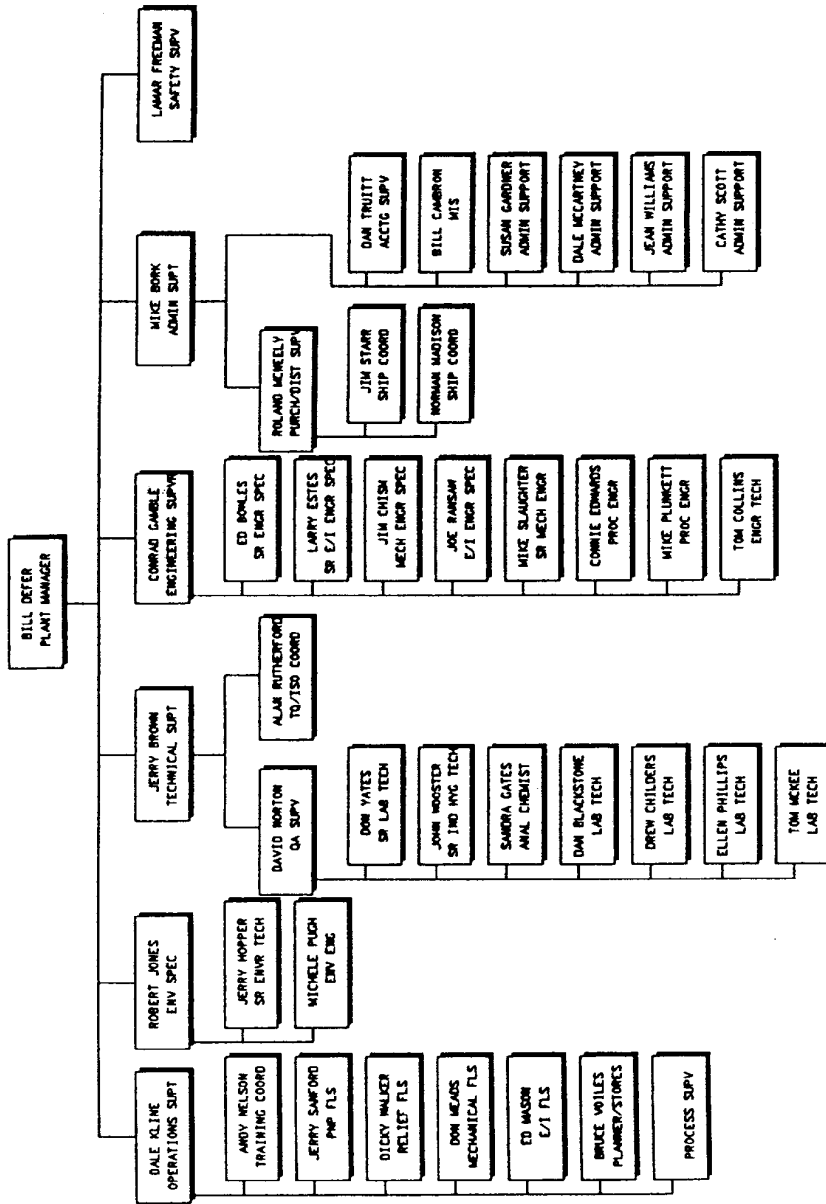


ANNISTON PLANT ORGANIZATION SEPTEMBER 1993



APPROVED BY: M. R. BORK
REVISED: 09/93

ANNOUNCEMENT

Monsanto

Monsanto Company

On 25 October 1993, the current Team Leader of the Creve Coeur clinical team, Dr. Jack Baker, became Director of Occupational Medicine & Chief Physician, World Headquarters. He will lead the health care teams at both Chesterfield Village and Creve Coeur. Dr. Becky Tominack, current Team Leader, Chesterfield Village, returns to her full-time duties as Medical Director, Clinical Toxicology & Product Stewardship.

Functionally, the Chesterfield Village and Creve Coeur clinical teams will serve their customer and patient populations independently, and will combine to provide common services, as necessary.

The Chesterfield Village Team will continue to consist of:

Pat Kallaos	--	Reception/Administration
Pam Klingemann	--	Occupational Health Nurse
Anita Darnell	--	Occupational Health Nurse
VACANT	--	Occupational Physician

The Creve Coeur Team will continue to consist of:

Anlo Brown	--	Reception/Administration
(Temporarily replaced by Charlotte McDaniel)		
Ellen Gruszczynski	--	Occupational Health Nurse
Jeanne Klimt	--	Occupational Health Nurse

Jack Baker continues to manage the Monsanto Substance Free Workplace Program, as Team Leader, with Merri Jeffries and Betty

-More-

RD1104-M

TOWOLDMON0009810

Emerson. Denetra Burton will continue to provide part-time services in both clinics for donor and archiving activities.

Drs. Tominack and Baker will continue to report to me.

Barry R. Friedlander, M.D., M.P.H.
Director, Medical and Health
Sciences

St. Louis
110193

-oOo-

ANNOUNCEMENT

Monsanto

The Chemical Group

Effective March 1, the functions currently reporting to retiring Vice Presidents John L. Tuley and Thomas H. Lafferre will be organized as follows:

Reporting to me will be:

William J. Boyle, ESH Compliance Redesign;
Bruce P. Condit, Director, MIS;
Elizabeth A. Fay, Director, Manufacturing Operations;
Jeffrey D. Felder, Site Operations Director;
Garth F. Fort, Director, Environmental Operations;
Bruce D. Heckenberg, Director, Purchasing;
Adrian E. Hutton, Director, Engineering Operations;
John E. Kilkenny, President, Monsanto Enviro-Chem;
Jack W. Molloy, Director, Safety;
Gary J. Page, Director, Distribution Services; and
Stanley D. Reiners, Director, Engineered Products
Division.

In addition, Robert N. Jones, Director, Fiber Manufacturing, will chair the Operations Council which reports to me, while continuing to report to John C. Hunter III, Vice President and General Manager, Fibers & Asia/Pacific.

A replacement will be named in the near future for the financial management position held by Randolph N. Spear, whose new position in Finance & Planning is being announced separately.

Reporting to Mr. Felder will be:

Larry Adams, Site Manager, Carson;
Celso A. Balan, Site Manager, Kearny;
James F. Murphy, Site Manager, Everett; and
Joseph F. Rohr, Site Manager, Camden.

RD030493-M

-- more

TOWOLDMON0009812

Reporting to Mr. Fort in addition to his current organization will be Jeffrey H. Waldbeser, Director, Environmental Compliance.

Reporting to Mr. Heckenberg will be:

John R. Bohrer, William G. Knoop, James D. Leyerle, John C. Trube and David S. Shimamoto, Managers, Raw Materials;
Norman L. Davis, Manager, Energy;
Otto A. Klinger Jr., Purchasing Director;
Edward L. Moore and W. F. Parker, Managers, Toll Manufacturing; and
J. Michael Ray, Manager, Field Purchasing.

In addition to his current organization, Mr. Hutton will assume the responsibility for the Engineering Technology & Services organization which formerly reported to Stanley I. Proctor. Vern L. Trevathan, Manager, Integrated Control, and Gerald E. Wiley, Human Resources Director, Operations, also will report to Mr. Hutton.

Reporting to Mr. Page will be:

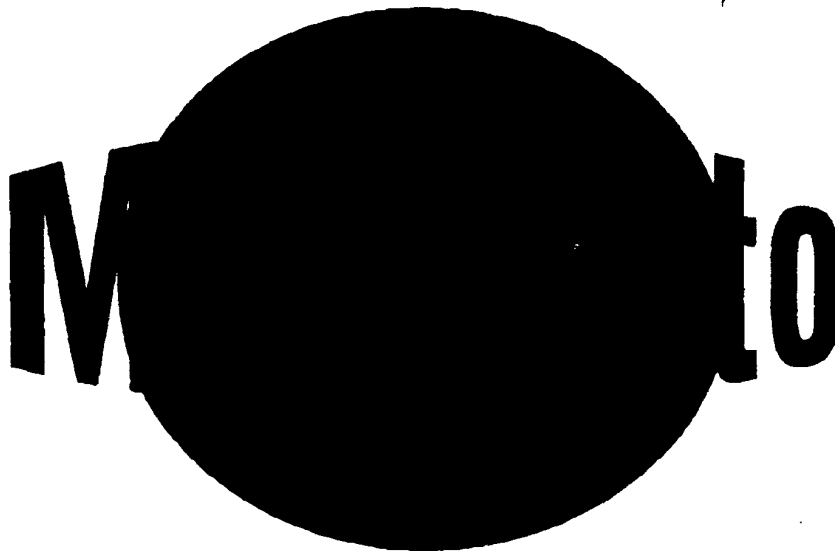
Tyrone L. Griffin, Manager, Truck;
George W. Hazzard, Manager, International & Water;
Franklin D. Hill, Manager, Pricing;
David A. Pins, Manager, Rail Transportation and Equipment;
and
David E. Williams, Distribution Services Safety & Regulations Director.

It is anticipated that future recommendations from The Chemical Group's Business Redesign efforts as well as certain other studies currently underway may make it necessary to further modify this organization.

Michael E. Miller
Senior Vice President, Operations

St. Louis
Feb. 26, 1993

●● Telephone Directory



Company Confidential
March 1996

CORPORATE ADMINISTRATION

Company Officers

Barnickol, Karl R.	Assistant Secretary
Been, Kees	VP, Strategic Change
Bley, J. Russell, Jr.	Assistant Secretary
Brady, Robert L.	Assistant Treasurer
Brodsky, Philip H.	VP, Corporate Research & Environmental Technology
Clausen, Robert A.	VP, President MBS
Engelberg, Steven L.	Senior VP, Worldwide Government Affairs
Filippello, A. Nicholas	VP, Financial Communications & Chief Economist
Fisher, Linda J.	VP, Federal Government Affairs
Fortune, Patrick J.	VP, Information Technology & Chief Information Officer
Frank, Zoe Ann	Assistant Secretary
Griffin, Gregory E.	Assistant Secretary
Hinshaw, Juanita H.	VP & Treasurer
Hochuli, Pierre	VP, President Growth Enterprises; Chairman Monsanto Europe Africa
Hoffman, Robert B.	Senior VP, Finance & Chief Financial Officer
Hogan, Michael R.	VP & Controller
King, W. Terry	Assistant Controller
Kotsonis, Frank N.	VP, Regulatory Affairs
McCaslin, Teresa E.	VP, Human Resources
Needleman, Philip	Senior VP, Research & Development & Chief Scientist
Nisbet, James H.	VP
Overton, Richard A.	VP, Tax
Pierle, Michael A.	VP, Environment, Safety & Health
Potter, Robert G.	Executive VP
Reding, Nicholas L.	Vice Chairman of the Board
Reynolds, Robert W.	VP, International Operations & Development
Scheer, Arthur F., Jr.	Assistant Secretary
Shapiro, Robert B.	Chairman of the Board, President & Chief Executive Officer
Slaney, David L.	VP, Marketing
Stetz, Steve R.	VP, Financial Planning & Analysis

Toth, Robert E.	Assistant Treasurer
Verfaillie, Hendrik A.	Executive VP
Weldon, Virginia V.	Senior VP, Public Policy
Winkel, Michael W.	VP, Planning
Wolffarth, Alwyn E.	Assistant Treasurer

Board of Directors

Shapiro, Robert B.	Chairman
Bok, Joan T.	
Heyssel, Robert M.	
King, Gwendolyn S.	
Leder, Philip	
Love, Howard M.	
Mahoney, Richard J.	
Mez, Frank A., Jr.	
Mickel, Buck	
Peters, Jacobus F. M.	
Reding, Nicholas L.	
Reed, John S.	
Ruckelshaus, William D.	
Slaughter, John B.	

Executive Management Committee

Dr. Schutter, Richard U.	
Engelberg, Steven L.	
Hochuli, Pierre	
Hoffman, Robert B.	
McCaslin, Teri E.	
Needleman, Philip	
Potter, Robert G.	
Reding, Nicholas L.	
Reynolds, Robert W.	
Shapiro, Robert B.	
Verfaillie, Hendrik A.	
Weldon, Virginia V.	
Winkel, Michael W.	Secretary

WORLD HEADQUARTERS

800 N. LINDBERGH BLVD., ST. LOUIS, MO 63167 (314) 694-XXXX

700 CHESTERFIELD VILLAGE PARKWAY, ST. LOUIS, MO 63198 (314) 537-XXXX

Main Phone #: (314) 694-1000

Telex: 650 397 7820

Management Board

Shapiro Robert B	4-2118	Chairman & CEO
Cuba Celeste	4-2119	Secy to Chairman & CEO
Reding Nicholas L	4-2106	Vice Chairman
Sexton Jacquelyn M	4-2107	Secy to Vice Chairman
Hochuli Pierre	4-7082	President MGE & Chairman Monsanto E-A
Neff Sylvia A	4-3082	Secy to President MGE & Chairman Monsanto E-A
Hoffman Robert B	4-3092	Sr VP & CFO
Worstell Janet L	4-3093	Secy to Sr VP & CFO
Potter Robert G	4-8208	Corp Exec VP
Schnelle Barbara A	4-8804	Secy to Corp Exec VP
Reynolds Robert W	4-4179	Corp VP Intl Ops & Dev
Martin Mary A	4-4170	Secy to Corp VP Intl Ops & Dev
Verfaillie Hendrik A	4-3906	Corp Exec VP
Gordon Elizabeth J	4-2979	Secy to Corp Exec VP

Business Units

BENEVIA

Rosa Nick E	6875	President Benevia
Confianese Rita M	6859	Admin Asst
David T	6610	Legal
Bill A	6674	VP Latin America/Asia
Joe M	6746	Dir Worldwide Bus Dev
Jackson Randy	5086	VP North America
Knock Jerry		President Europe (France)
Miller Ian R	7718	Exec VP Global Mktg
Nevin Nancy	5047	Dir Communications
Petray Craig		Gen Mgr ME/Alr/India (Switzerland)
Platt Mary Ann	5056	VP Manufacturing
Saltzman Michael B	6675	VP Finance
Shoultz A J	6858	Dir Taxation
Skelton Tammy S	5064	Dir Human Resources

CEREGEN

Fraley Robert T	4-5844	President Ceregen
Waddell Lori R	4-4853	Assistant to President Ceregen
Basabe Pedro J	4-5732	Bus Dir Tribute
Begemann Brett D	7-6989	Bus Dir Cotton
Harness Robert L	4-3713	VP Registrations & Regulatory Sciences
Kennedy Jack M	7-7255	Dir Prod Dev & Applied Genetics
Keyes Geoff J		Bus Dir Patatoes (NatureMark)
Kishore Ganesh M	7-6384	Dir Technology
Madero Consuelo E	4-3951	Dir Strategic Planning
Miles James A	4-7455	Dir Product Technology
Morgan Michael A	4-3325	Controller

Rapp Derek K	7-6557	Dir Commercial Partnerships & Alliances
Richardson John T	7-8725	Bus Dir Wheat
Ziegler William M	7-7141	Bus Dir Corn & Soybeans

CROP PROTECTION

Donald Arnold W	4-3294	President Crop Protection
Jones Barbara J	4-5257	Secy to President
Auxenfans Bernard P	4-2978	VP & GM International Div
Bertrand Denise M	4-5548	Dir Roundup Tolerance
Blaylock Martin E	4-2683	VP Mfg Ops Crop Protection
Digman Jo Ann	4-3939	External Affairs Mgr
Griffin Gregory E	4-6091	Dir Bus & Fin Analysis
Holloway Janet M	4-5298	Dir IT
Kilmor John L	4-3347	Dir Technology
Kindl Donna A	4-6803	Dir Human Resources
Morley David L	4-4856	Group VP & GM Americas
Sestak Karl T	4-3631	Mgr Sales Services
Zschoche William C	4-3978	Dir Acquisitions & Alliances

FIBERS

Hunter John C	4-2210	President Fibers
Garnody Mary E	4-6808	Secy to President Fibers
Bhombal A Hameed	4-5630	Dir Fibers Tech
Dont B M Don	4-3253	Controller
Duck Bobby J	4-8201	Dir Strategic Analysis Fibers
English H Bruce	4-8605	Bus Dir Acrilan
Hara Kevin M	4-8727	Dir IT
Iverson Thomas G	4-2202	Nylon Bus Grp VP
Kunes William R	4-2705	Dir HR
Rhoades Ronald E	4-4625	Dir Manufacturing
Widsmith Graham	4-8307	Bus Dir Int/Int/NP/Polc
Wolff Jeffrey G	4-5254	Vydyne Bus Dir

GROWTH ENTERPRISES

Hochuli Pierre	4-7082	President MGE & Chairman Monsanto E-A
Neff Sylvia A	4-3082	Secy to President MGE & Chairman Monsanto E-A
Eggert Charles R	4-1370	Dir Venture Capital
Hill Bradley W	4-6971	Bus Dev Dir
Homburg T Justus	4-3267	Director
Jansson Robert E W	4-4804	CTO MGE/E-A
Lehrer Steven B	4-2785	Dir Pharma Intermediates
Lindenmayer Jennifer A	4-2186	Bus Dev Dir
Price Christopher D	4-5368	Dir Bus Dev
Rowold Alan C	4-2238	Dir Human Resources
Tomkins Mark E	4-7232	Chief Fin Officer Growth Enterprises
Trusham Mark R	4-1158	Bus Dev Dir

MONSANTO BUSINESS SERVICES

Clausen Robert A	4-4532	President MBS
Doerge Susan E	4-4520	Secy to President MBS
Barnett A Gerald	4-2074	State & Local Govt Affairs
Berezo Michael W	4-6827	Client Service
Bingham J Barry	4-3616	Rewards & Recognition
Dewel Gary E	4-5090	Procurement & Logistics
Feldman Sheila B	4-4372	HR MBS/Stewardship

Fisher Linda	2871	Federal Govt Affairs (DC)
Hoard Roger S	4-3375	Contracting & Financing
Klein Richard A	4-3720	Law
McCarthy M	4-3616	Law
McDonnell Thomas J	4-3605	Public Affairs
Peige Stephen B	7824	Law (Nutrasweet)
Pawlowicz Christopher	4-3975	People Strategies
Peterson Jacqueline M	4-6341	BRSS
Toth Robert E	4-6581	Risk Management
Vinitzky Michael H	7942	Global Bus Partners(NutraSweet)

NUTRASWEET KELCO COMPANY

Kovacs Peter	6404	President NutraSweet Kelco
Aidi Ferry	6401	Secy to President
Colbert Walter Skip F	6433	VP Human Resources
Dominik Jurgen	6406	Sr VP Operations
Janggaard Norman	6408	VP Bus Dev
Kelly Michael	6588	VP Fin & IT
McCaferly Daniel C	6795	VP/GM Beverage Systems
Nelson Richard L	6843	VP Public Affairs
Wiseman Nicolas B	6412	VP & GM Food Systems

PERFORMANCE MATERIALS

Price David B Jr	4-2984	President Performance Materials
Bed Myra C	4-2609	Secy to President Perf Mtlg
Allen Earl H	4-3541	Dir Fin & Bus Redesign
Burmester Martha J	4-4840	Dir Sales & Mkt Support Svcs
Cavner Dennis L	4-5006	Dir Mfg
Domahidy Steve E	4-2942	Dir Png & Intl Dev
Lamkin Robert E L	4-5201	Bus Dir P4 & Derivatives
Pacholec Frank	4-1121	Dir Tech & MTS
Wuffert Kenneth J	4-4315	Dir Supply Chain

PROTIVA

Fitzgerald Arthur F	4-6283	President Protiva
Thomas Charlotte A	4-2418	Admin Asst to President Protiva
Balaban Stephen M	4-6350	Dir Quality Assurance
Flowers Edsel W	4-3265	Human Resources Dir
Hoyer Monte L	4-2421	Dir Industry Affairs
Kirk David F	4-5348	Dir Reg Affairs
McConvey Antoinette P	4-4287	Dir Fin Analysis
Morley Cheryl P	4-3164	Dir Comm Dev/Strat Png
Robinson Stephen J	4-3388	Dir Manufacturing
Ryan Rick L	4-1158	Dir Intl Mkts
Stekner Gerald A	4-3767	Dir US Markets
Ziha Joseph E	4-3203	Dir IT

SAFLEX

Ferguson John J	4-3500	President Saflex
Zapl Suzanne M	4-3502	Secy to President
Berthold Mary F	4-5503	Dir IT
Joseph A (Andy) F	4159	Dir WW Sales & MTS (BxIs)
Meganck Paul E	4061	Dir WW Mfg (BxIs)
Olszewski Richard S	4-3995	Dir WW Marketing
Parker M Rex	4209	Dir WW Mtlg Mgmt (BxIs)
Riek Raymond F	4-3436	Dir WW Tech
Roth John K	4-2611	Dir Human Resources
Schrock Charles R	4299	Dir Png/Bus Redesign (BxIs)
Williams Edward E	4570	Contr Saflex & E/A (BxIs)

SEARLE

De Schutter Richard U	6600	Chairman & CEO Searle
Gomez Maria N	6601	Secy to Chairman & CEO
Bogomolny Robert L	6026	Corp Sr VP Gen Counsel & Corp Secy
Clement Christopher	6273	Corp VP Prod Png & Franchises

Cysewski Kim M	6532	Corp VP Bus Process Redesign
Felds Robert L	6738	Corp VP Human Resources
Font Mike	3828	President Europe/Africa
Fry Charles L	6572	Corp VP Public Affairs
Heller Alan L	6998	President Americas
Hinson Richard E	6837	President Asia/Pacific
Michelson Jack	6400	Corp VP & President Tech Opns
Needleman Philip	6707	President Research/Development
Sentry Bruce R	6680	CFO

SOLARIS

Novak Janice V	3317	President Solaris
Bustamante Susan C	3318	Asst to President
Clark Richard B	3391	Dir Finance
Cowles Michael R	3328	Dir Global Opns
Marrero Jose E	3410	VP/US Business
Neal James R	3319	Dir Global Growth
Smith-Hams Denise S	3429	Dir HR

SPECIALTY PRODUCTS

Miller Michael E	4-5206	President Specialty Products
Diebold Carman M	4-2502	Secy to President
Ashton Robert J	4-5311	Dir HR
Belle Russell J	4-6084	Mkt Dir Specialty Resins WW
Curby Norma J	4-3836	Mkt Dir Poly Mod WW
Fort Garth F	4-8866	Dir Environmental Operations
Foster Johnnie M	4-5067	Mgr Systems Tech
Geiger L Bruce	4-8031	Dir Planning TD/Bus Redesign
Henry Sharol A	4-3850	Dir Operations Analysis
Jones Robert N	4-8707	Dir Manufacturing
Marcum Michael L	4-7142	Dir Special Projects
Mullis O Jerry	4-8807	Dir Technology
Rademaker James C	8802	Dir Plastics Prods (West Port)
Werner A Frances	4-3023	Mkt Dir Functional Prods

STEWARDSHIP

AUDIT

Bishop Rodney L	4-8250	General Auditor
Winters Janice M	4-8231	Secy to General Auditor
Guthrie Stephen E	4-3933	Mgr Fin Audit
Kuchan Andrew J	4-7716	Mgr Fin Audit
Ming Lauren N	4-3815	Mgr Adm & Sys
Sullivan James M	4-7734	Mgr Fin Audit
Tryon William A	4-2152	Mgr IS Audit

CONTROLLER

Hogan Michael R	4-6874	Corp VP & Controller
Sforza C Darlene	4-3792	Secy to Corp VP & Controller
Stetz Steve R Jr	4-8203	Corp VP Financial Analysis

CORPORATE PLANNING

Winkel Michael W	4-4521	Corp VP Planning
Barton Patricia J	4-4519	Secy to Corp VP
Dudenhoffer Linda L	4-6776	Mgr Planning
Hume John C	4-5800	Dir Strategic Planning
Vasi Ricardo C	4-5113	Strategic Planning Dir
Voigt Robert K	4-5859	Dir Strategic Planning
Wiese Deborah J	4-4032	Dir Strategic Planning

CORPORATE SERVICES

Burke Robert R	4-8156	Dir Corp Svcs
Arbora Judith A	4-2861	Mgr Executive Services
Gieson William J	4-8009	Mgr Corp Security
Playford Joseph C	4-4222	Mgr Aircraft Operations
Sokoloski Audrey	4-8125	Mgr Corp Services

ENVIRONMENT SAFETY & HEALTH

Pierlo Michael A 4-8882 Corp VP ESH
 Wengert Susan K 4-8874 Secy to Corp VP ESH
 Beckman R 4-6087 Dir Waste Elimination
 Concha J Ronald 4-8883 Dir Regulatory Mgmt TSCA
 Geiselmann Stephanie J 4-3140 ESH Mgr
 Henshaw John L 4-8830 Dir Qty & Compliance Assur
 Kaffer Charles W Jr 4-4956 Dir Regulatory Mgmt Air/Water
 Klieve Jeffrey R 4-3712 Project Dir ESH OD/IT
 Redington Dennis B 4-6503 Dir Regulatory Mgmt RCRA

FINANCIAL COMMUNICATIONS

Filippello A N 4-8148 VP Fin Comm & Chief Economist
 Hinder Carol K 4-8149 Secy to VP Fin Comm/Chief Econ
 Merritt Robert (Chip) 4-7867 Mgr Investor Rel
 Scheer Arthur F Jr 4-7485 Mgr Shareholder Svcs

HUMAN RESOURCES

Mc Castin Teresa E 4-7070 Corp VP HR
 Beckey Nancy R 4-7071 Secy to Corp VP HR
 Norlander Charles D 4-2451 Dir Human Resources

INFORMATION TECHNOLOGY

Fortune Patrick J 4-6800 Corp VP & CIO
 Corsiglia Wanda A 4-6702 Secy to Corp VP & CIO
 Banks Gary M 4-7641 Dir COTE
 Bence Robert J 4-7645 Mgr Policies & Practices
 Clark Louis G Jr 4-8481 Mgr Strategic Planning
 Hookstra Philip R 4-6731 Mgr Info & Tech Architecture
 Jackson Darold W 4-7617 Dir ITSS

INTERNATIONAL OPERATIONS**& DEVELOPMENT**

Reynolds Robert W 4-4179 Corp VP Intl Opns & Dev
 Martin Mary A 4-4170 Secy to Corp VP Intl Opns & Dev
 Bergamaschi Osmar A 4-1160 Dir Intl Growth & Dev
 Cissell David L 4-2156 Dir Fin LAWA
 Crowley Jerome F 4-2401 Dir Bus Dev
 Silveira Luiz J 4-3603 VP HR Intl Ops Dev
 Westin Felipe V 4-2955 HR Dir LAN
 DeWitt Catherine L 4-4598 Secy to VP HR & HR Dir LAN

MARKETING

Slinn David L 4-2045 Corp VP & VP Mktg
 Williams Sandra L 4-2048 Secy to Corp VP & VP Mktg
 Byington Nancee J 4-7275 Mktg Relations Mgr
 Capra Andrea R 4-2031 Advertising & Sls Promo

MERGERS & ACQUISITIONS

Reining Francis E 4-8617 VP Mergers & Acquisitions
 Phelan Lois A 4-8818 Secy to VP Mergers & Acquisitions
 Spear Randolph N 4-8181 Dir Mergers & Acquisitions
 Wilkins Milton P Jr 4-2673 VP Corp Development

MONSANTO CORPORATE RESEARCH

Brodeky Philip H (PhD) 4-3235 Corp VP MGR & Env Tech
 Noonan Christine I 4-5921 Secy to Corp VP
 Forster Denis 4-5273 Distinguished Fellow/Dir Chem Sciences
 Grothe Donald R 4-4940 Sr Consultant Water
 Haynes William M 4-6413 Dir ASC/External Funding
 Heitkamp Michael A 4-3288 Associate Fellow Waste Treatment Tech
 Ho So V 4-5179 Fellow Remediation Bus Area Unit Ldr
 Hughes B Mason 4-1466 Sr Consultant Environmental Chemistry
 Kimerie Richard A 4-3286 Sr Fellow
 Michael Paul R 4-4838 Mfg Bus Area Unit Ldr
 Montague Michael J 4-6873 Dir Research Opns & Mfg
 Orth Robert G 4-1271 Fellow Physical Chemistry

**OFFICE OF SCIENCE
AND TECHNOLOGY**

Needleman Philip 4-6079 Sr VP R&D & Chief Scientist
 Warner Gayle L 4-6379 Secy to Sr VP R&D
 Brodeky Philip H (PhD) 4-3235 Corp VP
 Noonan Christine I 4-5921 Secy to Corp VP
 Jansson Robert E W 4-4804 Asst Chief Scientist
 Chief Physical Scientist
 Kishore Ganesh 7-6384 Asst Chief Scientist
 Chief Biotechnologist

PENSION ASSET MANAGEMENT

Wolfe Alwyn E 4-8108 Dir Pension Asset Mgmt
 Keating Charlotte L 4-8109 Secy to Dir Pens Asset Mgmt
 Ehrenreich Henry J 4-8081 Dir Pens Asset Pmg/Corp Real Estate
 Stentz Gary M 4-8235 Mgr Pens Asset Operations

PUBLIC POLICY

Weldon Virginia V Dr 4-3901 Sr VP Public Policy
 Stock Kathy E 4-3902 Secy to Sr VP Public Policy
 Fish Katherine E 4-5039 Dir Public Policy
 Mason John L 4-4596 Pres Monsanto Fund/VP Univ Rel/EE

STRATEGIC CHANGE

Been Kees 4-5330 VP Strategic Change
 Ramsey Linda L 4-2468 Secy to VP
 Morris John H 4-3598 Dir Strategic Change
 Riethuisen Veronique 4-7353 Strategic Change Mgr
 Schaefer Thomas G 4-1286 Dir Strategic Change

TAX

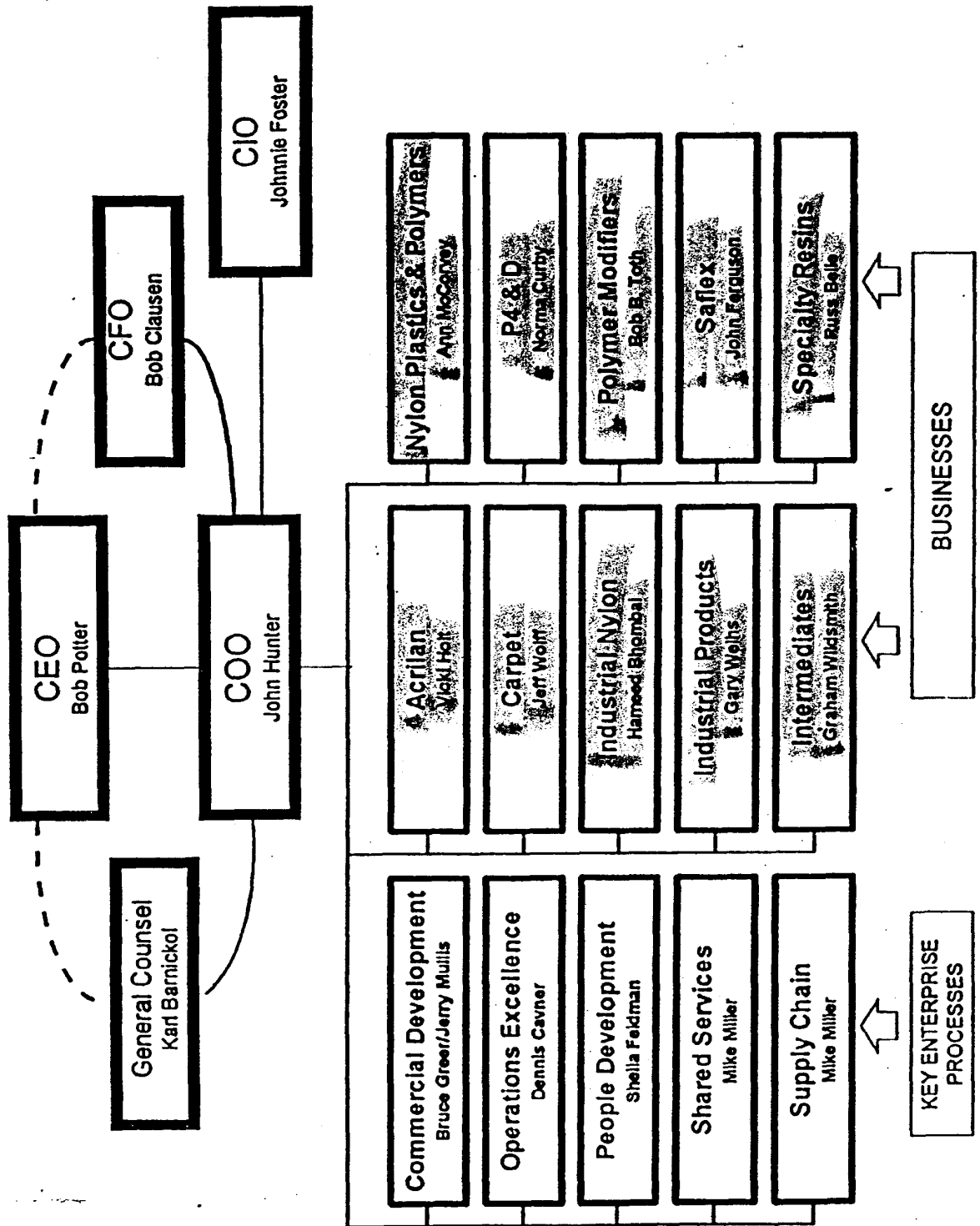
Overton Richard A 4-8228 VP Tax
 Kershman Mary Lou 4-8227 Secy to VP Tax
 Brady Robert L 4-7875 Dir State Local & Employ Tax
 Di Licio Carl A 4-8113 Dir International Taxes
 Stansberry Gary L 4-8107 Dir Tax Litigation
 Tiburzi D James 4-8128 Dir Federal Taxes

TREASURY

Hinshaw Juanita H 4-8436 VP & Treasurer
 Becker Carol M 4-7829 Secy to VP & Treasurer
 Jones Ronald E 4-7258 Dir Fin Reporting
 Moench Pamela S 4-8241 Dir Corp Banking & Fin
 Westoby Robert A 4-7550 Dir Global Treasury Operations

Approximately 1997

CHEMICALS

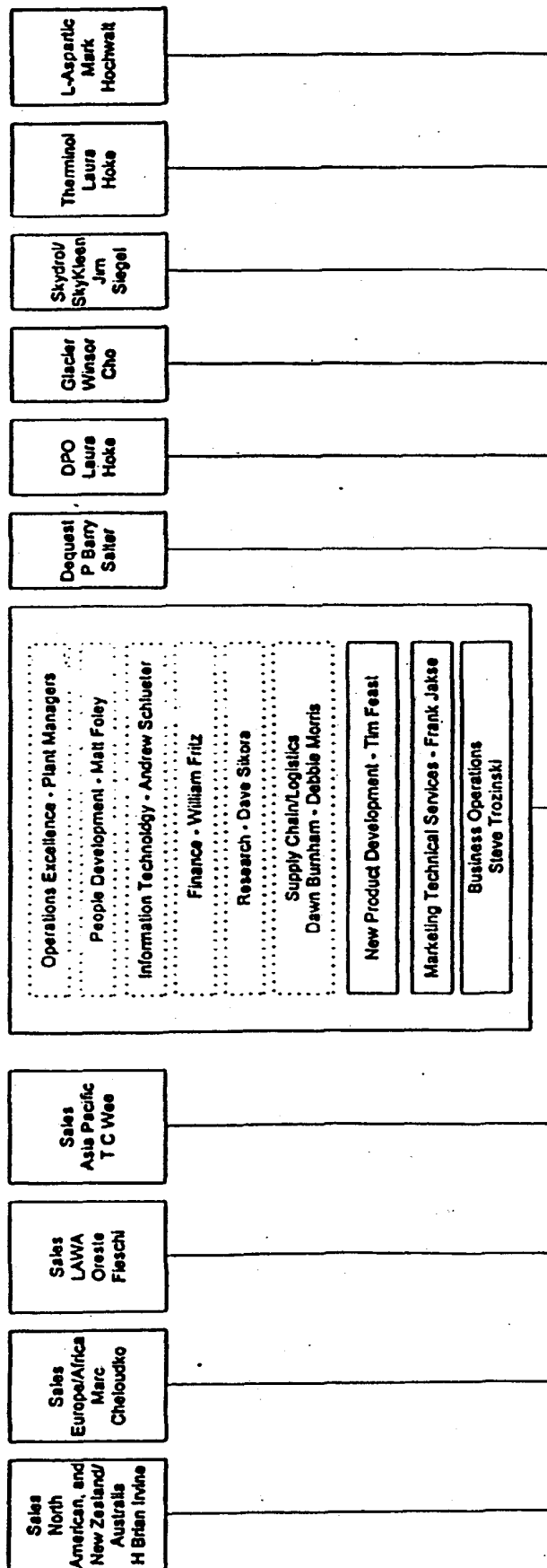


Customer

Regional Market Teams

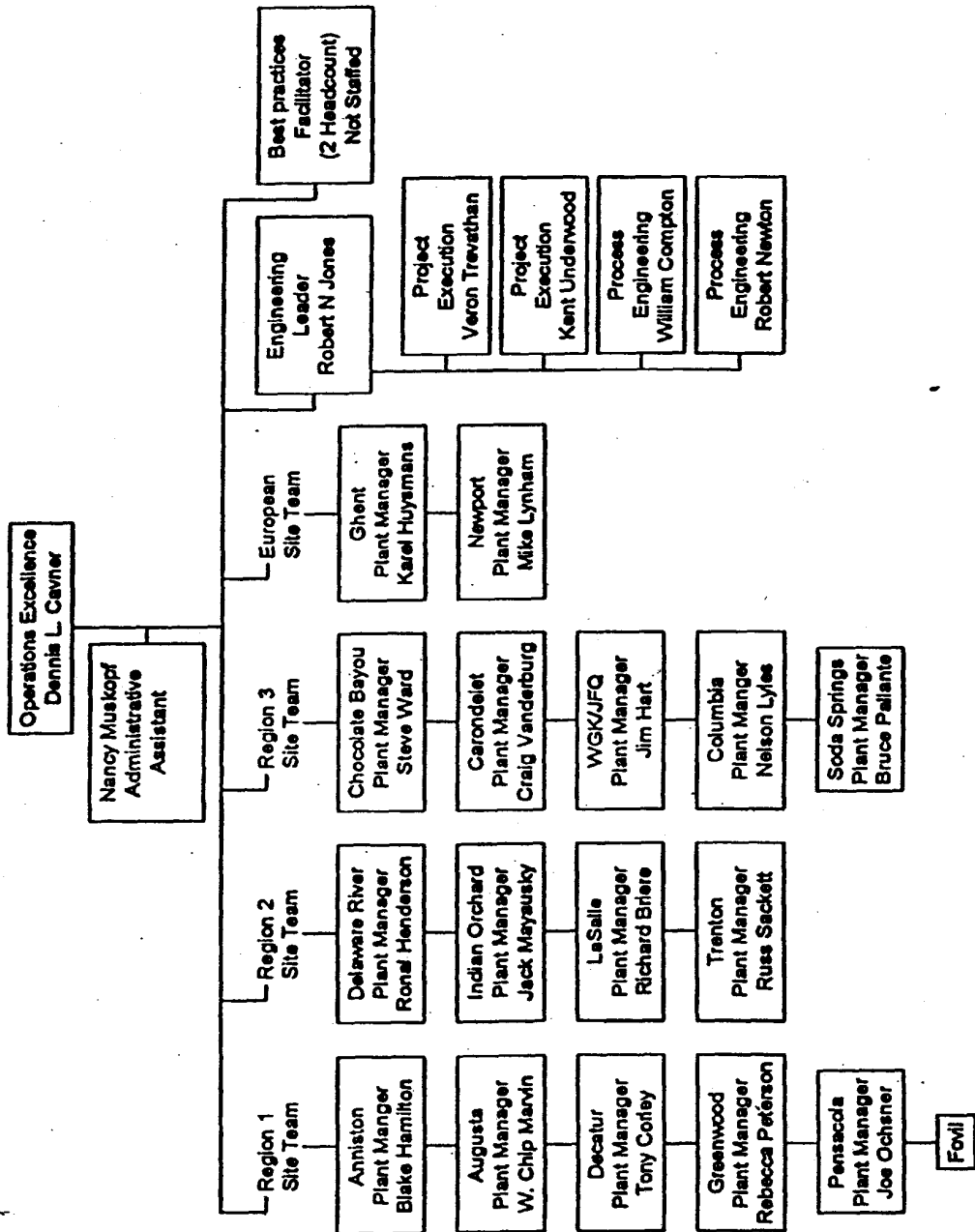
Global Business Teams

Business Processes

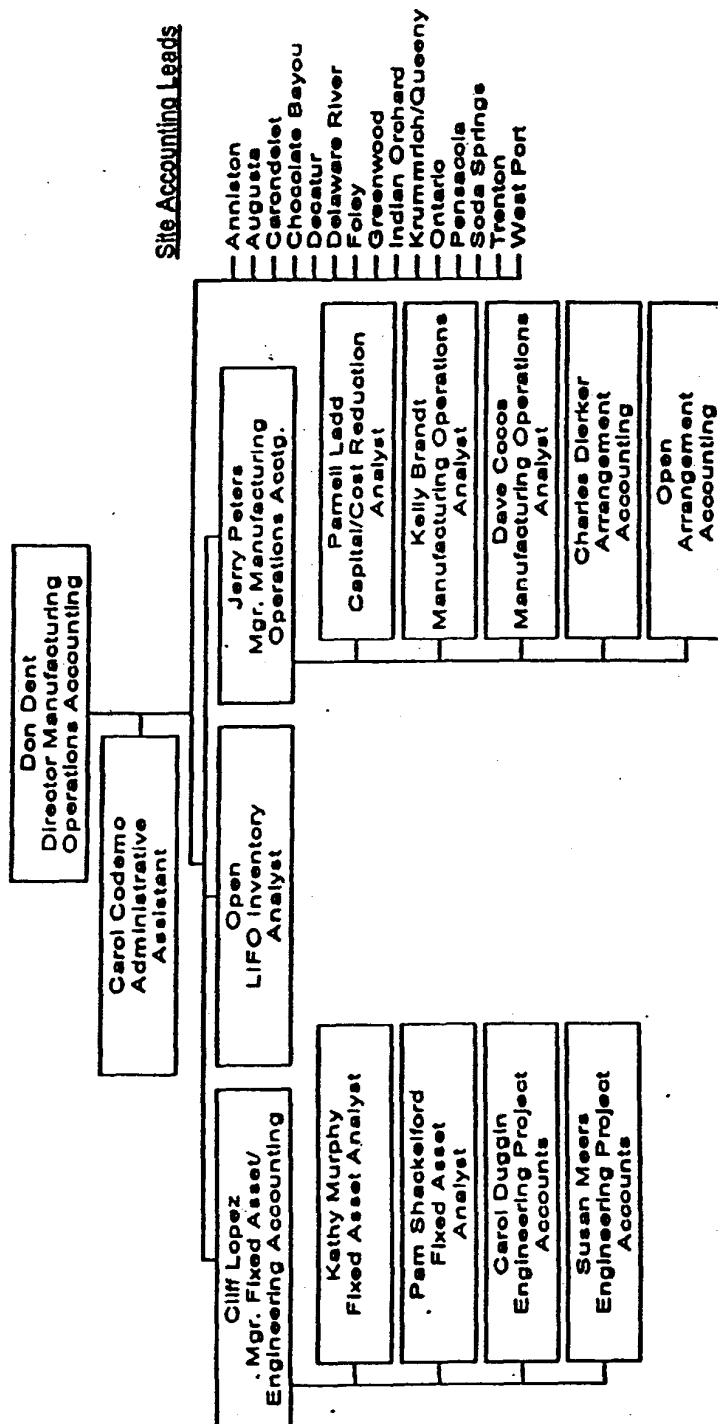


Industrial Fluids Organization
Revision 1 - 2/14/97
Visio Version 4

Operations Excellence

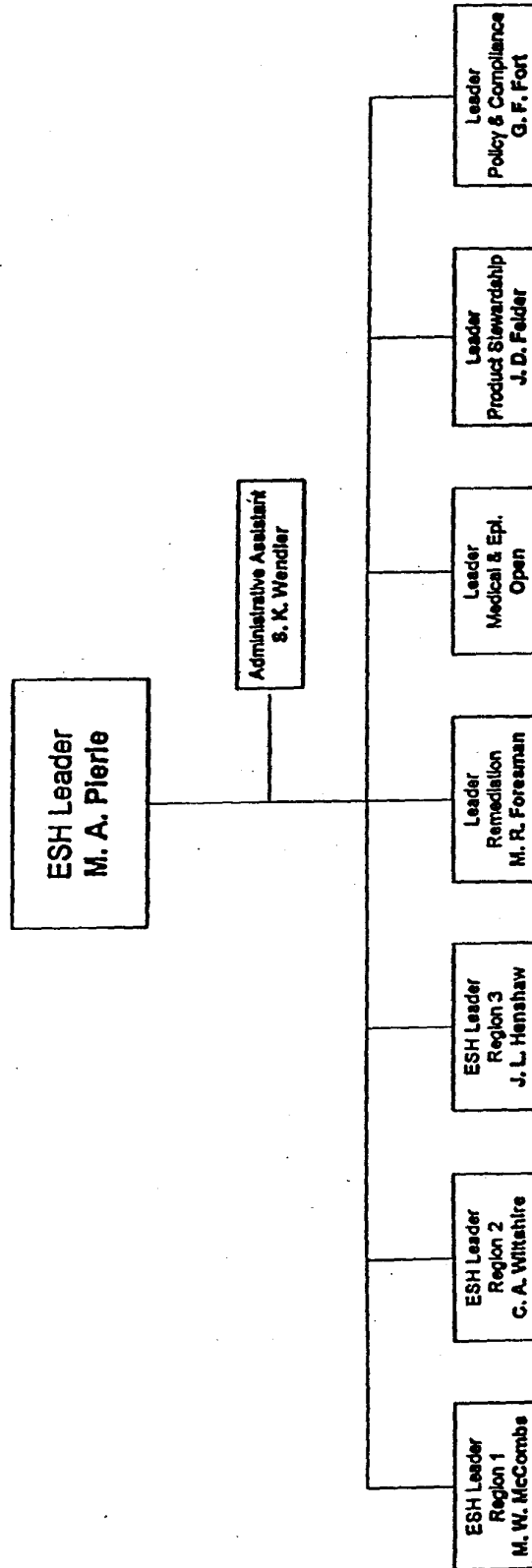


Manufacturing Accounting



ESH-CHEMICALS ORGANIZATION

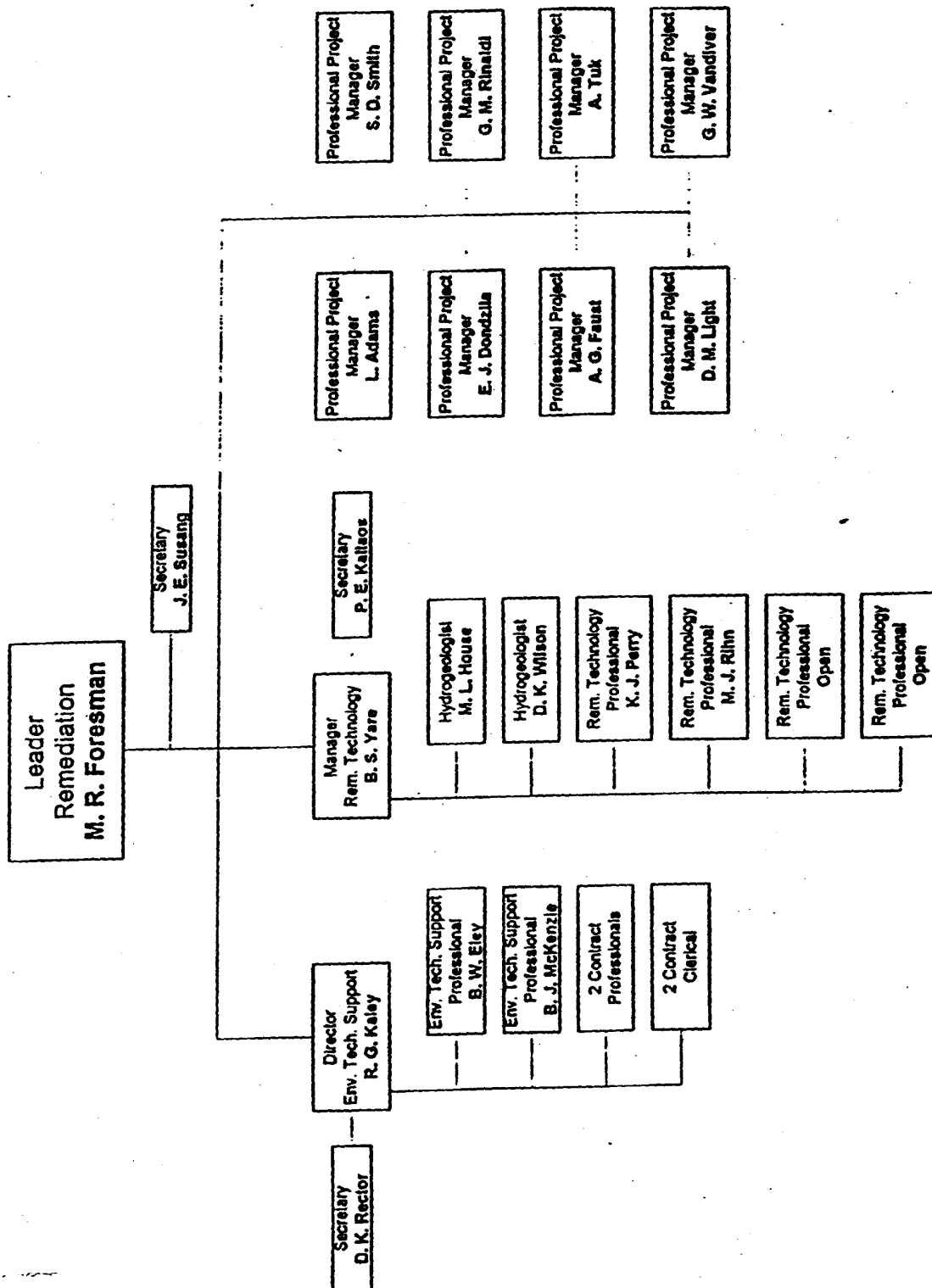
February 25, 1997



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ESH-CHEMICALS Remediation

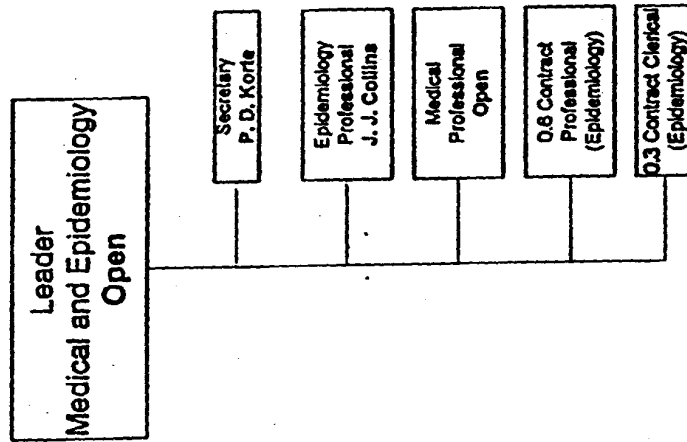
February 26, 1997



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ESH-CHEMICALS Medical & Epidemiology

February 17, 1997



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ESH-CHEMICALS

Product Stewardship

February 17, 1997

Leader
Product Stewardship
J. D. Felder

Secretary
R. M. Darr

LABELING & MSDS

PRODUCT STEWARDSHIP

TOXICOLOGY

Secretary
D. A. Goulet

Supervisor
Labeling & MSDS
D. G. Montgomery

MSDS Technician
U.S.
J. L. Kelly

MSDS Professional
(Canada)
L. Kamboj

MSDS/Labeling
Technician - U.S.
J. M. Lambert

MSDS/Labeling
Technician - E/A
B. Decelle

MSDS/Labeling
Technician - U.S.
J. L. Theel

MSDS/Labeling
Technician - E/A
J. Williamson

Prod. Stewardship
Manager, U.S.
J. E. Downes

Toxicology
Professional
F. R. Johannsen

Prod. Stewardship
Manager, U.S.
R. D. Hogue

Toxicology
Professional
R. S. Nair

Prod. Stewardship
Manager, U.S.
J. P. Mleure

Toxicology
Professional
J. H. Sherman

Prod. Stewardship
Manager, U.S.
A. Sardella

Toxicology
Professional
M. L. Trehy

Prod. Stewardship
Manager, E/A
A. Aarts

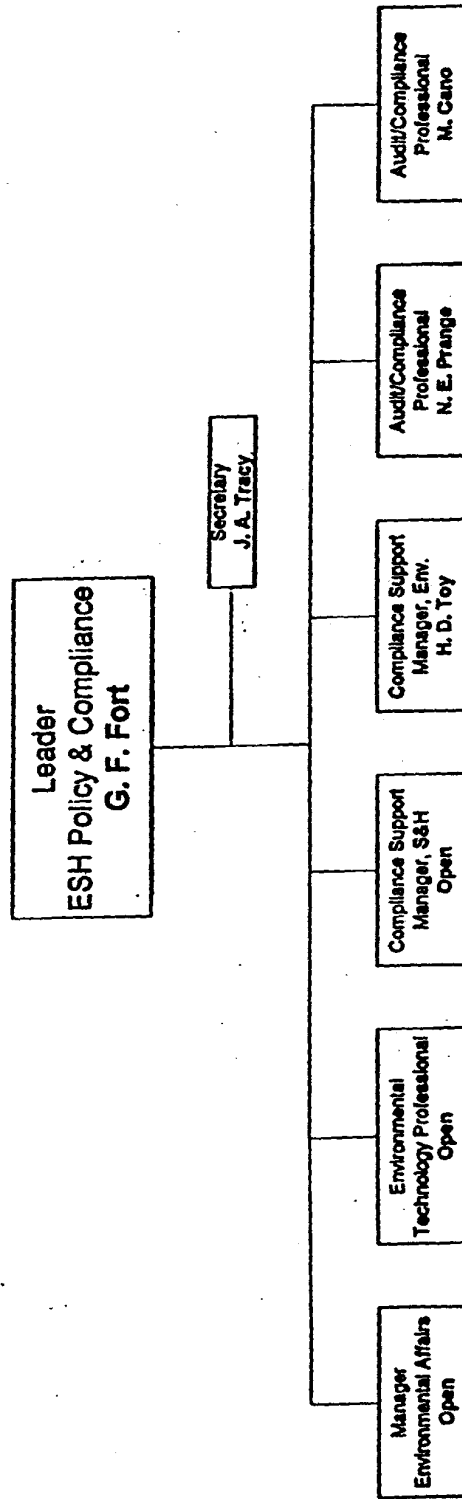
Secretary (E/A)

File/Transport
Professional
G. T. Coyle

Prod. Stewardship
Manager, E/A
D. G. Tucker

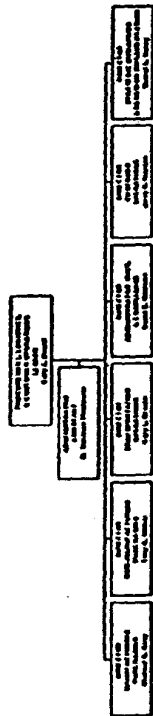
ESH-CHEMICALS Policy & Compliance

February 25, 1997



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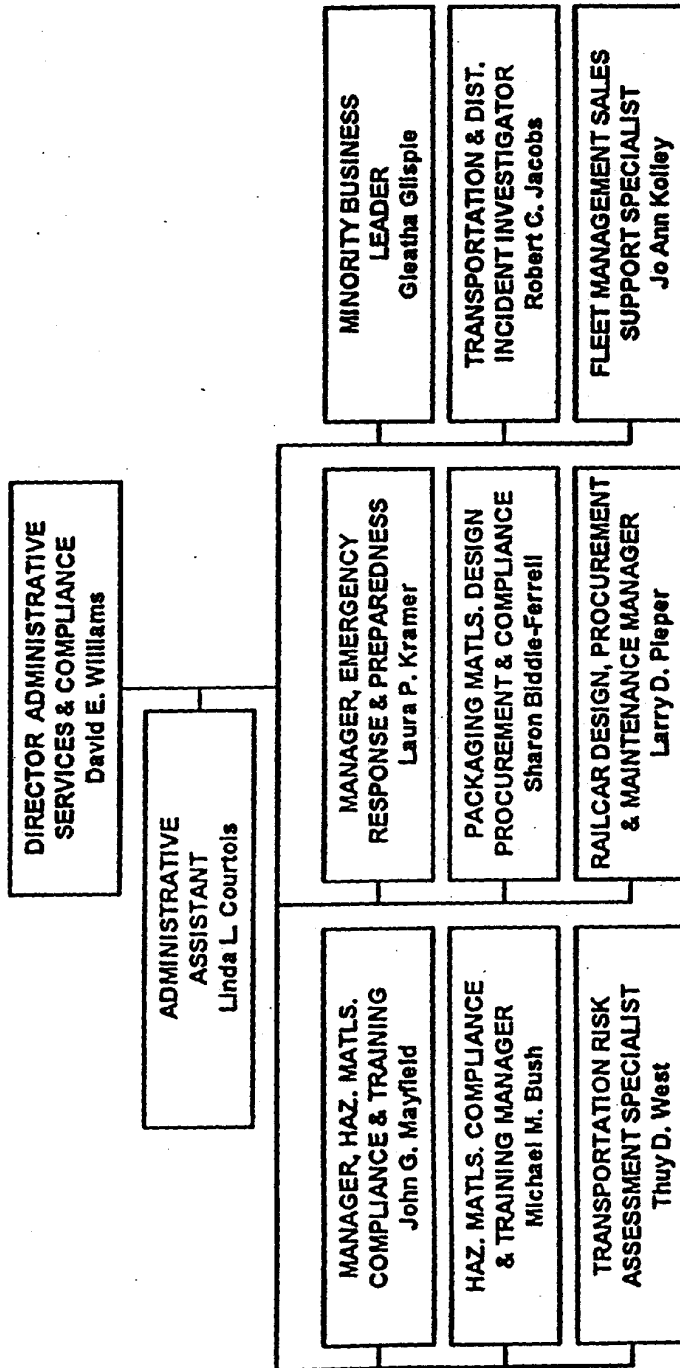
PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS



February 11, 1997

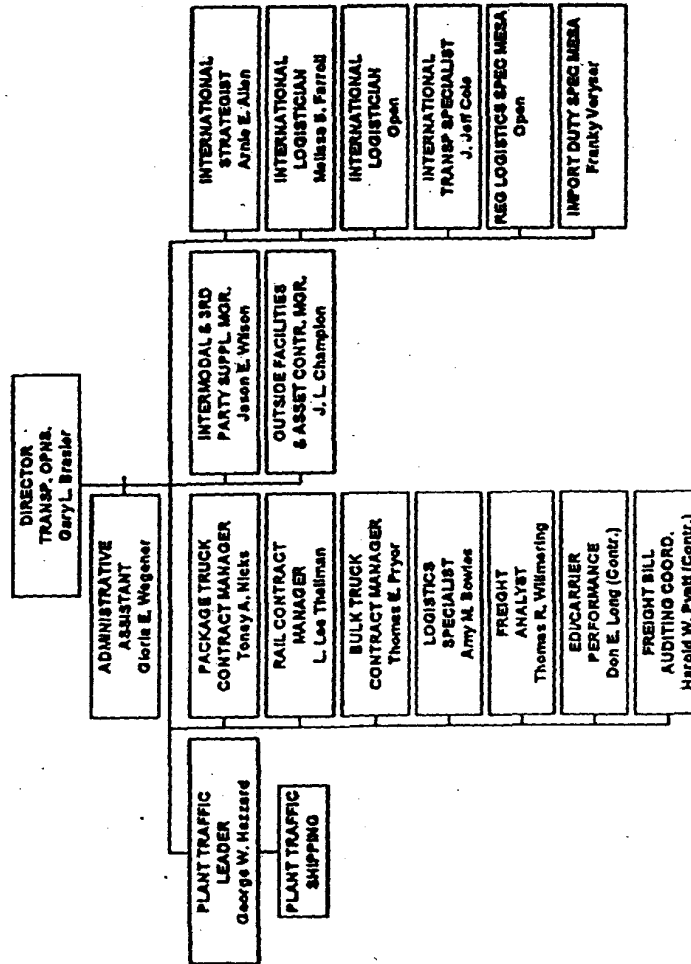
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PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS ADMINISTRATIVE SERVICES & COMPLIANCE



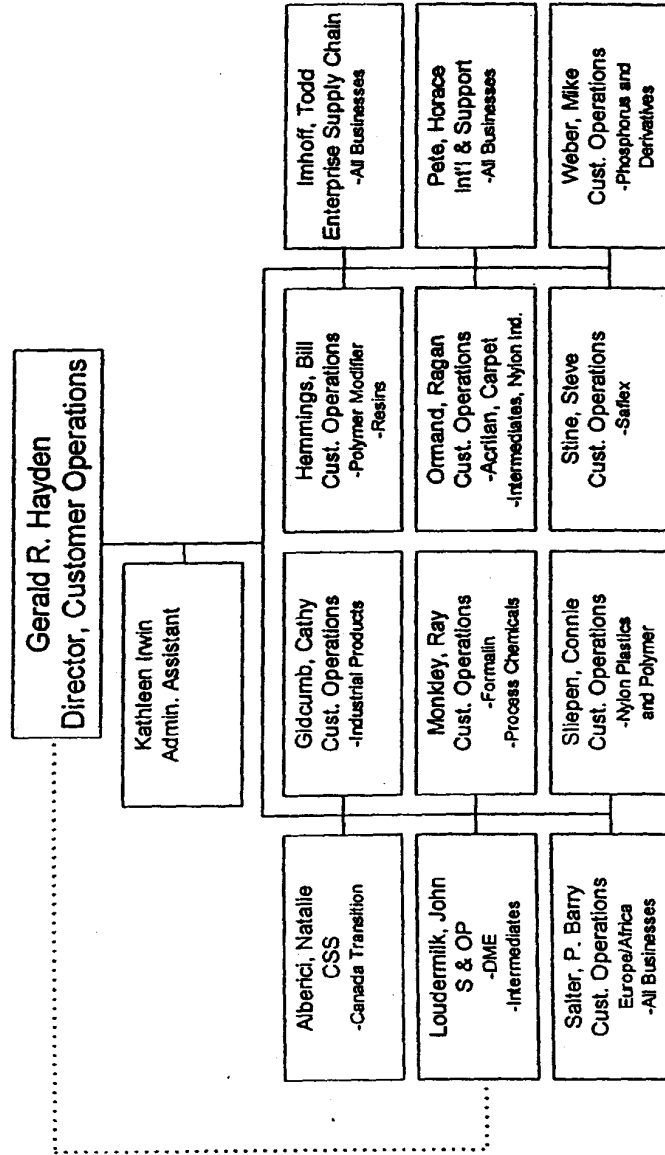
February 11, 1997

PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS TRANSPORTATION OPERATIONS



February 11, 1997

SUPPLY CHAIN CUSTOMER OPERATIONS

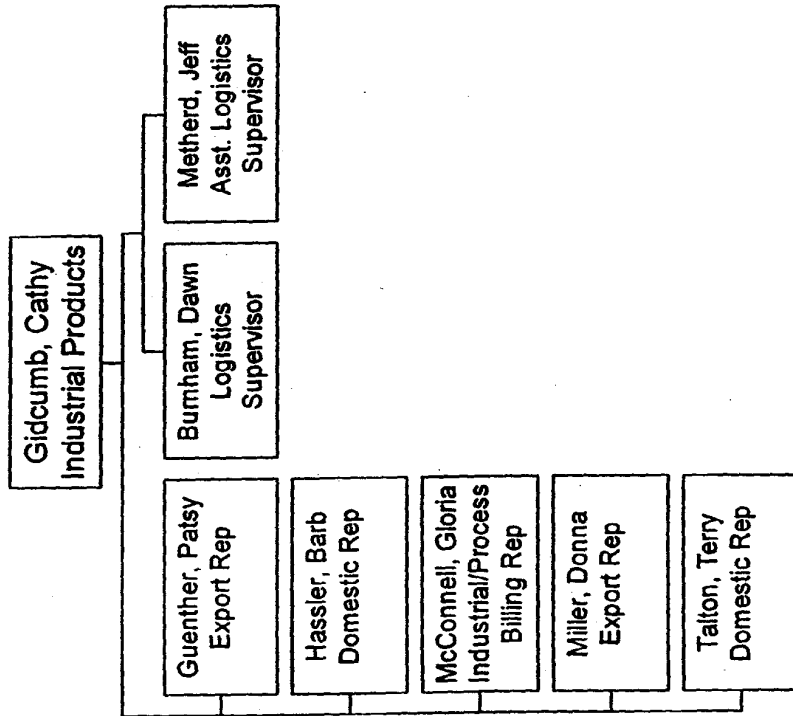


CUSTOMER SALES SERVICES

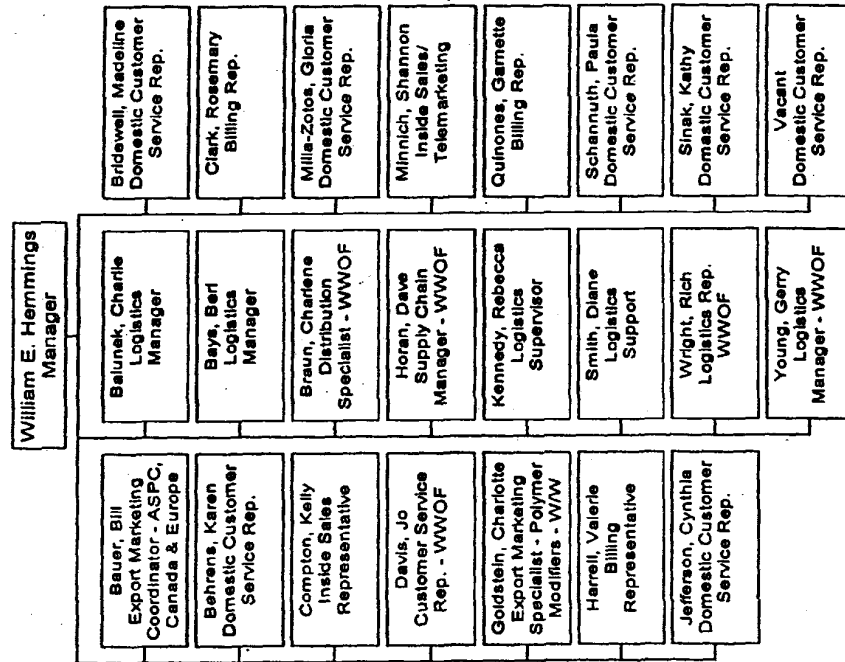
Natalie P. Alberici
Customer Service
Manager

Canada Transition

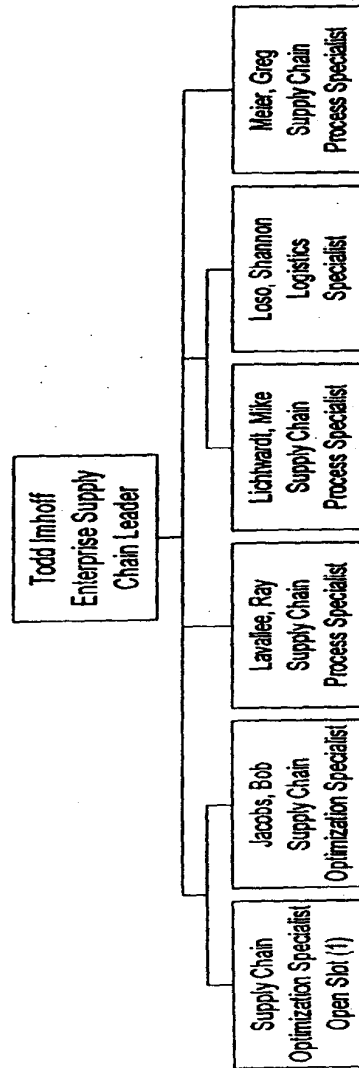
CUSTOMER OPERATIONS



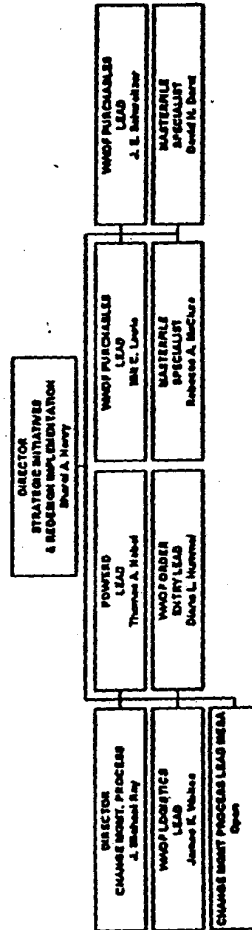
CUSTOMER OPERATIONS



ENTERPRISE SUPPLY CHAIN

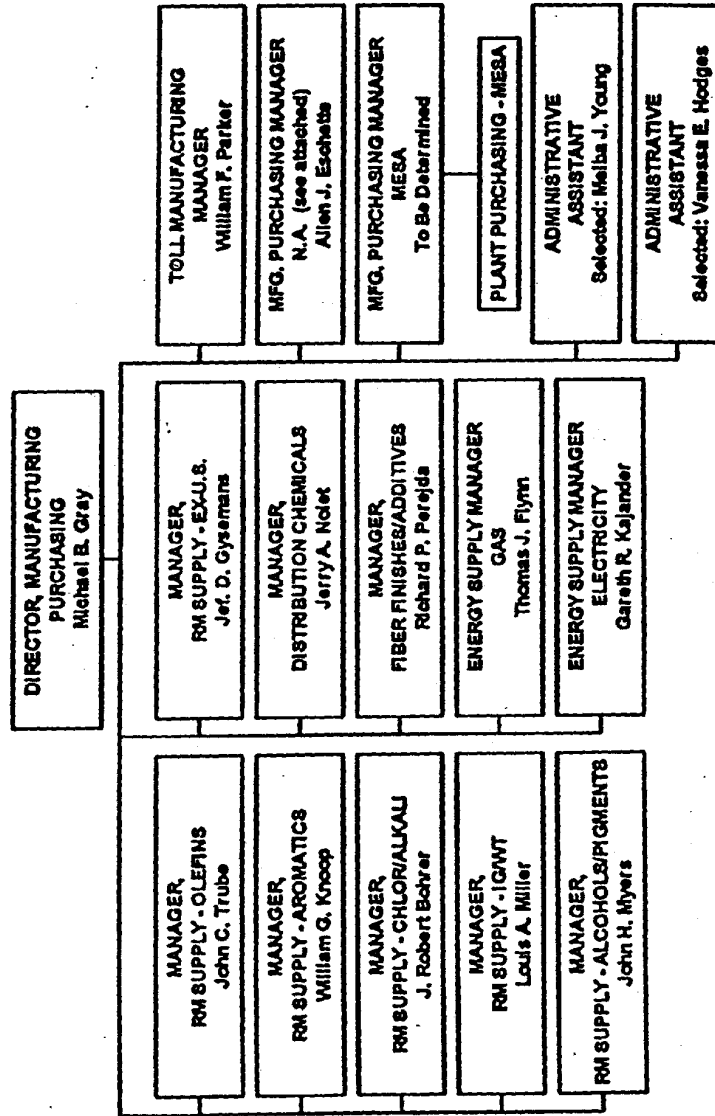


PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS STRATEGIC INITIATIVES & REDESIGN IMPLEMENTATION



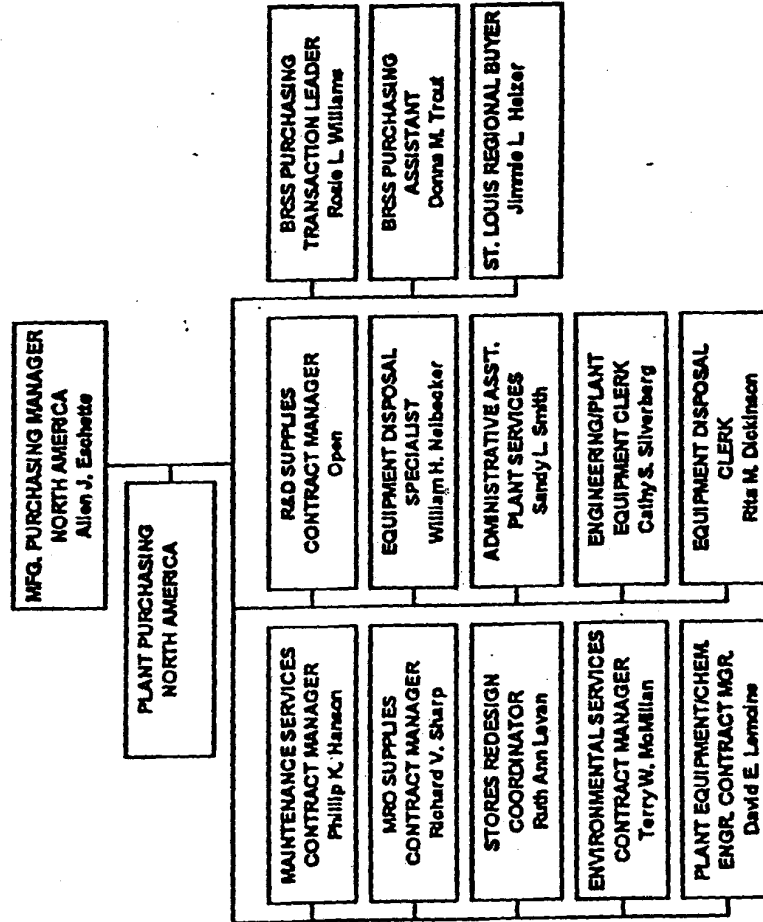
February 11, 1997

PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS MANUFACTURING PURCHASING



February 11, 1997

MANUFACTURING PURCHASING NORTH AMERICA

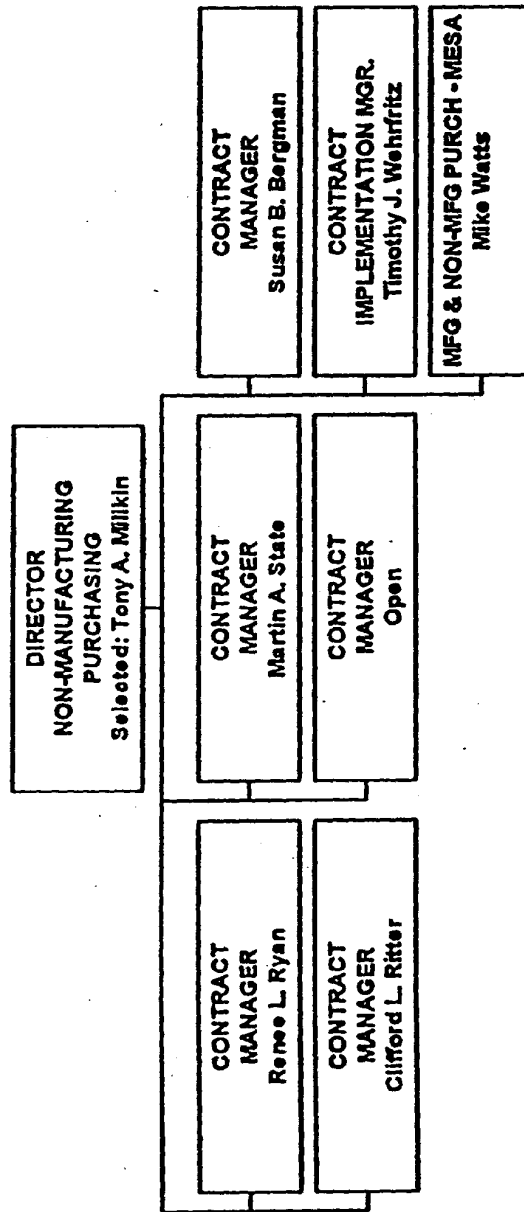


February 11, 1997

4

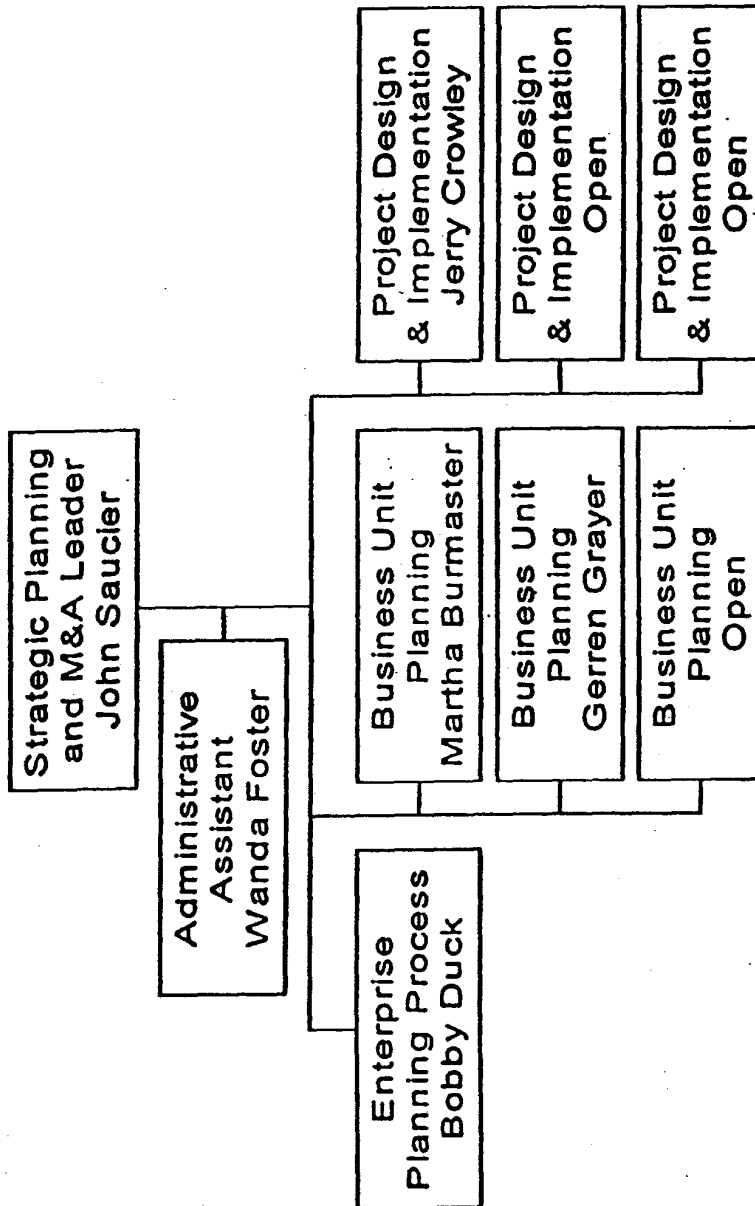
PROCUREMENT, LOGISTICS, & CUSTOMER OPERATIONS

NON-MANUFACTURING PURCHASING



February 11, 1997

Strategic Planning and Mergers & Acquisitions



Business Unit Planning:

<u>Bobby</u>	<u>Martha</u>	<u>Gerren</u>	<u>Open</u>
Vydyne	Fluids	Intermediates	Acrilan
	P4&D	Polymer Modifiers	Nylon Industrial
	Saflex	Specialty Resins	Vydyne & Polymer

SOLUTIA LEADERSHIP TEAM LIST (5/27/98) - Revisions to Carman Diebold - 4-2502 - G4NJ

NAME and TITLE	PHONE	MAIL	ADMIN ASS:		
Barnickol, Karl R. Sr VP, General Counsel and Secretary	4-3586	G4NB	H. Joanne B.		
Beckmann, Christy B. VP, Public Affairs	4-3804	G3NO	Val Shelton		
Belle, Russ J. VP & GM, Intermediates	4-6084	G5WA	Joanne Ivers		
Bhombal, A. Hameed VP & GM, Industrial Nylon	8-622-1609	1070	Sandra Beas		1635
Bishop, Rod (R.L.) VP, Treasury	4-8250	G4NH	Janice Winte		
Cavner, Dennis L. VP, Operations Excellence	4-5006	F4EA	Nancy Muskopf	4-4522	4-6957
Clausen, Bob (R.A.) Sr VP, CFO	4-4532	G4NJ	Susan Doerge	4-4520	4-2655
Curby, Norma J. VP & GM, Phosphorus & Derivatives	4-3636	G5NV	Mary Ann Griffin	4-3433	4-4072
Dewel, Gary E. VP, Supply Chain	4-5090	F2WA	Suzanne Thompson	4-5099	4-4387
Feldman, Sheila B. VP, Human Resources	4-4372	G4NK	Mary Ann Bartels	4-2722	4-2721
Ferguson, John J. Sr. VP, Shared Services and Supply Chain	4-3500	G4NA	Vicki Staples	4-5491	4-5464
Foster, Johnnie M. VP, CIO	4-5067	G5WA	Sandy Mountain	4-2943	4-8686
Greer, G. Bruce Jr. VP, Commercial Development	4-3644	G5NR	Barb Gibson	4-3608	4-6331
Hill, Brad W. VP & GM, Acrilan	8-622-1582	1070	Gerry Winslette	8-622-1507	8-622-1503
Hoard, Roger S. VP, Controllership	4-3375	G4NR	Sue Wallace	4-3817	4-6210
Holt, Vicki M. VP & GM, Saflex	4-5173	G3ND	Suzanne Zepf	4-3502	4-7021
Hunter, John C. President and COO	4-2210	G4NH	Barb Schnelle	4-8604	4-8425
McCorvey, Ann P. VP & GM, Nylon Plastics & Polymers	4-4297	G5EA	Robyn Haskell	4-3568	4-5084
Miller, Mike E. Vice Chairman	4-5206	G4NJ	Carman Diebold	4-2502	4-2655
Mullis, O. Jerry VP, Technology	4-8607	G5NR	Barb Gibson	4-3608	4-6331
Pierle, Michael A. VP, Environment, Safety & Health	4-8882	F2EE	Susan Wendler	4-8874	4-8957
Potter, Bob (R.G.) Chairman and CEO	4-8208	G4NH	Barb Schnelle	4-8604	4-8425
Ruskin, Glenn S. VP, Government Affairs	(202) 822-1690	2150	Allison Jennings	(202) 822-1690	(202) 822-1693
Saucier, John F. VP, Strategic Ping & Mergers & Acquisitions	4-3471	G5NA	Wanda Foster	4-7182	4-4148
Toth, Bob (R.B.) VP & GM, Resins and Polymer Modifiers	4-6224	G4NA	Vicki Staples	4-5491	4-5464
Wehs, Gary L. VP & GM, Industrial Products	4-3629	G5NG	Val Urcluoli	4-6356	693-3629
Wolff, Jeff C. VP & GM, Carpet	8-622-1617	1070	Doris E. Miller	8-622-1690	8-622-1679

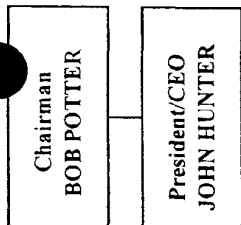
*In all cases, please phone before sending confidential faxes.

