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**From:** MITCHELL, BRADLEY C [Redacted]  
**Sent:** 1/21/2009 5:14:23 PM  
**To:** FARMER, DONNA R [Redacted]  
**CC:** COMBEST, JOHN C [Redacted]  
**Subject:** RE: FTO and Stewardship

John can help with this one I think, although he will need to coordinate with European PA – Jonathan Ramsay to start. John, can you have a discussion with Donna about the best way to wade into all this?

I don't see the comments from Dave Heerings? Was he the guy who wrote a week or two back and said we should be more forthcoming in our response and should do a study with broccoli and stuff? I did not respond because I did not want to step on PA Europe's toes. I agree that we should be more forthcoming.

-----Original Message-----

**From:** FARMER, DONNA R [Redacted]  
**Sent:** Wednesday, January 21, 2009 10:46 AM  
**To:** MITCHELL, BRADLEY C [Redacted]  
**Subject:** FW: FTO and Stewardship

Brad,

See the comment below regarding Monsanto external communication strategy do you think Garrett's project can provide the resources Annick is looking for?

Then what about David Heerings comments on a PR campaign?

Donna

-----Original Message-----

**From:** GEERAERTS, ANNICK [Redacted]  
**Sent:** Wednesday, January 21, 2009 4:18 AM  
**To:** [Redacted] PLANCKE, MARIE-PIERRE [Redacted]; DESCHOMETS, GILLES [Redacted]  
HEERING, DAVID C [Redacted]; FARMER, DONNA R [Redacted]  
**Cc:** MORRIS, MARGARET [Redacted]  
**Subject:** RE: FTO and Stewardship

Marie-Pierre,

In France we indeed need to identify the FTO lead but also get a clear communication strategy for some specific issues.

How can our sales colleagues defend Roundup FTO when they don't know internal and external communication strategy?

For technical issues such as glyphosate in water, weed resistance... messages and strategy are clear. They know (at different levels) how to help with the operational/communication action plan but when there are faced to issues affecting Monsanto image such as Seralini they don't know how to support roundup FTO. Faced to their retailers, they can easily explain some scientific bullet points (when they get it!) but it is not sufficient, they need to better understand Monsanto external communication strategy and get some tools to explain it.

And indeed as TD provide a lot of tools for technical issues and help on the operational action plan (field actions, identification of stakeholders....) our colleagues think we can also provide them with the solution on issue such as Seralini.

Annick

**From:** [Redacted]  
**Sent:** Thursday, January 15, 2009 8:45 AM  
**To:** PLANCKE, MARIE-PIERRE [Redacted] GEERAERTS, ANNICK [Redacted] DESCHOMETS, GILLES  
[Redacted] HEERING, DAVID C [Redacted] FARMER, DONNA R [Redacted]  
**Cc:** MORRIS, MARGARET [Redacted]  
**Subject:** RE: FTO and Stewardship

Marie Pierre,

Very good. Thank you Annick and team.

Just one addition:

Without good stewardship, FTO is difficult or impossible to achieve. Stewardship is fundamental to FTO.

Isn't Philippe effectively the lead for FTO?

Regards

Richard

**From:** PLANCKE, MARIE-PIERRE [Redacted]  
**Sent:** 14 January 2009 18:25  
**To:** GEERAERTS, ANNICK [Redacted]; DESCHOMETS, GILLES [Redacted]; HEERING, DAVID C [Redacted]; FARMER, DONNA R [Redacted]  
**Cc:** MORRIS, MARGARET [Redacted]  
**Subject:** FTO and Stewardship

All,

I realize there is some confusion between our FTO and stewardship activities, so I drafted the below this morning...

Your feed-back is welcome (both on the analysis itself and on who to possibly distribute it too...) and it might also help you in your activities...

Thanks.

Marie-Pierre

**Redacted**

## Why is FTO glyphosate addressed and partly owned by stewardship & TD ?

Definitions :

Product stewardship is the responsible management of the products through-out their whole product life cycle, from discovery, to ultimate use stages

Freedom To Operate (or FTO) is the set of regulatory, technical, marketing and communication actions set up to create a more favorable environment to secure the authorizations of our products and technologies, to improve their goodwill, to ensure their availability for all users (without restrictions that are not scientifically/legally justified), and to encourage users to apply best practices in using our products and technologies.

Definition proposed by Annick and team in December

So, stewardship and FTO are distinct but linked...

- ⇒ TD & stewardship have a significant part in FTO regarding especially the “encourage users to apply best practices in using our products and technologies” and secondarily, in its networks “to create a more favorable environment to secure the authorizations of our products and technologies, to improve their goodwill, to ensure their availability for all users”.
- ⇒ Both FTO and stewardship are cross-functional
- ⇒ Because cross-functional, LEADERSHIP may need clarification. Currently, in EMEA :
  - Stewardship leads are in TD,
  - People taking part in FTO are spread across regulatory, CA, TD, etc... with no dedicated lead.