

IMPROVING LIVES

Monsanto India Limited
ANNUAL REPORT 2012-13

Farmers' Progress.
India's Pride.

MONSANTO



Improving



Innovating

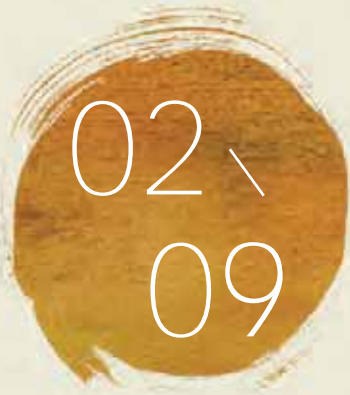


Partnering

Disclaimer

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take 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 realized, although we believe we have been prudent in assumptions. The achievements of results are subject to risks, uncertainties, and even inaccurate assumptions. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated, or projected. Readers should keep 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.

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IMPROVING INNOVATING PARTNERING

Agriculture is at the heart of India's economy. Over half of the country's population is engaged in or around it.

When farmers do well, the nation does well too.

Agriculture is expected to play a major part in India's economic growth. As farmers sow seeds of hope, they sow the dreams of improved lives of the nation, as a whole.

We believe improving agriculture improves lives. As a company doing business with farmers, we take responsibility to do our best to enable them to yield their potential, their opportunity to progress, and play a growing role in the country's growth.

We are committed to improve agricultural yields of farmers. This combined with market linkages and remunerative prices, enables farmers to provide their families with better homes, diets, health and education opportunities to live a better life.

We aim to enable farmers through innovation and partnerships. We provide farmers with global best-

in-class products, customized crop management AgVisory® practices, and work in a multitude of public, private and development sector partnerships so farmers produce more, and more efficiently.

We believe in the enabling power of partnerships. We have partnered with State Governments, private and development sector organizations to contribute to rural development and farmer-led economic growth. And we are humbled and grateful that India's farmers have allowed us to be a partner in their progress, and work to improve farmers' lives, towards making India a self-sufficient global contributor in agriculture.

THE ROOTS OF IMPROVEMENT, INNOVATION AND PARTNERSHIP.

Monsanto Company

MONSANTO COMPANY IS A LEADING GLOBAL PROVIDER OF TECHNOLOGY-BASED SOLUTIONS AND AGRICULTURAL PRODUCTS THAT IMPROVE FARM PRODUCTIVITY AND FOOD QUALITY. MONSANTO REMAINS FOCUSED ON ENABLING BOTH SMALL-HOLDER AND LARGE-SCALE FARMERS TO PRODUCE MORE FROM THEIR LAND WHILE CONSERVING MORE OF OUR WORLD'S NATURAL RESOURCES SUCH AS WATER AND ENERGY.

Headquarters

St. Louis, Missouri, United States

Facilities

404 facilities in 66 countries

Regions

North America; Brazil; India; Latin America North; Latin America South; China; Africa (EMEA)



Globally, our business is structured in two segments:

- 🌱 **Seeds and Traits:** The Seeds and Traits segment consists of the Company's global seeds and traits business, and genetic technology platforms - including breeding, biotechnology and genomics.
- 🌱 **Crop Protection:** The Crop Protection segment consists primarily of agricultural and industrial, turf and ornamental herbicide (weed management) products.

Research & Development (R&D)

Monsanto invests approximately Rs. 7,500 crores (US\$ 1.5 billion) a year, roughly 9-12% of sales, on research and development of better seed germplasm, new biotech traits and genomics research. Other R&D projects which support Monsanto's current products include improved formulations of Roundup® herbicide for weed management.

Rewards of improving lives of millions

- 🌱 A Fortune 500 Company
- 🌱 Top 10 of the World's Most Innovative Companies by Forbes Magazine
- 🌱 World's Best Multinational Workplaces 2012 by Great Place To Work®
- 🌱 Top Companies for Executive Women by NAFE
- 🌱 Best Places for LGBT Equality 2013 by Human Rights Campaign Foundation
- 🌱 Best Companies for Leaders 2013 by Chief Executive Magazine
- 🌱 CEO Hugh Grant ranked No. 10 in World's 100 Best Performing CEOs by Harvard Business Review
- 🌱 Top 100 Global Innovators by 2012 by Thomson Reuters
- 🌱 Science 2012 Top Employer
- 🌱 100 Best Places To Work in IT 2012 by Computerworld

Monsanto India Limited

MONSANTO INDIA LIMITED (MIL), THE FLAGSHIP COMPANY OF MONSANTO COMPANY, IS A SUBSIDIARY AND THE ONLY LISTED MONSANTO ENTITY OUTSIDE THE UNITED STATES.

We believe *'Improving Agriculture, Improves Lives'*. We are innovating and partnering to improve lives by enabling farmers to produce more and conserve more.

MIL has partnered with farmers for over four decades.

MIL is a R&D-focused agriculture company, which aims to improve farmers' lives by offering farmers wide access to cutting-edge, high-yielding maize hybrid seeds researched and developed through advanced seed breeding techniques; and

herbicides for weed management. The seeds are processed at state-of-the-art manufacturing facilities, and supported in farmers' fields with extensive Farmer AgVisory® Services, and an on-ground field team. The MIL field team makes over a million direct farmer contacts annually, sharing improved agronomic practices to enable farmers to optimize yields.

Our innovative, products, services, and partnerships, i.e. public, private and development sector partnerships - are all aimed at improving lives by enabling

farmers to enhance yields sustainably, while minimizing agriculture's impact on the environment by conserving natural resources.

Our team comprises of over 375 employees, a majority of whom are from rural backgrounds. Our contributions to India's agriculture are reflected in our 2012-13 performance, when we were rewarded with revenues of Rs. 460.23 crores, ably supported by R&D investment in India for India.



Footprint

1. Mumbai, 2. Chandigarh,
3. Eluru, 4. Hubli, 5. Kolkata,
6. Coimbatore, 7. Siliguri,
8. Silvassa



R&D, Quality and Manufacturing Sites



Three Corn Seed Research Breeding stations at Udaipur, Bangalore and Jalandhar



A Biotechnology Research Centre at Bangalore



A Seed Processing Facility at Hyderabad



A Quality Assurance Laboratory at Hyderabad



A Chemistry Plant in Silvassa

A Great Place to Work

- Recognized as Great Place To Work® in India and/or India's Best Employers in nine out of the last ten years (2003-12)
- Ranked 4th in Companies with less than 1,000 Employees in India's Best Companies To Work® 2012 by the Great Place To Work® Institute
- Ranked 18th among Top 100 India's Best Companies To Work® 2012 by the Great Place To Work® Institute

Key products

- Dekalb® - Maize Hybrid Seeds
- Roundup® - Glyphosate Herbicide for Weed Management

Financial snapshot

- Market capitalization: Rs. 988 crores, as on 31st March, 2013

Stock ticker

- BSE code: 524084
- NSE symbol: MONSANTO



OUR COMMITMENT TO SUSTAINABLE AGRICULTURE

PRODUCING MORE, CONSERVING MORE, IMPROVING LIVES.
THAT'S SUSTAINABLE AGRICULTURE, AND WHAT MONSANTO IS ALL ABOUT.

As a nation, we depend upon what farmers do and will continue to. Rising population, growing food, feed and fibre demand, combined with stagnant or diminishing natural resources – land, water and energy, have given rise to the need to enable farmers to optimize agriculture productivity. Over the next few decades, farmers will need to grow as much food as they have in the last ten millennia to meet the rising demand for food. Our objective is to partner with farmers to achieve this goal. We do this by researching and developing seeds, traits through biotechnology, and crop protection chemicals.

The challenge

Meeting the needs of today, while preserving the planet for tomorrow

Our commitment

Improve Lives by enabling farmers to produce more to meet present and future needs, while preserving a greener planet for the years to come.

Producing more

Better farm inputs, higher farm yield and marketable produce are the foundation of farmers feeding themselves and the human race.

Globally, we are committed to enabling farmers to double their yields in our core crops (maize, soya and cotton) by 2030. These yield gains will come from a combination of advanced seed breeding, in-the-seed biotechnology traits, improved farming practices and partnerships.

This fundamental shift of farmers' focus towards producing more from less will help secure the ever increasing population and demand for better food, feed, and fibre. This will help provide food, nutritional and water security via affordable choices for all.

Conserving more

Stagnating or diminishing availability of land, water and energy will challenge the ability of farmers to provide food and feed for all in the coming years.

Agriculture uses a majority of the planet's fresh water. With farmers facing unprecedented challenges to continually increase crop productivity, farmers need to produce more with less.

This is why we've strengthened our goal of doubling crop yields by using one-third fewer natural resources, such as land, water and energy, for every unit produced.

We are constantly developing better seeds, traits and improving farming practices to enable farmers to optimize natural resources and equip them with tools to overcome crop challenges, such as weeds, pests and environmental stresses.

Improving lives

Farmers seek personal prosperity through improving professional productivity. They wish to progress and prosper with healthier diets, greater educational opportunities and brighter futures for their families. And this is enabled by increasing yield and income. Enabled by innovation.

So, whatever the world looks like from where you stand, the truth is that we are all in this together.

We truly believe that by working together, in partnership, we can create a brighter and more sustainable world for all of us. And it begins with a farmer. Because...

Improving agriculture, improves lives.

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.



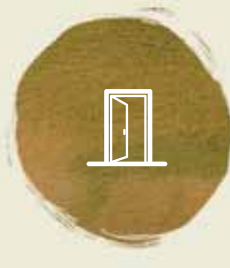
Integrity

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 at all times.



Sharing

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



Benefits

We will use sound and innovative science and thoughtful and effective stewardship to deliver high-quality products that are 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 recognize our people.

CHAIRMAN'S MESSAGE

“My only desire is that India should be a good producer and no one should be hungry, shedding tears for food in my country.”

- Sardar Vallabhbhai Patel



Dear Shareholders,

For over 66 years, our farmers have been working assiduously to fulfil this dream and contributed tremendously to India's self-sufficiency goals. Close to 70 per cent of our countrymen live in rural areas, linked around the farming economy and food, feed, fibre supply chain. Today, agriculture employs about 51 per cent of our population.

A report by the Confederation of Indian Industry (CII) and McKinsey forecasts food consumption in India to double by 2030, on the back of rising incomes, fuelled by a rapidly growing GDP. There are a number of reasons for the above estimation.

First, the per capita income, up by 11.6 per cent in the last year at Rs. 68,747 in 2012-13 against Rs. 61,564 in 2011-12, clearly demonstrates that the country is moving in the right direction. Secondly, when combined with urbanization and evolving lifestyles, this will ultimately lead to a change in patterns of food consumption with an increasing proportion of proteins, fruits and vegetables. The biggest opportunity to improve lives and increase agricultural output of Indian farms is to serve the farmer.

There have been impressive gains in a couple of crops in the past decade, yet the challenges and opportunities before the Indian farmer are immense. Consider the realities of a changing climate, stagnant or diminishing natural resources and unpredictable weather. With crop yields far below international benchmarks, India is yet to realize the optimum potential of her farmers, her land, diverse natural resources and agriculture scientific talent. The goals remain the same – to increase productivity and farmers' income. Thus, improving lives too.

The need of the hour is to enhance the viability of farming as a profession, enabling Indian farmers to improve their yields and lives. The first step is innovation. In the field, and in the way we enable farmers to tackle farm challenges, is vital. For India to cater to the food, feed and fibre needs of a growing population, farmers' progress is imperative. The use of the latest seeds, knowledge, practices, technologies and market access must be encouraged. Research into better seeds, nutrients and practices fostered.

The use of the latest seeds, knowledge, practices, technologies and market access must be encouraged.

The Indian farmer, over the years, has been an entrepreneur. He has been quick to adopt better inputs and techniques that work for him. Information and technology are empowering the farmer to make informed decisions about crops, seeds and techniques, and is ushering in refreshed awareness.

We believe in sustainable agriculture, improving the lives of farmers by enabling him to produce more with less. We, at Monsanto India Limited, are proud to partner the farmers in their progress. Through innovation in seeds, services, agronomic practices and partnerships. Each season, India's farmers reward us with their partnership, now extending over four decades, and we are humbled by the trust farmers place in us.

We are happy to have played our role in enabling farmers to increase maize productivity. Our diversified maize hybrid portfolio offers farmers choices suited to diverse agro-climatic conditions. We optimize crop yields through our herbicides for weed management. The spirit is always Partnership. Be it with the farmer, or strategic partnerships with State Governments and agricultural institutions, or with the private and development sectors. We will continue our endeavour towards farmers and agriculture growth, partnering industry, government and other stakeholders.

Agriculture in India is at a crucial juncture. Brazil and China continue their strides with seeds and technologies. The tools, be it policy, products or partners, required to take the next leap forward in farm productivity and efficiency, are at hand. What is needed is the vision and will to grasp the opportunity. Enabling policies encourage research and innovation, leading to more choices. Farmers, enabled with access to the world's innovative products and technologies can make India a self-sufficient global contributor in agriculture.

Farmers, enabled with access to the world's innovative products and technologies can make India a self-sufficient global contributor in agriculture.

Our Annual Report underscores the Monsanto vision for sustainable agriculture and sows the seeds for our future direction. We remain committed to our Pledge by innovating products and services and partnering the public, private, development sectors to improve agriculture, and improve farmers' lives.

For, in improving agriculture, we improve lives.

Yours sincerely,

Sekhar Natarajan

Chairman

MANAGING DIRECTOR'S MESSAGE

We put farmers at the centre, believing improving agriculture, improves lives.



Dear Shareholders,

It is a well known fact that farmers ushered in our country's Green Revolution, enabled with access to the world's cutting-edge seeds, technologies, farming practices and market linkages, making India self-sufficient in grains. In the future, they can make India a significant global contributor in agriculture, and meet domestic needs.

Domestic food (especially protein, milk, vegetables and fruits), feed and fibre needs are forecast to double between 2020 and 2030 due to rising incomes, fuelled by rapid GDP growth. As a nation, we expect farmers will meet consumer demand, overcoming the challenges of limited natural resources and a changing climate, while protecting the environment. As a Company, helping farmers succeed presents an opportunity to enable farmers to improve lives by increasing agricultural output on farms, to feed and clothe the nation.

We put farmers at the centre, believing improving agriculture, improves lives.

The seed and technology industry represent the potential of yield-optimizing products, practices, and partnerships to create shared value for 130 million farmers, by enabling them to produce more while improving soil and water quality, meet the needs of the user industry and nation, enhance rural incomes and create jobs which catalyze economic opportunities around the farm, between villages and towns, across sectors.

India's crop yields are far below global averages. We believe in India's opportunity to unleash the potential of her farmers, land, diverse natural resources, and agriculture science talent in sustainable way.

From The Field in 2012-13

Farmers continued to prefer your Company's Dekalb® maize hybrid seeds across 18 states for enabling them to produce more, and improve lives.

