



# Farmers Progress Through Innovation



**Manoj Kamalaskar**

*Abhona Village, Kalwan Taluka, Nashik District, Maharashtra*

A proud DEKALB® farmer with his family

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## Members are requested to:

- a) direct all shares related correspondence to Link Intime India Private Limited (R & T).
- b) bring their copy of the Annual Report to the Annual General Meeting.
- c) send their queries, if any, relating to the accounts of the Company, at least, 10 days before the Annual General Meeting, so that the necessary information can be made available at the Meeting.

## Forward-Looking Statements

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make, contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipate', 'estimate', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.



**Indian agriculture has come a long way since five decades and two “Green Revolutions”.  
From chronic food scarcity to becoming a food exporter.  
From traditional techniques to modern and unconventional methods.  
From unsustainable practices to sustainable farming methods.**

Despite rising farm output and reliability, introduction of new technologies, continuous innovations, and factors like uncertainty in global commodities, market linkages and price realisation are some of the key aspects that impact...

## **The Prosperity of Farmers.**

The Government of India has embarked on bringing yet another revolution - this time the “Evergreen Revolution” with farmers as the central focus. From providing them with increased credit to evaluating and enhancing their soil quality, to introducing them to advanced agricultural practices, insuring them, and covering more area under irrigation, this “Evergreen Revolution” is all about farmers’ progress. It’s all about a mission to...

## **Empower Farmers and Double their Income by 2022.**

Despite an average 30,000 hectares of cultivable land decreasing each year, low yields compared to global standards and less than half of the cultivated land being irrigated, this mission is well on its way to achieve its objective.

At Monsanto India Ltd. (MIL), we understand this challenge and intend to play a pioneering role in achieving the objective of empowering farmers and doubling their incomes by 2022 through our robust technology and innovation prowess.

Each year, we continue to make significant investments in Research & Development, focussed on developing new hybrids that can further enhance the quality of our high-yielding seeds to improve farmers’ productivity. We leverage Information Technology to stay connected with farmers 24x7, keep them informed of various developments relating to weather, sowing and harvesting time, modern agricultural practices, improving their socio-economic status by facilitating them to sell their harvests at the right price and providing almost any information that they may require. Our experts also assist farmers in enhancing their farm yields by providing solutions to improve soil quality and helping them adopt sustainable agriculture practices.



**30,000**  
hectares of cultivable land  
decreasing every year



**At MIL, our focus is to help  
Farmers progress  
through innovation**

# Monsanto Global

## Monsanto is a Fortune 500 Company.

**With a presence in 69 countries and over 20,000 employees, we are focussed on empowering and enriching farmers' lives.**

We are amongst the world's leading advanced agriculture company. We focus on supporting farmers globally through our range of agricultural products, processes and partnerships that advance sustainable agriculture.

Our leading in-the-seed trait technologies facilitate farmers in enhancing yield and on-farm efficiency while reducing their on-farm costs. We have done this with our leading seed brands in crops like corn, cotton, oilseeds, fruits and vegetables. We believe, with limited natural resources (land, water and energy) these innovative and modern agricultural practices are the most sustainable solution. It shall not only facilitate in addressing the challenges of food crises across the globe, but also empower the farmers to earn more. Besides seeds and traits, we also manufacture agrichemicals that are used by farmers, consumers, and lawn-and-garden professionals for protection against weeds.

It is our endeavour to make these advanced technologies available to farmers across the globe, who are vital for supporting the global economy and provide food to over seven billion people. For this, we have entered into licensing agreements with other companies for using our seed and trait technology.

### Headquarters

- St. Louis, Missouri, United States

### Global product portfolio

- Agricultural and Vegetable Seeds
- Plant Biotechnology Traits
- Crop Protection Chemicals

### Research and development

Agricultural research and development is our key area of expertise and we spend nearly USD 1.5 bn annually towards developing innovative and sustainable products to assist farmers in enhancing yields and farm income while using minimal resources. Our team works closely with the farmers' community to understand the evolving agricultural needs to deliver relevant and improved products.

Our R&D activities primarily concentrate in the areas of biotech traits, elite germplasm, breeding, genomics research, and improving the present product line seeds and herbicide formulations.