Fernandez Jeannie marketing

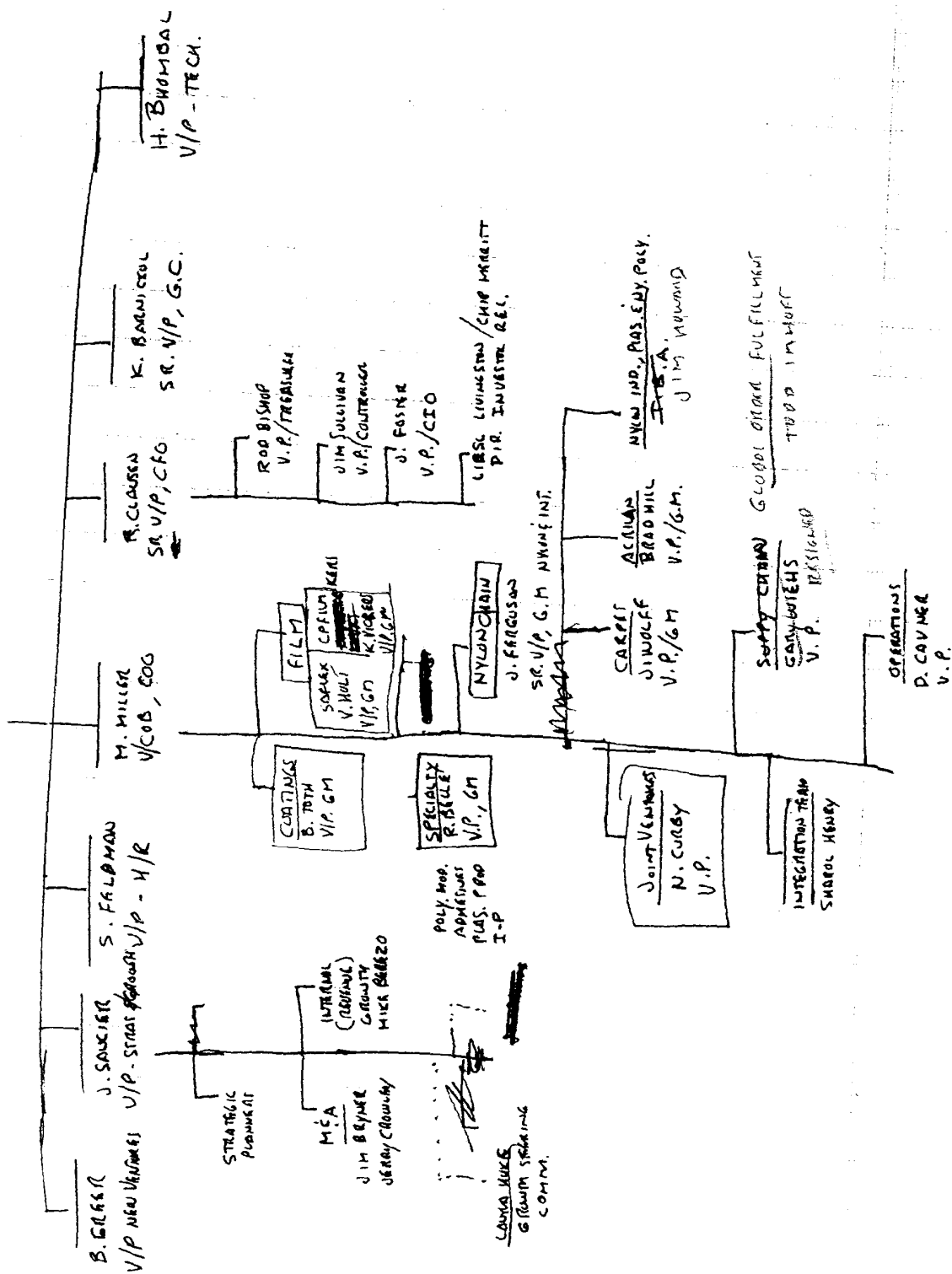
Karen

Janet Jacoby 43676

Nancy Henke 42722



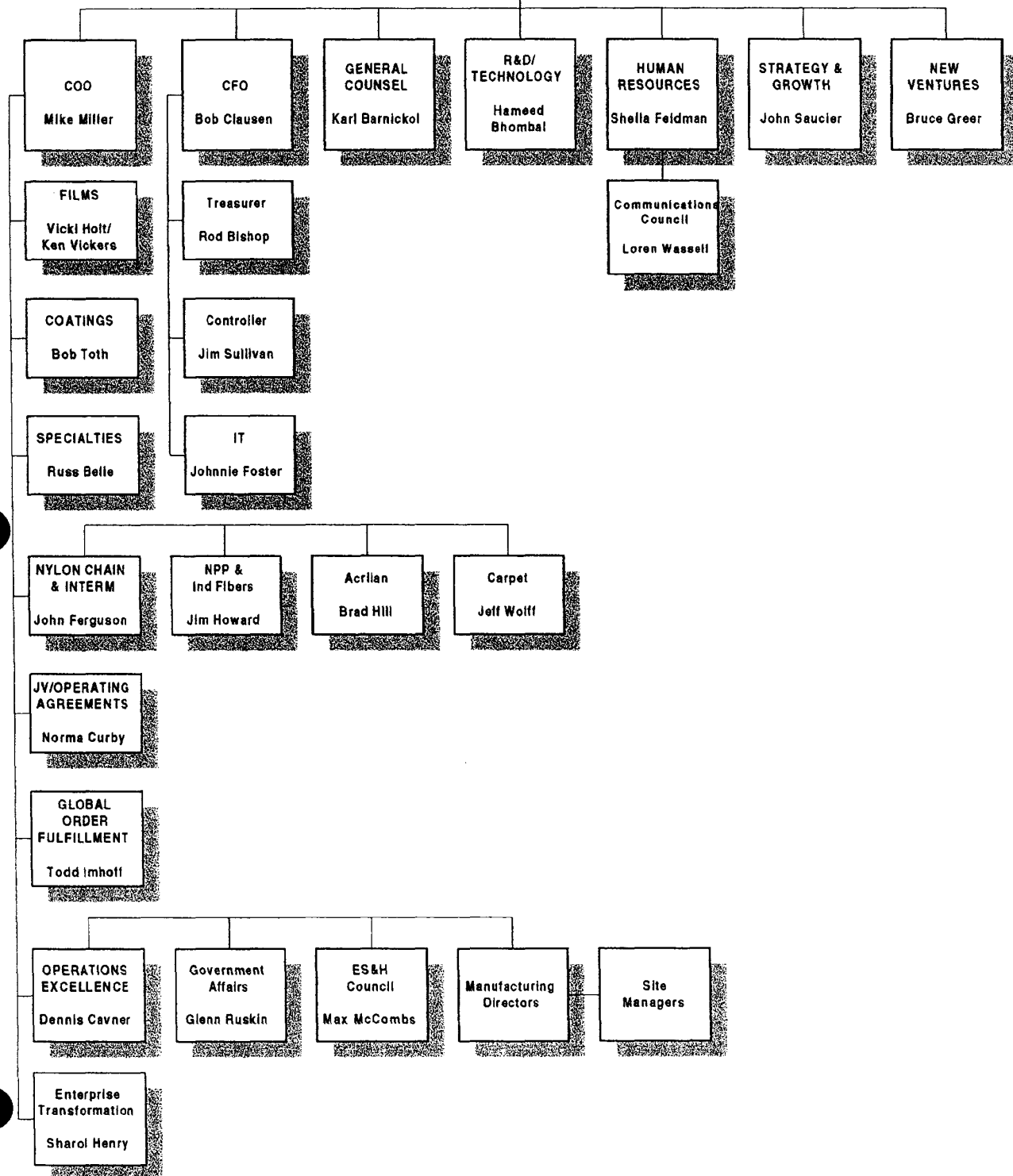
J Hunter
COB
CEO



**Chairman, President
& CEO**

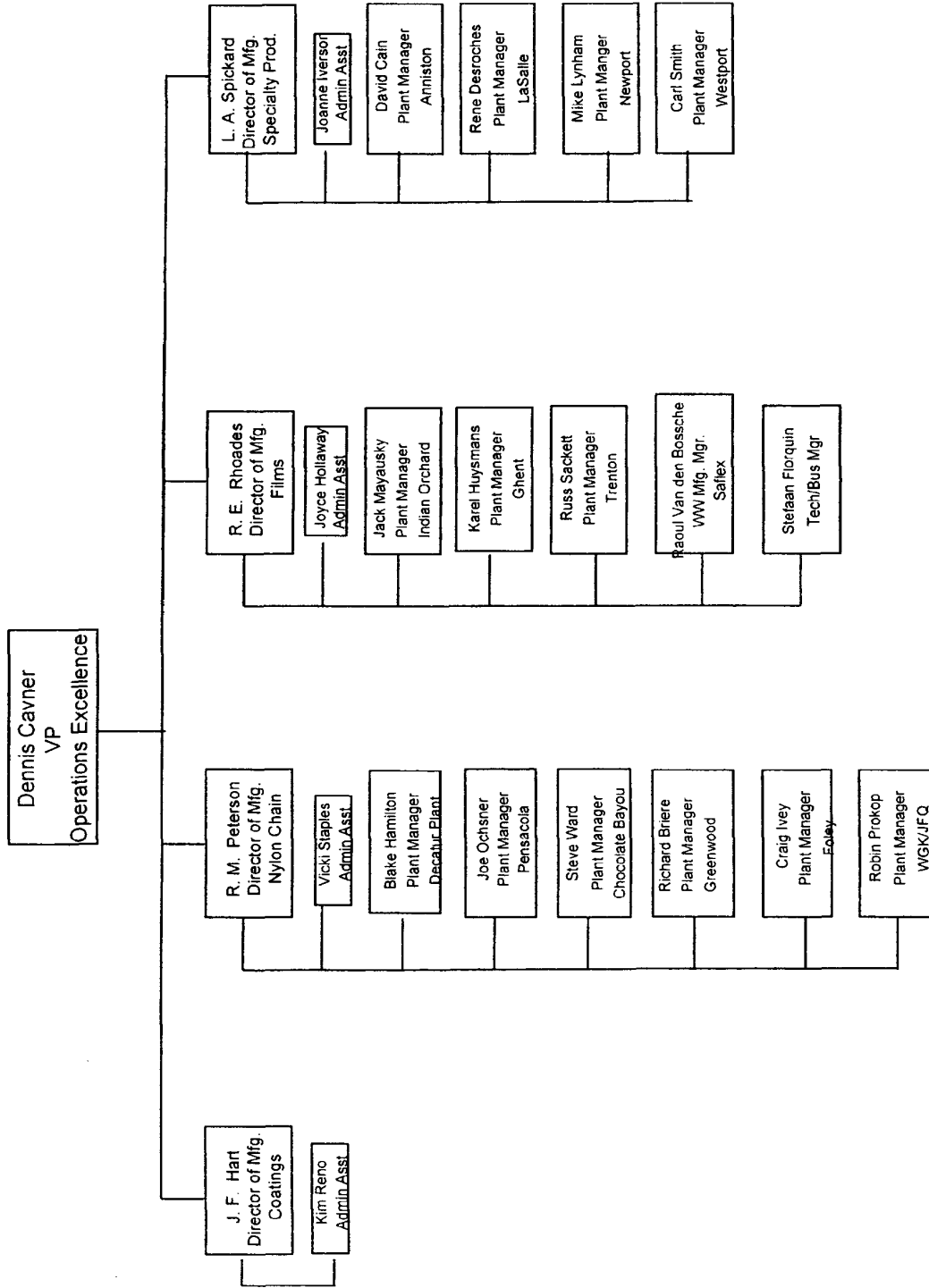
John Hunter

Effective 1/4/00

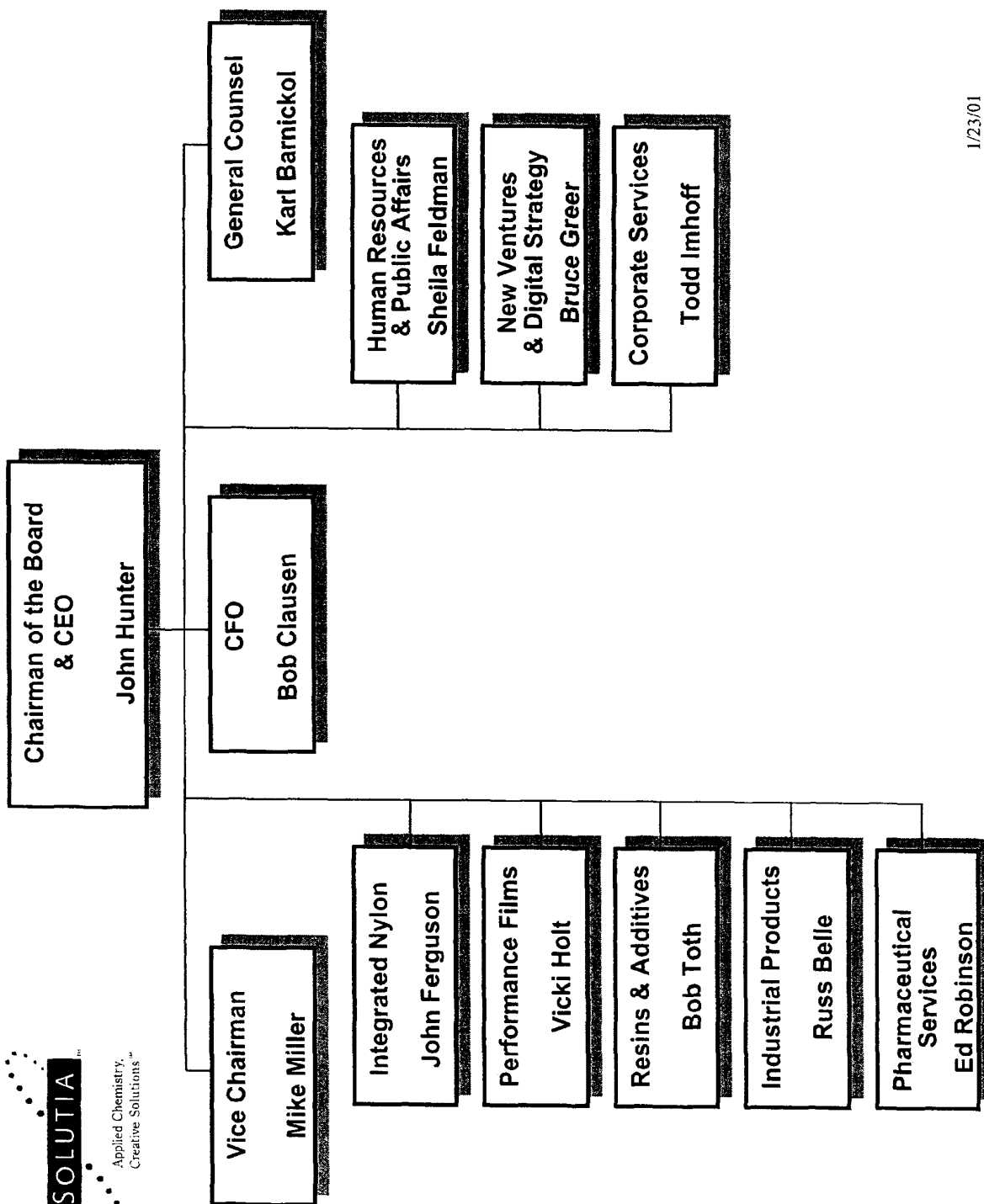
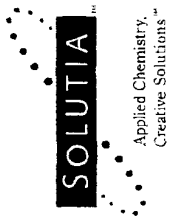


Operations Excellence Organization

Directors of Manufacturing



October, 2000



1/23/01

INDUSTRIAL PRODUCTS

Plant Sites

WGK/JFQ

Anniston

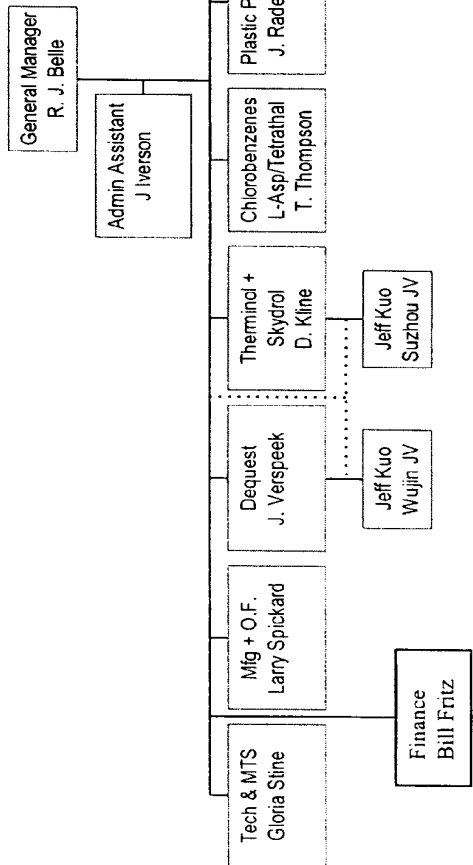
Newport

Guest @:

LaSalle

Delaware River

Choc. Bayou



IT
ES&H
Law
Credit
Corp Finance
PR
M&A
Op Agrmnts
Patent
Purchasing

Human Resources
J. O. Malley

1/25/01

INDUSTRIAL PRODUCTS

Plant Sites
 WGK/JFQ
 Anniston
 Newport
 Guest @:
 LaSalle
 Delaware River
 Choc. Bayou

General Manager
 R. J. Belle

Admin Assistant
 J Iverson

Tech & MTS
 Gloria Stine

Mfg + O.F.
 Larry Spickard

Dequest
 J. Verspeek

Therminol +
 Skydrol
 D. Kline

Chlorobenzenes
 L-Asp/Tetrathal
 T. Thompson

Americas Sales
 H. B. Irvine

Europe Sales
 J. Stoels

Asia Sales
 P. Liu

Support
 Services

Finance
 Bill Fritz

Jeff Kuo
 Wujin JV

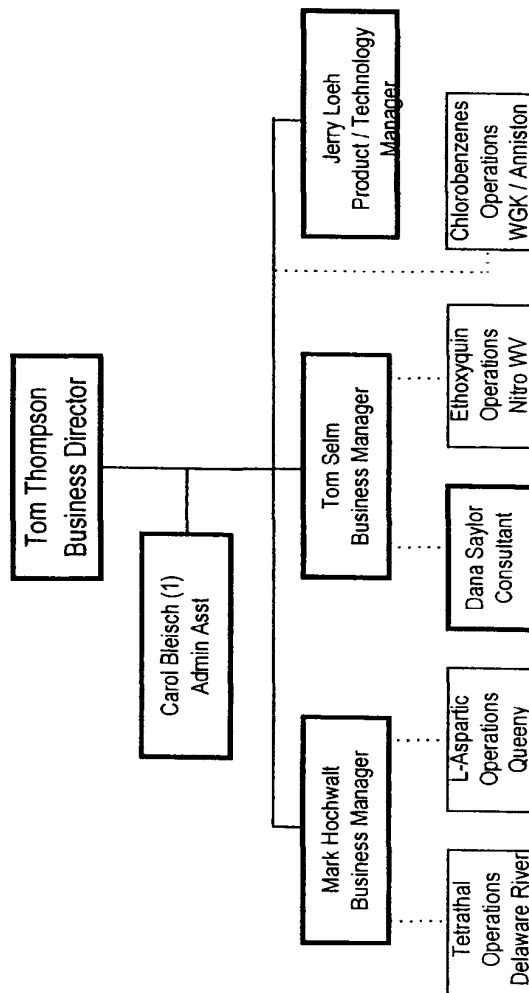
Jeff Kuo
 Suzhou JV

Human
 Resources
 J.O'Malley

IT
 ES&H
 Law
 Credit
 Corp Finance
 PR
 M&A
 Op Agrmnts
 Patent
 Purchasing

1/15/01

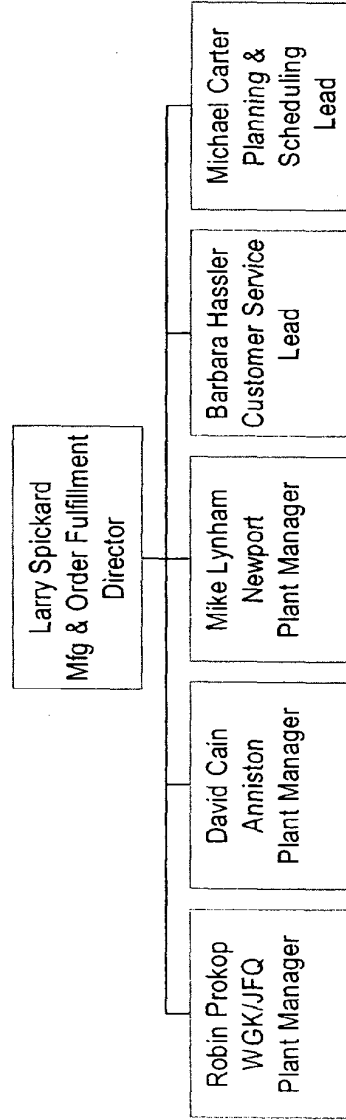
CB / FI / TETRATHAL / L-ASPARTIC



(1) Shared with WGK/JFQ Site Manager

1/15/01

INDUSTRIAL PRODUCTS MANUFACTURING AND ORDER FULFILLMENT



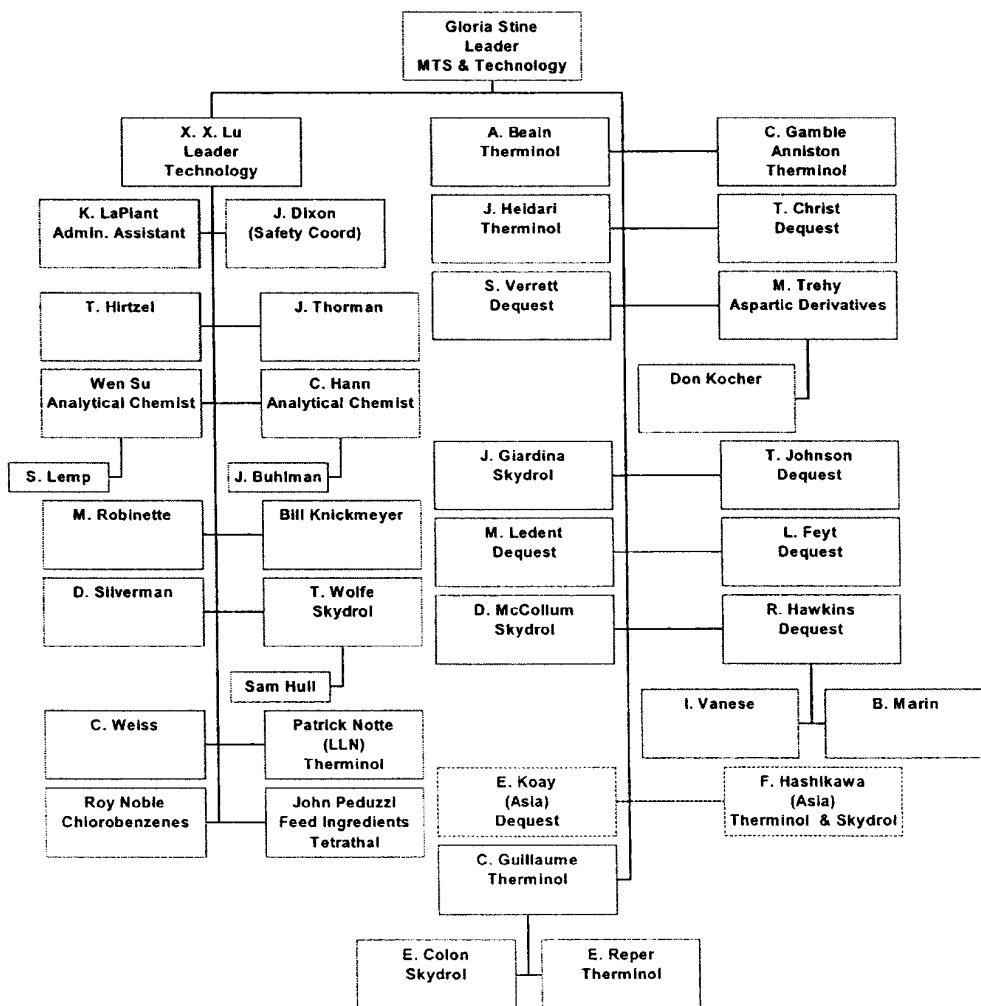
Guest Operations:

DPO Chocolate Bayou, TX
Tetrathal, Delaware River, NJ

1/15/01

Industrial Products

MTS and Technology

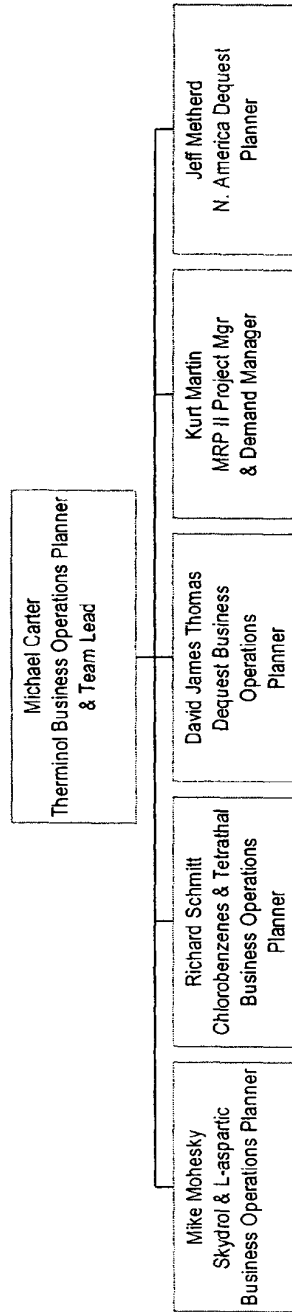


1/15/01

TOWOLDMON0009851

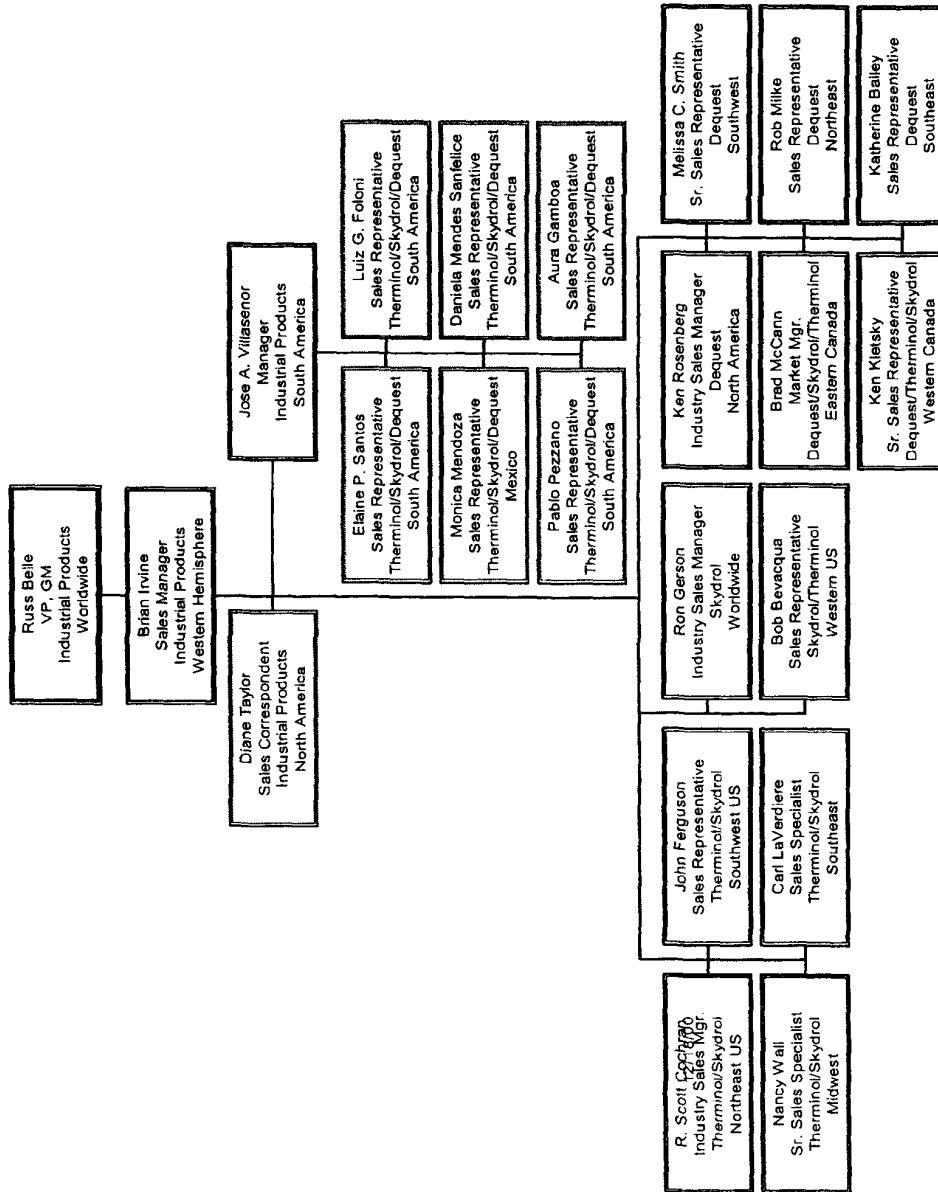
INDUSTRIAL PRODUCTS

Planning and Scheduling Organization



1/15/01

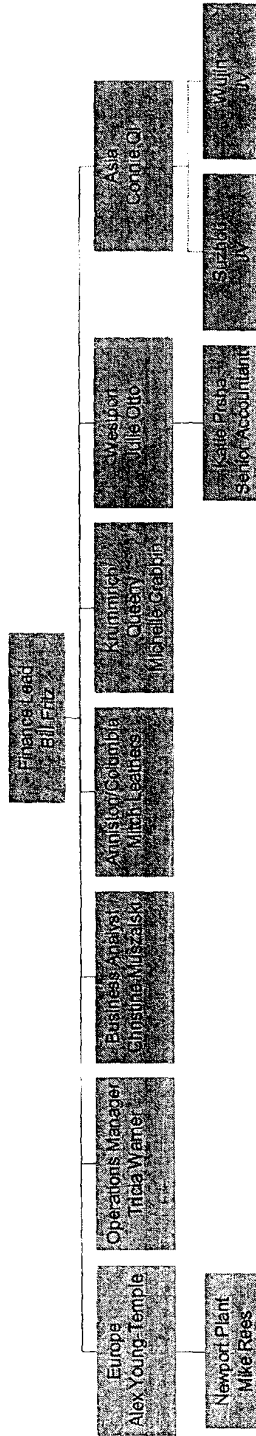
Industrial Products' Sales Organization



1/15/01

INDUSTRIAL PRODUCTS

FINANCE



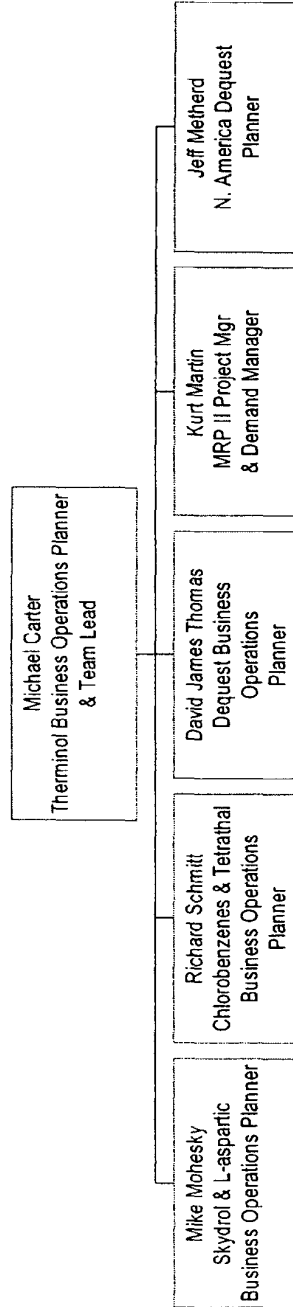
Plant Sites:

WGL JIQ
 Anniston
 Columbia
 Newport
 Westport
 Guest at:
 Nitro
 Delaware River
 Choc Bayou
 Joint Ventures
 Suzhou
 Wujin

1-15-01

INDUSTRIAL PRODUCTS

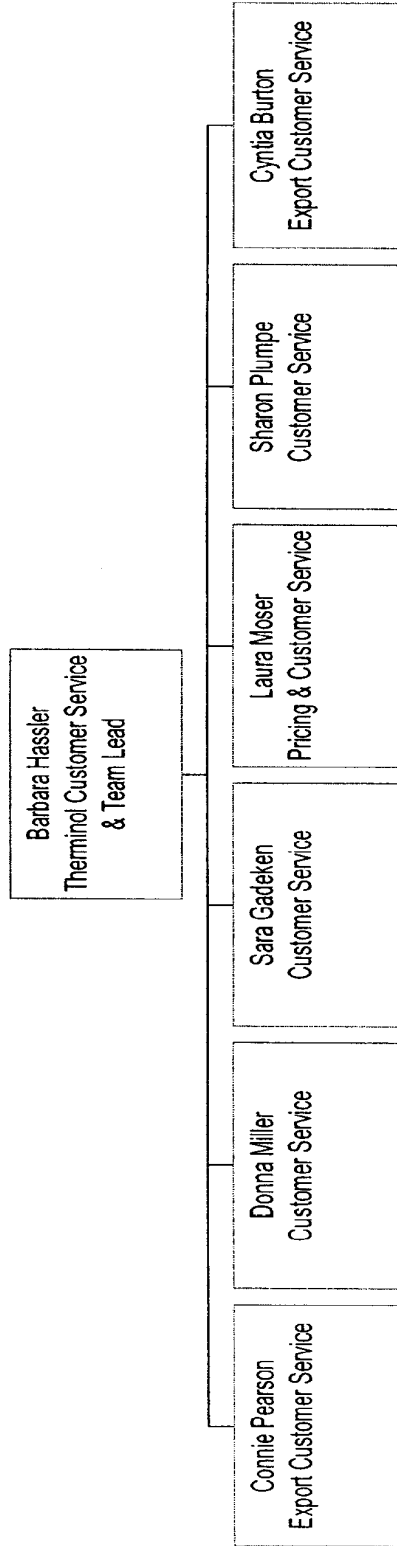
Planning and Scheduling Organization



1/15/01

INDUSTRIAL PRODUCTS

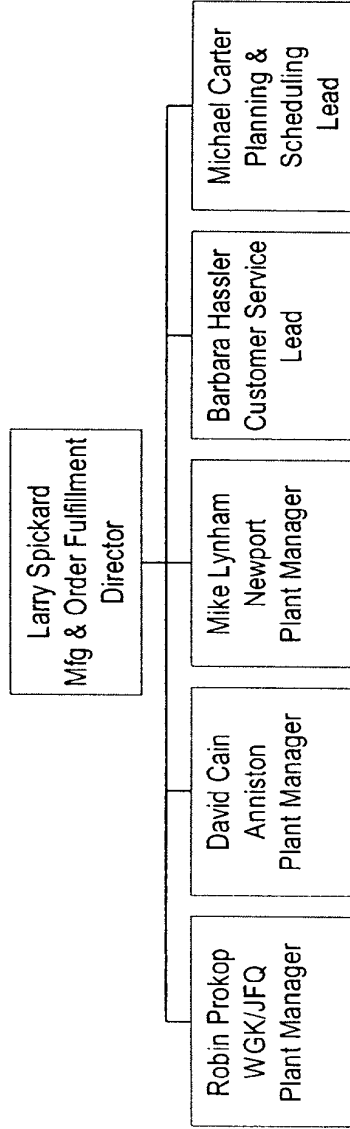
North America Customer Service Organization



1/15/01

INDUSTRIAL PRODUCTS

MANUFACTURING AND ORDER FULFILLMENT



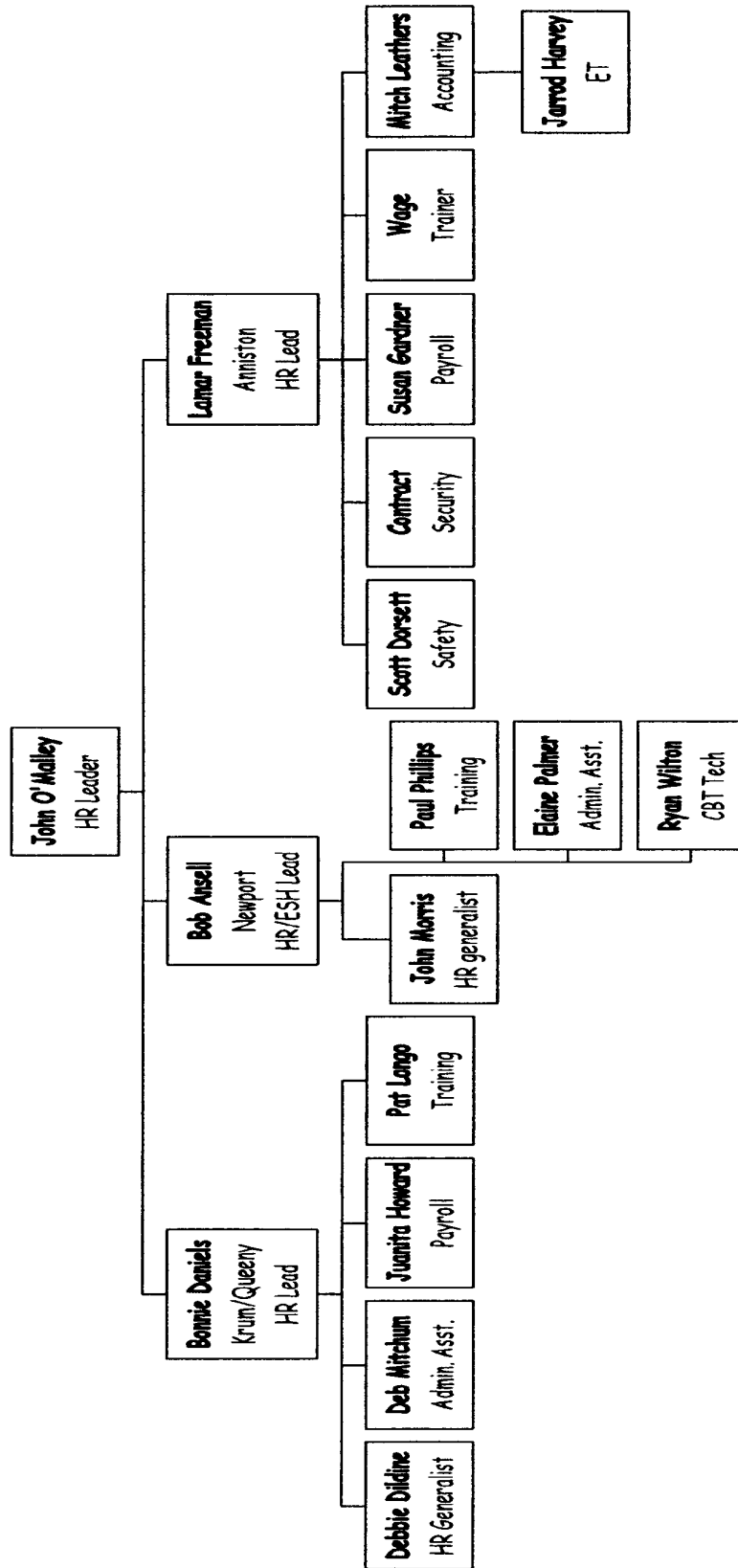
Guest Operations:

DPO Chocolate Bayou, TX
Tetrathal, Delaware River, NJ

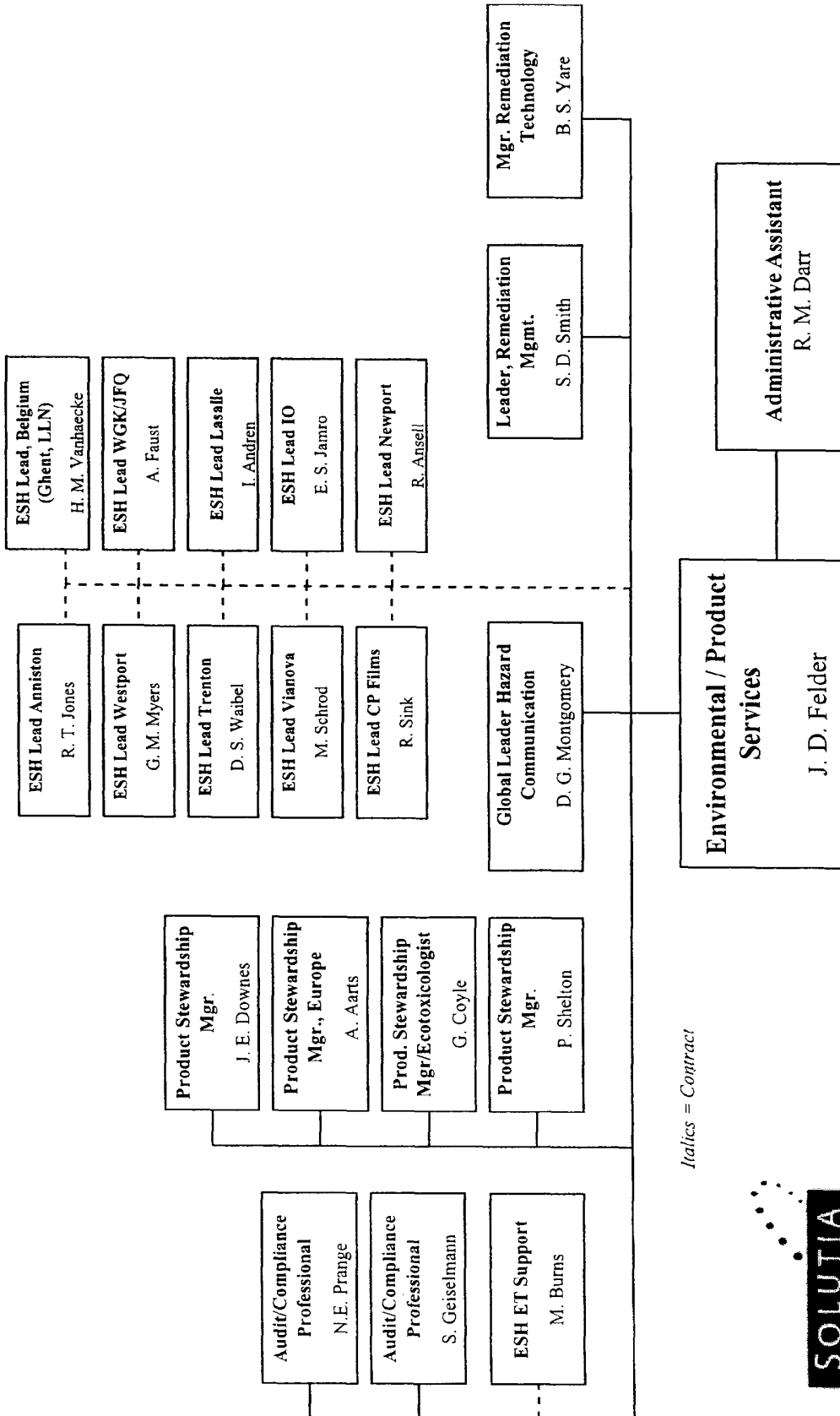
1/15/01

02/15/01

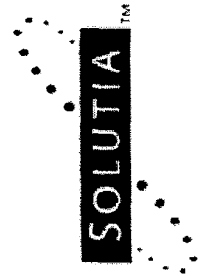
INDUSTRIAL PRODUCTS



ESH Environmental/Product Services

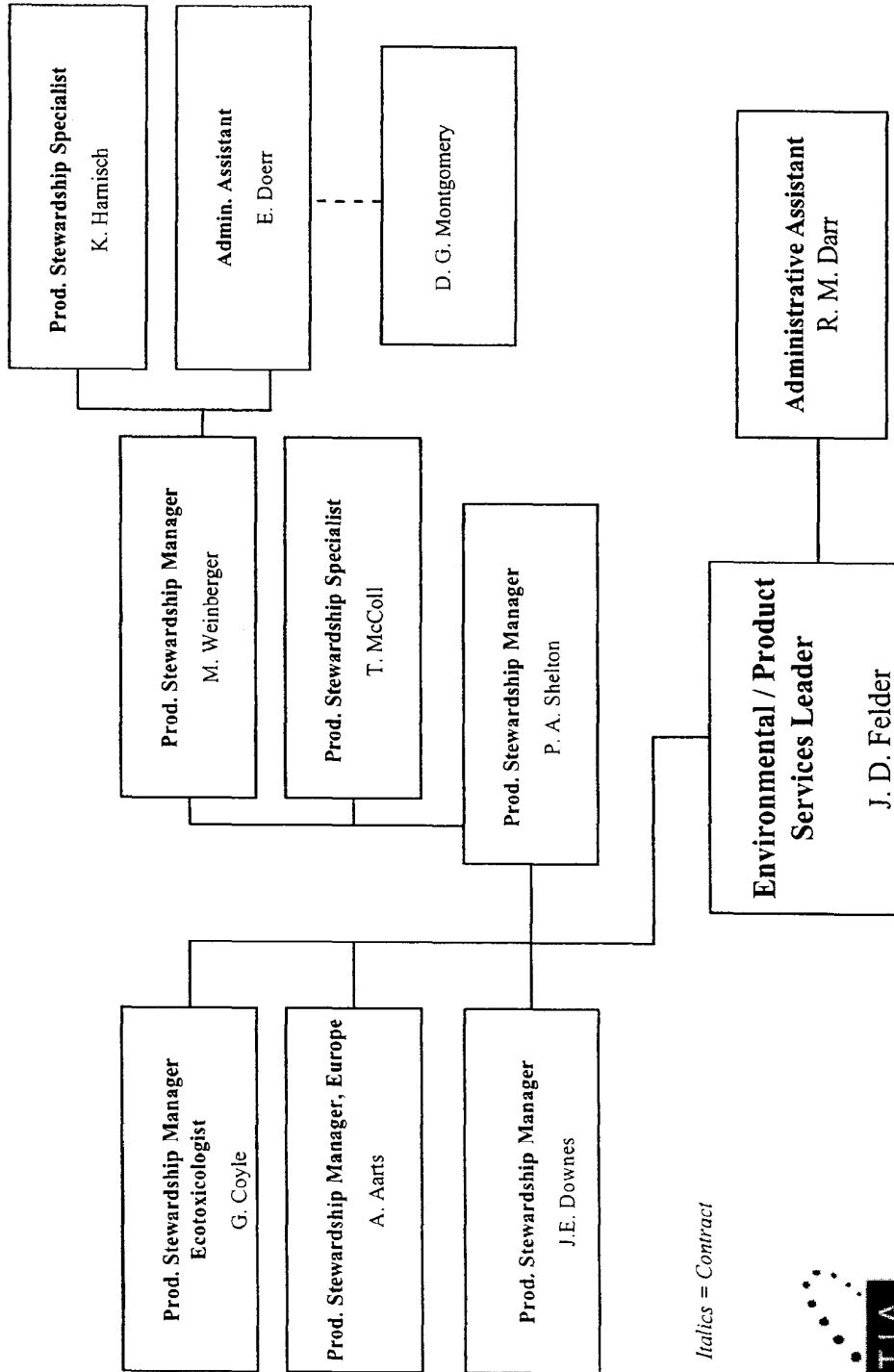


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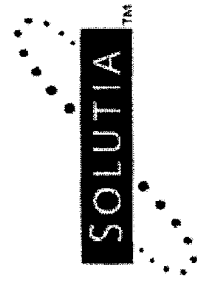


January 10, 2001

ESH Environmental/Product Services - Product Stewardship

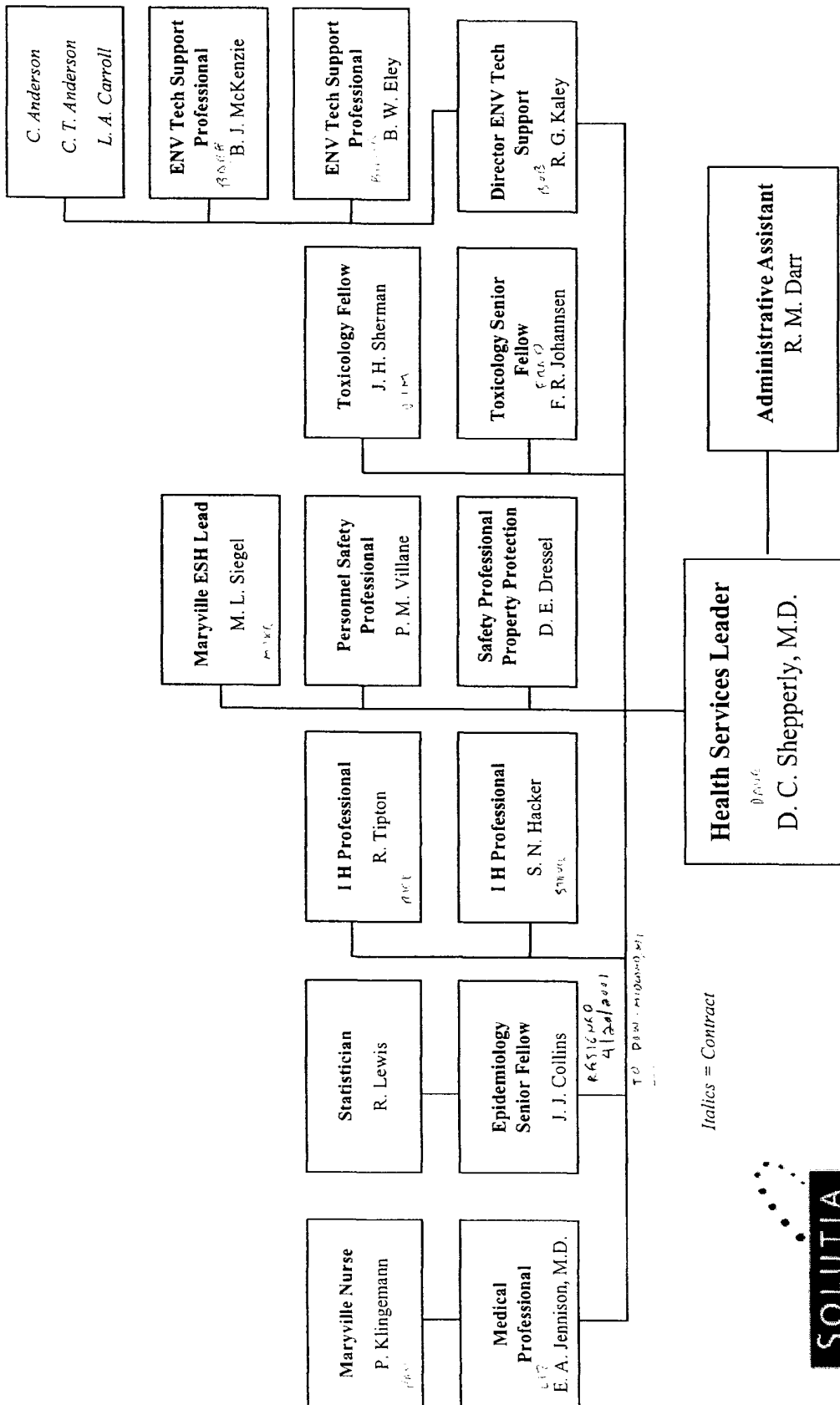


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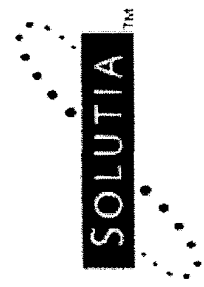


January 10, 2001

ESH Health Services

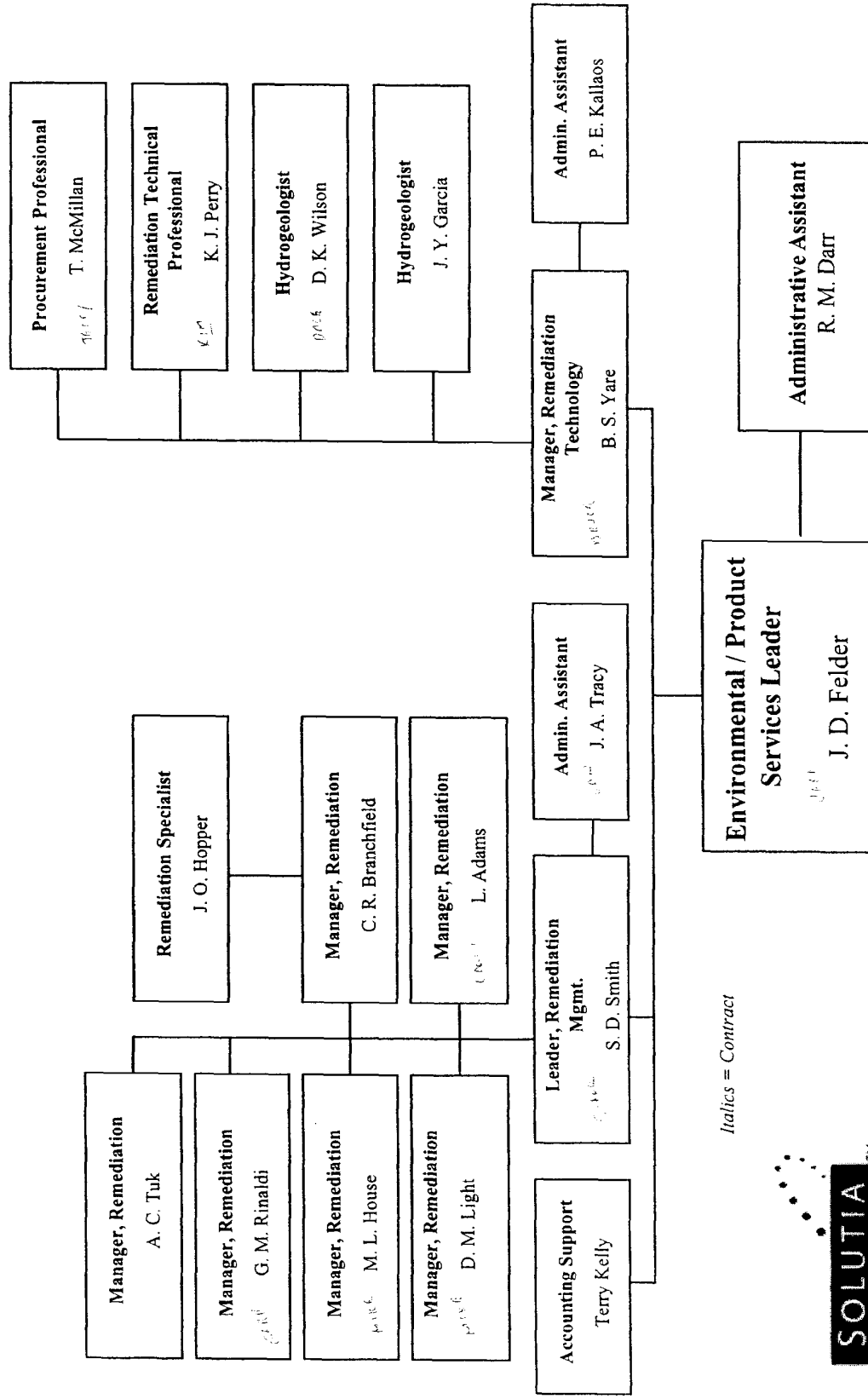


Italics = Contract

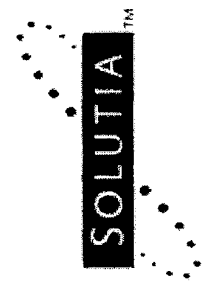


January 10, 2001

ESH Environmental/Product Services - Remediation

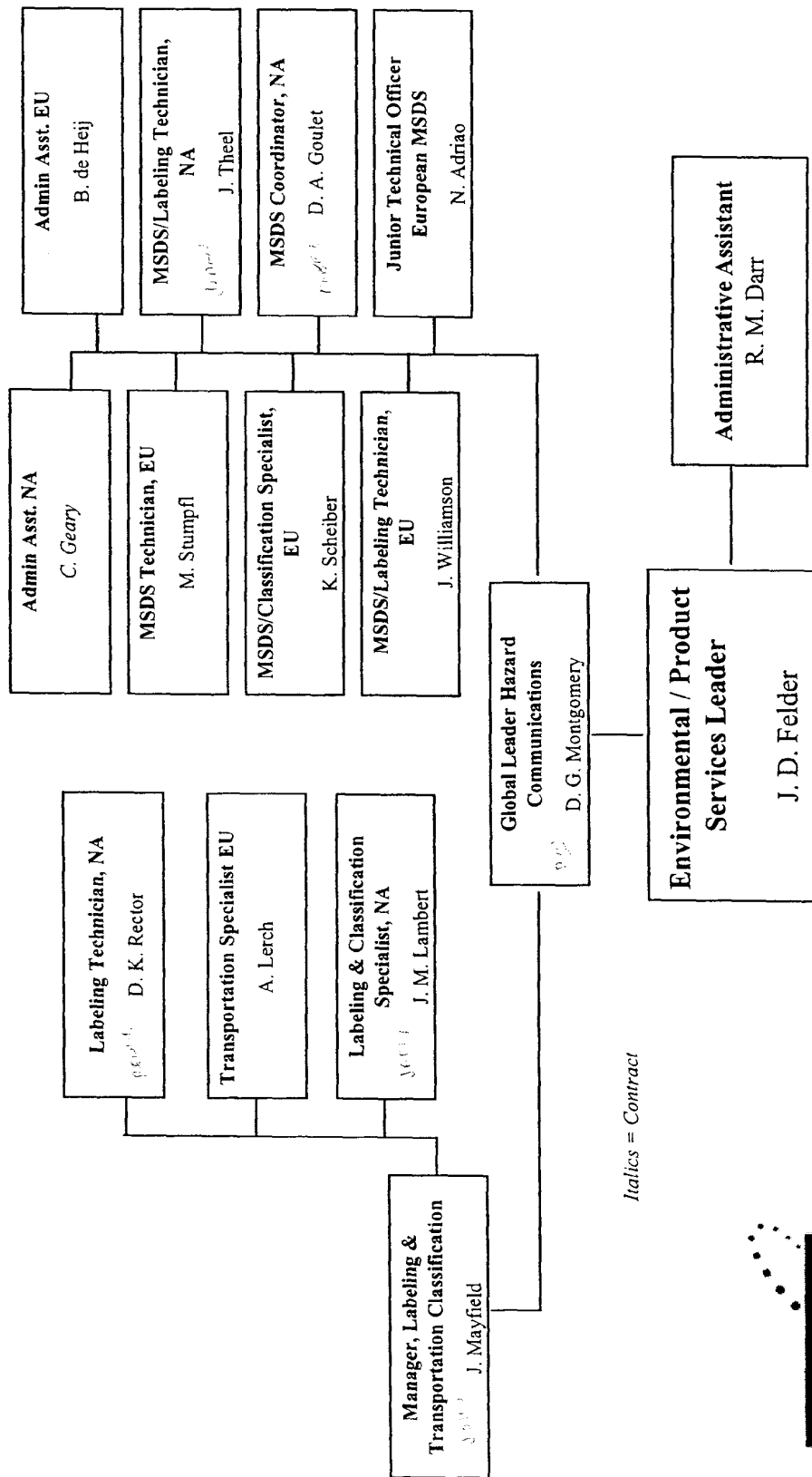


Italics = Contract



January 10, 2001

ESH Environmental/Product Services - Hazard Communications

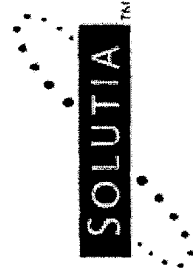
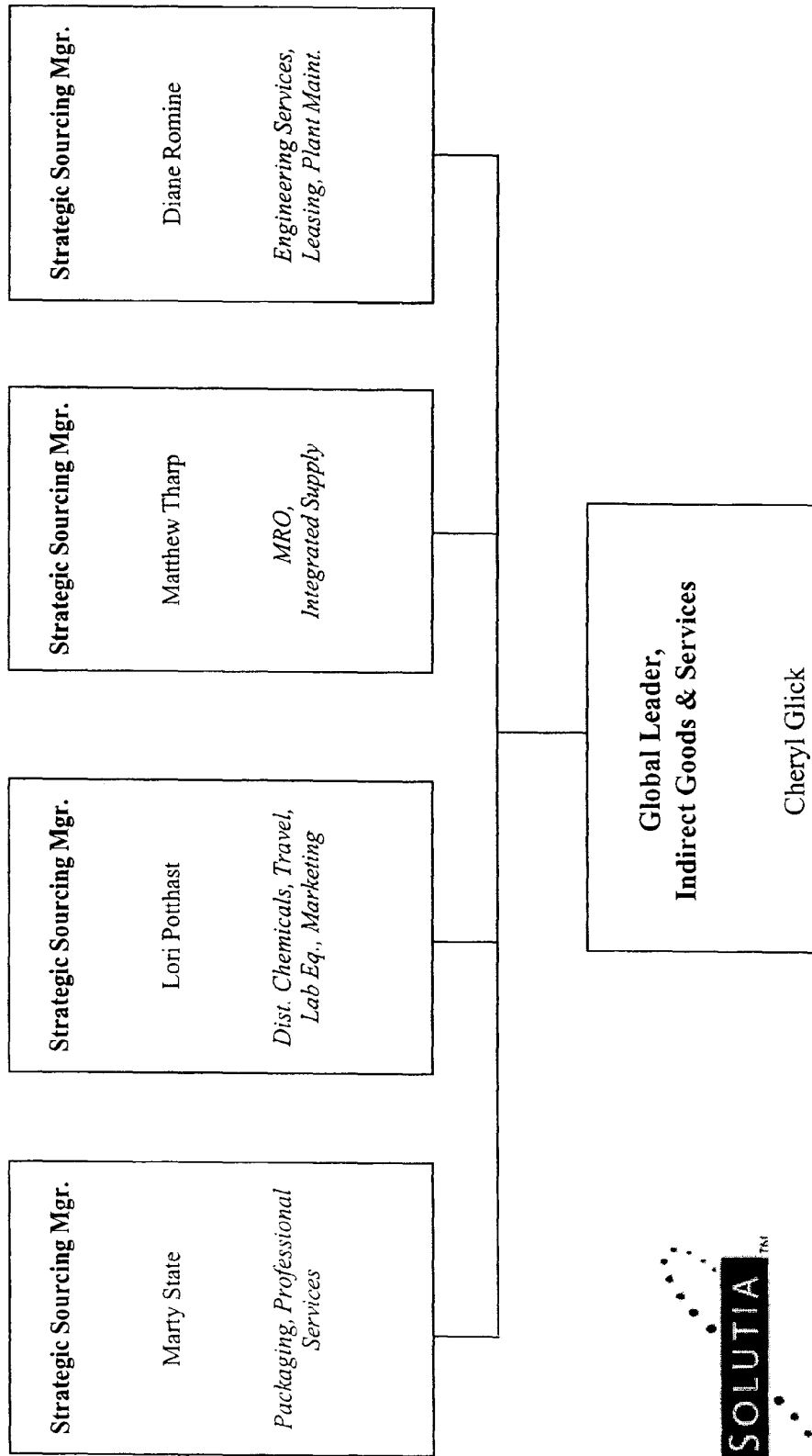


Italics = Contract



January 10, 2001

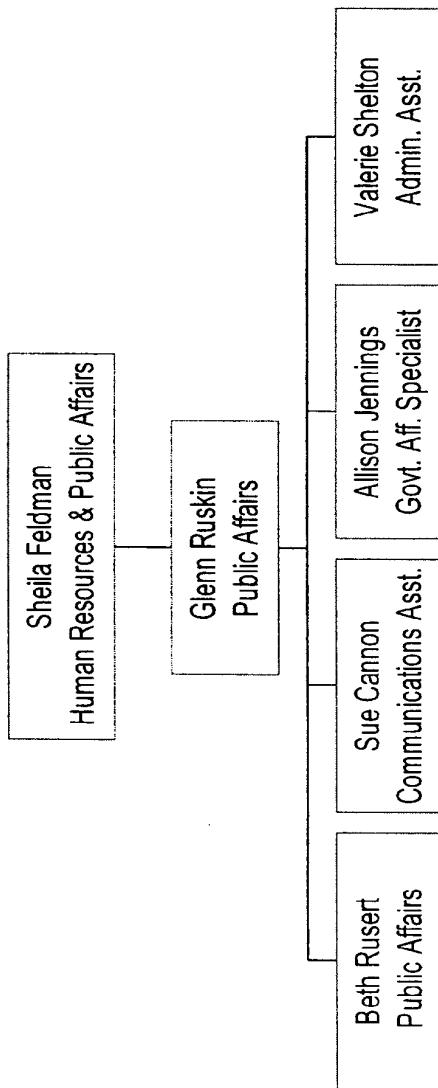
STRATEGIC SOURCING INDIRECT GOODS AND SERVICES



January 22, 2001

Solutia Public Affairs

(January 2001)



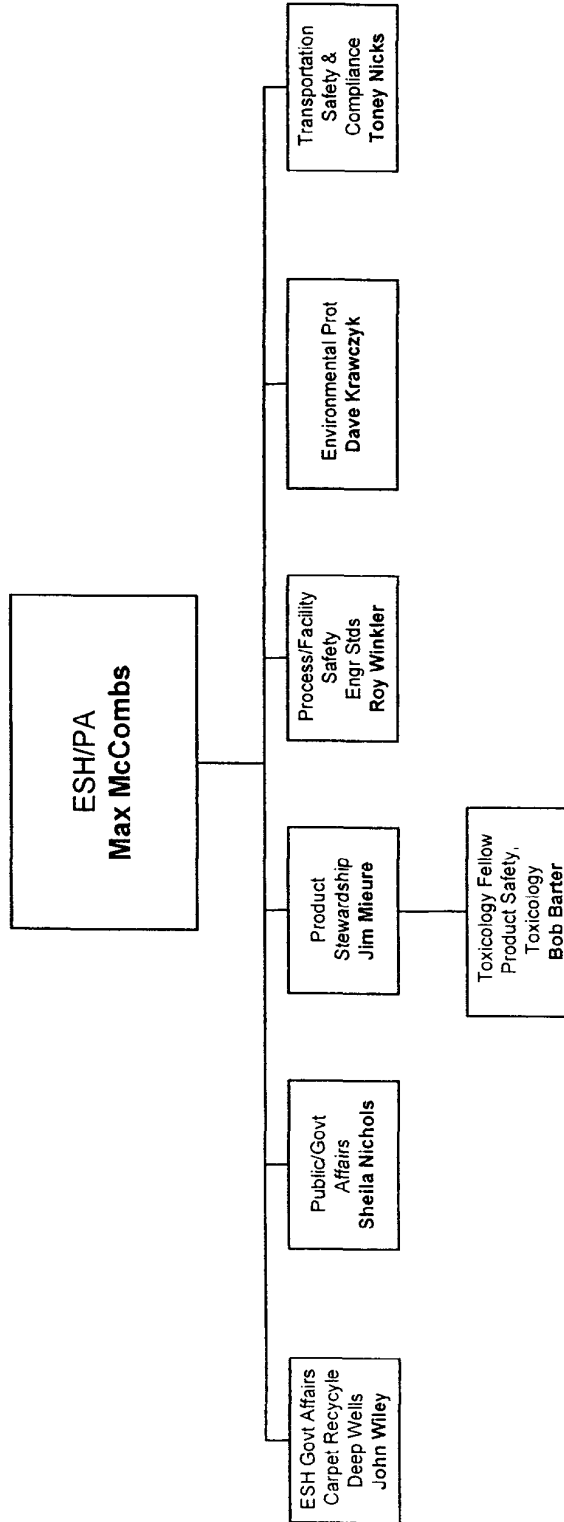
ENTERPRISE RESPONSIBILITIES:

- Employee Communications (Solutia Now!; Announcements; Videoconf. Broadcast Messages)
- External communications
- Solutia Internet & Intranet Design, Support & Updates
- Media Relations
- Federal govt. relations & advocacy
- General govt. relations
- Emergency & Crisis Communications
- Environmental & Remediation Communications
- E-Business Communications
- Solutia Fund
- Solutia Citizenship Fund
- Solutia Good Government Fund

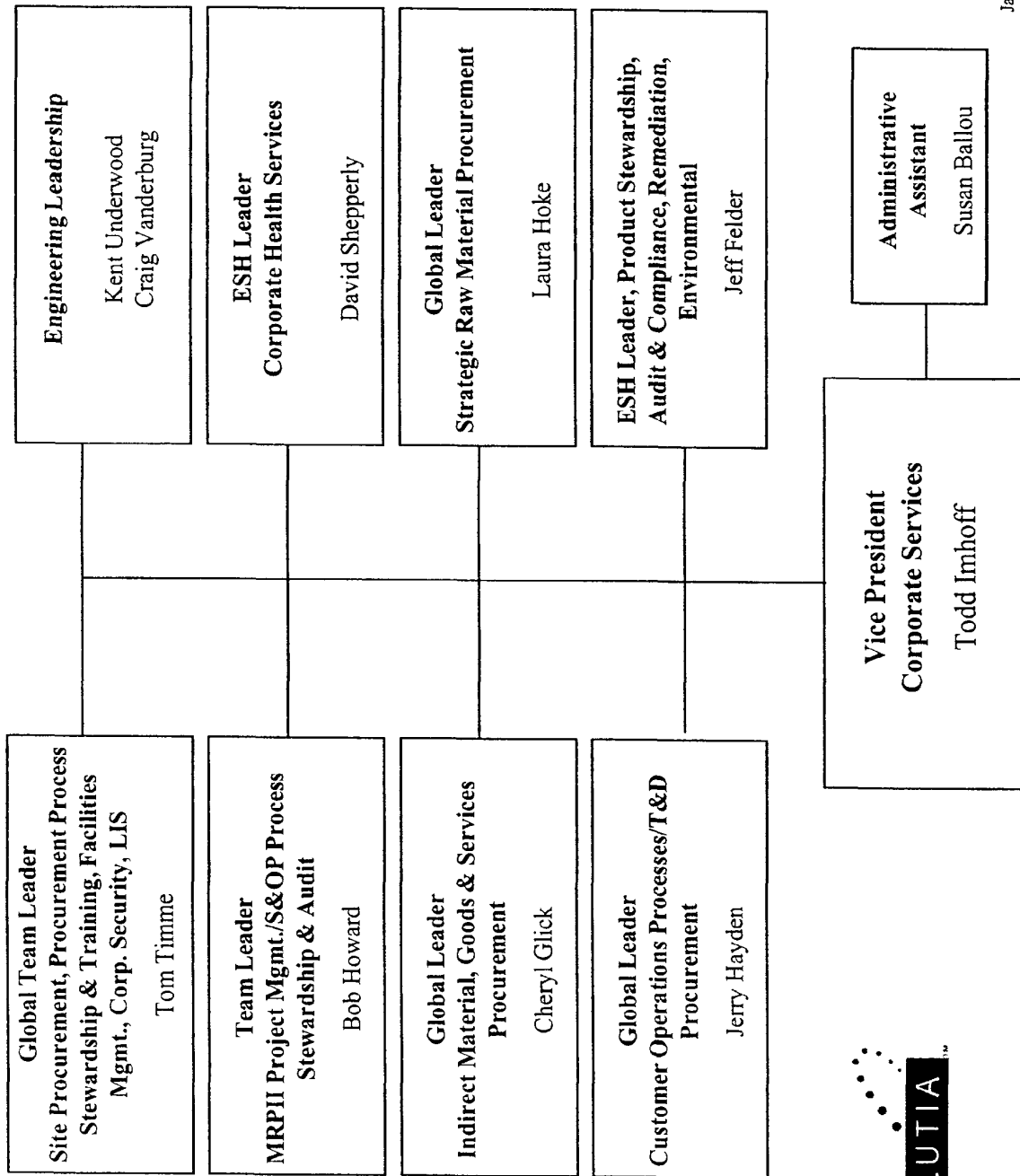
BUSINESS PLATFORM RESPONSIBILITIES:

- Industrial Products
- Pharmaceutical Services
- New Business Strategic communications
- Coordinated/Shared Communications, Govt. Aff. & Public Affairs Responsibilities w/other Platforms

ESH/PA

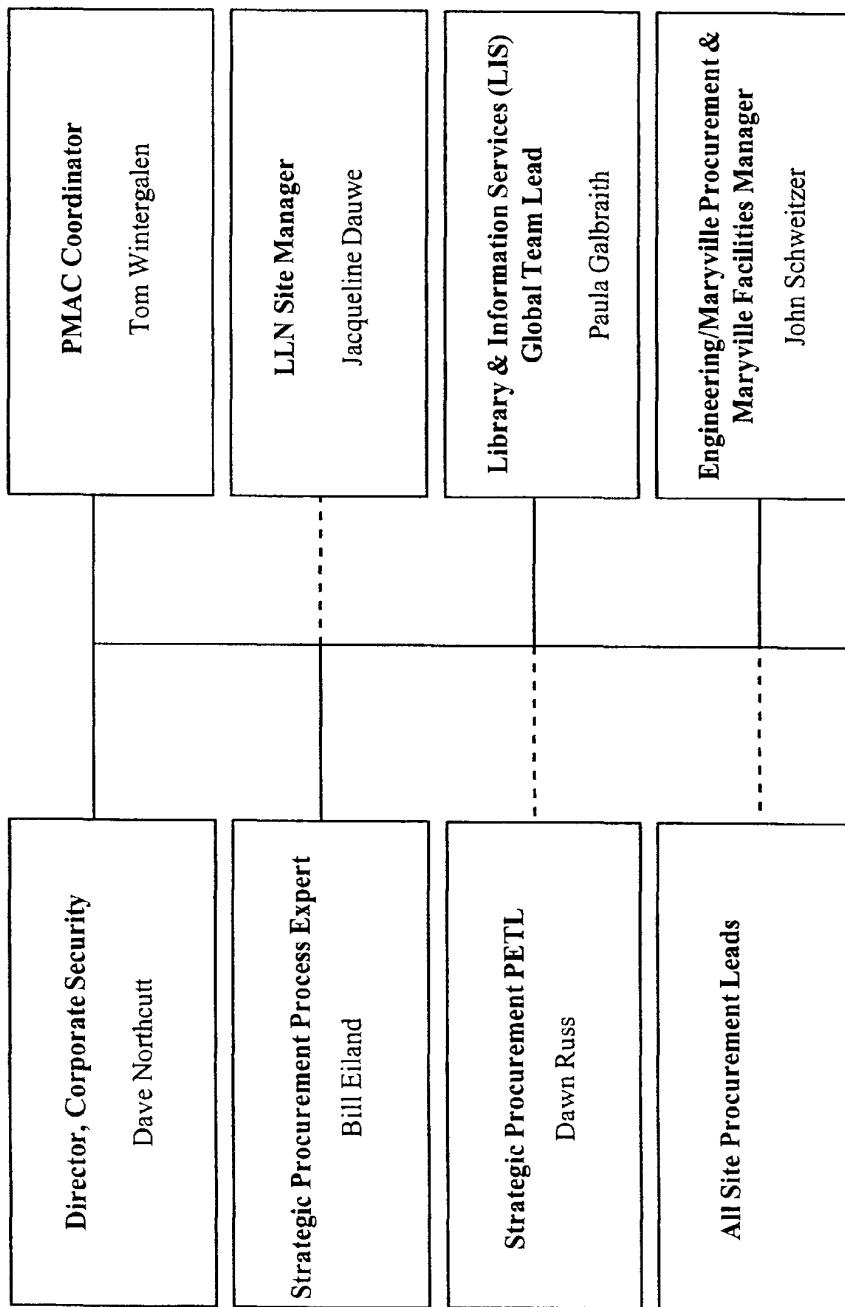


CORPORATE SERVICES



January 31, 2001

Site Procurement, Procurement Process Stewardship & Training, Facilities Mgmt., Corp. Security & LIS

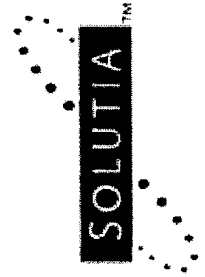
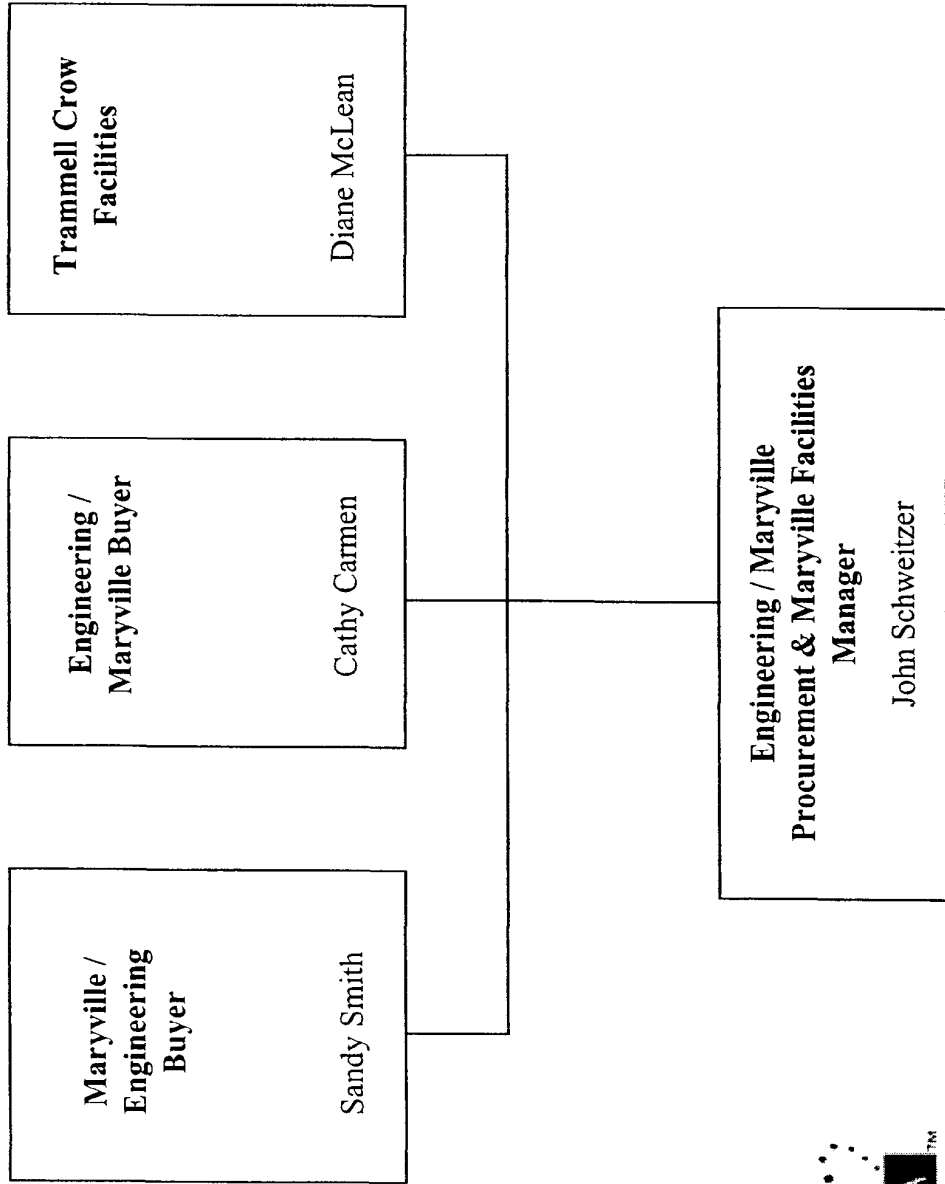


Global Team Leader
Site Procurement, Procurement Process
Stewardship & Training, Facilities Mgmt.,
Corp. Security & LIS
Tom Timme