During the *kharif* (wet) season 2012-13, especially in key maize areas of Maharashtra and North Karnataka, delayed rainfall impacted farmers and India's maize productivity. Our Dekalb® business performed well despite environmental vagaries – a result of superior products, practices, and farmer partnerships. Farmers rewarded DKC 8101 with volume growth for its water stress tolerance. In the *rabi* (dry) season, farmers preferred the Dekalb® portfolio enabling significant growth in Bihar with DKC 9081 leading the way. New launches – DKC 9120 and DKC 9125 – helped meet farmers' needs in the *rabi* (dry) season, and irrigated areas in North India respectively.

Our R&D team improved protocols, disease-pest incidence mapping tools, geographic coverage and mechanized field

We believe in India's opportunity to unleash the potential of her farmers, land, diverse natural resources, and agriculture science talent in sustainable way.

operations to deliver a competitive product pipeline. Consolidating operations helped improve supply chain efficiencies, inventory management, reduce seed write offs and customer returns – helping deliver superior maize hybrid seeds to farmers.

Our Roundup® business performance improved to remain farmers' preferred herbicide for weed management, driven by increasing labour costs, farmer outreach and education campaigns.

In the area of services and improving agronomic practices, our field sales and market development team contacted over a million farmers directly across States, and our Monsanto Farm AgVisory® Service (MFAS) offered over 900,000 farmers timely, customized crop management advisory from sowing-to-harvest, enabling farmers to enhance yields and income.

We are also participating in Public-Private Partnerships (PPPs) in Jammu & Kashmir, Odisha, Jharkhand, Maharashtra and Uttar Pradesh, and in development sector partnerships for sustainable agriculture to improve farmers' lives by increasing yields via better inputs, knowledge and market linkages.

The value created and shared from our innovative products, services and partnerships enables us to improve lives in the areas of sustainable agriculture, nutrition, education, human rights and disaster rehabilitation. In partnership with eight NGOs, we have improved lives of 143,000 farmer families through sustainable agriculture; improved learning levels of 57,000 children; enhanced food and nutritional security of 150,000 children via the mid-day meal program; and supported 10,000 families through agriculture-based disaster rehabilitation in 2012-13.

Our people's passion for farmers and agriculture, enabled by a purpose-driven, collaborative, grassroots culture and matrix structure creates a Great Place To Work®. It is humbling that we're recognized among Great Place To Work® in India and/or India's Best Employers in nine out of the last ten years. Our people access cross-functional and functional specialist experiences, aiding career lifecycle growth and development.

Harvesting the Future

Domestic maize demand is forecast to grow by 36 per cent by 2017, and to double by 2022, with demand outstripping supply. Farmers choosing maize hybrid seeds have almost doubled maize production in the last 11 years, yet India's maize yields are half the world average. By adopting maize hybrid seeds and leveraging

India's unique geographical advantage, India can emerge as a leading global exporter of maize to meet the rising needs of the Far East.

To help farmers overcome the challenges of rising cost of cultivation primarily driven by labour costs we are working on Roundup Ready® and Yieldgard® in-the-seed technologies to offer maize farmers the choice of dual benefits of superior insect protection, with convenient, flexible and effective weed management, to optimize maize yields.

An improved regulatory environment will enable farmers to access cutting-edge products and practices to optimize crop yields, income, improve convenience, manage crop stresses (water, pests, weeds, diseases), and reduce risks. India's science-based regulatory system is comparable with the best in the world, yet can evolve in predictability. Research needs the encouragement of regulatory predictability, so after research, testing and meeting stated protocols, we can offer farmers new technologies. Farmers are smart and deserve wider choices. Farmers will only reward products, practices and partnerships which create shared value, with acres on their farms.

It is high time our nation witnessed concerted action for farmers, science, and economic growth. A progressive vision for farmers, food and agriculture, which Centre and State Governments, agriculture universities, private and development sector – all work to deliver.

In keeping with our Monsanto Pledge, we will continue to engage transparently, sharing knowledge, information and benefits, be accessible, dialogue, address concerns, respect diversity, and lead responsibly.

In doing so, we will stay 100 per cent focused on farmers. It's our biggest strength, and opportunity.

For I believe, enabling farmers to improve their lives through innovative products, services, partnerships, with a passionate team, can truly make India a self-sufficient global contributor in agriculture.

Yours sincerely,

Dr. Gyanendra Shukla

Managing Director

SOWING IMPROVEMENT, INNOVATION AND PARTNERSHIPS



“Progress of today’s farmer is dependent on innovation.”

Past

Farmer Sadanand Sharma is popular in Devtha, a village of Bihar. Born and raised in agricultural surroundings, Sadanand has been acquainted with farming since his childhood. During his 20 years of farming, he has witnessed the transformation his profession is undergoing. To grow, and be competitive, thinking about today, and the future, Sadanand made a few choices.

Present

In *rabi* (dry) season of 2010, Sadanand chose to plant Dekalb® maize hybrid seeds on 10 acres, yielding 4.3 tons per acre. Identifying seeds as key to improvements on his farm, he chose to increase planting Dekalb® maize hybrid seeds to 25 acres in *rabi* 2011. And with improved farming practices, he raised yields to 4.7 tons per acre. Today, Sadanand plants Dekalb® maize seeds across 30 acres, which is more than 75 per cent of his land holding. He has improved his life with sustainable yield and income.

Future

“Progress of today’s farmers’ is dependent on innovation. Innovative Dekalb® maize hybrid seeds have contributed towards a better livelihood for my family. There are multiple benefits. Higher yield creates higher maize grain sale and additional income. Further, incremental income comes from sale of the maize shank and green stalks of the maize crop. This, in turn, ensures that we can live in a *pucca* house, give our children a better education, expand our cultivable area and earn more for our family.”



“You can’t sit and wait for improvement to happen. You have to take the first step. Weather is changing. You need to evolve.”

Past

Farmer Narayan Bhagaji More, 52 years, of Mandna village in Aurangabad, Maharashtra, started farming with 12 acres 20 years ago. His first crop was cotton. Narayan, like farmers worldwide, faces a common set of risks – weather, water, pests, weeds, crop disease. In Mandna, due to uncertain weather conditions, he got varied yields through the years.

Present

Seeing the environment change in recent years, either delayed, early, less or untimely rains, and to reduce his risks, since 2008, Narayan has diversified his crop portfolio. During *kharif* (wet) season of 2011, he chose to plant maize on three acres, which yielded him 3.3 tons per acre under favourable weather conditions like normal rainfall. He was further enabled by the benefits of choosing Dekalb® maize hybrid seeds (Dekalb® DKC 810) on five acres, yielding 3 tons per acre even under conditions of reduced water availability in 2012.

Future

“You can’t sit and wait for improvement to happen. You have to take the first step. Weather is changing. You need to evolve. The risks and costs of farming are far more today than when I started. Farm labour costs have shot up in recent years. Sourcing labour for farm operations is more difficult now. Weather is more unpredictable. In this challenging situation, I have to ensure the crop yield is high enough to sustain my livelihood. Shifting towards farming better maize seeds with better practices is beneficial. And is enabling progress for my family and me.”



DEKALB®

Overview

Maize is one of the most widely grown crops globally. In production terms, it ranks first in the world, followed by wheat and rice. On the consumption side, the majority of its use is as animal feed; followed by industrial use in producing starch and other industrial products; and in some parts, food.

India's maize overview

India is the world's sixth largest producer and fifth largest consumer of maize. The nation's eight million maize farmers produced approximately 22 million tons of a maize crop from 8.5 million hectares in 2012-13. Over the recent decade, as farmers increasingly chose maize hybrid seeds, maize production in India has witnessed a quantum leap. The country is witnessing a maize revolution, as farmers are choosing maize hybrid seeds on 52 per cent of India's maize areas.

Farmers choosing maize hybrid seeds have contributed to increasing maize production by approximately 93 per cent in the last 11 years (22.50 million tons in 2012-13 from 11.15 million tons in 2002-03). Yet, India's maize yields continue to be half of the world average, with India's yield at 2.47 tons per hectare in comparison with the world average yield of 5.14 tons per hectare.

In the next five and ten years, India's domestic demand for maize is forecasted to outstrip supply. The country's maize demand is forecast to grow by 36 per cent in the next four years touching 30 MT in 2017, and double within the next nine years to touch about 44 MT by 2022.

If India can enable her farmers to raise maize yields, its unique geographical advantage can enable it to emerge as a leading global exporter to meet the needs of South East Asia.

Improving Efficiencies in Seed R&D, Technology Development, Manufacturing and Supply Chain

MIL's India-relevant Dekalb® maize hybrid seeds continue to be chosen by farmers in 18 states.

The MIL team improved seed R&D protocols, disease-pest incidence mapping, the R&D footprint (to cover coastal Andhra Pradesh, Bihar, West Bengal, Rajasthan, Uttar Pradesh and Madhya Pradesh) and mechanization of research field operations with drip systems, planters, detassellers, harvesters etc. at pilot scale.

MIL also enhanced partnerships with State Agriculture Universities (SAUs) and State Government

Departments of Agriculture (DOA) to co-develop improved agronomy practice recommendations, delivered in person via MIL's field team, and the Dr. Dekalb® Farm Care AgVisory® service (DDFC).

The team also improved efficiencies by consolidating supply chain operations, improved inventory management reducing seed write offs to less than 7 per cent of sales from average 20 per cent for the last three years. This helped reduce Customer Returns to 15 per cent. Variable warehousing and improved inventory management ensured logistics costs were effectively managed despite fuel deregulations leading to a fuel hike in excess of 18 per cent.

All India trend in maize production

Maize	Area M ha	Production (in Million Tons)		
		Kharif	Rabi	Total
1990-91	5.90	8.90	-	8.90
2000-01	6.61	9.80	1.7	11.60
2011-12	8.25	15.10	4.8	19.90
2012-13	8.5	17.0	5.5	22.50

(Source: National Council of Applied Economic Research, Ministry of Agriculture)





Product Range

DKC 9081

DKC 8101

DKC 9108

DKC 7074

DKC 9117

DKC 9106

Pinnacle

900M Gold

Hishell

Double

Super 900M

Allrounder

Prabal

DKC 9072

New Dekalb® Maize Hybrid Seeds Launched



DKC 9120

Specially developed maize hybrid seeds for farmers who plant maize in the *rabi* or dry season and need improved standability of their maize crop



DKC 9125

Specially developed maize hybrid seeds for farmers in Northern States with irrigation on their lands

2012-13

Season Snapshot

Delayed rainfall severely impacted farmers and the nation's maize productivity during the *kharif* season 2012-13, especially Maharashtra and North Karnataka which are key maize growing areas. This affected domestic supply, and an increase in maize and feed prices has been observed in recent months.

With the change in rainfall, farmers accelerated their planting of maize hybrid seeds with better water stress tolerance. Late resurgence of the rainfall in parts resulted in farmers increasing maize sowing in *kharif* and thus volume growth for Dekalb®. During the *rabi* season in Bihar, seed placement was initiated October onward and farmers; choice to plant Dekalb® grew significantly.

MIL continued to focus on elite maize hybrid seeds, which

yield higher realizations for the farmers, and as a result, for MIL.

Kharif Season 2012-13

- ✎ Pressure on maize acreages on account of delayed rainfall
- ✎ Drought in key maize growing markets of Maharashtra and North Karnataka put pressure on sales
- ✎ Maize commodity prices inched up, driven by global and local factors, creating demand for maize, and extension of the *kharif* season sowing till late-August 2012
- ✎ Aggressive scale up of DKC 8101, to offer farmers in Maharashtra and Karnataka a Dekalb® hybrid seed with better water stress tolerance. Farmers rewarded Dekalb® with a five-fold volume growth for the hybrid over the previous year

- ✎ Increased competition by seed companies impacted volume participation in State Public-Private Partnerships (PPP)

Rabi Season 2012-13

- ✎ *Rabi* season was buoyant; driven by good farmer demand on account of increased maize prices
- ✎ DKC 9108 and DKC 9081 are emerging as seeds of choice for farmers across *rabi* and spring geographies
- ✎ A focus on elite hybrid seeds improved farmer acceptance and MIL margin realizations
- ✎ The field team optimized Dekalb® maize hybrid availability constraints while maximizing demand-supply dynamics in the market

Marketing Campaigns

- ✎ Dekalb® 'Hero' campaign helped build farmer preference for DKC 8101 in Maharashtra and Karnataka
- ✎ Dekalb® Hishell 'Guru' campaign in North markets found farmer appreciation
- ✎ Dekalb® 9120 'Pehelwan' campaign found farmer success in Bihar
- ✎ The Dr. Dekalb® Farm Care AgVisory® platform enabled superior performance for Dekalb® maize hybrid seeds along with customized agronomic practices, as well as targeted farmer and trade channel promotions through mobile phones

Dekalb® Margdarshak

The Dekalb® Margdarshak program focuses on providing value-added benefits to existing Monsanto Dekalb® farmers. The Dekalb® Margdarshak farmers receive regular agronomic training, access to detailed product knowledge and technical advisory (DDFC), soil testing service, veterinary check up, access to agriculture seminars, and community recognition. Over 13,000 farmers across 15+ Indian states are registered Dekalb® Margdarshaks; learning, growing and sharing their learning with fellow maize farmers.

Human Rights Program for Farmers in Maize Hybrid Seed Production

MIL continued its effort towards improving lives with the launch of its Human Rights Program in maize. During the 2012-13 season, MIL focused on educating farmers to produce maize hybrid seeds without child labour, and enhancing farmer field safety in the state of Andhra Pradesh, where majority of its maize hybrid seeds are produced. Post third-party risk assessment in 2009, it was found that farmers used child labour to an extent of 1 per cent. MIL undertook proactive measures like farmer field audits at various stages of the crop, from sowing to harvest, intensive on-field training and education on safety measures.

As a positive step for the children employed in the fields, it adopted 15 schools located around the maize hybrid seed production areas, provided free play aids, computers and supported special education classes. These collaborative efforts resulted in the containment of child labour rate to 0.1 per cent. The program also provides safe and clean drinking water. With this in mind, a reverse osmosis plant was installed across six villages addressing the needs of more than 60,000 people in seed production areas, and positive feedback received from the community on receiving on the support from MIL.



Ravishankar C
Category Lead – Corn

“IF INDIA CAN ENABLE HER FARMERS TO RAISE MAIZE YIELDS, ITS UNIQUE GEOGRAPHICAL ADVANTAGE CAN ENABLE IT TO EMERGE AS A LEADING GLOBAL EXPORTER TO MEET THE NEEDS OF SOUTH EAST ASIA”





FARMERS' HERBICIDE OF CHOICE FOR WEED MANAGEMENT



The benefits of Roundup®

- Potential to save crop-yield loss by approximately 30-35%
- Manages weeds by eliminating them from their roots
- Protects weed re-emergence for 50-55 days
- Reduces manual dependence for weeds removal
- Saves farmers money and time
- Can be used easily with minimal impact on soil fertility

Weeds are unwanted plants that grow in fields and are a major deterrent to crop productivity. Weeds compete with crops for water, nutrients and sunlight, thus inhibiting their growth. Weeds also tend to harbour insects, pests and micro-organisms. They block drainage and impede the flow of water, impacting yields. Hence, timely removal of weeds is critical for farmers to optimize yield potential of their crops.

