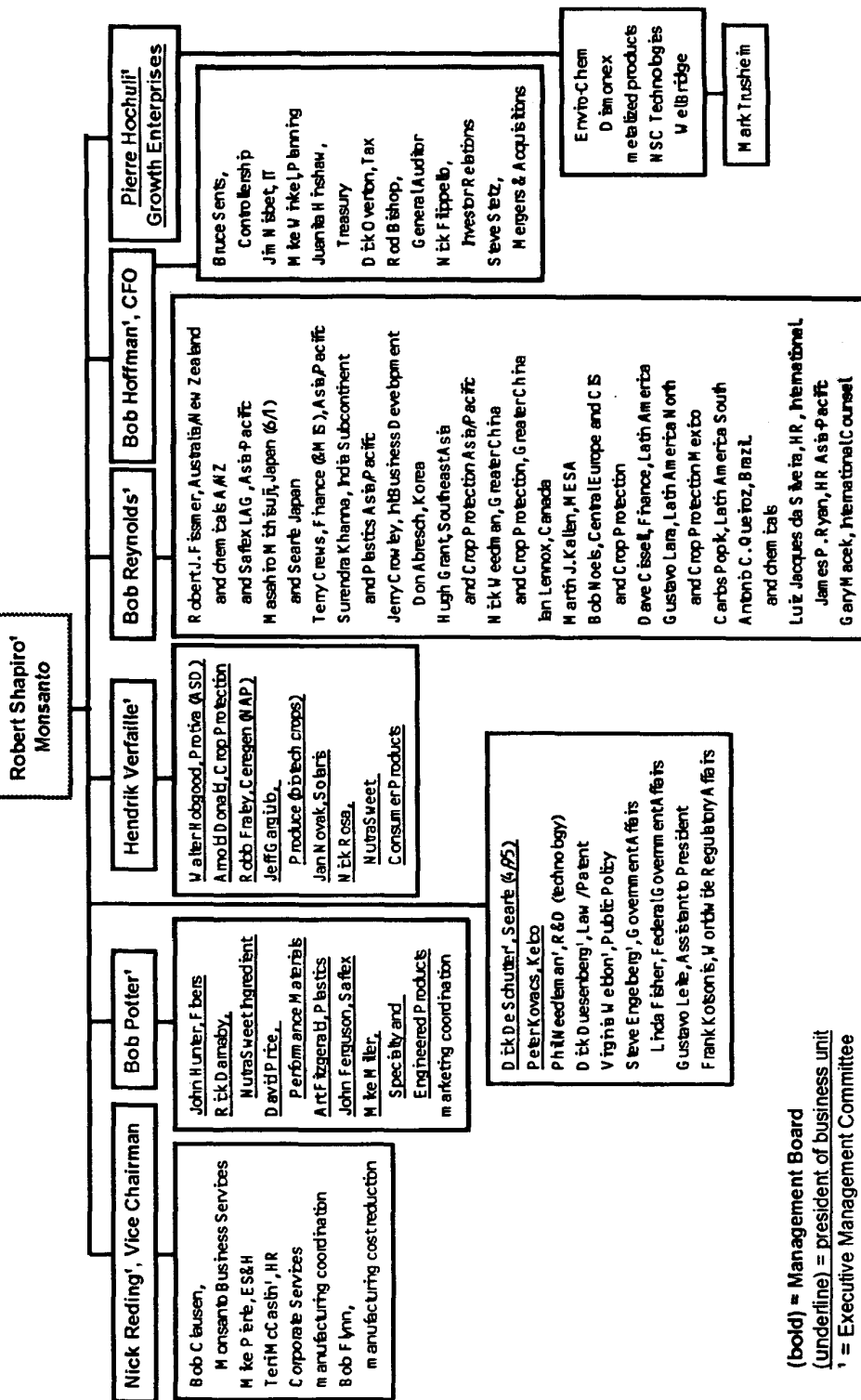


Monsanto

conjectural - as of 5/1/1995 - rev.15

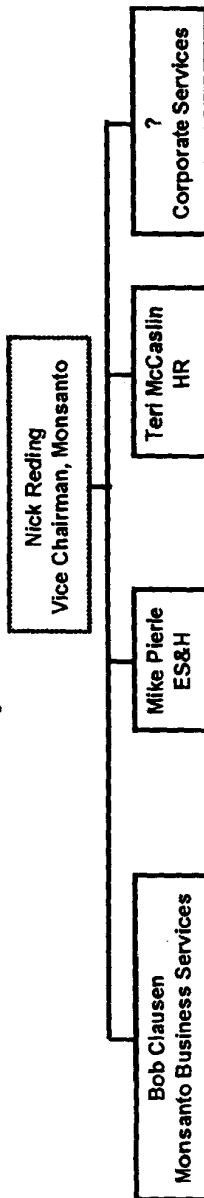


(bold) = Management Board
(underline) = president of business unit
* = Executive Management Committee

COMPANY CONFIDENTIAL

Monsanto - Reding's Retinue

conjectural - as of 4/26/1995 - rev.14



Jackie Peterson, BRSS
 Bob Berendy, Law
 Gary Dewey, Procurement & Logistics
 Ken Kennedy, ES&H
 Mike Bereto, Client Service
 Martha Perini, Monsanto Redesign
 - Vice Manufacturing Chemicals SBUS
 Tom McDermott, Public Affairs
 Sheila Feldman, MBS HR Operations
 Mike Vinsky, Global Business Partners
 Barry Bingham, Reward Systems - HR
 Howard Curtis, People Strategies
 Robert Toth, Risk Management
 Roger Hoard, Controlship and Financing
 ?, Corporate Government Affairs
 ?, State and Local Government Affairs

