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# PROACTIVE ISSUES MANAGEMENT

## TEAM OBJECTIVES & STRATEGY

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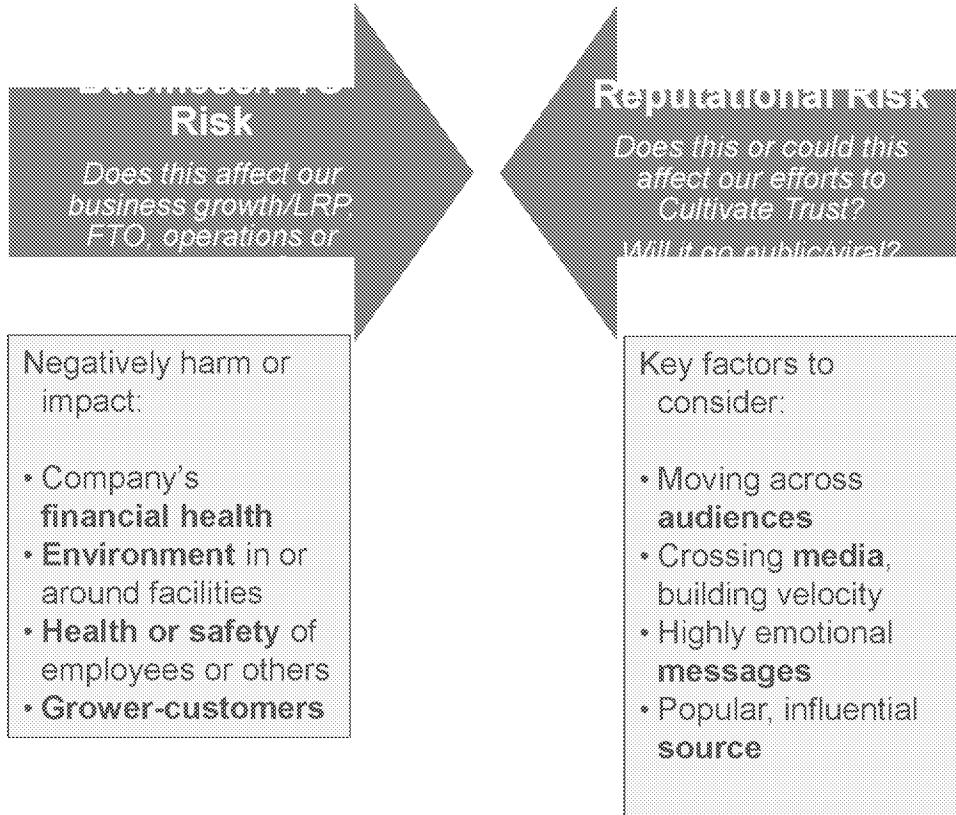
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ISSUES MANAGEMENT TEAM MISSION AND GOALS

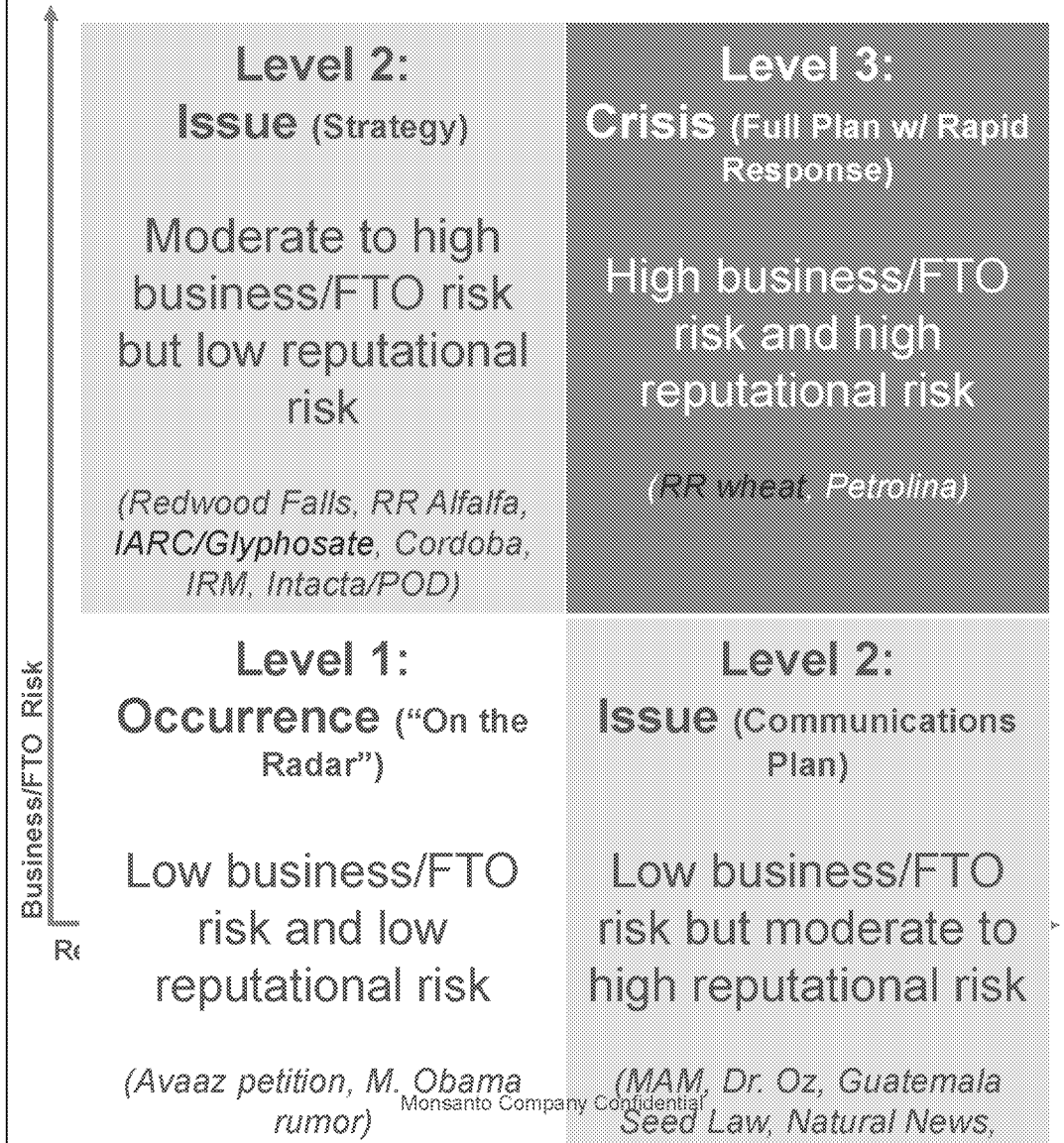
*Proactively identify, manage and prevent issues relating to Monsanto's products, technologies and business practices by developing strategies to enable FTO and Cultivate Trust*