Traditional methods of weed control -- hand weeding or mechanical weeding, provide limited duration weed control, are labour intensive, and hence, costly. Labour shortage, timely unavailability, rising wages and insufficient farm mechanization options, has farmers choosing to spray herbicides for weed management.



ROUNDUP®

Roundup® is a glyphosate-based, broad spectrum, post-emergent systemic herbicide for weed management, and the flagship of our agricultural productivity business.

Roundup® provides efficient weed control and helps cover wide areas effectively. It offers cost savings in weed management on labour and time, helps prevent soil erosion, conserve water and carbon dioxide, and is safer to soil microbes (as compared to other herbicides) in conservation (reduced or zero) tillage practices.

Roundup® is also used to control weeds along roadsides, railway tracks, airports and gardens. Regulatory agencies around the world have concluded that glyphosate herbicides pose no significant risks to human health and the environment.


MIL conducts regular farmer education on the importance of chemical weeding, and Roundup®'s advantages, helped Roundup® continue as a preferred choice of farmers.



Piyush Nagar

Category Lead – Crop Protection & Seed Treatment

“LABOUR SHORTAGE, TIMELY UNAVAILABILITY, RISING WAGES AND INSUFFICIENT FARM MECHANIZATION OPTIONS, HAS FARMERS CHOOSING HERBICIDES FOR WEED MANAGEMENT.



IN SERVICE, INNOVATIVELY.

IMPROVED AGRONOMIC PRACTICES (IAP) ARE A KEY LEVER TO INCREASING YIELD. WHILE SEED IS ONE OF THE CRITICAL INPUTS IN FARMING, FARMERS FACE A LOT OF UNCERTAINTIES AND CROP MANAGEMENT CHALLENGES, WHICH REDUCE FARM YIELD AND INCOME. THESE INCLUDE CROP DISEASES, PESTS, WEEDS, UNCERTAIN WEATHER AMONG OTHERS. MOST FARMERS CONSTANTLY SEEK THE LATEST TIMELY, CUSTOMIZED INFORMATION TO MANAGE THEIR CROP AND OVERCOME ENVIRONMENT STRESSES EFFECTIVELY.

MONSANTO FARM AGVISORY® SERVICES (MFAS)



Features of MFAS

MFAS is built on a highly sophisticated IT software system, which assists qualified and trained MFAS Advisors to identify the farmer's query, consult the comprehensive technical advisory system, and present the solution to him instantly, mostly, on a single call. The toll-free number works for 365 days from 7 am to 9 pm, giving live solutions to any crop related query of the farmer. MFAS offers two distinctive services which provide timely and customized advisory to the farmer round-the-season helping him get immediate solutions to his farming queries:

Leveraging the high penetration of mobile phones in the villages, in 2010, MIL launched Monsanto Farm AgVisory® Services (MFAS). An innovative interactive mobile-based farmer advisory platform, MFAS offers timely and customized crop management advisory to enable maize, cotton and vegetable farmers to enhance farm yields and profitability.

Partnering with nine lakh farmers, MFAS has been launched in 16 states, seven different languages. The platform provides farmers with timely and customized, round-the-season advisory during different crop stages across pre-sowing, crop management and harvesting.

Strong Connectivity



Inbound advisory < ● > Outbound advisory



- ☞ Suitable seed selection
- ☞ Timely agronomic practices for fertilizers, pesticides, irrigation
- ☞ Pest-disease and weed management
- ☞ Regular voice based crop advisories and alerts throughout the season
- ☞ Timely alerts on crop management
- ☞ Hybrid recommendation
- ☞ Weather forecasts
- ☞ Local *mandi* prices

DR. DEKALB® FARM CARE (DDFC)



DDFC is our dedicated Maize Crop Advisory Service under the MFAS umbrella. Since its launch in May 2010, DDFC has been effective in handholding farmers through all three maize cropping cycles.

Understanding DDFC

The DDFC team collects comprehensive information on farms and crop management.

With its advanced and innovative **D-Tool (Diagnostic Tool)** and Farmer Expert Panel, it provides solutions on nutrient deficiency of soil, timely control of pests and diseases, recommendation on weedicide thus aiding in conservation of resources and enhancing yield. DDFC drives on holistic crop management advisory from

sowing to harvesting, with service portfolio extending to extensive market research (covering weather forecasts and *mandi* produce prices).

Simplicity at DDFC

- ☞ Register with DDFC on the toll-free number 1800 3000 0303 after purchase of any Dekalb® maize hybrid seeds packet
- ☞ Maintains a detailed database of each farmer
- ☞ Provides a toll free number with a simple assist directly to the DDFC advisor in the preferred language of the farmer

Excellence at DDFC

- ☞ DDFC was awarded a Silver Prize at Monsanto Sustainable Yield Global Pledge Awards in 2010
- ☞ DDFC farmer enrolment rose 32 per cent year-on-year, at 3.5+ lakh farmers in 2012-13 up from 2.65 lakh farmers in 2011-12

**Rahul Das**

Lead - Strategic Marketing

“WE ARE SHARING OUR AGRICULTURE KNOWLEDGE BY LEVERAGING IT AND MOBILE SOLUTIONS TO DELIVER SEASON-ROUND FARMER AGVISORY®.”



PARTNERING IMPROVEMENT

PUBLIC-PRIVATE PARTNERSHIPS (PPP)

WE BELIEVE IN INNOVATION, PARTNERSHIPS AND CHOICES. CHOICES ENABLE FARMERS TO ACCESS CUTTING-EDGE SEEDS AND AGRONOMIC PRACTICES IN THE BRAND AND CHANNEL OF THEIR CHOICE TOWARDS IMPROVED YIELDS AND LIVELIHOODS. THE NATION'S FARMER NEEDS AND CONSUMER DEMAND PRESENTED PUBLIC-PRIVATE PARTNERSHIP (PPP) OPPORTUNITIES FOR MIL TO PARTICIPATE ACROSS THE FIVE STATES OF UTTAR PRADESH, JAMMU & KASHMIR, MAHARASHTRA, ODISHA, JHARKHAND AND UTTARANCHAL.



Hybrid Maize Yield Enhancement Program, Uttar Pradesh

This project aims to improve crop yields, income, and thus, transform the lives of thousands of maize farmers in Uttar Pradesh. Knowledge on agri inputs and practices are shared at farmer education programs, live crop demonstrations conducted, and information disseminated at state-exhibitions and village-level exhibitions/fairs to progressive farmers and farming groups. Farmers gained access to quality inputs including Dekalb® maize hybrid seeds, as well as the latest agronomic practices. The project benefited 48,000 farmers from 23,000 households in

1,500 plus villages. The average yield increased by 6-7 quintals per acre and farmers now earn approx. Rs. 6,000 – Rs. 7,000 incremental income.

Improving Maize Productivity through Hybridization, Jammu & Kashmir

This project aims to transform over 25,000 maize farmers' lives across 1,214 villages in eight districts in Jammu & Kashmir by improving crop productivity. In coordination with Department of Agriculture, our Field Team conducted crop demonstrations enabling farmers to increase yields by approx. 40-65 per cent per acre. Farmers now earn approx. Rs. 5,000 – 6,000 incremental income per acre. Maize hybrid seed usage is up 25 per cent from 15 per cent in the past with better agronomic practices. Improved farmer income has set positive trends for maize in the State.

Integrated Agriculture Development, Maharashtra

In 2012, MIL participated in Buldhana and Nandurbar districts of Maharashtra to improve productivity of 5,000 farmers on approx. 4,000 acres through better seeds and agronomic practices. Farmers benefited from sharing of knowledge related to right plant spacing, better inputs and crop management, and despite deficient rainfall, yields increased by 6-10 quintals per acre over earlier years. The project has been extended to five-fold to cover 25,000 acres in 2013.

PPP to Increase Maize Productivity through Hybridization, Odisha

Under the Rashtriya Krishi Vikas Yojana (RKVY), MIL partnered the Department of Agriculture in a project to offer maize growing as a choice to 5,746 farmers in 459 villages in 4 districts (Balangir, Nuapada, Sonapur and Gajapati) in 2012-13. The team conducted 238 Farmer Awareness and Education Programs along with NGO partners and District Agricultural authorities, and maintained continued farmer connect, enabling improved farm performance. Average farmers' yields doubled with Dekalb® maize hybrid seeds, i.e. 1.5 – 2 tons per acre from 0.8-0.9 quintals per acre with open pollinated varietal (OPV) seeds, enabling farmers to earn additional income of Rs. 6,000-7,000 per acre.

PPP to Increase Maize Productivity through Hybridization, Jharkhand

Under Rashtriya Krishi Vikas Yojana (RKVY), we were chosen by the Department of Agriculture, Jharkhand to participate in a project to increase productivity by popularization of maize hybrid seeds in five districts - Gadhwa, Palamau, Latehar, Lohardagga and Ranchi. We outreached to 6,671 farmers in 159 villages through 230+ farmer awareness and training programs, and 145 harvest day events. Our dedicated field team showcased Dekalb® maize hybrid seeds' yield superiority and enabled farmers to yield 1.8-2.0 tons per acre. Additionally, favourable market prices enabled farmers to earn incremental income of Rs. 5,000 – 7,000 per acre.

Project Drishti, Uttaranchal

Project Drishti encouraged farmers in Uttaranchal to upgrade from open pollinated varietal (OPV) seeds to maize hybrid seeds, and educated them on improved agronomic practices towards increasing income and quality of life of 300 farmers in 91 villages. The team outreached to 575+ farmers across four districts through crop demonstration activities. Crop yields increased by 50 to 100 per cent with maize hybrid seeds compared with OPV cultivation, and farmers earned incremental income of Rs. 5,000 – 7,000 per acre.

By way of the above Public-Private Partnerships (PPPs), we have contributed in making a positive difference to approx. 1 lakh farmers. Additionally, we engaged with the State governments in Rajasthan and Madhya Pradesh under various initiatives to extend better quality products and create shared value for over two lakh farmers in these States.



Jitendra Joshi
Manager - Projects

“CHOICES ENABLE FARMERS TO ACCESS CUTTING-EDGE SEEDS AND AGRONOMIC PRACTICES IN THE BRAND AND CHANNEL OF THEIR CHOICE TOWARDS IMPROVED YIELDS AND LIVELIHOODS.”

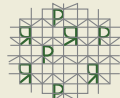




PARTNERING COMMUNITIES

SUSTAINABILITY AND CSR PARTNERSHIPS AND PROGRAMS

IN PARTNERSHIP WITH EIGHT NGOS — THE INDIAN SOCIETY OF AGRIBUSINESS PROFESSIONALS (ISAP), AKSHAYA PATRA, PRADAN, ACCESS DEVELOPMENT SERVICES, SIKSHANA, CARE, JKWS, AND DESHKAL — WE ARE HELPING IMPROVE LIVES OF 143,000 FARMING FAMILIES THROUGH SUSTAINABLE AGRICULTURE; IMPROVING LEARNING LEVELS OF 57,000 CHILDREN; ENHANCING FOOD AND NUTRITIONAL SECURITY OF 150,000 CHILDREN VIA THE MID-DAY MEAL PROGRAM; AND SUPPORTING 10,000 FAMILIES THROUGH DISASTER REHABILITATION.



Sustainability partnerships and programs

Project SHARE

(Sustainable Harvest – Agriculture, Resources, Environment)

Project SHARE (Sustainable Harvest – Agriculture, Resources, Environment) in partnership with the NGO Indian Society for Agribusiness Professionals (ISAP), is improving lives of 10,000 small and marginal farmers in 11,000 villages across Andhra Pradesh, Maharashtra and Rajasthan. Increased crop productivity and income is being enabled by access to better farm inputs, knowledge on improved farming practices, creation of farmer and women self-help groups, and market linkages.

Monsanto's Beachell-Borlaug International Scholars Program (MBBISP)

Honoring the achievements of Henry Beachell, Ph.D. and Norman Borlaug, Ph.D. (who pioneered plant breeding and research in rice and wheat), 16 young Indian agriculture students received the prestigious Monsanto Beachell-Borlaug International Scholars Program (MBBISP) Research Fellowships thus far. Rice and wheat are critical to India's food security. Students are encouraged to undertake new plant breeding research towards enabling farmers to

increase rice and wheat production to meet food needs.

Food and Nutrition Security for children, Rajasthan

In partnership with the NGO Akshaya Patra Foundation, this is enhancing food and nutritional security for 150,000 school children in Rajasthan via the school mid-day meal program. We helped setup kitchen gardens and a solar dehydration plant to ensure year-round supply of nutritious vegetables for school children.

Disaster Rehabilitation through Agriculture, Karnataka and Andhra Pradesh

The project aims at providing rehabilitation to agriculture-based livelihoods of 10,000 farmers in 20 flood-affected villages of Raichur, Karnataka, and Mehboobnagar, Andhra Pradesh, in partnership with the NGO ACCESS Development Services, by restoring cultivable land, improving agronomic practices, streamlining quality inputs, developing farmer-based institutions, and facilitating market linkages.

Sustainable Agriculture, Odisha

In partnership with NGO PRADAN (Professional Assistance for Development Action), this project aims to improve lives of 3,000+ agrarian households in 240 villages in Odisha through

integrated land and water resource development, improved farming systems and better market linkages.

Rural Education, Karnataka

This school nurturing project, in partnership with NGO Sikshana Foundation, is improving learning levels of 7,500 children from Karnataka's farming communities through various programs on reading, writing, motivational efforts and arithmetic. It aims to provide a viable model for a sustainable and decentralized educational process.

Rural Education, Bihar

NGO Deshkal Society with the State Department of Education are helping improve learning levels of 50,000 children from 193 Government primary schools in Bihar; in addition to enhancing teacher capabilities.

Child Rights and Education, Andhra Pradesh

Partnering with the NGO Jana Kalyan Welfare Society (JKWS), the project has provided safe drinking water and enhanced children's education; and is addressing child labour issues in Andhra Pradesh's seed producing farming communities.

Child Rights and Education, Karnataka and Andhra Pradesh

Along with improving quality of education and creating rural community awareness on human rights, this project is

addressing child labour issues by focusing on bringing children back to schools in 62 villages in Karnataka and Andhra Pradesh, in partnership with NGO Centre for Applied Research & Extension (CARE).



Christopher Samuel

Director - Public Affairs, Sustainability & Corporate Social Responsibility

“THE VALUE CREATED AND SHARED FROM OUR INNOVATIVE PRODUCTS, SERVICES AND PARTNERSHIPS ENABLES US TO IMPROVE LIVES IN THE AREAS OF SUSTAINABLE AGRICULTURE, NUTRITION, EDUCATION, HUMAN RIGHTS AND DISASTER REHABILITATION.”



PEOPLE @ A GREAT PLACE TO WORK®

PEOPLE AT MONSANTO INDIA DEVELOP THEIR CAREERS IN A PURPOSE-DRIVEN, COLLABORATIVE, GRASSROOTS CULTURE AND MATRIX STRUCTURE, HIGH ON AUTONOMY, AND LEADING IN POSITION. PEOPLE ACCESS CROSS-FUNCTIONAL EXPERIENCES AND FUNCTIONAL SPECIALIST OPPORTUNITIES, AIDING CAREER LIFECYCLE GROWTH AND DEVELOPMENT.



