

1973 OBJECTIVES

SPECIALTY PRODUCTS RESEARCH

I. PROFIT

A. Related to 1973 Budget

Improve upon the 1973 gross profit budget by \$150M.
This will be accomplished by:

- 1) Support sales volume \$500M; \$120M gross profit.
- 2) Support manufacturing cost improvement \$30M gross profit gain (\$160M loss to overcome)
- *3) Maintain net Research expenses within budget.

B. Related to Longer Term (Mfg. Cost of Goods Related)

Provide environmental, product application and new product technical forecast to plan for biphenyl manufacturing relocation site and justify AR.

Develop and implement a Coolanol manufacturing plan so as to achieve long term, consistent quality production at 50% gross profit.

Fill out EE-Building occupancy to reduce idle costs (\$600M potential) by providing new toxicity phosphate esters and helping sales of "wholesale" phosphate esters.

II. GROWTH

A. Short Term Growth

Latex Binders

- *Provide research support to exceed sales budget on EVCl by 2M pounds and operate at 20M pound rate by year end.

Textiles-Carpets

- *Lower the 0-20°C. stiffness of E/VCl copolymer and E/VCl-rubber polyblends retaining FR, loop lock and lamination strength in carpet backing.

Improve the strength properties of E/VCl in carpets when applied as a froth.

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Textile-Coatings & Nonwovens

- *Provide self-crosslinkable, low modulus E/VCl rubber saturant adhesives for textiles which are launderable, dry cleanable and more FR than acrylate latices. Help sell \$50M.

Paper-Saturation

Control latex migration on drying, improve the heat and light stability, improve the 85°C. hot tensile strength of E/VCl latices (Tg 30, 14 and 0°C).

Paper-Pigment Binder

Improve the adhesion of E/VCl to paper and paper-board without losing gloss.

Process

Lower the manufacturing cost in continuous reactor to 11-12¢/lb. at 33M lbs. production by continuous polymerization.

Paper Chemicals

Wet Strength

- *Successfully develop and establish Santo-Res (RPC-1110) in three tissue mills and meet budget.
- *Define next generation product with improved wettability, dry strength and efficiency.

Develop plan for profitable expansion and growth worldwide on Santo-Res. Achieve budgeted Santo-Res 23/21 sales.

Develop manufacturing plan and gain capital approval for domestic liquid Scripset facility, considering alternatively a joint facility with Santo-Res products.

Scripset

Synthesize and demonstrate S/MA copolymers with superior holdout against non-polar liquids.

Mersize

- *Develop competitive product for dispersed rosin size and develop AR, begin commercial production and sales in 1973.

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Reactive Size

- *Define a reactive size with anhydride or diketene functionality which will permit an increase in paper machine speed matching National Starch's Fibrin 68.

Wood Chemicals

Pentachlorophenol

- *Define a process for low dioxin Penta by clean chlorination or purification at <2¢/lb. increase in manufacturing cost.

Process Fluids

- *Jointly with D&F Chemical Group develop process, provide information for AR and gain approval for OPP and PPP projects.
- *Maintain leading supplier position worldwide on paper encapsulant solvents - proprietary or family tree related to Monsanto.
- *Develop one significant new use or new product derivative based on biphenyls/terphenyls including dye carriers, waxes, resins. etc.

Heat Transfer Fluids

Define products to rebuild the heat transfer line, particularly products with 700°F. thermal stability, and improved low temperature viscosity with 475-600°F. stability.

- *Develop process, help define an AR and gain approval for the DPO project.

Dielectric Fluids

- *Continue orderly development of replacement dielectric fluids and have at least one candidate technically and commercially acceptable by our own in-house standards.

Provide a process with purification to <5% power factor for tolyl xylyl sulfone and 3,4-dimethylbenzophenone at manufacturing costs <21¢/lb. These are high DK base stocks for Aroclor replacement. Define blends using the high DK component with low cost fluids, hydrocarbons, esters, ethers to achieve manufacturing costs <13¢/lb.

DSW 283739

Industrial Fluids

- *Gain at least one OEM approval for turbine hydraulic fluids and lubricants.

Find stabilizers to minimize formation of free phenol in making and using phosphate esters as hydraulic fluids and/or find new FR stable base stocks which do not give phenolics on degradation. Increase our lead in manufacturing the least toxic, most stable phosphate compounds.

Learn to make water a better lubricant in one-phase (water/glycol type) and two-phase (water-in-oil and oil-in-water emulsions) fluids. This technology will apply to hydraulic fluids and to metalworking fluids, rolling oils, extruding oils and cutting oils.

Skydrol

Formulate least toxic, high performance aviation hydraulic fluid.

- *Synthesize monocyclohexane epoxides which will stabilize Skydrol without giving shaft seal deposits (as in fluids containing diepoxide compounds) and which have minimum skin sensitizing action.

Provide technical input to develop a business plan for an acquisition in the metalworking and/or specialty textile chemicals.

Provide technical input to develop a plan and gain approval for developing a specialty chemical business in textile chemicals.

B. Long Term Growth

- *Develop a new product and market franchise with \$10M sales potential in some new area.

Develop the Long Range Plan by 2/1/73.

Develop products and processes for profitable worldwide expansion of EVCl with minimum capital and cost of goods. Develop Long Range Plan for EVCl by September 1, 1973.

- *Support the technical effort for the European paper program strategy and help gain first year's plan objectives.

DSW 283740

Provide technical input to study opportunities for expansion of specialty paper chemical business into Brazil and other foreign countries on an opportunistic basis.

III. POLLUTION, ENVIRONMENTAL PROBLEMS AND SAFETY

- *Maintain close contact with worldwide government bodies on any pending regulations relative to Penta or Santobrite, and define a plan of action should such regulations be instituted.
- *Complete corporate surveillance program on Specialty Products' products.
- *At each manufacturing site help Manufacturing meet our commitments as part of the Site Plan to meet local pollution and OSHA standards.

IV. ORGANIZATION AND PEOPLE

- *All personnel clearly understand their function, job responsibilities, agreed upon objectives and annual appraisals.
- *Business group plans will be established at the lowest appropriate level with inputs and approval by management. At least two reviews will be held to cover each product group's plans and performance.

*Most important

DSW 283741