### Recognitions


- Shamirpet, India Supply Chain manufacturing site, won the British Safety Council - 2017 International Safety Award in Merit Category
- Silvassa site won Third prize in the Manufacturing Category in the 12th edition of CII's Western Region Safety, Health and Environment (SHE) Excellence Award 2016
- Monsanto #13 on Science Magazine's 2016 Top Employers list
- MIT Technology Review 50 Smartest Companies
- National Organisation on Disability
- Corporate Responsibility Magazine recognises Monsanto as one of the 100 Best Corporate Citizens for 2016
- Diversity Inc Top 50 Companies
- Best Place to Work recognitions
- Great Place to Work® Institute and Fortune® magazine have recognised Monsanto as one of the 50 Best Workplaces for Flexibility, ranking the company No. 11
- Monsanto named by Fortune Magazine as one of the World's Most Admired Companies
- Monsanto Canada makes Canada's Best Diversity Employers list for 2016
- Monsanto receives the 2016 WorldatWork Work-Life Seal of Distinction Award
- Monsanto one of the top 50 companies most loved by its employees in Brazil




# Monsanto India Limited

**Monsanto India Limited (MIL) is the subsidiary of Monsanto Company (USA). It is Monsanto's only publicly listed entity outside the USA. Monsanto's over six decades presence in the Indian markets makes it one of the largest and most trusted players amongst the farming community. It enjoys a long-standing relationship with the farmers.**


Key highlights, 2016-17

**635.82**   
Net sales (₹ Cr)

**268**   
Employees

**168.82**   
EBITDA (₹ Cr)

**4,395.70**   
Market capitalisation (₹ Cr)

**147.53**   
PAT (₹ Cr)

**529.62**   
Net worth (₹ Cr)

MIL, established in 1975, works on the parent company's philosophy of helping farmers to produce more and earn more while conserving natural resources. Over the years, we have empowered Indian farmers through our high-yielding hybrid maize seeds, crop protecting glyphosate herbicide and farm services to promote better agronomic practices.

Through our robust R&D prowess, breeding technology and techniques, extensive agronomic activities, and on-farm technology development, we are deeply committed to improving the agricultural scenario in the country.

We have partnered with various stakeholders to extend our presence and reach out to more farmers and provide them necessary support for a successful harvest. We also work with several NGOs across the country to focus on holistic development farmers and rural communities.

## Robust geographic presence:

- Headquartered in Mumbai (Maharashtra, India)
- Branch offices in Mumbai, Kolkata, Coimbatore, Hyderabad and New Delhi
- Manufacturing facilities at Silvassa (herbicide plant), Shamirpet (maize conditioning plant) and Eluru (seed processing plant)
- Maize breeding stations at Udaipur and Bengaluru
- Quality assurance laboratory at Hyderabad

## Certifications:

- ISO 14001 for environment safety
- OHSAS 18001 for ESH (environment, safety and health) management system

## Product portfolio:

- **DEKALB®** - India's highest selling hybrid maize seeds
- **Roundup®** - World's highest selling glyphosate-based herbicide
- **Monsanto Farm AgVisory Services (MFAS®)** - an IT-based mobile platform that provides farmers valuable information and advice relating to better agronomic practices to help improve their crop yields and quality.

## Stock ticker:

- BSE code: 524084
- NSE symbol: Monsanto



# Our Commitment to Sustainable Agriculture

**Our vision for sustainable agriculture strives to meet the needs of a growing population, to protect and preserve this planet we all call home, and to help improve lives everywhere. In 2008, Monsanto made a commitment to sustainable agriculture - pledging to produce more, conserve more, and improve farmers' lives by 2030.**

At Monsanto, our commitment goes beyond fields and farms. Our focus is to make agriculture sustainable. By helping farmers in producing and conserving more, we sustain both the farms and farmers. By harvesting more success, we make agriculture more viable and rewarding. People around the world depend on agriculture and the hard work of farmers for their most basic needs. With the global population expected to grow by 40 percent in the next few decades, agriculture will need to become more productive and more sustainable in order to keep pace with the rapidly increasing demands.

We are committed to developing technologies that enable farmers to produce more crops while conserving more of the natural resources that are essential to their success. Producing more. Conserving more. Improving lives. That's sustainable agriculture. And that's what Monsanto is all about.

## Producing more

Monsanto works with farmers from around the world to make agriculture more productive and sustainable. Our technologies enable farmers to get more from every acre of farmland. These yield gains come from a combination of advanced plant breeding, biotechnology, and improved farm-management practices.