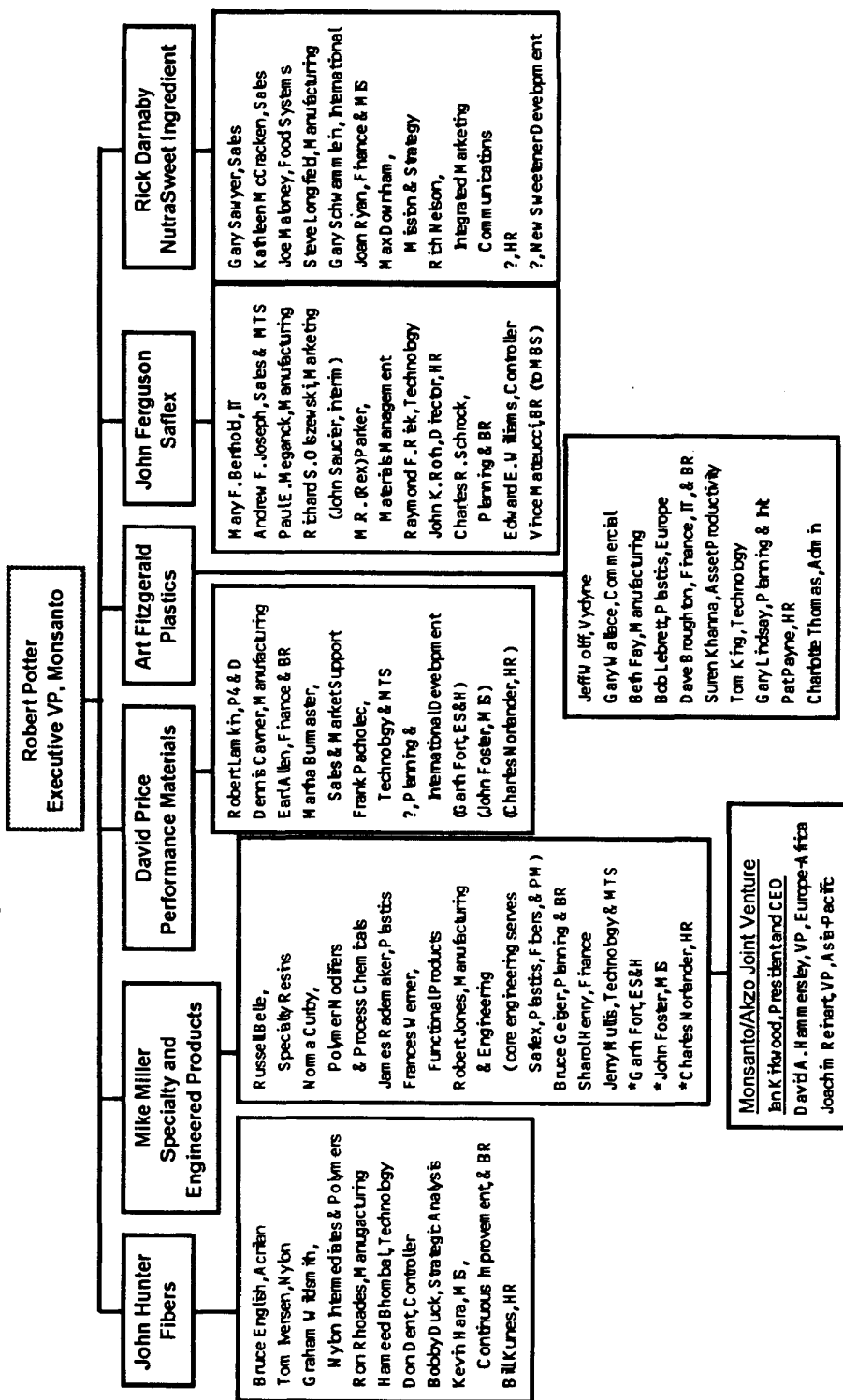
group leaders:
 Becky Tombeck, MD, Technical Products Services
 Jack Baker, MD, and Alan Engberg, MD, Occupational Medicine Epidemiology
 Jeff Felder, Compliance Services
 Mike Foreman, Remediation
 Len Carter, Information Technology (for ES&H and Law)
 "stewards:"
 Earl Beaver, Waste Elimination
 John Henshaw, quality assurance, audits and OSHA
 Chuck Kiefer, registration, air and water
 Dennis Redington, registration, hazardous waste
 Ron Cordray, registration, product stewardship
 ?, Occupational Medicine
 Joyce Fogarty, admin support for Mike Pierle
 Fran Abram, admin support for Redington & Cordray
 Marcia Dickerson, admin support for Kiefer, Henshaw & Beaver

MBS Management Board:
 John Hunter (Chair), President, Fibers
 Nick Reding, Vice Chairman, Monsanto
 Bob Potter, Executive VP, Monsanto
 Dick De Schutter, President, Searle
 Rick Darnaby, President, NutraSweet Ingredient
 Robb Fraley, President, New Agricultural Products
 Bob Clausen, President, Monsanto Business Services
 Teri McCaslin, HR