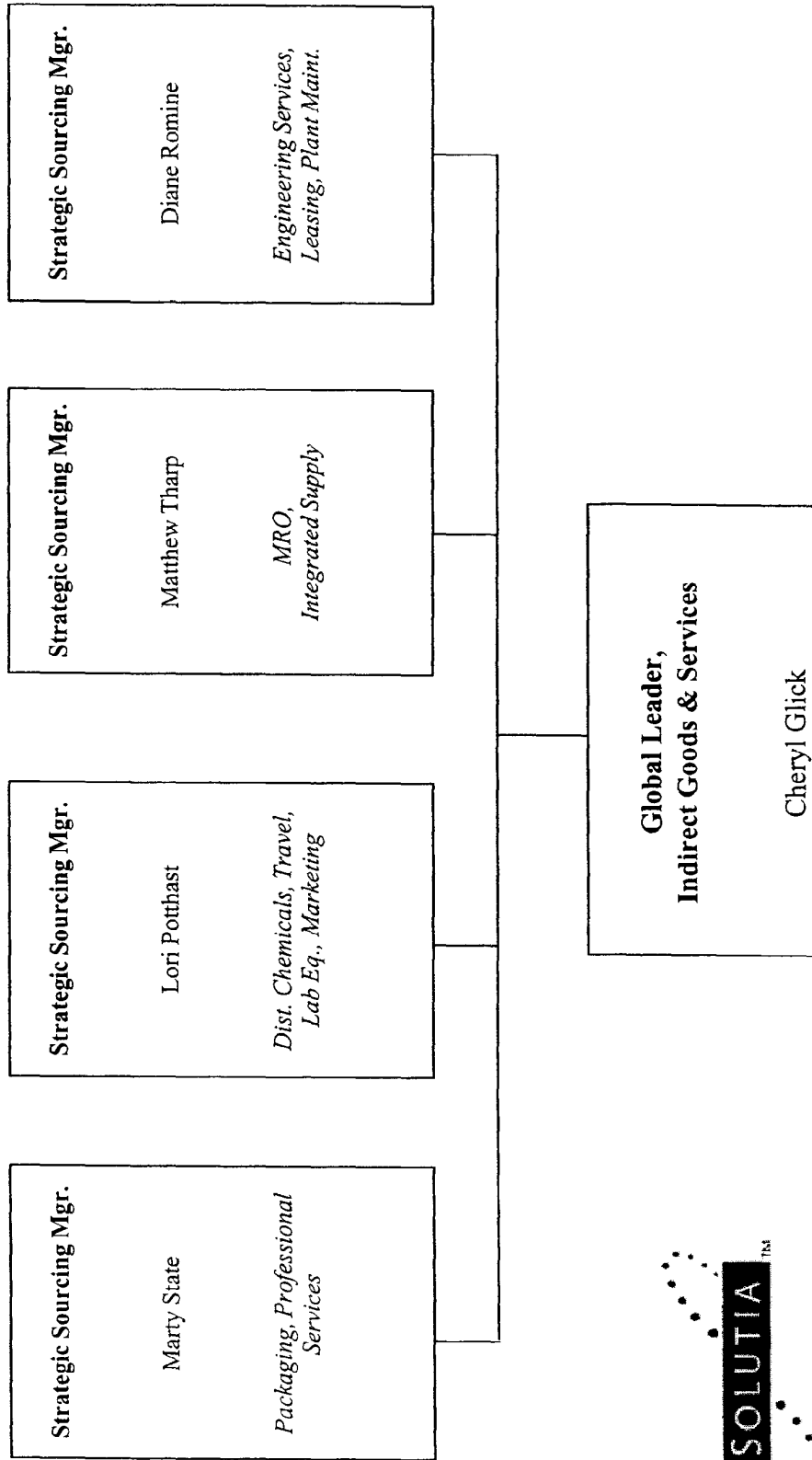
January 29, 2001

Engineering / Maryville Procurement & Maryville Facilities



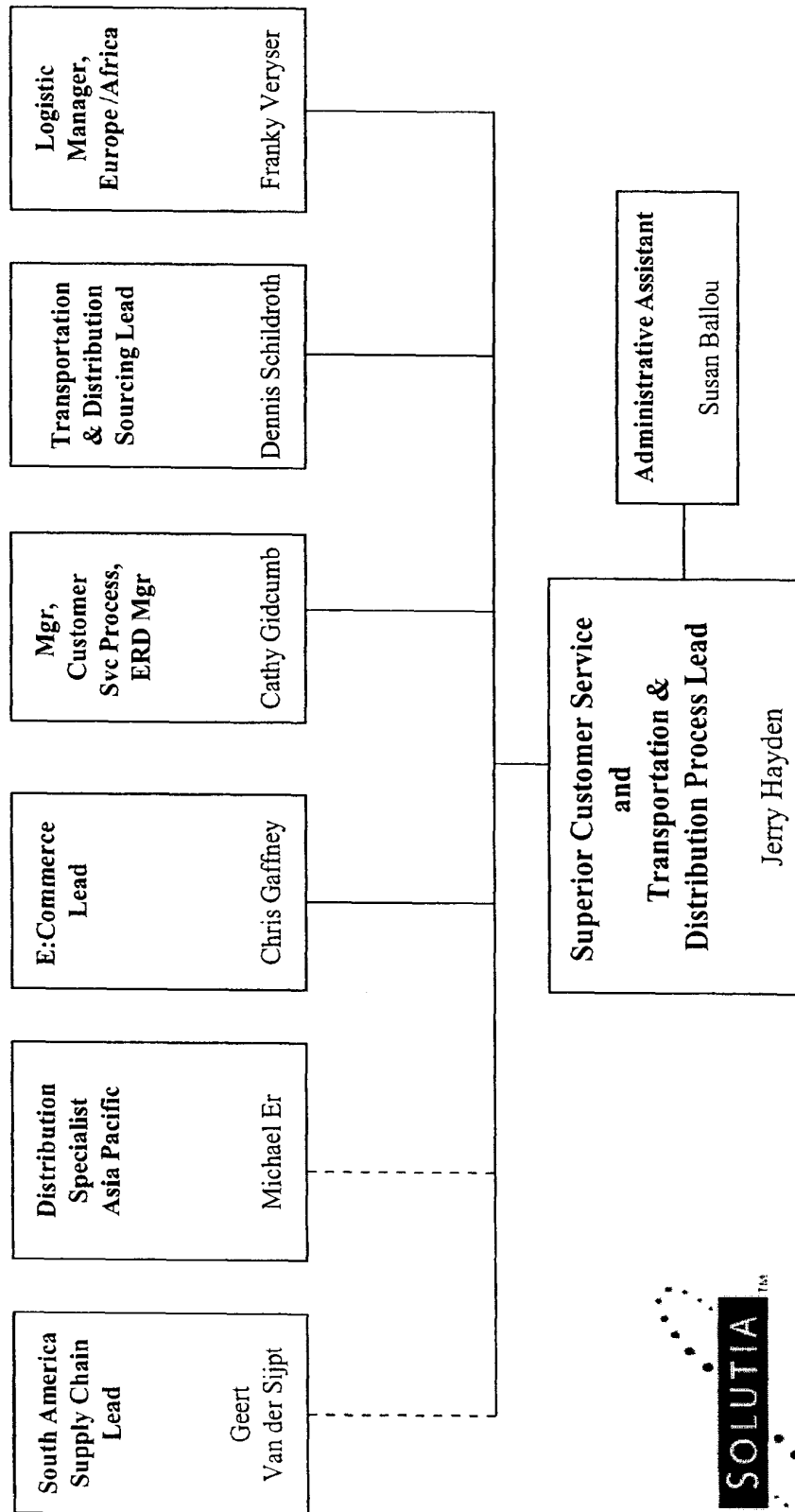
January 29, 2001

STRATEGIC SOURCING INDIRECT GOODS AND SERVICES



January 22, 2001

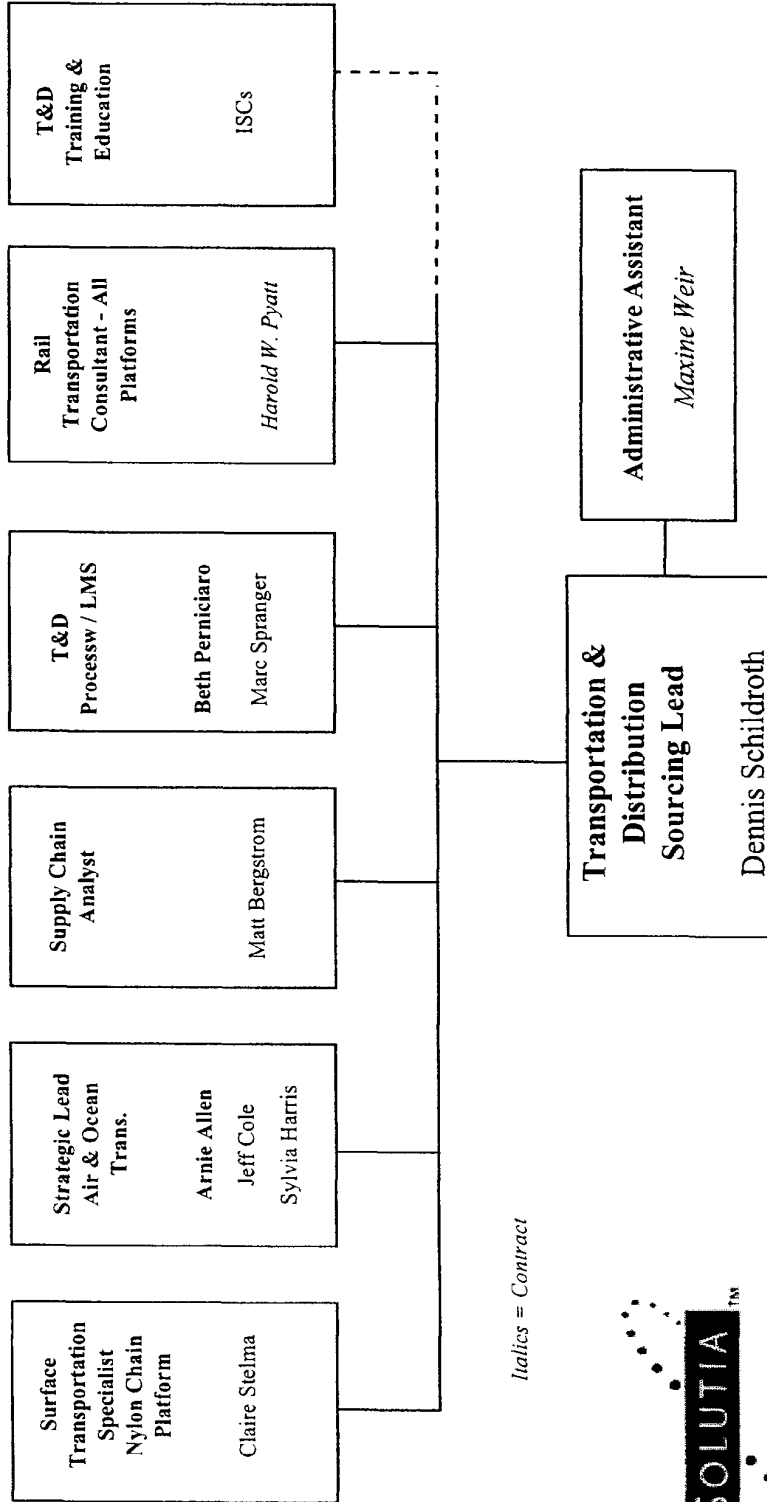
CUSTOMER



Customer Operations - Transportation & Distribution

January 15, 2001

CUSTOMER



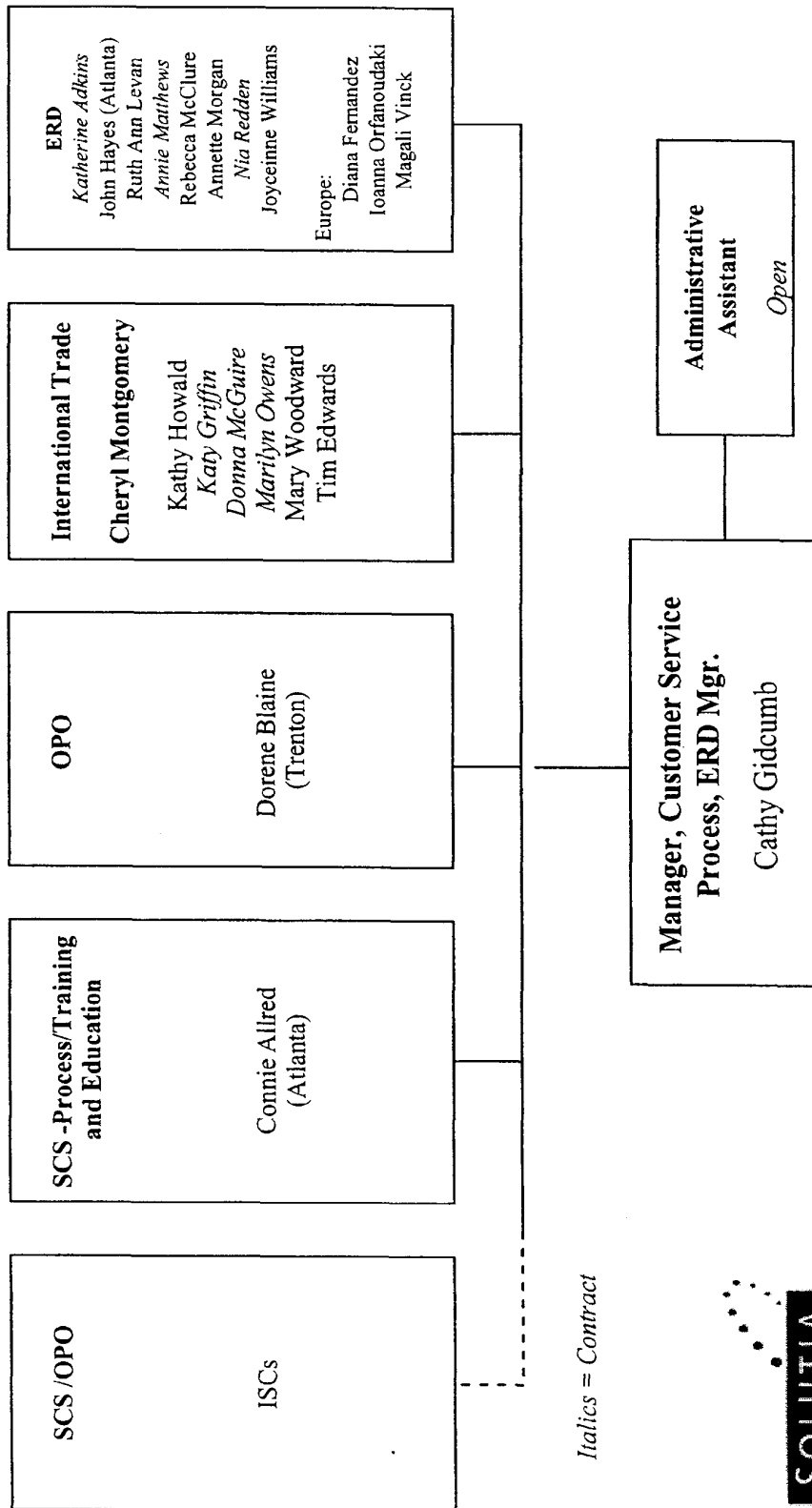
Italics = Contract



Transportation & Distribution

January 15, 2001

CUSTOMER



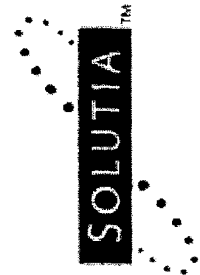
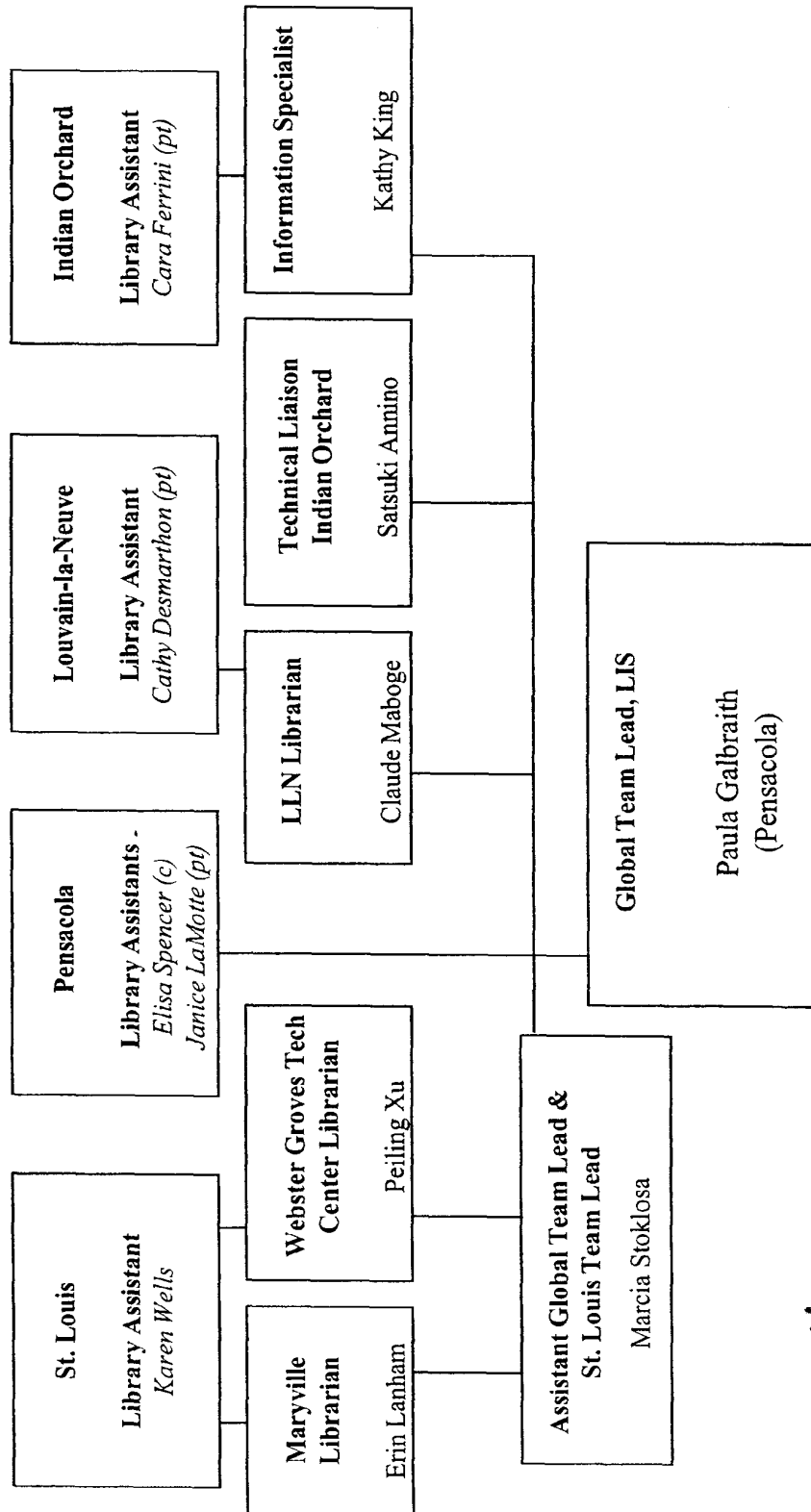
Italics = Contract



Enterprise Customer Service Processes

January 15, 2001

Library & Information Services



January 29, 2001

SVN /sol/ | Solutia Value Network

SOLUTIA™

Solutia Now!

Employee News

Corporate Info

Other Solutia Sites

Travel Center

Learning Exchange

Direct Mail List

Web Site Map

Internet Forecast

Human Resources

HUMAN RESOURCES AND PUBLIC AFFAIRS

Consistent with the organizational announcements made earlier this week, Human Resources and Public Affairs will realign to provide appropriate levels of support to our platforms and shared service organizations.

In Human Resources, those who will report directly to me are:

Susan Bevington - Susan will lead HR for Pharmaceutical Service the core shared service organizations of Finance, Information Technology, M&A and Strategic Planning, and Investor Relations; Customer Support, Transportation & Distribution, Strategic Procurement, Facilities & Security and ESH.

Nancy Henke - Nancy will provide HR administrative support.

Erick Koshner - Erick will lead the Organizational Development/Training & Education processes and will provide HR leadership for the New Ventures & Digital Strategy team.

Helen Nelling - Helen will lead the teams responsible for compensation, benefits, HRIS, Center for Employee Services as well as staffing, EEO/Affirmative Action and diversity.

In the world areas, regional HR leadership, coordinated with each of the platform HR leaders (separately announced by the respective platforms), will be provided by:

Rachel Foo - Rachel will provide HR leadership for the Asia-Pacific region and will continue to be based in Singapore.

Juergen Reichhold - Juergen will provide HR leadership for Euro and will be based in Mainz-Kastel.

Mario Romano - Mario will provide HR leadership for the South America region and is based in Sao Paulo.

Our role continues to focus on developing all employees, developing and using sound people and work processes, helping shape corporate strategy to anticipate business needs.

In Public Affairs, Glenn Ruskin will report to me and lead the functions of government affairs, public affairs/Corporate communications, and employee communications. Our role is to anticipate and respond to the communication and PR needs of our employees, businesses, as well as our external partners in government and communities. Those who will work within Solutia's 'center' will coordinate with the Public Affairs professionals providing dedicated support inside the platforms.

Sheila Feldman
Leader, Human Resources and Public Affairs

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Customer Support

Financial Services

Human Resources

To Solutia Employees:

Today Solutia announced that we will implement a strategic realignment designed to strengthen our five business platforms: Performance Films, Resins and Additives, Pharmaceutical Services, Integrated Nylon, and Industrial Products (formerly called Specialty Products). I expect Solutia to begin operating under this new structure by February 1, 2001.

Each of the platforms will focus on serving its own markets, be accountable for its own costs, and have the authority to make key decisions affecting its businesses. Many functions and processes are now centralized and will become part of the individual platform including technology, manufacturing, engineering, and growth projects.

Certain specialized expertise will remain centralized in order to leverage it across the entire organization. World area organizations will be aligned with this new platform-based organizational structure to the extent practical. The realignment will encourage clear accountability and enhanced operational efficiencies. It will also enhance customer support and decrease costs, which we believe will positively affect Solutia's cash flow and earnings growth.

As part of this realignment, we will also streamline Solutia's leadership team to enable quicker and more effective decision making and accountability. I am confident that this streamlined organization will result in enhanced long-term profitability and strengthen our position as a premier provider of specialty chemical solutions.

The platforms and their leaders, who will report directly to me

Performance Films will be led by Vicki Holt. It will include Saflex plastic interlayer and advanced laminate systems for automotive and architectural applications, and CPFilms window films and precision-coated films business. The CPFilms businesses will continue to be managed by Ken Vickers; Ken will report to Vicki.

Resins and Additives will be led by Bob Toth. It will include liquid coating resins, powder coating resins, technical resins, additives and specialty products, and adhesives.

Pharmaceutical Services will be led by Ed Robinson. It will include CarboGen Laboratories and AMCIS, which provide custom pharmaceutical services, including process development and scale-up capabilities.

Integrated Nylon will be led by John Ferguson. It will consist of intermediate building block chemicals, merchant polymer, nylon extrusion polymers, industrial nylon fibers, carpet fibers, NTA acrylic fibers.

Industrial Products will be led by Russ Belle. It will include heat transfer fluids, water treatment chemicals, aviation fluid chlorobenzenes, feed ingredients, plastic products, L-aspartic, tetrathal.

In addition, the following members of Solutia's leadership team also report to me:

Karl Barnickol, Law
Bob Clausen, Finance, Information Technology, Investor Relations
Enterprise M & A and Strategic Planning
Sheila Feldman, Human Resources and Public Affairs
Bruce Greer, New Ventures and Digital Strategy
Todd Imhoff, Customer Support Processes, Transportation &
Distribution, Strategic Procurement, Facilities Management
Security, and ESH

Mike Miller will continue as Vice Chairman until his expected retirement at the end of 2001. He will have responsibility for transition of the Company to the new organizational structure and delivery of the anticipated savings. He will also have responsibility for Solutia's joint ventures. Mike will continue to be active helping to determine the long-term strategy of the Company.

As we have discussed with you previously, Solutia will be implementing the recommendations of the "\$100 million cost-reduction challenge. Overall, we expect these initiatives to result in the reduction of 700-800 Solutia positions in 2001 through a combination of attrition and involuntary separations as well as a reduction of approximately 400 contractors. Decisions on which jobs will remain centralized, which jobs will be resident in the platforms, and which jobs will be eliminated will be made over the next several months. Employees will be notified as final decisions are made.

Employees in the US who are not covered under collective bargaining agreements whose jobs are eliminated as a result of the realignment and who are not offered comparable jobs will be eligible for benefits under our Separation Pay Plan. The plan provides that eligible employees who sign a waiver will receive two weeks' pay (base pay plus target incentive) for each full year of service, a four-month continuation of medical, dental and employee term life benefits, financial planning and outplacement services. More details are contained in your Benefits Guide. Those affected outside the US will follow local policy. Those covered under a collective bargaining agreement will be subject to the terms and conditions of their respective agreement.

Our businesses continue to see dramatic changes in our markets. We are clearly being asked for more: more service, more responsiveness, more cost efficiency, more creativity. These steps are in line with and in response to that reality. The challenges will not stop. Our ability to rise to meet them is critical to our long-term success and we will allow us to continue to pursue those unique opportunities which lie in front of us.

John C. Hunter III
Chairman and Chief Executive Officer

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Industrial Products

Consistent with John Hunter's announcement of a strategic realignment to strengthen our business platforms, the following first level organization has been announced for Industrial Products (former Specialty Chemicals platform).

Business Management:

Jacques Verspeek - Dequest

Dale Kline - Heat transfer fluids and Aviation fluids

Tom Thompson - Chlorobenzenes, Feed Ingredients, L-Aspartic, Tetrathal

Sales Management

Brian Irvine - North and South America

Joris Stoefs - Europe, Africa

Paul Liu - Asia

MTS and Technology - Gloria Stine

Manufacturing and Order Fulfillment - Larry Spickard

Finance - Bill Fritz

Human Resources - John O'Malley

Plastic Products - Jim Rademaker

These people will comprise the Leadership Team for Industrial Products, and will report to me.

Russ Belle

Vice President/General Manager

Industrial Products

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Corporate Services

Consistent with John Hunter's prior announcement, I am pleased to communicate several leadership appointments within the Corporate Services organization. These leaders will assume the following organizational responsibilities and will be accountable for focused business unit support, process stewards and corporate governance activities. Each function head will work directly with key business unit leaders to tightly align our work priorities and performance metrics with business needs and expectations.

Jerry Hayden - Global Leader, Customer Operations Processes
Transportation & Distribution Procurement

Robert Howard - Team Leader, MRPII Project Management/S&OP
Process Stewardship & Audit

Cheryl Glick - Global Leader, Indirect Material,
Goods & Services Procurement

Tom Timme - Team Leader, Site Procurement, Procurement
Process Stewardship & Training, Facilities
Management, Corporate Security

Laura Hoke - Global Leader, Strategic Raw Material Procurement

Jeff Felder - ESH Leader, Product Stewardship, Audit &
Compliance, Remediation, Environmental

David Shepperly - ESH Leader, Corporate Health Services

Additional appointments within each of the functional organizations will be forthcoming. The individual leaders listed above will have worldwide responsibility and will report directly to me.

Todd Imhoff

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Product News

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RESINS AND ADDITIVES

Consistent with Solvia's announcement earlier this week, the R and Additives Business Platform is being designed to aggressively drive profitable growth by focusing on creating value for our customers. We will do this by continuing the implementation of strategy put in place one year ago which identifies the following broad critical elements:

- continued global expansion, building on our existing critical and service capabilities in all world areas;
- creating value through technology innovations, focusing specifically on high value specialty products and the environmentally friendly technologies in water borne and powder resins;
- being recognized as a preferred supplier by capitalizing on our broad product portfolio, our global technical and applications expertise, and our global operational excellence;
- resolutely managing costs to ensure that we have a world scale competitive position.

With the accountability for the continued implementation of this strategy, the Resins and Additives Business Platform leadership is named below. All of these individuals will report to me.

Bob Barlow will lead the Americas commercial organization.

John Moore will be the business leader for the Americas and Asia will continue to be responsible for all commercial operations in

Josef Sauer will lead the European commercial organization.

Steve Zollmann will lead the business organization in Europe.

Jim Bryner will lead our ongoing strategy development, portfolio management, competitive intelligence and business planning.

Maddy Lauwers will lead the finance function.

Dave Matthews will lead the information technology organization will include responsibility for creating a revenue stream from digital business concept of virtual technical service.

Frank Pacholec will lead the global technology organization and coordinate product stewardship for the business unit.

Manfred Schrod will lead all global operations, which will also include engineering, MRPII, demand management, and SAP integration.

Alan Williams will lead human resources and public affairs.

We have tremendous opportunities to grow our business, and I am excited to be putting in place an organization designed to facilitate this. We will be working to clearly articulate the individual business line strategies by early 2001 so that we can all be aligned on the priorities essential to our success. Additional organizational

announcements will be made in January. I appreciate your conti
commitment to our business unit as well as to the success of So

Bob Toth

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Author: EMAIL SOLUTIA NOW at MONSL316

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TO: DEBORAH E BELLEAU at MONSL322Subject: Annct: Jerry Hayden is Named V.P, Corp. Service
s----- Message Contents

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Solutia Now!
Announcements Edition
March 9, 2001

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I am pleased to announce the appointment of Jerry Hayden as Vice President, Corporate Services. Effective immediately, Jerry will replace Todd Imhoff who is leaving Solutia to pursue other business opportunities.

In this role, Jerry will have strategic responsibility for the core Procurement, Customer Operations, Transportation and Distribution, Facilities, Security, Library Services, MRPII, Process Stewardship, and ESH organizations. Reporting to Jerry will be Jeff Felder, Cheryl Glick, Laura Hoke, Bob Howard, Dr. David Shepperly, and Tom Timme. Details of Jerry's current Customer Operations and T&D procurement organizations will be announced later.

Jerry brings a wealth of Monsanto and Solutia experience to this role. He first joined the organization as an accountant and early in his career worked at both the Krummerich and Kearney, New Jersey locations.

In 1983 he returned to St. Louis as the Manager of Financial Analysis/Controller for the Rubber Chemicals business. In 1993, he assumed the position of Director, Customer Sales Services. Throughout the early and mid 1990s Jerry was actively involved in redesign efforts, working on both the Finance and Procurement/Transportation & Distribution redesigns. He returned to customer service as the Director, Customer Operations in 1997. Jerry holds a B.S. in accounting from the University of Missouri at Columbia.

Jerry will report to me.

John Hunter
Chairman and CEO

To have a personnel announcement posted, E-mail it to Solutia Now, email.

This issue and the back issues of Solutia Now! People Announcements can also be found on Solutia Inc. Inside Edition intranet at <http://soi> under "Employee News."

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Corporate Leadership

Karl R. Barnickol

Senior Vice President, General Counsel and Secretary

Russell J. Belle

Vice President and General Manager, Industrial Products

Robert A. Clausen

Senior Vice President and Chief Financial Officer

Sheila B. Feldman

Vice President, Human Resources and Public Affairs

G. Bruce Greer, Jr.

Vice President, New Ventures and Digital Strategy

Gerald R. Hayden

Vice President, Corporate Services

Vicki M. Holt

Vice President and General Manager, Performance Films

John C. Hunter

Chairman, President and Chief Executive Officer

Monika Riese-Martin

Vice President/General Manager Resins & Additives and Industrial Products

Edward R. Robinson

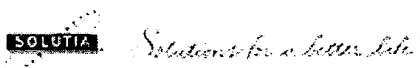
Vice President/General Manager, Pharmaceutical Services

John Saucier

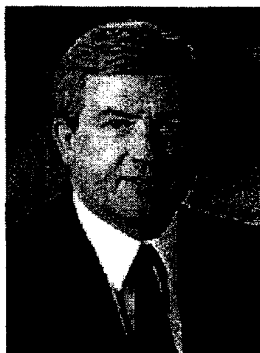
Vice President and General Manager, Integrated Nylon

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Karl R. Barnickol

Karl R. Barnickol has been Senior Vice President, General Counsel and Secretary of Solutia Inc. since September 1997.

Mr. Barnickol joined Monsanto Company in 1970 and held several positions in the Monsanto Law Department with both commercial and corporate law responsibilities. His last position there was Associate General Counsel and Assistant Secretary.

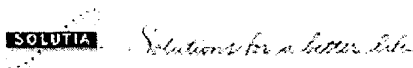
Prior to 1970, Mr. Barnickol was associated with the Chicago law firm of Kirkland & Ellis, served in the Judge Advocate General's Corps, U.S. Navy, and was an Instructor at the University of Alaska. He received his A.B. degree from Johns

Hopkins University and his J.D. degree from the University of Chicago.

Mr. Barnickol is past Chairman of the American Society of Corporate Secretaries, past Chairman of the Society's Securities Law Committee and past President of its St. Louis Chapter. He is also a member of the Legal Advisory Committee of the New York Stock Exchange. He previously served as Chairman of the Subcommittee on Counseling the Board of Directors of the Corporate Counsel Committee, Business Law Section of the American Bar Association. Mr. Barnickol is the author of articles on securities law issues, political action committees, and accounting for litigation and has been a frequent speaker and panelist on corporate legal issues.

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Russell J. Belle

Mr. Belle joined Monsanto in 1966 at its Mound Laboratory Atomic Energy Research Facility in Miamisburg, Ohio, as a facilities engineer. After a variety of engineering assignment at Mound, he transferred to Akron, Ohio, in Field Sales for the Inorganic Chemicals Division in 1969. Mr. Belle was transferred to St. Louis in 1972 as Commercial Development Supervisor, and in 1974 was promoted to Market Manager in the Detergents and Phosphates Division. In 1976 Mr. Belle was transferred to New York as Area Sales Manager and in 1978 to Newport Beach, California, as Regional Sales Manager for the Detergents and Phosphates Divisions.

He returned to St. Louis in 1980 as Product Manager, General Purpose Plasticizers, in the Plasticizer Division and became Raw Material Supply Director for Monsanto's Corporate Purchasing Group in 1984. Mr. Belle was appointed Director, Functional Products in the Specialty Chemicals Division in 1988. In 1991 he became Business Director, Detergent Ingredients, in 1995 assumed the position of Business Director, Specialty Resins, and was named Vice President/General Manager of the Resins Division in January 1997. In April of 1998 Mr. Belle was appointed Vice President/General Manager of Solutia's Intermediates Division, and in December 1999 he was named Vice President/General Manager of the Specialty Chemicals Division which was reorganized into the Industrial Products Platform.

Mr. Belle holds a B.S. degree in mechanical engineering from the University of Detroit, an M.B.A. degree from the University of Dayton and attended Stanford Executive Management Program in 1989.

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Robert A. Clausen

Mr. Clausen is a native of St. Louis and a graduate of the University of Missouri where he earned a B.S. degree in Business Administration. He joined Monsanto from International Harvester Company in 1969.

He has held several managerial positions in Monsanto's Corporate Finance Organization including Division Controller in Monsanto's Commercial Products Company. In 1977, Mr. Clausen was named Director, Results Management for Monsanto's Corporate Finance and Administrative Staff. He was the Controller of Monsanto Polymer Products Company from 1979 until his assignment to the position of Business Director of Rubber Chemicals in 1983.

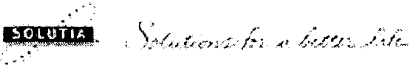
In 1985, he was named Assistant Treasurer of the corporation with responsibility for long-term corporate and international financing. In 1987, he was appointed Director of Finance for Monsanto Europe-Africa and relocated to Brussels, Belgium. Mr. Clausen relocated to the United States in 1991 when appointed Director of Finance for Latin America.

He was elected to the position of Vice President, Asset Management in 1992 with responsibility for risk management, real estate, pension asset management, and functional leadership for each of the world area finance organizations. In 1994, he was named President, Monsanto Business Services, which provided a broad range of staff services to the corporation and its business units. He was appointed to his current position in 1997.

Mr. Clausen is on the Council of CFOs Executive Committee of The Conference Board. He is an advisory board member of the Saint Louis University Boeing Institute of International Business. He is on the Board of Trustees of Maryville University. He is an advisory board member for the Organization of Consulting Services. He is a member of the American Chemical Society and the Financial Executives Institute. He is a past member of the President's Council of the St. Louis Chapter of the Missouri Society of CPAs. While living in Europe, he served on the faculty of Management Center Europe and the Institutional Investor European CFO program committee. He is past vice president of the St. Louis Chapter of the Institute of Internal Auditors and served a three-year term on the Board of Governors of the Institute.

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Sheila B. Feldman

Sheila B. Feldman is the Vice President, Human Resources and Public Affairs for Solutia.

She joined Monsanto in 1991 as Director, Human Resources in the Chemical Group. She held various HR positions including developing and managing the succession planning and performance/development processes as well as organizing the staff functions into the first 'shared services' concept. In 1995, Sheila helped launch Monsanto business Services, the shared service organization implemented across Monsanto.

Prior to joining Monsanto, Sheila was Zone Manager, Human Resources with Taco Bell Corporation, then a division of Pepsico. She had HR accountability for 150 restaurants in the Midwest.

Between 1981 and 1988, Sheila held various human resources positions with Emerson Electric Co. in St. Louis, at both the division level (Alco Controls Division) and at world headquarters, where she focused on compensation.

Division of Cooper Industries, then known as Gould Foundry. As Industrial Relations Manager, she was responsible for managing the union contract. Sheila received a B.A. in Political Science from the University of Maryland, College Park and an M.A. from the University of Wisconsin, Madison, focusing on human resource management.

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G. Bruce Greer, Jr.

G. Bruce Greer is Vice President, New Ventures and Digital Strategy.

With Solutia, Mr. Greer has been Vice President of Commercial Development, which included Solutia's growth and Technology organization. Mr. Greer joined Monsanto in 1996, as Senior Director of Strategic Change. Prior to joining Monsanto, he was a Naval Aviator, flying F-14s from the USS Constellation and attended TOPGUN. He then held the position of Assistant Professor at Northwestern University; served as a Senior Consultant at Arthur Andersen and as a Principal at Gemini Consulting - leading their Chemicals strategy practice living and working in both the United States and Europe. During his tenure at Gemini,

Mr. Greer headed the Business Redesign Growth and Strategy projects at Monsanto.

Mr. Greer is a native of Belmont, Mass. He earned his B.A. from the University of Pennsylvania and studied at Harvard College, the Naval War College and the University of Edinburgh, Scotland. He earned his M.M. at the J.L. Kellogg Graduate School of Management at Northwestern University.

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Gerald (Jerry) Hayden

Gerald (Jerry) Hayden is Vice President, Corporate Services for Solutia Inc.

Mr. Hayden has strategic responsibility for the core Procurement, Customer Operations, Transportation and Distribution, Facilities, Security, Library Services, MRPII, Process Stewardship, and ES&H organizations.

Mr. Hayden joined the company in the accounting department, and early in his career worked at several manufacturing locations. In 1983, he returned to St. Louis as the Manager of Financial Analysis/Controller for the Rubber Chemicals business. In 1993, he assumed the position of Director, Customer Sales Services. Throughout the early and mid 1990s he was actively involved in redesign efforts, working on both the Finance and Procurement/Transportation & Distribution redesigns. He returned to customer service as the Director, Customer Operations in 1997.

Mr. Hayden holds a Bachelor of Science degree in Business Administration from the University of Missouri at Columbia. Mr. Hayden has been active in both the industry and the community. He was President of the Chemicals Customer Service Association, a member of the University of Missouri Management School Advisory Board, and is currently a founding board member of the Saint Louis University Consortium for Supply Chain Management. He was instrumental in developing a Master's program at St. Louis University with a concentration in Supply Chain Management. Additionally, he was a Managing Board member of a United Way supported daycare center and a coordinator for a Reach Out Poverty program.

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Vicki M. Holt

Currently, Victoria M. Holt is Vice President/General Manager, Performance Films.

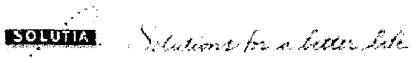
Mrs. Holt joined Monsanto in 1979 as a Sales Representative in the Industrial Chemical Operating Company. She moved through a series of sales and product management positions and in 1988 became Business Manager for the company's swimming pool chemical and detergent business. In 1992, she became Sales Manager for plastic resins for the western half of the United States and Macquillidora Mexico, followed by a 1994 appointment as commercial Manager for the medical plastics business. Recently, Mrs. Holt served as the Assistant to the Chief Executive Officer where she was responsible for developing and executing a corporate-wide transformation initiative to enhance the market orientation of the company. In that role, she completed a marketing "best practices" benchmarking

study of Monsanto's worldwide business units. She then became Business Director, *Acrilan* as part of the Fibers Business Unit of Monsanto. In May 1998, she became Vice President/General Manager of the Saflex Business Unit of Solutia, Inc.

Mrs. Holt holds a B.S. degree in chemistry from Duke University and an MBA from Pace University.

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John C. Hunter

Mr. Hunter joined Monsanto in 1969 at the Texas City, Texas, facility of the former Monsanto Polymers and Petrochemicals Company serving as engineer and in 1972 as senior engineer, process technology. In 1976 he was transferred to the Houston, Texas, office as sales specialist and in 1977 joined the former Monsanto Chemical Intermediates Company as senior sales specialist at the Chicago, Illinois office. In 1979 he was relocated to the St. Louis World Headquarters as planning manager, process chemicals.

Mr. Hunter was named manager, markets and products, phenol/acetic in 1980; manager, markets and products, styrene/olefins and aromatics in 1981; and market director, process chemicals and textile intermediates in 1982. In 1983 he joined the former Monsanto Industrial Chemicals Company as business director, process chemicals, specialty chemicals unit. In 1986 Mr. Hunter became director of sales for the Specialty Chemicals Division of Monsanto Chemical Company (MCC). In 1987 he joined the Fibers Division of MCC as director, nylon fiber products and in 1988 was named business director, nylon.

He was appointed Vice President and General Manager, Asia-Pacific, MCC in July 1989. In March 1993 he became Vice President and General Manager, Fibers Division and Asia-Pacific for The Chemicals Group, an operating unit of Monsanto Company. Mr. Hunter became President of the Fibers Business Unit for Monsanto in February 1995. He was named President and Chief Operating Officer of Solutia in September 1997, became President and Chief Executive Officer in May 1999, and assumed his present position December 1, 1999. Mr. Hunter is a member of the Board of Directors of Missouri Baptist Hospital, the President's Advisory Board of Georgia Tech, and the Penford Corporation Board of Directors.

Born March 1, 1947, in LaGrange, Georgia, Mr. Hunter graduated from the Georgia Institute of Technology in 1969 with a B.S. degree in chemical engineering and from the University of Houston at Clear Lake City in 1977 with an M.B.A. degree. From 1970 to 1972 he served in the United States Army, achieving the rank of Lieutenant in the Chemical Corps.

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Monika Riese-Martin

Monika Riese-Martin is Vice President and General Manager of our Resins & Additives and Industrial Products business platforms.

Monika comes from Hercules, where she was vice president/general manager of the Aqualon Division, a \$600M additives business with seven manufacturing sites in the United States and Europe. While with Hercules, Monika held various senior commercial positions in Dusseldorf, Germany; Brussels, Belgium; and for the past five years, at Hercules' world headquarters in Wilmington, Delaware. Prior to Hercules, Monika held various sales and marketing positions for Henkel, a consumer products and chemical company. Her assignments were based in Germany and the United States.

She holds a degree in Macroeconomics from the University of Karlsruhe, Germany.

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Edward R. Robinson

Edward R. Robinson is Vice President/General Manager of the Pharmaceutical Services.

He comes to Solutia from the Lonza Group, world leader in custom synthesis (chemistry and biotechnology based) for the pharmaceutical marketplace. Ed served three years as President of Lonza Biologics, the leader in development and manufacturing of biological proteins from mammalian cell culture. After a post-acquisition turnaround, the Biologics business grew threefold in revenues from 1997 to 2000 (\$100 mil range). Major clients included Lilly, Pfizer, Abgenix and Japan Tobacco.

In the early part of his career Ed gained experience with Eastman Kodak in systems development, sales estimating, production planning and marketing support. He worked in over 30 countries with extended stints in Australia, Singapore, England and Mexico.

In 1983, Ed's study of the antiviral market opportunity led Kodak to a major investment in ICN Pharmaceuticals. Next, he became Director of Business Development for the Bio Products Division. In that role, Ed acquired a new technology, then founded and led a subsidiary named Snomax Technologies.

In 1990, Ed and his colleagues led a spin off from Kodak into a joint venture with the biotechnology unit of Cultar Ltd. of Finland, along with the simultaneous acquisition of Genencor Inc. of California. In seven years Ed headed up Business Development, then External Relations, and finally the Asia Pacific Region with two joint ventures (Japan and China). In that period, Genencor International grew from \$40 mil to \$300 mil in sales.

Ed received his BSc in Marketing from Clarkson University. He also earned an MBA in Management from Rochester Institute of Technology. In 1991, Ed attended the Executive Management Program at Penn State.

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*Solutions for a better life*

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John F. Saucier

John F. Saucier is Vice President and General Manager, Integrated Nylon for Solutia.

Mr. Saucier joined Monsanto in 1979 in St. Louis as an engineer in Corporate Engineering. In 1981, he transferred to the company's Pensacola, Florida, plant, where he held positions of increasing responsibility in manufacturing. In 1987, he moved to Detroit, Michigan to work in Monsanto's automotive sales office, first as Senior Market Development Representative and then as Marketing Manager for Monsanto's engineering thermoplastics business.

Returning to St. Louis in 1991, Mr. Saucier joined Monsanto's Saflex business where he was Product Manager, Business Manager and Marketing Director. In 1997, he became Vice President for Strategy and Growth for Solutia as Solutia was spun off from Monsanto Company. In that role, he had responsibility for leading strategic planning for the enterprise and businesses, and overseeing Solutia's growth efforts, including marketing and e-Business. He has B.S. and M.S. degrees in Mechanical Engineering from the University of Missouri, and an M.B.A. from Washington University.

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Fact Sheet

For more information contact:

Beth Rusert

(314) 674-8527

blruse@solutia.com

Statistics

Base of Operations: St. Louis, Missouri

Annual sales: Approximately \$3.2 billion

Number of employees: Over 10,000 worldwide

Business Platforms:

- **Performance Films -**
 - *Saflex*, Plastic Interlayer
 - CPFilms, professional and aftermarket window films, conductive and anti-reflective coated films and deep-dyed films
- **Specialty Products -**
 - **Resins** -- *Butvar*, *Maprenal*, *Resydrol*, *Viacryl*, *Viaktin*, *Beckopox*, *Alftalat*, *Resimene*
Additives -- *Additol*, *Modaflow*
Adhesives -- *Gelva*
 - **Industrial Chemicals** -- *Dequest*, *Therminol*, *Skydrol*, *SkyKleen*
 - **Pharmaceutical Services** -- Process research and development and custom, scale-up manufacturing
- **Integrated Nylon Chain**
 - **Carpet Fibers** -- *Wear-Dated*, *Ultron VIP*
 - **Nylon Industrial Fibers**
 - **Nylon Plastics & Polymers** -- *Ascend*, *Vydyne*
 - **Acrilan Acrylic Fibers**
 - **Intermediates** -- AN, Phenol, *Adipic acid*, *Formalin*, NTA, Ammonia, Ethoxyquin, Nylon intermediates

Global Locations

Technical Centers:

Austria: Graz

Belgium: Louvain la Neuve

Italy: Romano d'Ezzelino

Switzerland: Aarau, Bubendorf, Marly, Neuland

United States: Decatur, Alabama; Springfield, Massachusetts (Indian Orchard); Pensacola, Florida; St. Louis, Missouri

U.S. Sales Offices:

Atlanta, Georgia; Charlotte, North Carolina; Chicago, Illinois; Detroit, Michigan; Houston, Texas; Springfield, Massachusetts (Indian Orchard); Laguna Hills, California; New York, New York.

U. S. Federal Affairs Office:

Washington D.C.

Regional Centers:

Europe/Africa: Louvain-La-Neuve, Belgium
 Mainz-Kastel, Germany
 Latin America: Sao Paulo, Brazil
 Asia/Pacific: Singapore
 North America: St. Louis, Missouri, USA
 Satellite Centers In Key Countries Worldwide

Plant Sites:

Austria: Werndorf
 Belgium: Ghent
 Brazil: Suzano
 Canada: LaSalle, Quebec
 Denmark: Soborg
 France: Dijon
 Germany: Frankfurt, Hamburg, Wiesbaden
 Italy: Romano d'Ezzelino
 Singapore
 Spain: La Llagosta
 Thailand: Rayong
 United Kingdom: Newport, Wales; Runcorn
 United States:
 Alvin, Texas (Chocolate Bayou)
 Axton, Virginia
 Anniston, Alabama
 Canoga Park, California
 Columbia, Tennessee
 Decatur, Alabama
 Foley, Alabama
 Greenwood, South Carolina
 Martinsville, Virginia
 Pensacola, Florida
 Sauget, Illinois (W.G. Krummrich)
 Springfield, Massachusetts (Indian Orchard)
 St. Louis, Missouri (J.F. Queeny, Westport)
 Trenton, Michigan

JOINT VENTURES:

Advanced Elastomer Systems (Elastomers JV
 with Exxon Corporation)
 Astaris (Phosphorus JV with FMC)
 Flexsys (Rubber Chemicals JV with Akzo Nobel
 N.V.; plants located at Monongahela, Pennsylvania.; Nitro, West Virginia;
 Ruabon, Wales)
 Monsanto Chemical Co. Ltd. - Suzhou
 (Therminol Heat Transfer Fluid JV in China)
 MonTor (nylon plastics JV with Toray)
 Quimica M (Saflex JV in Mexico)
 Thailon Six Six (Nylon JV in Thailand)

GUEST OPERATIONS AT:

Belgium: Antwerp
 Brazil: Sao Jose dos Campos
 United States:
 Addyston, Ohio (Port Plastics)
 Nitro, West Virginia

Executive Officers:

Karl Barnickol; Senior Vice President, General Counsel, and Secretary
Russ Belle; Vice President and General Manager, Industrial Products and Resins & Additives

Bob Clausen; Senior Vice President and Chief Financial Officer
Sheila Feldman; Vice President, Human Resources and Public Affairs
Vicki Holt; Vice President and General Manager, Performance Films
John Hunter; Chairman, President and Chief Executive Officer
Mike Miller; Vice Chairman
John Saucier; Vice President and General Manager, Integrated Nylon

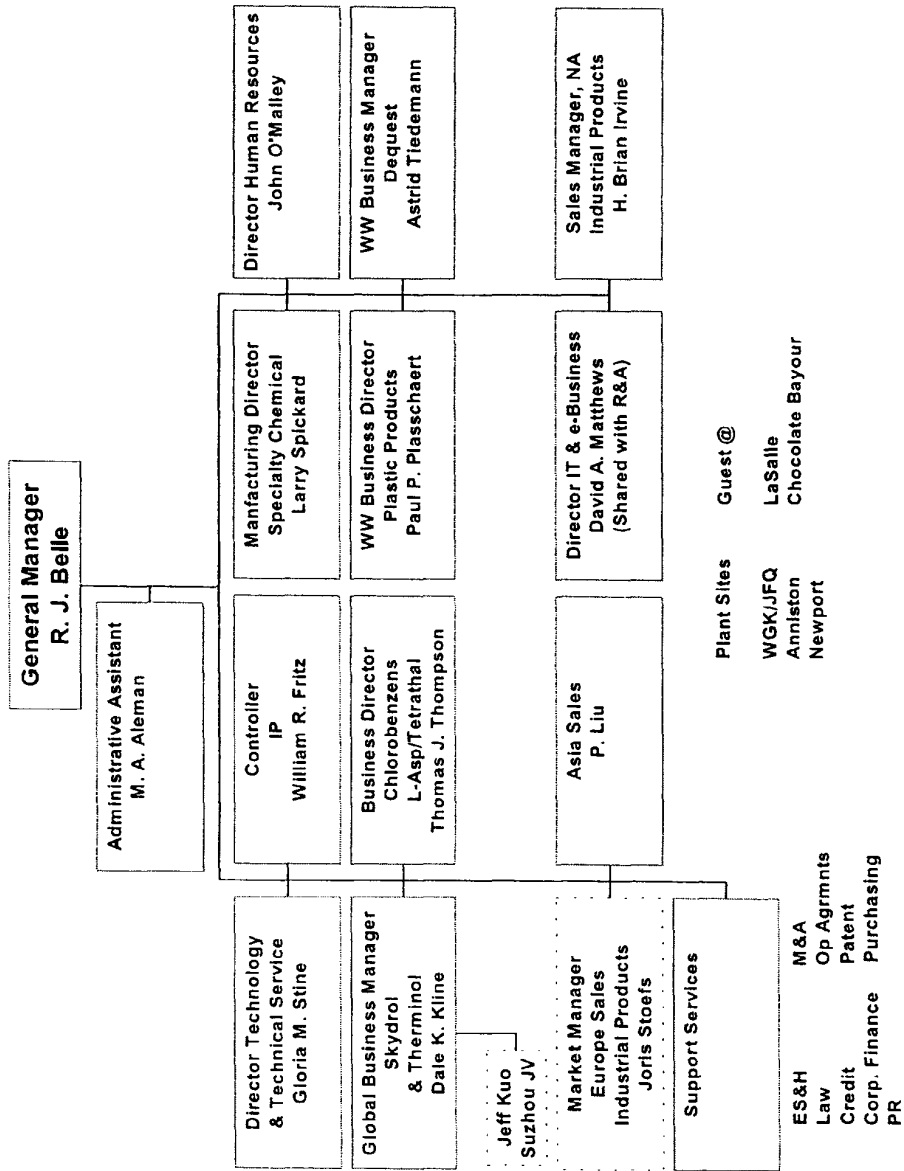
Board Of Directors:

Paul Donovan; Senior Vice President and Chief Financial Officer, Wisconsin Energy Corporation
Paul Hatfield; Principal, Hatfield Capital Group
John Hunter; Chairman, President and Chief Executive Officer, Solutia Inc.
Bob Jenkins; Retired Chairman of the Board and Chief Executive Officer, Sundstrand Corporation
Frank Metz; Retired Senior Vice President, Finance and Planning, and Chief Financial Officer, International Business Machines Corporation
Mike Miller; Vice Chairman, Solutia Inc.
Pat Mulcahy; Chief Executive Officer and director, Energizer Holdings, Inc.
Sally Narodick, Educational technology and e-learning consultant. Also serves as a director of Penford Corporation, Puget Sound Energy, Inc., and click2learn.com,inc.
Bill Ruckelshaus; Strategic Partner, Madrona Venture Fund and Principal, Madrona Investment Group L.L.C.
John Slaughter; President and Chief Executive Officer, The National Action Council for Minorities in Engineering (NACME), Inc.

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10/26/01

INDUSTRIAL PRODUCTS



5/17/02

Farroll, John T

From: Solutia Now

Sent: Wednesday, June 12, 2002 10:02 AM

To: Broadcast Entire Directory

Subject: New Organization: Resins and Additives and Industrial

**RESINS AND ADDITIVES AND INDUSTRIAL PRODUCTS:
NEW ORGANIZATION**

In order to respond to the challenges of the global marketplace, the following changes to the Resins & Additives and Industrial Products organization are announced.

The purpose of this organization is to:

- Facilitate the improvement of the financial performance
- Support the generation of growth from the relevant markets and product lines, and
- Create development opportunities for our employees

Our Mission is to increase the value we deliver to customers and owners. Sources for value creation will be:

- The continuous improvement of our organizational efficiency
- Disciplined management of our business processes
- Focused management of our portfolio
- Market orientation to understand the value provided to customers and their markets leading to the generation of innovative new products, services and business models
- Continuously upgrading our organization to improve skill levels

The Principles of the organizational structure are:

- Resins & Additives and Industrial Products will be run as one organization
- We will manage our businesses and functions globally
- As the business critical mass permits, the customer interface will be organized as business specific and as local as possible

Effective July 1st the business will be organized in the following Business and Functional groups.

There will be four business groups:

Specialty Fluids

The business group will be responsible for managing the Skydrol and Therminol businesses and developing the strategy that will deliver sustainable profit growth in the future. Dale Kline is named the leader of the Specialty Fluids business. Reporting to Dale will be MTS/applications and Sales.

Coatings Resins & Additives

6/19/02

TOWOLDMON0009899

This business group will be responsible for managing the profitability of our business to the coatings industry (BL 1, 2, 4). Steve Zollmann is named as the leader of this group. Reporting to Steve will be Business management, MTS/applications and strategic accounts management.

Technical Products

This business group will be responsible for managing the profitability of the following businesses: Technical Resins, Dequest, Intermediates and Adhesives. Josef Sauer is named the leader of this business group. Reporting to Josef will be Business management, MTS/applications and strategic account management.

Plastic Products

Plastic Products will continue to operate under the leadership of Paul Plasschaert and will maintain the current organization.

The Specialty Fluids, Coatings Resins & Additives and Technical Products businesses will be supported by the following functional groups.

Operations

It is the role of Operations to produce and deliver product to the customer in a cost effective manner as well as to satisfy customer requirements according to the business strategy. Operations worldwide will include Manufacturing, Supply Chain Management and Purchasing. Operations will be led globally by Manfred Schrod.

Sales

Sales will own the customer acquisition and retention process. We aim to increase profitability of our customers and manage them according to their growth and profit potential.

The leader of the global Sales & Customer Service organization for Coatings and Technical Products is John Moore. Knowledge of our customers' needs is an important part of our value creation. The Sales function will be organized to achieve our business strategy with global key customers, regional and local customers in the most appropriate way.

Technology

Technology's role is to provide the business with new products that create value for the customers and allow Solutia to obtain competitive advantage. The Technology organization will support the Coatings, Technical Products and the Specialty Fluids businesses. ESH will continue to be part of Technology. Technology leader will be Frank Pacholec.

Information (Enabling) Technology

The Information Technology organization will remain unchanged under the global leadership of Dave Matthews.

Human resources

6/19/02

HR for Resins & Additives and Industrial Products will be combined under the global leadership of Alan Williams.

Finance

The Finance function will be combined for Resins & Additives and Industrial Products under the global leadership of Maddy Lauwers.

The named leaders of the Business and Functional Groups will report to me.

Announcement about the necessary further changes to the organization and the linkage teams that will be required to implement the mission and organizational principles will follow as quickly as possible. In the meantime, we all still have work assignments and customers, both external and internal, to serve. As we make these changes, the businesses still need to take advantage of every opportunity that arises.

Monika Riese-Martin

HELP FIND A NEW NAME FOR THE COMBINED RESINS AND ADDITIVES AND INDUSTRIAL PRODUCTS ORGANIZATIONS

Following the announced changes to the Resins and Additives (R & A) and Industrial Products (IP) organizations, we are seeking a name for our new business platform, which reflects the broader product portfolio as well as our ambitious growth and financial performance aspirations.

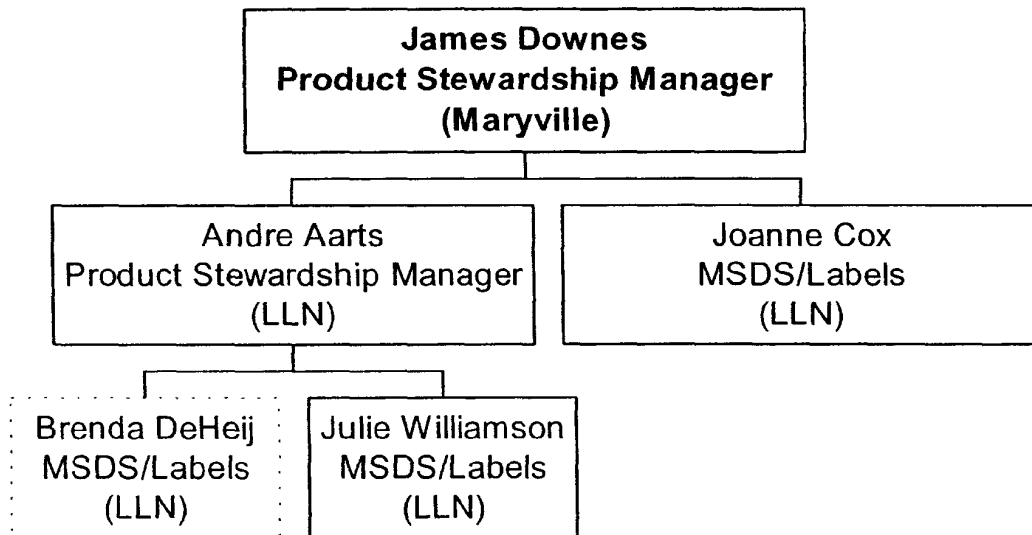
All Solutia employees are therefore cordially invited to e-mail new name suggestions to Michael Scharf by June 21 latest (you can send in as many names as you wish). The new business platform leadership team will select and announce a name from the proposals received. The prize for the employee whose suggestion is chosen will be a dinner for two at a three-star restaurant.

Alan Williams

6/19/02

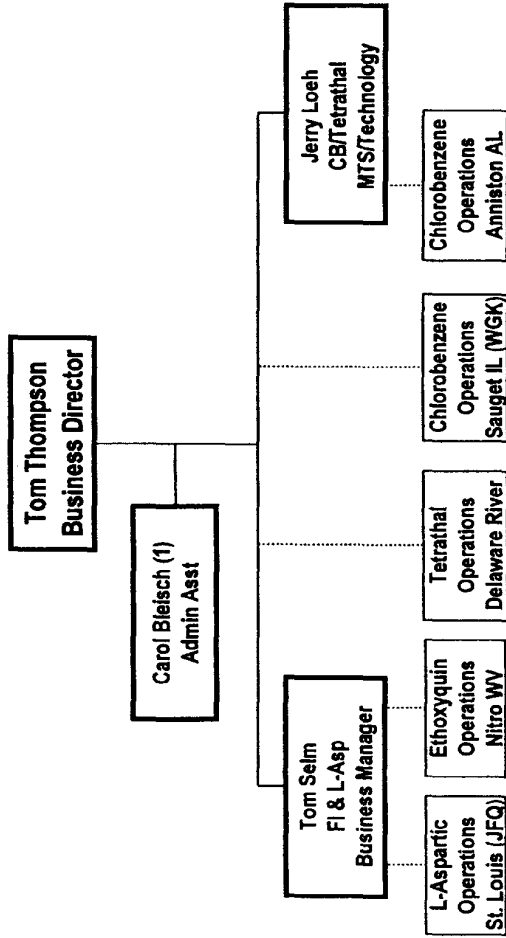
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Industrial Products Product Stewardship



5/17/02

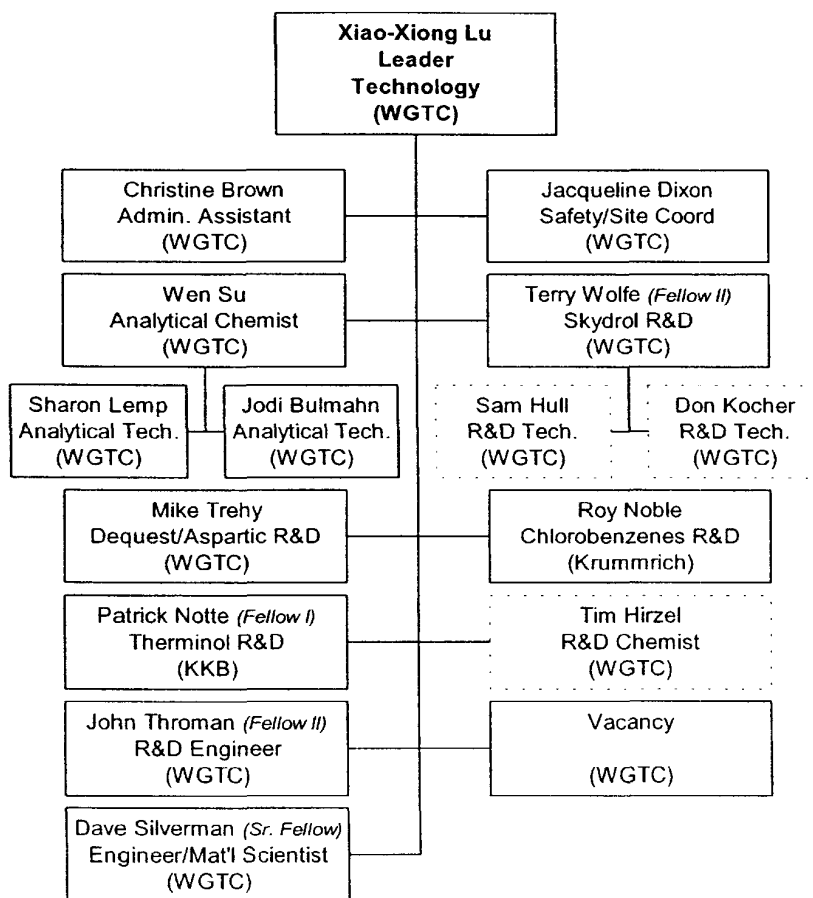
CB / FI / TETRATHAL / L-ASPARTIC



(1) Shared with WGK/JFQ Site Manager

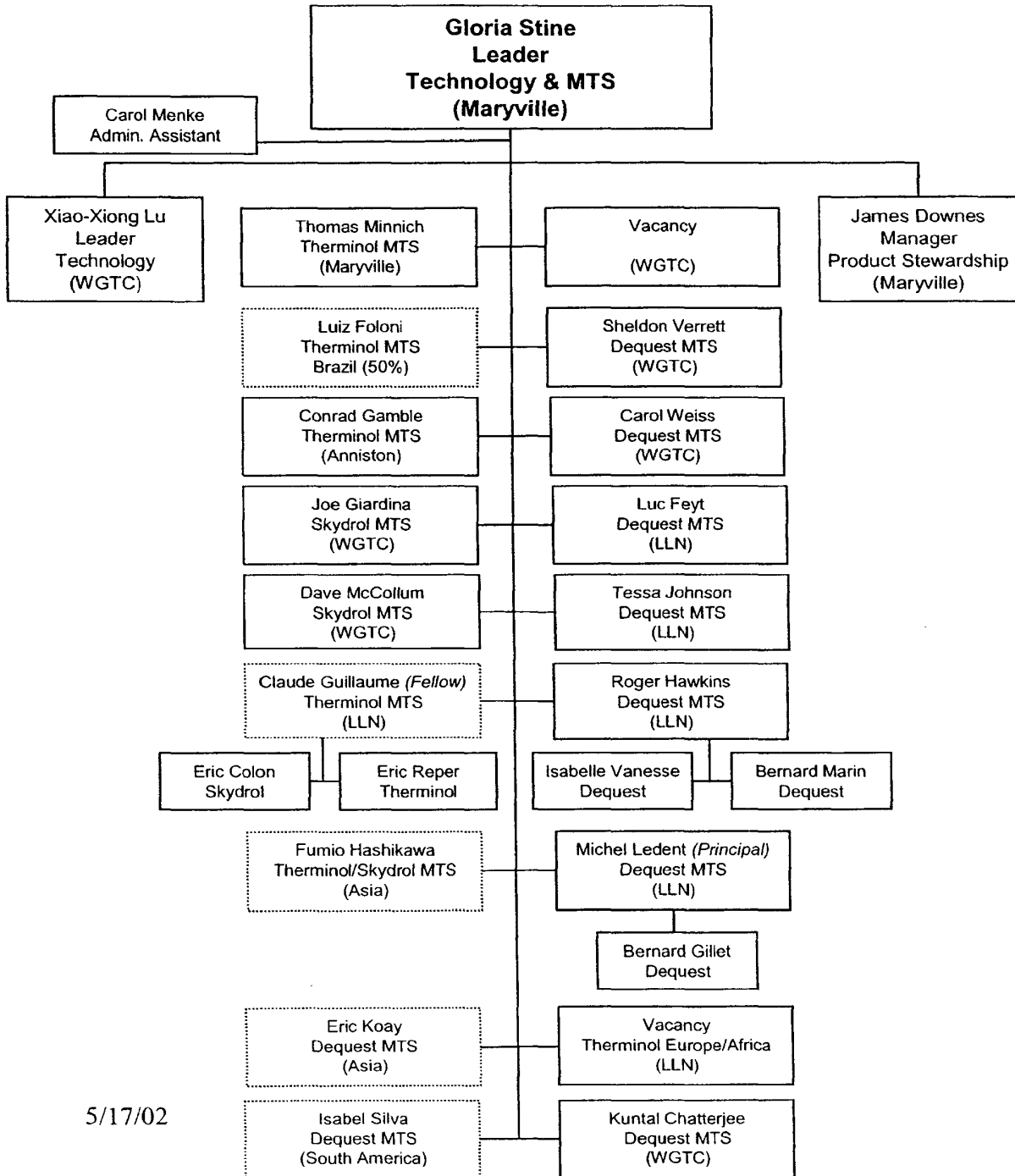
February 2002

Industrial Products Technology



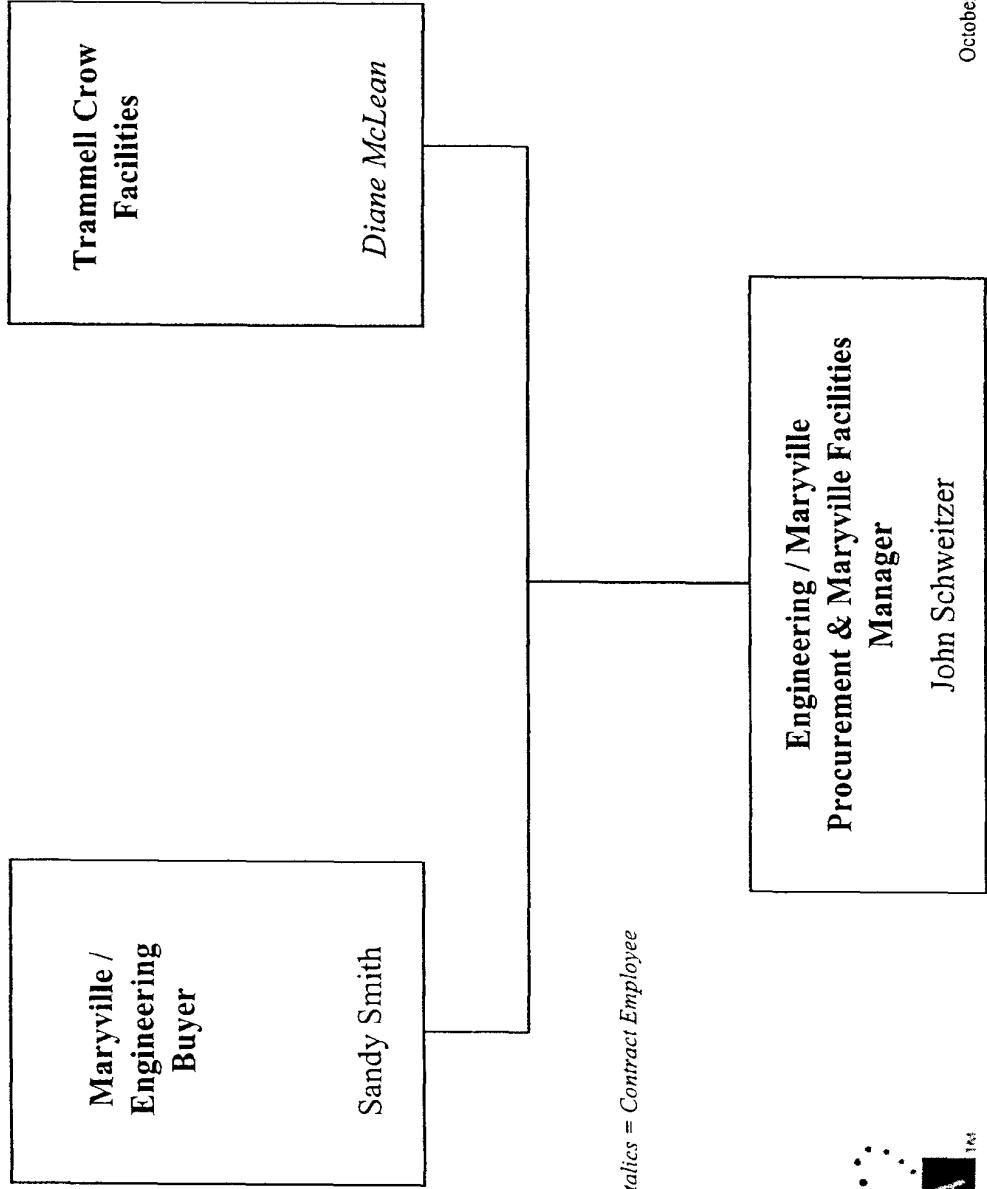
5/17/02

Industrial Products Technology & MTS



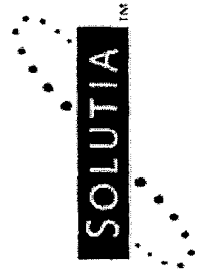
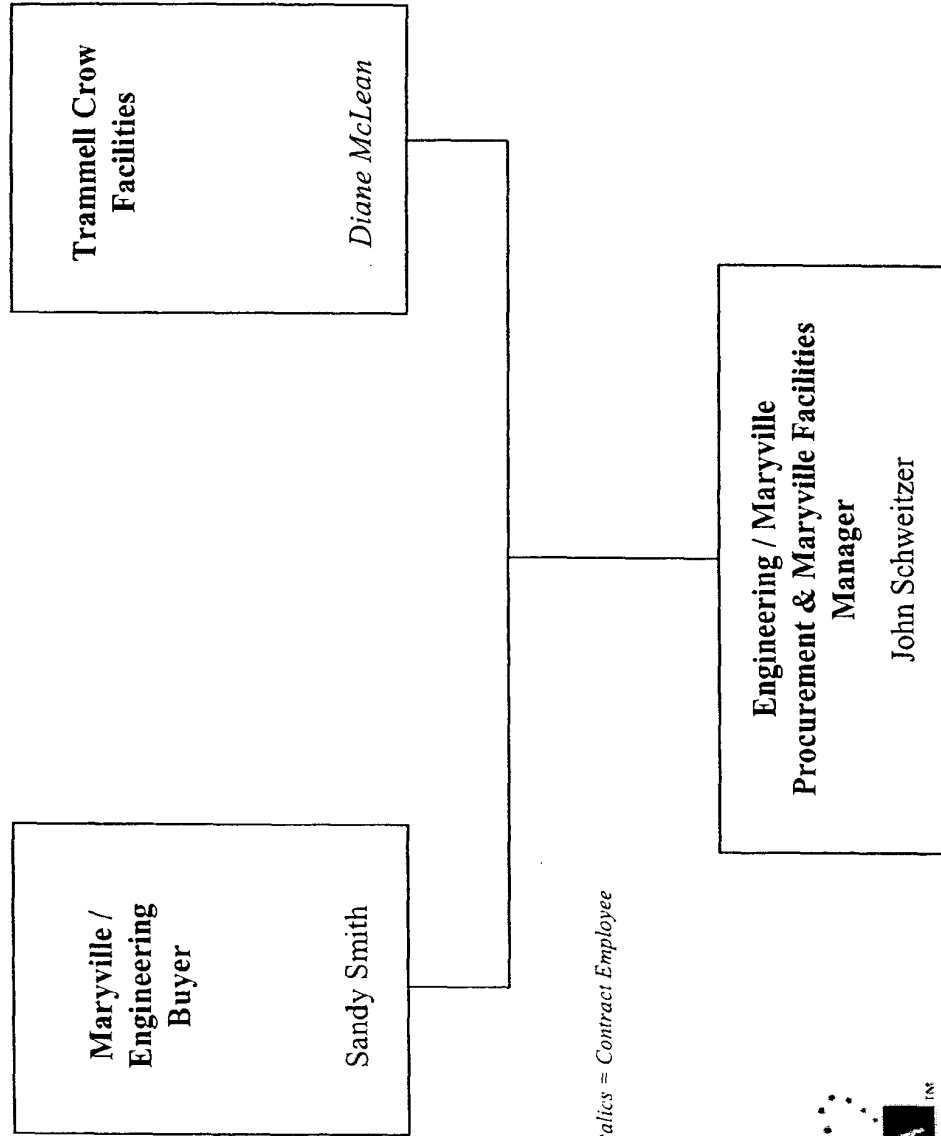
5/17/02

Engineering / Maryville Procurement & Maryville Facilities



October 18, 2002

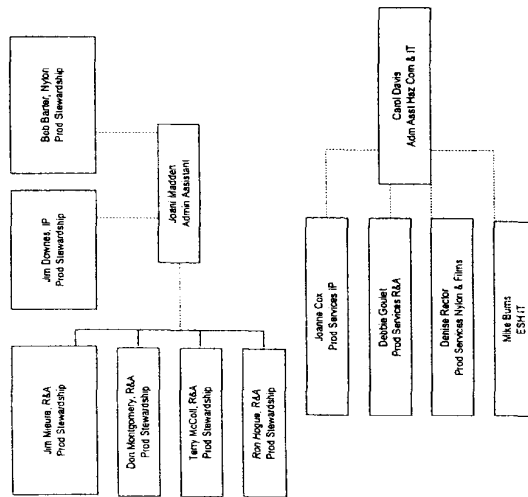
Engineering / Maryville Procurement & Maryville Facilities



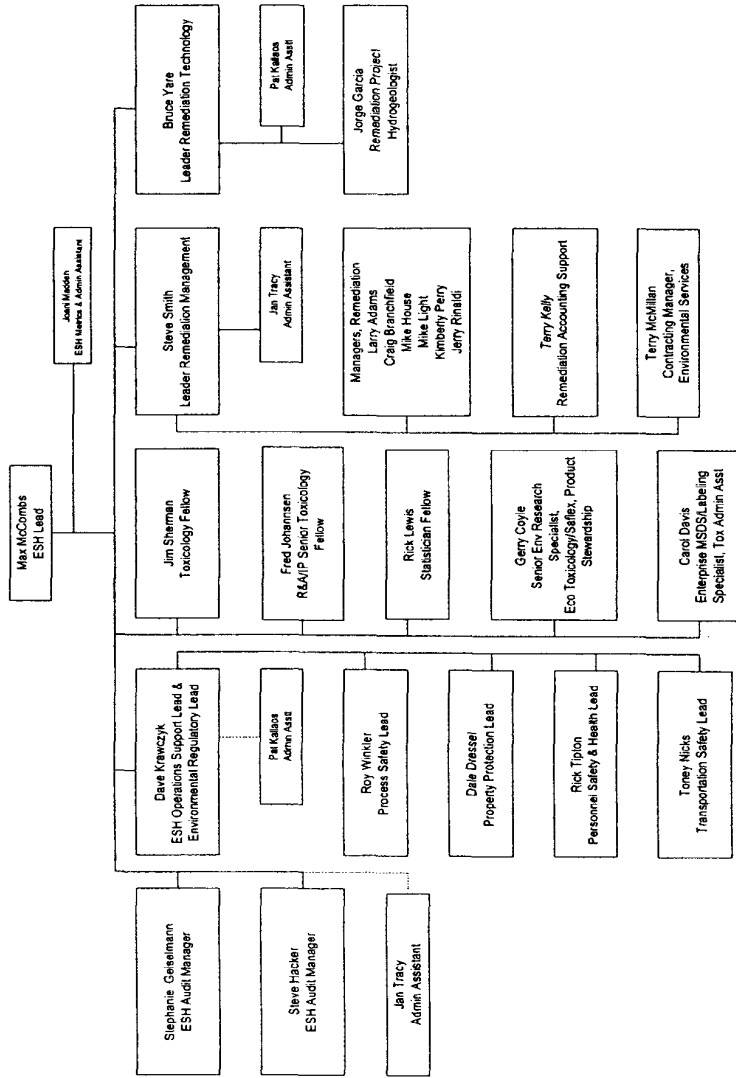
March 18, 2002

ESH

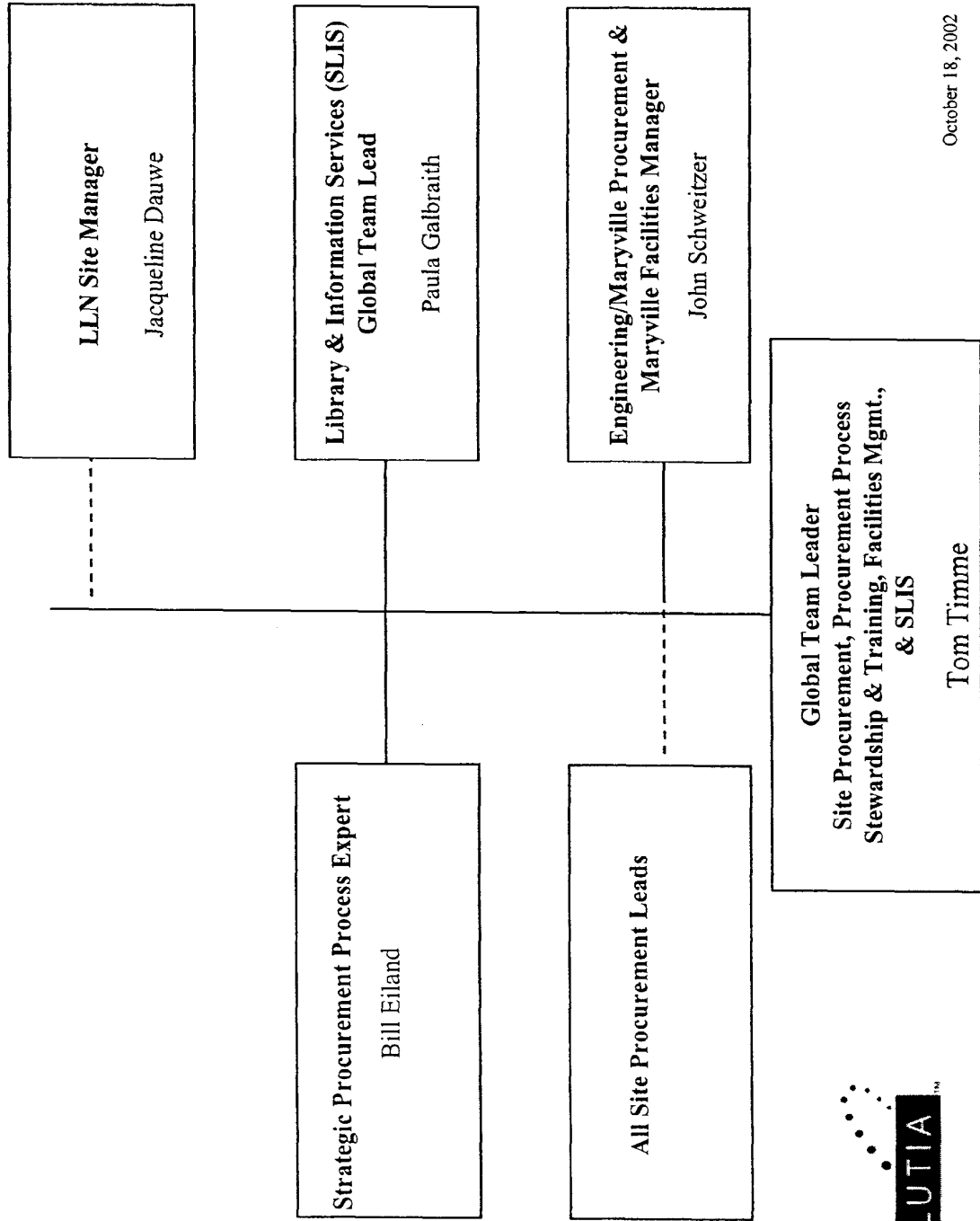
Business Product Stewardship



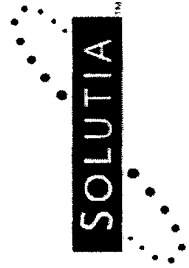
Corporate Services ESH



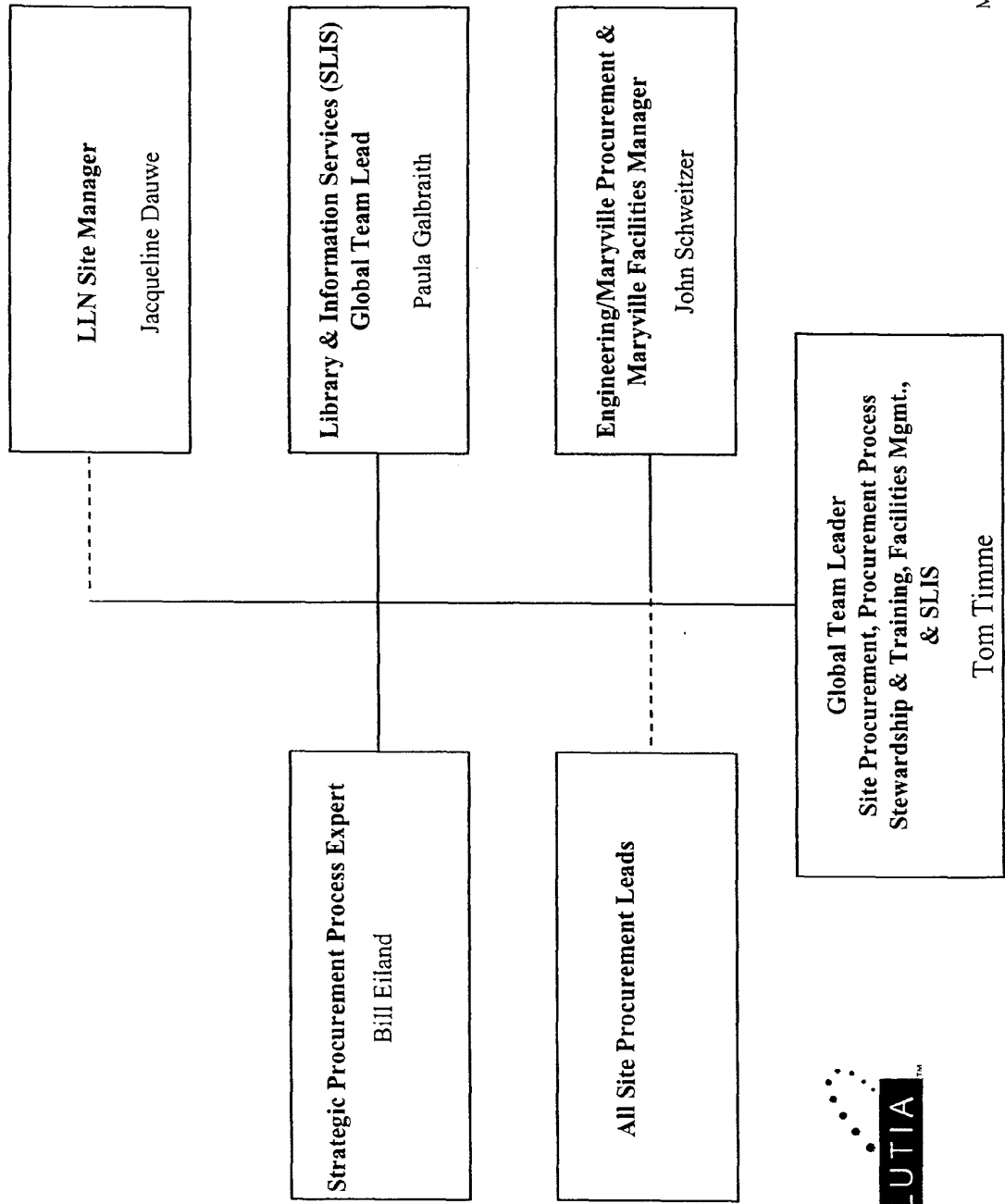
Site Procurement, Procurement Process Stewardship & Training, Facilities Mgmt., & SLIS