Purpose-Driven, Open and Collaborative Environment

The open, collaborative culture and matrix structure is focused on helping each other succeed. This ensures MIL is a Great Place To Work®.

High on collaboration, cross-functional teams are core to the operating DNA, creating an atmosphere for individuals to bring their functional perspective and achieve shared results.

MIL aims to create an environment that attracts and retains talent with varied education and experiences, including being an employer of choice for women, which resulted in a three-fold increase in women as percentage of total hiring in 2012-13 versus 2010. Facilitating a safe environment allows women to deliver in the rigour of rural India, earning MIL the distinction of hiring women for Sales/Customer-facing roles.

Career Lifecycle Management - Learning & Growth Opportunities

MIL's Employee Life Cycle Management approach drives talent needs assessment, recruitment, induction, people review, career planning, and skill enhancement strategies. Creating meaningful employee engagement through continuous learning and growth opportunities is essential to our Talent Management Strategy. Our Learning and Development initiatives delivered at the organization, functional team, and individual levels are based on a 70-20-10 Development Philosophy:

- 🐦 70% from On-The-Job Experiences and Additional Responsibilities
- 🐦 20% from Feedback from Managers, Peers and Mentors
- 🐦 10% from Formal Training, Structured Inputs, and Reading

To the statement "I am proud to tell others I work here" – 96% of MIL employees vouched in favor, while the external best in class response stood at 92%.



Alind Sharma
Director - Human Resources

"AT THE HEART IS A PURPOSE-DRIVEN, COLLABORATIVE, GRASSROOTS CULTURE, SHARED BY ALL OUR PEOPLE."

In 2012-13, MIL introduced “*Monsanto Disha*”, a New Employee Orientation Program of collaborative opportunities for new colleagues to learn about the Company Vision, Business, Products and Partnerships, the Monsanto Way of Life, while interacting and learning from leaders across functions.

Employees and their managers share equal stakes in personal development as managers provide opportunities for people to develop. Further Online Learning Resources, Executive Coaching, and customized, organizational development and talent management interventions are other avenues.

Leadership Development

In 2012-13, Monsanto institutionalized its Leadership Competency Model through various Leadership Team forums, People Leader Learning Series (PLLS), the Leadership 180 (L180), an India Mentoring Program, and internal communications.

Further, global platforms such as the Global Leadership Exchange (GLE), Asia Regional Leadership Exchange (RLE), and Global Mentoring Plus (GMP) covering a cross-section of talent across functions and levels, offered people the opportunity to develop superior skills in Strategy, Product Management, Supply Chain and Technology.

The People Leader Learning Series (PLLS), a nine-day program on ‘Managing People the Monsanto Way’, was re-launched with refreshed focus on selection, direction setting, motivating and developing, assessing, managing diversity, and work-life balance.

The Regional Leadership Exchange (RLE). Every year, emerging leaders from India across functions are nominated to participate in a team-based, eight-month, leadership exchange program with colleagues and regional leaders from South East Asia, Australia-New Zealand, and China. The RLE focuses on critical thinking, creating and implementing business strategies, cultural sensitivity,

financial and business acumen, personal leadership identity, and leveraging the matrix for greater innovation and efficiency.

Theme-based Behavioural Training for Sales Teams.

Post identifying skill development themes for the Sales and Market Development team to deliver superior business results, MIL worked with cross-functional teams internally, and external

experts, to create Monsanto-specific training programs on managing the Customer, Channel, Self and Teams.

MIL was thus once again ranked among Top 100 of India's Best Companies to Work 2012, including ranking 4th in Companies with less than 1,000 Employees in India's Best Companies to Work 2012 by the Great Place To Work® Institute.

Safety is a priority for MIL. Be it our employees, communities in which we live and work, customers, consumers or the environment.

MIL nurtures Safety and Health Excellence by implementing a world-class ESH Management system, including Occupational Medicine and Vehicle Safety components. The MIL philosophy includes Environment Safety and Health (ESH) compliance with respect to Corporate ESH and Indian legal requirements. Two manufacturing locations extended their Occupational Health and Safety (OHSAS 18001) and Environment Management System (ISO 14001) certifications this fiscal, validating MIL's commitment to the cause.

The second home of our people – Monsanto

- ✎ MIL Safety Focus recognized as Best Practice among companies across all industries in the Great Place To Work® 2012
- ✎ MIL's Silvassa site received a Certificate of Commendation at the 9th Confederation of Indian Industry (CII) Western Region Safety, Health and Environment (SHE) Awards 2012
- ✎ MIL employees conducted several voluntary Off-the-Job Safety programs across India reaching 100,000+ people across the country
- ✎ MIL achieved the global Monsanto ESH Vision of Zero Fatalities and Debilitating Injuries, and reported zero accidents in 2012-13



Mahesh Chandak
Lead - ESH and Human Rights

“AT MONSANTO INDIA, OUR MANAGERS DEMONSTRATE SAFETY LEADERSHIP AND OUR EMPLOYEES DEMONSTRATE HIGH SAFETY AWARENESS, OWNERSHIP AND ACCOUNTABILITY. OUR SAFETY AND HUMAN RIGHTS PROGRAMS IMPROVE THE LIVES OF PEOPLE IN THE COMMUNITIES WHERE WE OPERATE.”

PROFILE OF THE BOARD OF DIRECTORS



Sekhar Natarajan, Chairman

Sekhar Natarajan has spent almost 30 years in Monsanto, guiding and building its contributions to Indian agriculture. Mr. Natarajan provides strategic counsel, offers business guidance and represents the Company at industry forums. Prior to this role, he held several leadership positions across functions – Chief Financial Officer, Business Development Head, Sales and Marketing Head, and Global Corporate Strategy Lead at Monsanto's headquarters in St. Louis, USA. Mr. Sekhar Natarajan is a qualified Chartered Accountant and Cost Accountant. He is a strategic thinker with rich global experience in Business Development and Mergers and Acquisitions (M&A). Currently, he is also a Managing Partner of M/s. S.N. Consultants that provides advice and strategic directions to several local and international companies.



Dr. Gyanendra Shukla, Managing Director

Dr. Gyanendra Shukla leads the team in developing strategy to achieve the Company's vision for sustainable agriculture. A 24-year agriculture sector veteran, Dr. Shukla has served successfully in varied roles of increasing responsibility spanning Technology Development, Regulatory, Sales & Customer Service, Sustainability and Corporate Affairs across the India and Asia Pacific regions; he was also the Country Manager of the Monsanto Company's business in Indonesia where he re-established the Roundup® business, and helped lay the foundation for the maize business. Dr. Shukla was named Fellow of Indian Society of Weed Science in recognition for his contributions to farmers and the industry. Besides, he also received numerous other external and internal recognitions. He also represents the Company to the National Seed Association of India (NSAI), Association of Biotech-Led Enterprises – Agriculture Group (ABLE-AG), and industry chambers.

Dr. Shukla holds a B.S. in Agronomy from G.B Pant University of Agriculture and Technology, a Ph.D. in Agriculture Botany from Kanpur University and an MBA from S.P. Jain Institute of Management & Research in Mumbai. Prior to joining Monsanto, he worked in senior positions for Ciba-Geigy (now Syngenta) and Hoechst (now Bayer CropScience) in technology development roles focusing on development of insecticides, fungicides and herbicides.



Pradeep Poddar, Director

Mr. Pradeep Poddar is currently the Managing Director of Mount Everest Mineral Water Limited, a Tata Enterprise, and is leading the Tata's foray into water and functional beverages globally. He represents the Tata's interests on the Boards of Nourishco – the Joint Venture Company with Pepsico and the Rising Beverage Company (Activate Beverages) in the US. He is also a trustee on the Board of United Way, Mumbai. He joined the MIL Board in January 2006.

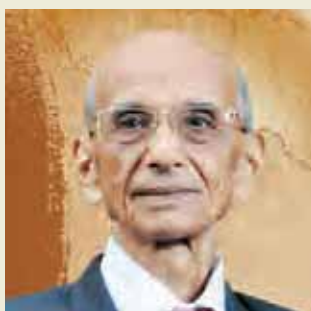
Mr. Poddar has vast experience in the consumer goods industry, having served in senior management at Glaxo, Heinz and the Tata Group. The Wisitex Foundation and Karnataka Government conferred on him the Udyog Ratna Award in 2001 for his distinguished contribution to the food industry. Mr. Poddar is a Chemical Engineer from UDCT, Mumbai, and has an MBA from IIM, Ahmedabad.



Ravinder K. Reddy, Director

Mr. Ravinder K. Reddy leads Manufacturing for the India region and is responsible for managing field production, operations and capital projects. He has a vast experience in production and manufacturing of seeds of maize, cotton and other row crops. He is instrumental in strategy development for the company's seeds, and implementation of long-term business growth plans, further Plant/Production infrastructure expansion - planning and execution, and also to improve and enlarge local seed production programme to meet future domestic and export demand. He has also taken many steps towards cost improvement in both production and operations.

Mr. Reddy has worked with Monsanto for 20 years cumulatively. He began his career with Cargill Seeds in 1990, and subsequently held many assignments in Row Crop Manufacturing with increasing responsibility, from General Manager - Operations, Lead - India Seed Supply, to Lead - Seed Operations for the North and South Asia Pacific Region from Singapore. From 2006, he took on expanded responsibility of India, China and Pakistan row crop manufacturing operations based out of India. Mr. Reddy is a post Graduate in Agricultural Sciences from the ANGRAU University, Andhra Pradesh.



H. C. Asher, Director

Mr. H. C. Asher holds M.A. and LL.B. degrees from the Mumbai University. He is a Senior Partner of M/s. Crawford Bayley & Co., a leading firm of Advocates and Solicitors in Mumbai, and is a well-recognized expert in corporate and commercial laws. Mr. Asher is also a Director on the Boards of many other reputed companies. He joined the Board of MIL in 1973.



R. C. Khanna, Director

Mr. R. C. Khanna holds various qualifications, including B.Com. (Lond.), FCA (Eng. & Wales), ACMA, FCA and AICWA. Mr. Khanna retired as the Senior Partner of M/s. A.F. Ferguson & Co., Chartered Accountants in 1989. He joined the Board of MIL in 1975. He has a vast experience in matters relating to corporate finance and taxation.

NOTICE

Notice is hereby given that the 63rd Annual General Meeting of the Members of Monsanto India Limited will be held on Friday, 2nd August, 2013 at 11.30 a.m. at Rangaswar Hall, Y. B. Chavan Centre, 4th Floor, Gen. Jaganath Bhosale Marg, Nariman Point, Near Sachivalay Gymkhana, Mumbai – 400 021, to transact the following business:

Ordinary Business:

1. To receive, consider and adopt the Balance Sheet as at 31st March, 2013 and the Statement of Profit and Loss for the year ended on that date, together with the reports of the Board of Directors and the Auditors thereon.
2. To declare a dividend.
3. To appoint a Director in place of Mr. H. C. Asher, who retires by rotation and, being eligible, offers himself for re-appointment.
4. To appoint a Director in place of Mr. Pradeep Poddar, who retires by rotation and, being eligible, offers himself for re-appointment.
5. To appoint M/s. Deloitte Haskins & Sells, Chartered Accountants (Registration No.117366W), Mumbai, as Statutory Auditors to hold office from the conclusion of this meeting until conclusion of the next Annual General Meeting and to authorize the Board of Directors to fix their remuneration.

Special Business:

6. To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an Ordinary Resolution: "RESOLVED THAT pursuant to Section 260 of the Companies Act, 1956 (the "Act") and the Articles 115 of the Articles of Association of the Company, Mr. Gyanendra Shukla who was appointed as an Additional Director with effect from 1st March, 2013 by the Board of Directors of the Company to hold office upto the date of ensuing Annual General Meeting and in respect of whom the Company has received a notice in writing along with deposit of ₹ 500/- from a member of the Company, pursuant to the provisions of Section 257 of the Act, proposing his candidature for the office of Director of the Company, be and is hereby appointed as a Director of the Company."
7. To consider and, if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution: "RESOLVED THAT pursuant to the provisions of Section 198, 269, and 309 read with Schedule XIII and such other applicable provisions, if any, of the Companies Act, 1956, (hereinafter referred to as "the Act" for the time being in force) including any statutory modifications or any amendment or any substitution or re-enactment thereof from time to time, approval of the shareholders be and is hereby accorded to the appointment of Mr. Gyanendra Shukla as the Managing Director of the Company, with effect from 1st March, 2013 to 28th February, 2016.

RESOLVED FURTHER THAT approval be and is hereby accorded to the remuneration, perquisites, benefits and amenities payable as per the terms and conditions of the Agreement entered into by the Company with Mr. Gyanendra Shukla for the aforesaid appointment and as set out in this notice; with authority to the Board of Directors of the Company to alter and/or vary the terms and conditions of the said appointment in accordance with, if any, the prescribed provisions of the Act and/or any schedules thereto.

RESOLVED FURTHER THAT in the event of loss or inadequacy of profits in any financial year during the aforesaid period, the Company will pay Mr. Gyanendra Shukla remuneration, perquisites, benefits and amenities not exceeding the ceiling laid down in Section II of Part II of Schedule XIII of the Companies Act, 1956, as may be decided by the Board of Directors, subject to necessary sanctions and approvals.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorised to enhance, enlarge, alter or vary the scope and quantum of remuneration, perquisites, benefits and amenities payable to Mr. Gyanendra Shukla, from time to time, which revision should be made in conformity with any amendments to the relevant provisions of the Act and/or rules and regulations made thereunder and/or such guidelines as may be announced by the Central Government from time to time.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorised to settle any question, difficulty or doubt, that may arise in giving effect to this resolution, do all such acts, deeds, matters and things as may be necessary and sign and execute all documents or writings as may be necessary, proper or expedient for the purpose of giving effect to this resolution and for matters concerned therewith or incidental thereto."

Explanatory Statement

(Pursuant to Section 173(2) of the Companies Act, 1956)

Item No. 6

The Board of Directors at its meeting held on 28th January, 2013, appointed Mr. Gyanendra Shukla as an Additional Director with effect from 1st March, 2013, pursuant to Section 260 of the Companies Act, 1956 and pursuant to Article 115 of the Articles of Association of the Company. Mr. Gyanendra Shukla holds office upto date of the ensuing Annual General Meeting. The Company has received a notice, along with deposit of ` 500/-, pursuant to Section 257 of the Companies Act, 1956, from a member proposing appointment of Mr. Gyanendra Shukla as a Director.

With a career spanning over 24 years, during his 16 years' association with Monsanto, Mr. Gyanendra Shukla has held various leadership positions across functions. Mr. Gyanendra Shukla joined Monsanto in 1996 as a National Product Development Manager. From 1996 to 2005, he showed great versatility with accomplished stints in Technology Development(TD), Regulatory and Sales. He was the Technology Development Lead for South Asia and later the National Sales Manager for India in 2006 before he moved to Indonesia as the Country Lead. Mr. Gyanendra Shukla led Indonesia ably in a trying period re-establishing Roundup®, laying foundation for corn growth and negotiating various Corporate Affairs' challenges. In early 2008 he moved to Singapore as the TD Lead for the Asia Pacific Region and end of 2008 he moved back to India as the India Region Corporate Affairs Lead.