COMPANY CONFIDENTIAL

Monsanto - Potter's People

conjectural - as of 2/10/1995 - rev.11

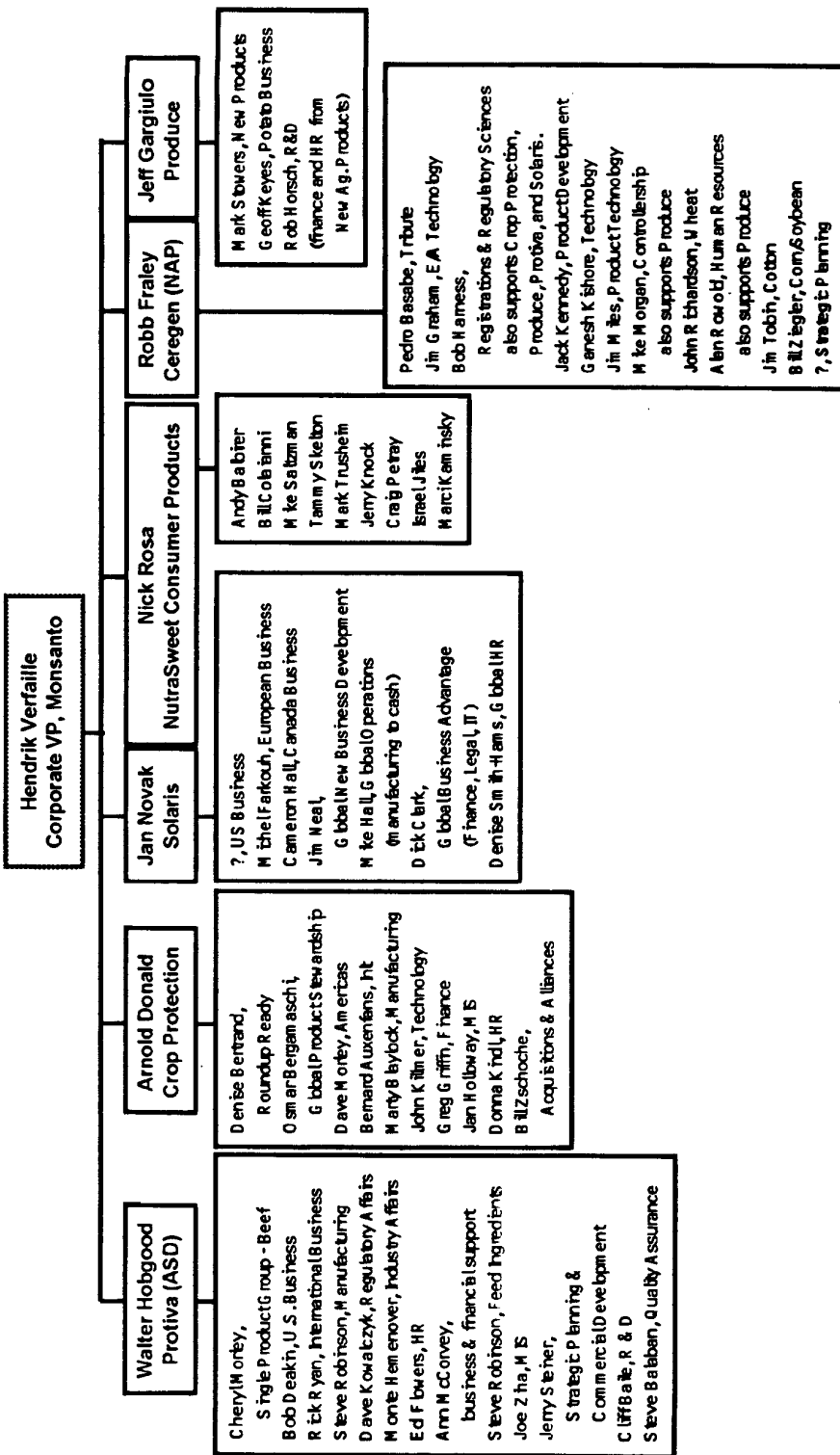


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Monsanto - Verfaillie's Volk

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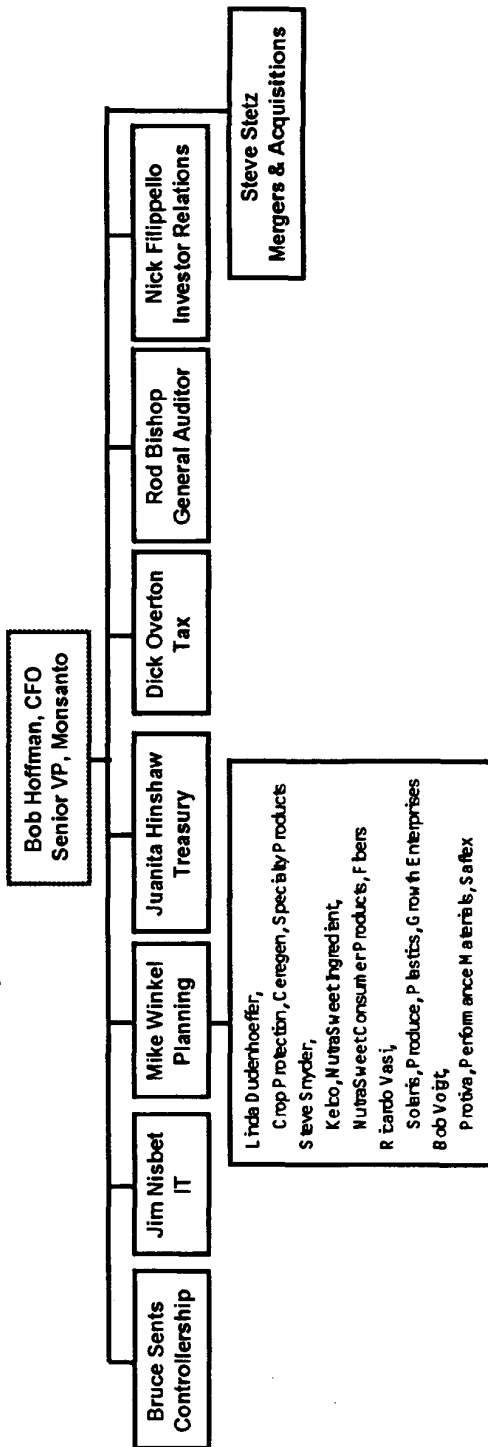
COMPANY CONFIDENTIAL

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Monsanto - Hoffman's Horde

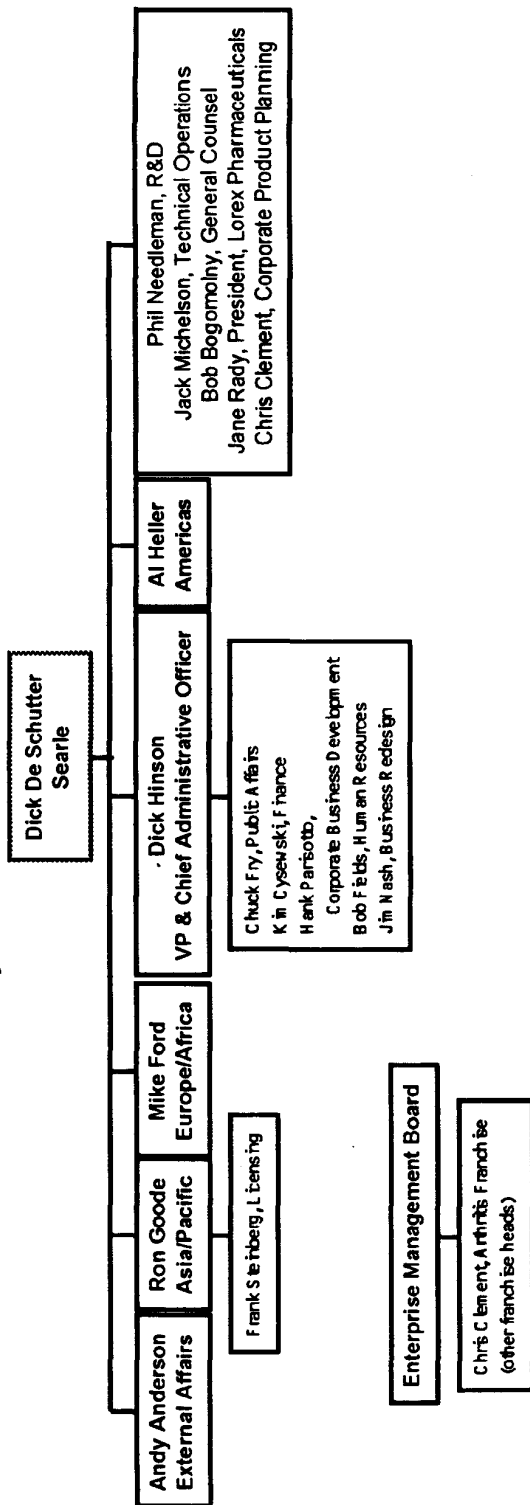
conjectural - as of 4/26/1995 - rev.14



COMPANY CONFIDENTIAL

Monsanto - Searle

conjectural - as of 4/1/1995 - rev.12



COMPANY CONFIDENTIAL

Composed: 05/01 10:34 AM

Subject: New IT org chart

Category: Monsanto IS

We're up to eight pages...