October 18, 2002

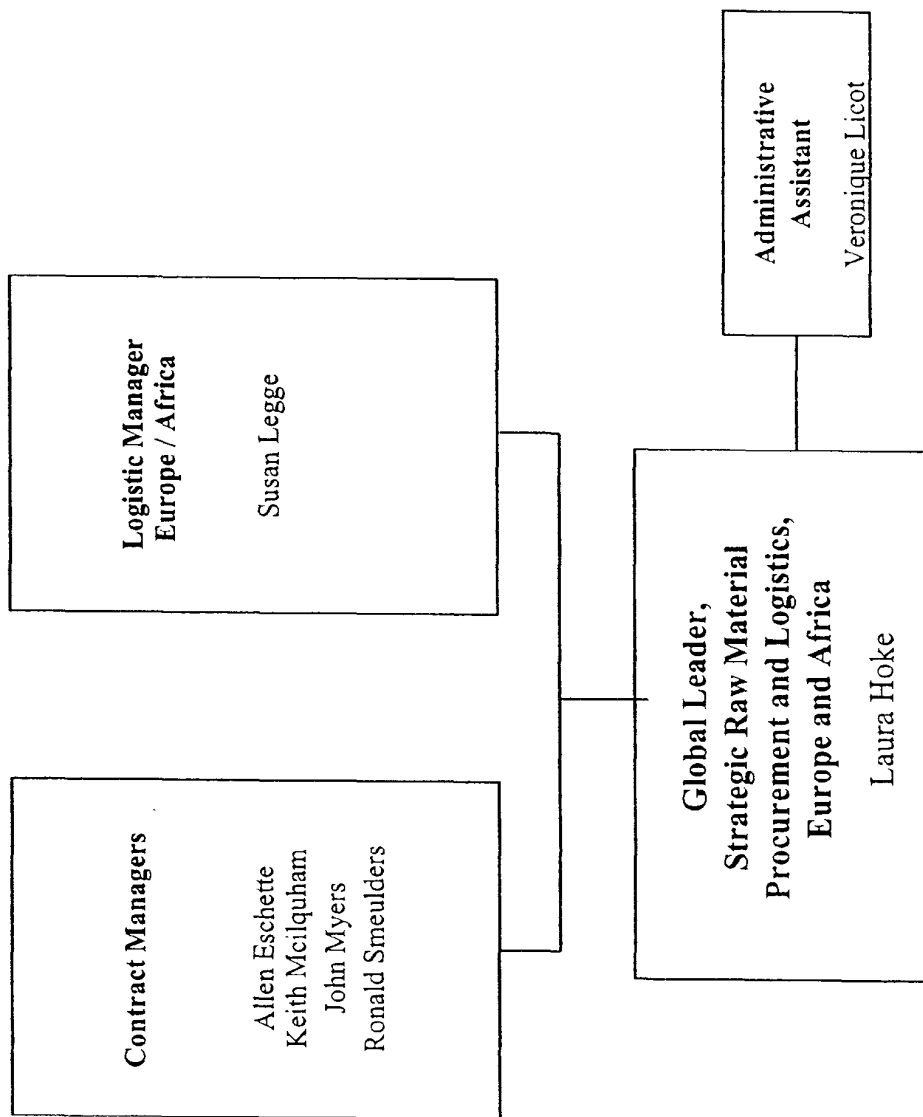


Site Procurement, Procurement Process Stewardship & Training, Facilities Mgmt., & SLIS



March 18, 2002

Strategic Raw Material Procurement

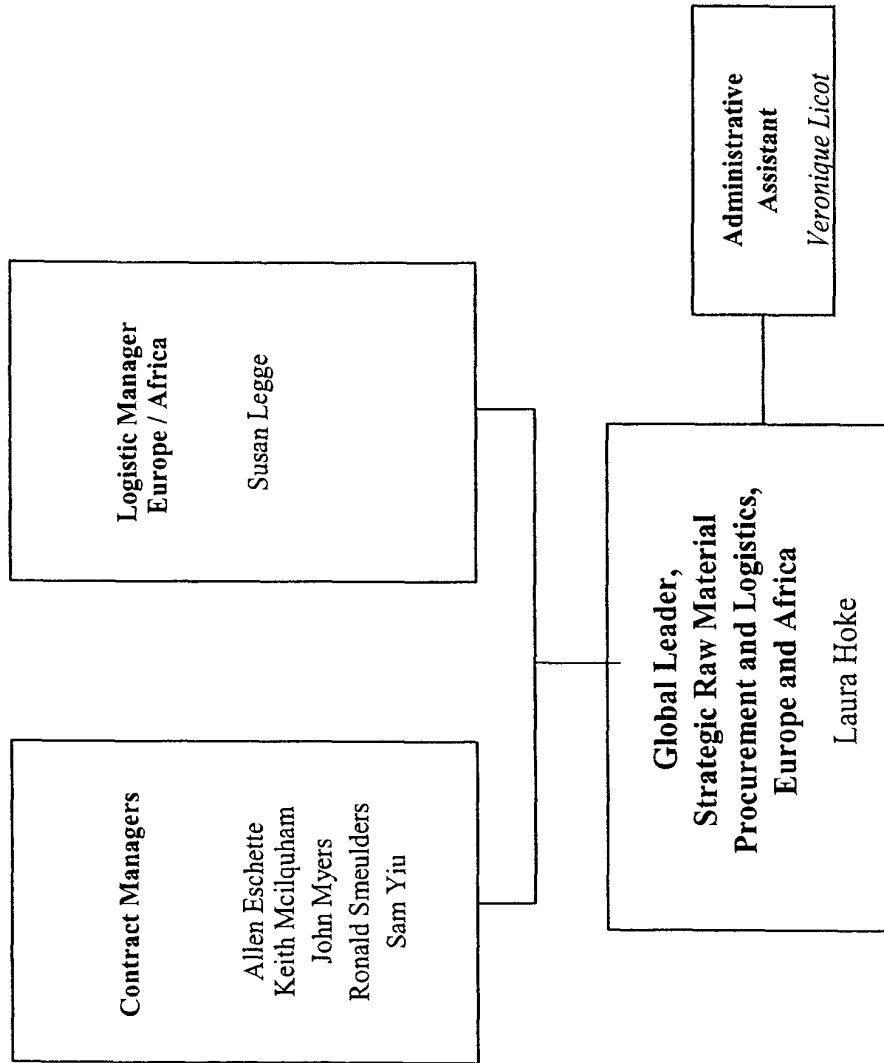


Italics = Contract



October 18, 2002

Strategic Raw Material Procurement

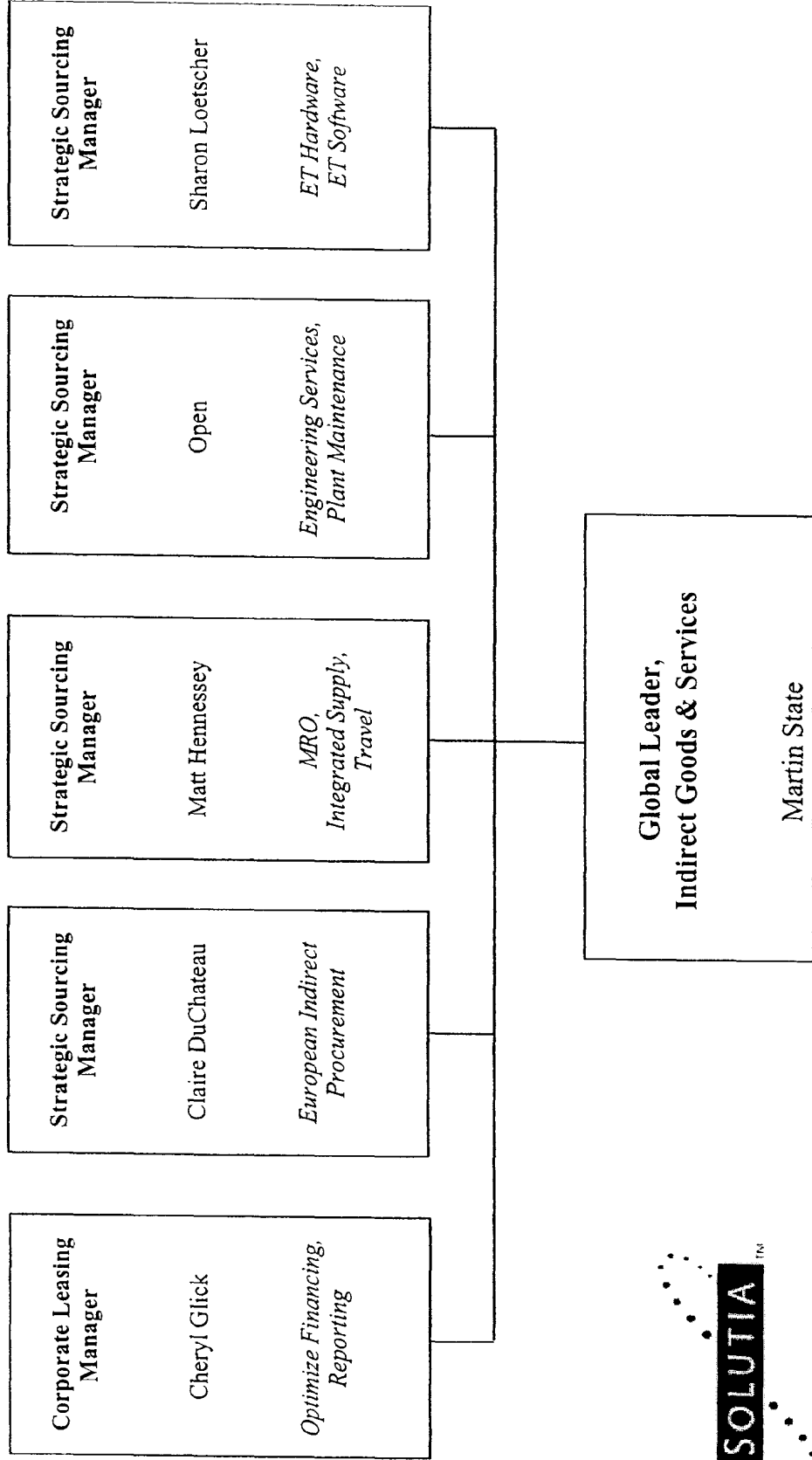


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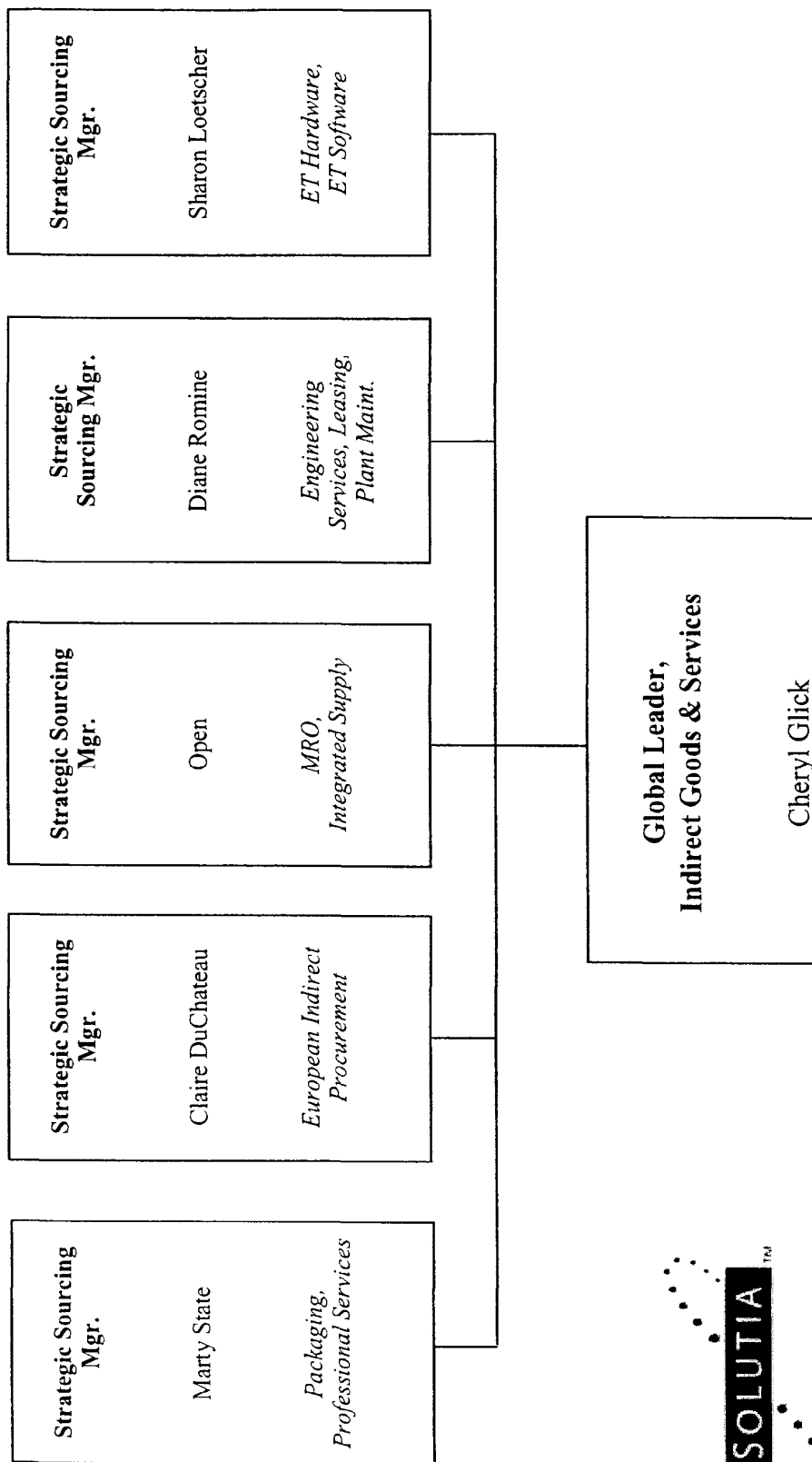
March 1, 2002

STRATEGIC SOURCING INDIRECT GOODS AND SERVICES



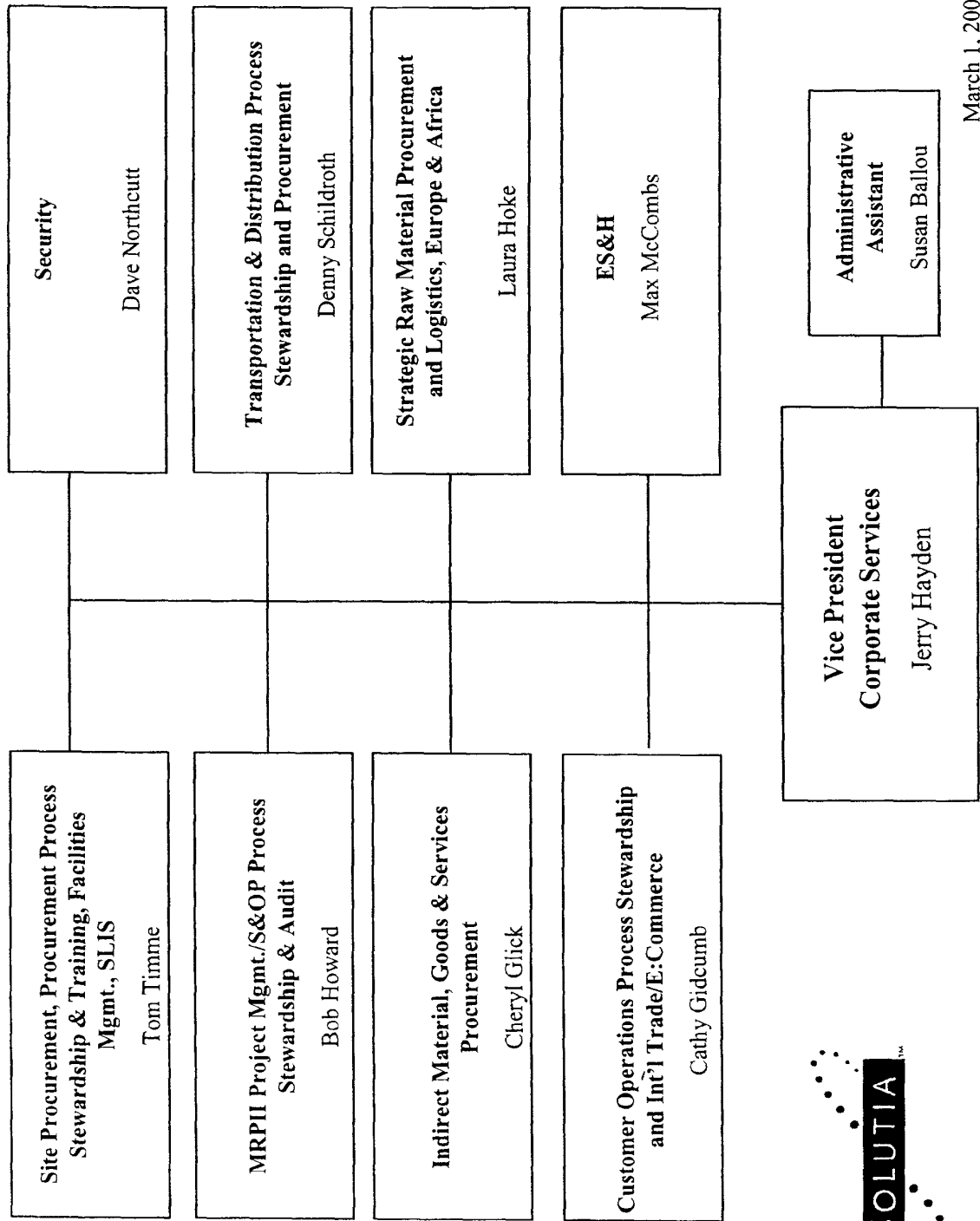
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STRATEGIC SOURCING INDIRECT GOODS AND SERVICES



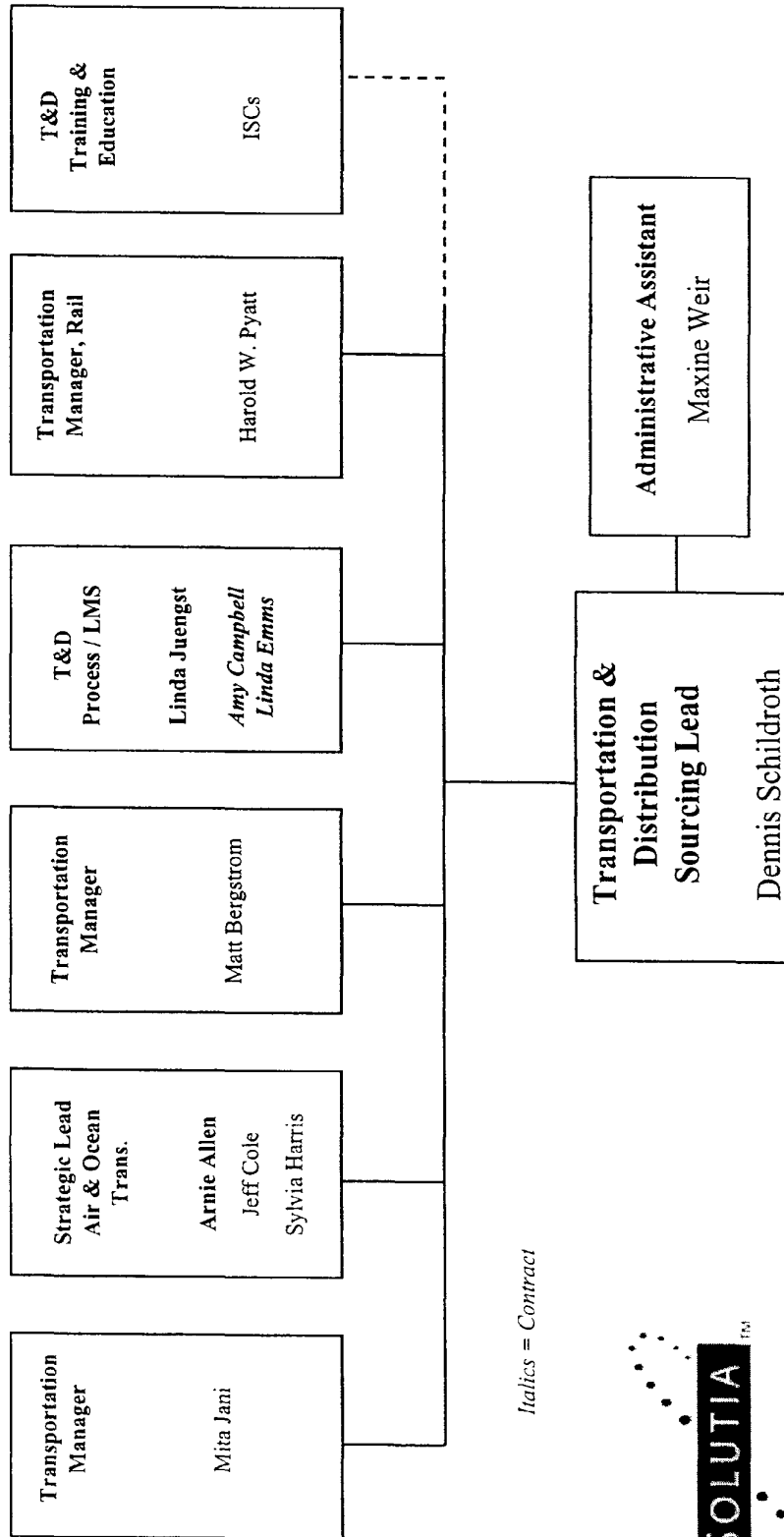
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CORPORATE SERVICES

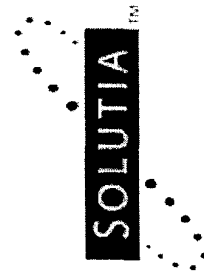


March 1, 2002

CUSTOMER



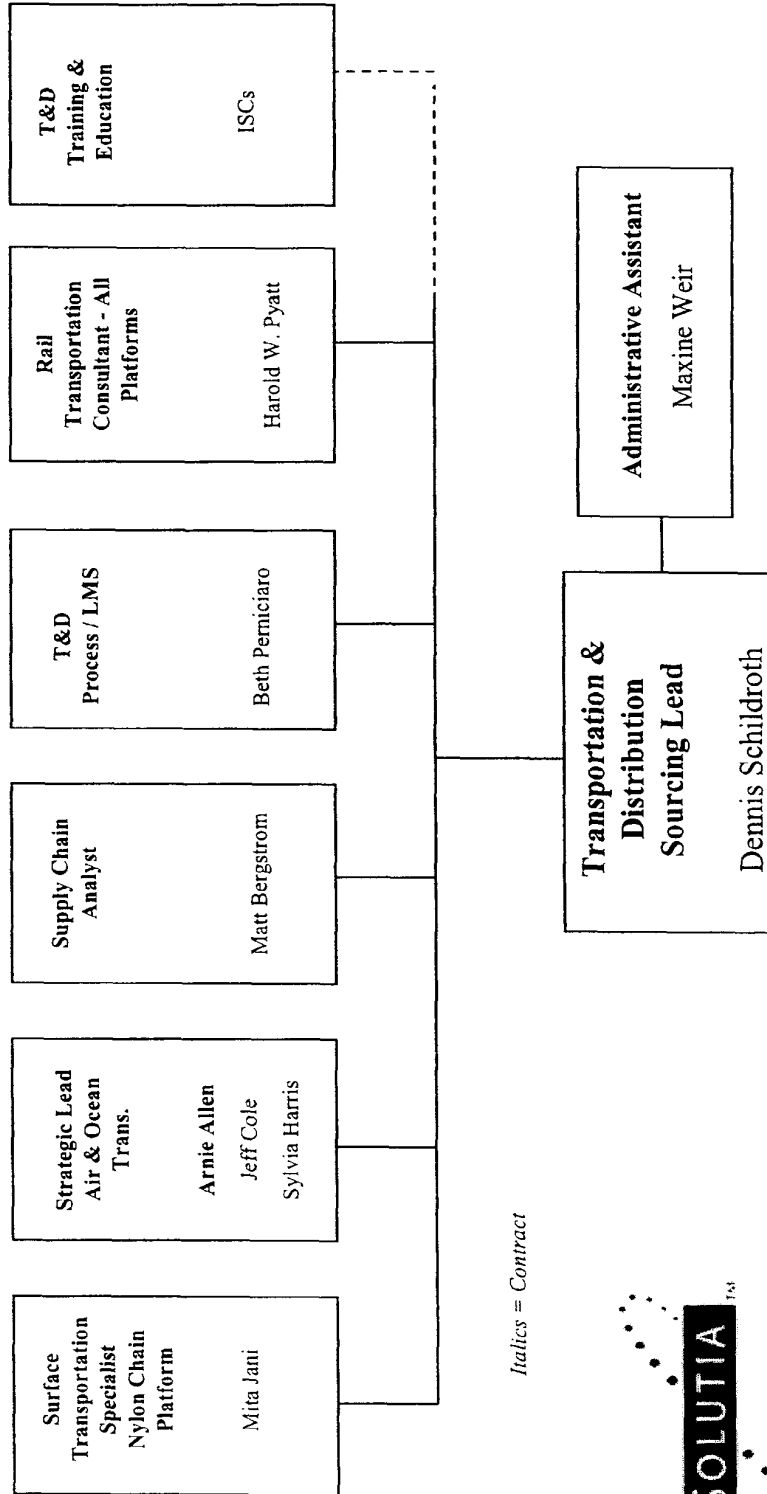
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Transportation & Distribution

June 20, 2002

C U S T O M E R



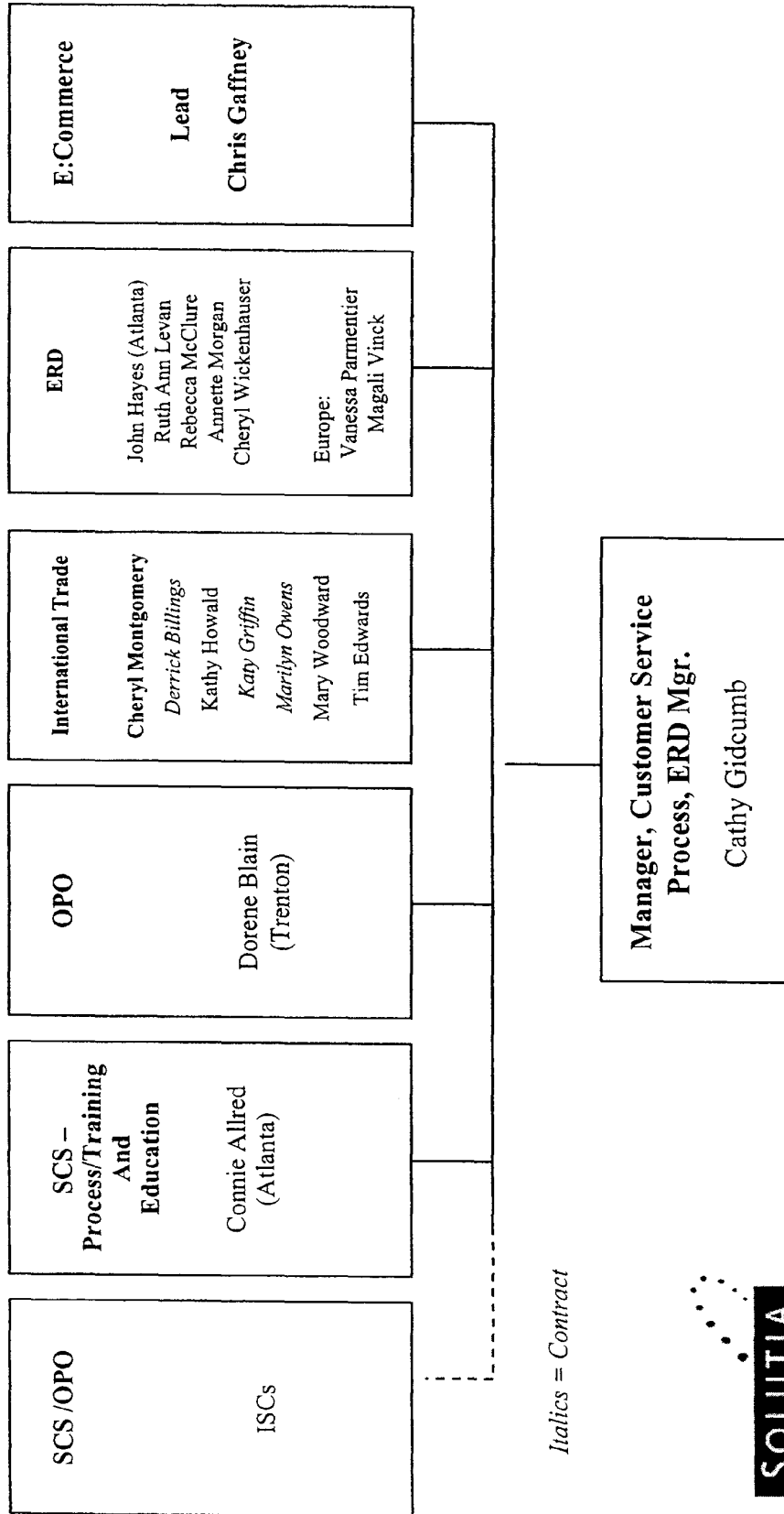
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Transportation & Distribution

March 1, 2002

C U S T O M E R



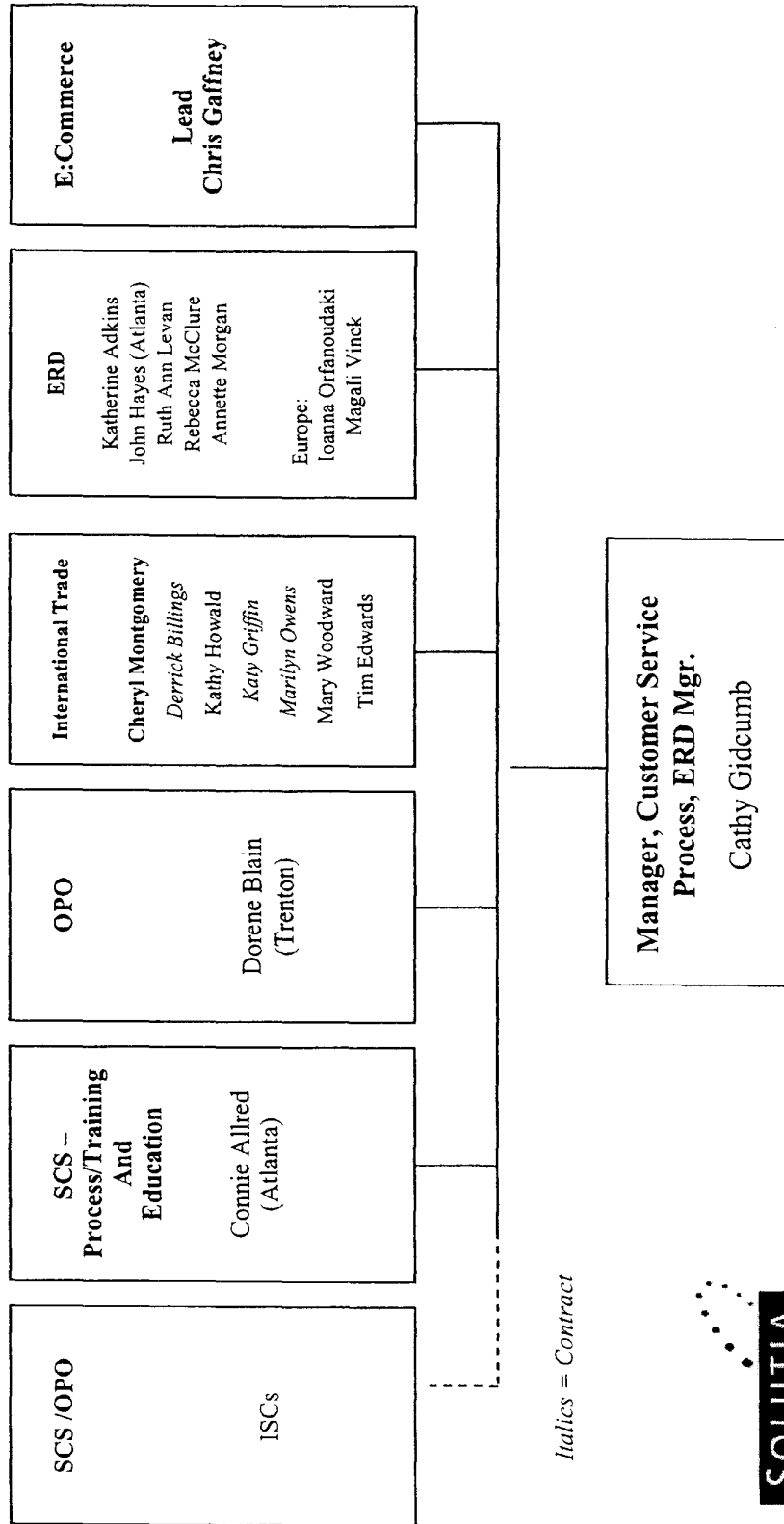
Italics = Contract



Enterprise Customer Service Processes

June 20, 2002

CUSTOMER



Enterprise Customer Service Processes

March 1, 2002

Human Resources Group

Effective 2/1/00

SOLUTIA

SHEILA FELDMAN
HR TEAM LEADER

GLOBAL HR LEADERSHIP

MATT FOLEY
BOB LORAH
JOHN O'MALLEY
SUSAN BEVINGTON

Alessa Burbach - Staffing
Debbie Dildine - Staffing
Katherine Naumann - Staffing



See Box

ERICK KOSHNER - Org. Dev./Edu. & Trng.
Stuart Larson Gary Overgaard
Bob Saxton Tina Schaefer
Tom Venneman

ALAN E. WILLIAMS - Europe
Michel Jacquery
Caroline de Stexhe
Isabelle Henriot

ZILDA ANDRADE - South America

VIOLET CHUA - Asia/Pacific
Elaine Cheang
Amy Chung

HR SYSTEMS & SERVICES

ROBERT ASHTON - Team Leader

CHRIS AST - Benefits
Karen Arens - Retiree Service Center
Mary Ann Fryman - Relocation & Disability
Rita Henrich - HRIS/CES
Center For Employee Svcs:
Charlene Carroll
Jeff Chilton
Sherry Johnson
Melinda Rutledge

NICK WEHMEIER - Compensation
Rebecca Williams - Comp, Benefits & Int'l
Assignments

MANNY ROMERO - HR Information Systems
Terri Schneider - HRIS

SITE HR LEADERSHIP

John O'Malley - Team Leader

Annisston Lamar Freeman
Augusta Jack Montgomery
Carondelet Mike Bork
Chocolate Bayou Rachell Gold
Decatur Dave Martone
Delaware River/LaSalle Theron Harris
Foley Bill Walker
Ghent Bert Fierens
Greenwood Chuck Cobb
Indian Orchard David Schollars
Krummrich/Queeny Sue Willower
Newport Bob Ansell
Pensacola Lerissa Rowe
Soda Springs Terry Naccarato
Trenton Duke Hearons

HR ASSISTANTS

ST. LOUIS

Mary Ann Bartels
Letha Dorsey
Helen Neuman

BUSINESS LEADERSHIP

Susan Bevington
• Shared Services
Finance/Controllershship
Law
ET

Process Integration Team
• Supply Chain
• HR Processes/Initiatives
Diversity
Staffing/Temporary Labor
EEO/AAP

Matt Foley
• Nylon Chain
Aerilan
Carpet
Nylon Industrial
Nylon Plastics & Polymers
Intermediates
• Mexico/Central America

Erick Koshaer
• Strategy & Growth
• New Ventures

Bob Lora
• Films
Safflex
CPFilms (Ralph Slink, VP, HR)
• Specialty
Industrial Products

Adhesives
Plastic Products
Polymer Modifiers
• P4&D

John O'Malley
• Operational Excellence
• ESH
• Government Affairs
• Technology
• Labor Relations
• Facilities/Security

Alan Williams
• Resins & Additives

Human Resources Group

Effective 11/06/00

SOLUTIA

SHEILA FELDMAN
HR TEAM LEADER

GLOBAL HR LEADERSHIP

MATT FOLEY
BOB LORAH
JOHN O'MALLEY
Katherine Naumann - Staffing
Sherry Misuraca - Staffing
Nikki Dufner - Staffing
ERICK KOSHNER - Org. Dev./Edu. & Trng.
Stuart Larson
Bob Saxton
Tom Venneman
ALAN E. WILLIAMS - Europe
Caroline de Stexhe Isabelle Henriot
Michel Jacquery Juergen Reichhold
MARIO ROMANO - South America
Isabel Da Silva Francisco
LAURA HOKE - Asia/Pacific
Rachel Foo
Monika Sachabhum
Amy Chung

See Box

HR SYSTEMS & SERVICES

HELEN NELLING - Team Leader
CHRIS AST - Benefits
Karen Arens - Benefits Administration
Mary Ann Fryman - Relocation & Disability
RITA HENRICH - HRIS/CES
Center For Employee Svcs:
Charlene Carroll
Melinda Rutledge
Rosa Blanchard-Green
NICK WEHMEIER - Compensation
Rebecca Williams - Comp, Benefits & Int'l
Assignments
Janet Bova Conti - Shareholder Service
Specialist
MANNY ROMERO - HR Information Systems
Terri Schneider - HRIS
Gary Overgaard - Training Systems
Duong Hoang - SAP

SITE HR LEADERSHIP

John O'Malley - Team Leader

Anniston
Chocolate Bayou
Decatur
Foley
Ghent
Greenwood
Indian Orchard
Krummich/Queeny
Newport
Pensacola
Trenton/LaSalle
Lamar Freeman
Rachel Gold
Dave Martone
Bill Walker
Bert Fierens
Chuck Cobb
David Schollars
Bonnie Daniels
Bob Ansell
Lerissa Rowe
Duke Hearons

HR ASSISTANTS

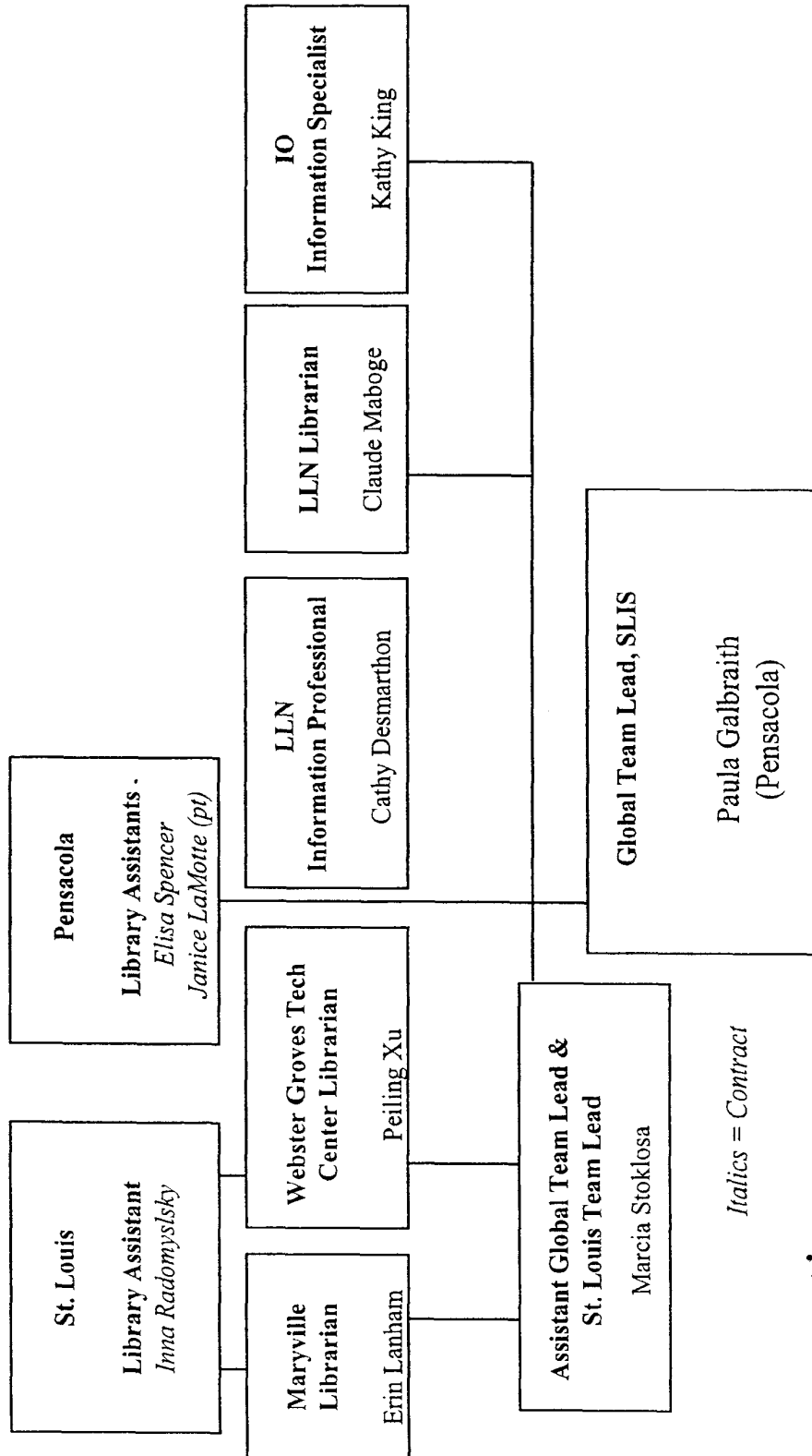
ST. LOUIS

Letha Dorsey
Nancy Henke
Helen Neuman

BUSINESS LEADERSHIP

Susan Bevington
• Pharmaceutical Fine Chemicals
• Shared Services
Finance/Controllershship
Law
ET
Process Integration Team
• Supply Chain
• HR Processes/Initiatives
Diversity
Staffing/Temporary Labor
EEO/AAP
Matt Foley
• Nylon Chain
Acrlan
Carpet
Nylon Industrial
Nylon Plastics & Polymers
Intermediates
• Mexico/Central America
Erick Koehner
• Strategy & Growth
• New Ventures
Bob Lorah
• Films
• Saflex
CPFilms (Ralph Sink, VP, HR)
• Specialty
Skydrol
Therminol
Dequest
L-Aspartic
Tetrathral
Adhesives
Plastic Products
John O'Malley
• Operations Excellence
• ESH
• Government Affairs
• Technology
• Labor Relations
• Facilities/Security
Alan Williams
• Resins & Additives

Solutia Library & Information Services

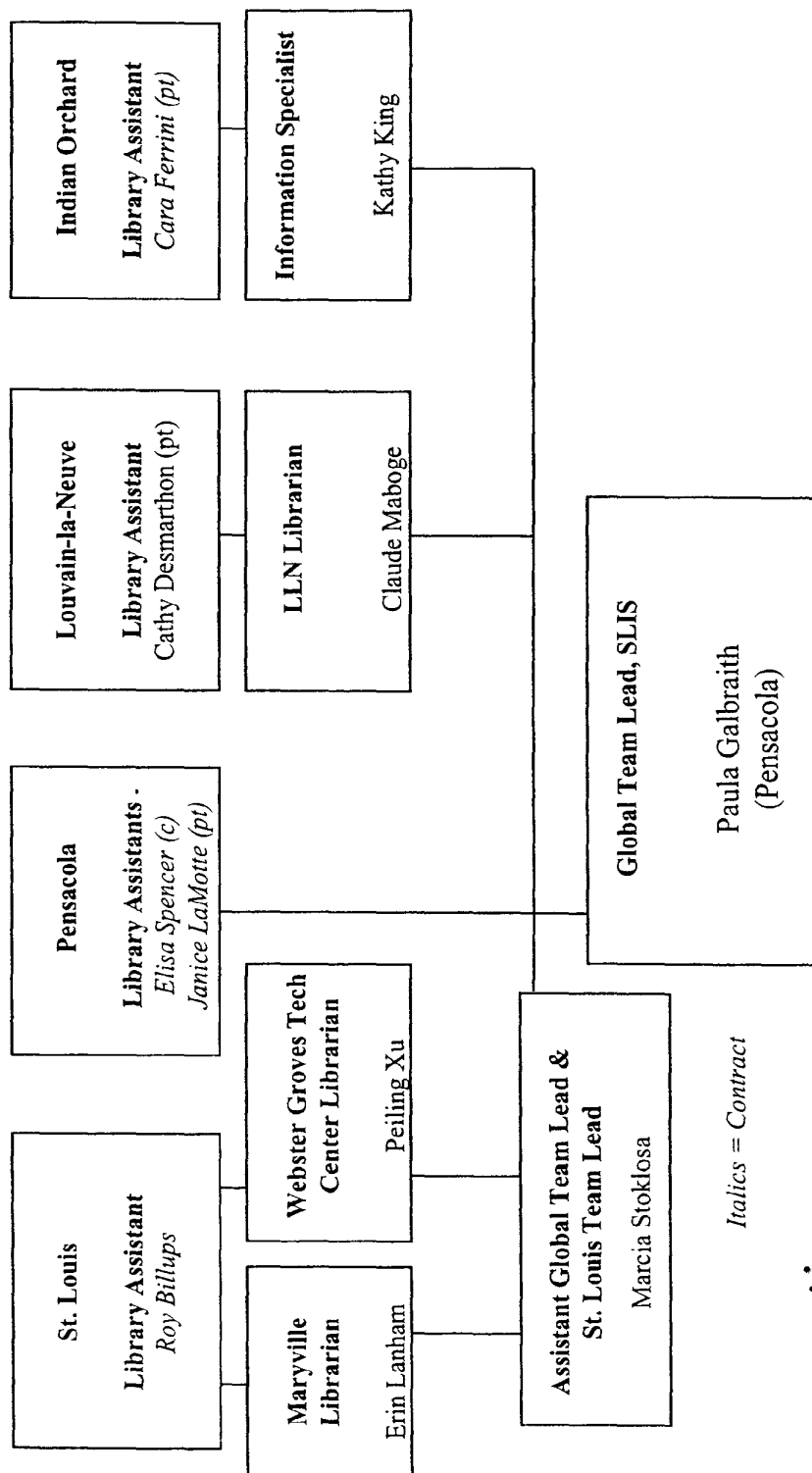


Italics = Contract



October 18, 2002

Solutia Library & Information Services

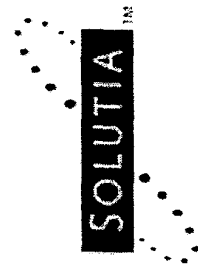
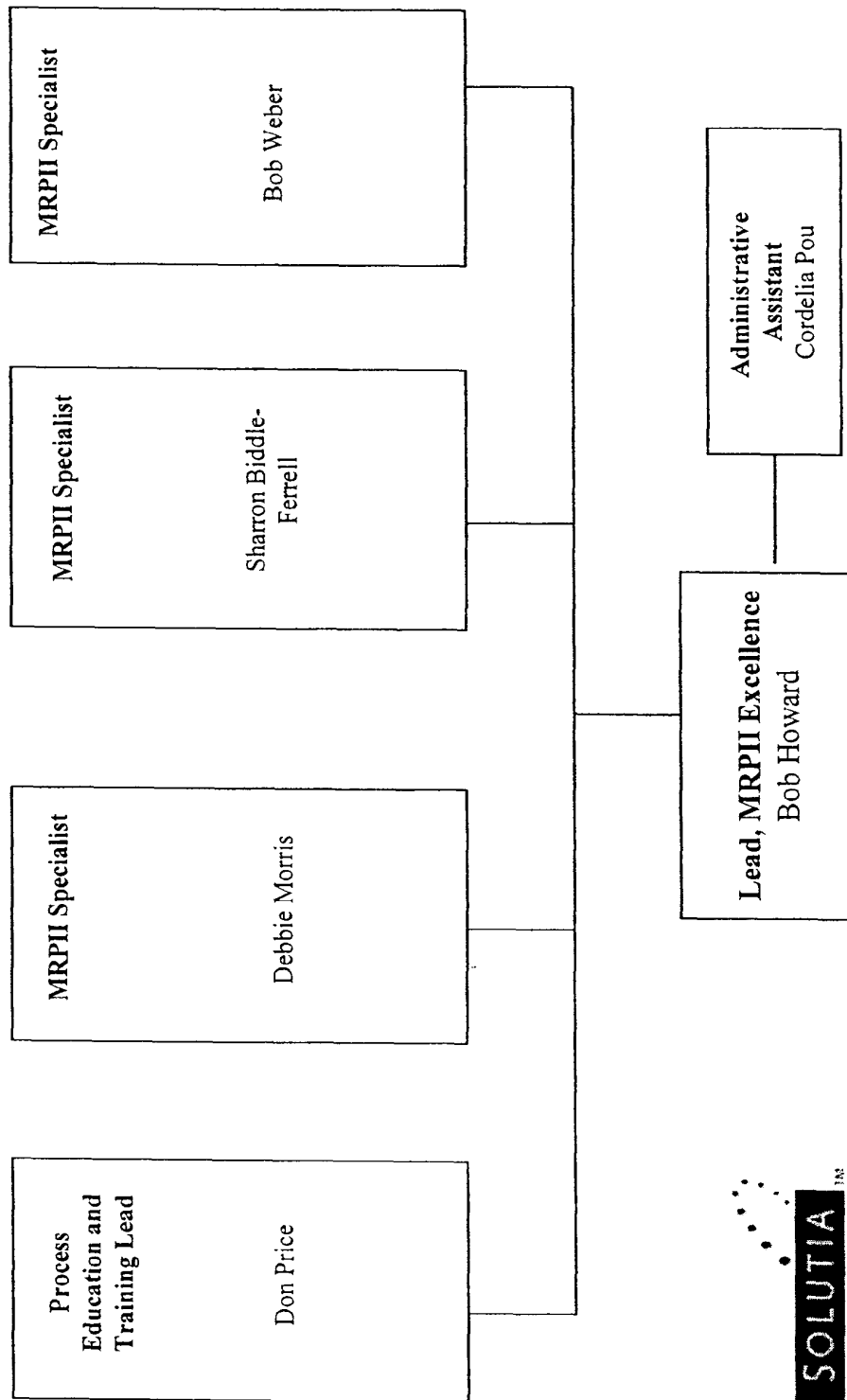


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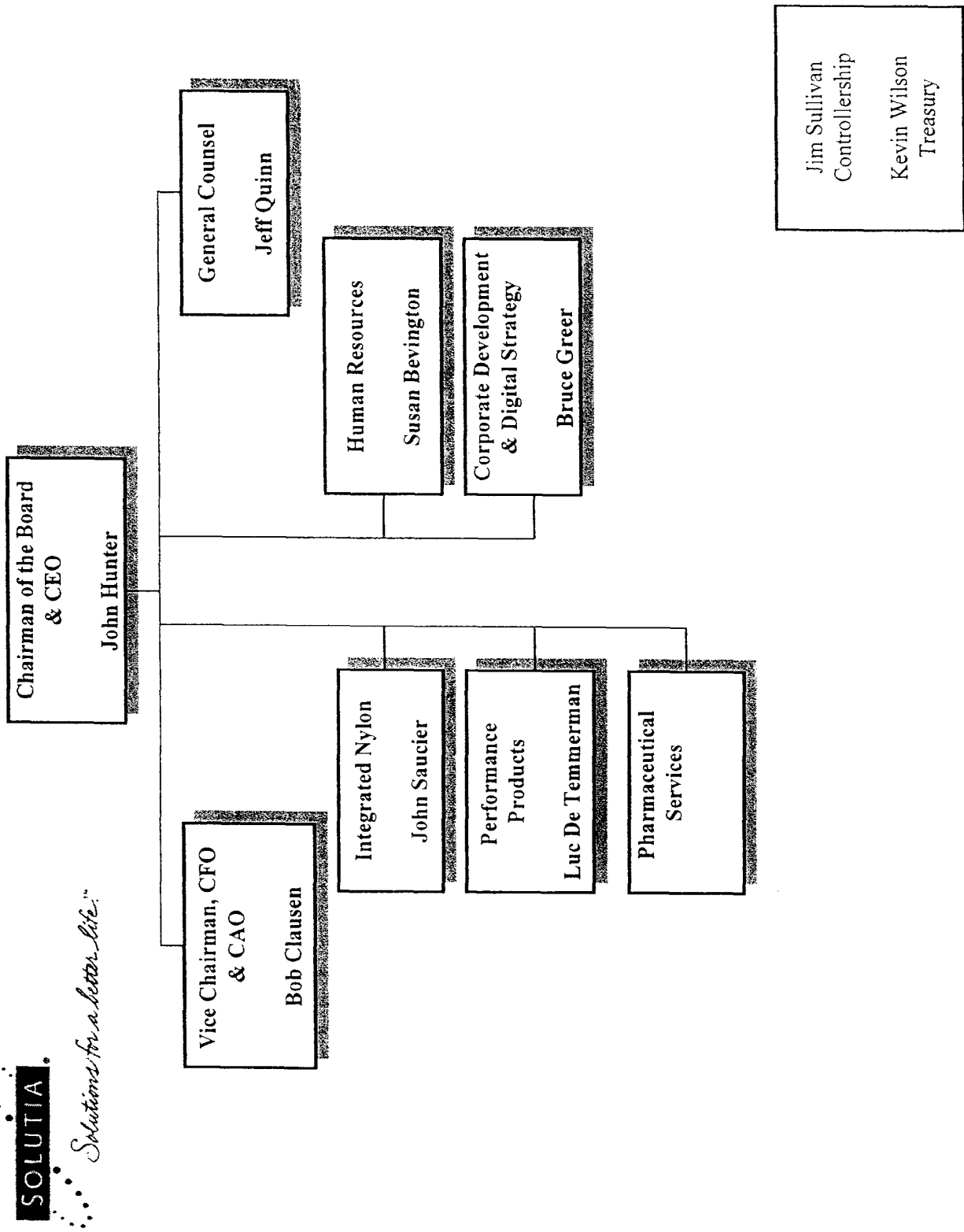


March 18, 2002

MRPII



March 1, 2002



**Chairman of the Board
& CEO**
John Hunter

Vice Chairman & CFO
Bob Clausen

General Counsel
Jeff Quinn

Integrated Nylon
John Saucier

**Performance
Products**
Luc de Temmerman

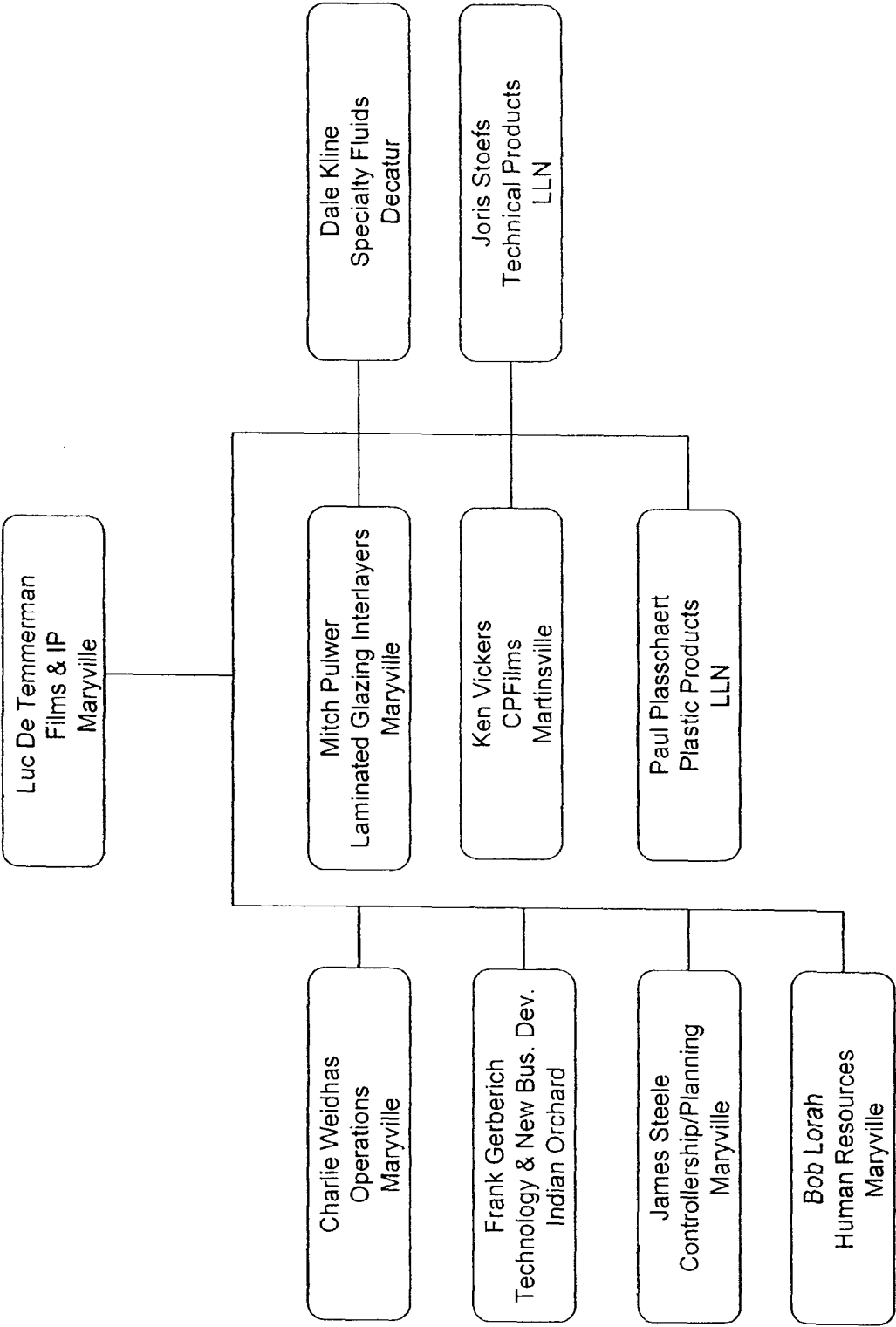
**Pharmaceutical
Services**
Ed Robinson

Human Resources
Susan Bevington

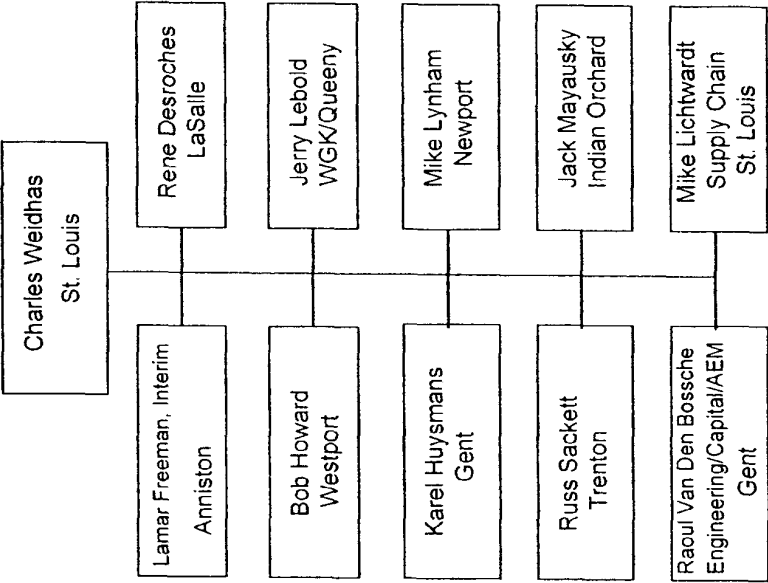
**Corporate Development
& Digital Strategy**
Bruce Greer

Jim Sullivan
Controllership
Kevin Wilson
Treasury

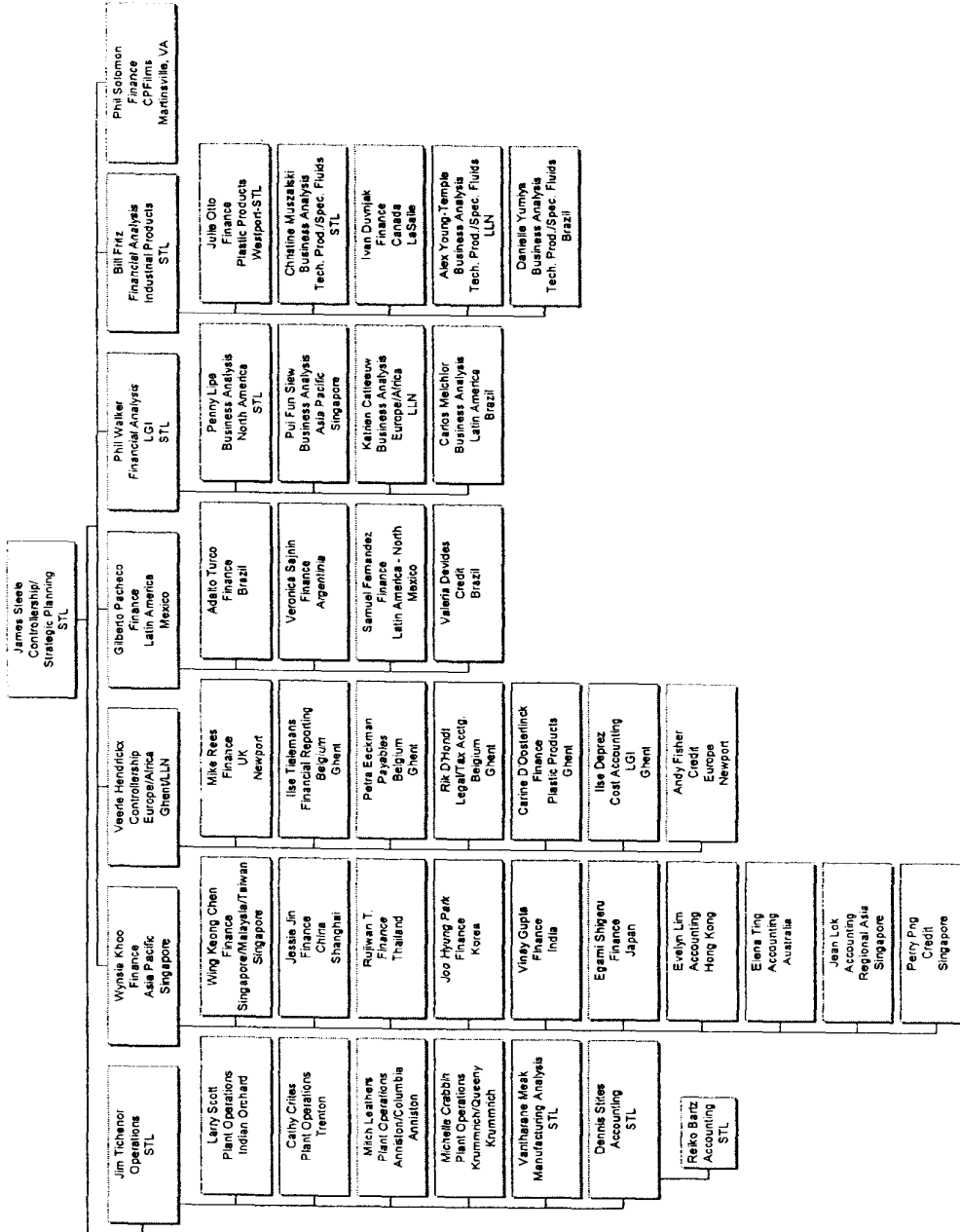
Performance Products: Leadership Team



Performance Products
Operations

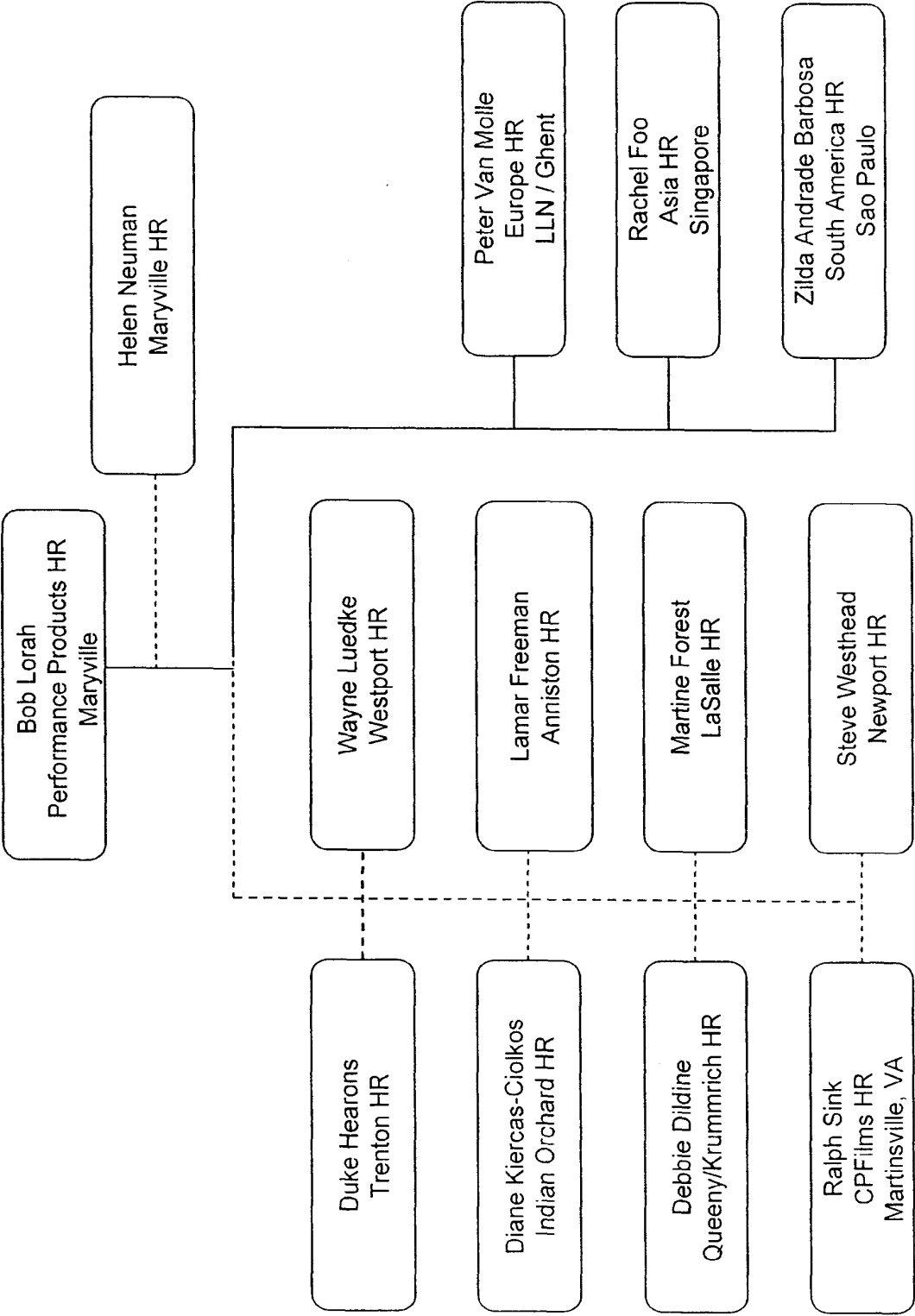


Performance Products Finance

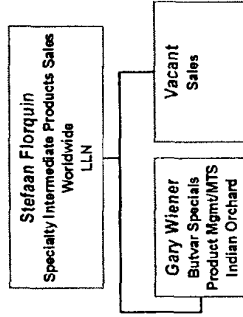


Revised 2/03

Performance Products: Human Resources



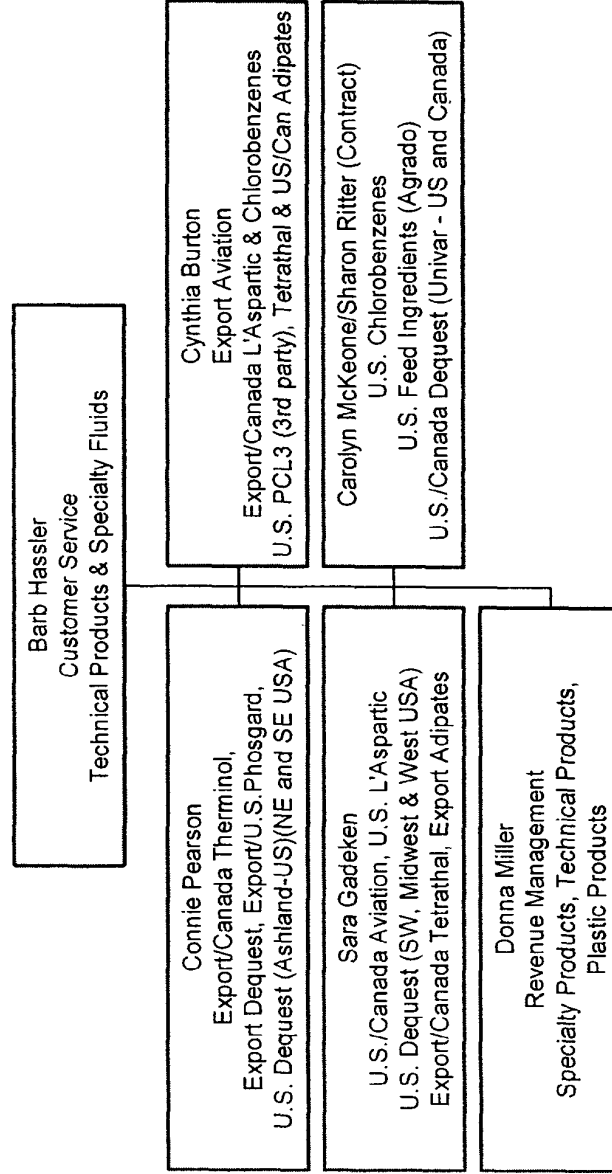
Specialty Intermediate Products



Revised
02/04/03

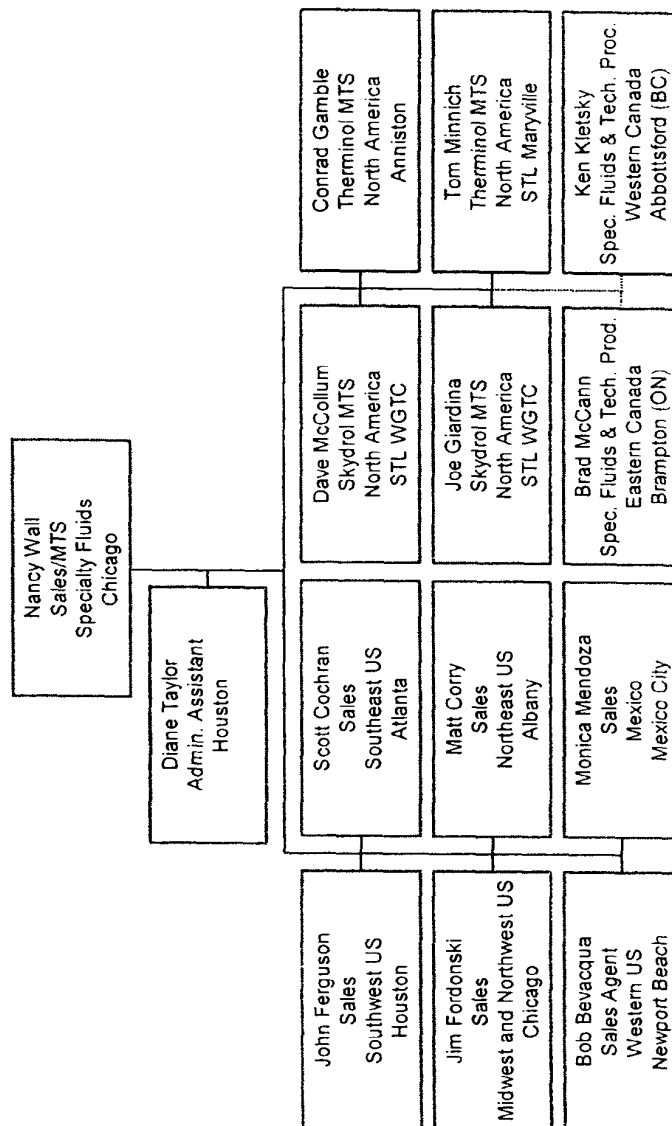
Specialty Fluids and Technical Products

N. A. Customer Service – STL Maryville



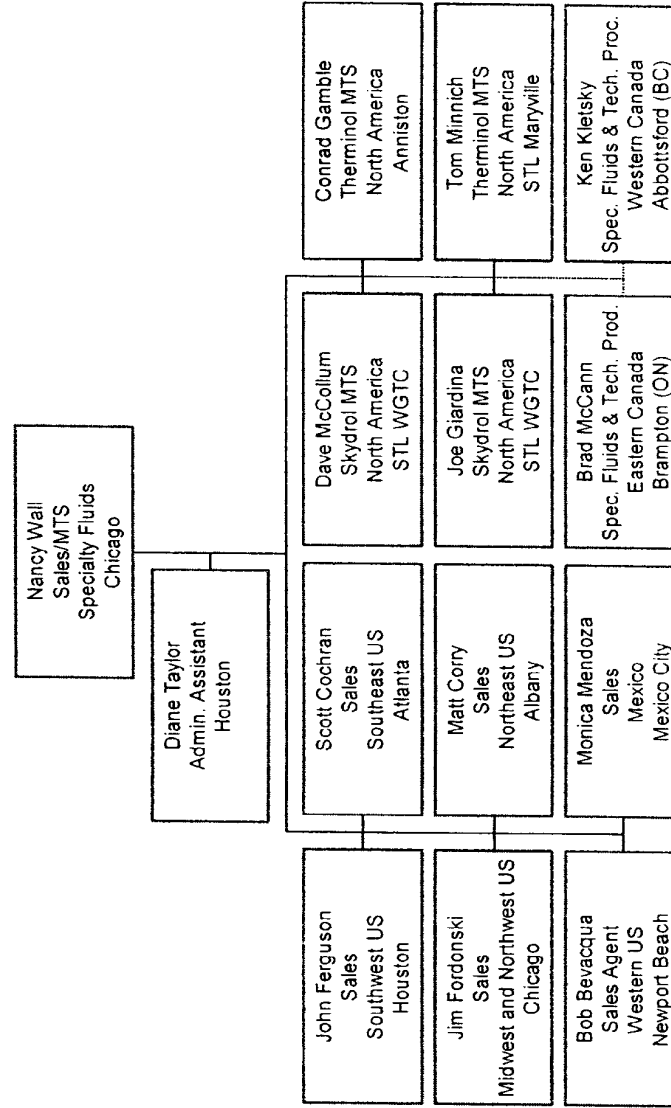
February 21, 2003

Specialty Fluids Sales / MTS North America



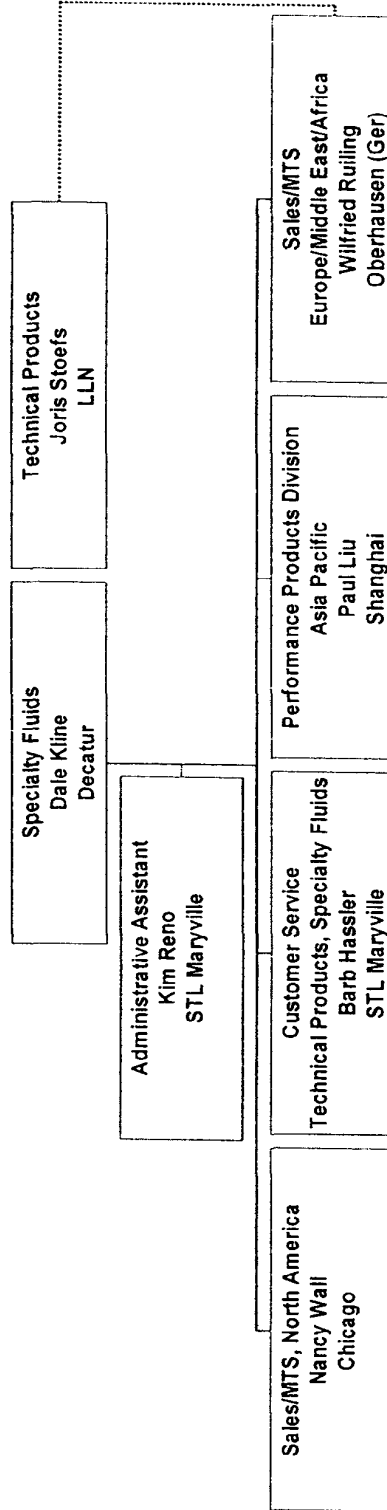
February 21, 2003

Specialty Fluids Sales / MTS North America



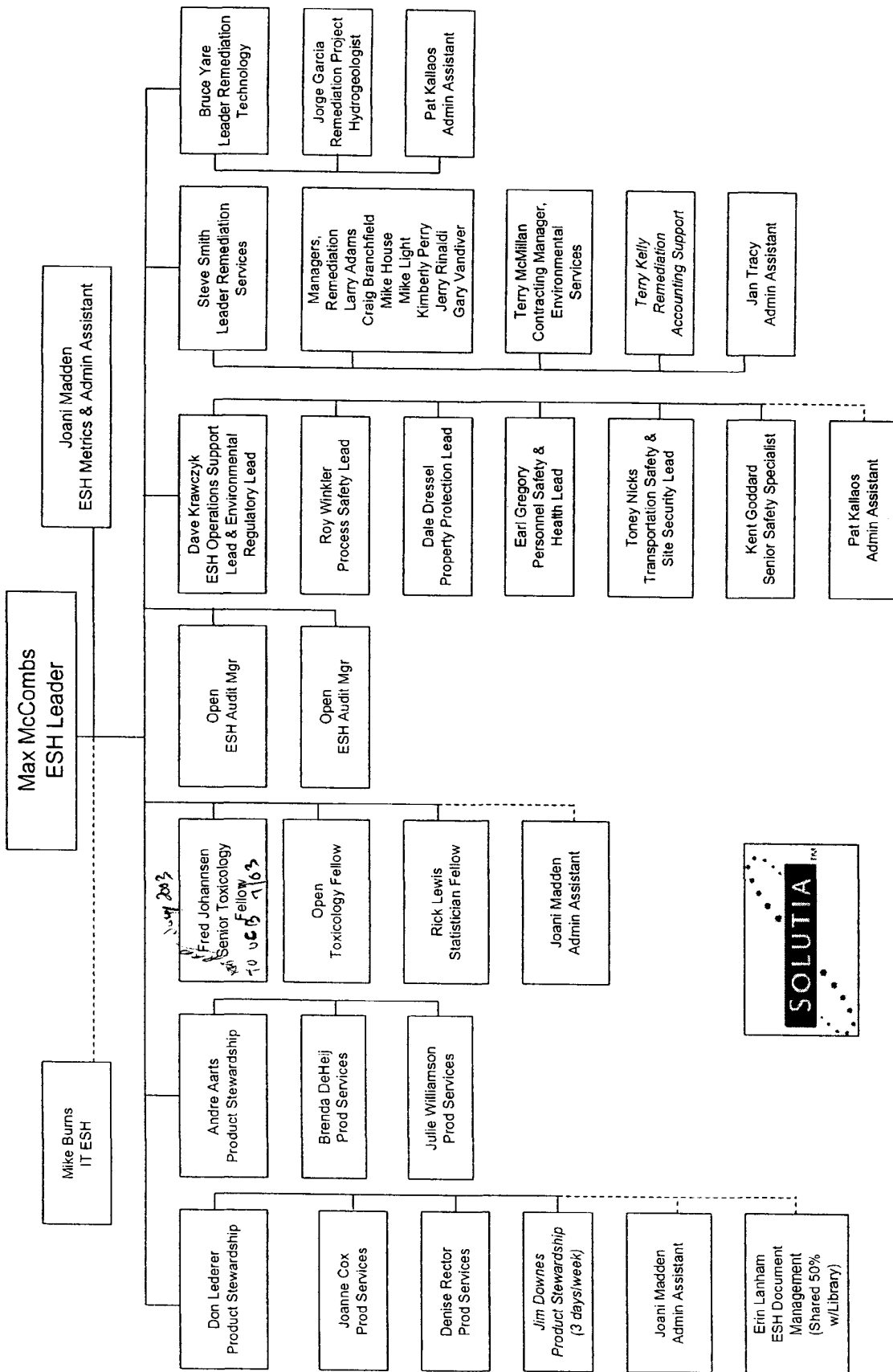
February 21, 2003

Specialty Fluids



February 21, 2003

ESH

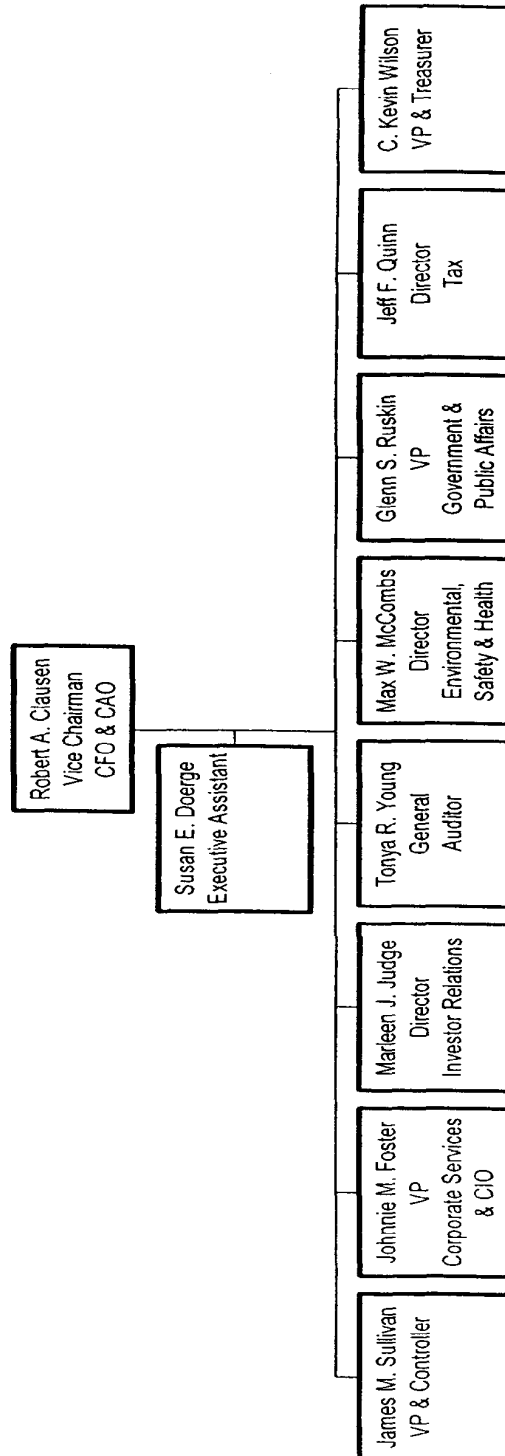


June 30, 2003

6-30-03mmwmorg.vsd

Italics - Contract

SOLUTIA INC.
FINANCE AND ENTERPRISE SERVICES

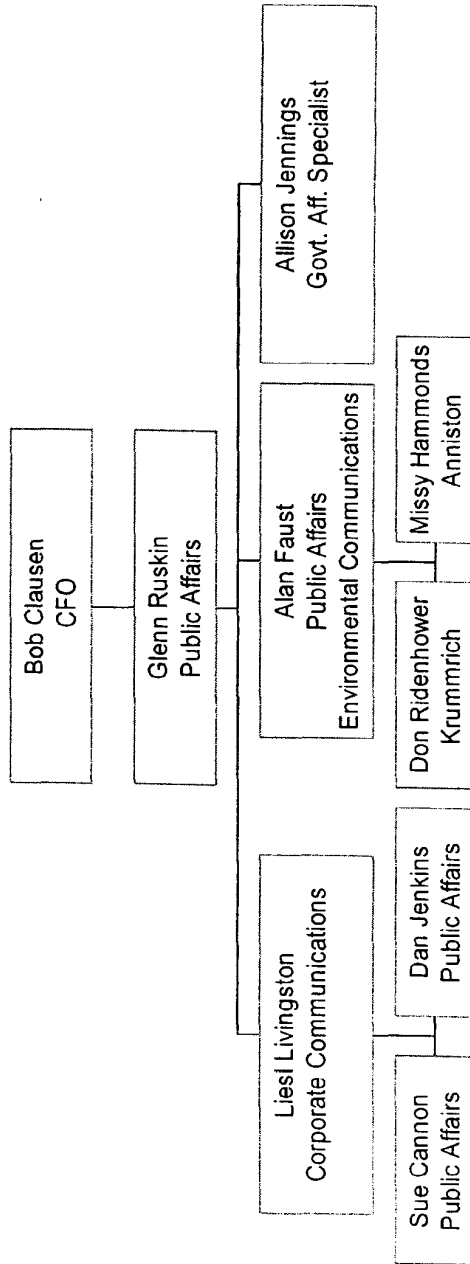


5/1/03



Public Affairs

(April 2003)



ENTERPRISE RESPONSIBILITIES:

- Employee Communications (Solutia Now!; Announcements; Videoconf. Broadcast Messages)
- External communications
- Solutia Internet & Intranet Design, Support & Updates
- Media Relations
- Financial Communications (non-Investor Relations)
- Federal govt. relations & advocacy
- General govt. relations
- Emergency & Crisis Communications
- Environmental & Remediation Communications
- Solutia Fund
- Solutia Citizenship Fund
- Solutia Good Government Fund

BUSINESS PLATFORM RESPONSIBILITIES:

- Pharmaceutical Services Division
- New Business Strategic Communications
- Coordinated/Shared Communications, Govt. Aff. & Public Affairs Responsibilities w/other Platforms

Farroll, John T

From: Solutia Now
Sent: Sunday, February 23, 2003 6:06 PM
To: Broadcast Entire Directory
Subject: Solutia Now! Announcements: Performance Products

**Solutia Now! Announcements
Feb. 23, 2003**

PERFORMANCE PRODUCTS DIVISION

The division formed by combining Performance Films and Industrial Products has been named the **Performance Products** division, led by Luc De Temmerman.