Honoring his invaluable contribution to Monsanto and the biotech industry, he has been a recipient of various recognitions including "Fellow of India Society of Weed Science", among others. He also plays important roles in the Seed and Biotechnology Industry Associations in India.

Your directors recommend the appointment of Mr. Gyanendra Shukla as Director of the Company.

None of the Directors of the Company, except Mr. Gyanendra Shukla is interested or concerned in the proposed resolution.

Item No. 7

The Board of Directors, at its meeting held on 28th January, 2013, appointed Mr. Gyanendra Shukla as Managing Director of the Company for a period of three years with effect from 1st March, 2013. The Board of Directors at its meeting held on 27th February, 2013, approved the salary and all other terms and conditions of appointment of the said Managing Director, subject to the approval of the shareholders in a general meeting.

The material terms and conditions of appointment of Mr. Gyanendra Shukla, as contained in the Agreement between the Company and Mr. Gyanendra Shukla are as follows:

Sr. No.	Elements	Rupees
(i)	Basic Salary	` 5,750,000/- per annum
(ii)	Other Allowances	` 2,371,233/- per annum (including Conveyance Allowance of ` 9,600 p.a.)*
(iii)	Incentive, Performance Bonus and Increment	As determined by the Board of Directors/ Remuneration Committee from time to time and within the overall Company's Scheme
(iv)	House Rent Allowance [HRA]	As per Company's Scheme.

Sr. No.	Elements	Rupees
(v)	Medical Benefits	a) Medclaim Policy as per Company's scheme. b) Reimbursement of medical expenses to the extent of ` 21,000/- per annum.
(vi)	Leave Travel Allowance	` 479,167/- per annum (one month's basic salary)
(vii)	Insurance	<ul style="list-style-type: none"> ➤ Group Personal Accident Policy: As per Company's Scheme. ➤ In addition, the cost of insurance cover against the risk of any financial liability or loss because of any error of judgment as the Managing Director of the Company, as may be approved by the Board of Directors from time to time.
(viii)	Leave entitlement	As per Company's Scheme.
(ix)	Contribution to the Provident Fund, Superannuation Fund or any other Fund	As per Company's Scheme.
(x)	Gratuity	As per Company's Scheme.**
(xi)	Automobile	A fully maintained Motor Car for official use (or cash reimbursement in lieu thereof) as per the rules of the Company.
(xii)	Communication facility	Mobile phone and residence landline telephone facilities will be reimbursed.
(xiii)	Stock Options or Stock Appreciation Rights Plan (SAR) or Restricted Stock Units (RSU)	Eligible to participate in the Stock Options/ Stock Appreciation Rights Plans etc. as in existence/ to be declared by the Monsanto Company, USA from time to time, including RSU granted, if any.
(xiv)	The terms and conditions of the said appointment and/or agreement may be altered, enhanced or varied from time to time by the Board as it may, in its discretion, deem fit.	
(xv)	The Agreement may be terminated by either party giving the other party 90 days' notice. The Company may, at its sole discretion relieve the Managing Director of his duties any time during his notice period and, in that event, he will be paid his basic salary for the balance of the notice period of ninety (90) days. The Managing Director shall not be entitled to any other payment during the aforesaid balance of the notice period of ninety (90) days.	
(xvi)	The Managing Director shall not be entitled to receive any fees for attending meetings of the Board.	

* Conveyance amount of ` 9,600 p.a. will not be paid if company provided car is availed.

** As per the Gratuity Act/ Company policy.

Notwithstanding anything to the contrary herein contained, where in any financial year, the Company has no profits or its profits are inadequate, the Company will pay the remuneration set in the agreements as minimum remuneration to the Managing Director, subject to such approvals as may be required under the applicable provisions of the Companies Act, 1956 and/ or any other applicable laws.

In addition to the above, upon the recommendation of the Remuneration Committee, the Managing Director will be eligible for annual incentive. The said annual incentive compensation will be variable and does not guarantee a minimum payment to the Managing Director. The funding of the annual incentive plan is at the sole discretion of the Company and may be amended in whole or in part or be terminated by the Company at any point of time.

The Agreement is available for inspection by the members of the Company at its Registered Office at Ahura Centre, 5th Floor, 96, Mahakali Caves Road, Andheri (East), Mumbai 400 093 between 4.00 p.m. and 5.00 p.m. on any working day of the Company up to the date of Annual General Meeting.

Abstract of the Agreement pursuant to the provisions of Section 302 of the Companies Act, 1956, has already been circulated to the members.

Information such as brief resume, nature of expertise in specific functional areas and details of Directorship, etc. as required to be furnished under Clause 49(VI) of the Listing Agreement is provided in the relevant section on Corporate Governance.

None of the Directors other than Mr. Gyanendra Shukla is interested in this Resolution. The Board of Directors recommends the aforesaid resolution for your approval.

NOTES:

1. A MEMBER ENTITLED TO ATTEND AND VOTE AT THE MEETING IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE INSTEAD OF HIMSELF AND THE PROXY NEED NOT BE A MEMBER. The instrument appointing Proxy as per the format included in the Annual Report should be returned to the Registered Office of the Company not less than FORTY-EIGHT HOURS before the time for holding the Meeting. Proxies submitted on behalf of limited companies, societies, partnership firms, etc. must be supported by appropriate resolution/authority, as applicable, issued by the member organization.
2. Explanatory Statement pursuant to Section 173(2) of the Companies Act, 1956, in respect of the Special Business to be transacted at the Annual General Meeting as set out in the Notice is annexed hereto.
3. The Register of Members and Share Transfer books of the Company will be closed on 23rd July, 2013 to 25th July, 2013 (both days inclusive).
4. The payment of dividend, upon declaration by the shareholders at the forthcoming Annual General Meeting, will be made on or after 2nd August, 2013 as under:
 - a) To all those beneficial owners holding shares in electronic form as per the beneficial ownership data as may be available to the Company by National Securities Depository Limited ("NSDL") and the Central Depository Services (India) Limited ("CDSL") as at the end of the day on 22nd July, 2013.
 - b) To all those members holding shares in physical form after giving effect to all the valid share transfers lodged with the Company before the closing hours on 22nd July, 2013.
5. Shareholders are requested to intimate, indicating their folio number, the changes, if any, of their registered addresses to the Company at its registered office or to the Company's Registrar and Share Transfer Agents ("RTA") viz. Link Intime India Private Limited, C-13, Pannalal Silk Mills Compound, L.B.S. Marg, Bhandup (W), Mumbai - 400 078, in case shares are held in physical form or to their respective Depository Participant ("DP") in case the shares are in dematerialized form.

The particulars recorded with the DPs will be considered for making the payment of dividend either by issuing physical instruments or through Electronic Clearing System ("ECS"). The Shareholders are requested to take appropriate action in the matter, in their own interest, to avoid delay in receiving the payment of dividend.

Where dividend payments are made through ECS, intimations regarding such remittances would be sent separately to the shareholders.
6. Trading in the Company's shares through stock exchanges is permitted only in dematerialized/electronic form. The equity shares of the Company have been registered with both NSDL as well as CDSL to enable shareholders to hold and trade the securities in dematerialized/electronic form. In view of the numerous advantages offered by the depository system, members holding shares in the Company in physical form are requested to avail of the facility of dematerialisation.
7. Shareholders desiring any information regarding the accounts are requested to write to the Company Secretary at least 7 days prior to the Annual General Meeting, so as to enable the Company to keep the information ready.
8. In accordance with the provisions of Section 205A of the Companies Act, 1956, the Company has transferred unclaimed interim dividends for the year ended 31st March, 2005 and Interim dividends for the year 2005-06 to the "Investor Education and Protection Fund" (IEPF).
9. In terms of Sections 205A and 205C of the Companies Act, 1956, any dividend remaining unpaid for a period of seven years from the due date of payment is required to be transferred to the IEPF. Members, who have not encashed their final dividend warrants for the year 2005-06 or thereafter, are requested to write to the Company or the RTA. It may be noted that once the unclaimed dividend is transferred to the IEPF as above, no claim shall lie with the Company in respect of such amount.

In case of non-receipt of the dividend warrants, the shareholders are requested to contact the Company's RTA/the Registrar of Companies as mentioned hereunder:

Dividend for the Financial Year	Contact	Action by Shareholder
Up to 1994-95	Office of the Registrar of Companies, Maharashtra, Mumbai "EVEREST" 5 th Floor, 100, Marine Drive, Mumbai-400 002.	Claim in Form No. II of the Companies Unpaid Dividend (Transfer to General Revenue Account of the Central Government) Rules, 1978
1995-96 to 2005-06 (interim)	Non-recoverable since the unpaid amount has been transferred to Investor Education and Protection Fund.	-
2005-06 (final dividend) to 2012-13 (interim)	Link Intime India Private Limited, C-13, Pannalal Silk Mills Compound, L.B.S. Marg, Bhandup (W), Mumbai - 400 078.	Request letter on plain paper.

Given below are the proposed dates for transfer of the unclaimed dividend to the IEPF by the Company:

Dividend for the Financial Year	Date of Declaration	%of Dividend	Due Date for Transfer to IEPF
2005-2006	18.09.2006	100	24.11.2013
2006-2007 ⁽¹⁾	26.10.2006	100	01.01.2014
2006-2007 ⁽¹⁾	15.03.2007	100	21.05.2014
2006-2007	31.08.2007	25	06.11.2014
2007-2008 ⁽¹⁾	29.10.2007	120	04.01.2015
2007-2008 ⁽¹⁾	15.05.2008	1800	21.07.2015
2007-2008	22.09.2008	150	28.11.2015
2008-2009 ⁽¹⁾	24.10.2008	120	30.12.2015
2008-2009	10.09.2009	120	16.11.2016
2009-2010 ⁽¹⁾	16.10.2009	100	22.12.2016
2009-2010	21.07.2010	75	26.09.2017
2010-2011 ⁽¹⁾	28.10.2010	100	03.01.2018
2010-2011	26.09.2011	100	02.12.2018
2011-2012 ⁽¹⁾	14.11.2011	100	20.01.2019
2011-2012	03.08.2012	100	09.10.2019
2012-2013 ⁽¹⁾	31.10.2012	100	06.01.2020

⁽¹⁾ Interim Dividend

10. The shareholders holding shares in physical form can avail of the nomination facility by filing Form 2B (in duplicate) with the Company or its RTA which will be made available on request and, in case of shares held in demat form, the nomination has to be lodged with their DP . For convenience, nomination form is attached at the end of the Annual Report.
11. Pursuant to amended Clause 5A of the listing agreement which provides that shares held physically and remained unclaimed by shareholders due to insufficient/incorrect information or any other reason, should be transferred in the demat mode to one folio in the name of 'Unclaimed Suspense Account' with one of the depository participants. The Company has sent reminders to the shareholders on 5th December, 2012, 20th December, 2012 and 7th March, 2013.
12. As a measure of austerity, copies of the annual report will not be distributed at the Annual General Meeting. Members are therefore, requested to bring their copies of the Annual Report to the Meeting.
13. The shareholders can obtain more information on Investor Protection on SEBI/Stock Exchange sites, which are www.sebi.gov.in, www.bseindia.com and www.nseindia.com.
14. The particulars of Directors retiring by rotation and/or eligible for re-appointment are given in the Corporate Governance section of this Annual Report.

By order of the Board of Directors

Chandana Dhar

Company Secretary & Compliance Lead

Mumbai: 29th May, 2013

Details of Directors seeking appointment / re-appointment in the forthcoming Annual General Meeting

(Pursuant to Clause 49 of the Listing Agreement with the Stock Exchanges)

Name of Director	Mr. H. C. Asher	Mr. Pradeep Poddar	Mr. Gyanendra Shukla
Director Identification No.	00024863	00025199	02922133
Date of appointment	09/08/1973	30/12/2005	01/03/2013
Date of Birth	02/01/1934	09/09/1954	15/08/1966
Expertise in specific functional areas	Legal field particularly, on matters relating to corporate laws.	He has vast experience at the highest levels of Management and is veteran of the consumer goods industry.	He has vast experience on technology development and new product development.
Qualifications	M.A., LL.B	Chemical Engineering, MBA-IIM, Ahmedabad	B.S. in Agronomy, Ph.D. in Agriculture Botany MBA-S.P. Jain, Mumbai
Directorship as on 31 st March, 2013	<ul style="list-style-type: none"> ➤ Grant Investrade Limited ➤ Gulf Oil Corporation Limited ➤ Hind Filters Limited ➤ Hinduja Ventures Limited ➤ IDL Explosives Limited ➤ The Indian Card Clothing Company Limited ➤ Ingersoll-Rand (India) Limited ➤ Keltech Energies Limited ➤ Monsanto India Limited 	<ul style="list-style-type: none"> ➤ Mount Everest Mineral Water Limited ➤ Nourishco Beverages Limited ➤ Monsanto India Limited 	<ul style="list-style-type: none"> ➤ Mahyco Monsanto Biotech (India) Limited ➤ Monsanto India Limited
Chairmanship/ Membership as on 31 st March, 2013	<p>Hinduja Ventures Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (M) ➤ Shareholders Grievances Committee (C) <p>The Indian Card Clothing Company Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (M) <p>Ingersoll-Rand (India) Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (C) ➤ Shareholders Grievances Committee (M) <p>Monsanto India Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (M) ➤ Shareholders Grievances Committee (M) 	<p>Mount Everest Mineral Water Limited</p> <ul style="list-style-type: none"> ➤ Shareholders Grievances Committee (M) <p>Nourishco Beverages Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (M) <p>Monsanto India Limited</p> <ul style="list-style-type: none"> ➤ Audit Committee (C) ➤ Shareholders Grievances Committee (M) 	-
Shareholding in Monsanto	NIL	NIL	320

* Directorships in Private Limited Companies, Foreign Companies, Section 25 Companies and their Committee memberships are excluded. Membership and Chairmanship of Audit Committees and Shareholders' Grievance Committees of Public Companies have been included in the aforesaid table.

