PROACTIVE ISSUES MANAGEMENT

TEAM OBJECTIVES & STRATEGY

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**ISSUES MANAGEMENT TEAM MISSION AND GOALS**

*Proactively identify, manage and prevent issues relating to Monsanto’s products, technologies and business practices by developing strategies to enable FTO and Cultivate Trust*

- Effectively manage issues, incidents and crises to minimize impact on FTO and reputation globally
- Use intelligence to identify potential issues earlier and develop plans to prevent or mitigate
- Establish a proactive framework for transforming issues into opportunities, whenever possible, to tell Monsanto’s story
- Build processes and systems to enhance operational excellence
ISSUES MANAGEMENT IS ENGAGED WHEN A
SITUATION INVOLVES BUSINESS/FTO AND / OR
REPUTATIONAL RISK

Business/FTO
Risk
Does this affect our
business growth/LRP,
FTO, operations or

Negatively harm or
impact:
• Company’s
  financial health
• Environment in or
  around facilities
• Health or safety of
  employees or others
• Grower-customers

Reputational Risk
Does this or could this
affect our efforts to
Cultivate Trust?
Will it go public/viral?

Key factors to
consider:
• Moving across
  audiences
• Crossing media,
  building velocity
• Highly emotional
  messages
• Popular, influential
  source

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### Level 1: Occurrence ("On the Radar")

- Low business/FTO risk and low reputational risk
  - (Avaaz petition, M. Obama rumor)

### Level 2: Issue (Strategy)

- Moderate to high business/FTO risk but low reputational risk
  - (Redwood Falls, RR Alfalfa, IARC/Glyphosate, Cordoba, IRM, Intacta/POD)

### Level 3: Crisis (Full Plan w/ Rapid Response)

- High business/FTO risk and high reputational risk
  - (RR wheat, Petrolina)

### Level 2: Issue (Communications Plan)

- Low business/FTO risk but moderate to high reputational risk
  - (MAM, Dr. Oz, Guatemala Seed Law, Natural News)
ISSUES MANAGEMENT TEAM CONSIDERS MULTIPLE FACTORS IN DEVELOPING STRATEGY

CROSS-FUNCTIONAL CONNECTIVITY
Does a cross-functional team need to be engaged?

COMMUNICATION & OUTREACH
What media, communications & stakeholder outreach is required?

CULTIVATING TRUST OBJECTIVES
Can we minimize harm, or transform into a reputational opportunity?

UNIQUE PLAN TO MANAGE ISSUE

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1) In light of the fact that these teams are cross-functional, who makes the call on when executives need to be notified?

2) International connectivity on issues can be important. What is the balance to strike in our communications to the regions (information that is likely highly confidential or atty/client) informational vs. consult?

3) What does it mean to be “proactive” in issues management?
Specific criteria used to evaluate whether a response to an activist type communication is warranted:

- **Prominence** (with spillover into consumer audience) – To whom is the communication directed and where is the conversation taking place

- **Alignment** with reputational strategy – where does the issue stand compared to our Cultivating Trust strategy, and can response amplify our core themes

- **Emotional resonance** – is it highly emotional and personal for employees, allies and stakeholders

- **Stakeholder perception** – our employees, partners and others would want to see us take a stand

- **Credibility** – can Monsanto respond in a credible way and people will find our argument convincing