As a follow-up to Luc's organizational announcement in January 2003 (*click [HERE](#) to read*), this is the organizational structure for the Performance Products Division, effective immediately.

Current organization charts will be available on the Solutia intranet (*click [HERE](#)*) February 25.

Laminated Glazing Interlayers

The focused priorities of the Laminated Glazing Interlayers (LGI) business are as follows:

- ▶ Grow market share;
- ▶ Capture value through implementation of Customer Value Solutions (CVS);
- ▶ Establish technical leadership through existing and new products;
- ▶ Accelerate "Grow New" revenues through sales of Vanceva and other differentiated products; and
- ▶ Keep focused on being safe and reducing cost of doing business

The team that will lead us in this effort is as follows. This team will report to me.

- ▶ Rich Daniels, Europe/Africa Commercial leader. Rich will lead the sales, MTS, demand planning and customer service functions within the region.
- ▶ Motonori Etoh, North Asia Commercial leader. Etoh-san will lead the sales, MTS and demand planning functions within the region.
- ▶ Gerren Grayer, South Asia Commercial leader. Gerren will lead the sales, MTS, demand planning and customer service functions within the region.
- ▶ Sergio Andrade, South America Commercial and Solutia South America leader. Sergio will lead the sales, MTS, demand planning and customer service functions within the region. In addition, Sergio will lead the SA regional team, aligning the interests of all division functions within the region.
- ▶ Tim Feast, North America Commercial leader. Tim will lead the sales, MTS, demand planning and customer service functions within the region.
- ▶ Anne Cook, Worldwide Architectural Marketing and Market Development leader. Anne will lead

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marketing and market development for the architectural market segment.

- ▶ Andy Joseph, Worldwide Automotive Marketing and Market Development leader. Andy will lead marketing and market development for the automotive market segment. In addition, Andy and his team will be charged with leading the CVS effort.
- ▶ Wing Kwang, Worldwide Product Management leader. Wing will lead all aspects of product management including LRP development, pricing management, packaging management, demand forecasting and competitive intelligence.
- ▶ Christine Sadler, Communications leader. Christine will lead the marketing communications (marcomm), public relations, internal communications, government relations and e-marketing functions.
- ▶ Stefaan Florquin, Specialty Intermediate Products leader. Stefaan will lead the sales and product management functions for specialty intermediate products.

– Mitch Pulwer

CPFilms

Ken Vickers will continue to lead CPFilms, and his management team and direct reports remain unchanged.

Technical Products

Reporting to me will be:

- ▶ Astrid Tiedemann, Dequest worldwide. Reporting to Astrid will be Batia Heirwegh and Margarita Byrska.
- ▶ Sharon Dunn, Dequest business/sales/MTS-North America. Reporting to Sharon will be Ken Rosenberg, sales; Rob Milke, sales; Brad Mc Cann, sales; Ken Kletsky, sales; Kuntal Chatterjee, MTS and Sheldon Verrett, MTS.
- ▶ Jose Villasenor, Sales/MTS-South America. Reporting to Jose will be the South American sales organisation, announced separately.
- ▶ Tom Thompson, Chlorobenzenes, Tetrathal, Feed ingredients, L-Aspartic. Reporting to Tom will be Tom Selm, Specialty Products; Jerald Loeh, Product/Technical Service and Josh Zona, sales. Josh will also have additional Dequest sales responsibility, and report functionally in this respect to Sharon Dunn.
- ▶ The European Dequest sales organisation will continue to report to me: Mark Slegers (Benelux/Iran/South Africa/Nigeria), John Morgan (UK, Eire, Nordic 4), Bruno Tosi (Italy, ex-Yugoslavia, Greece, Cyprus), Uwe Kraeker (Germany, Austria, Switzerland, Turkey, East Europe), Jean-Jacques Torche (France, Spain, Portugal, Maghreb), Alessandro Sala (Sales-Middle East) and Mark Eyers (Dequest-Middle East). Mark will also continue to be responsible for Business Development.

– Joris Stoefs

Plastic Products

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Plastic Products maintains its growth charter. The business will deliver increased EBIT resulting from top line revenue growth combined with efficiency improvements.

Our organization remains virtually unchanged, except that:

- ▶ We are welcoming Bob Howard as a new leadership team member. Bob, based in Westport, will lead our WW operations and act as our service and supply chain steward.
- ▶ Bob joins us with an extensive systems implementation and plant management background. Most recently Bob led the MRPII initiative that resulted in the Aviation Fluids business being awarded an industry recognized Class A certification. LGI is also nearing the award stage. Prior to MRPII, Bob led the design and implementation team accountable for the global implementation of the plant centric SAP modules. In addition, he has more than 17 years experience in plant management positions with Rubber Chemicals, Saflex, Process Chemicals at Solutia & Monsanto.
- ▶ In Europe (LLN) we will integrate our customer service organization into the newly created overall Division Customer Operations Group.

– Paul Plasschaert

Specialty Fluids

Effective immediately the Specialty Fluids business is organized as follows.

- ▶ Nancy Wall, Sales/MTS Manager, North America. Reporting to Nancy will be Matt Corry, Sales - Northeast US, Scott Cochran, Sales - Southeast US, John Ferguson, Sales - Southwest US, Jim Fordonski, Sales - Midwest, Northwest, and West US, Monica Mendoza, Sales – Mexico, Bob Bevacqua, Sales Agent - Skydrol, Conrad Gamble, Therminol MTS – North America, Tom Minnich, Therminol MTS – North America, Dave McCollum, Skydrol MTS – North America, Joe Giardina, Skydrol MTS – North America, and Diane Taylor, Customer Data Manager/Sales Correspondent. Brad McCann, Eastern Canada, and Ken Kletsy, Western Canada, will take Fluids direction from Nancy.
- ▶ Wilfried Ruiling, Market Manager, Europe/Middle East/Africa. Reporting to Wilfried will be Matthias Schopf, Sales – Germany/Aus/CH/ME, Migual Villagomez, Sales – France/Spain/Port./Africa, Rene Van Scholl, Sales – Benelux/East. Europe, Andrew Mackney, Sales – UK/Scandinavia/Egypt, Natasha Grishina, Sales – CIS, an open sales position - Italy/Greece/Turkey, and Claude Guillaume, Therminol MTS. Reporting to Claude will be Jean Pierre Van Diessen, Therminol MTS, Eric Reper, Therminol Technical, and Nicolas Boulanger, Fluids Lab Tech
- ▶ Paul Liu, Commercial Director, Asia Pacific. Reporting to Paul will be F. Hashikawa, Fluids MTS – Asia Pacific, Eric Koay, Dequest MTS - Asia Pacific, Sam Yiu, Suzhou JV General Manager, Deanson Lin, Sales – Taiwan, Brian Shi, Skydrol Sales – China, Grace Chen, Admin. Asst. – China, B.C. Yim, Sales – Korea, Norio Nakata, Dequest Manager - Japan, Steve Iwata, Sales – Japan, P.Y. Say, Sales – S E Asia and ANZ, Summit P., Sales – Thailand/Vietnam, Soon Wei Yeo, Sales – Singapore/Malaysia/Philippines, and Rajesh Gupta, India Country Lead. Reporting to Rajesh will be Anand S., Sales – South India and Chandan Kumar, Sales – Northern India.
- ▶ Barb Hassler, Customer Service Lead, Specialty Fluids and Technical Products. Reporting to Barb will be Connie Pearson, Cynthia Burton, Sare Gadeken, Donna Miller, and Carolyn McKeone/Sharon Ritter (contractor assistance).

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Nancy, Wilfried, Paul, and Barb will report to me.

– Dale Kline

LLN (Belgium)

As directed by John Hunter and as reinforced by Luc De Temmerman, the Resins, Additives, and Adhesives transaction with UCB and the decision to combine the former Industrial Products group of businesses with the Performance Films division drives us to take full advantage of all managerial, operational, and administrative synergies that help us achieve the most cost-effective position possible.

This announcement covers the results of these realignments on the affected organisations in LLN.

Customer Operations:

- ▶ We are centralizing the Customer Operations functions for Europe/Africa. The current LGP&S, Industrial Products and Plastic Products teams will be integrated.
- ▶ The Core functions currently performed within Laura Hoke's Customer Support & Logistics organization – Billing, Process and EDI Support – will be incorporated into Customer Operations.
- ▶ The Logistics functions covering Sea Freight, Antwerp resale, Customs and Packaging Waste Legislation and Supply Chain Analysis will be moved to Ghent and Newport or discontinued where there is no clear business justification.

It is recognized that the close integration of Customer Service with the businesses has been a major success for both Solutia and the individuals within the team. The new organization is designed to retain this benefit, but also to:

- ▶ Take advantage of the additional flexibility from a consolidated Customer Service team;
- ▶ Provide for best practice transfer between the different businesses;
- ▶ Maximize the opportunity for personal and career development.

To drive towards achieving this integration, we will organize into regional teams but Customer Service Reps will continue to be identified to businesses as it is today. The team leads of each region will work closely with me in designing the optimum path to this new organization whilst keeping the positive aspects of the current team structure. This plan will be worked closely with the individual Business Directors.

In addition to these Customer Service teams, there will be supporting roles covering those issues that are not business or country specific - Export Billing, Pricing, E-Business and ERD.

Library and Information Services:

Internal surveys are demonstrating that mainly legal and technology functions are using the library services. Resulting from the current functional mix at LLN, the decision has been made to close the LLN Library. Certain Library services will be provided to the LLN organization by the Global Library Network via its website "<http://soi/library>". An announcement on the structure of the global Solutia Library and Information Services organization will be issued shortly.

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Procurement:

The Global Procurement Organization will be structured towards supporting Service Procurement and Raw Material Procurement.

- ▶ Procurement responsibilities for Europe travel and other service contracts as well as LLN Site Procurement will be merged and will be part of the Global Service Procurement organization.
- ▶ The Raw Material Procurement position in LLN is unchanged. A more detailed announcement describing the Global Corporate Procurement Organization, including Raw Material Procurement, will be issued separately.

Fluids Analytical Laboratory:

Due to the increased competitiveness we are facing in the hydraulic fluid business and as a result of the cost pressure we are under, the function and time requirement of this job has changed and will further change. The laboratory workload will be significantly reduced due to the automaton of the test procedure for Skydrol samples and because of the simplification of the data processing (use of Avenue database).

Finance Organisation:

We will combine treasury and tax just like they were before the acquisition of the former Vianova business.

- ▶ Treasury and tax have many linked transactions; therefore, the combination of these functions will allow us to optimise the headcount. Relocation of an internal assignment will be part of the plan.
- ▶ The Credit organization in Belgium is not affected by the reorganization.
- ▶ The Controllershship organization has redefined its internal reporting lines and optimised the organization but this latter change does not have an impact on the LLN site.

Law Department:

The reorganization will not affect the functionality of the law department in Belgium. An announcement on the structure and services of the global Solutia law department will be issued at a later time.

Business Organisations:

Other functional announcements covering the business organizations will be announced separately (24/2). These will have limited impact upon the employment level at the site.

– LLN Site Management Team

South America Region

Following the sale of the Resins & Additives business and the combination of Performance Films and Industrial Products into the Performance Products division within Solutia, this is the organizational structure that will be effective in the South America region.

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It has two primary objectives:

- ▶ Support the development and implementation of the LGI business' Maintain Core, Grow New strategy in the region; and
- ▶ Align the interests of all functions in South America with focus on optimizing the total regional cost.

The organization, which will report directly to me, is as follows:

- ▶ Alberto Braga, Sales & Marketing Automotive Brazil
- ▶ Luciano Arruda, Sales & Marketing Architectural Brazil
- ▶ Elvira Neves, MTS
- ▶ Juan Ameghino, Sales LGI & Flexsys, SAS Region
- ▶ Martin Martinez, Sales LGI & IP, SAN Region
- ▶ Maisa Intelisano, Administrative Assistant

Reporting indirectly to me are:

- ▶ Gilberto Pacheco, Finance
- ▶ Geert Van Der Sijpt, Supply Chain
- ▶ Zilda Andrade, HR
- ▶ Marcelo Reboucas, IT
- ▶ Jose Villasenor, IP
- ▶ Celina Figueiredo, CPFilms

– Sergio P. Andrade

Operations

Effective immediately the Performance Products division operations leadership group is organized as follows:

- ▶ David Cain, Anniston plant manager
- ▶ Karel Huysmans, Ghent plant manager
- ▶ Mike Lynham, Newport plant manager
- ▶ Jack Mayausky, Indian Orchard plant manager
- ▶ Robin Prokop, WGK/Queeny plant manager
- ▶ Russ Sackett, Trenton plant manager
- ▶ Rene Desroches, LaSalle plant manager
- ▶ Mike Lichtwardt, Division order fulfillment manager
- ▶ Bob Howard, Westport plant manager
- ▶ Jan Crommen, Quimica Mexico JV
- ▶ Larry Spickard, Operations, Remediation, 3rd party operations
- ▶ Raoul Van Den Bossche, SJDC, Antwerp, SFC, engineering and capital coordinator

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Reporting to Charlie Weidhas: Karel Huysmans, Mike Lynham, Jack Mayauski, Russ Sackett, Mike Lichtwardt, Jan Crommen, Larry Spickard, Raoul Van Den Bossche

Reporting to Larry Spickard: David Cain, Robin Prokop, Rene Desroches, Bob Howard.

CPFilms operations will continue to report to Ken Vickers.

– Charlie Weidhas

Technology and New Business Development

The Technology and New Business Development organization is accountable worldwide for assuring that the best available technologies are being used for our existing products and processes, and to support growth by developing and commercializing products that delight customers.

The structure of the Technology and New Business Development organization is aligned with key focus areas to achieve our goals. Reporting to me will be:

- ▶ Marc Slock, New Business Development Lead responsible for commercializing new products.
- ▶ Gary Matis, AEM/Cost/Capacity Lead responsible for asset effectiveness projects, cost reduction projects, and low cost capacity expansion for existing worldwide manufacturing processes.
- ▶ Aristotelis Karagiannis, New Process Development Lead responsible for developing improved and step-change manufacturing processes.
- ▶ Helen Thompson, New Product Development Lead responsible for developing new products.
- ▶ John D'Errico, Customer/Manufacturing Support Lead responsible worldwide for supporting customer technical issues and internal manufacturing issues.
- ▶ Susan Goodchild, Technology Liaison responsible for coordinating the worldwide operational needs of the Technology and New Business Development organization.
- ▶ The Product Stewardship group will be centralized with functional responsibility to me.

I look forward to working with staff to maintain our leadership in interlayer technology and to achieve business growth.

– Frank Gerberich

Controllership/Strategic Planning

Effective immediately the Performance Products division controllership/strategic planning group is organized as follows. Each leader will report to me.

- ▶ Jim Tichenor, operations. Reporting to Jim are Larry Scott, Cathy Crites, Mitch Leathers, Michelle Crabbin, Vantharane Meak, Dennis Stites.
- ▶ Wynsia Khoo, finance-ASPAC. Reporting to Wynsia are Wing Keong Chen, Jessie Jin, Rujiwan T.,

2/24/03

Joo Hyung Park, Vinay Gupta, Egami Shigeru, Evelyn Lim, Elena Ting, Jean Lok, Perry Png.

- ▶ Veerle Hendrickx, controllership-Europe/Africa. Reporting to Veerle are Mike Rees, Ilse Tielemans, Petra Eeckman, Rik D'Hondt, Carine D'Oosterlinck, Ilse Deprez, Andy Fisher.
- ▶ Gilberto Pacheco, finance-Latin America. Reporting to Gilberto are Adalto Turco, Veronica Sajnin, Samuel Fernandez, Valeria Devides.
- ▶ Phil Walker, financial analysis-LGI. Reporting to Phil are Penny Lipe, Pui Fun Siew, Katrien Catteeuw, Carlos Melchoir
- ▶ Bill Fritz, financial analysis-IP. Reporting to Bill are Julie Otto, Christine Muszalski, Ivan Duvnjak, Alex Young-Temple, Danielle Yumiya.

The worldwide credit roles will continue to report functionally to Frank Riddick.

– James Steele

Human Resources

The site and world area leaders remain unchanged. They are:

- ▶ Rachel Foo, Asia
- ▶ Juergen Reichhold, Europe/Africa
- ▶ Zilda Andrade, South America
- ▶ David Schollars, Indian Orchard
- ▶ Duke Hearons, Trenton
- ▶ Debbie Dildine, Krummrich & Queeny
- ▶ Wayne Luedke, Westport
- ▶ Open, Ghent
- ▶ Martine Forest, LaSalle
- ▶ Steve Westhead, Newport
- ▶ Ralph Sink, CPFilms

Site leaders will be part of the site leadership teams reporting to the respective plant managers. Ralph Sink will continue to report directly to Ken Vickers and the world area leaders will report to me.

– Bob Lorah

###

2/24/03

Farroll, John T

From: Solutia Now
Sent: Thursday, January 16, 2003 1:14
To: Broadcast Entire Directory
Subject: Solutia Now! Announcements

**Solutia Now! Announcements
Jan. 16, 2003**

.....

- **Performance Films and Industrial Products Division**

- **Nylon Organizational Announcement**

.....

Performance Films and Industrial Products Division

Following on John Hunter's announcement that we will be combining Performance Films and Industrial Products into one division within Solutia, this is the organizational structure and the leadership team that will deliver on our part of the business strategy.

The strategies of the businesses remain as follows:

- Reinforce and capitalize on leadership position in Performance Films
- Realize unique potential of Specialties

The Division will be divided into 5 Businesses:

1. Laminated Glazing Products & Services (LGP&S), Mitch Pulwer
2. CPFilms, Ken Vickers
3. Technical Products, Joris Stoeff
4. Plastic Products, Paul Plasschaert
5. Specialty Fluids, Dale Kline

Each business will maintain its own Sales, Marketing (including Market Development), Product Management and Business Management functions. CPFilms structure is unchanged.

Supporting these 5 businesses will be 4 organizations:

1. Operations, Charlie Weidhas – responsibilities include manufacturing, ES&H and supply chain.
As some of you may know, Ron Rhoades has announced his retirement effective April 1. I want to thank Ron for his 35 years of outstanding service, his major contributions to operations excellence, and ask that you join me in wishing him all the best in his retirement.
2. Technology, Frank Gerberich – responsibilities include technology and new business development.
3. Controllership, James Steele – responsibilities include finance, strategic planning, and Solutia's world area financial groups which were previously part of the Core organization.
4. Human Resources, Bob Lórah – HR responsibility including leading Solutia's world area

1/20/03

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HR groups which were previously part of the Core organization.

This team will work diligently to clarify the complete organizational structure that will be accountable for delivering the business results of the division. We will communicate these to you as soon as possible.

I know with this team in place, we can effectively pursue excellence in the marketplace and continue to contribute to the success of the enterprise.

Thank you.

Luc De Temmerman

Nylon Organizational Announcement

In conjunction with other organizational changes, the following changes are being made in Integrated Nylon:

- The roles of Director of Manufacturing and Director of Supply Chain on the Nylon Leadership Team have been eliminated. Therefore, the manufacturing and supply chain organizations will be restructured.
- The Plant Managers of Chocolate Bayou, Decatur, Greenwood, and Pensacola will now report directly to me.
- Rebecca Peterson will become Pensacola Plant Manager with responsibility for ES&H stewardship for the division. She will also serve as Nylon's manufacturing representative to the corporation. Craig Ivey, Plant Manager of the Foley site, will report to Rebecca.
- The Nylon Supply Chain organization will report to Bob Debolt.
- Chris Schwier will assume responsibility for Engineering. Bob Newton will report to Chris. John Bondurant will continue in his current role and report to Mike Berezo.

The Nylon Leadership Team will now consist of:

Richard Briere - Greenwood Plant Manager
Bob Debolt - Finance and Supply Chain
Matt Foley - Human Resources and Communications
Blake Hamilton - Decatur Plant Manager
Brad Hill - Business Management, Sales & Marketing
Rebecca Peterson - Pensacola Plant Manager and ES&H Steward
Chris Schwier - Technology and Engineering
Steve Ward - Chocolate Bayou Plant Manager

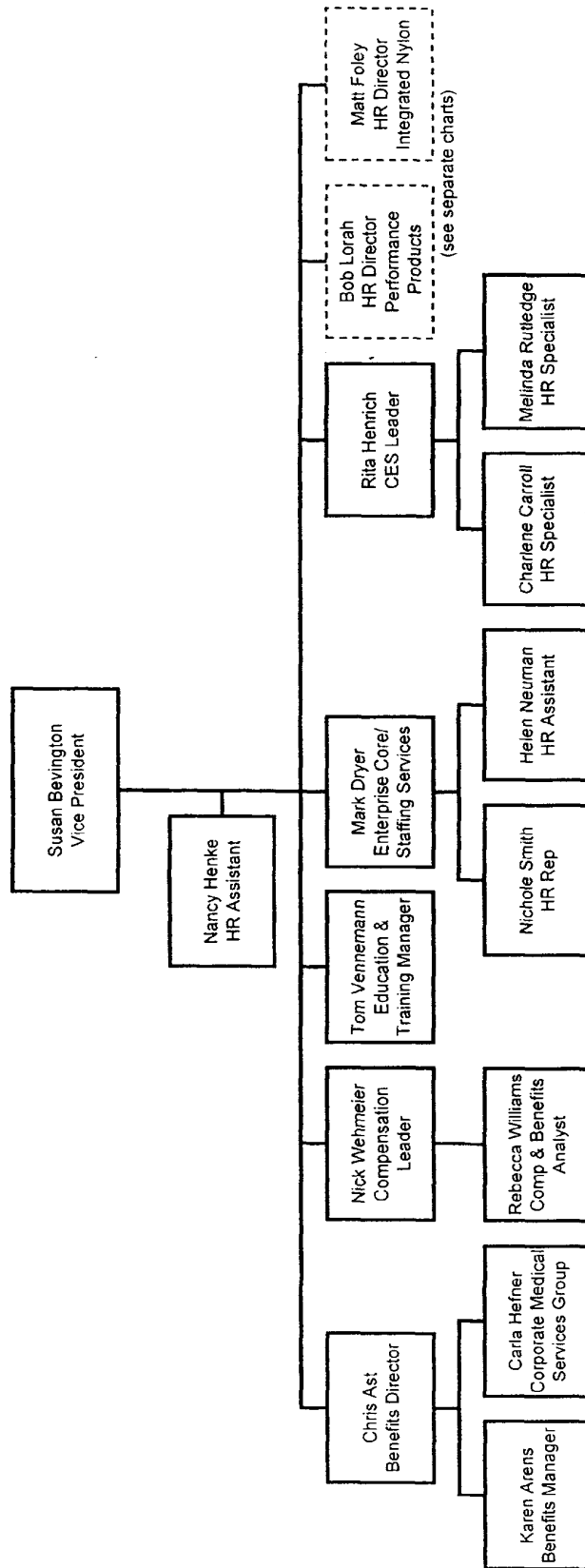
John Saucier
VP/GM Nylon Division

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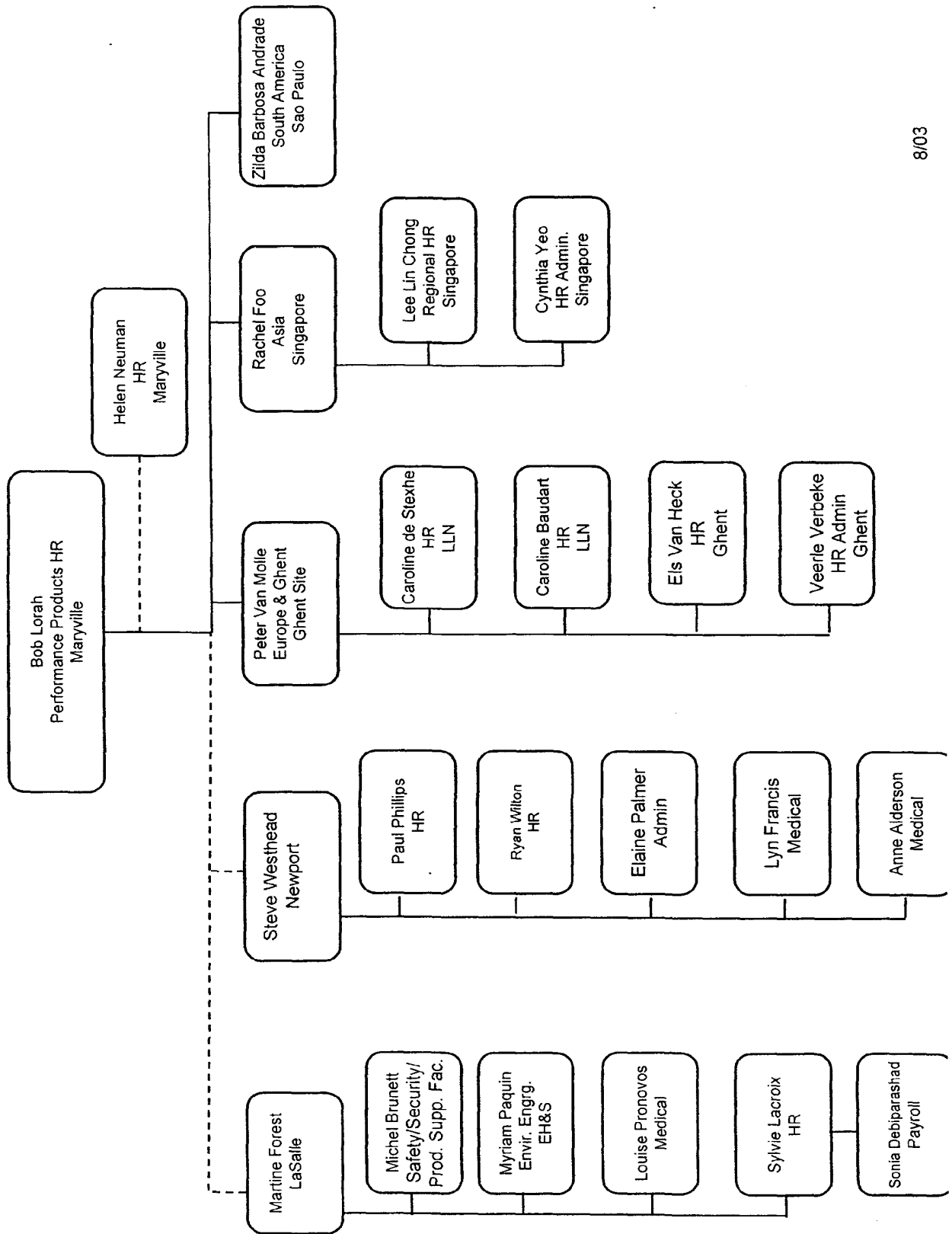
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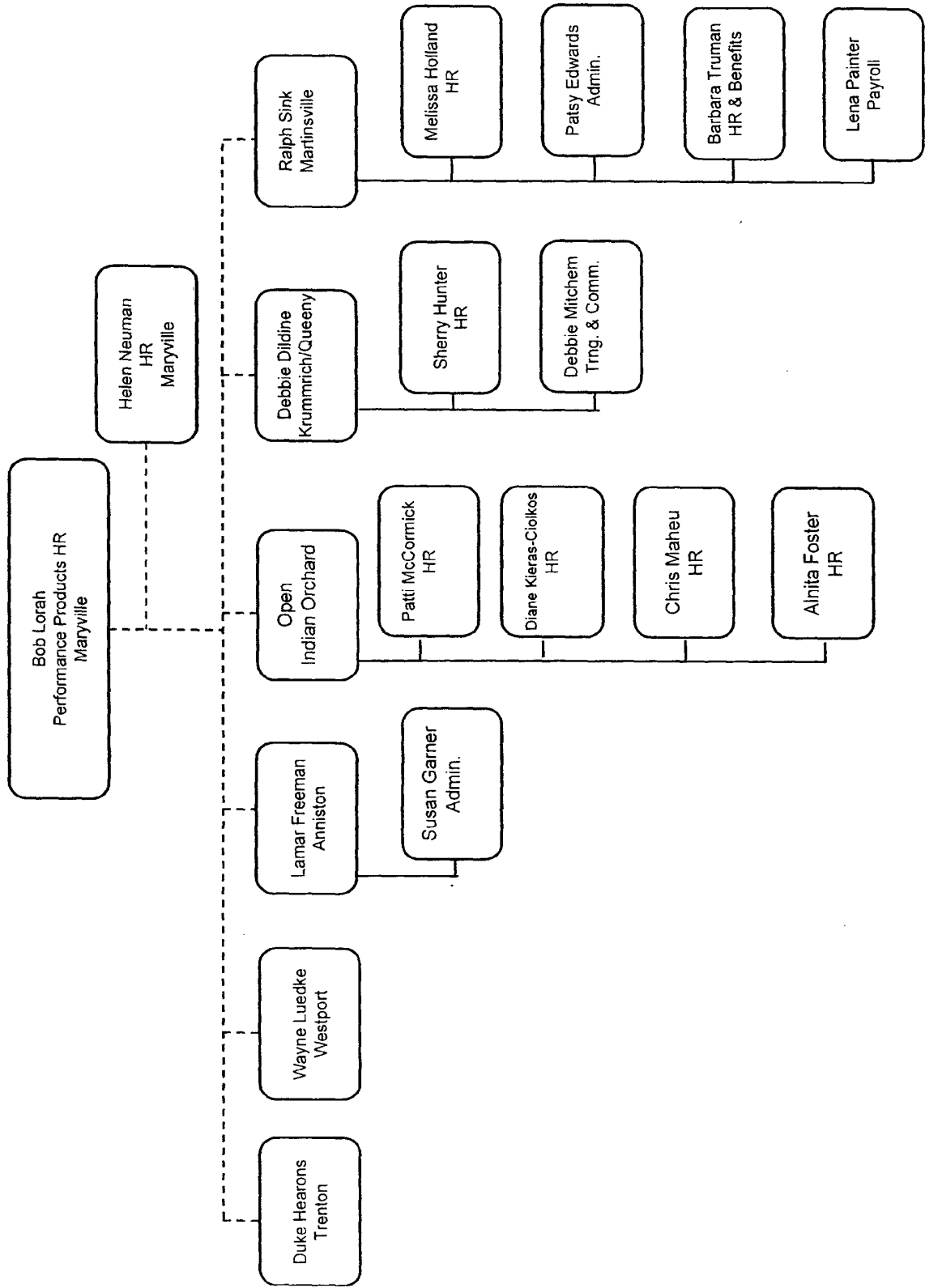
HUMAN RESOURCES



Human Resources (Page 1 of 2)



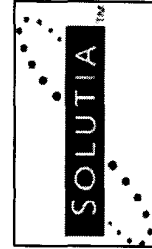
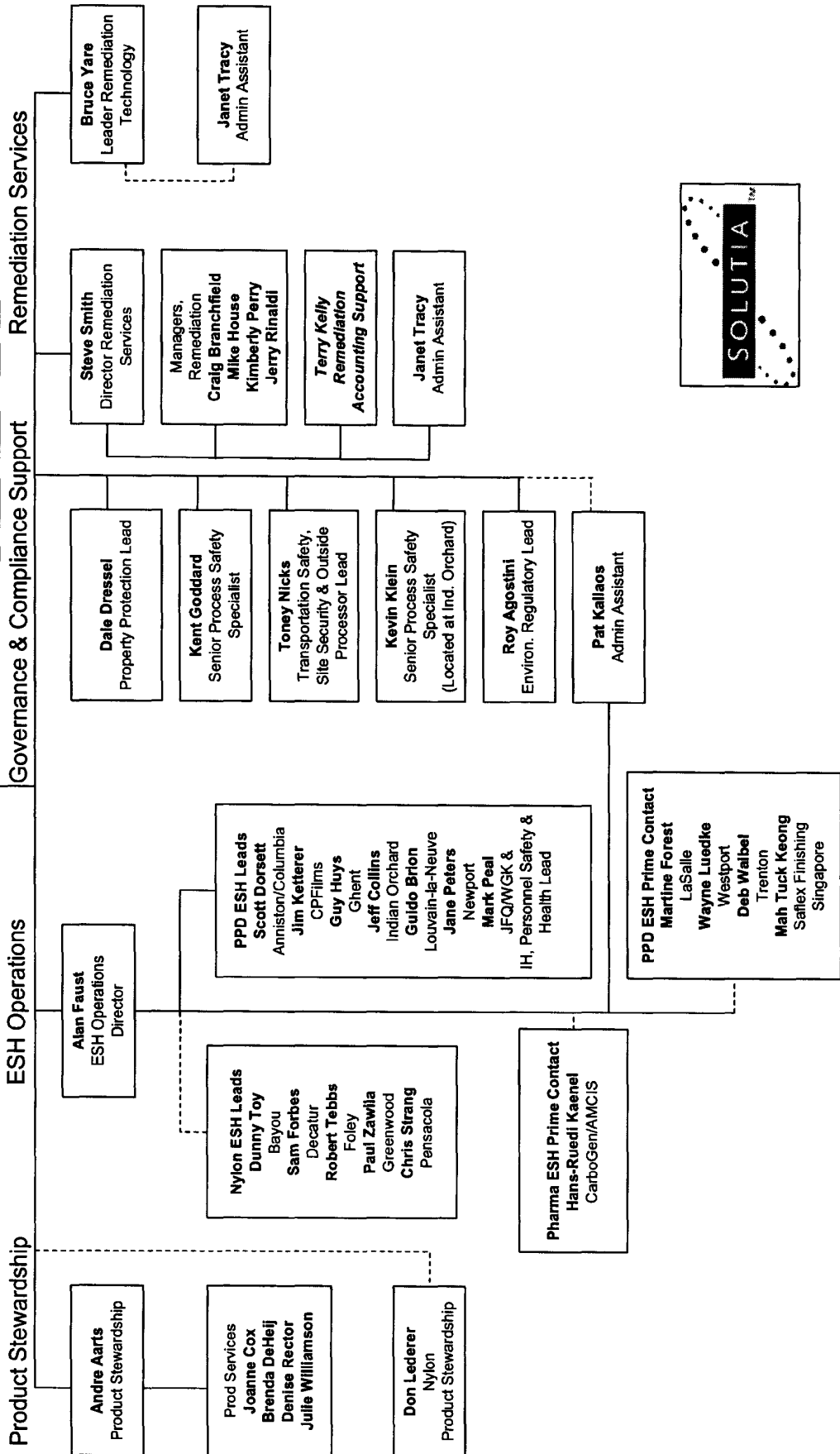
Human Resources (Page 2 of 2)



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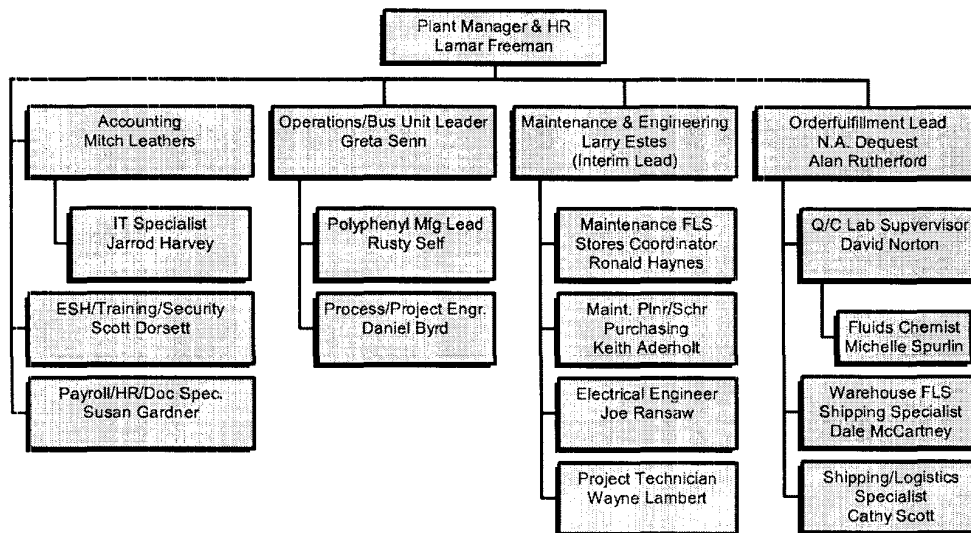
Max McCombs
VP ESH

Joani Madden
ESH Metrics & Admin Assistant

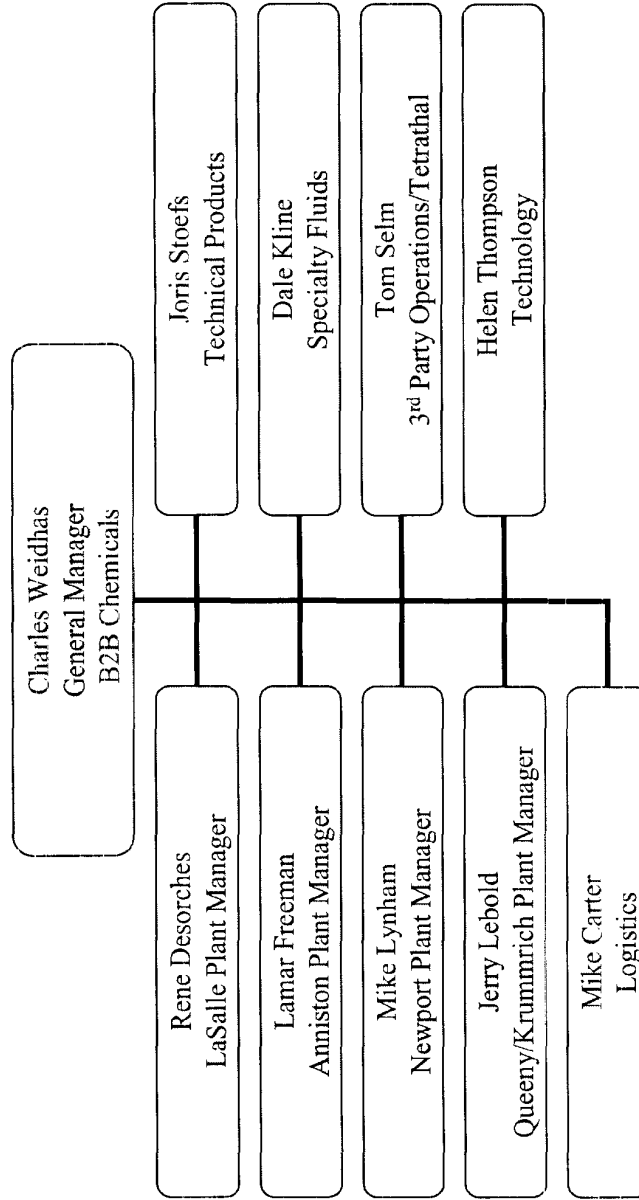


Anniston Organization

August 2004



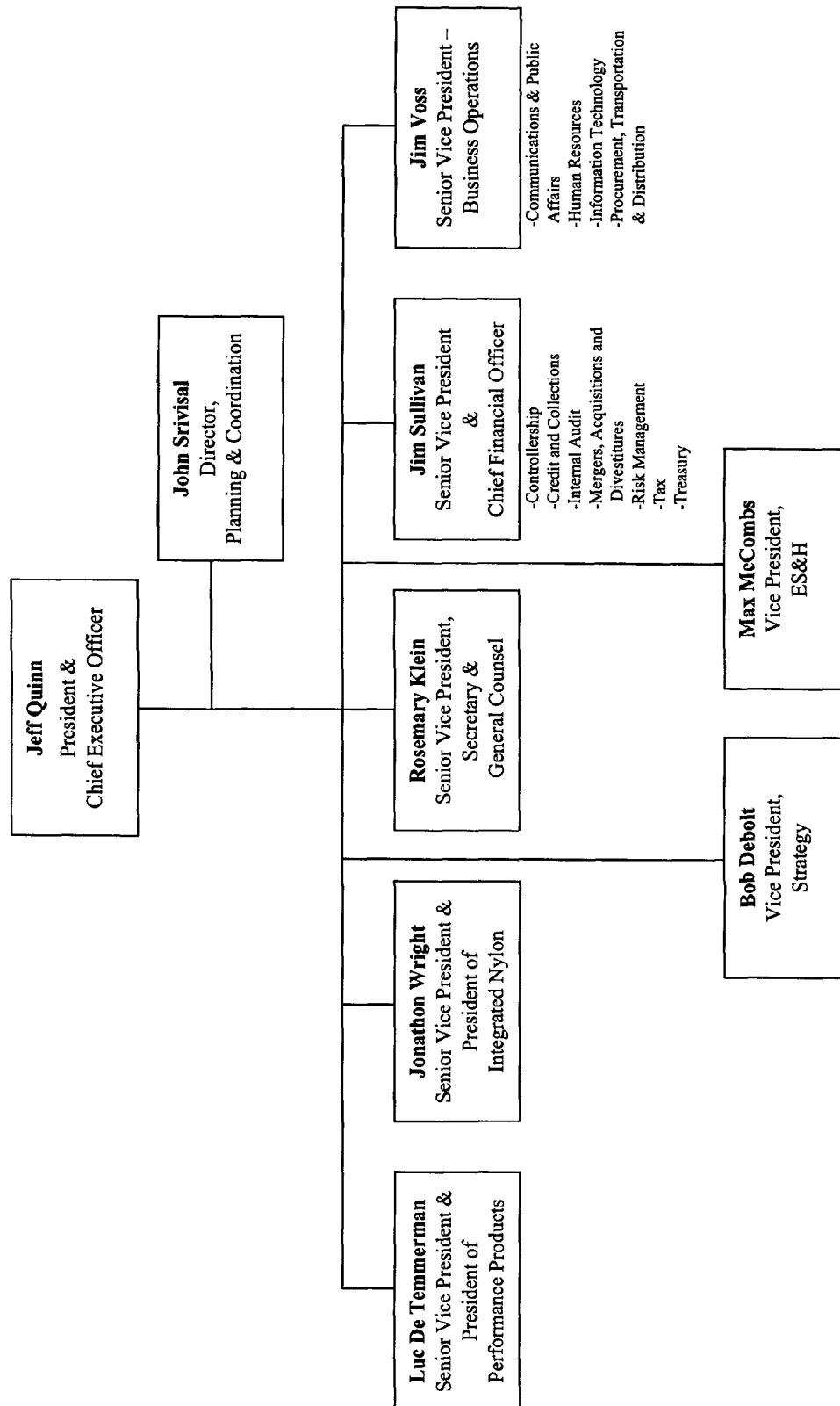
B2B Chemicals



June 2004

Solutia Leadership Team

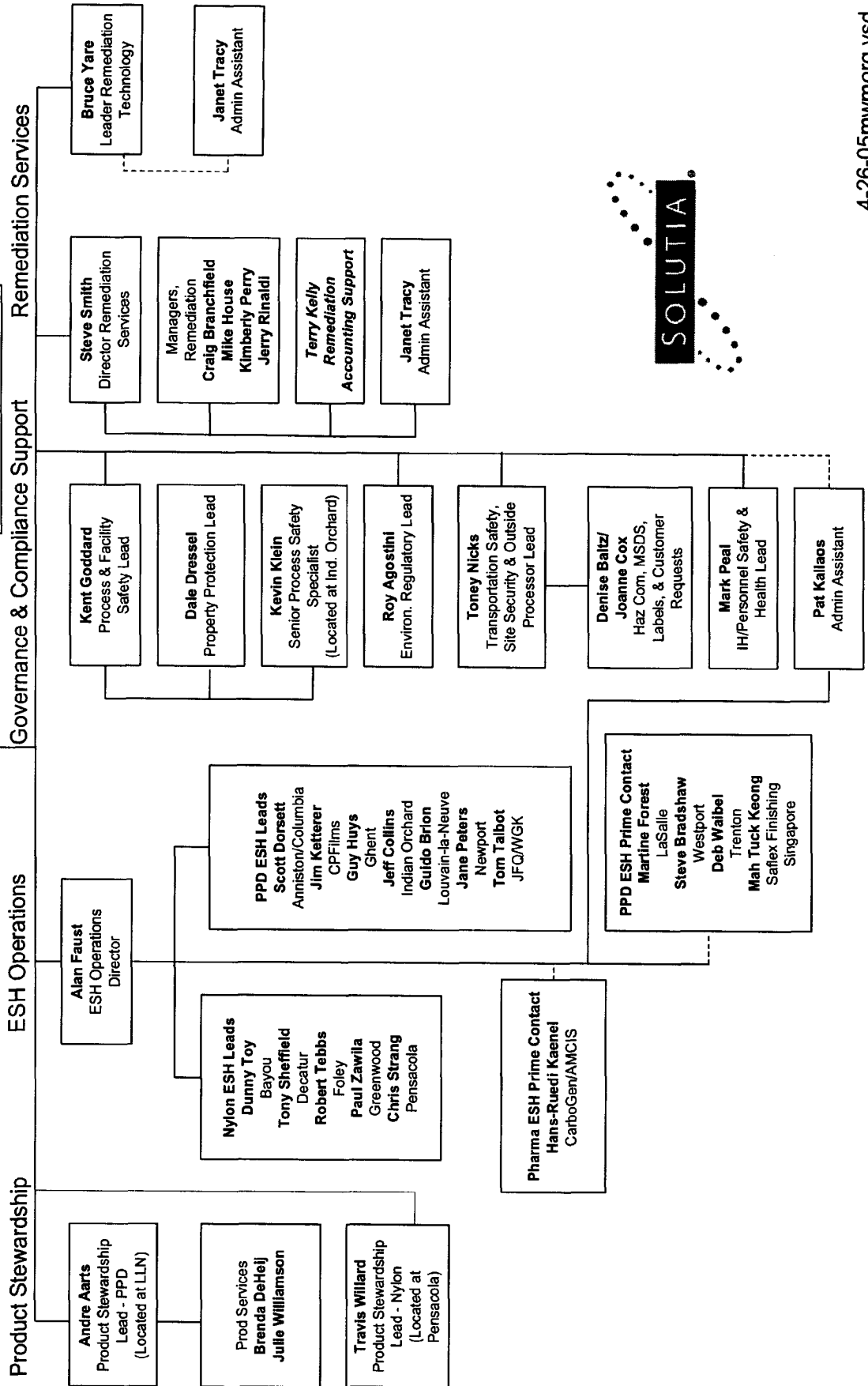
SOLUTIA

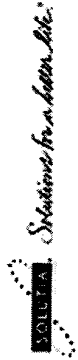


ESH

Max McCombs
VP ESH

Joani Madden
ESH Metrics & Admin Assistant





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Corporate Leadership -- Executive Officers

Jeffrey N. Quinn
President and Chief Executive Officer

Luc De Temmerman
Senior Vice President and Chief Operating Officer

James M. Sullivan
Senior Vice President and Chief Financial Officer

Jonathan P. Wright
Senior Vice President and President, Integrated Nylon Division

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Solutia Inc. (ticker: SOLUQ.PK, exchange: Other OTC) News Release - 5-May-2004

Solutia Announces Changes in Leadership

**Jeffrey N. Quinn Named President and Chief Executive Officer;
Luc De Temmerman Named Senior Vice President and Chief Operating Officer;
James M. Sullivan Named Senior Vice President and Chief Financial Officer;
John F. Saucier Named President of Integrated Nylon Division;
Paul H. Hatfield Appointed Non-Executive Chairman of the Board**

ST. LOUIS, May 5 /PRNewswire-FirstCall/ -- Solutia Inc. (OTC Bulletin Board: SOLUQ), a leading manufacturer and provider of performance films, specialty chemicals and an integrated family of nylon products, today announced several changes in its senior management, effective immediately.

Jeffrey N. Quinn, Solutia's current Senior Vice President, General Counsel and Chief Restructuring Officer, has been named President and Chief Executive Officer. Mr. Quinn has also been elected to the Company's Board of Directors.

Luc De Temmerman, the current Vice President and General Manager of Solutia's Performance Products division, has been named Senior Vice President and Chief Operating Officer. Mr. De Temmerman will remain the head of the Performance Products division and assume broader enterprise-wide responsibilities.

James M. Sullivan, the Company's current Vice President and Corporate Controller, has been named Senior Vice President and Chief Financial Officer.

Solutia also announced that John F. Saucier, currently Vice President and General Manager of the Company's Integrated Nylon division, has been named President of the Integrated Nylon division.

De Temmerman, Sullivan and Saucier will report to Mr. Quinn.

Finally, Solutia announced that Paul H. Hatfield, a member of Solutia's Board of Directors since 1997, has been elected non-executive Chairman of the Board, succeeding Mr. Hunter who has been Solutia's Chairman and Chief Executive Officer since 1999.

Mr. Quinn and Mr. Sullivan will succeed John C. Hunter and Robert A. Clausen, respectively, both of whom have announced their intention to retire from Solutia effective May 31, 2004.

On behalf of Solutia's Board of Directors, Mr. Hatfield said, "This is an important juncture in Solutia's history. The Company will continue to need proven, talented and focused leaders who are not only capable of dealing with the complex challenges we face today, but also have the ability to build an enduring future for the Company. The Board is confident that it has those leaders in this new top management team. They are each experienced executives and possess broad and deep knowledge of our businesses. Their collective experience and knowledge will provide a strong foundation for this Company as it pursues a strategic plan for the future."

Mr. Hunter added, "This is clearly the right team to lead Solutia at this critical time. Jeff, in particular, has a proven history of successfully handling challenging situations and his experience in that kind of environment will be invaluable to Solutia in the important weeks and months ahead as the Company restructures itself for a successful emergence from Chapter 11."

Mr. Quinn stated, "This is an exciting opportunity for me and the other members of the new leadership team. There is no question that Solutia's situation presents many challenges. However, we are anxious to meet those challenges. We look forward to the opportunity to refocus and re-energize this Company, and ultimately to bring it out of Chapter 11. We intend to do whatever it takes to achieve those goals and make this Company a success."

Mr. Quinn continued, "I believe in Solutia and its people. I look forward to partnering with Luc, Jim and John to lead Solutia. We are very excited about the opportunity to work closely with Paul Hatfield, a seasoned executive with many years of experience, and a proven record of performance. Knowing that we will be able to call on his knowledge and expertise, along with the knowledge and expertise of our entire Board, gives me great confidence and optimism about our future. Working with our Board and our creditors, I am confident that we can maximize the value of Solutia."

Mr. Hatfield expressed the entire Company's gratitude to Mr. Hunter and Mr. Clausen for their

leadership and service to Solutia during their tenures. "Everyone at Solutia is grateful to John and Bob for all they have done for this Company. We wish them well."

Prior to joining Solutia in 2003, Mr. Quinn, 45, was Executive Vice President, Chief Administrative Officer, Secretary and General Counsel of Premcor Inc., one of the nation's largest independent oil refiners, with responsibilities including the legal, human resources, governmental and public affairs activities, and strategic planning functions. Before joining Premcor, he was Senior Vice President of Law and Human Resources, Secretary and General Counsel of Arch Coal, Inc., the nation's second largest coal producer. He obtained a B.S. degree in engineering from the University of Kentucky in 1981, and a J.D. degree from the University of Kentucky School of Law in 1984.

Luc De Temmerman, 49, has led Solutia's Performance Products division since the beginning of 2003 and has been with Solutia since it was spun off from the former Monsanto Company in 1997. Prior to that, he worked for the former Monsanto Company for thirteen years. At Monsanto he worked in several North American and European locations performing technical, marketing and commercial functions. Mr. De Temmerman holds a Master of Sciences degree in Chemical Engineering and a doctorate in Applied Sciences from the University of Leuven, Belgium, and a degree in Business Administration from Brussels University, Belgium.

Mr. Sullivan, 43, has served as Solutia's Vice President and Controller since 2000 and has been with Solutia since it was spun off from the former Monsanto Company in 1997. Prior to that, he worked in the former Monsanto Company's finance organization for over thirteen years. He graduated from St. Louis University in 1983 with a degree in Business Administration and earned a M.B.A. from Washington University in 1994.

Mr. Saucier, 50, has served as Solutia's Vice President and General Manager of Integrated Nylon since 2001 and prior to that was the Company's Vice President for Strategy and Growth. He joined Monsanto in 1979 and held various positions in the engineering, manufacturing and marketing areas. He has B.S. and M.S. degrees in Mechanical Engineering from the University of Missouri, and a M.B.A. from Washington University.

Mr. Hatfield, 68, has been a member of Solutia's Board of Directors since 1997. He is a Principal of Hatfield Capital Group, a private investment company. He served as Chairman, President and Chief Executive Officer of Petrolite Corporation until July 1997. Previously, he worked for Ralston Purina

Company from 1959 until his retirement in 1995. He served as a Vice President of Ralston as well as the President and Chief Executive officer of Protein Technologies International, Inc., then a wholly-owned subsidiary of Ralston. He serves as a Board member of Bunge Limited, Maritz Inc. and Stout Industries. Additionally, Mr. Hatfield is Chairman of the Board of Penford Corporation and Chairman of the Board of Boyce Thompson Institute for Plant Research. He is also a member of the Advisory Board for International Institute for Plant Research.

Forward Looking Statement

This press release contains forward-looking statements. Forward-looking statements are subject to known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from the future results, performance or achievements expressed or implied by the forward-looking statements. Assumptions and other important factors that could cause our actual results to differ materially from those anticipated in our forward-looking statements include, among other things: (i) the ability of Solutia to develop, prosecute, confirm and consummate one or more Chapter 11 plans of reorganization; (ii) the potential adverse impact of the Chapter 11 filing on Solutia's operations, management and employees, and the risks associated with operating businesses under Chapter 11 protection; (iii) the ability of Solutia to comply with the terms of the DIP financing facility; (iv) world economic conditions, competitive pressures, gain or loss of significant customers, labor relations and disruption of operations, raw material and energy costs, currency and interest rate fluctuations, success in implementing pricing actions and managing spending, operating rates, cost of debt, environmental compliance and remediation and other factors; (v) customer response to the Chapter 11 reorganization; and (vi) the risk factors or uncertainties listed from time to time in Solutia's filings with the Securities and Exchange Commission and with the U.S. Bankruptcy Court in connection with the Company's Chapter 11 filing. Other factors and assumptions not identified above are also relevant to the forward-looking statements, and if they prove incorrect, could also cause actual results to differ materially from those projected.

Corporate Profile

Solutia (<http://www.Solutia.com>) uses world-class skills in applied chemistry to create value-added solutions for customers, whose products improve the lives of consumers every day. Solutia is a world leader in performance films for laminated safety glass and after-market applications; process development and scale-up services for pharmaceutical fine chemicals; specialties such as water

treatment chemicals, heat transfer fluids and aviation hydraulic fluid and an integrated family of nylon products including high-performance polymers and fibers.

Solutia ... Solutions for a Better Life.

SOURCE Solutia Inc.

CONTACT: Media, Glenn Ruskin of Solutia Inc., +1-314-674-3804

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Solutia Inc. (ticker: SOLUQ.PK, exchange: Other OTC) News Release - 18-Mar-2005

Solutia Announces Changes to Executive Leadership Team

ST. LOUIS, March 18 /PRNewswire-FirstCall/ -- Solutia Inc. (OTC Bulletin Board: SOLUQ), a leading manufacturer and provider of performance films, specialty chemicals and an integrated family of nylon products, today announced two changes to its executive leadership team, effective immediately. "These changes are another important step in our strategy to position Solutia to thrive after emergence from Chapter 11," said Jeffrey N. Quinn, president and CEO, Solutia Inc.

Jonathon P. Wright has been named senior vice president of Solutia Inc. and president of integrated nylon. In this role he will lead Solutia's integrated nylon division, a \$1.6 billion business that is a leading producer of high-performance polymers, carpet fiber, and chemical intermediates. He will have responsibility for all commercial, operational and strategic aspects of the business. Wright replaces John F. Saucier, who will be leaving Solutia.

James R. Voss has been named senior vice president - business operations for Solutia Inc. In this role he will have enterprise-wide responsibility for human resources, procurement, information technology, governmental affairs, communications and public affairs.

"Jonathon and Jim are seasoned professionals who bring fresh perspectives to their roles at Solutia. The decision of these two proven executives to join our team is a clear endorsement of the progress we are making to position Solutia for future success," added Quinn. "Jonathon will provide the strategic and commercial leadership that will revitalize our integrated nylon business. Jim will be a strong partner with Jonathon and Luc De Temmerman, senior vice president of Solutia Inc. and president of performance products, in their efforts to optimize our business and operational performance."

Wright, 45, joins Solutia from Charles River Associates, a global management consulting firm, where he served as vice president. Prior to that, he led Arthur D. Little's strategy practice and management

consulting business in North America. During his eight-year consulting career, Wright worked extensively in the petrochemical, specialty chemical, and related process industries. Previously, Wright held various operating, commercial and strategic roles with British Gas. Wright holds a M.Sc. in economics from Reading University and was an honors graduate in economics from City of London Polytechnic.

Voss, 38, joins Solutia from Premcor Inc., a major independent oil refiner, where he most recently served as senior vice president and chief administrative officer. In addition to his four years at Premcor, Voss' previous business experience includes ten years in operational and human resources capacities with United Parcel Services, Foodmaker Industries and Swank Inc. Voss holds bachelor's degrees in psychology and sociology from Maryville University, a master's degree in human resources development from Webster University, and a MBA from Washington University in St. Louis.

In addition to Quinn, De Temmerman, Wright and Voss, Solutia's executive leadership team consists of: James M. Sullivan, senior vice president and chief financial officer; Rosemary L. Klein, senior vice president, general counsel and corporate secretary; Max W. McCombs, vice president - environmental, safety and health; and Robert T. DeBolt, vice president - strategy.

Forward Looking Statement

This press release contains forward-looking statements. Forward-looking statements are subject to known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from the future results, performance or achievements expressed or implied by the forward looking statements. Assumptions and other important factors that could cause our actual results to differ materially from those anticipated in our forward-looking statements include, among other things: (i) the ability of Solutia to develop, prosecute, confirm and consummate one or more Chapter 11 plans of reorganization; (ii) the potential adverse impact of the Chapter 11 filing on Solutia's operations, management and employees, and the risks associated with operating businesses under Chapter 11 protection; (iii) the ability of Solutia to comply with the terms of the DIP financing facility; (iv) world economic conditions, competitive pressures, gain or loss of significant customers, labor relations and disruption of operations, raw material and energy costs, currency and interest rate fluctuations, success in implementing pricing actions and managing spending, operating rates, cost of debt, environmental compliance and remediation and other factors; (v) customer response to the Chapter 11 filing; and (vi) the risk factors or uncertainties listed from

time to time in Solutia's filings with the Securities and Exchange Commission and with the U.S. Bankruptcy Court in connection with the Company's Chapter 11 filing. Other factors and assumptions not identified above are also relevant to the forward-looking statements, and if they prove incorrect, could also cause actual results to differ materially from those projected.

Corporate Profile

Solutia (<http://www.Solutia.com>) uses world-class skills in applied chemistry to create value-added solutions for customers, whose products improve the lives of consumers every day. Solutia is a world leader in performance films for laminated safety glass and after-market applications; process development and scale-up services for pharmaceutical fine chemicals; specialties such as water treatment chemicals, heat transfer fluids and aviation hydraulic fluid and an integrated family of nylon products including high-performance polymers and fibers.

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SOURCE Solutia Inc.

CONTACT: Media, Dan Jenkins, +1-314-674-8552, or Investors, Tim Spihlman, +1-314-674-5206, both of Solutia Inc.

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Farroll, John T

From: Solutia Now
Sent: Friday, January 31, 2003 12:40 PM
To: Solutia Now
Subject: SOLUTIA CLOSES SALE OF ITS RESINS, ADDITIVES AND ADHESIVES

The following press release was issued today.



News

Solutia Inc.
575 Maryville Centre Drive
St. Louis, Missouri 63141

P.O. Box 66760
St. Louis, Missouri 63166-6760

FOR IMMEDIATE RELEASE

Contacts: Financial – Liesl Livingston 314-674-7777
Media – Beth Rusert 314-674-8527

SOLUTIA CLOSES SALE OF ITS RESINS, ADDITIVES AND ADHESIVES BUSINESSES

ST. LOUIS, Jan. 31, 2003 – Solutia Inc. (NYSE:SOI) today announced that it closed the sale of its resins, additives and adhesives businesses to UCB S.A. for U.S. \$500 million cash.

John C. Hunter, chairman, president and chief executive officer of Solutia said, “We are pleased that we have been able to conclude this sale quickly. Solutia will use the proceeds to substantially pay down debt, which will strengthen our balance sheet and provide us with greater flexibility to deal with future business risk and uncertainty.” He added, “This sale allows Solutia to focus on the growth and market penetration opportunities that we are pursuing in our remaining businesses.”

Transaction Details

The transaction is anticipated to be slightly cash accretive and 7 to 9 cents dilutive to earnings per share in 2003. Upon closing, a modest accounting gain is expected. The company expects approximately \$40 million in cash interest savings in 2003.

The agreement includes 10 production sites that make liquid and powder coatings resins, technical resins, additives products and pressure-sensitive adhesives. The resins, additives and adhesives businesses together employ approximately 1,700 individuals in 22 countries and have sales of approximately \$560 million for the year ended Dec. 31, 2002.

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Facilities Involved

Solutia will sell manufacturing facilities in: Wiesbaden, Frankfurt-Fechenheim and Hamburg, Germany; Werndorf, Austria; Romano d'Ezzelino, Italy; Dijon, France; Soborg, Denmark; La Llagosta, Spain; Rayong, Thailand and Suzano, Brazil, as well as research and development facilities in Graz, Austria, and Springfield, Mass.

Solutia will continue to manufacture Resimene® amino cross-linking resins for UCB at its LaSalle, Canada, facility, and its Indian Orchard plant in Springfield, Mass., as well as Gelva® adhesives also at the Indian Orchard facility. All other manufacturing assets at Indian Orchard will remain part of Solutia. The sale does not include Solutia's industrial products businesses or its Butvar® specials and dispersions and Santotac® thermoplastic resins.

Employee Information

As part of today's agreement, current employees of the resins, additives and adhesives businesses will transfer to UCB. At the La Salle, Canada, and Springfield, Mass., locations, manufacturing employees will remain Solutia employees and manufacture Resimene® resins and Gelva® adhesives for UCB under operating agreements. In a limited number of areas, Solutia has agreed to provide transition services to UCB.

Forward Looking Statement

This press release contains forward-looking statements regarding Solutia's expected use of the proceeds from the transaction discussed above and the impact the transaction is expected to have on Solutia. These statements are based on current expectations, but actual results may differ materially, depending on such important factors as success in managing changes resulting from this transaction, and other factors identified in Solutia's Annual Report on Form 10-K for the period ended Dec. 31, 2001 and Quarterly Report on Form 10-Q for the period ended Sept. 30, 2002. These reports are filed with the U.S. Securities and Exchange Commission and can be accessed through Solutia's investor Internet site at www.Solutia.com.

Corporate Profiles

Solutia (<http://www.Solutia.com>) uses world-class skills in applied chemistry to create value-added solutions for customers, whose products improve the lives of consumers every day. Solutia is a world leader in performance films for laminated safety glass and after-market applications; process development and scale-up services for pharmaceutical fine chemicals; specialties such as water treatment chemicals, heat transfer fluids and aviation hydraulic fluid and an integrated family of nylon products including high-performance polymers and fibers.

Solutia.... Solutions For A Better Life.

UCB (<http://www.ucb-group.com>), with headquarters in Brussels (Belgium), is a pharmaceutical

and specialty chemical company, which operates on a global scale. It is committed to pharmaceuticals, as well as to technically innovative products in surface applications. It employs 10,000 people around the world. The pharmaceutical research of UCB includes the following fields: respiratory, including allergy and asthma, and neurology. UCB Pharma's main products include Zyrtec (antiallergic), Keppra (antiepileptic), Nootropil (cerebral function regulator) and Atarax (tranquillizer).

-oOo-

Source: Solutia Inc.
St. Louis
Date 01/31/03

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Farroll, John T

From: John -Hunter
Sent: Tuesday, December 03, 2002 1:19 AM
To: Broadcast Entire Directory
Subject: Sale of Solutia's Resins, Additives and

Dear Colleague:

I'm writing to let you know that today we are announcing the sale of Solutia's Resins, Additives and Adhesives businesses (excluding the Butvar and Santotac product lines, and the Industrial Products businesses) to UCB of Brussels, Belgium for \$500 million.

UCB has provided Solutia with a \$10 million upfront, nonrefundable payment to guarantee UCB a period of exclusivity in which to finalize the transaction. The sale is expected to close within the early part of 2003.

Why are we selling the Resins, Additives and Adhesives businesses, and what does it mean to Solutia?

Early in 2002, it became very clear to me that decisive steps were needed to strengthen our financial position, enhance our competitiveness, and provide further protection against the sluggish and uncertain economy that we are experiencing.

High raw material and energy costs and dampened consumer confidence, as well as the PCB litigation have had a negative impact on our profitability, our credit rating, our ability to borrow money at reasonable rates, our ability to pay down our considerable outstanding debt and on our stock price.

These factors have severely constrained our ability to pursue our portfolio strategy. Our strengthened financial position, as a result of this sale, will allow us to focus more sharply on leveraging the value of the remaining businesses. All told, Solutia will emerge as a stronger company with a better ability to execute our plans and more flexibility to deal with the uncertain economic climate and other risks.

To further strengthen ourselves against continuing uncertainties and risks, we need to more aggressively manage those factors within our control that will improve our financial health, such as paying down our debt, driving down costs (further than those achieved through our \$100 million challenge) and increasing profitability.

The sale of the Resins, Additives and Adhesives businesses will make us a stronger company by providing three important benefits:

1. Strengthening our balance sheet by providing us with cash to significantly reduce our debt.
2. Allowing us to focus all our energies on the remaining businesses in our portfolio strategy.
3. Enhancing our ability to deal with future risk and uncertainty.

UCB is a \$2.5 billion, publicly traded Belgian company that is a world scale pharmaceutical and chemical group. It's mission is "Innovate to Serve Mankind", not dissimilar to our own "Solutions for a Better Life."

UCB has 10,000 employees mainly in Western Europe, but also in the Americas and Asia. The

12/3/02

acquisition of Resins, Additives and Adhesives, strong and viable businesses, fulfills a key objective of UCB to become a world-leader in surface treatment technologies, and better positions the company to serve this market.

Upon completion of the agreement, all Solutia Resins, Additives and Adhesives employees (excluding those employees associated with the Butvar and Santotec product lines) will transfer to UCB. In the United States and Canada, manufacturing employees will remain Solutia employees making products for UCB. Prior to the close of this transaction, the organizational structure of the Industrial Products businesses will be determined. Until that time, they will continue to operate as they currently are structured.

The Resins, Additives and Adhesives businesses have been solid performers for Solutia, and they will be a good fit within UCB as they complement its existing industrial and powder coating resins businesses. In short, Resins, Additives and Adhesives and its employees will find a good home with UCB.

While the sale is an important step in restoring our financial health, we will need to make further adjustments to reflect the company's movement from a \$3 billion company to a \$2+ billion company. We will have some approximately \$15 million in residual costs that will need to be eliminated from Solutia as a result of the sale of the Resins, Additives and Adhesives businesses.

In order to do this, we will look at everything we are doing and assess what we can do more cost effectively, or stop doing completely.

I have arranged for a global videoconference for North & South America and Europe tomorrow, December 4, at 8:30 AM (Central) to discuss today's announcement and answer any questions you may have. Because of the time difference between Solutia and Asia, I have scheduled a special teleconference for our colleagues in Asia for early in the morning of December 5 (Asia time).

While it would have been my preference to conduct employee meetings with you today, Bob Clausen and I will be at a previously scheduled briefing with a group of 100 research analysts and portfolio managers in New York City this morning on the sale of the Resins, Additives and Adhesives businesses. We would not have concluded early enough to schedule a videoconference prior to the close of business for our European colleagues.

With the transaction announced today and the costs that will be reduced, we will emerge as a stronger company, better positioned to manage our business challenges. I'm anxious to attack these challenges with your help.

I have asked members of my immediate management team to begin to communicate directly with you about this business transaction and to answer any questions you may have.

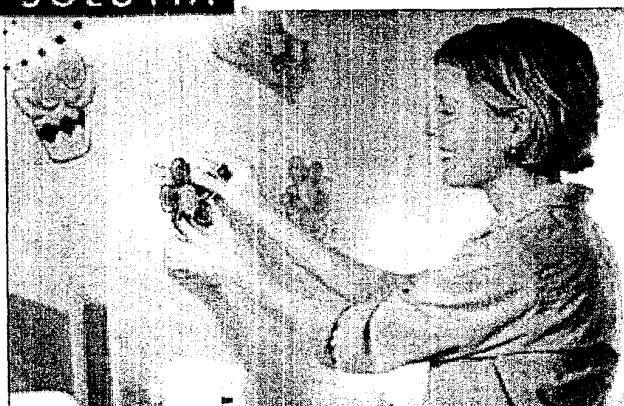
I look forward to discussing this further with you.

Sincerely,

John C. Hunter
Chairman, President and CEO

12/3/02

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Resins and Specialties

Resins and Additives

Global ISO manufacturing capability and supplier of over 1, performance ingredients for coatings, inks, adhesives, wood rubber and many other products. Products include binder re crosslinkers, film formers, additives and pressure sensitive applications are automotive, industrial, construction and sp

Specialty Products

High-performance products for specialized applications, inc transfer fluids, aviation products, animal products, plastic p intermediate chemicals.

Resins & Additives

Solvent, water & powder resins, crosslinkers & additives



Technical Products

Resins, adhesives, phosphonates & intermediates



Specialty Fluids

Aviation, heat transfer and process fluids



Plastic Products

Mats, vehicle flaps, building and construction products

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Farroll, John T

From: Solutia Now
Sent: Wednesday, June 12, 2002 10:02 AM
To: Broadcast Entire Directory
Subject: New Organization: Resins and Additives and Industrial
RESINS AND ADDITIVES AND INDUSTRIAL PRODUCTS:
NEW ORGANIZATION

In order to respond to the challenges of the global marketplace, the following changes to the Resins & Additives and Industrial Products organization are announced.

The purpose of this organization is to:

- Facilitate the improvement of the financial performance
- Support the generation of growth from the relevant markets and product lines, and
- Create development opportunities for our employees

Our Mission is to increase the value we deliver to customers and owners. Sources for value creation will be:

- The continuous improvement of our organizational efficiency
- Disciplined management of our business processes
- Focused management of our portfolio
- Market orientation to understand the value provided to customers and their markets leading to the generation of innovative new products, services and business models
- Continuously upgrading our organization to improve skill levels

The Principles of the organizational structure are:

- Resins & Additives and Industrial Products will be run as one organization
- We will manage our businesses and functions globally
- As the business critical mass permits, the customer interface will be organized as business specific and as local as possible

Effective July 1st the business will be organized in the following Business and Functional groups.

There will be four business groups:

Specialty Fluids

The business group will be responsible for managing the Skydrol and Therminol businesses and developing the strategy that will deliver sustainable profit growth in the future. Dale Kline is named the leader of the Specialty Fluids business. Reporting to Dale will be MTS/applications and Sales.

Coatings Resins & Additives

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This business group will be responsible for managing the profitability of our business to the coatings industry (BL 1, 2, 4). Steve Zollmann is named as the leader of this group. Reporting to Steve will be Business management, MTS/applications and strategic accounts management.

Technical Products

This business group will be responsible for managing the profitability of the following businesses: Technical Resins, Dequest, Intermediates and Adhesives. Josef Sauer is named the leader of this business group. Reporting to Josef will be Business management, MTS/applications and strategic account management.

Plastic Products

Plastic Products will continue to operate under the leadership of Paul Plasschaert and will maintain the current organization.

The Specialty Fluids, Coatings Resins & Additives and Technical Products businesses will be supported by the following functional groups.

Operations

It is the role of Operations to produce and deliver product to the customer in a cost effective manner as well as to satisfy customer requirements according to the business strategy. Operations worldwide will include Manufacturing, Supply Chain Management and Purchasing. Operations will be led globally by Manfred Schrod.

Sales

Sales will own the customer acquisition and retention process. We aim to increase profitability of our customers and manage them according to their growth and profit potential.

The leader of the global Sales & Customer Service organization for Coatings and Technical Products is John Moore. Knowledge of our customers' needs is an important part of our value creation. The Sales function will be organized to achieve our business strategy with global key customers, regional and local customers in the most appropriate way.

Technology

Technology's role is to provide the business with new products that create value for the customers and allow Solutia to obtain competitive advantage. The Technology organization will support the Coatings, Technical Products and the Specialty Fluids businesses. ESH will continue to be part of Technology. Technology leader will be Frank Pacholec.

Information (Enabling) Technology

The Information Technology organization will remain unchanged under the global leadership of Dave Matthews.

Human resources

6/19/02

HR for Resins & Additives and Industrial Products will be combined under the global leadership of Alan Williams.

Finance

The Finance function will be combined for Resins & Additives and Industrial Products under the global leadership of Maddy Lauwers.

The named leaders of the Business and Functional Groups will report to me.

Announcement about the necessary further changes to the organization and the linkage teams that will be required to implement the mission and organizational principles will follow as quickly as possible. In the meantime, we all still have work assignments and customers, both external and internal, to serve. As we make these changes, the businesses still need to take advantage of every opportunity that arises.

Monika Riese-Martin

HELP FIND A NEW NAME FOR THE COMBINED RESINS AND ADDITIVES AND INDUSTRIAL PRODUCTS ORGANIZATIONS

Following the announced changes to the Resins and Additives (R & A) and Industrial Products (IP) organizations, we are seeking a name for our new business platform, which reflects the broader product portfolio as well as our ambitious growth and financial performance aspirations.

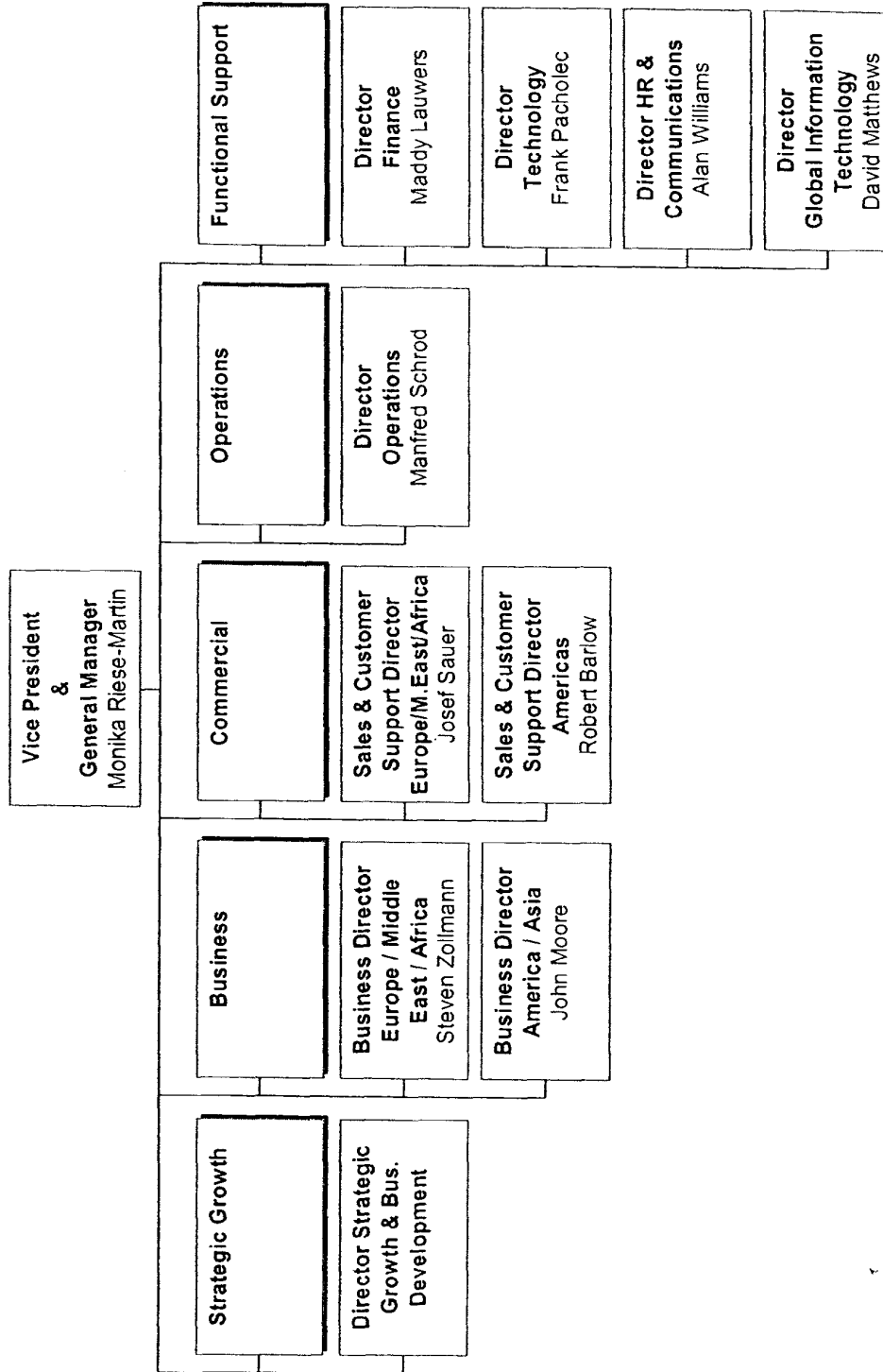
All Solutia employees are therefore cordially invited to e-mail new name suggestions to Michael Scharf by June 21 latest (you can send in as many names as you wish). The new business platform leadership team will select and announce a name from the proposals received. The prize for the employee whose suggestion is chosen will be a dinner for two at a three-star restaurant.