Monsanto - IT (SBUS, MBS, CIO)

conjectural - as of 5/4/1995 - rev.23

Business Units

MBS Support

Office of the CIO

John Foster
Spec. & Eng. Prods
AND Perf. Matis
Vivek Baronia (c)
Ken Bauch-Sparks
John M. Brown
Chuck Burns
Ray Clark (c)
Gale Crenshaw
Gayle Faulbaum
Zach Fleck (c)
Carolyn Henderson
Marissa Kaitwasser
Bob Koch
Jim Mayer
Brad Najjar
Pat Pettus (c)
Rayan
Sangameshwaren (c)
Bob Wotring (c)

Jan Holloway
Crop Protection
Cheryl Brinker
Dave Pollock (mfg)
Suzy Scanlon (mktg?)
Rob Pierce
Suzanne Ritze
Ron Werner
Ted Steele (dba etc.)
David Harrier
John Lemon
Joan Sommer
Kathy Schroeder (financial)
Jan Femmer
Bill Hoover
Dorlette Kampmann
Alla Watson
Keith Winkelman
Paul Evelt (sales)
Wes Dryden
Lynn Hustedde
Cheryl Waites
Angie Young
Doug Neff (supply chain)
Art Pusateri
Nancy Schomburg
Chris Dufner (COLTS)
Gregg Horton
Amy Kornick
Ray Komerous
Carol McDowell
Lynn Plas
Ann Ripp
Tom Thompson
Mark Vaughan

Kevin Hara
Fibers
George Tomko
Donna Kraus (Pens.)
Scott Glaspie (Alt.)
Yasmin Dairkee
Lisa Bronson
Lee Hampton
Kenny Ridgeway
Joe Strange
Danny Roberts (c)
Chel Oldham (c)
Anheuser Keys (c)

Joe Ziha
Protiva
Jan Markovich
Rozanne Mersinger
Tracy Buck

Kevin King
Plastics
Manny Romero

Joan Ryan
NSI

Pat Maroney
NCP

John Schaefer
Searle

Mary Berthold
Saflex
Wanda Gant
Mike Barzoff

Mark Showers
Ceregen
Steve Branco
Lynn Herman
Lionel Morgan
Larry Snyder (c)
Mike Endsley (c)
Bob Simpson (c)

Carol Holmes
Procurement
Alan Jones
James Lewis
Mary Meyer
Norm Pereira
Don Price
Frankie Stay

**** MBS Liaisons (and report-to) ****
Multi-Unit (Cust. Svc & Govt Affairs)
J. C. Hagan - Mike Berezo
HR:
Greg Mueller - Howard Curtis
ES&H and Law
Len Carter - Ken Kennedy
Controllership & Finance:
Deb Heck - Roger Hoard
Procurement & Logistics:
Carol Holmes - Gary Dewel
International:
Bill Arbogast - Mike Vonderscher