(M) – Member, (C) – Chairman

FINANCIAL SUMMARY FOR 10 YEARS

(` in Crores)

	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
I. Income, Profit & Dividend										
Sales (Net)	436.54	367.98	358.26	410.14	387.00	365.23	309.22	330.84	377.58	333.30
Other Income	22.79	20.94	13.50	12.54	15.14	66.56 ⁽¹⁾	31.39 ⁽¹⁾	14.60	12.47	9.95
Total Income	459.33	388.92	371.76	422.68	402.14	431.79	340.61	345.44	390.05	343.24
Profit Before Depreciation, Interest & Tax	86.56	70.42	61.38	69.53	100.51	138.17	87.48	83.80	97.51	91.96
Depreciation	10.89	9.00	10.81	11.48	13.35	12.70	8.09	7.82	7.94	8.43
Profit Before Interest & Tax (PBIT)	75.67	61.42	50.57	58.05	87.16	125.47	79.39	75.98	89.57	83.53
Interest	0.7	1.28	0.28	0.29	0.24	0.35	0.24	0.22	0.22	0.20
Profit Before Tax (PBT)	74.97	60.14	50.29	57.76	86.92	125.12	79.15	75.76	89.35	83.33
Tax	7.63	9.95	7.46	3.95	13.39	24.95	8.62	2.99	12.57	14.03
Profit After Tax (PAT)	67.34	50.19	42.83	53.81	73.53	100.17	70.53	72.77	76.78	69.30
Dividend	37.99	34.52	17.26	15.10	20.71	178.66	19.42	112.21	19.85	17.26
Dividend - ` per share	22.00 ⁽⁸⁾	20.00 ⁽²⁾	20.00 ⁽²⁾	17.50 ⁽³⁾	24.00 ⁽⁴⁾	207.00 ⁽⁵⁾	22.50 ⁽⁶⁾	130.00 ⁽⁷⁾	23.00	20.00
II. Share Capital & Capital Employed										
Share Capital	17.26	17.26	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63
Reserves and Surplus	390.16	367.13	365.69	342.95	306.78	257.48	366.34	318.39	373.57	319.34
Net Worth (Shareholders' Fund)	407.42	384.39	374.32	351.58	315.41	266.11	374.97	327.02	382.20	327.97
Loans (Secured and Unsecured)	-	-	-	-	-	-	-	-	2	2
Total Capital Employed	407.42	384.39	374.32	351.58	315.41	266.11	374.97	327.02	384.20	329.97
Represented by Fixed Assets (Net)	89.16	91.99	92.72	115.60	113.62	114.43	112.62	75.44	64.51	63.37
Investments	250.94	195.78	151.36	80.72	57.97	255.14	182.16	50.16	201.65	-
Net Current & Other Assets	67.32	96.62	130.24	155.26	143.82	(103.46)	80.19	201.42	118.04	266.60
Total Assets	407.42	384.39	374.32	351.58	315.41	266.11	374.97	327.02	384.20	329.97
III. Return										
On Sales(PBT) %	17	16	14	14	22	34	26	23	24	25
On Capital Employed(PBIT) %	19	16	14	17	28	47	21	23	23	25
On Shareholders' Funds(PAT) %	17	13	11	15	23	38	19	22	20	21
Per Share (PAT) `	0.39	0.29	0.50	0.62	0.85	1.16	0.82	0.84	0.89	0.80

⁽¹⁾ Includes divestiture income.

⁽²⁾ Interim dividend of ` 10 and Final dividend of ` 10

⁽³⁾ Interim dividend of ` 10 and Final dividend of ` 7.50

⁽⁴⁾ Interim dividend of ` 12 and Final dividend of ` 12

⁽⁵⁾ 1st Interim dividend of ` 12, 2nd Interim dividend of ` 180 as a 'special dividend' and Final dividend of ` 15.

⁽⁶⁾ 1st and 2nd Interim dividend of ` 10 and Final dividend of ` 2.50

⁽⁷⁾ Interim dividend of ` 120 including 'special dividend' of ` 110 and Final dividend of ` 10.

⁽⁸⁾ Interim dividend of ` 10 and Final dividend of ` 12

DIRECTORS' REPORT

To the Shareholders,

Your Directors are delighted to present the 63rd Annual Report of your Company together with the Audited Financial Statements for the financial year ended 31st March, 2013.

Financial Highlights

The financial performance of your Company, for the year ended 31st March, 2013 is summarized below:

	(` in Crores)	
	Year ended 31 st March, 2013	Year ended 31 st March, 2012
Net Sales	436.54	367.98
Profit Before Taxes	74.97	60.14
Taxation	7.63	9.95
Balance of Profit	67.34	50.19
Add: Balance brought forward from previous year	118.70	113.65
Amount Available for Appropriation	186.04	163.84
Appropriated As Under:		
a. Interim Dividend	17.27	17.26
b. Tax on Interim Dividend	2.80	2.80
c. Proposed Final Dividend	20.72	17.26
d. Tax on proposed Final Dividend	3.52	2.80
e. Transfer to General Reserve	6.73	5.02
Balance in Statement of Profit & Loss	135.00	118.70

During the financial year under review your Company posted a Profit After Tax (PAT) of ` 67.34 Crores for F.Y. 2012-13 compared to previous year PAT of ` 50.19 Crores (a 34% rise). Pre-tax profits are also higher by 25% at ` 74.97 Crores. (previous year ` 60.14 Crores)

Net Turnover for the year under review, at ` 436.54 Crores compared to ` 367.98 Crores for the previous F.Y. grew by 19% primarily driven by robust growth in Corn as well as Roundup[®]. Net Sales of Corn during the year under review is ` 297.51 Crores, which is higher by ` 30.15 Crores (11%) in comparison with the previous year. Net Sales of Roundup[®] during the year is ` 139.03 Crores, higher by ` 38.41 Crores (38%) over the previous year.

Operational Highlights

Your Company's seeds' sale was higher by 11% at ` 297.51 Crores in the F.Y. 2012-13 vis-à-vis ` 267.36 Crores in the F.Y. 2011-12.

Roundup® sales increased by 38% from ` 100.62 Crores in the F.Y. 2011-12 to ` 139.03 Crores. The increase is primarily driven by volume growth and higher realization throughout the year.

The operating expense in the year is ` 177.86 Crores, which is 8% increase over previous year, in spite of high inflationary trend.

Dividend & Share Capital

During the financial year 2012-13, your Company declared an interim dividend of ` 10 (Rupees Ten only) per equity share. In addition, your Directors recommend payment of ` 12 (Rupees Twelve only) per equity share as the final dividend for the financial year ended 31st March, 2013. If approved, the total dividend (interim and final dividend) for the financial year 2012-13 will be ` 22 (Rupees Twenty two only) per equity share.

Corporate Governance

A detailed report on the corporate governance system and practices of the Company forming part of this report is given as a separate section of the Annual Report.

Management Discussion And Analysis

A management discussion and analysis on the business and operations of the Company forming part of this report is given as a separate section of the Annual Report.

Directors

The following changes occurred in the Board of Directors of the Company during the financial year:

Mr. Amitabh Jaipuria tendered resignation as the Managing Director effective 1st March, 2013 and consequently he ceased to be a Director on the Board of your Company. The Board acknowledges and has put on record its deep appreciation for the valuable contributions rendered by Mr. Amitabh Jaipuria during his tenure. The Board of Directors at its meeting held on 28th January, 2013, appointed Mr. Gyanendra Shukla as an Additional Director in accordance with Section 260 of the Companies Act, 1956 with effect from 1st March, 2013 and as Managing Director with effect from 1st March, 2013 to 28th February, 2016.

In accordance with the provisions of the Companies Act, 1956 and the Articles of Association of the Company, the following directors retire by rotation at the ensuing Annual General Meeting and, being eligible, offer themselves for re-appointment.

- Mr. H. C. Asher; and
- Mr. Pradeep Poddar

A brief profile of each of the said directors as required by Clause 49(IV)(G) of the Listing Agreement forms a part of the Notice contained in this Annual Report. The Board recommends the same for shareholders' approval in the ensuing Annual General Meeting.

Directors' Responsibility Statement

In compliance with Section 217(2AA) of the Companies Act, 1956 ("the Act"), your Directors, on the basis of information made available to them, confirm the following:

- a) In the preparation of the annual accounts, the applicable accounting standards have been followed and that no material departures have been made from the same;
- b) They have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit or loss of the Company for that period;
- c) They have taken proper and sufficient care to the best of their knowledge and ability, for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities; and
- d) They have prepared the annual accounts on a going concern basis.

The above has been reviewed and noted by the Audit Committee at its meeting held on 29th May 2013.

Personnel

The Company continues to maintain cordial relationship with its workforce at all locations. Continuous upgradation of core skills, through training programs conducted by internal as well as external agencies, are an integral part of human resources development policy of the Company.

Information as per Section 217(2A) of the Companies Act, 1956, read with the Companies (Particulars of Employees) Rules, 1975 as amended, is available at the registered office of your Company. However, in terms of Section 219(1)(b)(iv) of the Act, this report and accounts are being sent to the shareholders excluding this annexure. Any shareholder interested in obtaining this annexure may write to the Company Secretary at the registered office of the Company.

Auditors and Auditors' Report

M/s Deloitte Haskins & Sells (DHS), Registration No. 117366W, the Statutory Auditors of the Company hold office until the conclusion of the ensuing Annual General Meeting and are recommended for re-appointment. DHS has furnished a certificate under Section 224(1B) of the Companies Act, 1956, of their eligibility for re-appointment.

Auditors' Report to the shareholders does not contain any qualification.

Cost Auditors

Pursuant to the direction from the Ministry of Corporate Affairs for appointment of Cost Auditors, your Board had reappointed M/s ABK & Associates, as the Cost Auditor of your Company for the financial year 2012-13 to conduct the audit of the cost records of the Company.

The report with respect to the audit of cost accounts maintained in respect of insecticides manufactured by the Company will be submitted to the Central Government in due course.

Conservation of Energy & Technology Absorption

The information required to be furnished pursuant to Section 217(1)(e) of the Act read with the Companies (Disclosure of Particulars in the Report of the Board of Directors) Rules, 1988 is enclosed as Annexure - 1 and forms part of this report.

Foreign Exchange Earnings and Outgo

The details of earnings and expenditure in foreign currency are given in Note 43 in the Notes to the Accounts.

Fixed Deposits

Your Company has not accepted any public deposits under Section 58A of the Companies Act, 1956 during financial year 2012-13.

Acknowledgement

Your Board acknowledges the service rendered by the employees of the Company for the satisfactory performance of the Company. The Board appreciates the continued support from Monsanto Company, USA. The Board thanks its shareholders, channel partners, and other business associates for their support. Without this support, the Company would not be able to successfully serve its farmer customers whose success eventually determines the Company's success.

For and on behalf of the Board of Directors

Sekhar Natarajan

Chairman

Mumbai: 29th May, 2013

Annexure-1

Information required under Section 217(1)(e) of the Companies Act, 1956 read with the Companies (Disclosure of Particulars in the Report of the Board of Directors) Rules, 1988.

I. Conservation of Energy:

- | | |
|---|--|
| (a) Energy conservation measure taken; | 1. Reduction of diesel consumption.
2. Reduction electricity consumption by 10% on lighting load. |
| (b) Additional investments and proposals, if any, being implemented for reduction in consumption of energy; | |
| (c) Impact of the measures at (a) and (b) above for reduction in energy consumption and consequent impact on the cost of production of goods. | |

FORM A

Form for disclosure of particulars with respect to conservation of energy.

A. Power and Fuel Consumption

	Current Year 2012-13	Previous Year 2011-12
1. Electricity:		
a) Purchased Units (000's)	2,316.10	2139.43
Total Amount (₹ in Crores)	1.52	1.20
Rate/Unit (₹)	6.55	5.61
b) Own Generation:		
1. Through diesel generator-Units (000's)	156.32	297.06
2. Total Amount (₹ in Crores)	0.30	0.50
3. Rate/Unit (₹)	18.68	16.88
c) Through steam turbine/generator	-	-
2. Coal	-	-
3. Furnace Oil - HS Diesel:		
Purchased - Ltrs (000's)	9.40	7.00
Total Amount (₹ in Crores)	0.04	0.03
Rate/Ltr. (₹)	46.54	42.50
4. Others - Gas:		
Purchased - Kgs (000's)	497.73	342.99
Total Amount (₹ in Crores)	3.58	2.11
Rate/Kg. (₹)	71.83	61.59

- Power tariff has increased by around 7% over last year and diesel price has increased by around 10% over last year.
- During the year under review, the plant in Andhra Pradesh had opted for the power scheme option given by Andhra Pradesh State Electricity Board (APSEB) to reduce the cost of diesel as electricity cost is cheaper than diesel. On account of this the electricity cost has increased whereas diesel cost has decreased.
- Diesel consumption for forklift has increased due to higher inventory movement.

B. Consumption per Unit of Production

The Company manufactures a wide range of products which pass through various operations before reaching the finishing stage. It is, therefore, not feasible to furnish the information in respect of consumption per unit of production.

II. Technology Absorption

FORM B

Form for disclosure of particulars with respect to Technology Absorption.

A. Research and Development (R&D):

1. Specific areas in which R&D carried out by the Company	<ul style="list-style-type: none"> ➤ Breeding and testing of new hybrid varieties of seeds. ➤ Study of new technologies in maize.
2. Benefits derived as a result of above R&D	<ul style="list-style-type: none"> ➤ Identified new hybrid seeds which suit various agro climatic conditions and meet farmers' requirements. ➤ Initial knowledge of new technologies in maize.
3. Future Plan of Action	Continuous efforts for development of new high quality and specific maturity hybrid seeds as well as seeds that have the ability to protect the yield.
4. Expenditure on R&D (₹ In Crores)	
a) Capital (including CWIP)	4.01
b) Recurring	12.87
Total	16.88

B. Technology Absorption, Adaptation and Innovation:

1. Efforts in brief, made towards technology absorption, adaptation and innovation.	The Company is working on and studying new technologies in maize.
2. Benefits derived as a result of the above efforts, e.g. product improvement, cost reduction, product development, import substitution, etc.	New maize technologies will help farmers in protecting their yield by reducing losses caused by insects and weeds. This will be an improvement on current products.
3. Imported technology (imported during the last 5 years reckoned from the beginning of the financial year)	During the last five years no technology has been imported by way of foreign collaboration or otherwise.

For and on behalf of the Board of Directors

Sekhar Natarajan
Chairman

Mumbai: 29th May, 2013

REPORT ON CORPORATE GOVERNANCE

Your Company believes that corporate governance is at the core of the Company's policies and systems for managing and supervising itself, including its organization, its values, business policies and guidelines, as well as all internal and external regulatory and monitoring mechanisms. Effective and transparent corporate governance guarantees that your Company is managed and monitored in a responsible manner focused on value creation. This fosters the confidence of our domestic and international investors, the financial markets, our customers and other business partners, employees and the public in the Company.

Our corporate governance philosophy is based on the following principles:

- ◆ Appropriate size and composition of the Board with each Director bringing in key expertise in different areas;
- ◆ Systematic information flow to the Directors to enable them to effectively discharge their fiduciary duties;
- ◆ Ethical business conduct by the management and employees;
- ◆ Appropriate systems and processes for internal controls on all operations, risk management and financial reporting; and
- ◆ Timely and accurate disclosure of all material operational and financial information to the stakeholders.

BOARD OF DIRECTORS

A) Composition

The Board of Directors along with its Committees provides leadership and guidance to the Company's management and directs, supervises and controls the performance of the Company. The Board acts with autonomy and independence in exercising its strategic supervision, discharging its fiduciary responsibilities and ensuring that the management observes the highest standards of ethics, transparency and disclosure.

The Board consists of Executive and Non-Executive Directors. Currently, the Board consists of six members, one of whom is Executive (Managing Director) and five others are Non-Executive Directors including the Chairman of the Company. One-third of the Board consists of Independent Directors.