## Conserving more

We've strengthened our goal to double crop yields by committing to doing it with one-third fewer resources such as land, water, and energy per unit produced. We continue to develop better seeds and improve on-farm practices that enable farmers to better manage weeds, pests,

and environmental stresses. We work with partners to develop conservation systems that are better for the plant. We make these tools of innovation available to the people who have the most direct relationship with the land - the millions of farmers around the world.

## Improving lives

The technology we use to develop better seeds and the partnerships we nurture to develop new agronomic practices, can drive big increases in yield and productivity. For all the world's farmers who raise themselves from poverty to prosperity, many more people will also prosper, through healthier diets, greater educational opportunities, and brighter futures fuelled by more robust local economies.



# Our Pledge

**The Monsanto pledge is our commitment to how we do business. It is a declaration that compels us to listen more, to consider our actions and their impact broadly, and to lead responsibly. It helps us convert our values into actions, and to make clear who we are and what we champion.**



## Integrity

Integrity is the foundation of all that we do. It includes honesty, decency, consistency and courage. Building on these values, we are committed to.

## Dialogue

We will listen carefully to diverse points of view and engage in thoughtful dialogue. We will broaden our understanding of issues to better address the needs and concerns of society and of each other.

## Transparency

We will ensure that information is available, accessible and understandable.

## Sharing

We will share our knowledge and technology to advance scientific understanding, improve agriculture and the environment, improve crops and help farmers in the developing countries.

## Benefits

We will use innovative science and thoughtful and effective stewardship to deliver high quality products that will be beneficial to our customers and to the environment.

## Respect

We will respect the religious, cultural, and ethical concerns of people throughout the world. The safety of our employees,

the communities where we operate, our customers, consumers, and the environment will be our highest priority.

## Act as owners to achieve results


We will create clarity of direction, roles, and accountability; build strong relationships with our customers and external partners; make wise decisions; steward our Company resources; and take responsibility for achieving agreed upon results.

## Create a great place to work

We will ensure diversity of people and thought; foster innovation, creativity and learning; practice inclusive teamwork; and reward and recognise our people.



# Chairman's Review



Our Hon'ble Prime Minister Mr. Narendra Modi, has the vision of making farmers the central focus of this 'Evergreen Revolution', with the clear objective of doubling farmers' income by 2022.



## Dear Shareholders,

These are dynamic and changing times in the history of Indian agriculture, as the country moves towards yet another agricultural Revolution coined the 'Evergreen revolution' to address the challenges faced by the sector and the farmers. Our Hon'ble Prime Minister Mr. Narendra Modi, has the vision of making farmers the central focus of this 'Evergreen Revolution', with the clear objective of doubling the farmers' income by 2022. The government has also unveiled a seven-point strategy that emphasises on stepping-up irrigation, providing better quality seeds, preventing post-harvest loss, creating a national farm market, covering more farmers under crop insurance, and promoting ancillary activities and food processing.

As we all gear up towards this agenda, there is one major challenge - the area under crop cultivation continues to decrease. Responding to queries in the Parliament, the Union government has stated that cultivable land in the country is decreasing by 30,000 hectares each year. This has been attributed to diversions for non-agricultural purposes such as urbanisation, roads, industries and housing. Though this decline seems marginal at this stage, when put in perspective with our growing population, the situation warrants close attention. Besides, as the government is rightly focussed on moving away from the concept of 'food security' to 'nutrition security', the use of scientific and technological intervention becomes imperative to develop crops that can enhance nutrition quotient while addressing the challenge

of our comparatively low productivity. New and advanced technologies like farm sensors that facilitate real-time traceability and diagnosis of crop, livestock and farm machine, use of genetic engineering tools, soil health testing and improvement, precision farming, automation of planting and harvesting, and drip irrigation have already done wonders to agriculture productivity in several countries. It is only through a large-scale adoption of such technologies that we can help to usher in an Evergreen Revolution.