Unknown Divisions:
Produce
Solaris
Kelco
Growth Enterprises

Jim Nisbet
Chief Information Officer

Gary Banks
Center of Technical Expertise
see next page

Phil Hoekstra
Info & Technology Architecture

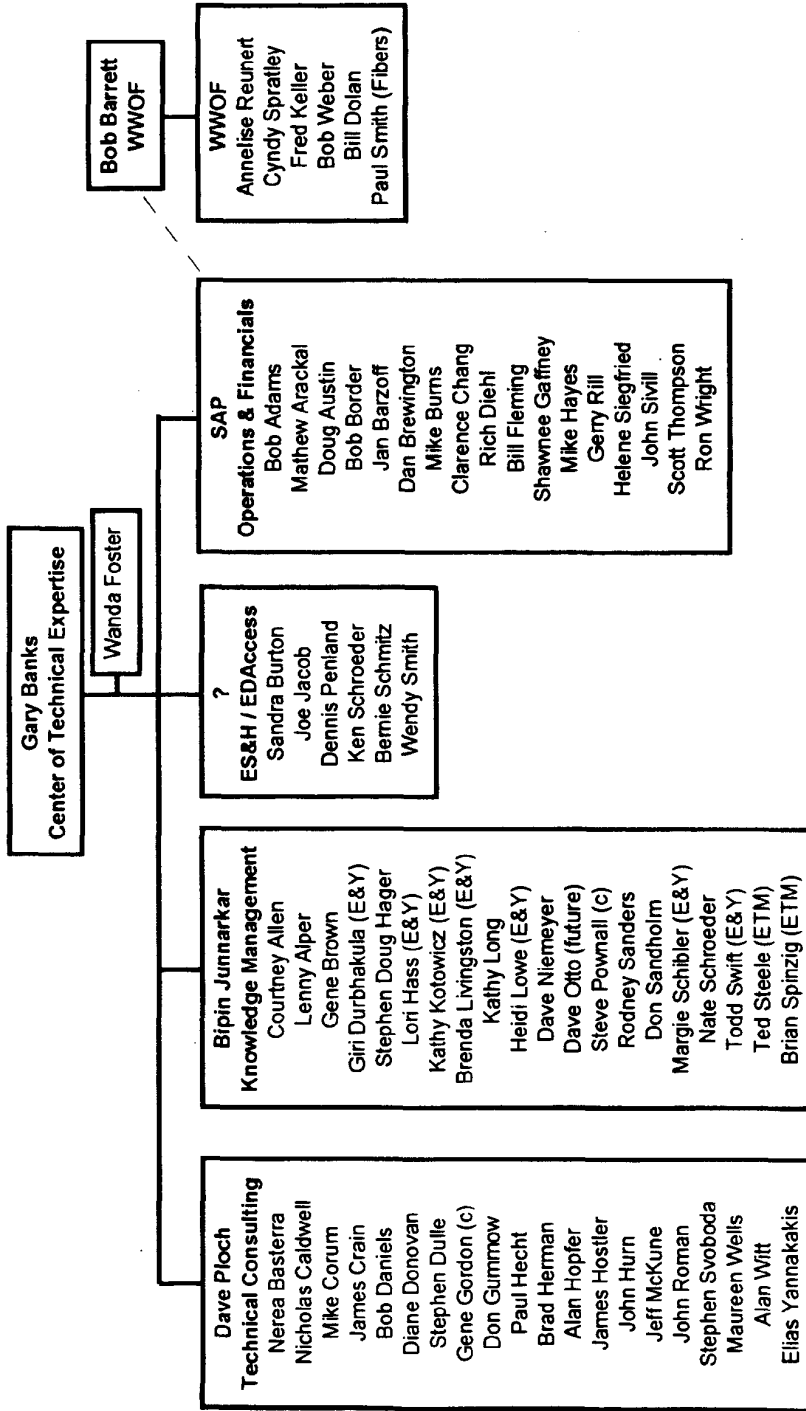
Lou Clark
Strategic Planning

Bob Bence
Policy & Practices

COMPANY CONFIDENTIAL

Monsanto - IT (CoTE)

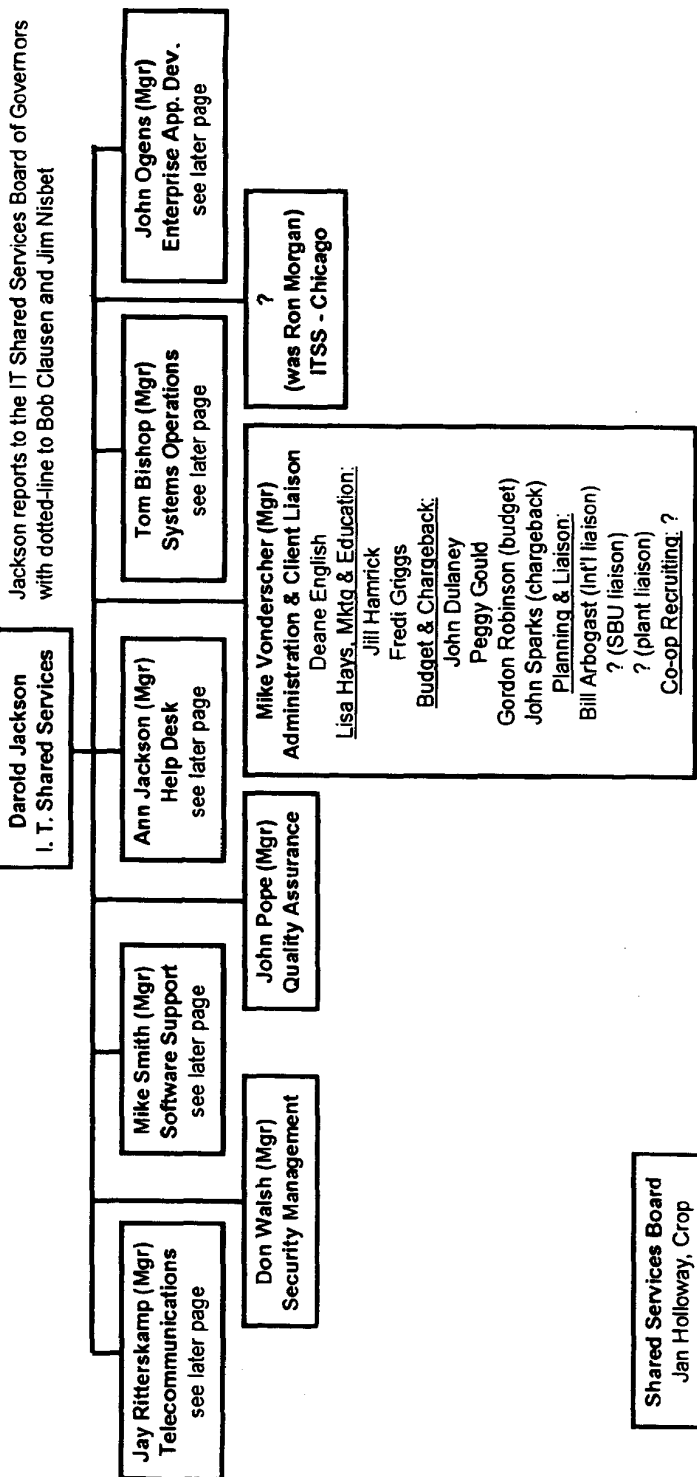
conjectural - as of 5/4/1995 - rev.23



COMPANY CONFIDENTIAL

Monsanto - IT (ITSS)

conjectural - as of 5/4/1995 - rev.23



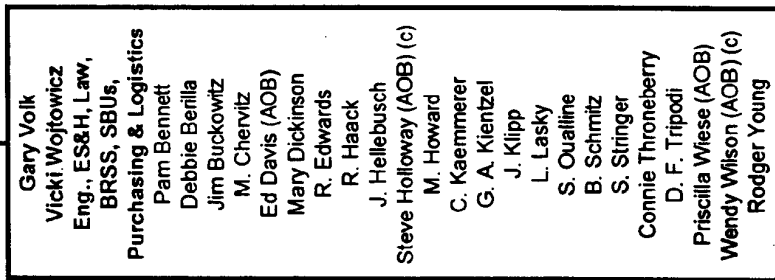
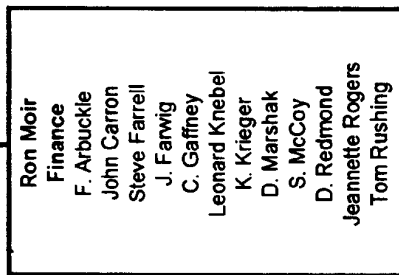
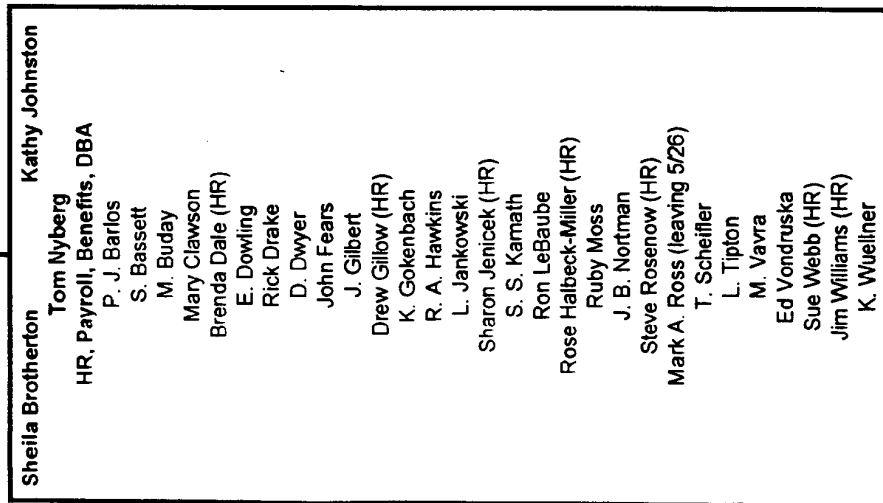
- Shared Services Board**
- Jan Holloway, Crop
 - Mark Showers, NAP
 - Mary Berthold, Saflex
 - Kevin Hara, Fibers
 - John Foster, S&EP & PM
 - Kevin King, Plastics
 - Joe Zlha, Protiva (?)
 - John Schaefer, Searle (?)
 - Darold Jackson, ITSS

