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**From:** RICHARDSON, MYRON [Redacted]  
**Sent:** 5/12/2015 12:17:24 PM  
**To:** HARDY, JOHN O [Redacted]  
**Subject:** Re: Blueprint for protecting your Customers Freedom to Operate (FTO)  
**Attachments:** image001.jpg

Jack

Very well put together!

If we are threatened with litigation you might want to add Mike Ugarte and Cristina Spicer to your list of contacts.

You are doing a great job leading this effort!

Sent from my iPhone

On May 11, 2015, at 6:20 PM, HARDY, JOHN O [Redacted] wrote:

Team,

Below is the information we talked about on our conference call, I'm still your go-to-person for FTO questions. In order to keep this process simple, send it to me and I'll forward it on if needed. You now know the secret to my success; these folks make us look good.

Donna, Lisa and Dan,

If I missed anything or anyone let me know. Since our "Environmental Team" was dispersed in 2009 this is the process I've used.

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#### Monsanto's FTO Blueprint

It seems like with the current glyphosate registration review and the recent IARC glyphosate cancer rating, several groups have been increasing their pressure to limit our I, T&O customer's freedom to operate when using our products. Most of the information these individual/groups throw up for road blocks is information they've copied and pasted off the internet and social media so most issues have been addressed before. Before you ask for help check out these websites for a rebuttal first, it may save you some time. Look on [www.gmoanswers.com](http://www.gmoanswers.com) which has glyphosate information as well as some great information on GMO's; [www.discover.monsanto.com](http://www.discover.monsanto.com) or our glyphosate background page which can be found at [www.monsanto.com/products/pages/roundup-safety-background-materials.aspx](http://www.monsanto.com/products/pages/roundup-safety-background-materials.aspx) (It is located on [Monsanto.Com](http://Monsanto.Com); go to products, product safety, roundup safety background materials). These are all public sites so you can send them to your customers as well.

If you're not finding what you need or if the word litigation has been mentioned, write up a short summary including the contact information for your customer and/or person with the issue and email it to some or all of the following people depending on the issue. Donna Farmer, Product Protection and Nutrition Lead; Dan Goldstein, Science Affairs Lead; John Swarthout, Scientific Outreach and Issues Management Lead; John Vicini, Food Health and Nutrition Lead; Steve Adams, Registration manager; Lisa Drake, State and Local Governmental Affairs; Dan Schulz, Crop Protection Marketing Manager; Sam Murphey, Incident Management

Response Lead; Ryan Rector, Technology Development Manager Glyphosate and Weed Resistance and Kim Magin, Dicamba Industry Affairs Lead who is also working on the Glyphosate registration review process. It's also a good idea to copy in your local State and Governmental affairs contact. See attached chart to know who is covering your state. If this is an urgent request for action please include that in the message. These are busy people but they excel in defending the molecule.

What happens next? Usually the first to read your email will start the email chain going in the right direction to address the issue you're working on. During business hours I've seen issues addressed in less than an hour. If legal needs to be involved it may take additional time so be patient and let them route it through the right groups. Not everyone likes to hear from Monsanto so if the issue is best resolved with the help of groups outside of Monsanto, our governmental affairs team will route it and work with an organization such as Farm Bureau.

Be professional, patient and don't take the allegations personal. Remember at the end of the day we have a great product with a 40 plus year track record.

Regards,

Jack Hardy

Ag/ITO Chemistry Account Manager

Phone: Redacted

Fax: Redacted

email: Redacted

Web site: [www.monsantoito.com](http://www.monsantoito.com) and [www.gmoanswers.com](http://www.gmoanswers.com)

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