- 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



RISK LEVEL HELPS DETERMINE SCOPE OF ISSUES  
MANAGEMENT STRATEGY REQUIRED



ISSUES MANAGEMENT TEAM CONSIDERS MULTIPLE  
FACTORS  
IN DEVELOPING STRATEGY

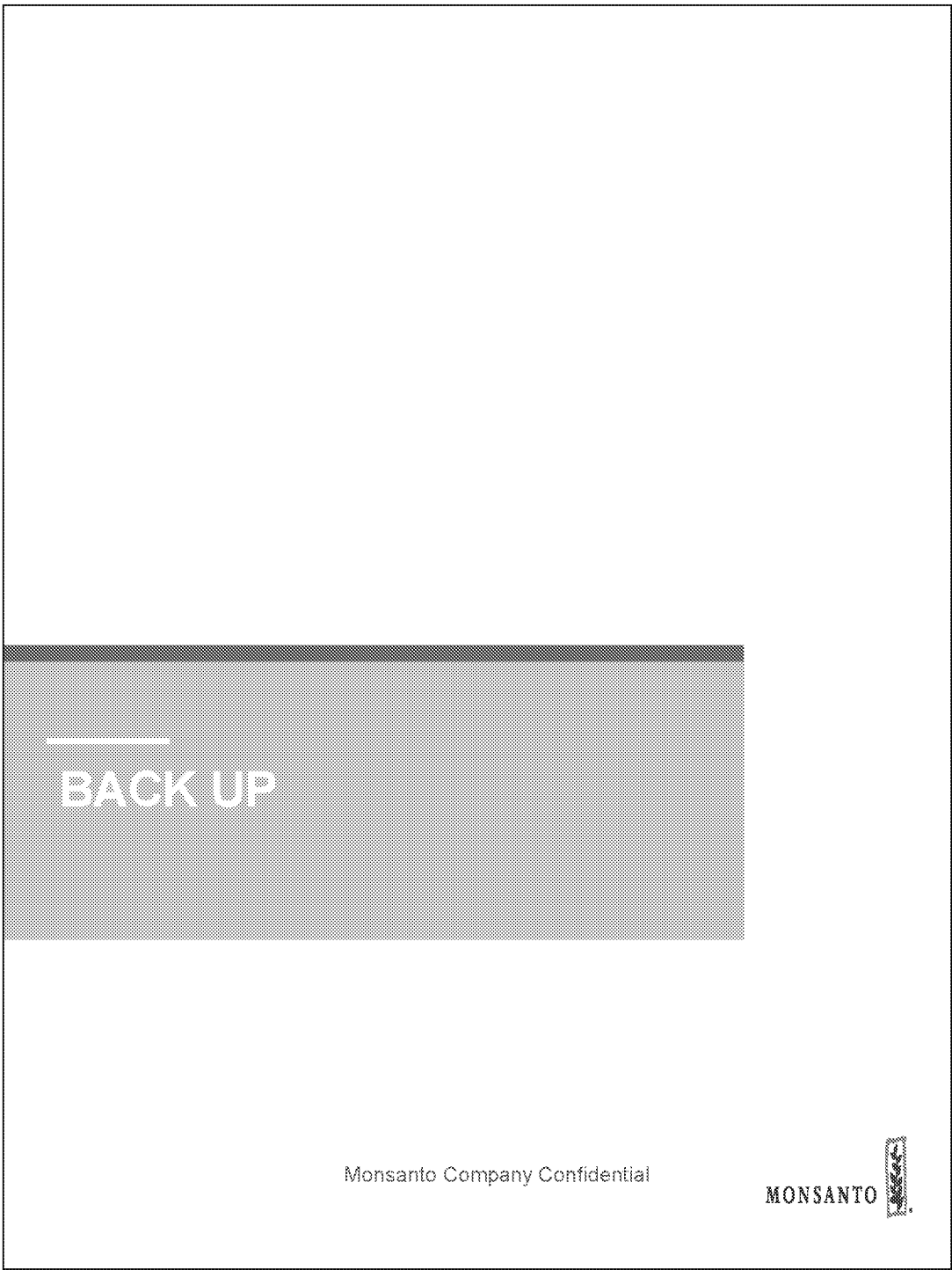


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## CROWD SOURCING QUESTIONS

- 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?

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BACK UP

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## WHEN CAN ISSUES BE TURNED INTO OPPORTUNITIES?

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