Mr. Amitabh Jaipuria resigned as the Managing Director and as a Director of your Company with effect from 28th February, 2013. The Board of Directors at their meeting held on 28th January, 2013, appointed Mr. Gyanendra Shukla as Managing Director of your Company with effect from 1st March, 2013.

Monsanto Company, USA has certain rights enshrined in the Articles of Association pertaining to the appointment of Directors.

Number of Board Meetings:

During the financial year ended 31st March, 2013 five (5) meetings of the Board of Directors were held on 28th May, 2012, 31st July, 2012, 31st October, 2012, 28th January, 2013 and 27th February, 2013. The maximum time-gap between any two consecutive meetings did not exceed four (4) months. The necessary quorum was present in all the meetings.

The Board meets at least once in a quarter to review the quarterly financial results and operations of the Company. In addition to the above, the Board also meets as and when necessary to address specific issues relating to the business. The tentative annual calendar of Board Meetings for approving the accounts for the ensuing year is decided well in advance by the Board and is published as part of the Annual Report.

All the Directors have informed your Company periodically about their Directorship and membership on the Board Committees of other companies. As per disclosure received from Director(s), none of the Director(s) holds membership in more than ten (10) Committees and Chairmanship in more than five (5) Committees. None of the Directors of the Company are related to each other. All Non Executive Directors are liable to retire by rotation. The appointment, tenure and remuneration of the Managing Director once approved by the Board is subject to the further approval of the members of the Company.

The details of the composition, nature of Directorship, the number of meetings attended and the directorships in other companies of the Directors of the Company are detailed below in Table 1:

Table 1: Composition of the Board of Directors

Name of the Director	DIN	Category	Attendance		No. of the Directorship(s) ⁽¹⁾	Committee position ⁽²⁾	
			At the Board Meetings	At the last AGM		Chairman ⁽³⁾	Member
Mr. Sekhar Natarajan	01031445	Non-Executive Chairman	5	YES	4	2	1
Mr. Amitabh Jaipuria [@]	01864871	Managing Director	5	YES	2	-	1
Mr. Gyanendra Shukla [#]	02922133	Managing Director	NA	NA	2	-	1
Mr. R. C. Khanna	00007293	Non-Executive	5	YES	2	2	1
Mr. H. C. Asher	00024863	Non-Executive, Independent	5	YES	9	2	5
Mr. Pradeep Poddar	00025199	Non-Executive, Independent	4	YES	3	1	3
Mr. Ravinder K. Reddy	00419627	Non-Executive	4	NO	1	-	-

[@] Mr. Amitabh Jaipuria resigned as the Managing Director and as a Director of your Company with effect from 28th February, 2013

[#] Mr. Gyanendra Shukla appointed as an Additional Director and the Managing Director of the Company with effect from 1st March, 2013.

⁽¹⁾ Directorship other than in foreign/private companies/non-profit organizations.

⁽²⁾ Membership/Chairmanship in Audit and Investors' Grievances Committees of all public limited companies, whether listed or not, including Monsanto India Limited.

⁽³⁾ Chairmanship in Audit and Investors' Grievances Committees excluding the membership.

B) Re-appointment of Directors

Pursuant to the provisions of Section 255 & 256 of the Companies Act, 1956, Mr. Pradeep Poddar and Mr. H. C. Asher shall retire by rotation in the ensuing Annual General Meeting.

Board Procedures:

The Board Meetings are governed by structured agenda for the meeting. The agenda along with comprehensive notes and background material are circulated well in advance before each meeting to all the Directors for facilitating effective discussion and decision making. The Board members may bring up any matter for consideration of the Board, in consultation with the Chairman. Presentations are made by the Managing Director & CEO and other Business Heads on the Company's operations and other matters on a periodic basis. The proceedings of the meetings of the Board and its Committees are recorded in the form of minute and the draft minute are circulated to the Board for perusal before they are finalised.

C) Committees of the Board:

Currently, there are four (4) Committees of the Board, namely Audit Committee, Remuneration Committee, Investors' Grievances Committee and Share Transfer Committee. The Board decides the terms of reference for these Committees. Minute of meetings of the Committees are placed before the Board for information. The details as to the composition, terms of reference, number of meetings and related attendance, etc., of these Committees are provided hereunder:

Audit Committee

Role of the Audit Committee is in accordance with the provisions of Section 292A of the Companies Act, 1956 and Clause 49 of the Listing Agreement and includes overseeing the Company's financial reporting process, reviewing the financial statements and the adequacy of internal audit. The role of Audit Committee also includes periodic discussions with internal and statutory auditors about their scope of audit and adequacy of internal control systems. The Audit Committee also recommends appointment/re-appointment of Statutory Auditors.

The Audit Committee comprises of Mr. Pradeep Poddar - Chairman, Mr. R. C. Khanna - Member and Mr. H. C. Asher - Member, all being Non-Executive Directors. Mr. H. C. Asher and Mr. Pradeep Poddar are Independent Directors. Company Secretary acts as Secretary to the Audit Committee.

The Chairman, Managing Director, Chief Financial Officer, Head - Legal Affairs, Internal Auditors and Statutory Auditors are invited to the Audit Committee meetings.

The Audit Committee met during the Financial Year on 28th May, 2012, 31st July, 2012, 31st October, 2012 and 28th January, 2013. Details of members of Audit Committee and their attendance at the Committee's meetings are given in Table 2.

Table 2: Attendance Details in the Audit Committee Meetings

Name of the Member	Meetings Held	Attendance
Mr. R. C. Khanna	4	4
Mr. H. C. Asher	4	4
Mr. Pradeep Poddar	4	3

Remuneration Committee

The Remuneration Committee considers and recommends to the Board the payment of remuneration/incentive etc. to the Managing Director. The Committee comprises of Mr. R. C. Khanna - Chairman, Mr. H. C. Asher - Member and Mr. Pradeep Poddar - Member. Company Secretary acts as Secretary to the Remuneration Committee.

During the Financial Year, the Committee met on 31st October, 2012 and 27th February, 2013.

Details of members of Remuneration Committee and their attendance at the Committee's meetings are given in Table 3.

Table 3: Attendance Details in the Remuneration Committee Meetings

Name of the Member	Meetings Held	Attendance
Mr. R. C. Khanna	2	2
Mr. H. C. Asher	2	2
Mr. Pradeep Poddar	2	1

Investors' Grievances Committee

Investors' Grievances Committee considers redressal of Investors' complaints/grievances. The Committee also considers matters concerning the issue of duplicate share certificates, complaints regarding transfer of shares, non-receipt of dividends and Annual Report, dematerialisation of share certificates, etc.

Investors' Grievance Committee has been reconstituted due to resignation of Mr. Amitabh Jaipuria as the Managing Director on 28th February, 2013. Mr. Gyanendra Shukla has been inducted as a member of the Committee in place of Mr. Amitabh Jaipuria with effect from 1st March, 2013.

The Committee met on 28th May, 2012. Details of members of the Investors' Grievances Committee and their attendance at the Committee's meeting are given in Table 4.

Table 4: Attendance details in the Investors' Grievances Committee Meeting

Name of the Member	Meetings Held	Attendance
Mr. R. C. Khanna	1	1
Mr. H. C. Asher	1	1
Mr. Pradeep Poddar	1	1
Mr. Amitabh Jaipuria	1	1

During the financial year, the Company received 61 complaints. All complaints have been resolved by the Company.

Share Transfer System

The Company's shares being in compulsory dematerialized (demat) list are transferable through the depository system. Transfer of shares in physical form are processed by the Registrars and Share Transfer Agents (RTA) and approved by the Share Transfer Committee of the Company. The share transfers are processed within a period of 15 days from the date of receipt of the transfer documents by RTA subject to requisite documents being in order.

The Company has a Share Transfer Committee currently comprising of Mr. Sekhar Natarajan-Chairman, Mr. Gyanendra Shukla – Managing Director, Mr. Sharad Kumar – Head - Legal Affairs, Mr. Abdul Alim Sayed – India Finance Lead, Mr. Tushar Naik – Finance Controller and Ms. Chandana Dhar - Company Secretary & Compliance Lead. The Committee meets once every week or as and when required and approves all matters related to shares i.e. transfers, transmission, dematerialisation and rematerialisation of shares.

Remuneration to Directors

The Board is comprised of one Executive Director (Managing Director) and five Non-Executive Directors.

The Managing Director receives a monthly salary, perquisites and performance pay as per the policies of the Company and as per the agreement executed by and between him and the Company for his appointment. No sitting fee is paid to him for attending the meetings of the Board of Directors or Committees thereof. In the event, the Managing Director desires to leave the services of the Company, he is required to serve to the Company 90 days' notice in writing. However, the Company may, at its sole discretion relieve the Managing Director of his duties at any time during his notice period and, in that event, he will be paid his basic salary for the balance notice period of 90 days.

Mr. Sekhar Natarajan and Mr. Ravinder K. Reddy do not receive any salary, sitting fees or commission from the Company. All other Non-executive Directors receive sitting fees for attending the meetings of the Board of Directors and Committees thereof and commission on the net profits of the Company, as decided by the Board, within the overall limits approved by the shareholders.

The criteria for making payment to the Managing Director are:

1. Salary paid to the Managing Director is recommended by the Remuneration Committee and approved by the Board and the Shareholders. Perquisites, retirement benefits and performance pay are also paid/provided to the Managing Director in accordance with the Company's compensation policies, as applicable to all employees of the Company.
2. Remuneration paid to the Managing Director is determined keeping in view the industry benchmarks.

The criteria for making payments to other Directors are:

1. The Directors are paid sitting fees of ₹ 10,000/- for each meeting of the Board and Audit Committee and ₹ 5,000/- each for other Committee meetings attended by them.
2. Shareholders of the Company have approved payment of commission in the aggregate not exceeding 1% of net profits calculated in accordance with Section 198 read with Section 349 and 350 of the Companies Act, 1956 collectively, to all the Directors of the Company (excluding Managing Director, Whole time directors and directors nominated by Monsanto Company, USA). The Board decides proportion and manner of payment of such commission every year subject to the above said overall limit approved by the shareholders.

The remuneration paid or payable to the Directors is given in Table 5.

Table 5: Remuneration paid/payable to the Directors

(₹ in Lacs)

Name of Directors	Sitting Fees	Salary & Perquisites	Incentive/ Commission	Total
Mr. Sekhar Natarajan	-	-	-	-
Mr. Amitabh Jaipuria*	-	92.63	27.49	120.12
Mr. Gyanendra Shukla**	-	6.52	-	6.52
Mr. R. C. Khanna	1.05	-	8.50	9.55
Mr. H. C. Asher	1.05	-	8.50	9.55
Mr. Pradeep Poddar	0.80	-	8.50	9.30
Mr. Ravinder K. Reddy	-	-	-	-

* Resigned w.e.f 28th February, 2013

** Appointed w.e.f. 1st March, 2013

The Company has no stock option/pension plan for the Directors of the Company. However, employees of the Company including Managing Director of the Company and nominee Directors of Monsanto Company, USA are entitled for the Stock Options declared by the parent company i.e. Monsanto Company, USA, from time to time.

Management

The management of the Company has developed and implemented policies, procedures and practices that attempt to translate the Company's future plans into reality. The management also identifies, measures, monitors and minimizes the risk factors in the business and ensures safe, sound and efficient operations. These are internally supervised and monitored through the India Regional Leadership Team of the Company.

Management Discussion and Analysis

The Management Discussion and Analysis Report is attached with the Directors' Report and forms part of this Annual Report.

Internal Control Systems

The Company has both, external and internal audit systems in place. Auditors have access to all records and information of the Company. The Board and the management periodically review the findings and recommendations of the auditors and take corrective actions wherever necessary. The Board recognizes the work of the auditors as an independent check on the information received from the management on the operations and performance of the Company.

The integrity and reliability of the internal control systems are achieved through clear policies and procedures, process automation, careful selection, training and development of employees, and an organization structure that segregates responsibilities.

Means of Communication

During the financial year under reference, quarterly results were published in widely circulated national and local daily newspapers i.e., The Business Standard and Sakaal. Financial Results were not sent individually to the shareholders.

As per the requirement of Clause 47(f) of the Listing Agreement, the Company has designated an e-mail ID (investorcare.india@monsanto.com) exclusively for the purpose of registering the complaints by investors. The said email ID has also been displayed on the Company's website.

The Company's results and official news releases are displayed on the Company's website www.monsantoindia.com. There were no presentations made to the institutional investors or analysts during the financial year.

Disclosures

Material Transactions with the Company

Except the details of transactions given in Note no. 33 of Notes forming part of the Financial Statements, the Company had no material transactions with its promoters, directors or the management, their relatives etc. that may had a potential conflict of interest with the Company.

Compliances in respect of Capital Markets

The Company has complied with all regulatory requirements on capital market and has not been imposed any penalty/strictures by the Stock Exchanges or SEBI or any other statutory authorities.

Shareholding of Directors

Mr. Sekhar Natarajan, Mr. R. C. Khanna and Mr. Gyanendra Shukla are holding 800, 3236 and 320 equity shares respectively in their individual names. Mr. R. C. Khanna is also holding 3,89,976 equity shares in the capacity of Karta of his HUF. No other Directors are holding any shares in the Company.

Code of Conduct

The Board has adopted a Code of Conduct for all Directors and senior management of the Company. The Code of Conduct is posted on the website of the Company.

All Directors and senior management affirm compliance with the code on annual basis. Based on the affirmations received from Directors and senior management, the Managing Director of the Company has signed the following certificate:

To the shareholders of Monsanto India Limited

I, Gyanendra Shukla, Managing Director of the Company, hereby certify that the Board members and Senior Management personnel have affirmed that they have complied with the "Code of Business Conduct" of the Company for the financial year ended 31st March, 2013.

Gyanendra Shukla
Managing Director

Mumbai, 29th May, 2013

Whistle Blower Policy

The Company has not adopted a Whistle Blower Policy. However, the Company's strong compliance program encourages employees to raise and report concerns in a transparent way.

The Company is also covered by the global Whistle Blower Policy of Monsanto Company, USA, where any employee can raise any issues before the management as and when required.

As a part of this global policy, no retaliatory action can be taken against any whistle blower.

Compliance with mandatory and non-mandatory requirements

The Company has complied with the mandatory requirements of Clause 49 of the Listing Agreement with the Stock Exchanges. Further, the Company has adopted non-mandatory requirements of Clause 49 of the Listing Agreement, viz., Remuneration Committee of the Board, which has been constituted to determine the remuneration of Executive Directors or Managing Director.

Brief Profile of Directors Proposed to be Appointed/Re-Appointed

Mr. Gyanendra Shukla is a B.S. in Agronomy, Ph.D. in Agriculture Botany, MBA-S.P. Jain, Mumbai. With a career spanning over 24 years, during his 16 years' association with Monsanto, Mr. Gyanendra Shukla has held various leadership positions across functions. Mr. Gyanendra Shukla joined Monsanto in 1996 as a National Product Development Manager. From 1996 to 2005, he showed great versatility with accomplished stints in TD, Regulatory and Sales. He was the TD Lead for South Asia and later the National Sales Manager for India in 2006 before he moved to Indonesia as the Country Lead. Mr. Gyanendra Shukla led Indonesia ably in a trying period reestablishing Roundup®, laying foundation for corn growth and negotiating various Corporate Affairs challenges. In early 2008 he moved to Singapore as the TD Lead for the Asia Pacific Region and end of 2008 he moved back to India as the India Region Corporate Affairs Lead.