Alan Williams

6/19/02

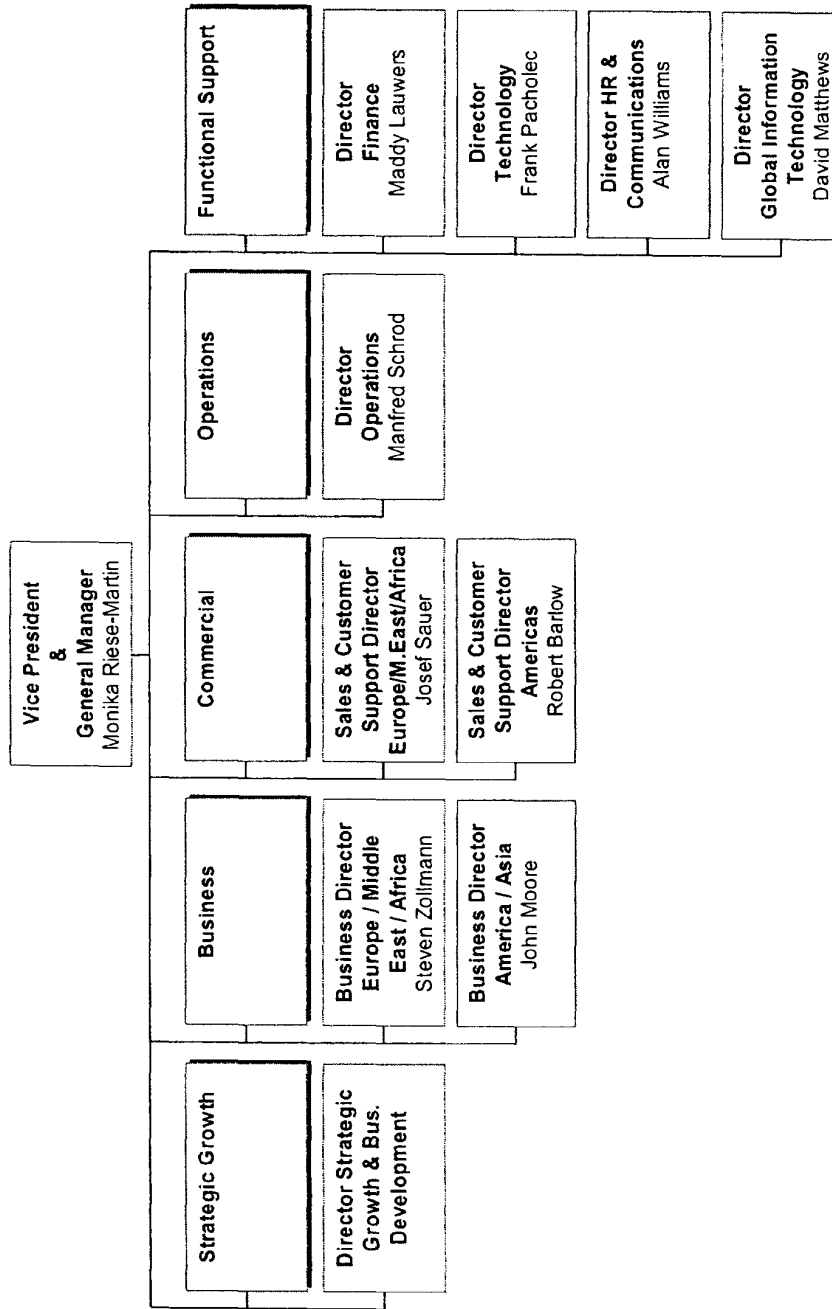
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R & A - Business Executive Committee Chart



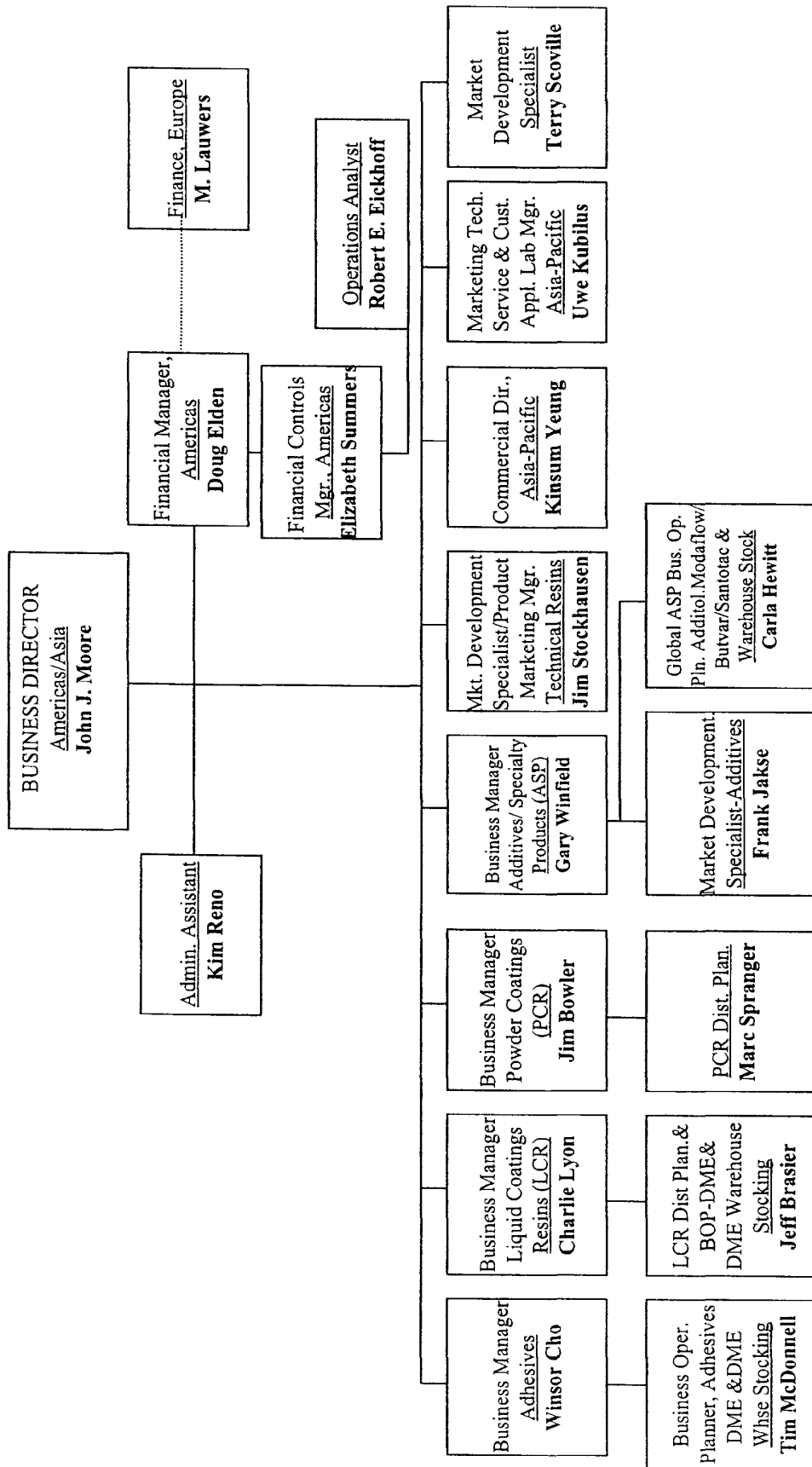
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R & A - Business Executive Committee Chart



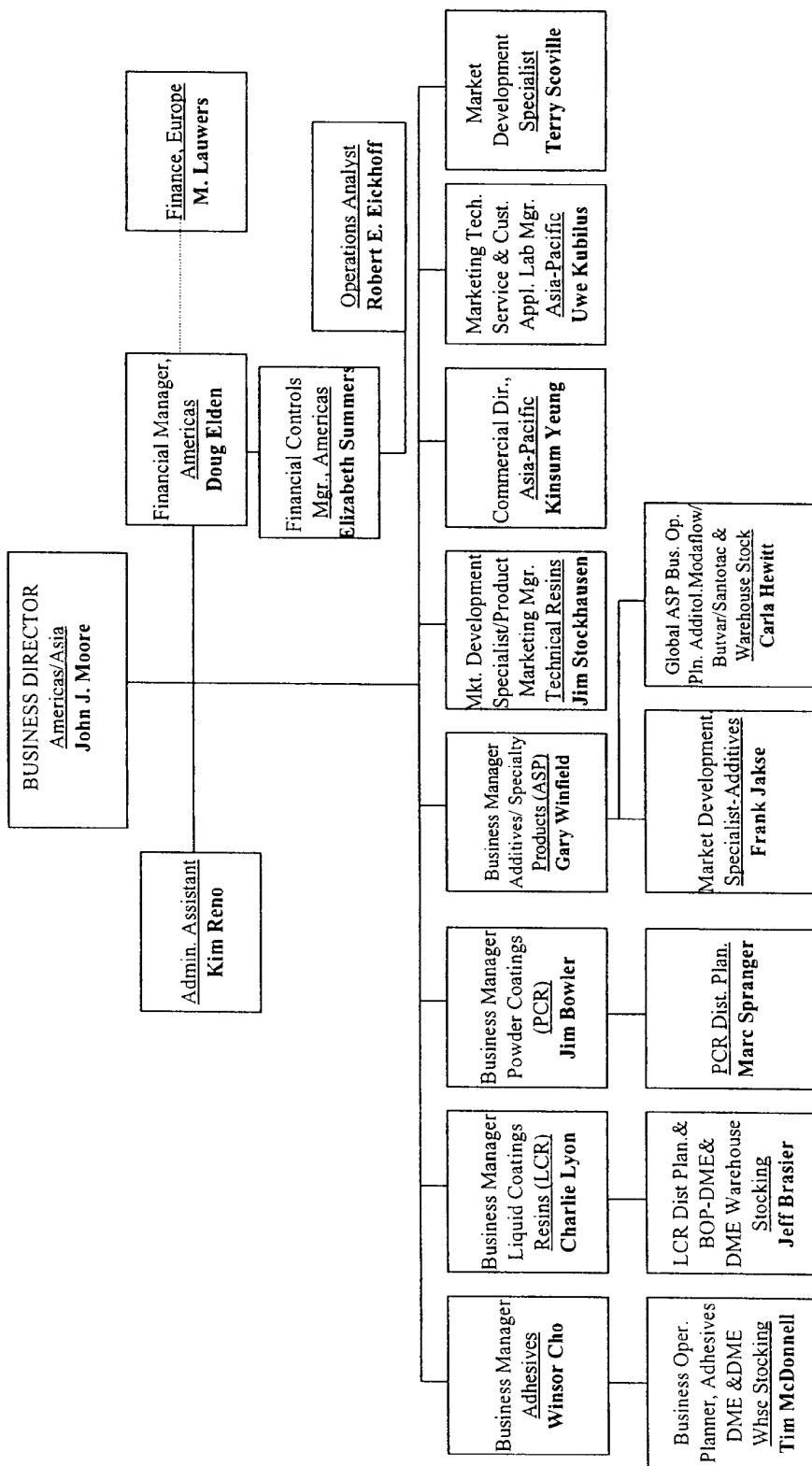
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R & A - AMERICAS and ASIA - BUSINESS ORGANIZATION



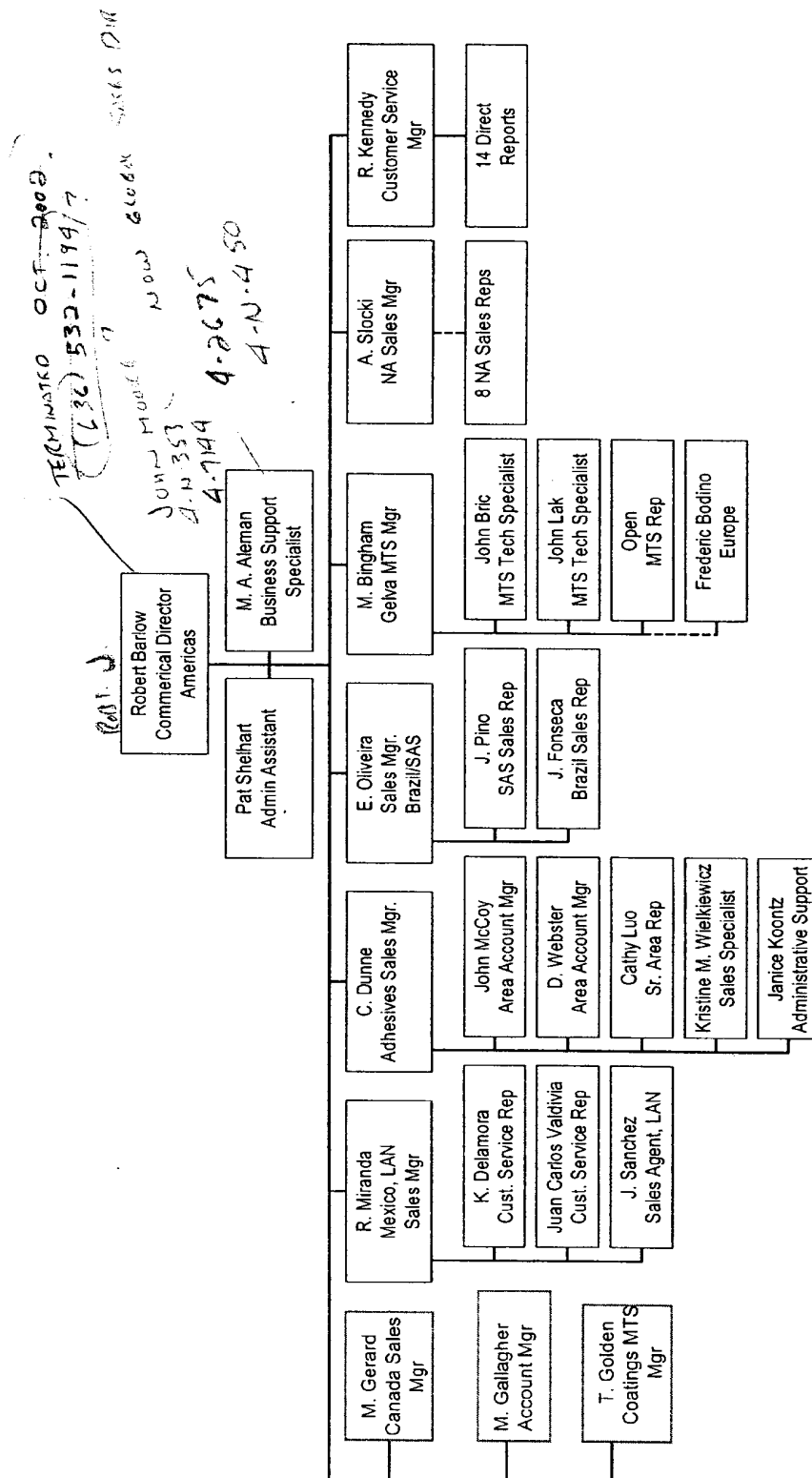
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R & A – AMERICAS and ASIA - BUSINESS ORGANIZATION



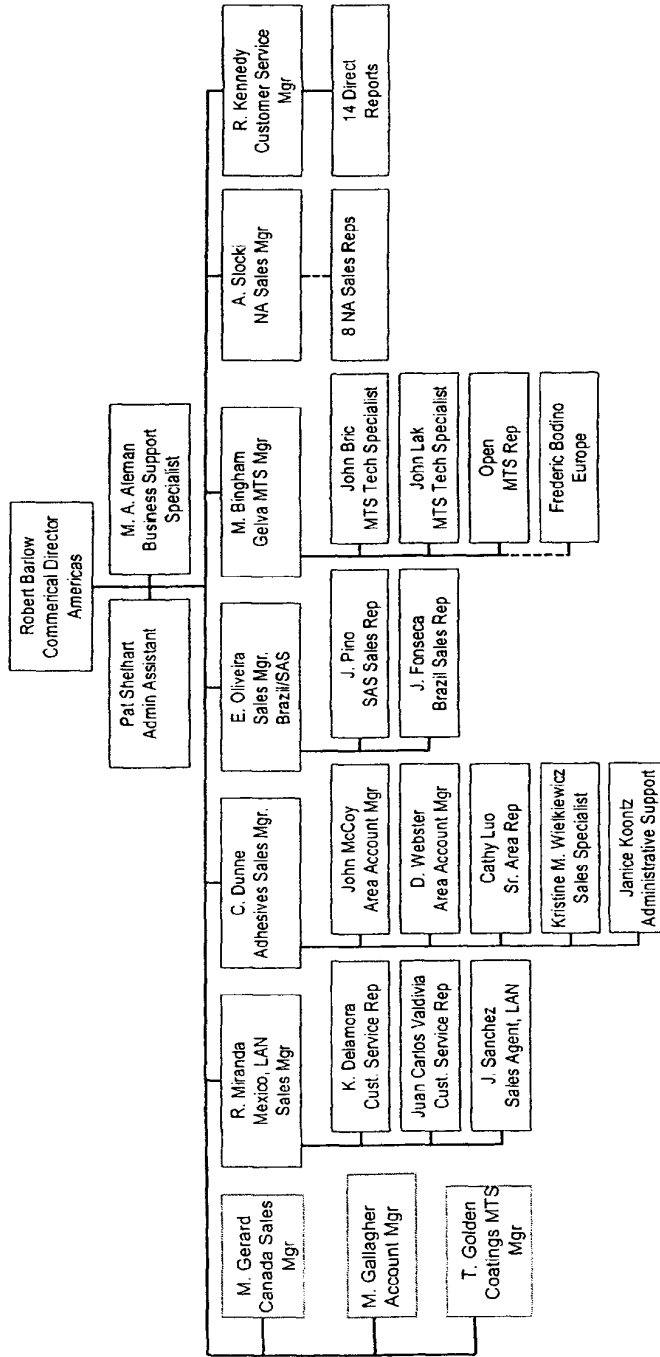
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R & A - AMERICAS - SALES/MTS/CUSTOMER SERVICE



6/6/2002

R & A - AMERICAS - SALES/MTS/CUSTOMER SERVICE



2/21/02

[illegible]

CYCLOCOPOLYMERIZATION
 OF
 VINYL MONOMERS
 WITH
 CATALYSTS

(104) 846-9518
 1117 1/2 WILSON
 WILSON ST NC 28104
 R15BEC
 11/3/81

DOK HAN
D.C.

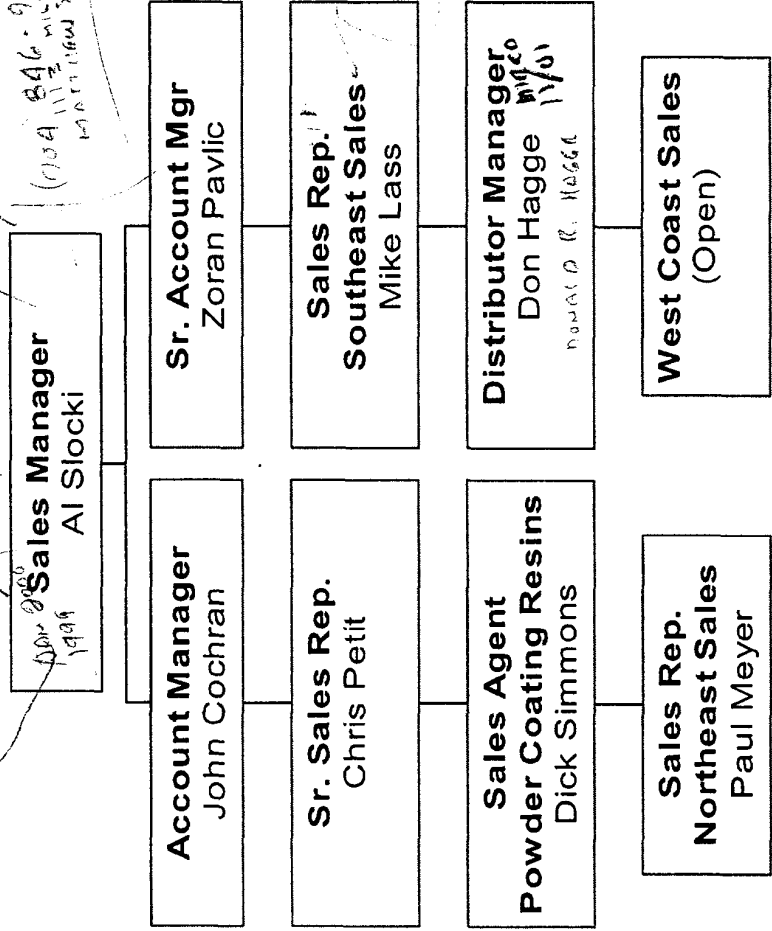
(919) 291-4280
CAG (419) 291-4280

CONFIDENTIAL

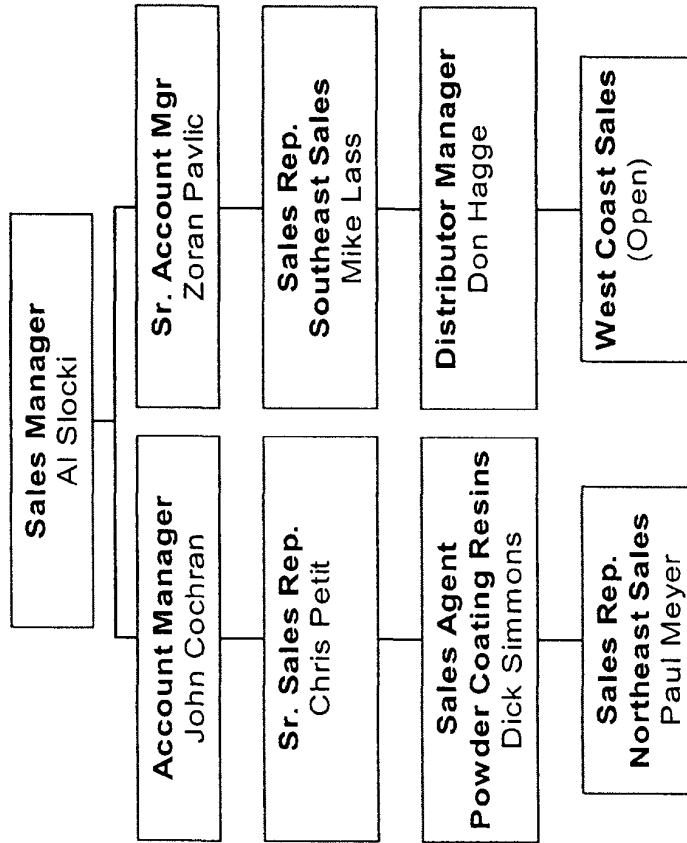
(913) 851-0568

DRHAGG@SOUTHW.COM
 13133 BLOWING ROCK RD
 BLOWING ROCK NC 28706
 703.685.0070

Remains very good

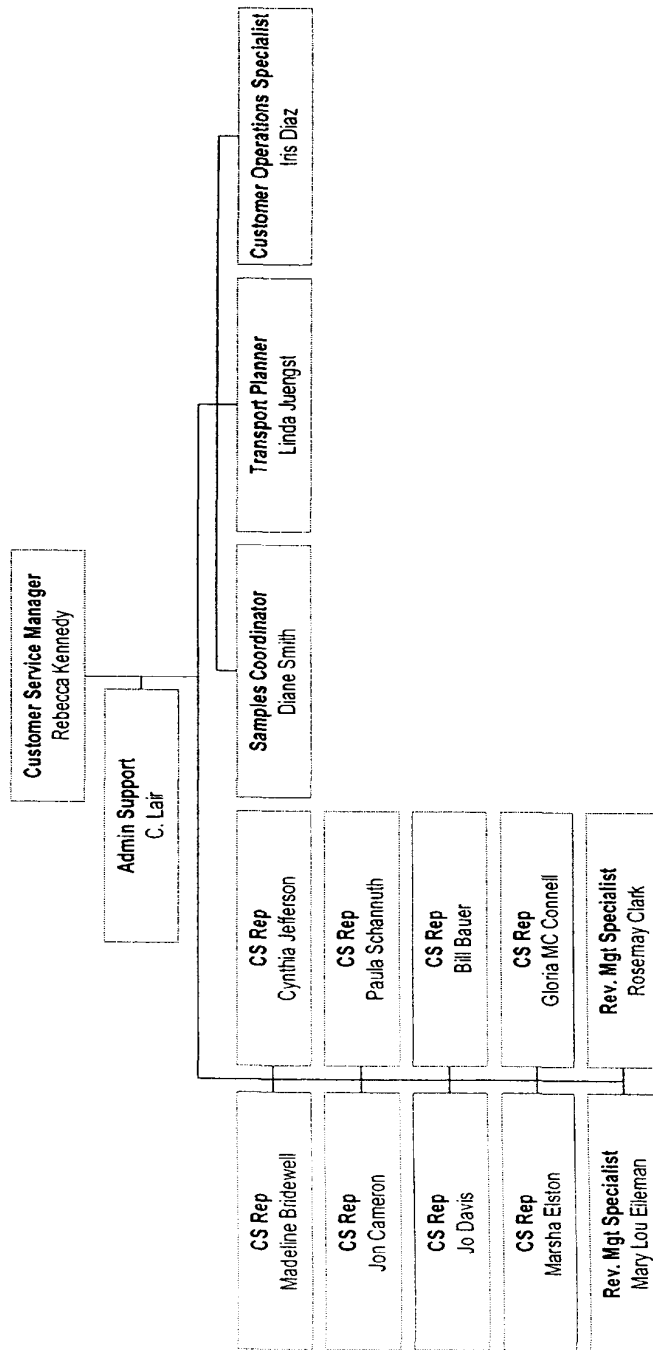


R & A – NORTH AMERICA - SALES



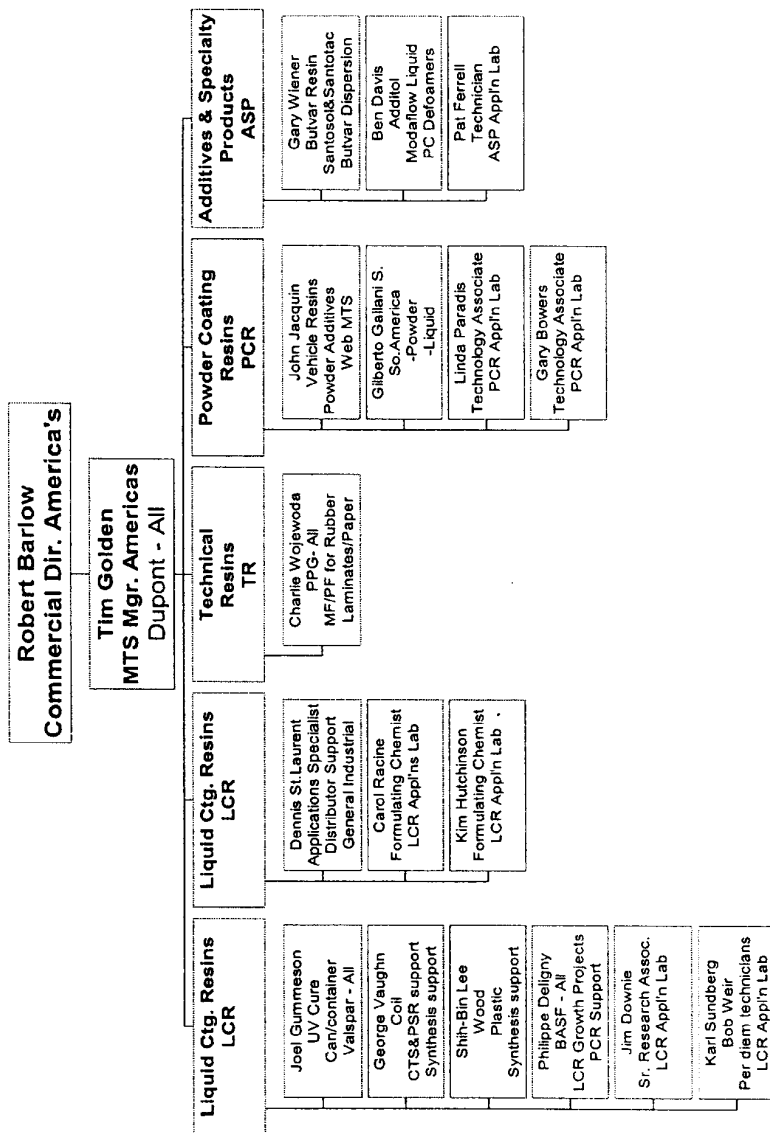
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R & A – NORTH AMERICA - CUSTOMER SERVICE



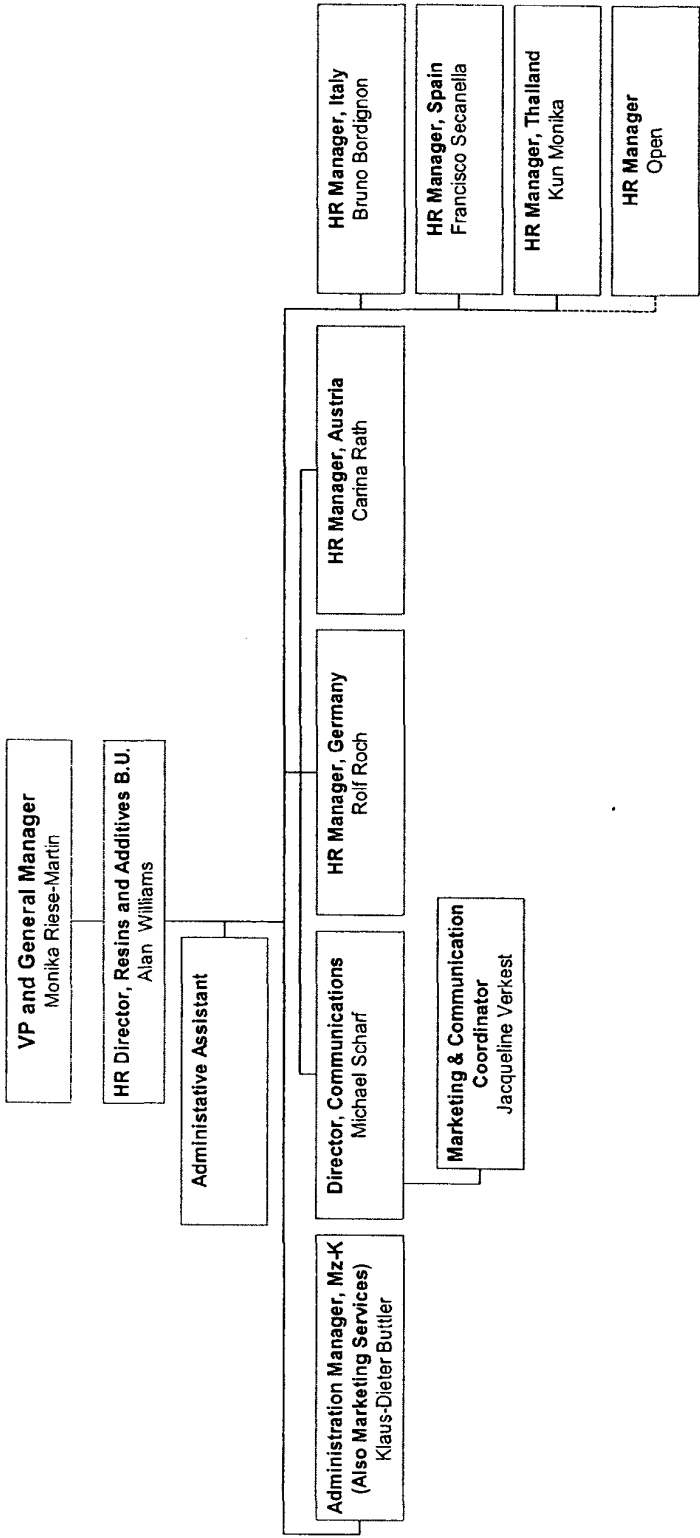
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R & A - AMERICAS - MTS



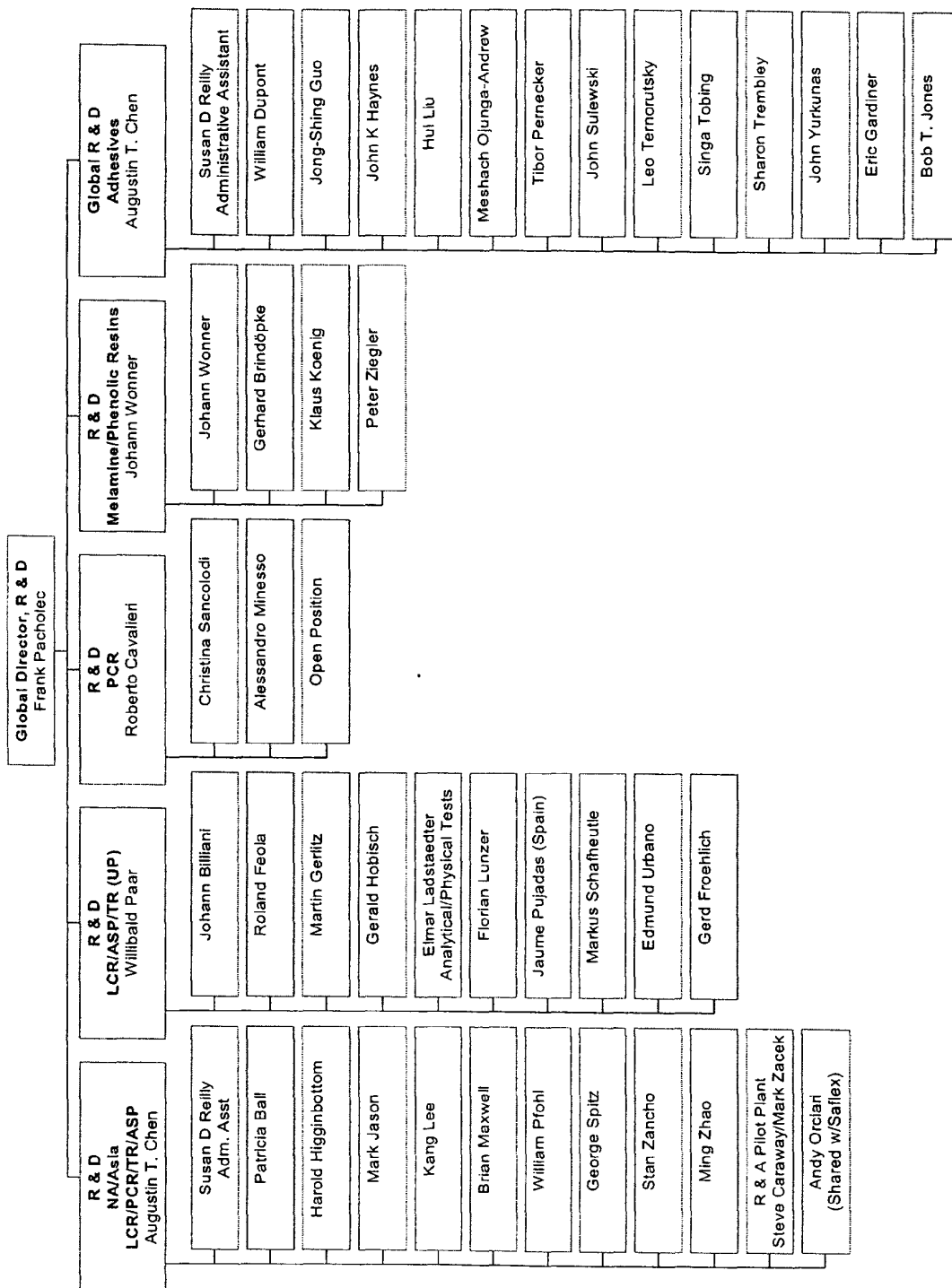
6/6/2002

R & A - HR / COMMUNICATIONS CHART



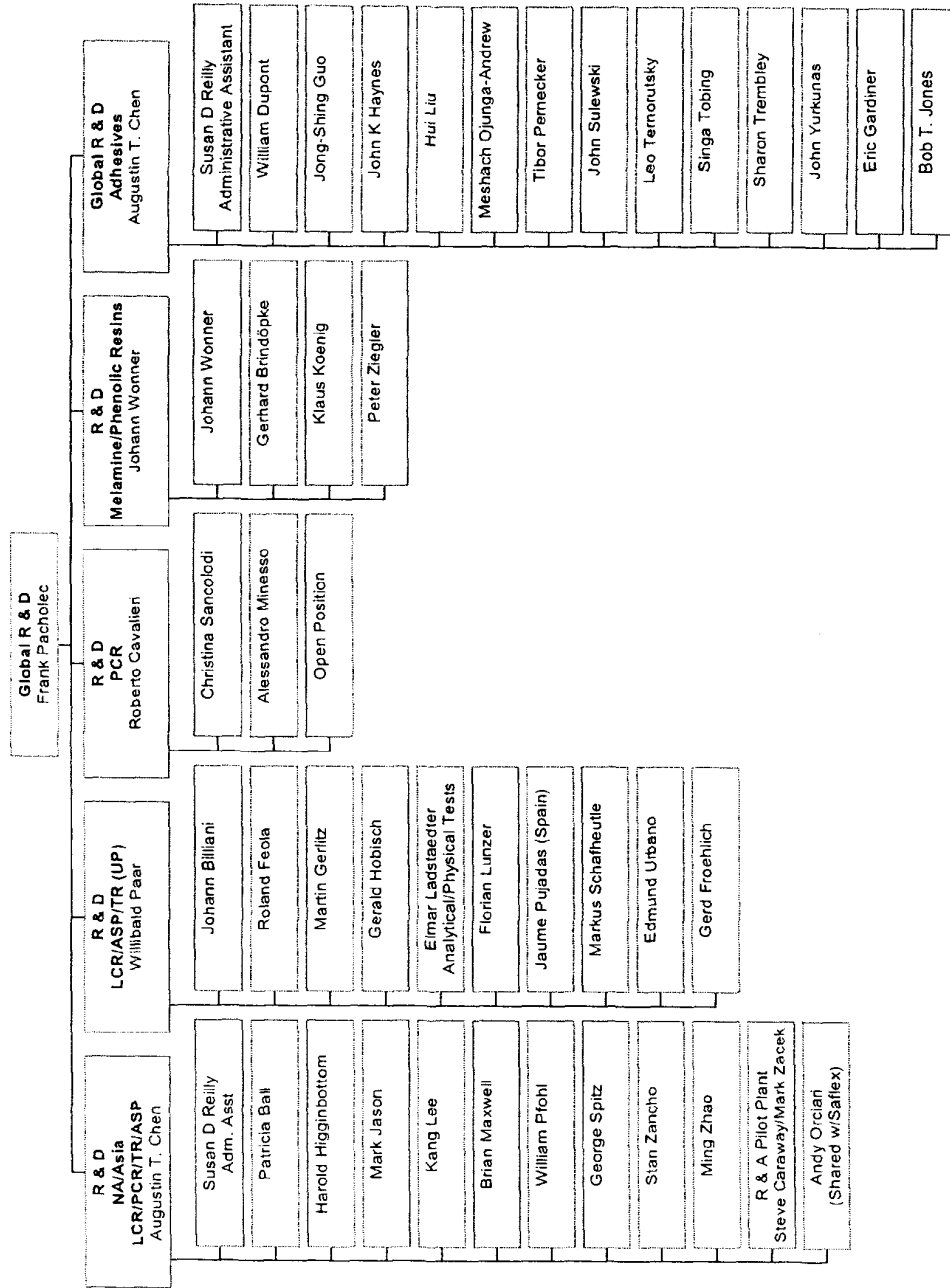
6/6/2002

R & A - RESEARCH & DEVELOPMENT CHART



6/6/2002

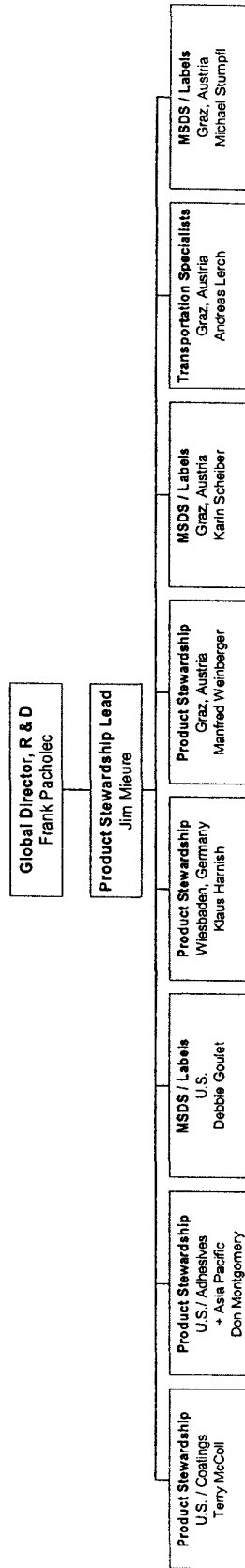
R & A - RESEARCH & DEVELOPMENT CHART



2/21/02

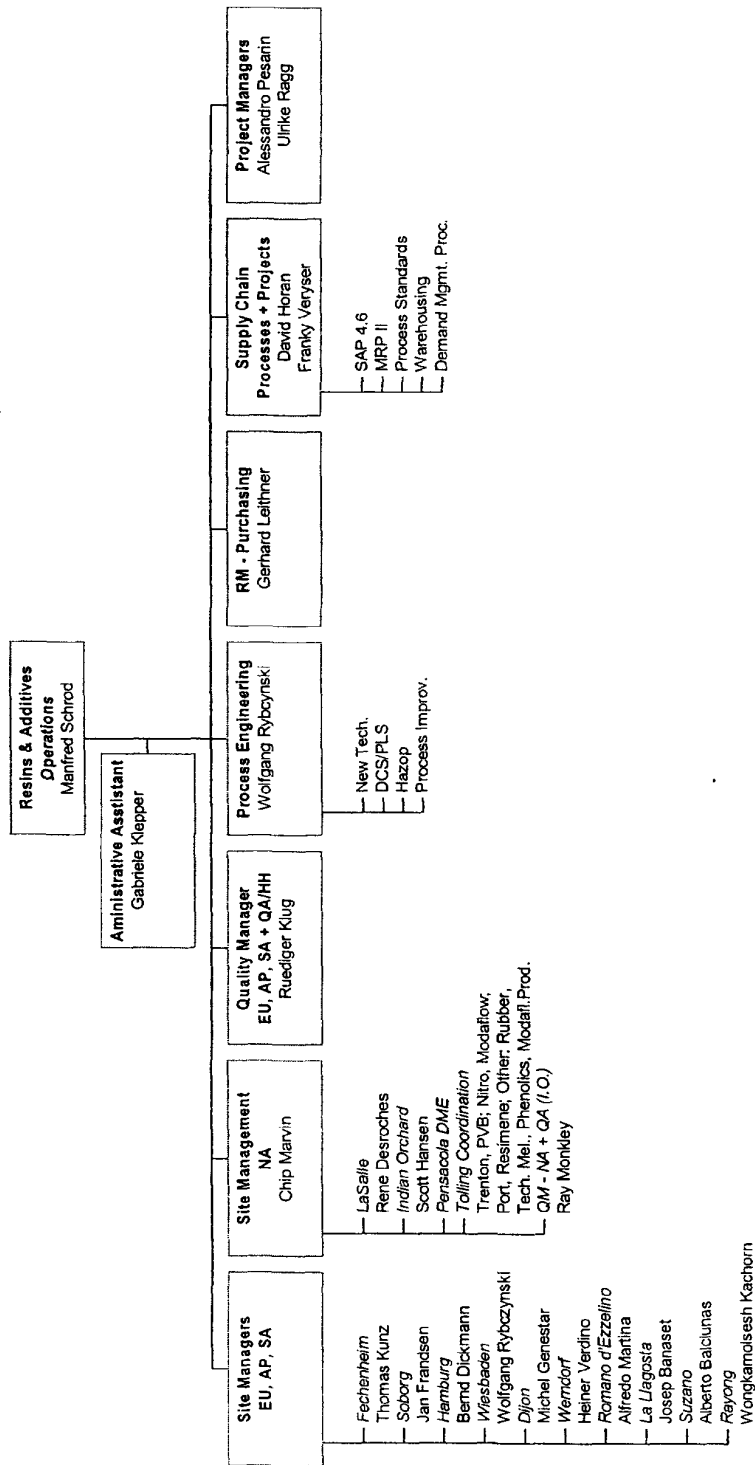
January 18, 2002

R & A – ESH & Product Stewardship



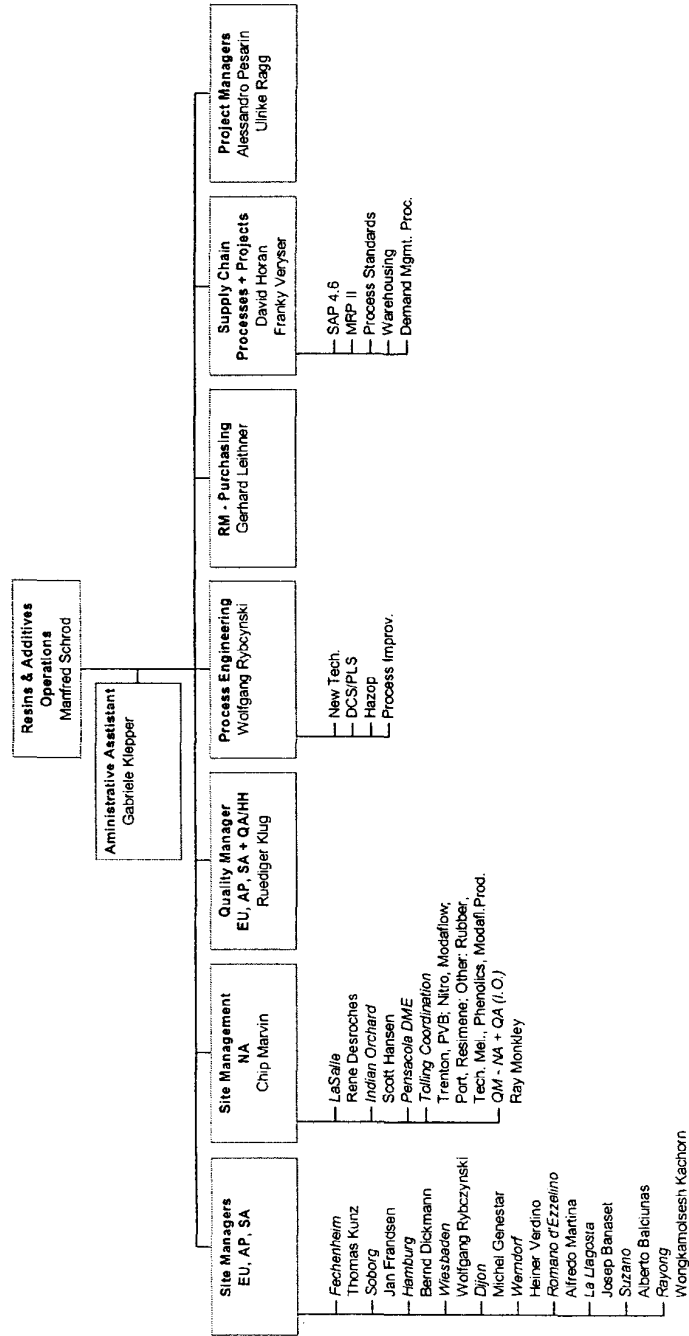
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R & A - GLOBAL OPERATIONS CHART



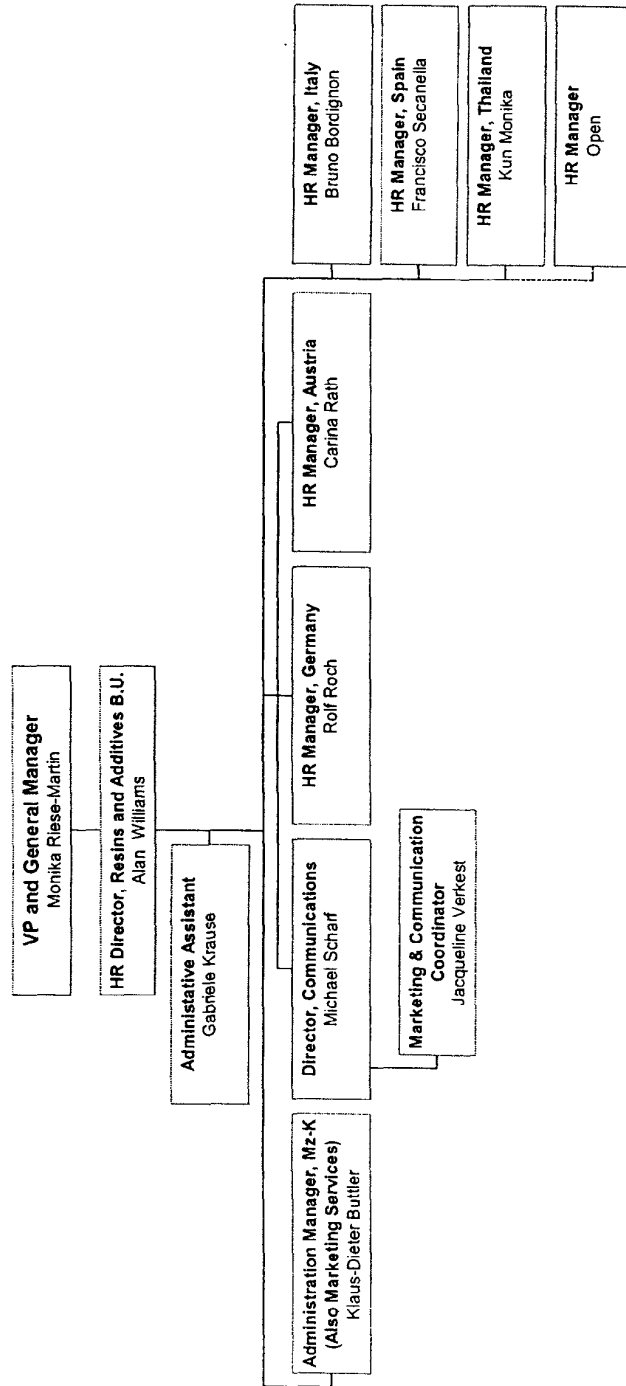
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R & A - GLOBAL OPERATIONS CHART



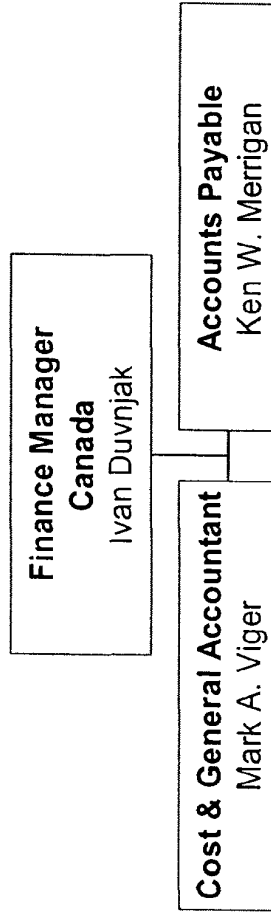
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R & A - HR / COMMUNICATIONS CHART



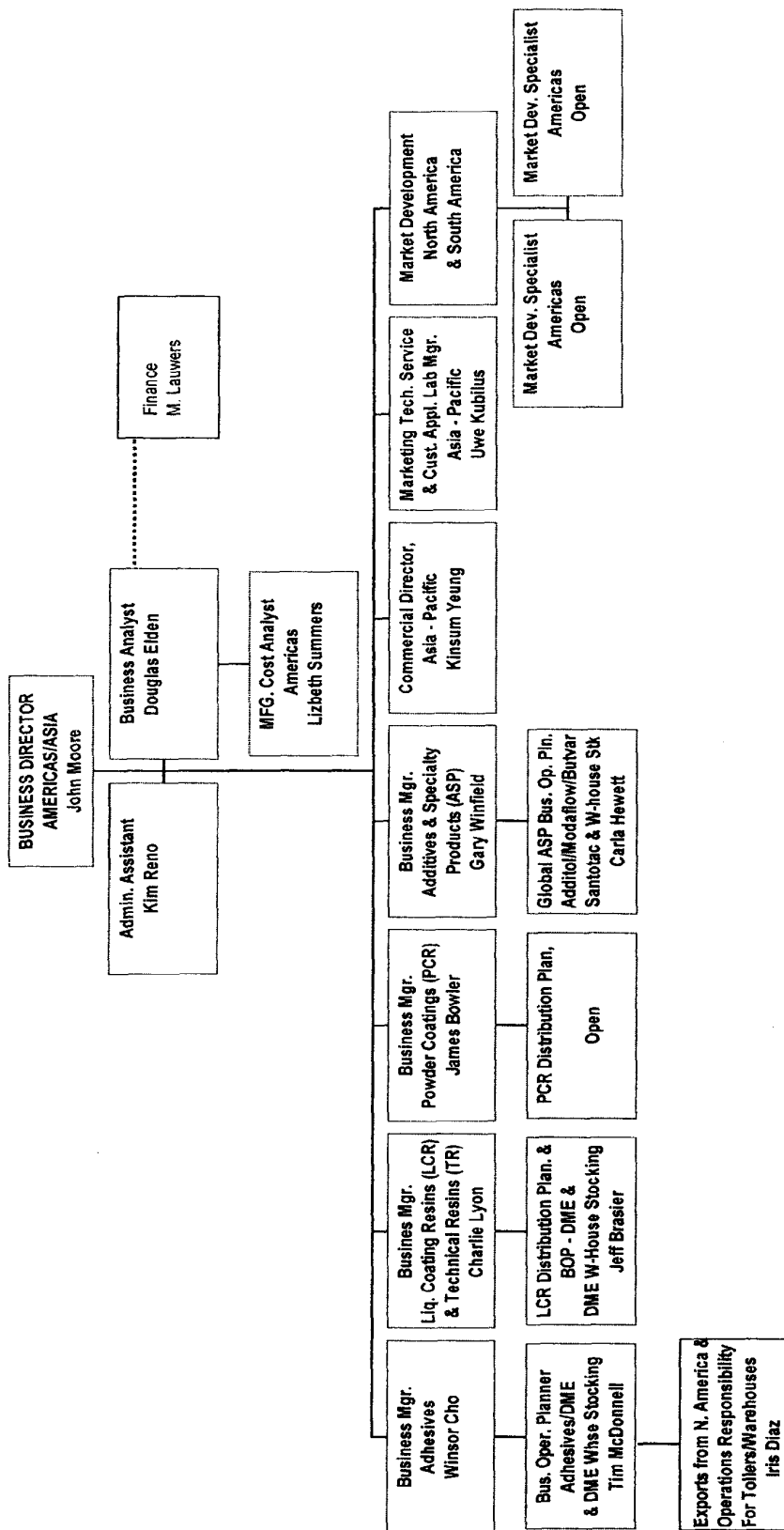
2/21/02

R & A - FINANCE – NORTH AMERICA

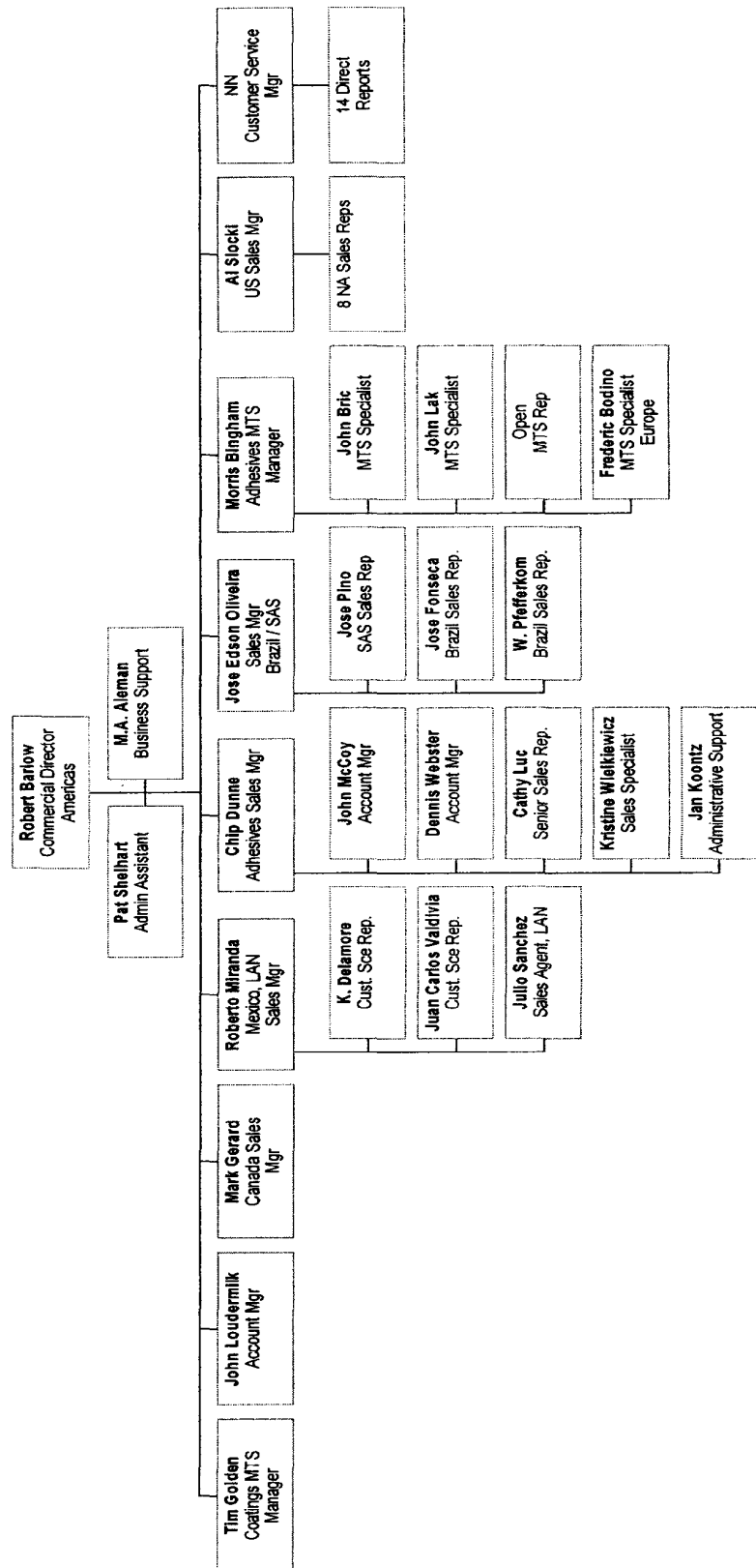


2/21/02

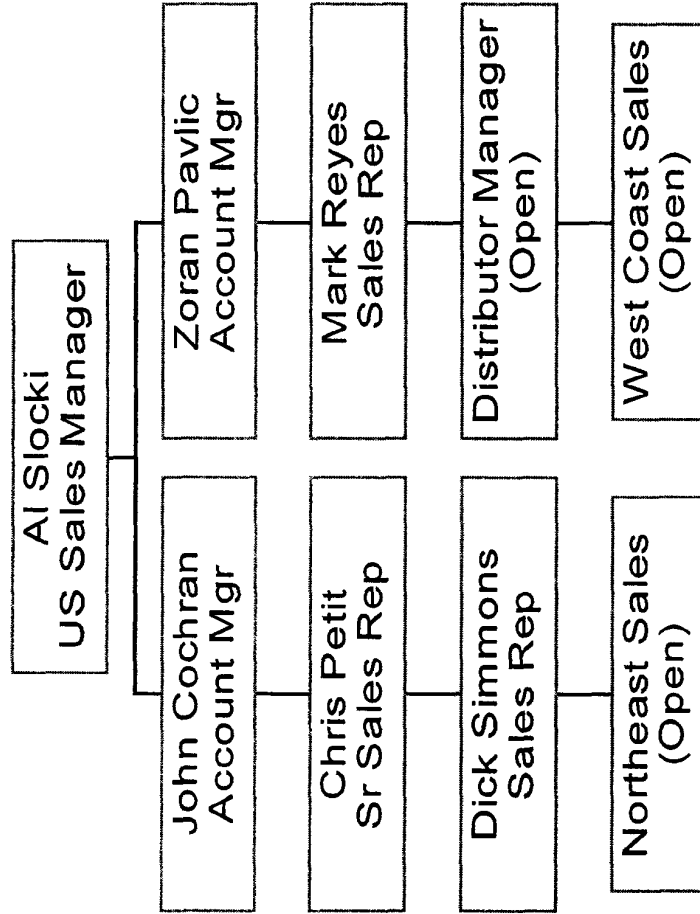
R & A : Americas / Asia - Pacific business Chart



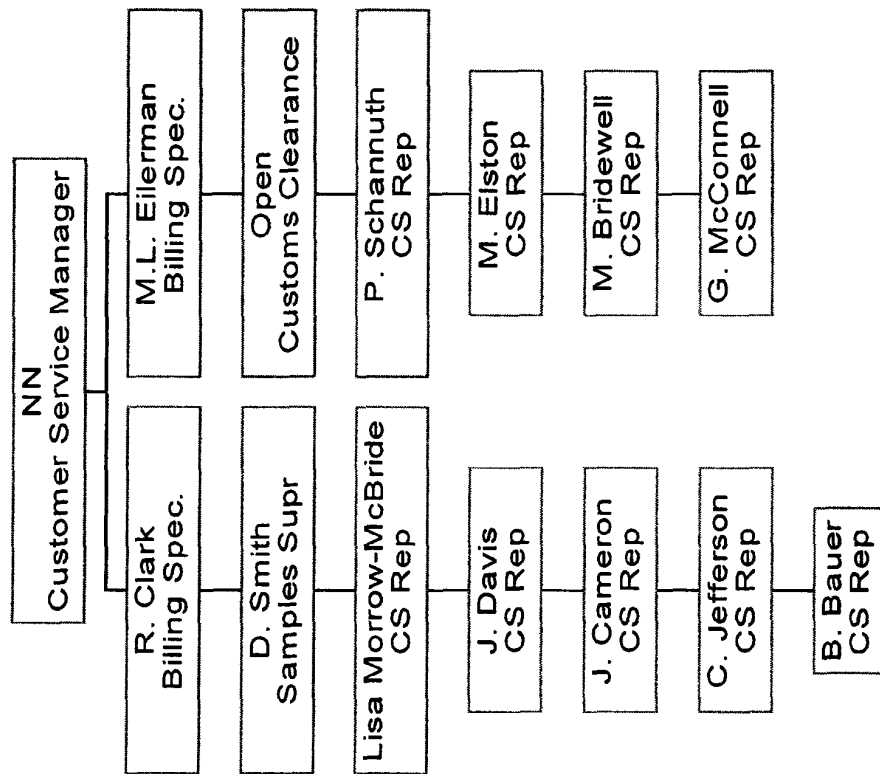
R & A : AMERICAS - Sales/MTS/Customer Service



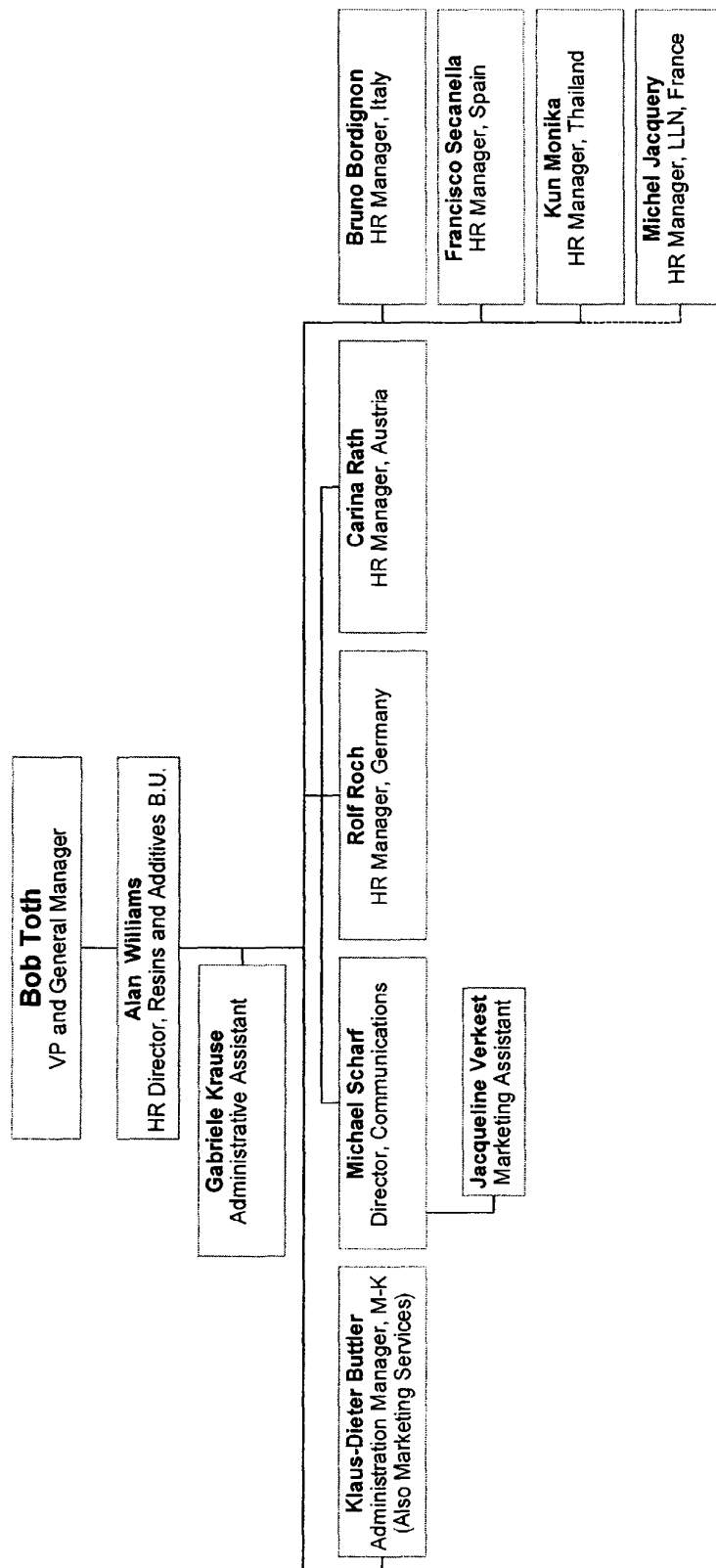
R & A : NORTH AMERICA - Sales



R & A : NORTH AMERICA - Customer Service

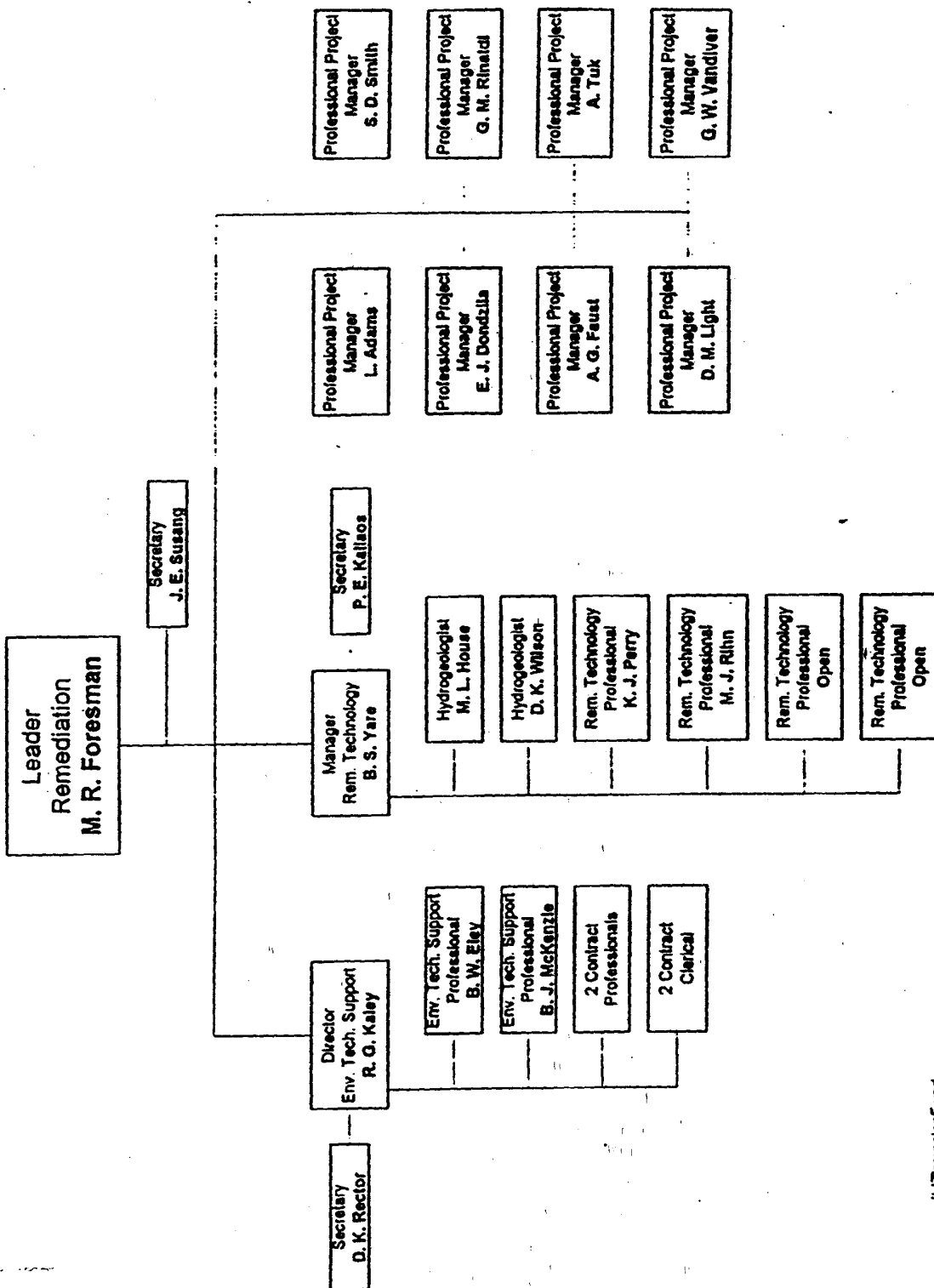


R & A : HR / Communications Chart



ESH-CHEMICALS Remediation

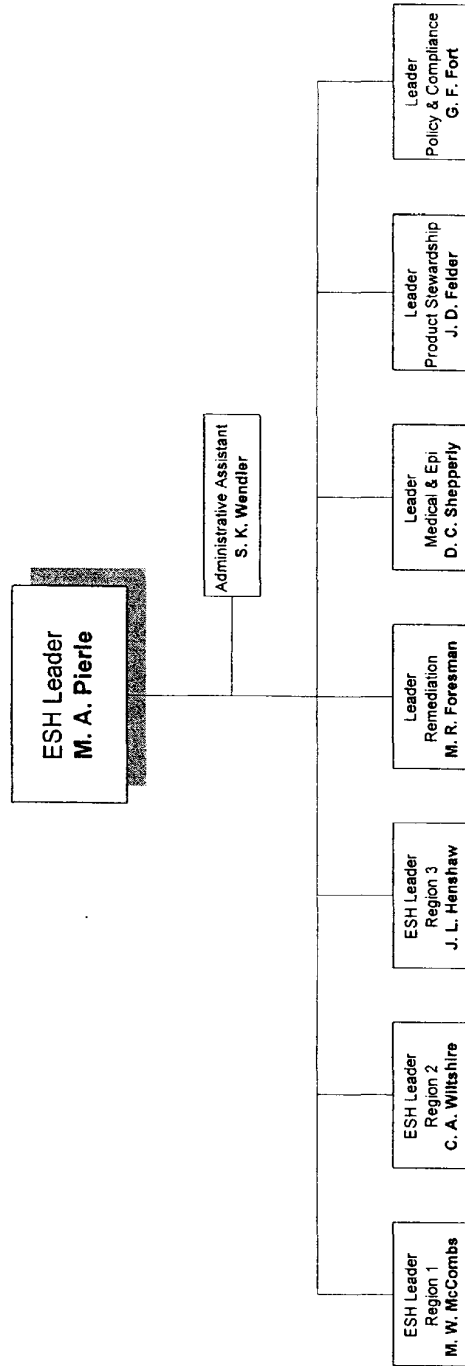
February 26, 1997



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ESH-CHEMICALS ORGANIZATION

April 24, 1998

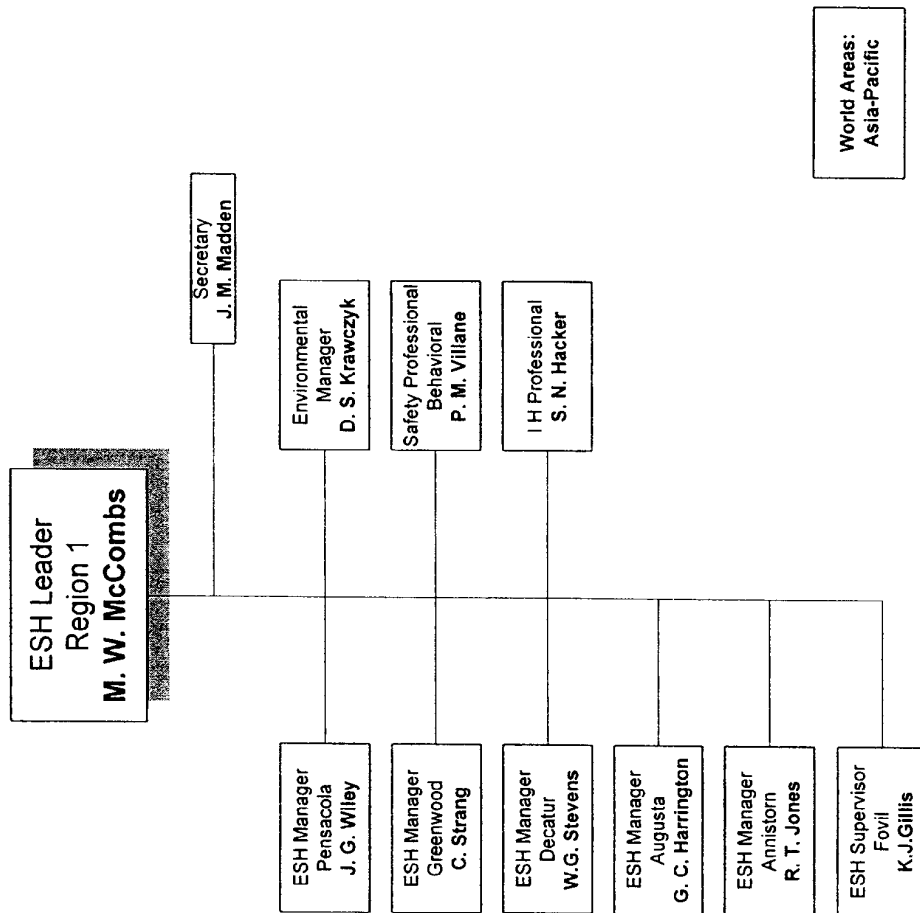


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ESH-CHEMICALS

Region 1

April 24, 1998

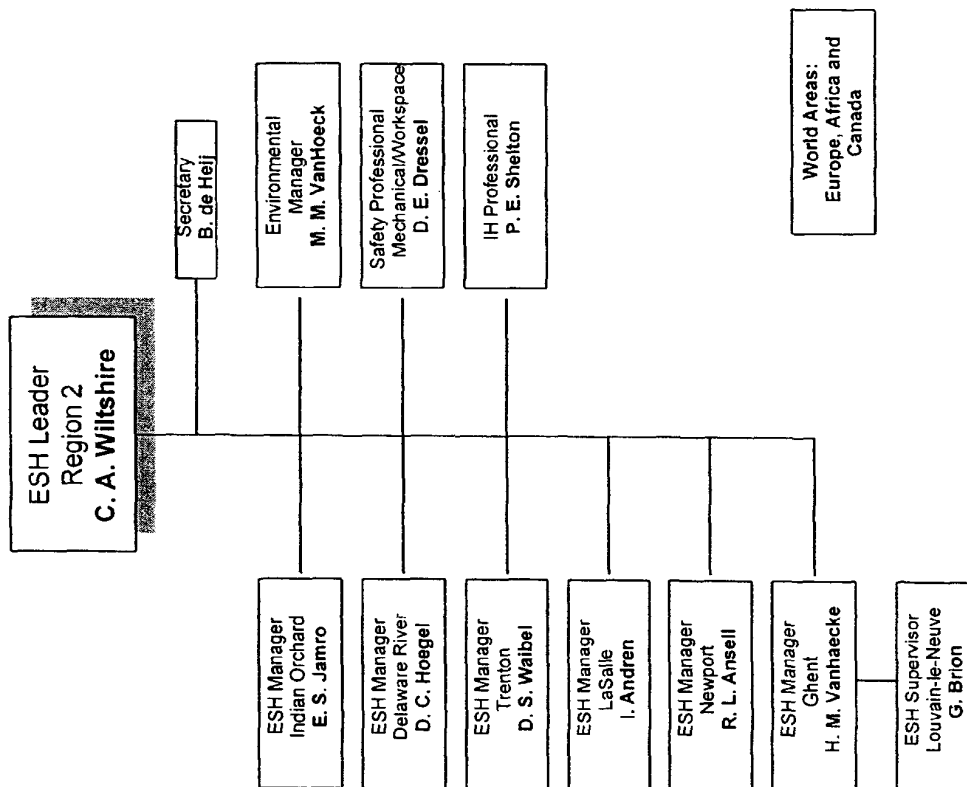


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ESH-CHEMICALS

Region 2

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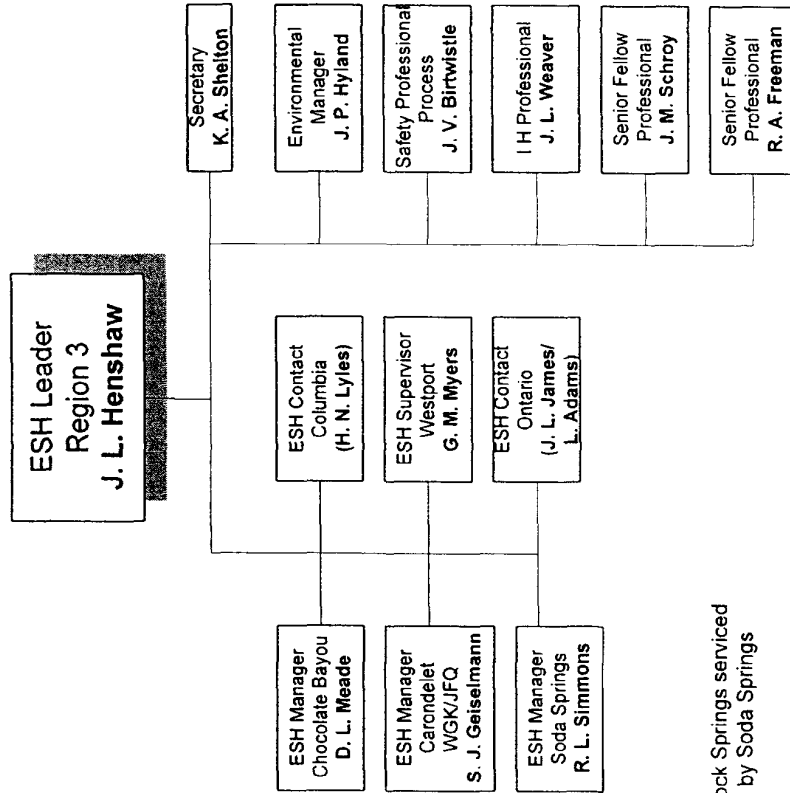


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ESH-CHEMICALS

Region 3

April 24, 1998



Rock Springs serviced
by Soda Springs

Galt Site & WHQ serviced
by Monsanto

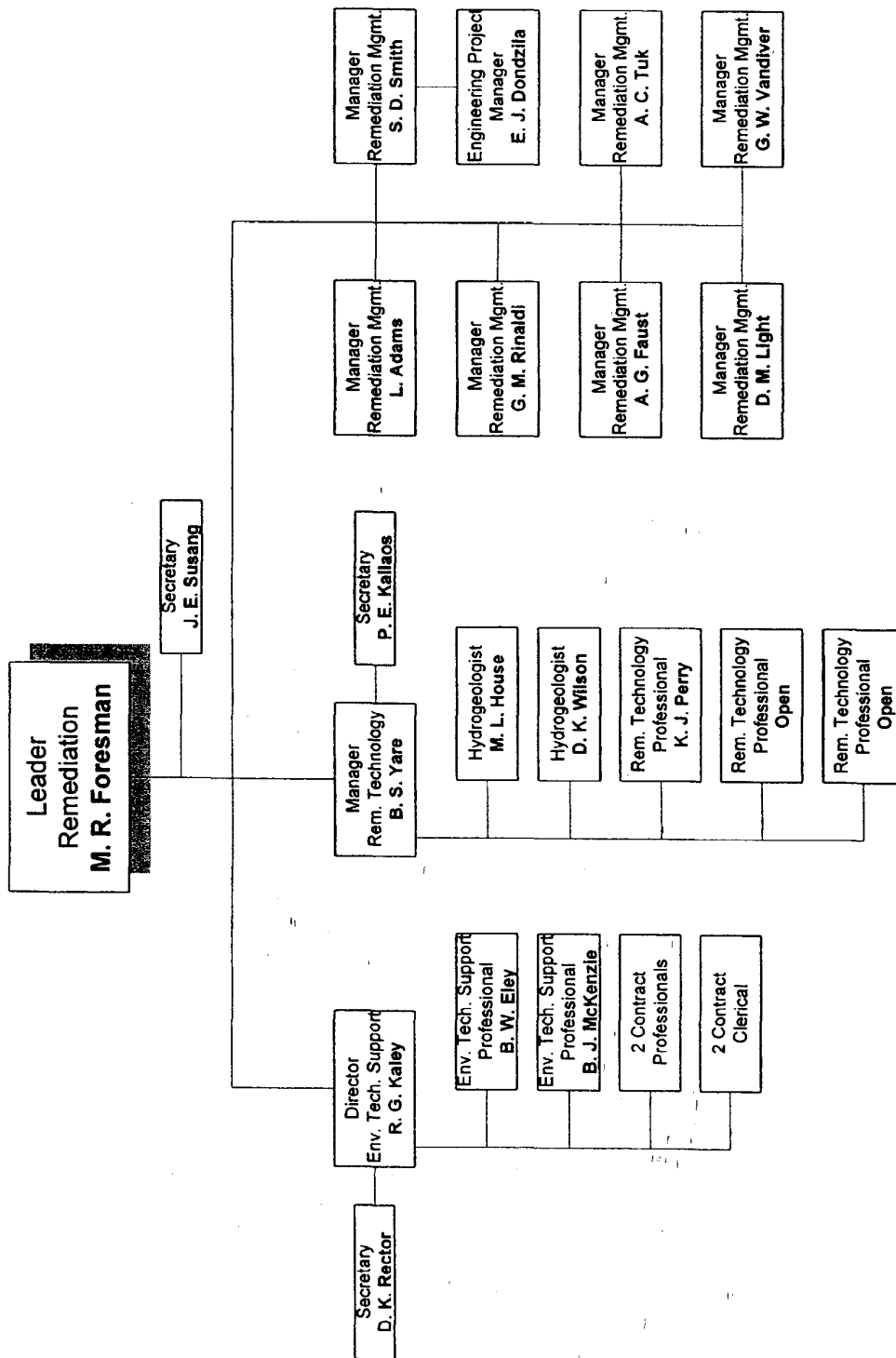
World Areas:
Latin and South
America

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ESH-CHEMICALS

Remediation

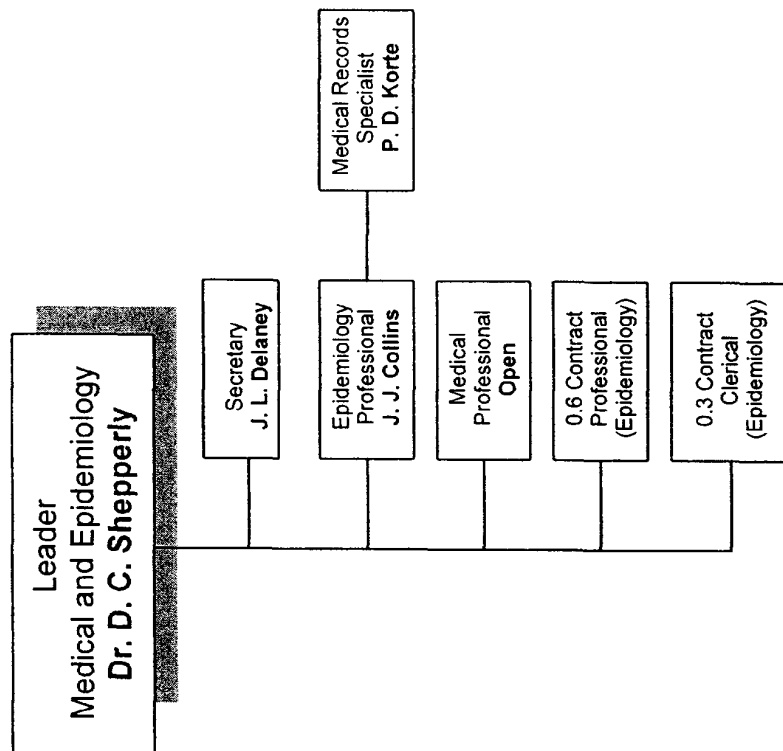
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ESH-CHEMICALS Medical & Epidemiology