COMPANY CONFIDENTIAL

Monsanto - IT (Enterprise AD)

conjectural - as of 5/9/1995 - rev.24

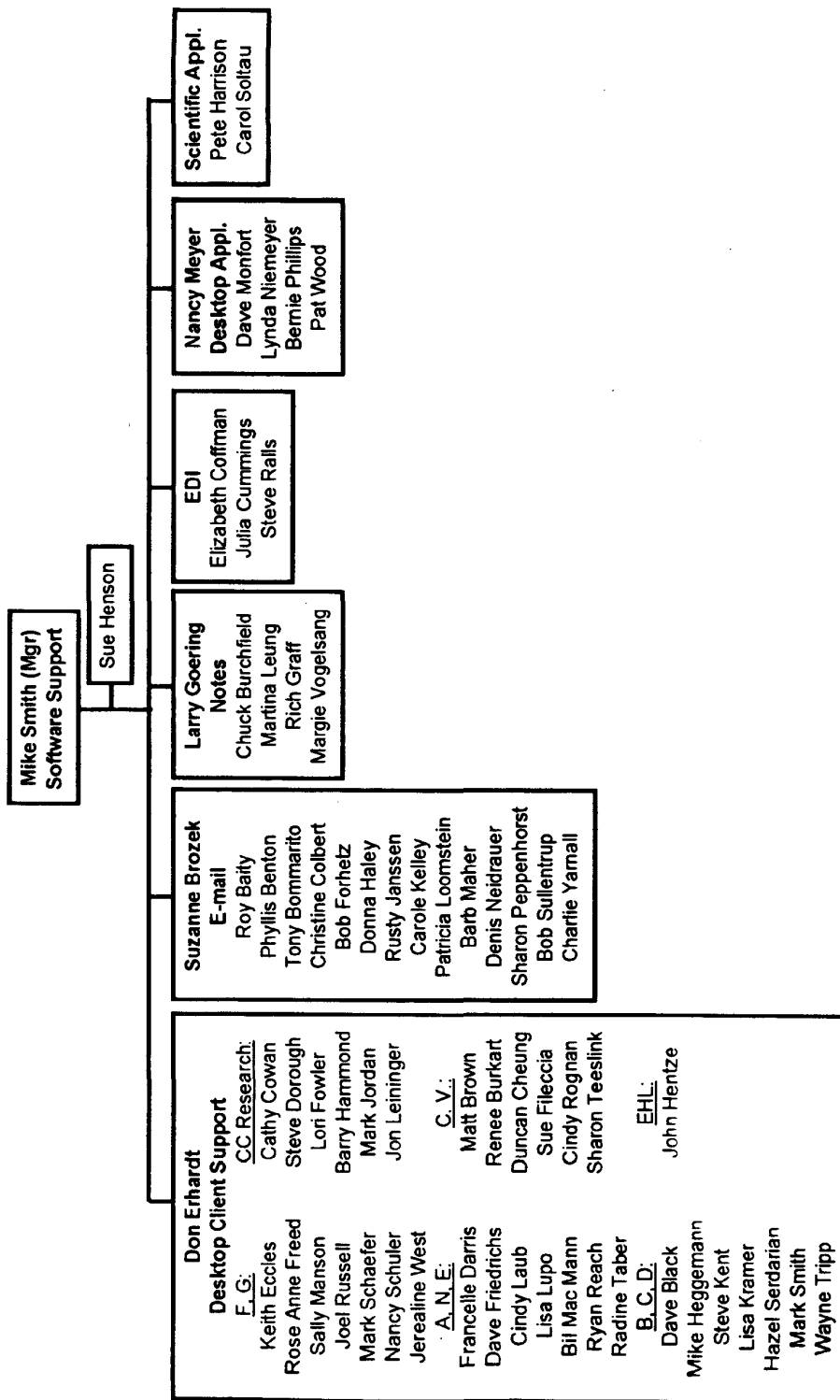
John Ogens (Mgr), Dave Ackmann, Diana Litzenberg
Enterprise Applications Development



COMPANY CONFIDENTIAL

Monsanto - IT (Software Supp.)

