation and began operations at the present plant site. The company initially manufactured ferro-manganese and then later silico-manganese, ferro-silicon and ferro-phosphorus. Eventually, a method was developed to collect the fumes from the ferro-phosphorus furnaces, thereby giving birth to a new product, phosphoric acid, which was far more profitable than the ferro- phosphorus.

In 1927, the Anniston Plant entered the field of organic chemicals when they first began producing biphenyl, today one of our two major product families. In 1930, chlorinated biphenyl

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and Aroclors were first made. By 1930, Southern Manganese became Swann Chemical Company with plants in Anniston, Carondelet, Missouri and Camden, New Jersey. In May, 1935, Swann Chemical was purchased by Monsanto and became the new phosphate division. The plant continued to serve as division headquarters until 1954 when the phosphate division became the inorganic division and control of the plant was transferred to the organic division.

From 1940 until the early 1950's, many Anniston Plant departments were shut down as phosphate manufacturing was shifted to other Monsanto plants. In 1952 the plant again began to grow with the construction of a chlorine plant. In 1957, the decision was made to build the parathion department at Anniston. In 1961, parathion was expanded by 50%, a waste treatment plant was built and a new tubular biphenyl reactor was started up. In 1964, parathion was again expanded by 50% and construction began on the PNP department, a parathion raw material, which started up in April, 1965. In 1966-67, the P_2S_5 department, another parathion raw material, came on stream.

In 1969 a new warehouse was completed, new flaking and bagging equipment for biphenyl and solid Aroclor was added and a new Aroclor tank farm was built.

On the loss side the chlorine plant was shut down and dismantled in 1969. In 1970 a large solid Aroclor expansion

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started up. HB-40 capacity was expanded in 1971. In July of 1971 the decision was made to discontinue liquid Aroclor production at Anniston. In September of 1971 the Anniston Plant became part of the Agricultural Division. Solid Aroclor production was discontinued in April of 1972.

In 1972, increased demand for parathion began to place strong pressure on the capacities of the finished product and parathion intermediate departments. At this same time, new legislation placed heavy environmental constraints on plant operations.

The Anniston Plant undertook an extensive debottlenecking program and by 1974 had increased parathion capacity to 47M pounds per year, meanwhile becoming self-sufficient in PNP and P_2S_5. Pollution control projects to reduce sulfur dioxide were initiated and provide more effective dispersion of the remaining sulfur dioxide.

Several projects were installed in 1974 - 1977, which allowed the plant to make great strides in the environmental area. The plant was able to reduce sulfur dioxide emitted to the atmosphere by over 96% and eliminated process water flowing into local streams. These projects included an H_2S ball, construction of a Recycle department and a claus sulfur recovery unit. The claus unit reduces sulfur dioxide by greater than 90%. These projects also eliminated the necessity for incineration of sulfur

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bearing residue and created significant yield improvement for the Intermediate process.

The expanded P_2S_5 operation was successfully demonstrated in early 1977 and as a result of the increased capacity, Anniston became a merchant seller of P_2S_5. Due to changes in the P_2S_5 merchant market these sales were consolidated to the WG Krummrich Plant. Early in 1985 Anniston once again, responding to Monsanto's needs, entered the P_2S_5 merchant market.

The PNP expansion was started up in October, 1977. In a development arising after the PNP expansion, MICC finalized plans for APAP production requiring PNP from Anniston. This application has grown to a significant portion of our business in 1985.

A facility to produce Refined Ethyl PCT (parathion intermediate) was constructed in 1980 to supply material to Dow Chemical Company.

In 1983, the final phase of the parathion environmental control projects was successfully started up. This project recovers sulfur which was previously landfilled and recycles not only the sulfur but also liquid organic material to the existing processes.

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1984 proved to be a year of many changes and improvements to the Anniston Plant.

- A process to manufacture Refined Methyl PCT was developed and Anniston began production.

- A Steady State Chlorination project was developed to improve raw material usages in Parathion.

- A process change was developed to reduce sulfuric acid usage in PNP and improve product quality.

- A Host computer was installed in April, 1984. Computers were purchased to replace the outdated lab computers and a Provox Computer System was installed in the Polyphenyls area. This project has significantly reduced costs and improved ease of operation of the unit.

Accounting, Maintenance, Personnel and Shipping all have purchased computers to assist in administrative work while other areas of the plant have obtained terminals to the Host computer.

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On October 25, 1985, Monsanto announced that it was withdrawing from the Parathion business and would put the Anniston Plant on the sale block. Since that time several attempts to sell the plant have been unsuccessful. During the past 18 months however, the demands for the Anniston Plant Biphenyl products has improved to the point that efforts to sell the plant have ceased and a major restructuring of the plant is taking place to position it to stand alone as a small Monsanto facility. The plant has reduced its workforce from near 300 employees in the 70's to approximately 100 today. There are two basic products manufactured at the plant, Biphenyls which are a part of Monsanto's functional fluids products and PNP which is used as a raw material in Monsanto's APAP process at the Luling, Louisiana Plant. Over the next several months many unneeded facilities will be dismantled and others will be consolidated to further reduce the plants operating cost.

The key to the success of the Anniston Plant has been and will continue to be its employees. The plant has changed dramatically in 50 years. The faces of Anniston plant employees have also changed over the years but their dedication to the company, flexibility to change, and pride in the plant have brought this plant where it is today. Without the dedication of our employees, the plant would not be here today.

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