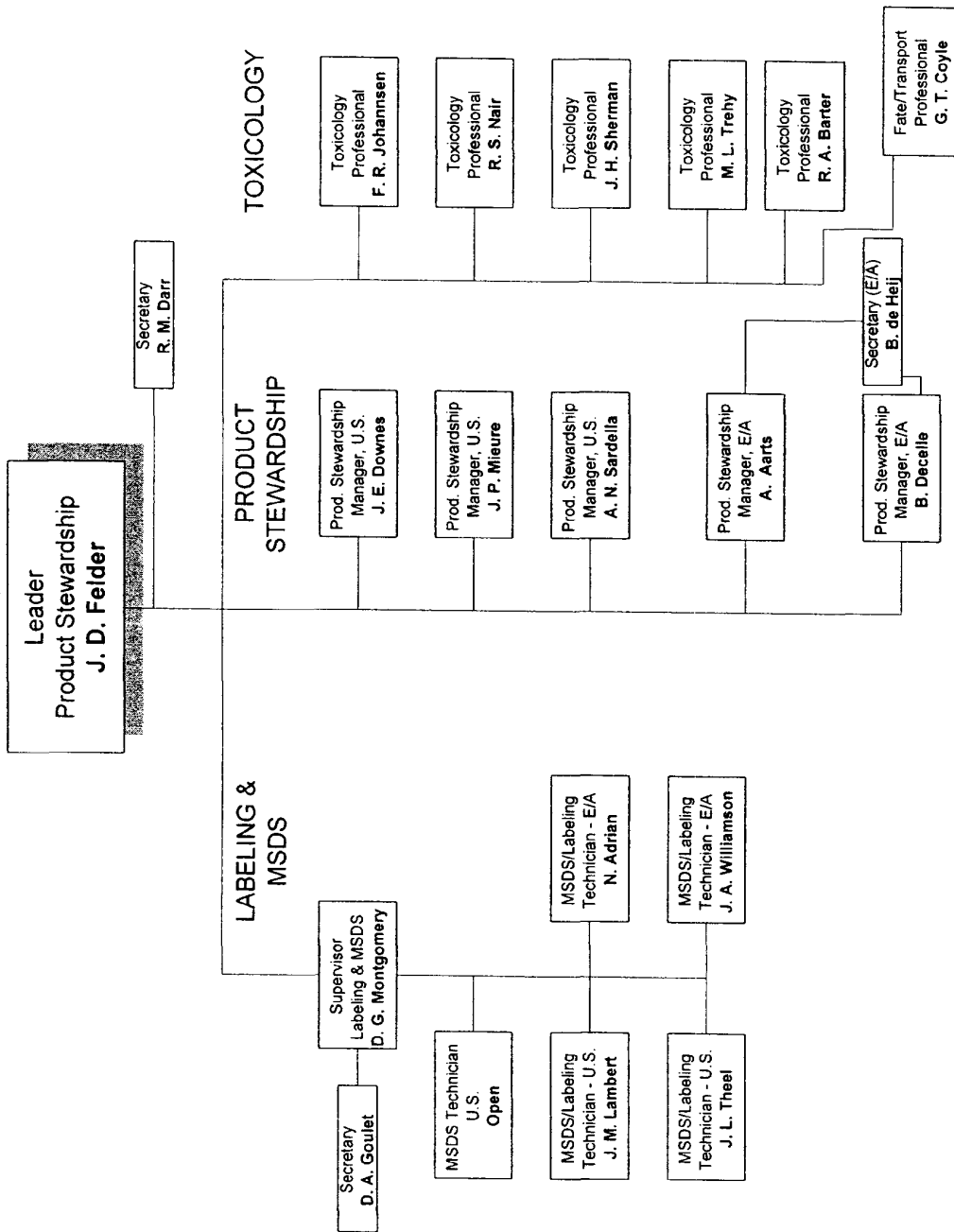
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ESH-CHEMICALS

Product Stewardship

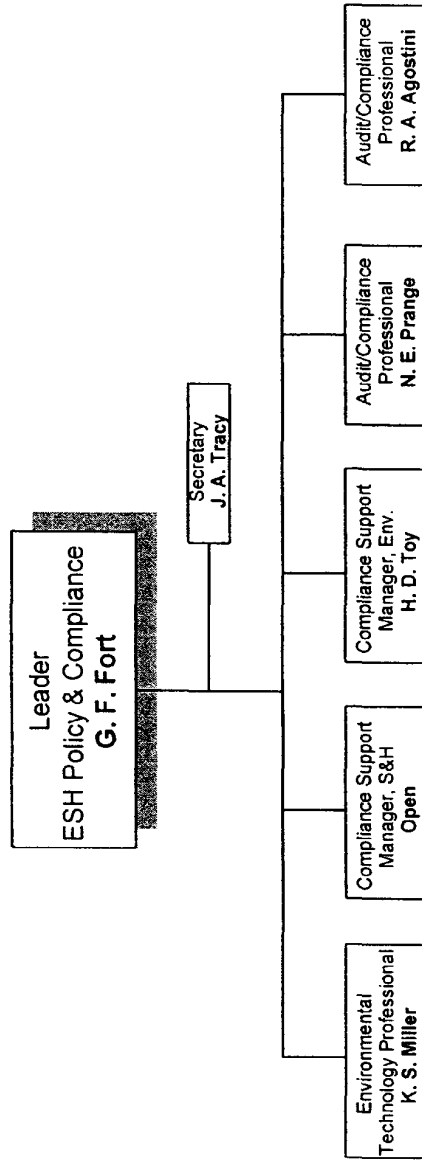
June 23, 1998



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ESH-CHEMICALS Policy & Compliance

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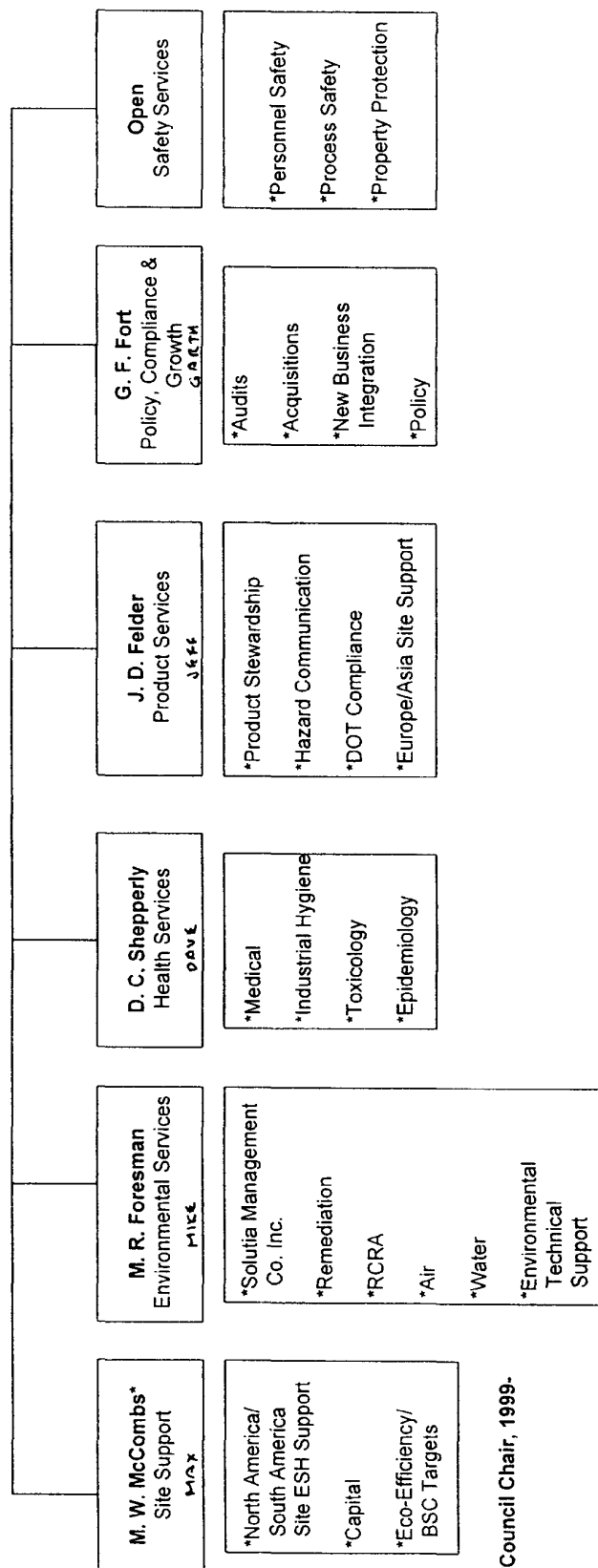


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ESH ORGANIZATION

November 8, 1999

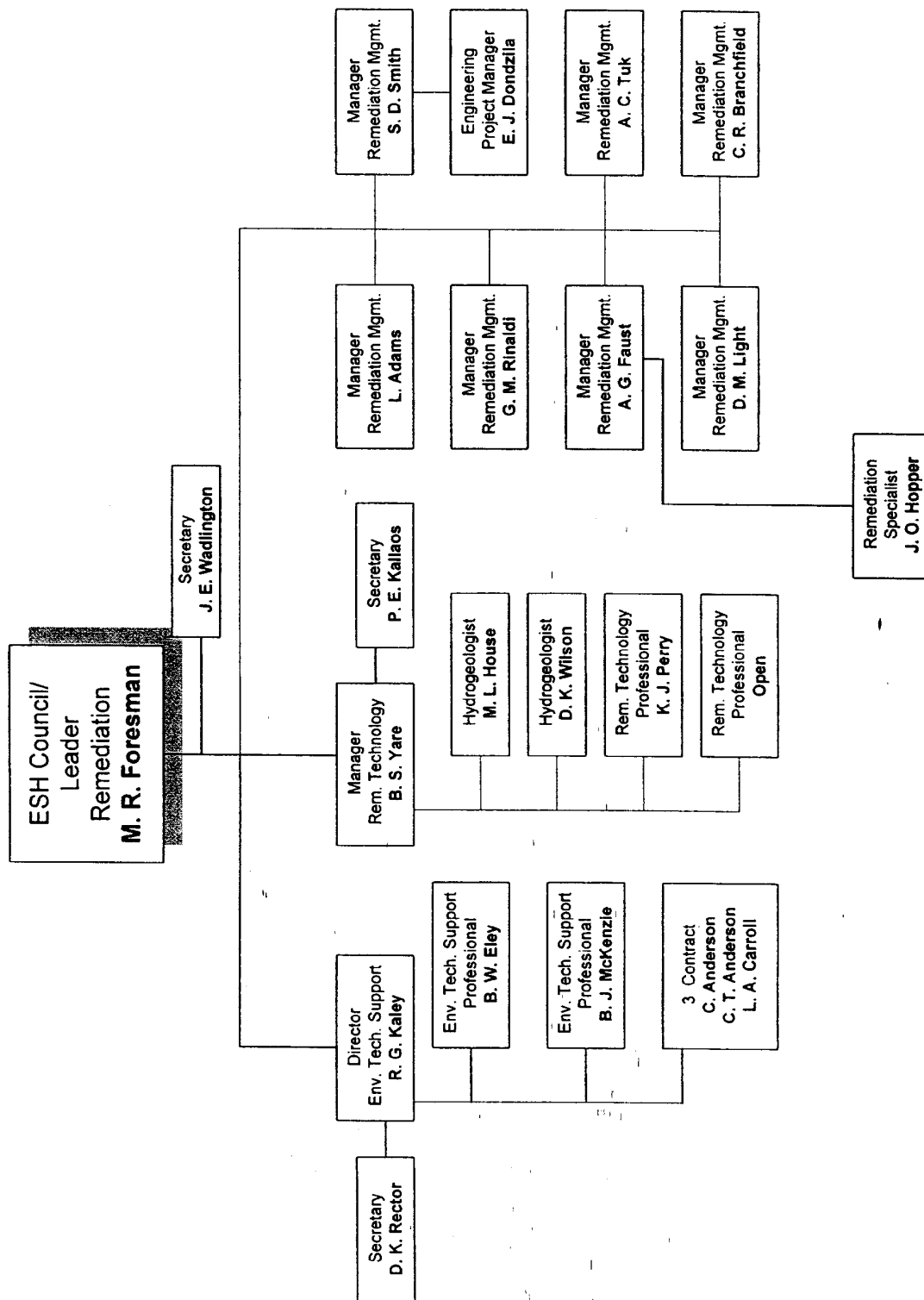
ESH COUNCIL



*Council Chair, 1999-

ESH-CHEMICALS Remediation

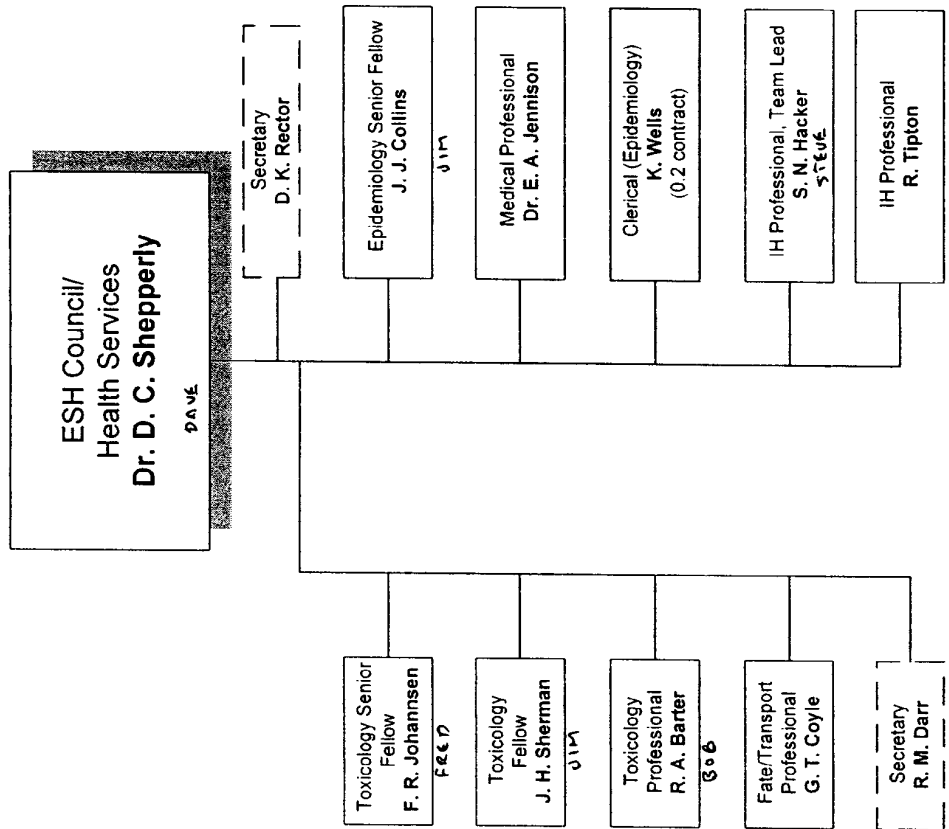
April 12, 1999



ESH CHEMICALS

Health Services

November 8, 1999

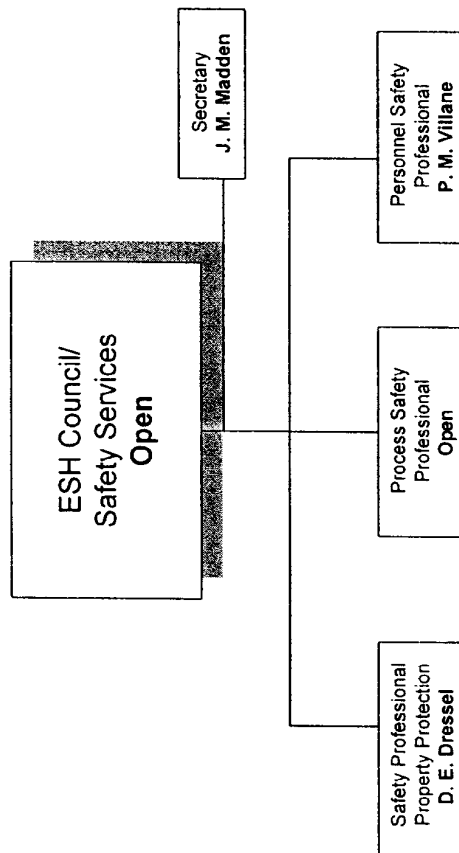


Note: Broken line indicates support from the individual who reports elsewhere

ESH CHEMICALS

Safety Services

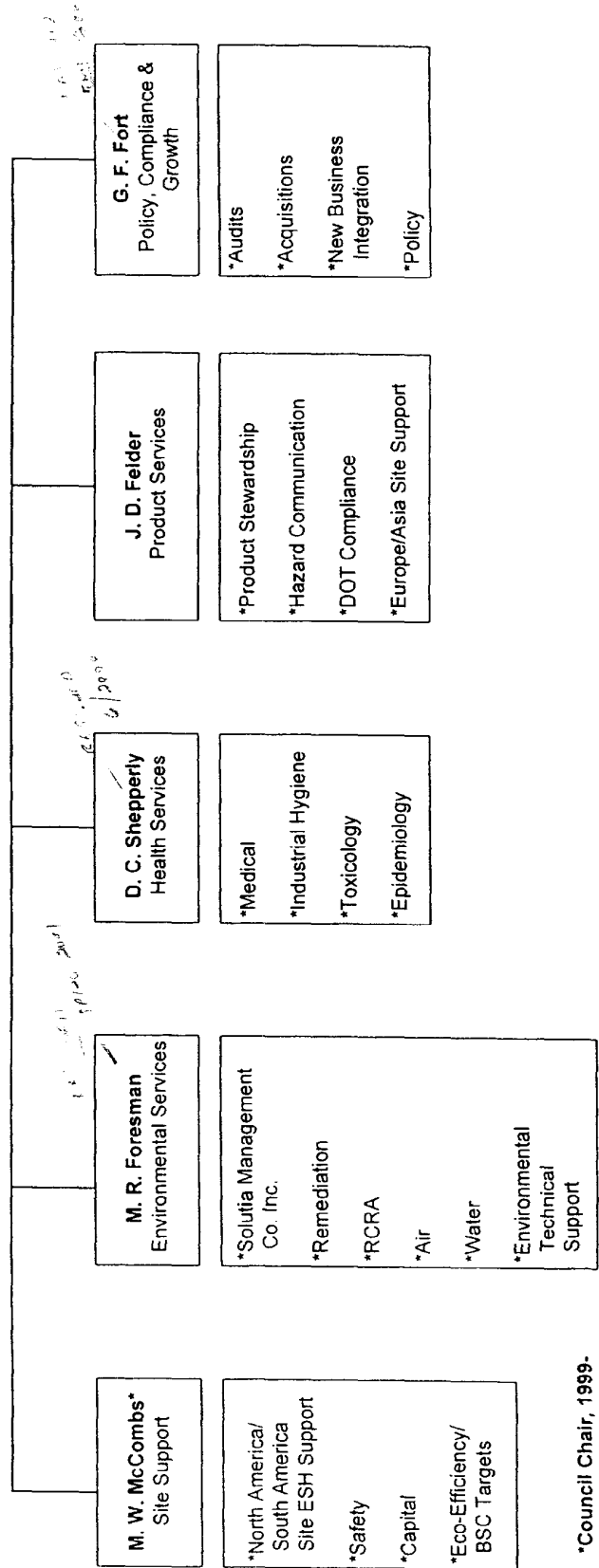
November 8, 1999



ESH ORGANIZATION

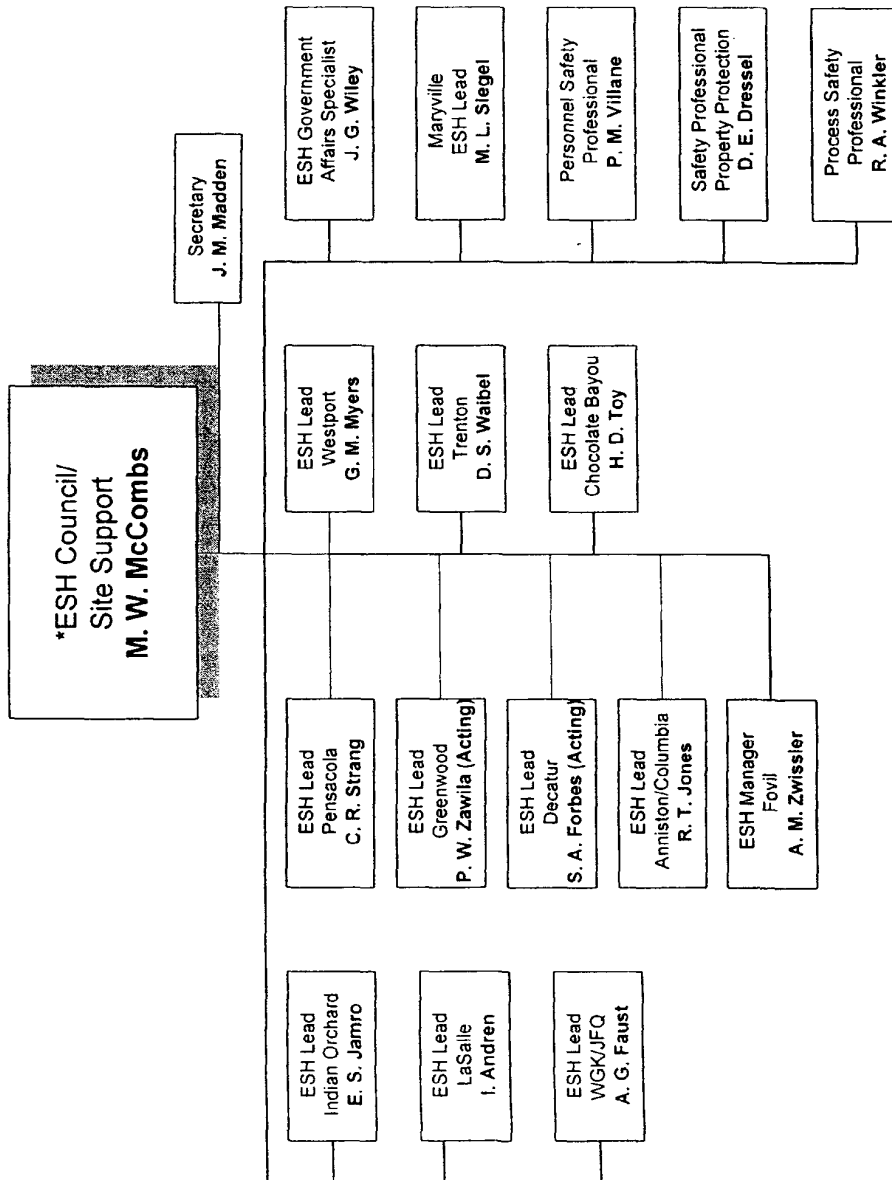
October 16, 2000

ESH COUNCIL



ESH Chemicals ESH Operations

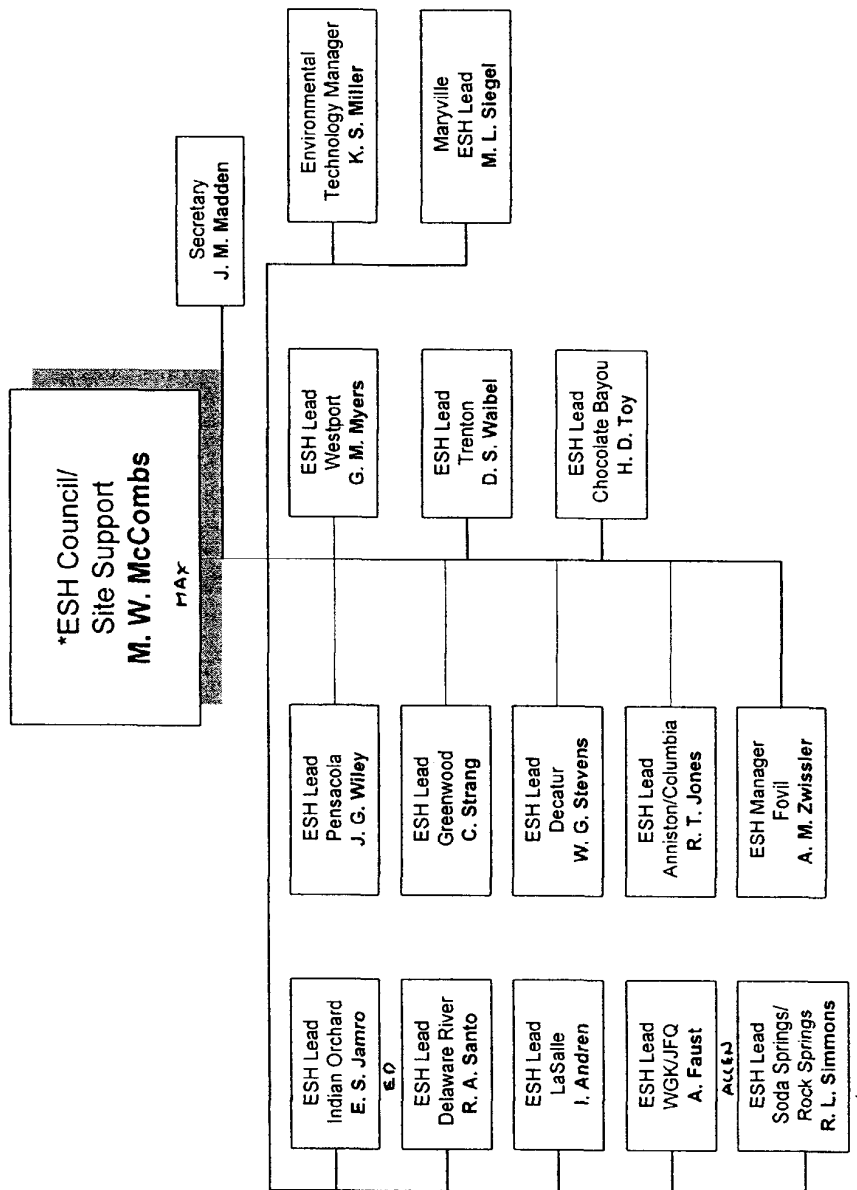
October 16, 2000



*Council Chair, 1999.

ESH Chemicals ESH Operations

February 22, 2000

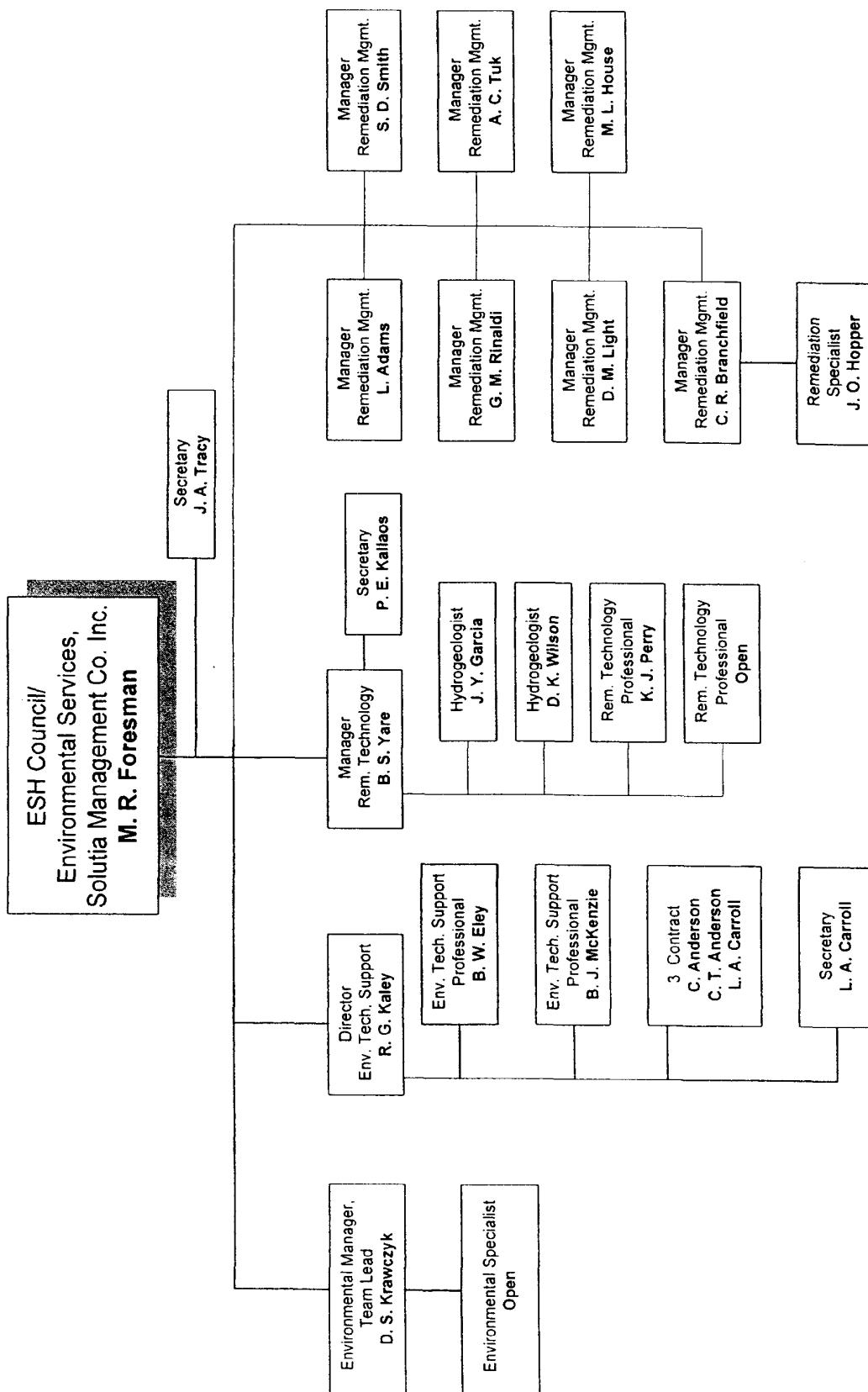


*Council Chair, 1999-

ESH CHEMICALS

Environmental Support

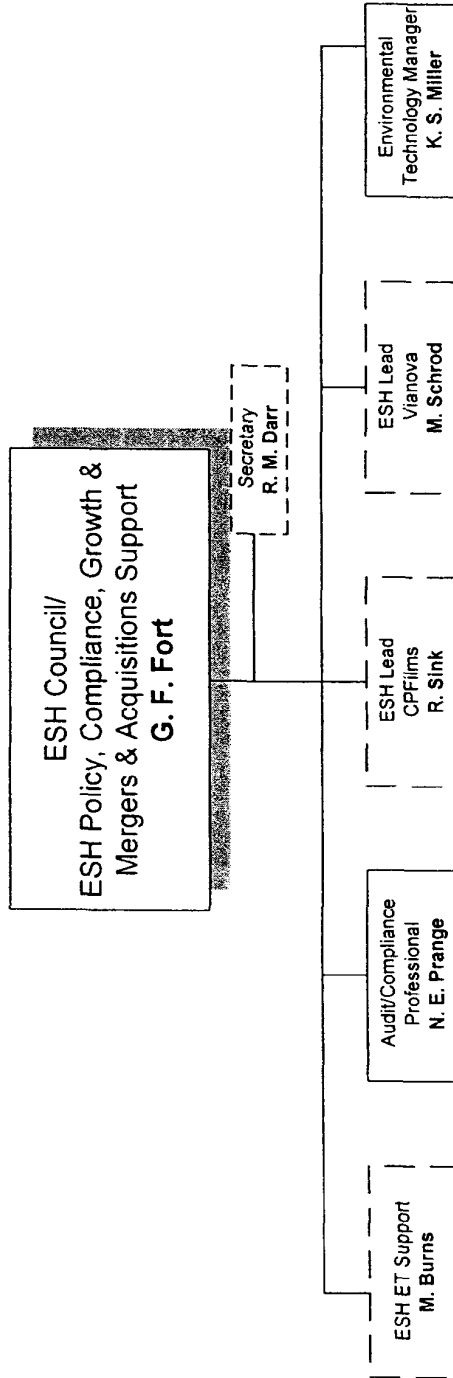
October 16, 2000



ESH CHEMICALS

Policy, Compliance, Growth & Mergers & Acquisitions Support

October 16, 2000

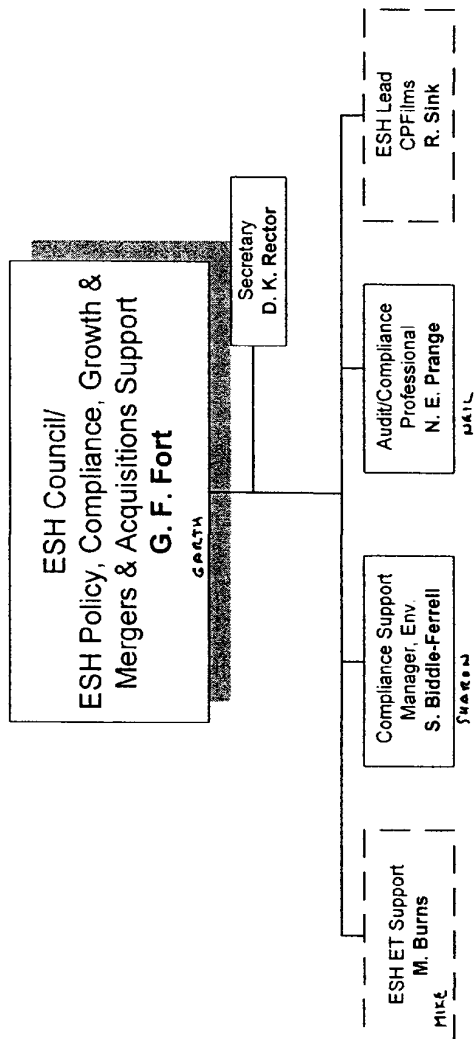


Note: Broken line indicates support from the individual who reports elsewhere

ESH CHEMICALS

Policy, Compliance, Growth & Mergers & Acquisitions Support

February 22, 2000

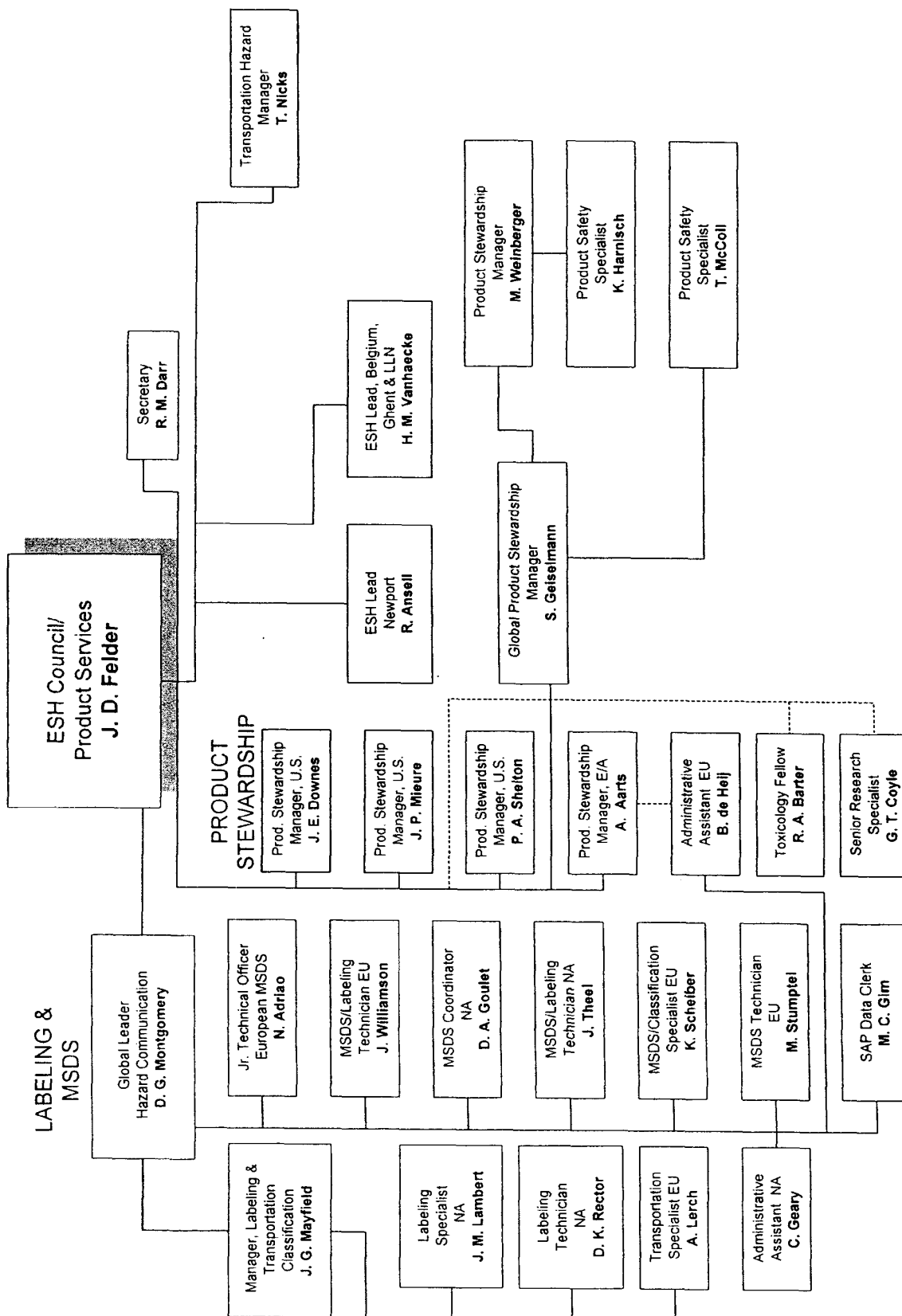


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ESH CHEMICALS

Product Services

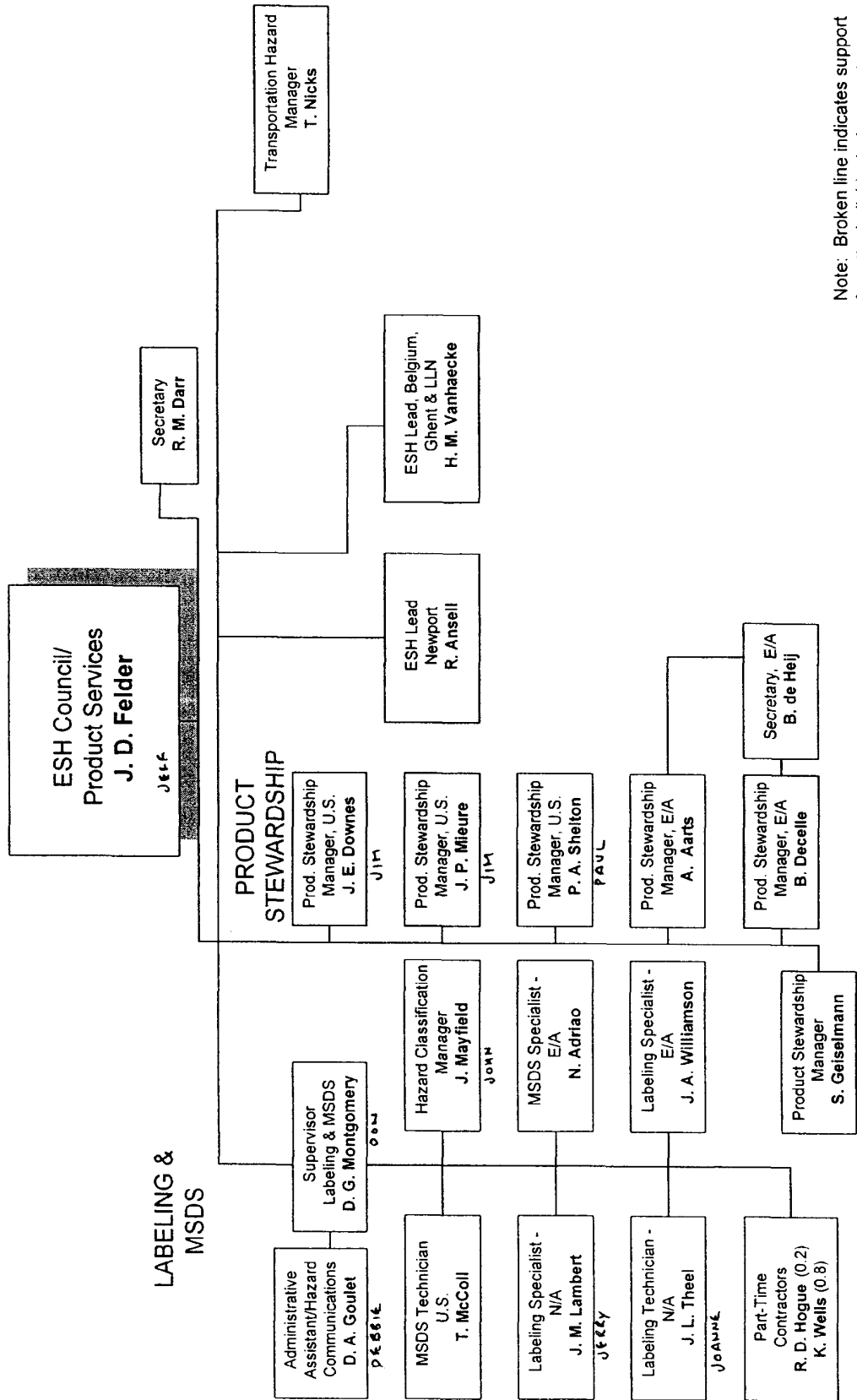
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ESH CHEMICALS

Product Services

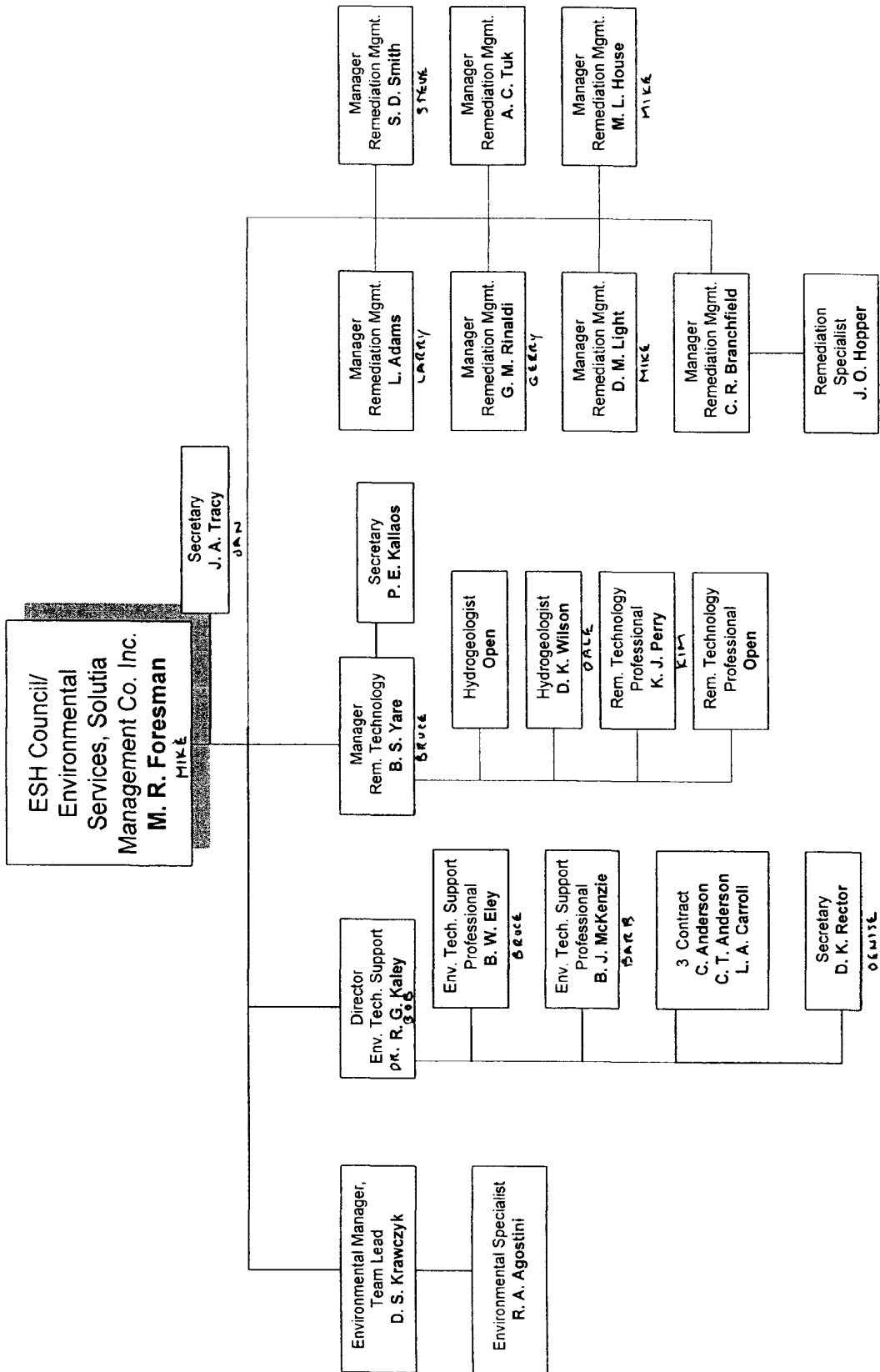
February 22, 2000



Note: Broken line indicates support from the individual who reports elsewhere

ESH CHEMICALS Environmental Support

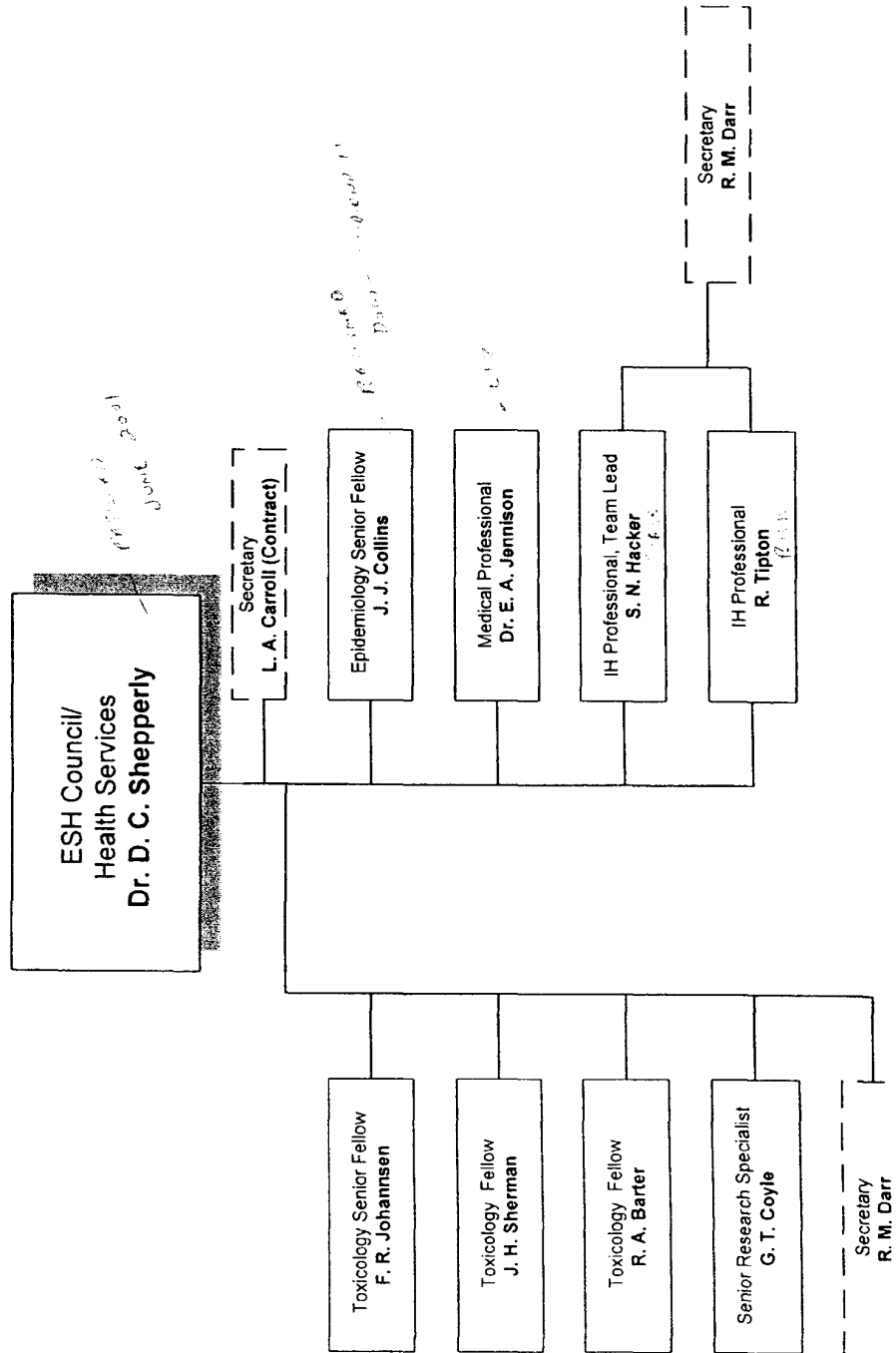
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ESH CHEMICALS

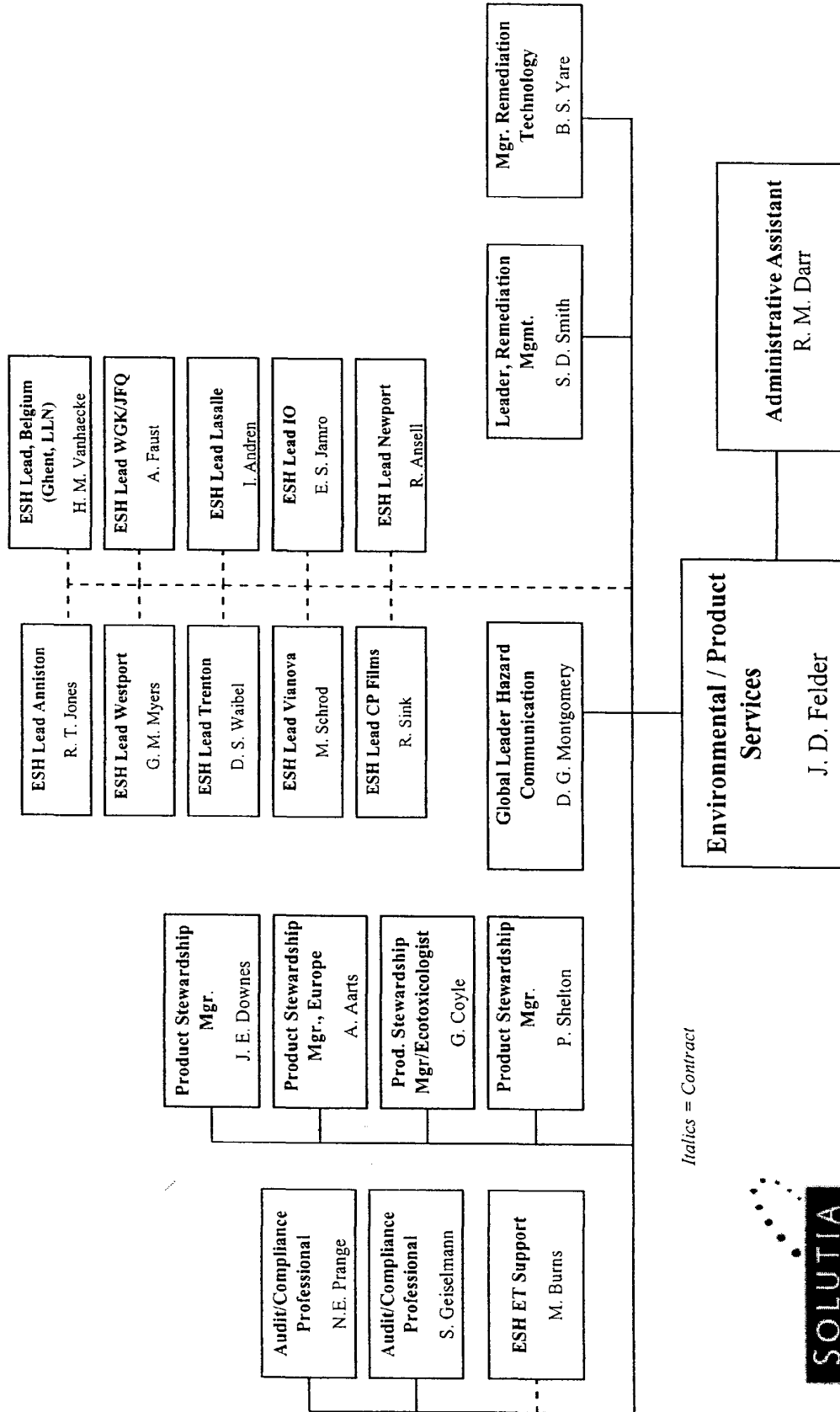
Health Services

October 16, 2000

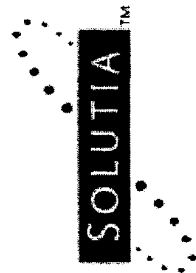


Note: Broken line indicates support
from the individual who reports
elsewhere

ESH Environmental/Product Services

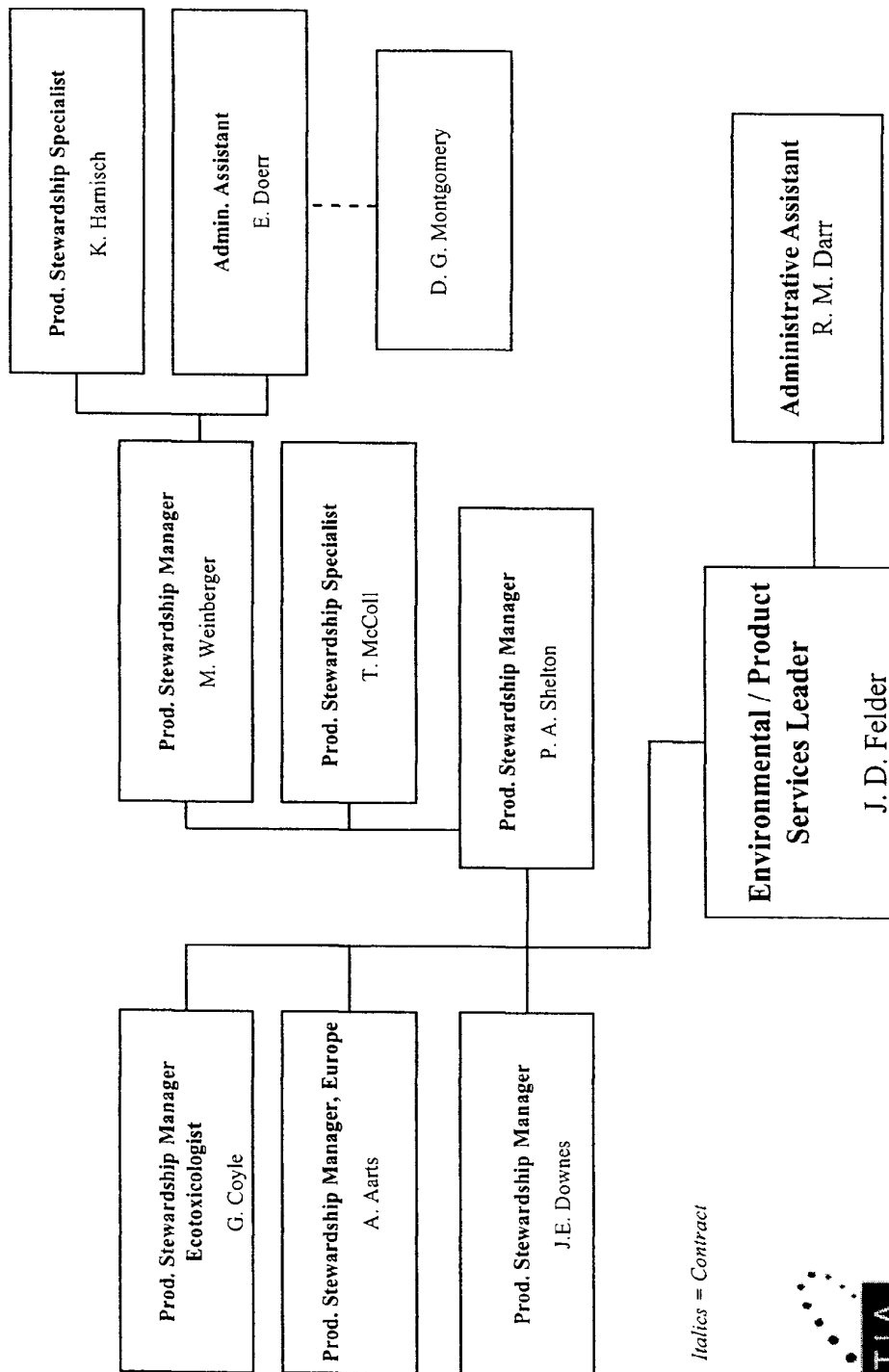


Italics = Contract



January 10, 2001

ESH Environmental/Product Services - Product Stewardship

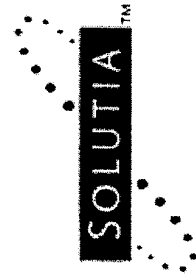
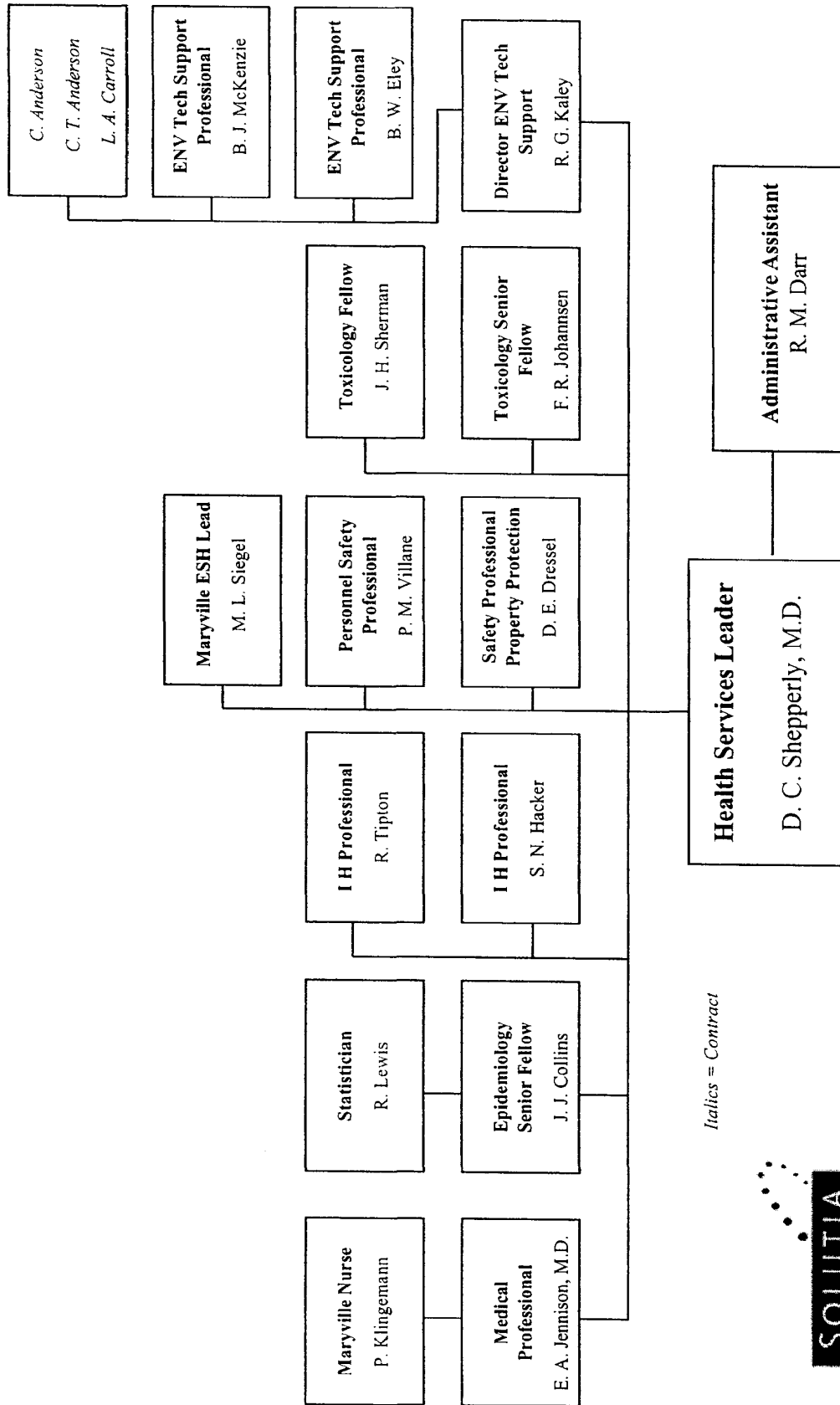


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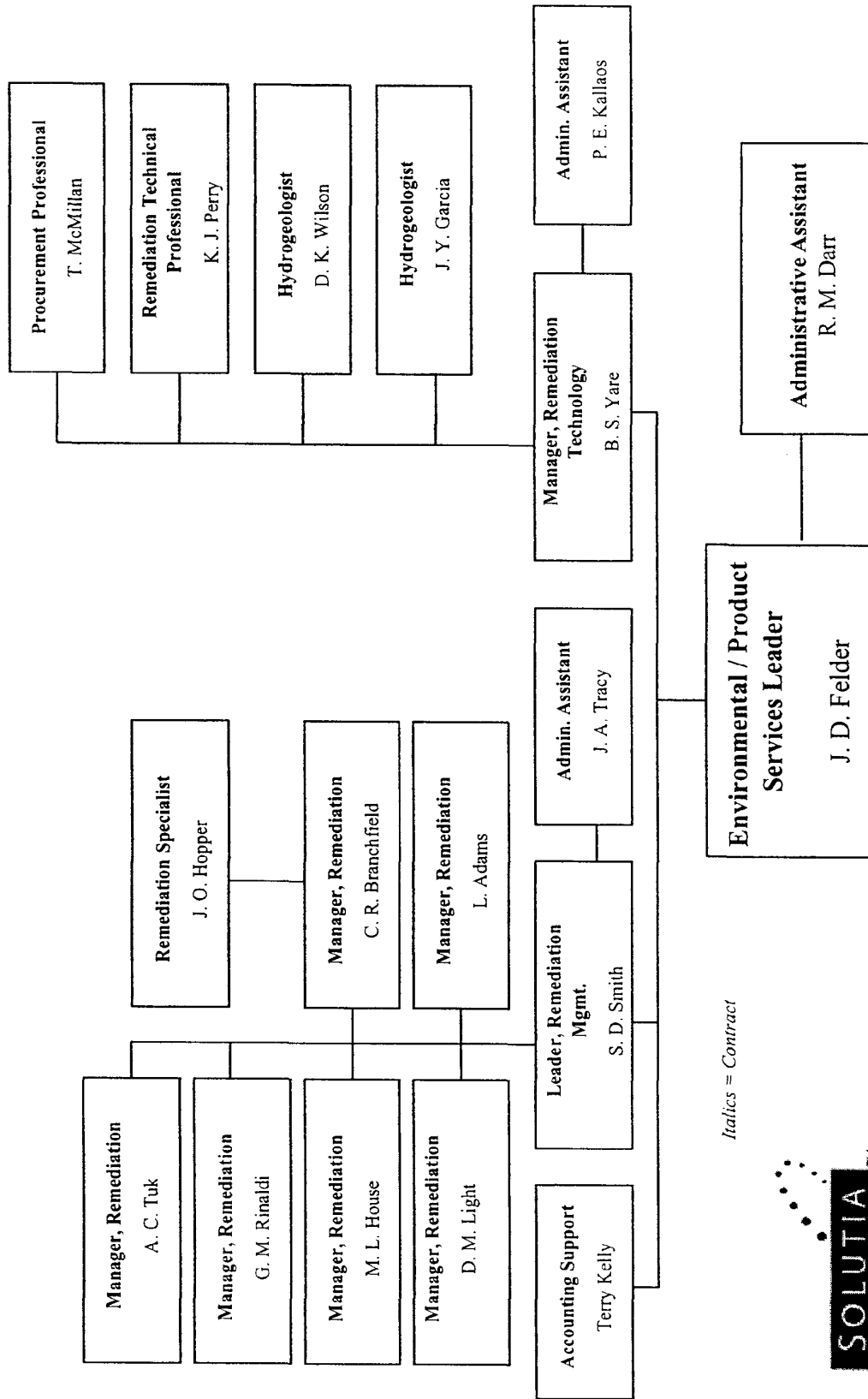
January 10, 2001

ESH Health Services

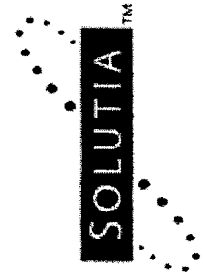


January 10, 2001

ESH Environmental/Product Services - Remediation

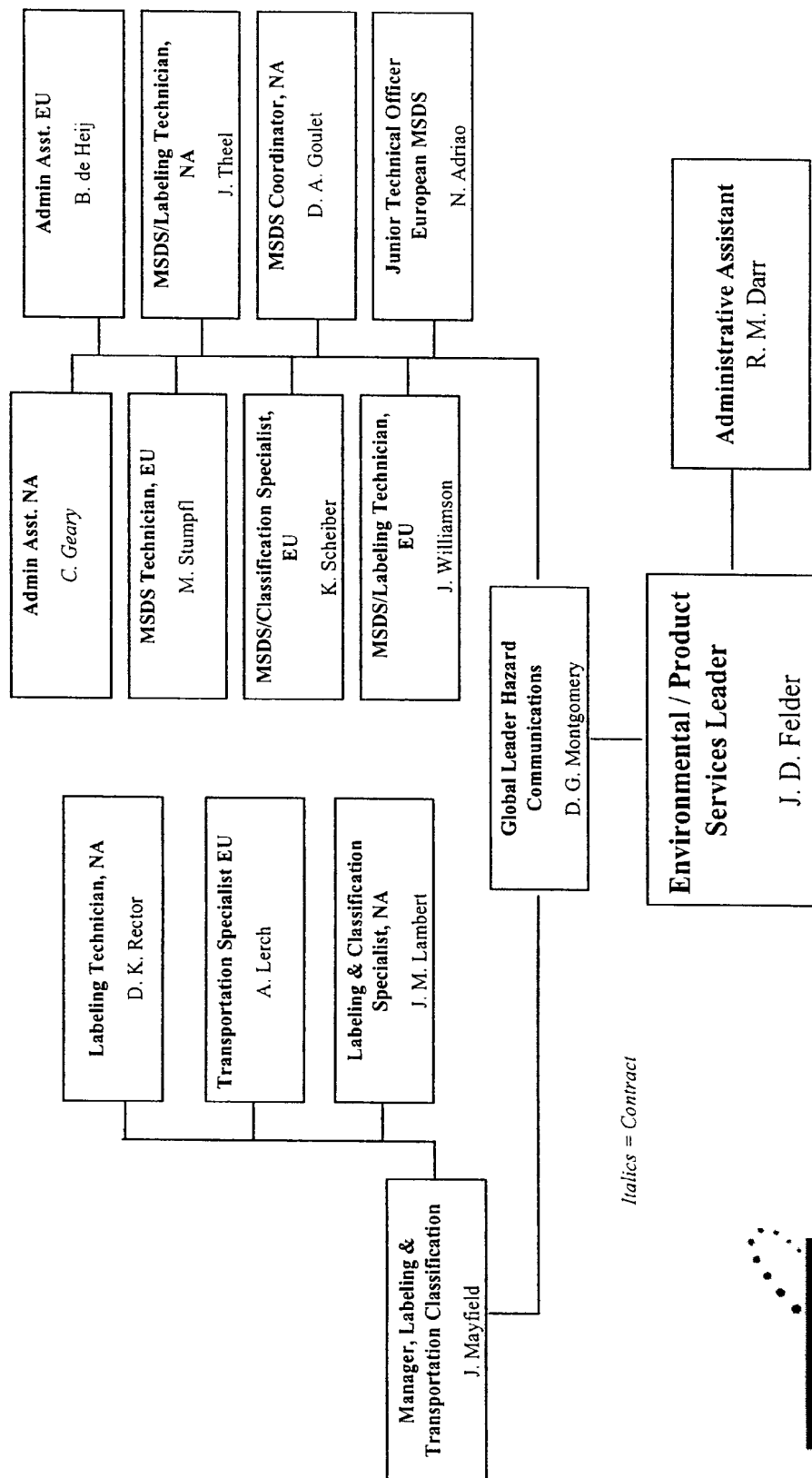


Italics = Contract



January 10, 2001

ESH Environmental/Product Services - Hazard Communications



Italics = Contract



January 10, 2001

Farroll, John T

From: Solutia Now, Email
Sent: Tuesday, February 26, 2002 4:24 PM
Subject: SOLUTIA ANNOUNCEMENTS: ESH REDESIGN

=====

Solutia Now!
Announcements Edition
Feb. 26, 2002

=====

ESH REDESIGN

The ESH Redesign Team was chartered in late December to review Solutia's ESH operating model and to recommend an organizational structure to insure compliant, predictable and safe operations. The team's recommendations have been accepted by John Hunter and the Executive Leadership Team and, when fully implemented, will result in an organization that is first effective, but also efficient in delivery of all ESH related support needs.

Corporate Services ESH Redesign

With the exception of Product Stewardship and Hazard Communications (MSDSs and labeling), ESH organizations currently in Corporate Services and the Integrated Nylon Business Platform will be consolidated into one group in Corporate Services. Product Stewardship and Hazard Communications will now report directly into the businesses they support.

The Corporate Services ESH organization will be led by Max McCombs who will report to Jerry Hayden, Vice President of Corporate Services. This group will be accountable for:

1. Governance - compliance with ESH law and company policy.
2. Maintaining critical ESH skills for Solutia and common ESH processes.
3. Execution of remedial projects and interface with businesses on remedial strategy.
4. Target setting and tracking of ESH metrics common across Solutia.
5. Managing a company-wide ESH personnel planning process.
6. Assisting platforms with new business integration plans and implementation.
7. Supporting mergers, acquisitions, and divestitures.

Business platforms will now have direct accountability for their product stewardship and hazard communication functions while remaining accountable for:

1. Ensuring adequate facilities and resources to comply with law and company policy.
2. Developing necessary business specific ESH policies and processes to support compliance and achieve enterprise ESH targets.
3. Supporting enterprise-wide ESH processes, councils and networks to efficiently share learnings and to ensure enterprise ESH requirements are met.
4. Developing and implementing compliance and integration plans.
5. Promoting cross platform sharing for the benefit of the enterprise.
6. Platform remediation strategies.
7. Local community outreach.
8. Emergency response capabilities with training assistance from corporate ESH services.

Reporting to Max McCombs will be:

Gerry Coyle	- Ecological Toxicology
Carol Davis	- In-Bound/SAP MSDS & Labeling
Stephanie Geiselmann	- ESH Audits
Steve Hacker	- ESH Audits
Dave Krawczyk	- ESH Operations Support & Environmental Lead
Fred Johannsen	- Mammalian Toxicology (Industrial Products and Resins)
Rick Lewis	- Epidemiology & ESH Statistics
Joani Madden	- ESH Metrics & Admin Support
Jim Sherman	- Mammalian Toxicology
Steve Smith	- Remedial Projects Lead
Bruce Yare	- Remediation Technology

Dave Krawczyk has been asked to lead a new ESH operations support group in addition to providing environmental regulatory support for Solutia. This group will contain those critical skills necessary to provide ESH operations support services worldwide. Reporting to Dave will be:

Dale Dressel	- Property Protection
Toney Nicks	- Transportation Safety
Rick Tipton	- Personnel Safety & Health
Roy Winkler	- Process Safety

A complete corporate services ESH organization chart has been posted on Solutia's intranet.

Business Platform Product Stewardship Redesign

Product stewardship and hazard communication will be managed in each platform. Following are platform product stewardship and hazard communication assignments:

Industrial Products

Jim Downes - Product Stewardship Lead; reporting to Jim will be:

Joanne Cox, MSDS/Labels
Andre Aarts, Product Stewardship and Haz Comm, Louvain-La-Neuve
Brenda DeHeij, MSDS/Labels, Louvain-La-Neuve
Julie Williamson, MSDS/Labels, Louvain-La-Neuve

Jim Downes will report to Gloria Stine, Director of Technology, Industrial Products.

In Europe, Andre, Brenda and Julie will continue to act as enterprise resources, as well as provide product stewardship support, as agreed, to other Solutia business platforms.

Integrated Nylon

Bob Barter - Product Stewardship Lead; reporting to Bob will be: Denise Rector, MSDS/Labels

Bob will report to Chris Schwier, Director of Technology, Integrated Nylon. Denise will also support MSDS and label needs for Films.

Films

Gerry Coyle will provide product stewardship support to Films in addition to his corporate responsibilities for ecological toxicity. He will report to Mike Gray, Films Engineering and ESH, in this role.

Resins and Additives

Jim Mieure - Product Stewardship Lead; reporting to Jim in St. Louis will be:

Terry McColl	- Product Stewardship
Don Montgomery	- Product Stewardship

Debbie Goulet - MSDS/Labels
 Reporting to Jim in Europe will be:
 Klaus Harnisch - Product Stewardship; Wiesbaden, Germany
 Manfred Weinberger - Product Stewardship; Graz, Austria
 Karin Scheiber - MSDS/Labels
 Andreas Lerch - Transportation Specialists; Graz, Austria
 Michael Stumpf - MSDS/Labels; Graz, Austria

Jim Mieure will report to Frank Pacholec, Director, Research and Development for Resins and Additives.

Fred Johanssen, Senior Fellow, Toxicology, will provide toxicology support to Industrial Products and Resins and Additives and will remain in the corporate ESH.

Pharmaceutical Services Division (PSD)

The primary interface between the Pharmaceutical Services Division and Core ESH will continue to be through Tom Waldman and Mark Griffiths in PSD.

Plant ESH Reporting Relationships

Certain plant ESH reporting relationships are also being changed. In Integrated Nylon, site ESH leads will report to their respective plant managers. In Industrial Products, Alan Faust, currently ESH Lead at Krummrich and Queeny, will assume overall ESH leadership for the platform reporting to Larry Spickard, Director of Manufacturing & Order Fulfillment. Current plant reporting relationships for Resins and Additives and Films remain unchanged.

Product Stewardship Council

A new Product Stewardship Council will be formed to support training needs, share enterprise work and learnings, maximize benefit from common practices and ensure functional connectivity. Details on makeup and charter of this council will be provided soon.

ESH Governance Council

A new ESH Governance Council will be formed to provide a central focus to all ESH compliance and governance activities. This Council will have representation from all Solutia business platforms, as well as related functional areas, such as law and public affairs. Announcements on the membership and charter of this council will follow shortly.

The ESH Redesign Team would like to thank all those who have contributed to this effort over the last several weeks.

Brent Gilhousen	- ESH Law
Mike Gray	- Films
Jerry Hayden, Chair	- Corporate Services
Max McCombs	- Integrated Nylon & Corporate ESH
John O'Malley	- HR
Glenn Ruskin	- Public Affairs
Larry Spickard	- Industrial Products
Charlie Weidhas	- Integrated Nylon
Steve Zollman	- Resins & Additives

 To have a personnel announcement posted, E-mail it to Solutia Now, email. This issue and the back issues of Solutia Now! People Announcements can also be found on Solutia Inc. Inside Edition intranet at <http://soi> <<http://soi>> under "Employee News."

Farroll, John T

From: Solutia Now
Sent: Wednesday, August 27, 2003 2:22 PM
To: Broadcast Entire Directory
Subject: Solutia Now! Announcements

**Solutia Now! Announcements
August 27, 2003**

-
- **CHOCOLATE BAYOU, DECATUR AND ANNISTON SITES - Dale Borths, David Cain, Steve Ward, Blake Hamilton, Lamar Freeman**
 - **INTEGRATED NYLON – Ralph A. Guyer, Rick Kisiel, Matt Luca**
-

CHOCOLATE BAYOU, DECATUR AND ANNISTON SITES

Dale Borths/David Cain/Steve Ward/Blake Hamilton

I'm pleased to announce the appointment of Dale Borths as plant manager at Decatur and David Cain as plant manager at Chocolate Bayou (Alvin, Texas). Dale and David will join the Nylon Leadership Team reporting to me. The appointments are effective immediately.

Dale began his career with Exxon in 1981 prior to joining Monsanto in 1989 at the Port Plastics plant. Dale held supervisory positions at Port Plastics and Greenwood before moving to his current role as manufacturing director for Acrilan. Dale holds a B.S. degree in electrical engineering and an M.B.A.

David began his career with Monsanto in 1985 at the Trenton plant. David held supervisory positions at the Trenton, Greenwood, and Krummrich plants prior to moving to his current role as Anniston plant manager. David holds a B.S. degree in electrical engineering and an M.S. in Management.

David is replacing Steve Ward, Chocolate Bayou plant who has elected to retire after more than 29 years with Monsanto/Solutia. Dale is replacing Blake Hamilton, who has elected to retire after more than 29 years with Monsanto/Solutia. We thank them for their many significant contributions and leadership over the years and wish them both all the best.

Please join me in congratulating Dale and David on their new roles.

John Saucier
Vice President & General Manager
Integrated Nylon

Lamar Freeman

Lamar Freeman has been named interim plant manager of the Anniston plant.

8/27/2003

Lamar joined Monsanto/Solutia in 1973 and has held positions of increasing responsibility at the Anniston plant in maintenance, safety and health, and human resources. Most recently, Lamar has served as the site human resources and ESH leader and as a member of the site leadership team. Through his broad base of experience, Lamar has gained a strong understanding of the many operational and administrative functions of the plant.

Lamar is a graduate of the University of Alabama with a B.S. in Administrative Science – Human Resources Management.

Please join me in welcoming Lamar to his new role.

Charlie Weidhas
Director of Operations
Performance Products Division

INTEGRATED NYLON

Ralph A. Guyer

Ralph A. Guyer, currently Marketing Technical Services Specialist, Nylon Plastics and Polymers, has been appointed MTS Principal, effective September 1, 2003.

Solutia's Principal Program provides recognition and advancement for career marketing/technical service personnel who choose careers in which technical support and service to Solutia's customers play a significant role in the Corporation's success.

Ralph joined Monsanto in 1993 as a Senior MTS Representative after 13 years of prior R&D and technical service experience with Hercules/HIMONT. Ralph has made significant contributions in the MTS role through Nylon MTS. Ralph has an in-depth knowledge of polymer structure, the Vydne product line, and Vydne manufacturing capabilities. He has extensive knowledge of customer processes such as injection molding, film and monofilament processing. He also has fundamental materials science knowledge and working knowledge of computer aided engineering software. Ralph has two patents issued in his name as well as numerous internal reports and technical bulletins. In addition to his strong technical skills, Ralph has all of the skills desired to be in the MTS Principal Program: building customer relationships; listening; problem solving; negotiating; and communicating with all levels of management. He is also a current member of SPE.

Ralph is truly a leader in this industry and has demonstrated the skills necessary to solve customer problems and identify cost saving opportunities. He has also made significant contributions in the area of new product development.

Ralph received a B.S. degree in Plastics Engineering from the University of Lowell - Lowell Massachusetts in 1980. He is also completing his Master's in Materials Engineering at Drexel University.

Dennis Godwin, Manager, Technical Services
Nylon Plastics & Polymers

Rick Kisiel/Matt Luca

I am pleased to announce Rick Kisiel, currently Business Manager NTA & Co-Products, will replace Matt Luca as Business Director, Chocolate Bayou Intermediates.

8/27/2003

TOWOLDMON0010030

In his new role, Rick will maintain his duties in managing Guest Operations. Rick will continue to report to me.

Matt Luca has elected to retire after 28 years with Monsanto/Solutia. We will miss his business acumen, leadership, and wit. Matt started with Monsanto in 1975 at the Pensacola plant and has held positions in Technology, Finance, and Business Management since that time. Under Matt's guidance Solutia has become recognized as a global leader in Acrylonitrile. Matt will work with Rick over the next 60 days to turn over the business responsibilities. The Chocolate Bayou Intermediates represent a cornerstone of our Integrated Nylon Chain.

Rick's experience in manufacturing and contract management will serve him well in his new role. He started with Monsanto at the Indian Orchard site in 1979 and has held positions of increasing responsibility since that time.

We wish Matt all the best in his new endeavors and welcome Rick to his new role.