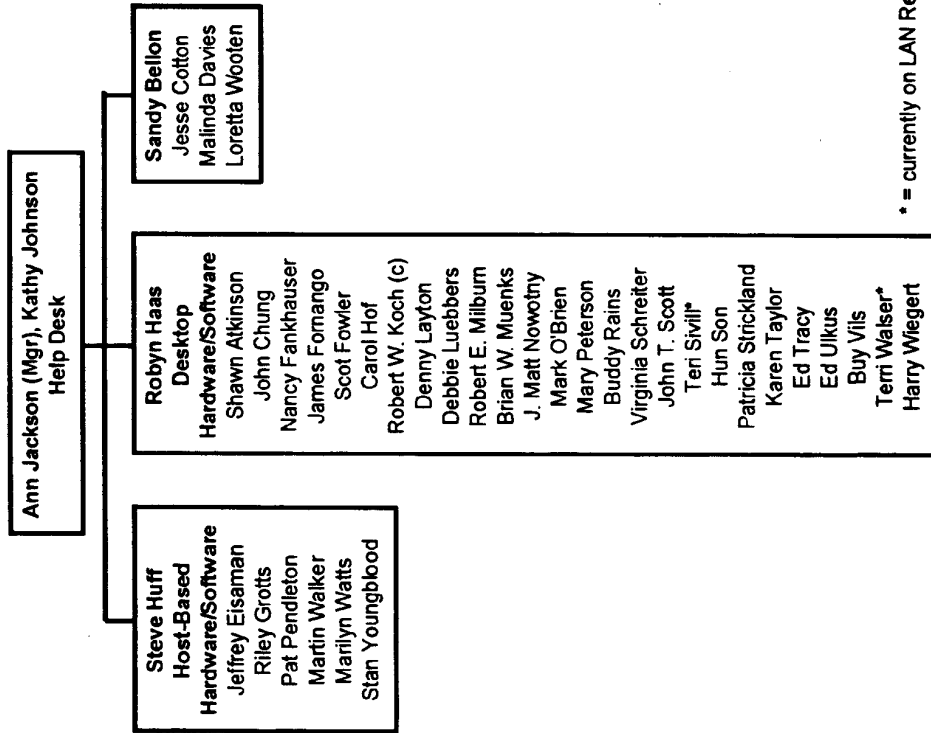
conjectural - as of 4/26/1995 - rev.22



COMPANY CONFIDENTIAL

Monsanto - IT (Help Desk)

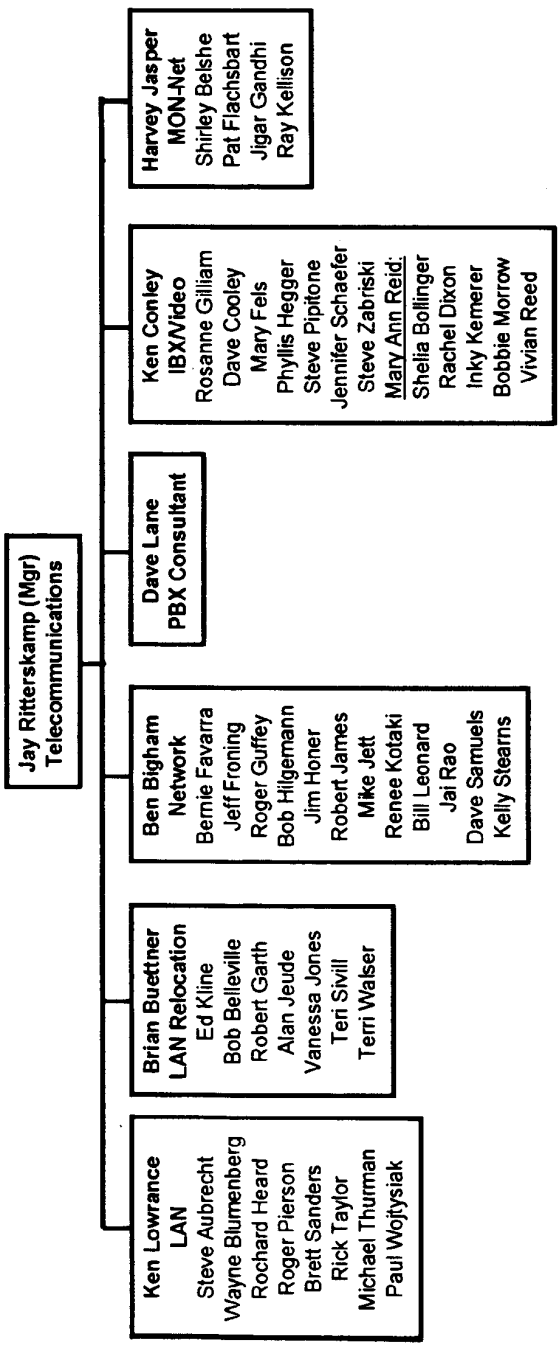
conjectural - as of 4/26/1995 - rev.22



COMPANY CONFIDENTIAL

Monsanto - IT (Telecomm)