At MIL, this is exactly what we have been doing for several years, and I believe that being one of leading players in the segment, it is our responsibility to continue to play a pioneering role in this transformative effort. We bring to play several years of experience and expertise in the field of agricultural biosciences and possess some of the most advanced technologies that enable us to empower farmers. We are therefore well placed in the industry to play our role and support the government in this mission-critical activity. The quality of our products have proven capabilities in enhancing farmers' yields. While our maize hybrids have generated bumper harvests for the farmers, our glyphosate-based herbicides have effectively helped in curbing growth of weeds that impact agricultural productivity. In addition to this, our highly advanced IT-based mobile platform, 'FarmRise', provides a gamut of technical, weather, and market-related information to farmers anytime, anywhere. Nearly four million farmers are already

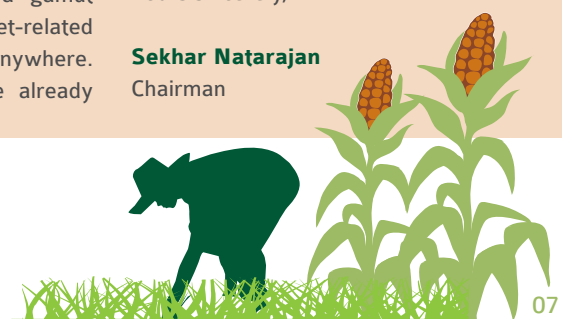
registered with us and enjoying the benefits of our FarmRise services. In the coming years, we intend to expand this services to reach out to many more farmers.

While scaling-up our business, we have also given equal importance to CSR, Organisational Health and Safety, Human Rights and our Employees. Our CSR activities primarily focus on the areas of promoting sustainable agriculture, health and sanitation, education and integrated community development. As far as human rights are concerned, we have ensured that none of the people whom we deal with employ child labour. For safety, our robust vehicle safety programme ensures that the incidents of collision keep declining every year. We also lay importance to safety of growers through several programmes including distribution of free anti-venom kits. For employees, we ensure an engaging and learning work culture. In fact, MIL has been consistently rated amongst the 'Best Companies to Work for in India' as per the Great Places to Work® survey.

We are happy that our innovative products and services have enabled the country's farmers to prosper. We will continue to invest in R&D to further improve and contribute towards the betterment of farmers and growth of India's agriculture sector.

Yours sincerely,

**Sekhar Natarajan**  
Chairman



# Message from the Managing Director



## Dear Shareholders,

At the outset, I would like to express my sincere gratitude for the farmers of our country who continue to toil amidst hardships and seek to do the best they can on their farms to contribute food to our nation and in turn create their own livelihoods.

**“It isn’t the farm that makes the farmer, it is the love, the hard work and the character.”**

Two consecutive years of drought did not deter the zeal of our farmers to continue to embrace this noble endeavour. It was heartening indeed that after two years, most parts of our country were blessed with adequate rainfall in 2016. The farmers of our country responded to this and contributed an impressive 4.9 percent growth in agriculture.

The continued commitment of farmers, everlasting appetite for innovation and unstinted support to the Company’s

DEKALB® and Roundup® brands has helped the Company deliver growth and meet your expectations. At the Company, we recognise that, “we succeed when farmers succeed”. Agriculture in our country is on a journey and there is an immense amount of work to be done for sustainable development of agriculture, lowering risk exposure for our farmers and lasting enhancement to their livelihoods.

The Government of our country recognises the potential of our farmers to contribute to economic momentum. Significant focus on rural welfare and creation of rural infrastructure – both social and agriculture – will provide a robust backbone for the farm economy. Crop insurance and steps towards market linkages through the National Agriculture Marketing portal seek to address fundamental risks of weather vagaries and commodity price fluctuations. Alongside these foundational measures, the government is also focused on access to micro-irrigation and soil health to boost farm productivity.

The Company too recognises the productivity potential that India’s vast arable land has and believes in delivering innovations to tap this potential through

new products, solutions and knowledge transfer. Tremendous adoption by our farmers is testimony to the relevance of innovation brought forward by us and encourages us to continue to understand the evolving needs of farmers and bring the most suitable innovation forward swiftly.

**“The difference between setting a goal and achieving it is in having a plan and working it.”**  
- Les Brown

This has been a year of all-round performance with > 18 percent growth in sales and > 45 percent growth in PAT.

Our DEKALB® corn seed portfolio was well placed to serve a higher planted area of corn and consistent performance of our hybrids in the prior two years of tough monsoons saw more farmers growing them this year. Our portfolio has been preferred by farmers who cultivate corn across the Rabi, Spring and Kharif seasons.