Michael Berezo
Director, Nylon Intermediates

-oOo-

8/27/2003

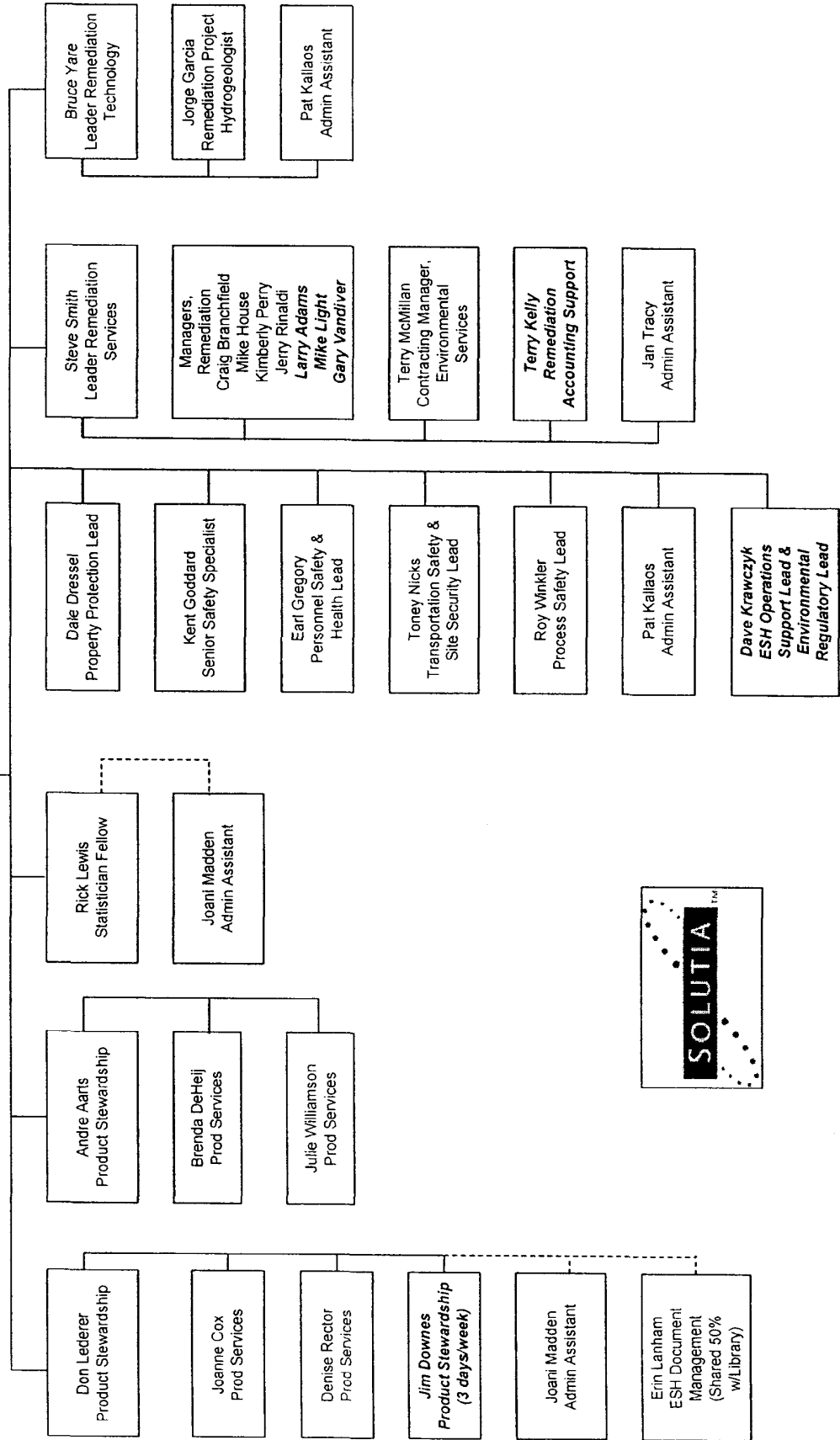
TOWOLDMON0010031

ESH

Max McCombs
ESH Leader

Mike Burns
IT ESH

Joani Madden
ESH Metrics & Admin Assistant



Author: EMAIL SOLUTIA NOW at MONSL316

Date: 7/10/01 4:41 PM

Format

TO: JOHN T FARROLL at MONSL325

Subject: SOI ANCTS: July 10, 2001

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Solutia Now!
Announcements Edition
July 10, 2001

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o CORPORATE SERVICES - ES&H Leadership Team

o TREASURY & CREDIT EUROPE-AFRICA - Cassio Koboyama, Stefan Schramke,
Kathleen Thiry

CORPORATE SERVICES - ES&H Leadership Team

As a result of a number of personnel and organization changes,
following is an overview of the Environmental, Safety and Health
(ES&H) Leadership Team within Corporate Services:

Stephanie Geiselmann and Neil Prange will provide environmental,
audit, policy, and merger and acquisition regulatory support.

Fred Johannsen, Sr. Fellow; Rick Lewis, Fellow; and Jim Sherman,
Fellow, will provide epidemiology, risk assessment, and toxicology
support.

Jim Mieure will lead Product Stewardship services.

Don Montgomery will lead Hazard Communication and Transportation
Regulation services.

Rick Tipton will lead Health Technologies services.

Steve Smith will lead Remediation Project Management services.

Carol Williams will be Administrative Assistant.

Bruce Yare will lead Remediation Technology services.

The above individuals report to Jeff Felder. In order to ensure that
ES&H services provided to the enterprise are as efficient as possible,
I have asked Jeff to not only continue providing the excellent support
which the business platforms expect, but to work even closer with the
Nylon Platform ES&H staff, led by Max McCombs.

Environmental Technical Support will be incorporated into the Law
Department, and the Corporate Medical Services Group will become part
of Human Resources. Dr. David Shepperly has elected to pursue
interests outside of Solutia.

TOWOLDMON0010033

Jerry Hayden
Corporate Services

TREASURY & CREDIT EUROPE-AFRICA

Cassio Koboyama

Cassio Koboyama joined the European Treasury Organization as Treasury Manager, effective July 1.

Cassio started in the company in 1991 as Finance Analyst and, since then, he has held various positions in Treasury at both Monsanto and Solutia. In 1999 he was transferred to St. Louis for an international assignment in Controllershship. During this period, he also attended to the Executive MBA program at Washington University. Before joining Monsanto/Solutia he worked for the Chase Manhattan Bank and Andersen Consulting. Cassio is graduated in Business Administration and post-graduated in Finance at Fundacao Getulio Vargas (Sao Paulo).

Stefan Schramke

Stefan Schramke joined the European Treasury Organization as Assistant Treasury Manager, effective May 1.

Stefan started in the company in 1998 as Credit & Collections Specialist, with responsibilities for France, Germany, Austria, Switzerland and Benelux.

Stefan has a M.S. Degree in Economics from the Universit_ Catholique de Louvain (UCL).

Kathleen Thiry

Kathleen Thiry will join the European Credit Organization as Assistant Credit Manager, effective August 16.

Prior to this assignment, she held Controllershship positions in both Solutia and Monsanto (Branch Accountant Eastern Europe, Accounts Receivable Monsanto Europe, Area Sales Accounting Specialist). She joined Monsanto in 1995 and Solutia in 1998.

Kathleen holds a M.S. Degree in Economics from the Limburgs Universitair Centrum (LUC) and a post-graduate degree in Tax.

Please join me in congratulating all with their new responsibilities.

Renaat Berckmoes
Manager, Treasurer & Credit Operations Europe-Africa

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Author: EMAIL SOLUTIA NOW at MONSL316

Date: 7/12/01 5:48 PM

Format:

TO: JOHN T FARROLL at MONSL325

Subject: SOI ANCTS: July 12, 2001

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Solutia Now!
Announcements Edition
July 12, 2001

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o HUMAN RESOURCES - CORPORATE MEDICAL SERVICES GROUP

o PERFORMANCE FILMS - Darius K. Deak

HUMAN RESOURCES - CORPORATE MEDICAL SERVICE GROUP

We are pleased to announce that the Corporate Medical Services Group will become part of the Human Resources Benefits Department.

Reporting to Chris Ast, Employee Benefits Director, will be Liz Jennison, Associate Medical Director and Pam Klingman, RN. I have asked Chris to begin the planning for this move and to have the transition completed in the next several weeks.

The Medical Departments at the various locations will continue to report to location management.

Helen Nelling
World Wide Director, Rewards and Recognition

PERFORMANCE FILMS

Darius K. Deak

Darius K. Deak has been appointed Research Specialist in the Product Group of Saflex Technology at Indian Orchard, effective June 1, 2001.

After receiving his Ph.D. in Polymer Science and Engineering from the University of Massachusetts, Darius joined Monsanto's Acrilan Technology group in 1996 at the Decatur, Alabama site. During his three years in Decatur, he provided technical support for acrylic polymer manufacturing, including serving as the Acrilan Technology finish lead. In 1999, Darius joined the Product Group of Saflex Technology at Indian Orchard, initially working in the Butvar process development. Most recently, he has been heavily involved in performance testing and lamination process development for our acoustic and high security products. Currently, Darius is the

technical lead for the high security composite product.

Helen Thompson
Product Group, Saflex Technology

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email.

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can also be found on Solutia Inc. Inside Edition intranet at
<http://soi> under "Employee News."

Farroll, John T

From: Broadcast Solutia
Sent: Thursday, May 02, 2002 5:40 PM
To: Broadcast St. Louis
Subject: Environmental Safety & Health-Maryville

To: All Maryville Employees:

Environmental Safety & Health-Maryville

Due to changes within the Environment Safety and Health Organization, there is no longer a dedicated ESH professional resource for the Maryville Site. Because the rest of the ESH Organization is supporting the entire corporation and is frequently traveling, Pat Kallaos will serve as the contact for ESH questions for the Maryville Site. If you have a question about safe work practices, ergonomics, possible exposure situations, contractor safety, etc. please contact Pat Kallaos at Ext. 4-4922 and Pat will find one of the ESH professionals to help you with your situation. If for any reason you cannot reach Pat, please contact Joani Madden at 4-3928 and she will handle the call in a similar manner.

Note, this is for non emergency situations only. All emergency situations should continue to be handled by the 4-4444 Emergency System as they have been in the past.

Farroll, John T

From: Solutia Now, Email
Sent: Tuesday, February 26, 2002 4:24 PM
Subject: SOLUTIA ANNOUNCEMENTS: ESH REDESIGN

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Solutia Now!
Announcements Edition
Feb. 26, 2002

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ESH REDESIGN

The ESH Redesign Team was chartered in late December to review Solutia's ESH operating model and to recommend an organizational structure to insure compliant, predictable and safe operations. The team's recommendations have been accepted by John Hunter and the Executive Leadership Team and, when fully implemented, will result in an organization that is first effective, but also efficient in delivery of all ESH related support needs.

Corporate Services ESH Redesign

With the exception of Product Stewardship and Hazard Communications (MSDSs and labeling), ESH organizations currently in Corporate Services and the Integrated Nylon Business Platform will be consolidated into one group in Corporate Services. Product Stewardship and Hazard Communications will now report directly into the businesses they support.

The Corporate Services ESH organization will be led by Max McCombs who will report to Jerry Hayden, Vice President of Corporate Services. This group will be accountable for:

1. Governance - compliance with ESH law and company policy.
2. Maintaining critical ESH skills for Solutia and common ESH processes.
3. Execution of remedial projects and interface with businesses on remedial strategy.
4. Target setting and tracking of ESH metrics common across Solutia.
5. Managing a company-wide ESH personnel planning process.
6. Assisting platforms with new business integration plans and implementation.
7. Supporting mergers, acquisitions, and divestitures.

Business platforms will now have direct accountability for their product stewardship and hazard communication functions while remaining accountable for:

1. Ensuring adequate facilities and resources to comply with law and company policy.
2. Developing necessary business specific ESH policies and processes to support compliance and achieve enterprise ESH targets.
3. Supporting enterprise-wide ESH processes, councils and networks to efficiently share learnings and to ensure enterprise ESH requirements are met.
4. Developing and implementing compliance and integration plans.
5. Promoting cross platform sharing for the benefit of the enterprise.
6. Platform remediation strategies.
7. Local community outreach.
8. Emergency response capabilities with training assistance from corporate ESH services.

Reporting to Max McCombs will be:

Gerry Coyle	- Ecological Toxicology
Carol Davis	- In-Bound/SAP MSDS & Labeling
Stephanie Geiselmann	- ESH Audits
Steve Hacker	- ESH Audits
Dave Krawczyk	- ESH Operations Support & Environmental Lead
Fred Johannsen	- Mammalian Toxicology (Industrial Products and Resins)
Rick Lewis	- Epidemiology & ESH Statistics
Joani Madden	- ESH Metrics & Admin Support
Jim Sherman	- Mammalian Toxicology
Steve Smith	- Remedial Projects Lead
Bruce Yare	- Remediation Technology

Dave Krawczyk has been asked to lead a new ESH operations support group in addition to providing environmental regulatory support for Solutia. This group will contain those critical skills necessary to provide ESH operations support services worldwide. Reporting to Dave will be:

Dale Dressel	- Property Protection
Toney Nicks	- Transportation Safety
Rick Tipton	- Personnel Safety & Health
Roy Winkler	- Process Safety

A complete corporate services ESH organization chart has been posted on Solutia's intranet.

Business Platform Product Stewardship Redesign

Product stewardship and hazard communication will be managed in each platform. Following are platform product stewardship and hazard communication assignments:

Industrial Products

Jim Downes - Product Stewardship Lead; reporting to Jim will be:

Joanne Cox, MSDS/Labels
Andre Aarts, Product Stewardship and Haz Comm, Louvain-La-Neuve
Brenda DeHeij, MSDS/Labels, Louvain-La-Neuve
Julie Williamson, MSDS/Labels, Louvain-La-Neuve

Jim Downes will report to Gloria Stine, Director of Technology, Industrial Products.

In Europe, Andre, Brenda and Julie will continue to act as enterprise resources, as well as provide product stewardship support, as agreed, to other Solutia business platforms.

Integrated Nylon

Bob Barter - Product Stewardship Lead; reporting to Bob will be: Denise Rector, MSDS/Labels

Bob will report to Chris Schwier, Director of Technology, Integrated Nylon. Denise will also support MSDS and label needs for Films.

Films

Gerry Coyle will provide product stewardship support to Films in addition to his corporate responsibilities for ecological toxicity. He will report to Mike Gray, Films Engineering and ESH, in this role.

Resins and Additives

Jim Mieure - Product Stewardship Lead; reporting to Jim in St. Louis will be:

Terry McColl	- Product Stewardship
Don Montgomery	- Product Stewardship

Debbie Goulet - MSDS/Labels
 Reporting to Jim in Europe will be:
 Klaus Harnisch - Product Stewardship; Wiesbaden, Germany
 Manfred Weinberger - Product Stewardship; Graz, Austria
 Karin Scheiber - MSDS/Labels
 Andreas Lerch - Transportation Specialists; Graz, Austria
 Michael Stumpf - MSDS/Labels; Graz, Austria

Jim Mieure will report to Frank Pacholec, Director, Research and Development for Resins and Additives.

Fred Johanssen, Senior Fellow, Toxicology, will provide toxicology support to Industrial Products and Resins and Additives and will remain in the corporate ESH.

Pharmaceutical Services Division (PSD)

 The primary interface between the Pharmaceutical Services Division and Core ESH will continue to be through Tom Waldman and Mark Griffiths in PSD.

Plant ESH Reporting Relationships

Certain plant ESH reporting relationships are also being changed. In Integrated Nylon, site ESH leads will report to their respective plant managers. In Industrial Products, Alan Faust, currently ESH Lead at Krummrich and Queeny, will assume overall ESH leadership for the platform reporting to Larry Spickard, Director of Manufacturing & Order Fulfillment. Current plant reporting relationships for Resins and Additives and Films remain unchanged.

Product Stewardship Council

A new Product Stewardship Council will be formed to support training needs, share enterprise work and learnings, maximize benefit from common practices and ensure functional connectivity. Details on makeup and charter of this council will be provided soon.

ESH Governance Council

A new ESH Governance Council will be formed to provide a central focus to all ESH compliance and governance activities. This Council will have representation from all Solutia business platforms, as well as related functional areas, such as law and public affairs. Announcements on the membership and charter of this council will follow shortly.

The ESH Redesign Team would like to thank all those who have contributed to this effort over the last several weeks.

Brent Gilhousen	- ESH Law
Mike Gray	- Films
Jerry Hayden, Chair	- Corporate Services
Max McCombs	- Integrated Nylon & Corporate ESH
John O'Malley	- HR
Glenn Ruskin	- Public Affairs
Larry Spickard	- Industrial Products
Charlie Weidhas	- Integrated Nylon
Steve Zollman	- Resins & Additives

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Author: EMAIL SOLUTIA NOW at MONSL316
Date: 8/17/98 5:27 PM
Priority: Normal
TO: JOHN T FARROLL at MONSL407
Subject: Solutia Now! Announcements - Aug. 17, 1998

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Solutia Now! Special Edition
Announcements
August 17, 1998

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- o RESINS & POLYMER MODIFIERS - Wayne Porter
- o INVESTOR RELATIONS - Janet Bova Contri
- o ENVIRONMENT SAFETY & HEALTH - Elizabeth A. Jennison, MD
Beatrice Decelle
- o OPERATIONS EXCELLENCE - Rafael Take, Dave Savage
- o INDUSTRIAL PRODUCTS - BRAZIL - Adriana Santana
- o SHARED SERVICES - LAW - Patricia A. Winchell
- o ENTERPRISE SUPPLY CHAIN TEAM - Stephen P. Brummer
- o POLYMER MODIFIERS - ASIA-PACIFIC - Amol P Desai

RESINS & POLYMER MODIFIERS

Wayne Porter

Effective July 27, Wayne S. Porter joined Solutia's Polymer Modifiers Sales organization as a Senior Sales Representative responsible for the Northeastern and Middle Atlantic States and the Eastern Provinces of Canada

Prior to joining Solutia, Wayne was the Technical Sales Representative for Addiment Incorporated, Atlanta, GA.

Wayne received a B.S. degree from Rutgers University. He will be located in New Jersey and report to John P. Welter.

INVESTOR RELATIONS

Janet Bova Contri

Since the company split, Solutia's Shareholders Services and Stock Option Administration have continued to be provided by Monsanto under

two separate service agreements. These agreements terminate on Aug. 1 and Sept. 1, respectively and will now will be handled inside Solutia by Janet Bova Conti, Shareholders Services Specialist. In this new position, Janet will start up and manage the Shareholders Services and Management Stock Options Administration functions for Solutia.

Janet first joined Monsanto in 1981 and has since worked since worked in every area of Shareholder Services including on programs such as the Dividend Reinvestment Plan, Employee Stock Purchase Plan, Management Stock Options, PAYSOP and Stock Transfers.

Janet will report to Robert (Chip) Merritt Director, Investor Relations.

Environment, Safety & Health

Elizabeth A. Jennison, M.D.

Elizabeth A. Jennison, M.D. will join Solutia as Associate Medical Director, effective Aug. 17. She will be based in St. Louis.

She is board certified in Occupational Medicine. Her Occupational Medicine training was completed at the University of Alabama-Birmingham. Part of her training was with Dr. Bob Rhyne at Decatur.

Liz brings considerable practical experience to Solutia. Her previous jobs included assignments at NIOSH in the Clinical Investigations Branch, at Proctor and Gamble supporting the Food and Beverage Sector, and in private occupational medicine practice in Cincinnati.

In her role as Associate Medical Director she will work with the Solutia U.S. sites to provide:

- Provide occupational Medicine technical information and advice. - Assistance in implementation of the Occupational Medicine Program.
- Evaluation of contract occupational medicine services.

Liz will also be involved in implementation of a number of occupational medicine programs, including disability management, minimum standards and MARS replacement.

Please join me in welcoming Liz to Solutia.

Beatrice Decelle

Beatrice Decelle is named Technical Officer III, ESH Product Stewardship, with responsibility for product safety management issues for Polymer Modifiers other than benzyl phthalates, for which she shall continue her European responsibilities. Beatrice has had both product stewardship as well as hazard communication experience with these as well as other Solutia products since 1994. She holds a degree in zoology and graduate degrees in both Molecular Biology and Environmental Management and is certified by the University of Brussels as an Environmental Consultant.

Beatrice will report to Jeff Felder, Leader for Product Stewardship.

OPERATIONS EXCELLENCE

Rafael Take

Effective Aug. 1, Rafael C. Take was appointed Principal Engineer - Mechanical/Civil Engineering in Operations Excellence, Enterprise Engineering. Rafael had worked as a Civil Engineer for Monsanto in the early 1980s and rejoined the company in 1995. Since then, he has had several lead civil engineering assignments as well as several Engineering Specialist assignments using the finite element method for static, fatigue and dynamic solutions. Rafael has also served as Engineering Coordinator for the Mechanical/Civil Engineering Group. Rafael has a M.S. degree in Structural Engineering from Washington University - St. Louis and will report to Vernon Trevathan - Engineering Design Team Leader.'

Dave Savage

Effective Aug. 1, David L. Savage was appointed Senior Engineer - Process Control and Instrument/Electrical Engineering in Operations Excellence, Enterprise Engineering. Dave worked as a summer intern for Monsanto in the summers of 1991 and 1992. After completing his M.S. degree in Electrical Engineering from Washington University - St. Louis, Dave joined Monsanto and has had several lead engineering assignments, with the most recent being his assignment as Lead PC and IE Engineer for the Monsanto Queeny Pilot Plant Expansion Project. He is currently assigned to the CP 18 Line Conversion and Adipic Acid Expansion projects in Pensacola. Dave reports to Vernon Trevathan - Engineering Design Team Leader.

INDUSTRIAL PRODUCTS - BRAZIL

Adriana Santana

Effective Aug. 4, 1998, Adriana Santana joined Solutia as Customer Services for Industrial Products in Brazil.

Adriana has a degree in Communication from Sao Paulo University and has worked for companies such as Ionquimica, Renner DuPont and Itatrans in the areas of import/export and PCP.

SHARED SERVICES - LAW

Patricia A. Winchell

Trish Winchell - Assistant General Counsel, joined Solutia on Aug. 3 and will provide legal support in the areas of benefits, human resources and commercial law.

Most recently, Trish has been Senior Vice President, Human Resources, at First Data Corporation in Atlanta, Georgia. From March of 1990 until October of 1995, she was with the Monsanto Law Department, where she worked in the commercial law group on joint venture and technology licensing agreements, and in the corporate group, where she was

responsible for tax, labor and securities law aspects of executive compensation and employee benefits. This included negotiating and drafting acquisition and divestiture agreements and participating in union benefit negotiations. Prior to that, Trish was a partner at Peper, Martin, Jensen, Maichel and Hetlage in St. Louis.

Trish received her J.D. degree from Washington University, Order of the Coif, and her B.A. degree from Valparaiso University, With Highest Honors.

Enterprise Supply Chain Team

Stephen P. Brummer

Stephen Brummer, Senior Buyer and MRO Manager at Pensacola, has joined the Enterprise Supply Chain Team in St. Louis. Since 1985, Stephen has provided support for various Monsanto/Solutia business groups while in Information Technology and Purchasing at the corporate offices, Greenwood plant and most recently the Pensacola plant. Steve and his family will be relocating to St. Louis in August.

POLYMER MODIFIERS - ASIA-PACIFIC

Amol P Desai

Effective Aug. 17, Amol Desai joins the Polymer Modifiers ASPAC Team as Business Development Manager for the Indian subcontinent, and help in the Plastics Products Team. Amol has a Masters degree in Plastics Technology and has been awarded several prizes and scholarships during his academic career. He has more than 10 years of Technical and Commercial experience in the plastics and polymer industry and most recently marketing specialized polymers like PES and PVC processing aids for a leading Indian Company. He has also undergone training in Germany and Switzerland.

Amol is a member of the Society of Plastic Engineers (USA) and of the Indian Plastics Institute. Amol will be based in Bombay and will report functionally to Junaed Kabir, Commercial Manager, Polymer Modifiers, ASPAC, C.Europe & Africa, and administratively to Tarun Malkani, Head Solutia India.

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Author: EMAIL SOLUTIA NOW at MONSL316

Date: 12/14/01 11:17 AM

Normal

TO: JOHN T FARROLL at MONSL325

Subject: SOI ANCTS: Dec. 14, 2001

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Solutia Now!
Announcements Edition
Dec. 14, 2001

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o ESH REDESIGN

o INDUSTRIAL PRODUCTS - John B. Morgan

o CORPORATE SERVICES - Indirect Procurement Team - Claire Duchateau

o INTEGRATED NYLON - Jenny Patterson

ESH REDESIGN

TO FISHER SCIENTIFIC 1/1/02

Jeff Felder, currently Director of Core Environmental Safety & Health (ESH), will be leaving Solutia after 27 years of dedicated service to join another firm as Vice President of Regulatory Affairs. Jeff will work through the end of the year.

Jeff's departure will accelerate plans made to take a fresh look at our ESH organizations and the delivery mechanisms used for ESH services. A redesign team has been formed to review the current ESH operating model and closely related services across the enterprise. The team's purpose will be to design an ESH delivery system and supporting organization that insures compliant, predictable and safe operations while efficiently managing costs.

The team will complete the redesign as soon as practical, with a target to conclude in late January or early February.
Members of the team will be:

Jeff Felder - Core ESH
Brent Gilhousen - Law
Mike Gray - Films
Jerry Hayden - Corporate Services-Team Lead
Max McCombs - Nylon
John O'Malley - HR
Glenn Ruskin - Public Affairs
Larry Spickard - IP
Charlie Weidhas - Nylon
Steve Zollmann - Resins and Additives

During the interim period between Jeff's departure and completion of the redesign, Max McCombs, Director Nylon ESH, will assume the dual roles of Core and Nylon ESH Lead.

TOWOLDMON0010045

Jerry Hayden
VP Corporate Services

INDUSTRIAL PRODUCTS

John B. Morgan

Solutia's Sales Account Manager (SAM) and Marketing Technical Service Principal (MTSP) Leadership Team is pleased to announce the appointment of John B. Morgan into that program as a Sales Account Manager.

John has been Sales Supervisor for Dequest in the UK and Scandinavian markets and has achieved sustained, and highly profitable, sales growth in a "mature" sales territory. John has established himself as a leader among his peers and is recognized as a global market expert by our customers.

John will continue to report to Joris Stoefts, Industrial Products Market Manager for Europe/Africa. We welcome John into the SAM/MTSP program as our newest member.

Mike Berry
Chairman, SAM/MTSP Leadership Team

CORPORATE SERVICES - Indirect Procurement Team

Claire Duchateau

I am pleased to announce the appointment of Claire Duchateau to the position of Contract Manager within the Indirect Procurement Team. Claire will aid Solutia in finding sourcing synergy, both within Europe and across the globe, yielding cost savings. In the position, Claire will reside at the Louvain-La-Neuve facility.

Prior to this assignment, Claire worked in customer service supporting the Industrial Products and Resins platforms.

Please join me in wishing Claire success in her new assignment.

Cheryl Glick
Global Leader, Indirect Procurement

INTEGRATED NYLON

Jenny Patterson

Jenny Patterson has been named Customer Branded Programs Leader, supporting the Wear-Dated carpet fiber business, effective December 1. In this capacity she will be accountable for developing key Wear-Dated promotional programs with Solutia's carpet customers. These programs are designed to create new Wear-Dated carpet styles as well as to drive velocity of existing Wear-Dated grades.

Jenny has been working in the Mill Merchandising group since May 2000.

She began her career with Solutia in the Pensacola Nylon Textile Technology group and also worked in Technical Sales for Carpet. Prior to Solutia she managed quality control for Queen Carpet.

Jenny earned a bachelor's degree in management from The Georgia Institute of Technology and her MBA at Georgia State University.

Jenny will be based in our Kennesaw office and will report to me.

Mark Roberts
Sales Director, Residential Carpet

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Author: EMAIL SOLUTIA NOW at MONSL316

Date: 3/16/00 11:52 AM

Format

TO: JOHN T FARROLL at MONSL325

Subject: Solutia Announcements - ES&H

----- Message Contents

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Solutia Now! Special Edition
Announcements
March 16, 2000

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o ENVIRONMENTAL SAFETY AND HEALTH - John G. Mayfield, Toney A. Nicks,
Stephanie J. Geiselmann, Sharon D. Biddle-Ferrell

ENVIRONMENTAL SAFETY AND HEALTH

With the recent changes due to retirements, and the ongoing business requirements to ensure our right to operate, Solutia has relocated the transportation risk assessment and regulatory support functions to the Environmental Safety and Health (ES&H) Organization. The rail equipment support has been outsourced to GATX and packaging procurement relocated into the procurement organization, with Louis Miller assuming this responsibility. Changes in the reporting structure and responsibilities are as follows:

John G. Mayfield

John Mayfield joined the Environmental Safety and Health's Hazard Communications group effective December 1, 1999.

John has a Bachelor of Science degree with a major in Business Administration/Transportation from Northwestern University in 1968, and an MBA from Washington University's Olin School of Business in 1996. John retains the responsibilities of Manager, Hazardous Materials and Training, which he assumed five years ago as a member of the Administrative Services and Regulatory Compliance group in the Supply Chain's Transportation and Distribution Organization. John's responsibilities include global management for the proper preparation of hazardous material for transportation, including material classification, shipping paper preparation, packaging, marking, labeling and plant compliance with appropriate dangerous goods/hazardous material regulations, as well as mandated training requirements.

John will be a member of Don Montgomery's Hazard Communications organization within ESH.

Toney A. Nicks

Toney Nicks joined the Environmental Safety and Health organization

effective December 1, 1999.

Toney is a 1986 graduate of the University of Arkansas with a major in Chemical Engineering. Toney remains the Manager, Emergency Response and Risk Assessment, and Responsible Care coordinator for the Chemical Manufacturing Association's Distribution Code. Toney also retains primary responsibility for managing Solutia's DOT Hazardous Material training program. Toney started his career in manufacturing as a Process/Production engineer at the WG Krummrich Plant and as Business Unit Leader for the Skydrol Unit at the JF Queeny plant prior to joining the transportation regulatory group. He has been the emergency response manager since August 1, 1999.

Toney will report to Jeff Felder.

Stephanie J. Geiselmann

Stephanie, currently Manger, Product Stewardship for the Coatings and Adhesives businesses, will assume responsibility for transportation routing risk assessments for Solutia. This service was formerly provided by Thuy West who recently took an assignment with Astaris. In addition to her product stewardship and transportation risk assessment duties, Stephanie will serve as a backup coordinator for transportation emergency response (SAFE). Stephanie has a B.S. in Environmental Biology from Eastern Illinois University and has had several product stewardship and plant ESH assignments of increasing responsibility.

Stephanie will continue to report to Jeff Felder.

Sharon D. Biddle-Ferrell

Sharon D. Biddle-Ferrell joined the Environmental, Safety & Health Policy, Compliance, & Growth organization effective January 1, 2000. Sharon has assumed the role of Manager, Compliance Support Services reporting to Garth Fort. Sharon has accountability for the outside processor compliance and site compliance auditing, due diligence support, and compliance process implementation.

Sharon returns to the ES&H group after managing the packaging procurement, regulatory, and specifications areas for Solutia. Sharon brings a wealth of experience from previous assignments including engineering, manufacturing, and a business unit leader position at the W.G. Krummrich plant, and Total Quality Management. Sharon has a B.S. in Chemical Engineering from the University of Missouri Rolla and an MBA from St. Louis University.

To have a personnel announcement posted, E-mail it to Solutia Now, email.

This issue and the back issues of Solutia Now! People Announcements can also be found on Solutia Inc. Inside Edition intranet at <http://soi> under "Employee News."

Farroll, John T

From: Solutia Now, Email
Sent: Friday, April 05, 2002 3:54 PM
Subject: SOLUTIA NOW! APRIL 5, 2002

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Solutia Now!
April 5, 2002
Vol. 6 No. 11

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Solutia stock price (New York Stock Exchange):

Close: 8.52, down.25
High : 8.95
Low: 8.52
Volume: 1,679,700
Market Close: Up 36.47 at 10,271.64

***** IN THIS EDITION *****

- o Product Stewardship Team Helps Ensure Responsible Chemical Use
- o Solutia Newport Team Wins Berth at World Corporate Golf Challenge Final
- o Centennial Moments: Monsanto Builds a House of the Future

Product Stewardship Team Helps Ensure Responsible Chemical Use

With tens of thousands of chemicals used in commerce, and more than 2,000 chemicals used in Solutia's own products, how does Solutia determine if a new chemical or a new use of an existing chemical is appropriate? These are exactly the questions that Solutia's Product Stewardship function is designed to address.

Each platform has a Product Stewardship function, which helps its employees understand the potential regulatory and toxicology issues associated with a new or existing product or chemical. "Product stewardship leads are here to help guide new products through a thorough evaluation process - one that has existed in Monsanto/Solutia for more than 20 years," said Jerry Coyle, product stewardship manager, Performance Films.

The current evaluation standard for new and existing products is the Environmental Safety and Health Assessment (ESHA) process. This Solutia-specific method assesses both newly developed materials as well as fully commercial materials that are being evaluated for new uses. The ESHA process is integrated with the SAP ordering system to help prevent sale and/or distribution of chemicals that have not been reviewed. To ensure a coordinated effort, the process involves any or all of the following individuals:

- * Researchers within the business unit, who often initiate the process;
- * Product stewardship leads, who facilitate the ESH review and any necessary regulatory approvals;
- * Toxicologists, who evaluate potential human and environmental concerns;
- * Hazard communication specialists, who determine the need for specific warnings and create material safety data sheets (MSDS) and labels; and

* Transportation specialists, who determine shipping and storage classifications.

"This integrated approach enables us to implement the ESHA process in a timely manner, so that it meets business needs while ensuring safe and responsible chemical usage," said Jim Mieure, product stewardship director, Resins and Additives.

As mentioned above, the Product Stewardship function is responsible for compliance with chemical control and food contact regulations in all the countries where Solutia does business. Most industrialized nations now have chemical control regulations, such as the U.S. Toxic Substances Control Act (TSCA), which require product registrations. A typical registration dossier filed by Product Stewardship consists of detailed composition information about the new substance, copies of toxicology or environmental fate studies, and information on uses and exposure.

"Product stewardship doesn't end once a chemical is approved for manufacture," added Coyle. "Our program at Solutia includes all aspects of American Chemistry Council's (ACC) Responsible Care Product Stewardship - from manufacturing at our facilities and customer facilities, to end- or consumer-use of the product, and even to disposal of the product after use."

Solutia Newport Team Wins Berth at World Corporate Golf Challenge Final

Solutia employees pride themselves in having world-class capabilities in everything from customer service to manufacturing operations. But now a group of Newport employees have shown they are truly world class ... at golf!

A team of four Solutia Newport employees recently won the honor of representing Wales in the 2002 World Corporate Golf Challenge Finals, to be held May 19-24 in Jamaica. The event will draw more than 20 teams, each representing a different nation from around the globe.

To qualify for the Finals, the team posted the best Welsh score at the UK Regional Final, recently held in La Manga, Spain. The event received substantial media exposure for the Solutia team, including coverage on the Sky TV network and in "The Times" newspaper.

So, why are these employees taking their personal vacation time to compete in golf tournaments? "The people of Solutia-Newport have a proud tradition of golfing," said Bob Ansell, team captain and HR/ESH lead, "In fact, we've had an employee golfing society here for nearly 50 years. We are certainly proud to represent both Solutia and Wales at this prestigious event."

Team member Roger Floyd, Dequest production and training coordinator, is a veteran of many international tournaments. "The World Challenge is about as close as any amateur golfer will ever get to playing in a professional tour event," said Floyd. "And, you can't beat the price: our costs are covered by tournament sponsors like 'The Times' and JPMorgan Fleming."

In addition to Ansell and Floyd, team members include: Karl Sandles, insulation contractor, and Dean Williams, Dequest maintenance technician.

***** CENTENNIAL MOMENTS *****

On November 29, 1901, John Francis Queeny incorporated the Monsanto Chemical Works to manufacture and market the artificial sweetener

saccharin. For the next 96 years, Monsanto grew to become one of the largest chemical manufacturers in the world. In 1997, Monsanto spun off its chemical businesses as Solutia Inc. - making us one of the youngest 100-year-old companies around.

To help us understand our roots as well as our future, these short vignettes over the next several months will provide a snapshot of Solutia's rich and complex corporate history.

#25

Monsanto Builds a House of the Future

In the early 1950s, Monsanto had its eye on expanding the markets for and uses of plastics. An obvious possibility seemed to be the construction industry, but plastics were mostly confined there to functional and decorative applications. The company asked architects at the Massachusetts Institute of Technology (MIT) to do a study on plastics in housing. The study was completed in 1955.

But lots of companies commission studies, and lots of studies get published. A study of plastics in housing is not quite the same as real performance data - and real data was what architects and builders wanted (not to mention potential home buyers). So Monsanto's Plastic Division decided, if they built it, maybe they would come. Build it they did, and the public did come.

Working with MIT architects and a number of partners and suppliers, Monsanto began construction of what it called "The House of the Future" in January 1957. The structure was opened to the public in June. And what better place for the public to see this house of "cantilevered, modular design" than the Tomorrowland section of Disneyland?

The three-bedroom, two-bath house boasted a number of innovative features (so innovative that some aren't available even today). The kitchen dishwasher removed sticky food particles with sound waves. Kitchen appliances disappeared when not in use, and the range permitted microwave cooking of different foods at the same time. One bedroom had a "column of light" from floor to ceiling. A mobile dome in the family room reflected a floor projector light, illuminating whatever area was desired. The telephone had pushbuttons instead of a dial and remembered frequently called numbers. And the climate control center regulated temperature and humidity for each room, and added your choice of scents - pine, leaves, sea air or flowers.

Millions of people viewed the home at Disneyland. The structure did indeed influence the use of plastics in building construction. And the House of the Future still captures imaginations and interest today, with both Solutia (and Monsanto) continuing to receive inquiries from reporters, architects and historians.

Share Your Ideas and Stories!

If you have letters, suggestions, ideas, stories or questions, feel free to send an email to Solutia Now!, email or leave a voicemail message at soi-net 544-8005 or (314)674-8005.

***** CORPORATE GOALS *****

Solutia's Portfolio Strategy provides the framework for all of our actions to increase the value of Solutia for our employees, customers and shareholders:

- + Expand and Grow Performance Films
- + Aggressively Grow Select Specialty Products Businesses

+ Maximize the Value of Integrated Nylon

- * Solutia is committed to making continuous improvements
in Safety and Environmental Stewardship:

2001 Total Recordable Rate	1.20
2002 Feb. YTD Total Recordable Rate	1.23 vs. Target Rate of 1.10 or Less
2001 ESH Performance Metric	258
2002 Feb. YTD ESH Performance Metric	50 vs. Cumulative Target of 215 or Less

- * Operating Margins of 15% or Better:

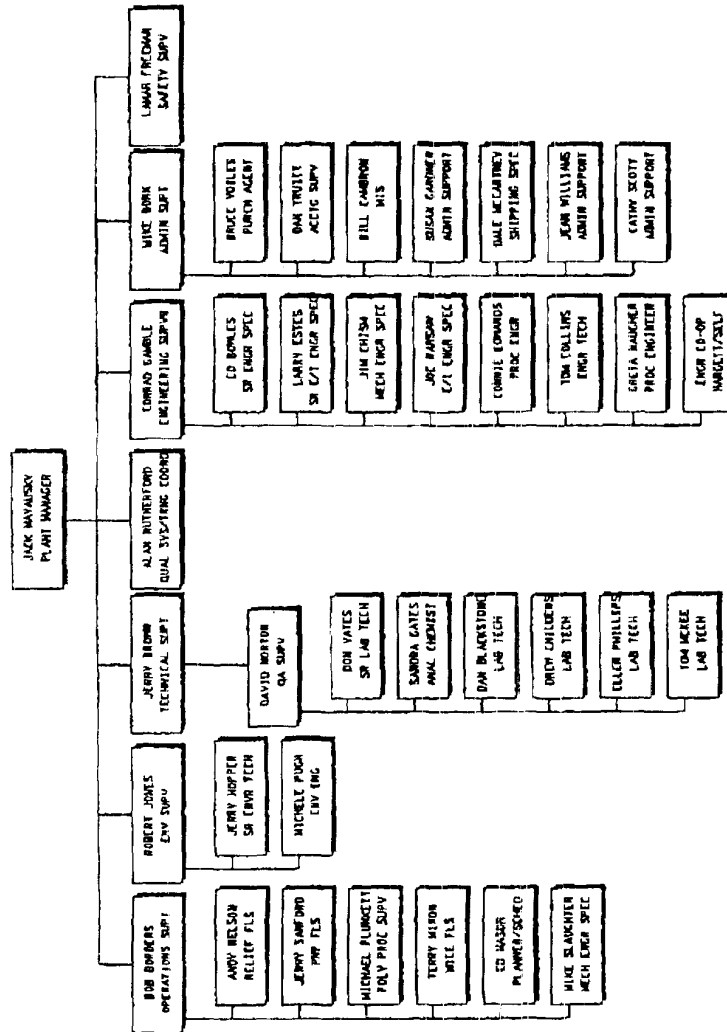
4Q 2001 - 1.1%
4Q 2000 - 2.3%

- * On Time Delivery To Customer

YTD 2002 First Promise	95 %	Feb. 2002
Customer Request Date	90 %	Feb. 2002

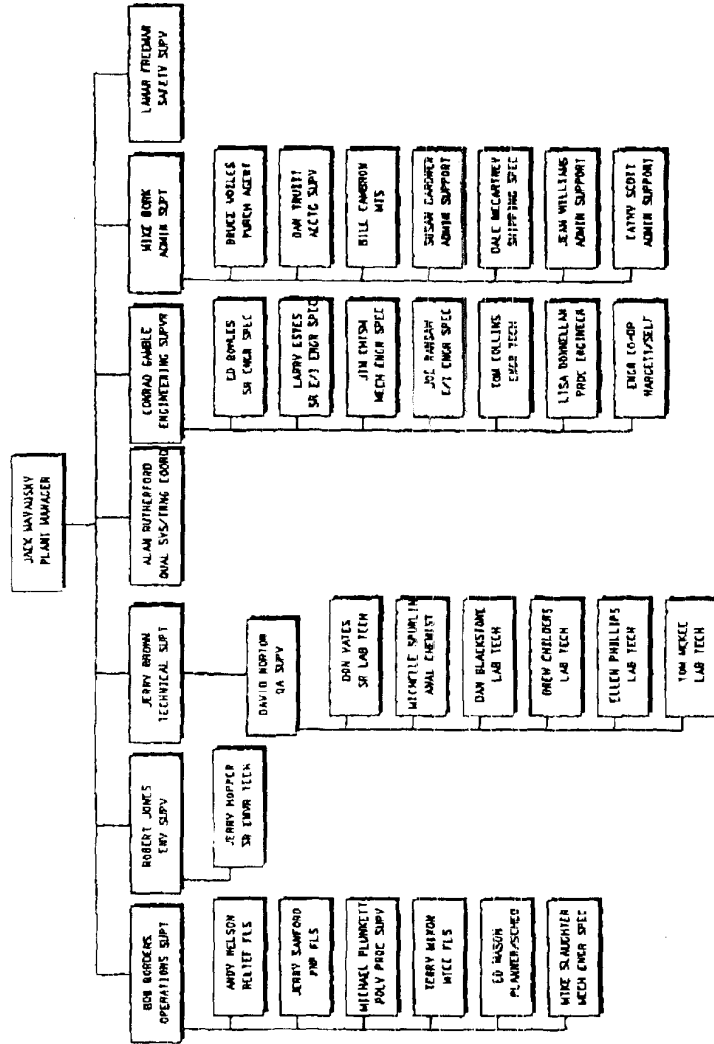
This issue and the back issues of Solutia Now! can also be found on
Solutia Inc. Inside Edition intranet at <<http://soi>> under "Employee
News."

ANNISTON PLANT ORGANIZATION AUGUST 1995



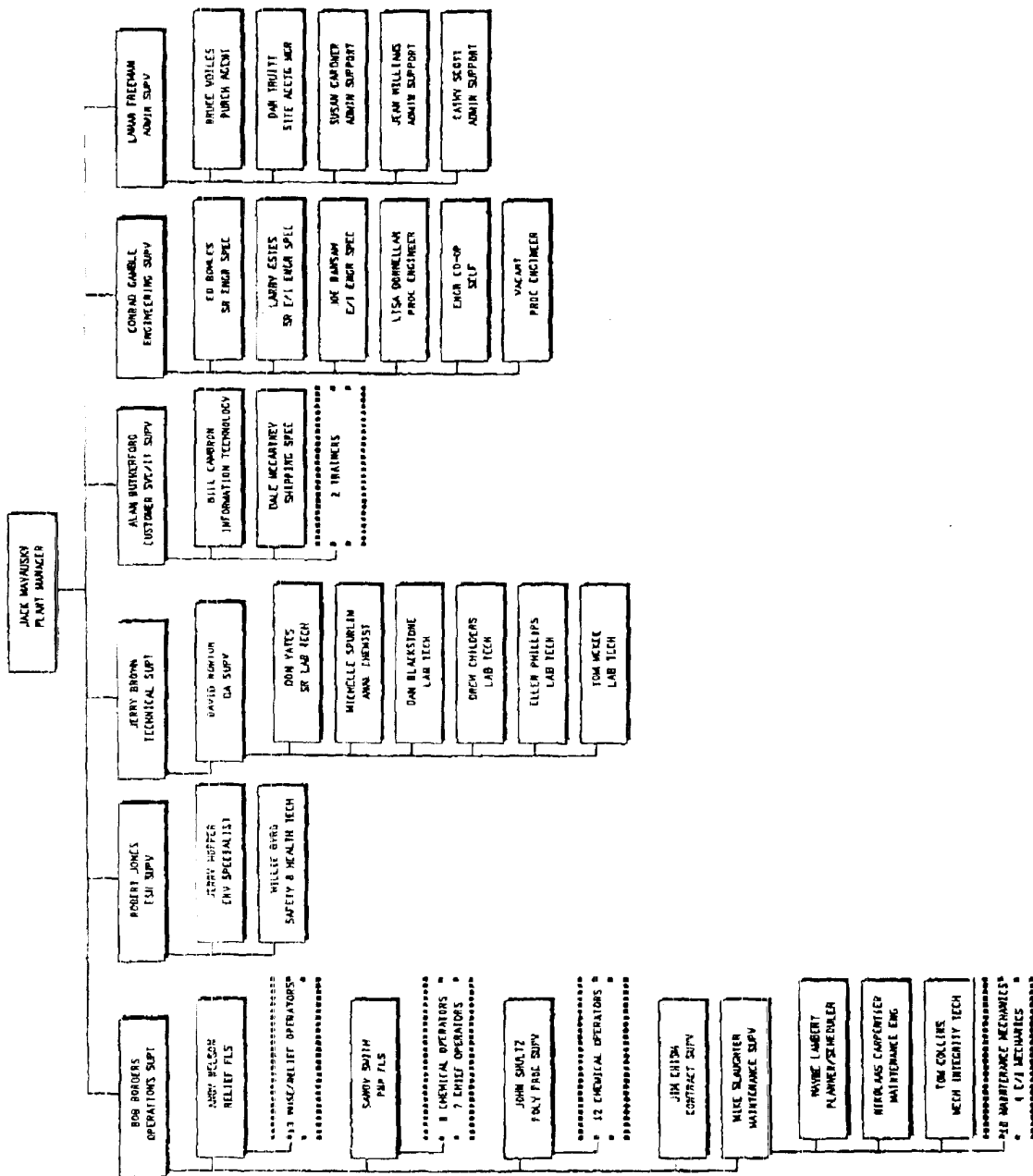
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Revised: 08/95

ANNISTON PLANT ORGANIZATION JANUARY 1996



Approved by: M. H. Bork
Revised: 01/96

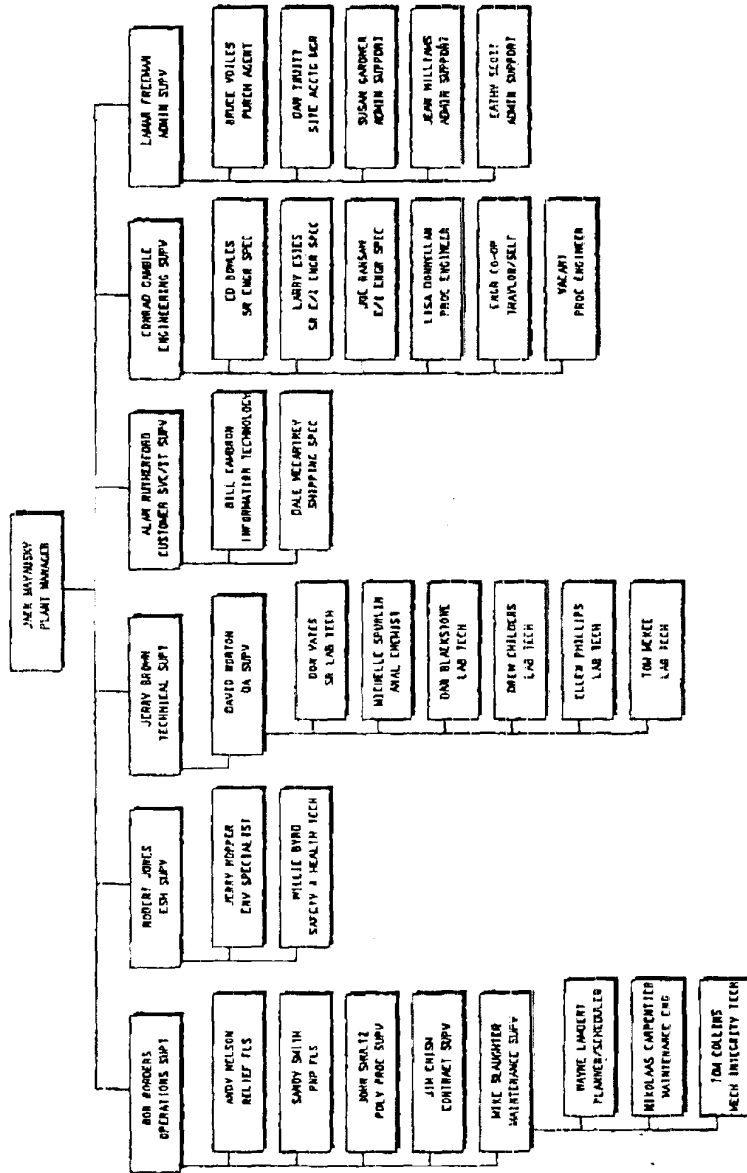
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Approved by: R. L. Freeman
Revised: 12/96

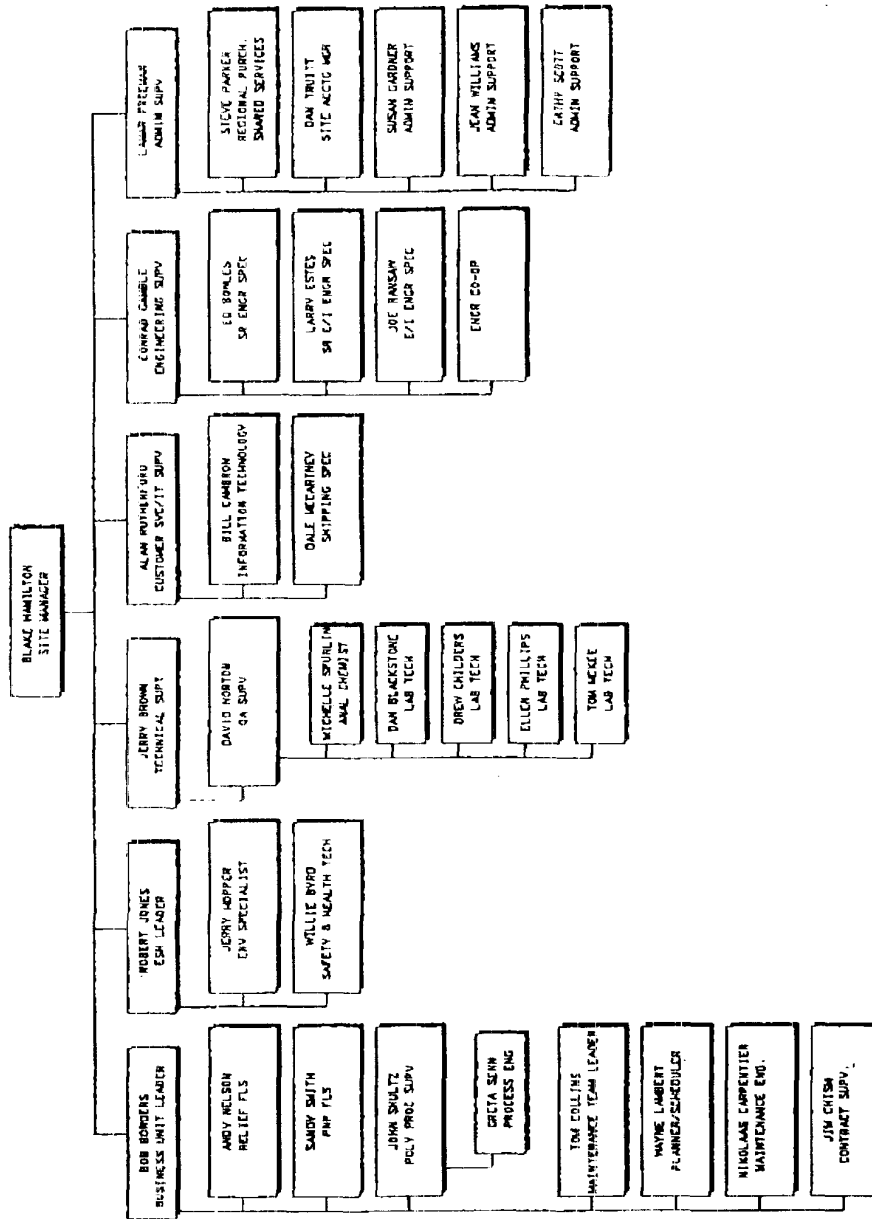
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ANNISTON PLANT ORGANIZATION JANUARY 1997



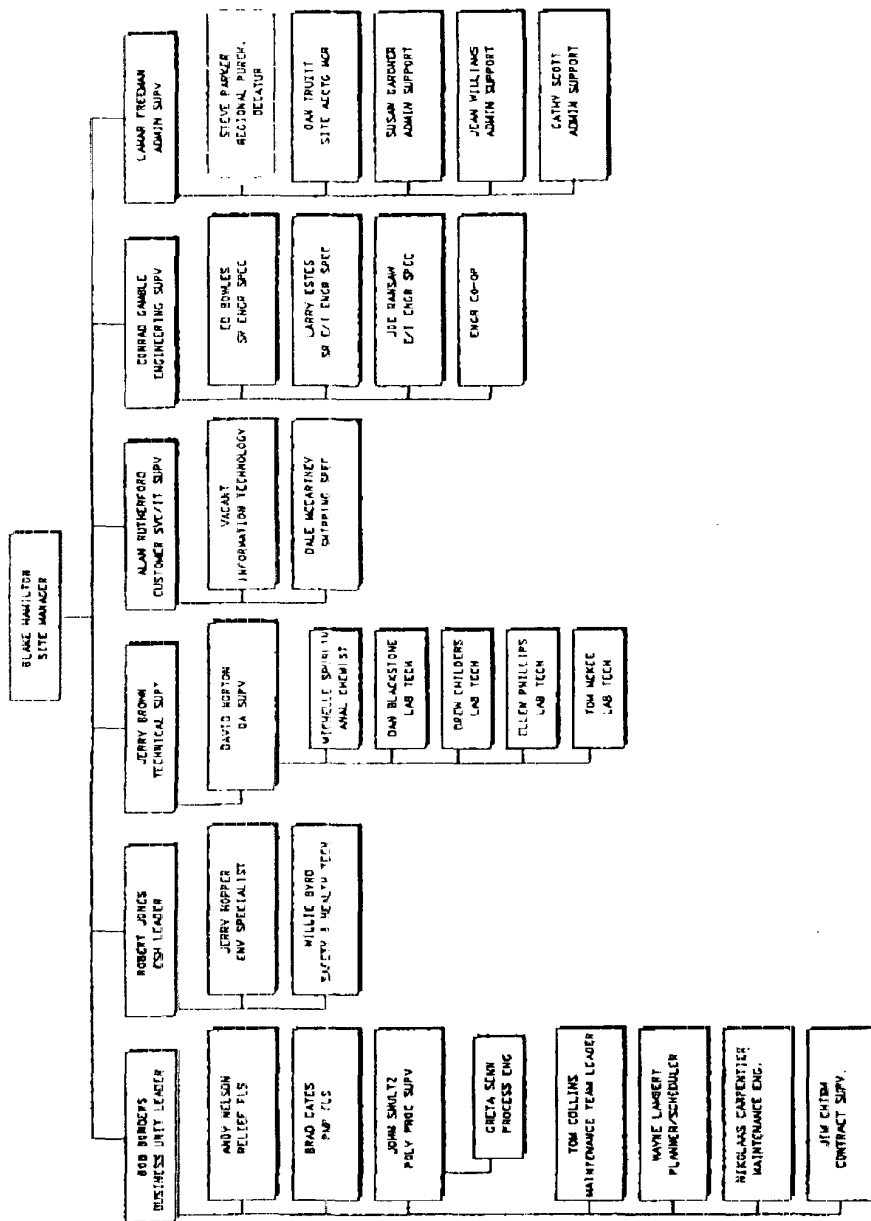
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Revised: 01/97

ANNISTON PLANT ORGANIZATION OCTOBER 1997



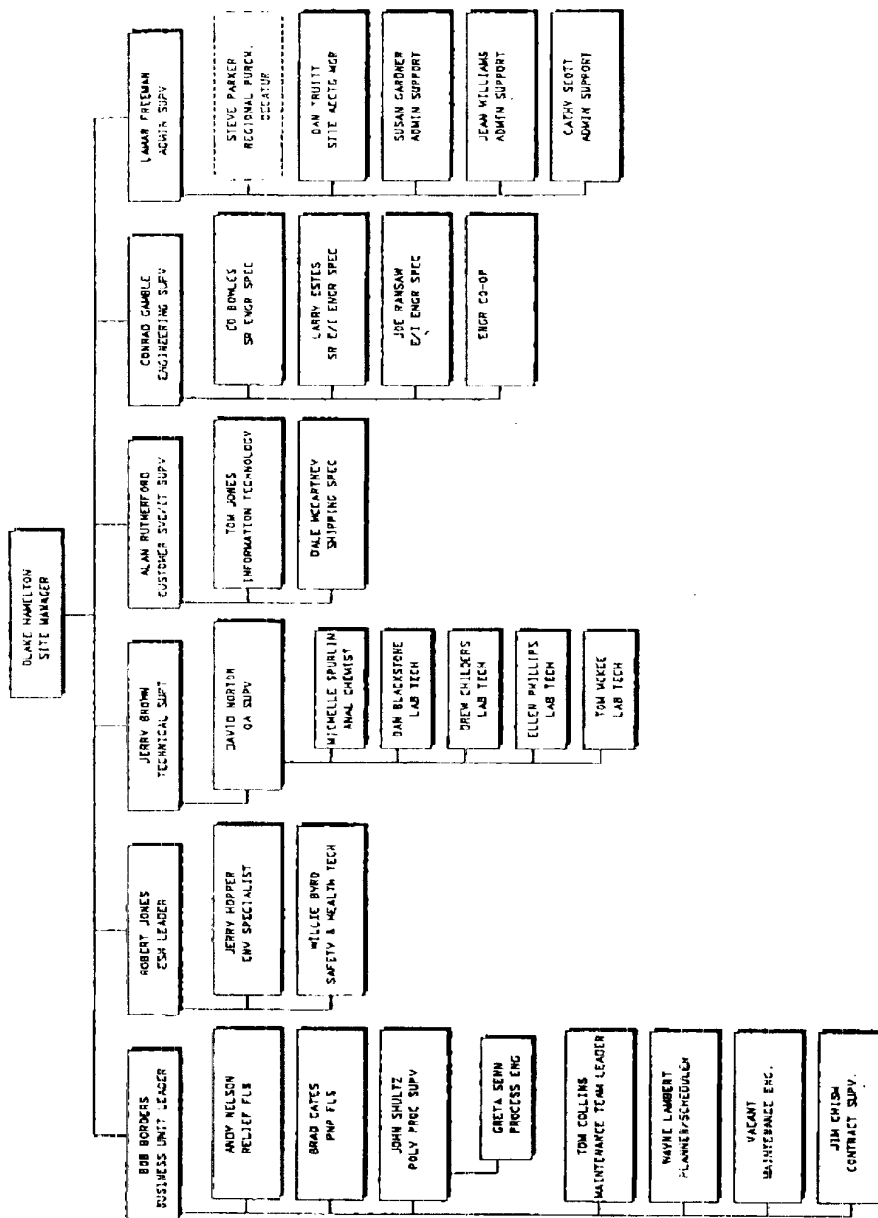
Approved by: R. L. Freeman
Business Unit

ANNISTON PLANT ORGANIZATION JANUARY 1998



Approved by: R. L. Freeman
Revised: 01/98

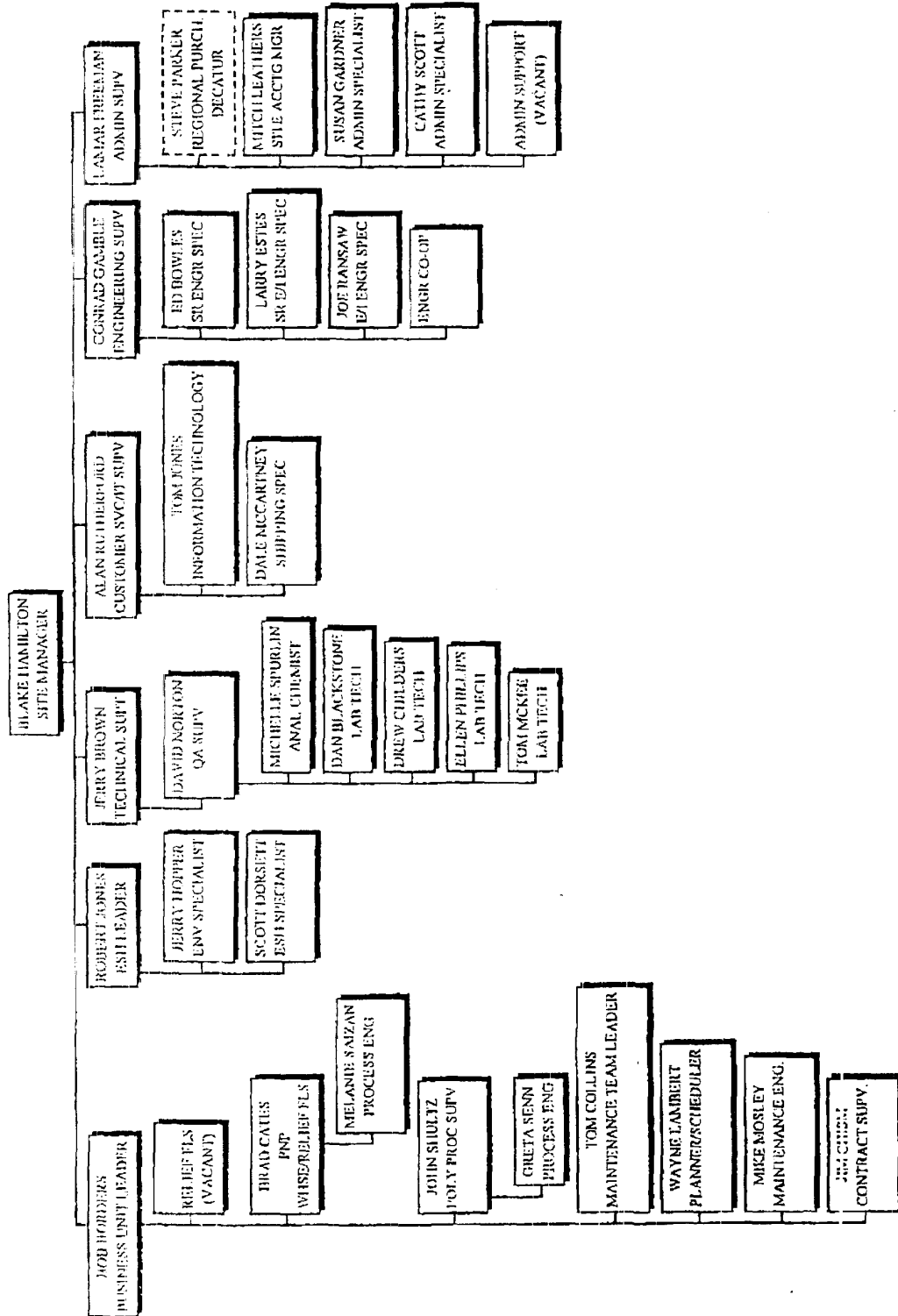
ANNISTON PLANT ORGANIZATION AUGUST 1998



Approved by: R. L. Freeman
Revised: 08/98

ANNISTON PLANT ORGANIZATION

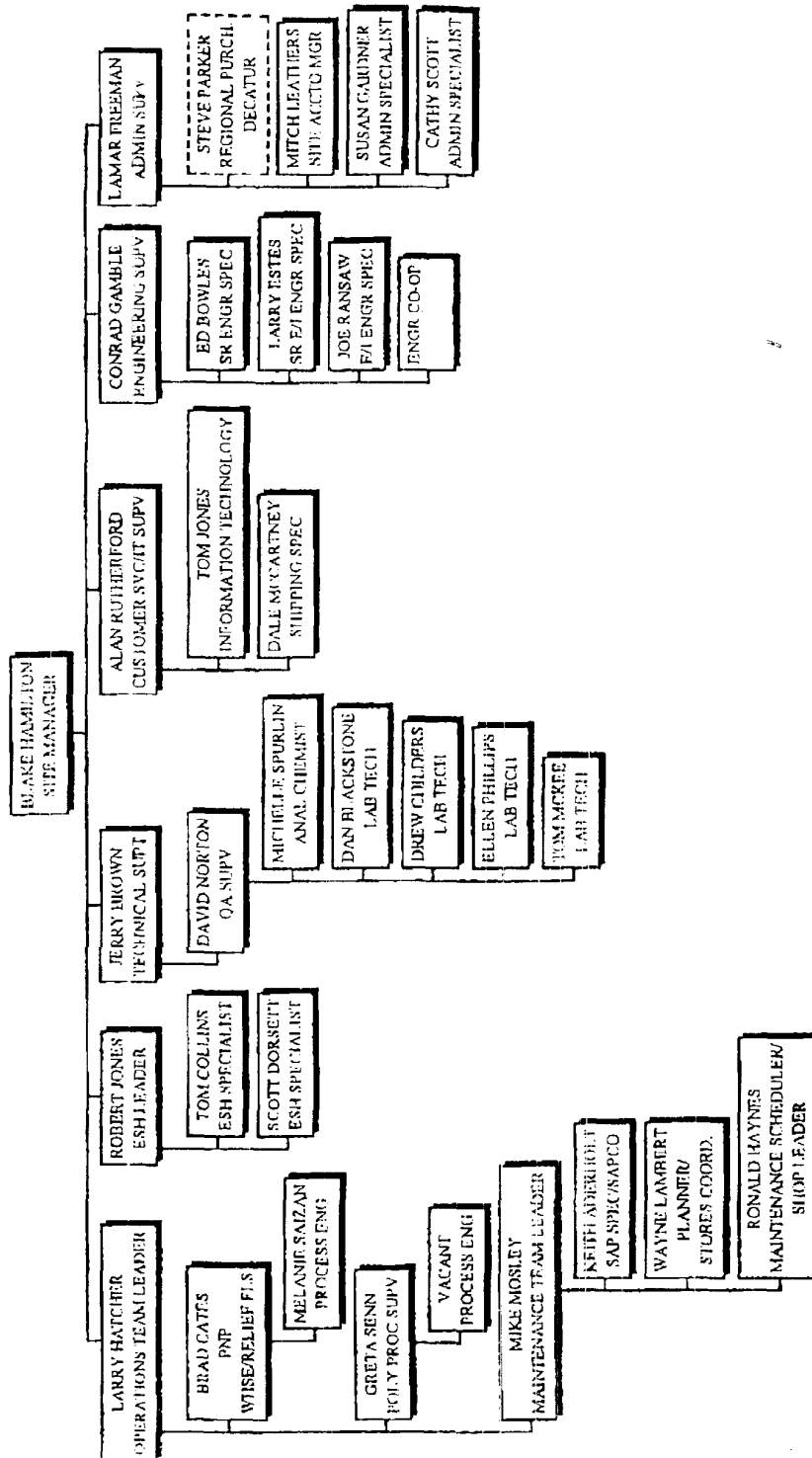
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Approved by: R. L. Freeman
Revised: 01/99

ANNISTON PLANT ORGANIZATION

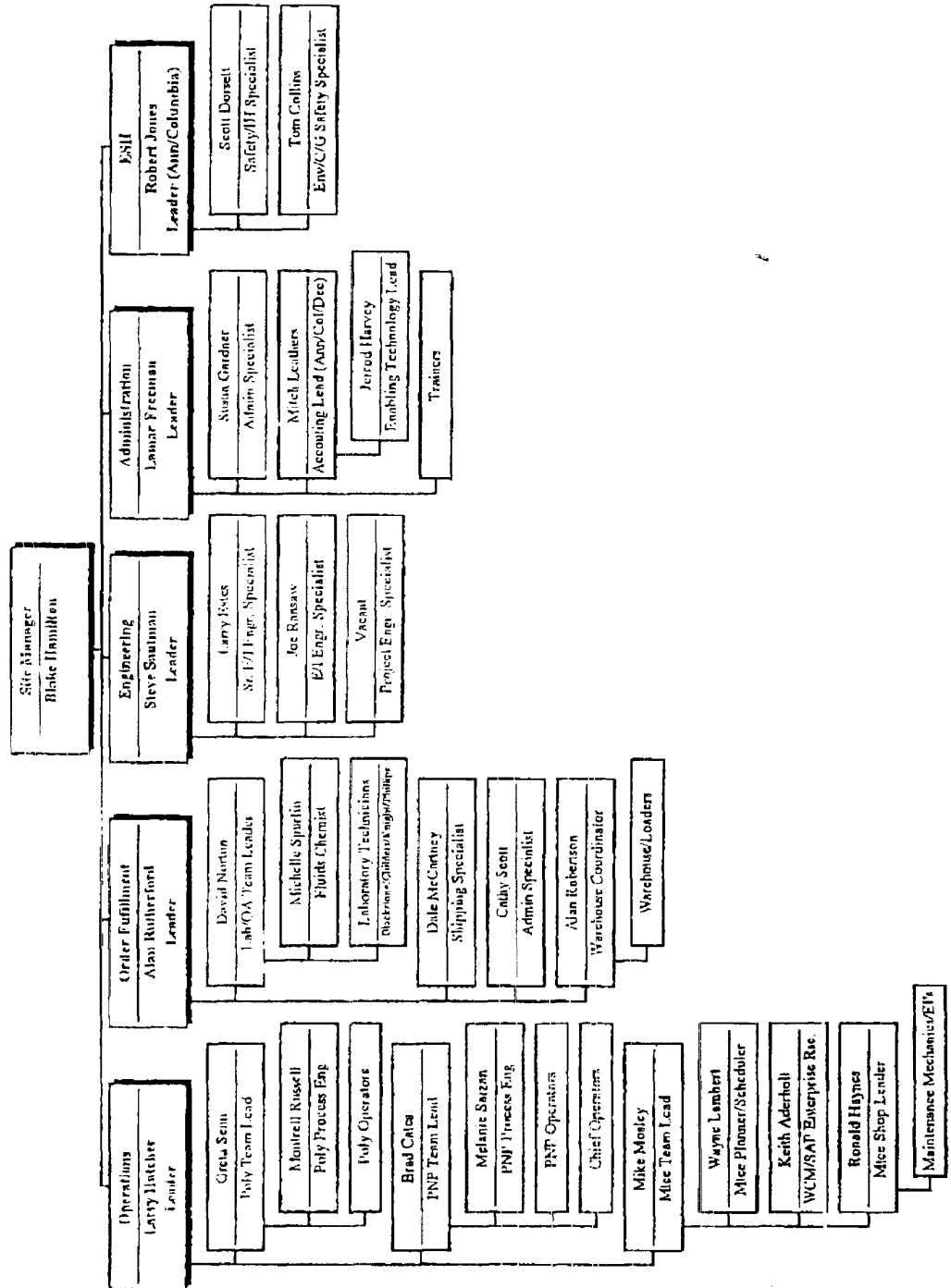
JULY 1999



Approved by: R. L. Freeman
Revised: 07/99

Anniston Organization

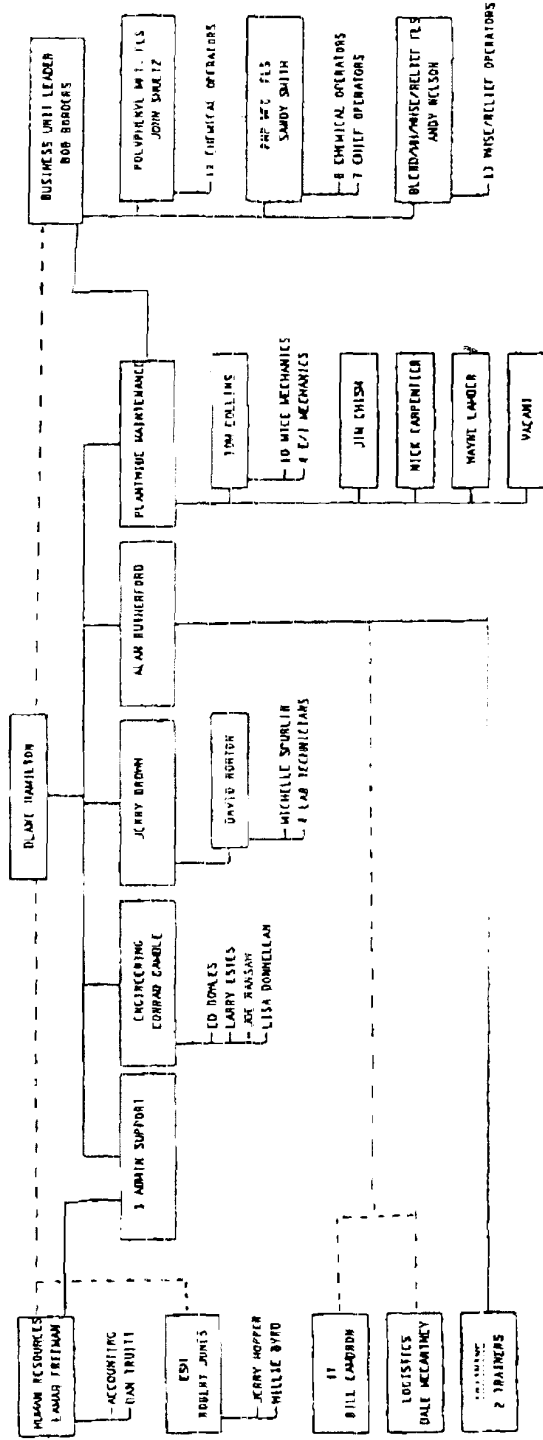
July 2000



SHARED SERVICES

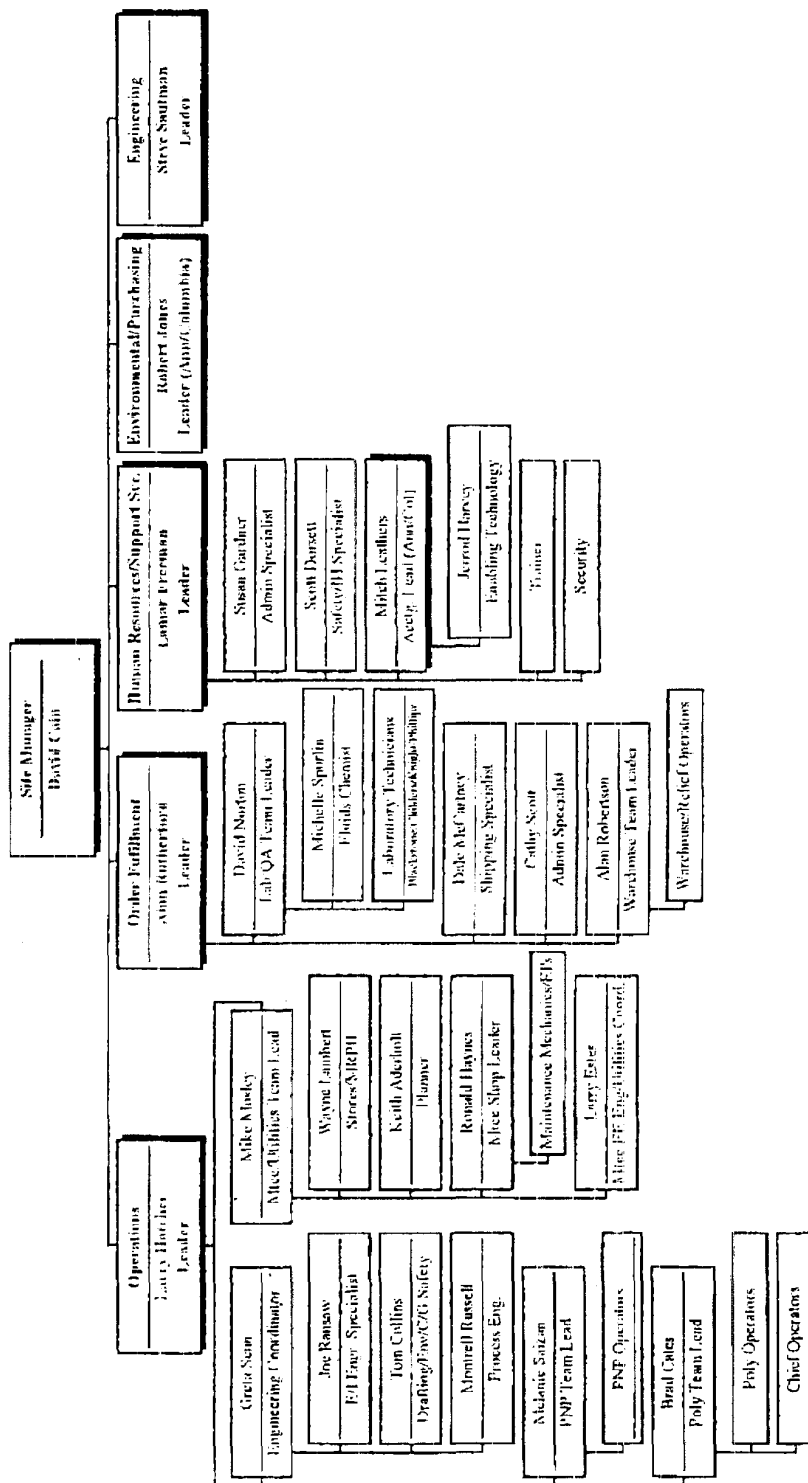
OPERATIONS EXCELLENCE

BUSINESS



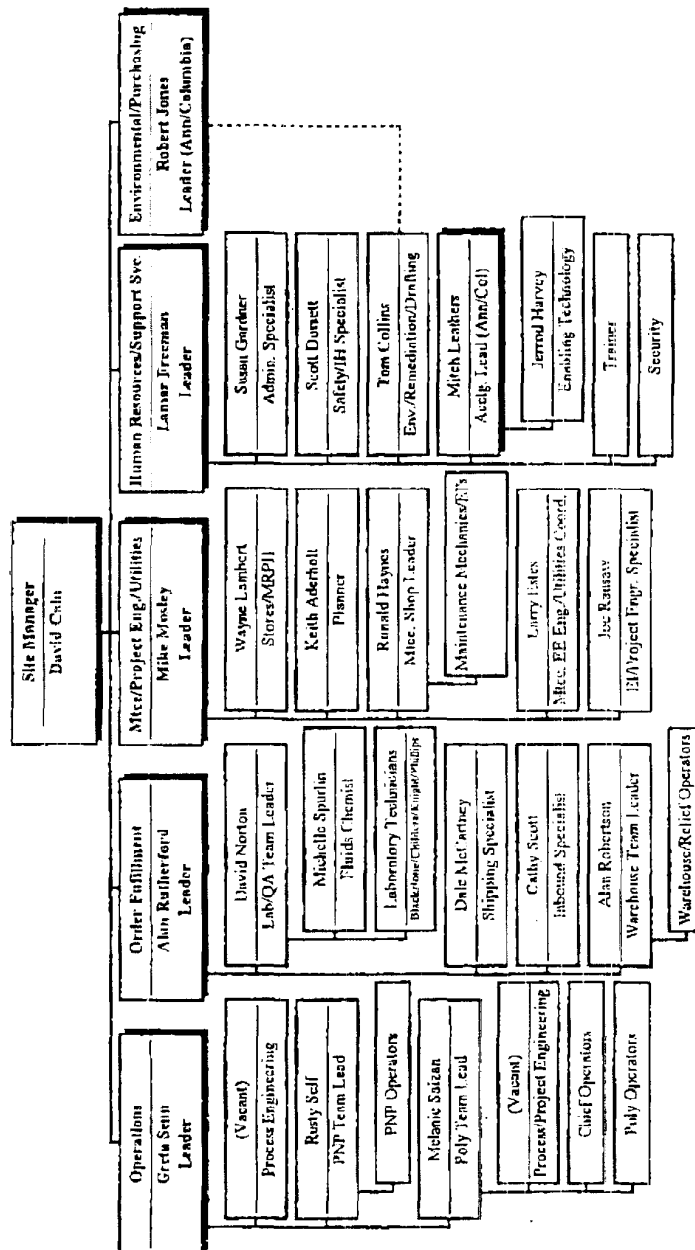
Anniston Organization

January 2001

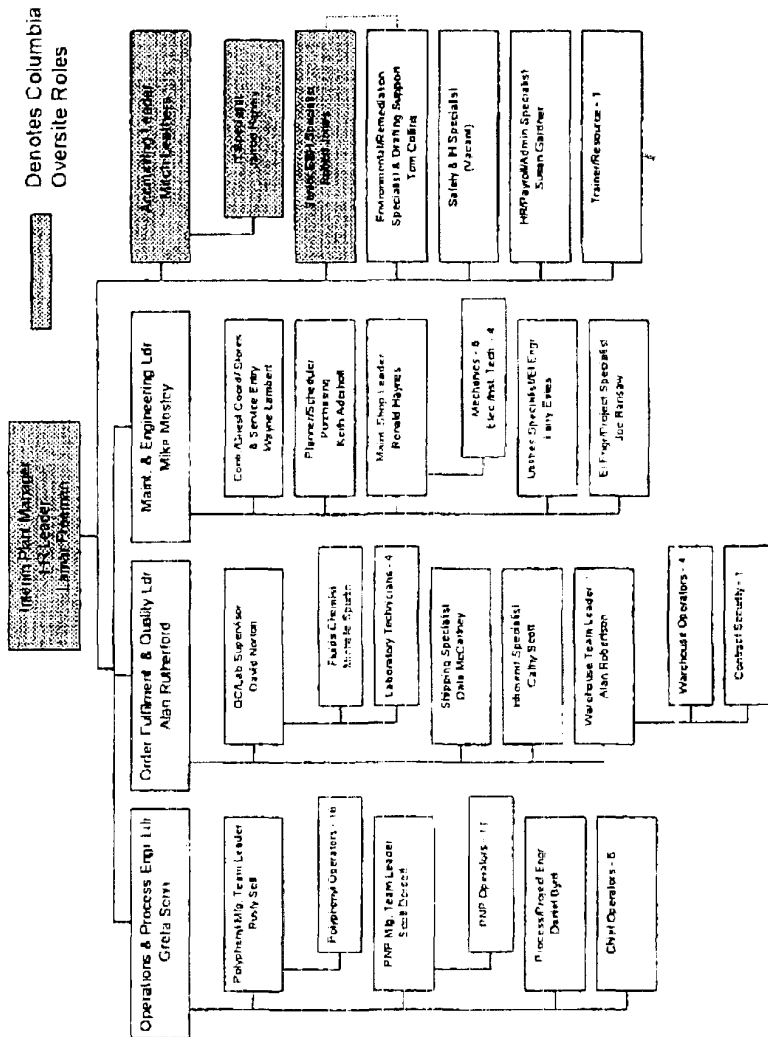


Anniston Organization

June 2002



Anniston Organization September 2003



Exempt - 22
Non-Exempt - 4
Wage - 50
Contractors - 1

Anniston Organization

September 2004