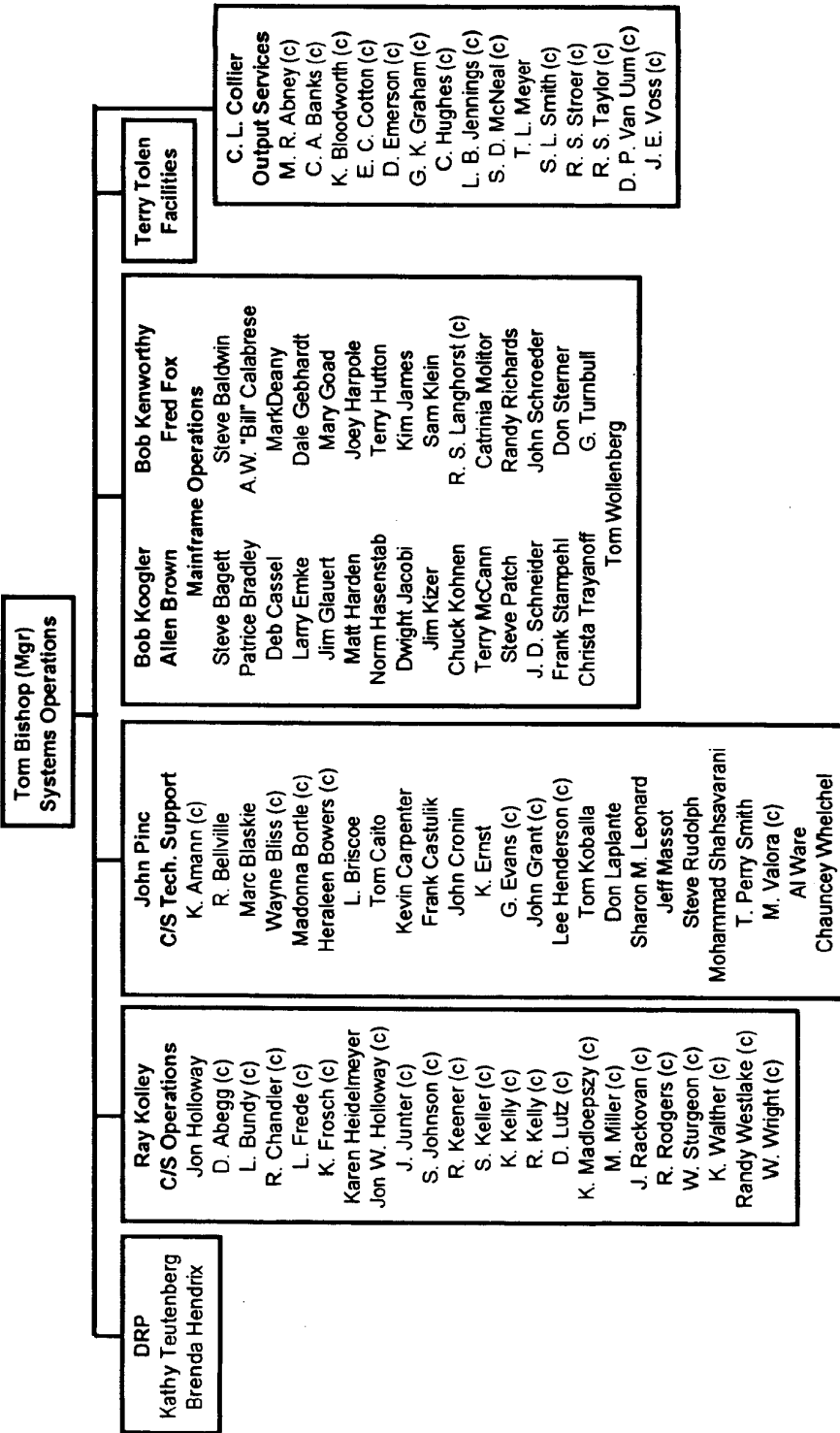
conjectural - as of 4/26/1995 - rev.22



COMPANY CONFIDENTIAL

Monsanto - IT (Systems Op'ns)

conjectural - as of 5/2/1995 - rev.23



COMPANY CONFIDENTIAL

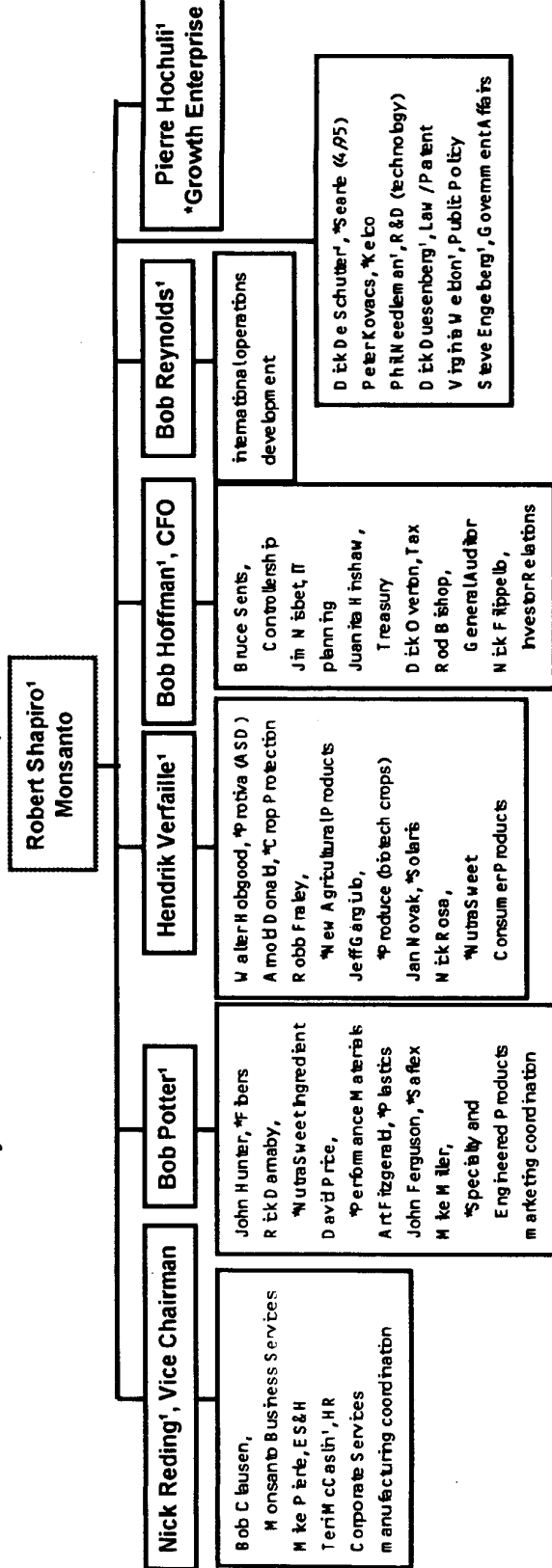
Composed: 01/19 01:41 PM

Subject: Org Chart, rev. 5

Category: Monsanto

Monsanto

conjectural - as of 2/1/1995 (drafted 1/19/1995) - rev.5



(bold) = Management Board

* = president of business unit

¹ = Executive Management Committee

COMPANY CONFIDENTIAL

Composed: 03/21 11:51 AM

Reply: Enhancements to Verfaillie's Org Chart -- Solaris

Reporting to Jan Novak as of 20 Feb 95: (Could someone put this on the pretty Org Chart? I don't know how to do that.)

US Business -- Open
European Business -- Michel Farkouh
Canada Business -- Cameron Hall
Global New Business Development -- Jim Neal
Global Operations (manufacturing to cash) -- Mike Hall
Global Business Advantage (Finance, Legal, IT) -- Dick Clark
Global HR -- Denise Smith-Hams.

Reporting to Jim Neal as of 1 April 95 -- Brooke Schwartz, South America/Asia. There may be other people; I don't know.

Reporting to Dick Clark:

Legal -- Don Doherty
MIS -- Rich Cormier

Reporting to Rich Cormier:

Order Entry System/AS 400 (JD Edwards) -- Jim Edwards
Sales Support -- Randy Stephens
EDI/Sales -- Ron Hatton
LAN/PC Support -- Andres Schloss
Project Enterprise DBA -- Debra Lobel (c)
PC Support -- Brent Jimenez (c), Brian Maushard (c)
(Other contractors)

Reporting to Denise Smith-Hams:

HR Assistant -- Tami Moore

Composed: 06/19 05:30 PM

Reply: Additional People In Growth Enterprises

In addition to Mark Trusheim, MGE has the following people: Steve Lehrer, Jennifer Lindemeyer, Richard Michniok, and a finance person whose name I can't remember.

Thanks to the creator of these charts! It makes things very clear.

Composed: 05/09 03:37 PM

Reply: One more going, gone...

Under Payroll, Hr., Mark Ross has given his notice of resignation. His last day will be 5/26/95.