Honoring his invaluable contribution to Monsanto and the biotech industry, he has been a recipient of various recognitions including "Fellow of India Society of Weed Science", among others. He also plays important roles in the Seed and Biotechnology Industry Associations in India.

His current directorship/membership is as follows:

Name of the Company	Nature of Interest	Chairmanship or membership of Committee of the Board
1. Monsanto India Limited	Managing Director	Member - IGC
2. Mahyco Monsanto Biotech (India) Limited	Director	-

Mr. Pradeep Poddar is a Chemical Engineer from UDCT - Mumbai and an MBA from IIM - Ahmedabad. He has vast experience at the highest levels of Management and is a veteran of the consumer goods industry.

His fast track growth in Glaxo India led him to the senior management position of Head of Sales & Marketing of its Consumer business. In 1996, he was appointed as the first Managing Director of Heinz in the Indian subcontinent, a position he held till 2004. He successfully built a robust and holistic business footprint for Heinz in India while playing a key role in creating a portfolio of superbrands like Complian, Glucon-D, Nycil and Heinz Tomato Ketchup. In Heinz he was rated highly and was also a significant award by the global Chairman in year 2000. He pioneered the Heinz Nutrition Foundation India initiative to advance nutrition knowledge and education in the country.

Wisitex Foundation and the Karnataka Government conferred on him the Udyog Ratna Award in year 2001 for his distinguished contribution to the food industry.

He is presently the Managing Director of Mount Everest Mineral Water Limited.

His current directorship/membership is as follows:

Name of the Company	Nature of Interest	Chairmanship or membership of Committee of the Board
1. Monsanto India Limited	Director	Chairman – AC Member – RC Member - IGC
2. Mount Everest Mineral Water Limited	Managing Director	Member - IGC
3. Nourishco Beverages Limited	Director	Member - AC

AC: Audit Committee

RC: Remuneration Committee

IGC: Investors' Grievances Committee

Mr. H. C. Asher holds M.A., LL.B. degree from Mumbai University. He is a Senior Partner of M/s. Crawford Bayley & Co., a leading firm of Advocates and Solicitors in Mumbai. He has been in practice for over 50 years and has vast experience in the legal field and particularly on matters relating to corporate laws.

His current directorship/membership is as follows:

Name of the Company	Nature of Interest	Chairmanship or membership of Committee of the Board
1. Allied Pickfords Private Limited	Director	-
2. Diamant Boart Marketing Pvt.Ltd.	Director	-
3. Elof Hansson (India) Pvt. Ltd.	Director	-
4. Grant Investrade Limited	Director	-
5. Gulf Oil Corporation Limited	Director	-
6. Hind Filters Limited	Director	-
7. Hinduja Ventures Limited (Formerly known as Hinduja TMT Ltd.)	Director	Member – AC Chairman – IGC
8. IDL Explosives Limited	Director	-
9. The Indian Card Clothing Co.Ltd.	Director	Member – AC
10. KELTECH Energies Limited	Director	-
11. PRS Technologies Private Limited	Director	-
12. Ingersoll-Rand (India) Limited	Director	Member – AC Chairman – IGC
13. Monsanto India Limited	Director	Member – AC Member – IGC Member – RC
14. TUV India Private Limited	Director	-

AC: Audit Committee

IGC: Investors' Grievances Committee

RC: Remuneration Committee

General Shareholders Information

Address for correspondence:	Monsanto India Limited, Ahura Centre, 5 th Floor, 96, Mahakali Caves Road, Andheri (East), Mumbai - 400 093 Tel: 022-2824 6450/6702 9851 Fax: 022-2824 6452/2824 4707 e-mail: investorcare.india@monsanto.com
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Annual General Meeting and Dividend

Date and Time	Friday, 2 nd August, 2013 at 11.30 a.m.
Venue	Rangaswar Hall, Y. B. Chavan, 4 th Floor, Gen. Jaganath Bhosale Marg, Nariman Point, Near Sachivalay Gymkhana, Mumbai – 400 021
Last Date for Receipt of Proxy Form	Wednesday, 31 st July, 2013 before 11.30 a.m.
Date of Book Closure	23 rd July, 2013 to 25 th July, 2013 (both days inclusive)
Dividend Payment Date	On or after 2 nd August, 2013

Annual General Meetings held during the last three years

Date	Venue	Time	Special Resolution Passed
60 th AGM 21 st July, 2010	M. C. Ghia Hall, Bhogilal Hargovindas Building, 2 nd Floor, 18/20, Kaikhushru Dubash Marg, Mumbai - 400 001.	11.00 a.m.	Appointment of Mr. Ravinder K. Reddy as an Additional Director
61 st AGM 26 th September, 2011	Y.B. Chavan Auditorium, Gen. Jaganath Bhosale Marg, Nariman Point, Near Sachivalay Gymkhana, Mumbai - 400 021.	11.00 a.m.	<ul style="list-style-type: none"> ◆ Re-appointment of Mr. Amitabh Jaipuria as Managing Director. ◆ Increase in authorized share capital and alteration in the capital clause in Memorandum of Association and Articles of Association ◆ Issue of Bonus shares.
62 nd AGM 3 rd August, 2012	Y.B. Chavan Auditorium, Gen. Jaganath Bhosale Marg, Nariman Point, Near Sachivalay Gymkhana, Mumbai - 400 021.	11.00 a.m.	Issue of shares to Mrs. Madhu Agrawal jointly held with Mr. Shrikant Agrawal whose shares were kept in abeyance and payment of dividend thereon.

Postal Ballots

No special resolutions were passed through postal ballots in the current Financial Year.

Financial Calendar

Financial Year	1 st April, 2013 to 31 st March, 2014
Declaration of financial results for the quarter ending 30 th June, 2013	By 2 nd week of August, 2013
Declaration of financial results for the quarter ending 30 th September, 2013	By 2 nd week of November, 2013
Declaration of financial results for the quarter ending 31 st December, 2013	By 2 nd week of February, 2014
Declaration of financial results for the quarter ending 31 st March, 2014	Last week of May, 2014
AGM for the year ending 31 st March, 2014	In the month of August, 2014

Shares Information

Listing on Stock Exchanges	<ul style="list-style-type: none"> ➤ BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 023. ➤ National Stock Exchange of India Ltd., Exchange Plaza, 5th Floor, Plot No. C/1, G-Block, Bandra-Kurla Complex, Bandra (East), Mumbai - 400 051.
Stock Code:	
BSE Limited	524084
National Stock Exchange of India Ltd.	MONSANTO
International Securities Identification Number (ISIN)	INE274B01011
Listing Fees	Listing fees of both the Stock Exchanges have been paid for the year 2013-14.
Registrar and Share Transfer Agents/ Address for Correspondence	Link Intime India Private Limited C-13, Pannalal Silk Mills Compound, L.B.S. Marg, Bhandup (West), Mumbai -400 078. Tel: 022-2596 3838, 022-2594 6970 Fax: 022-2596 2691 Email: rnt.helpdesk@linkintime.co.in
Compliance Officer	Ms. Chandana Dhar, Company Secretary & Compliance Lead
Dematerialisation of shares and liquidity	96.75% of the paid-up capital of the Company has been dematerialised as on 31 st March, 2013.
Outstanding GDRs/ADRs/Warrants or any Convertible instruments	Not Applicable

Shares held in Electronic Form

Shareholders holding shares in electronic form may please note that:

- a) Instructions regarding bank details which they wish to have incorporated in future dividend warrants must be submitted to the Depository Participants (DP). As per the regulations of NSDL and CDSL, the Company is obliged to print bank details on the dividend warrants, as furnished by these depositories to the Company.
- b) Instructions already given by them for shares held in physical form will not be automatically applicable to the dividend paid on shares held in electronic form.
- c) Instructions regarding change of address, nomination and power of attorney should be given directly to the DP.

Shareholding Pattern and Distribution Schedule as on 31st March, 2013

Shareholding Pattern

Category	No. of Shares	%
Promoters	1,24,54,044	72.14
Mutual Funds	3,53,011	2.04
Trust	1,730	0.01
Bodies Corporate	12,04,376	6.98
Public	25,53,421	14.79
NRI/FIIs/OCBs	2,44,593	1.42
Others	4,51,573	2.62
Total	1,72,62,748	100.00

Distribution Schedule

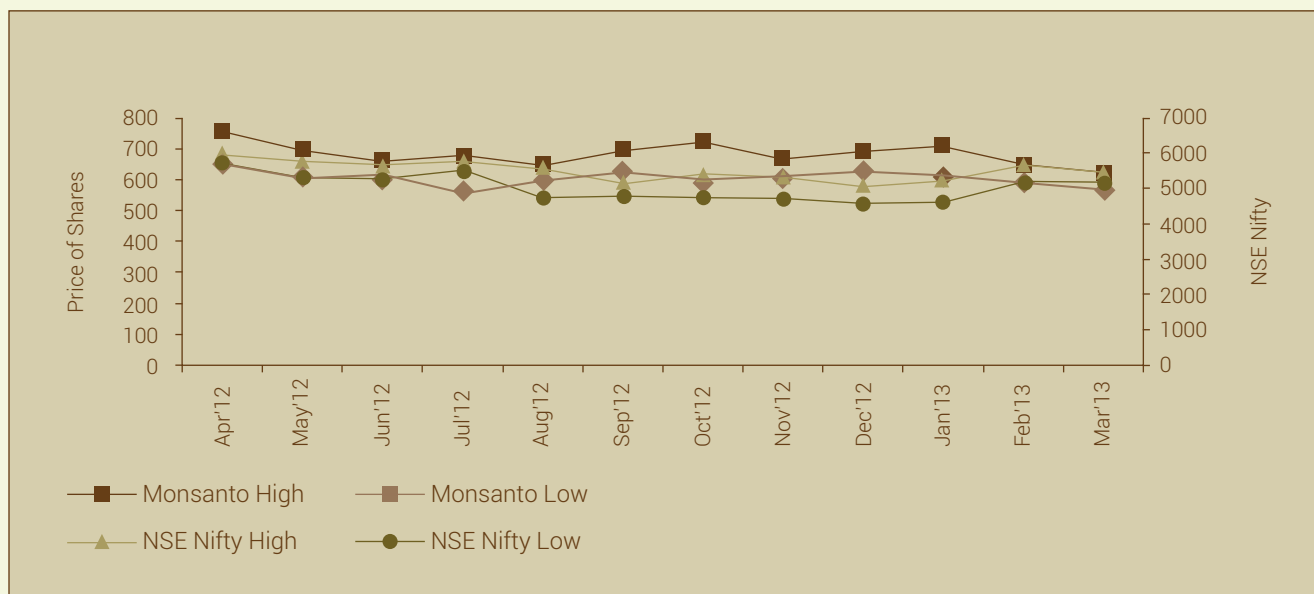
Category	No. of Shareholders	No. of Shares
Upto 500	16,493	12,13,532
501 - 1000	843	6,36,211
1001 - 2000	220	3,17,969
2001 - 3000	72	1,80,257
3001 - 4000	25	89,518
4001 - 5000	16	71,116
5001 - 10000	30	2,10,263
10001 and above	19	1,45,43,882
Total	17,718	1,72,62,748

Share Price performance

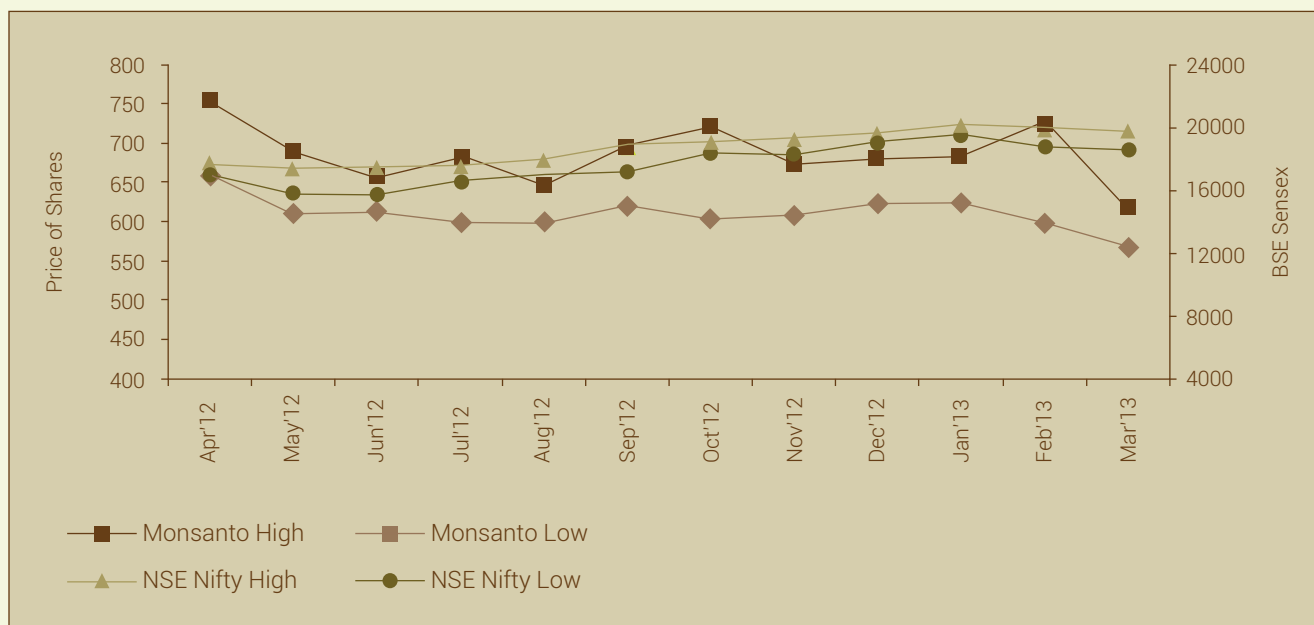
High-low share prices on BSE and NSE

Month	BSE			NSE		
	High Price	Low Price	Traded Qty	High Price	Low Price	Traded Qty
Apr-12	755	662	1,57,407	754	649	1,86,704
May-12	690	611	86,194	696	607	2,06,143
Jun-12	658	612	38,410	660	610	72,196
Jul-12	682	599	63,268	680	556	1,21,960
Aug-12	648	600	47,415	647	599	89,283
Sep-12	695	620	82,639	698	620	2,13,965
Oct-12	722	605	47,060	724	601	1,10,277
Nov-12	673	607	29,288	669	607	57,802
Dec-12	681	624	45,162	694	623	96,473
Jan-13	684	625	42,093	714	611	87,903
Feb-13	725	597	18,418	647	591	42,414
Mar-13	619	569	29,221	623	566	54,092

Monthly High-Low Share Price / BSE Sensex



Monthly High-Low Share Price / BSE Sensex



Plant Locations

Herbicides	1, 4 & 5, Madhuban Industrial Estate, Madhuban Dam Road, Rakholi, Silvassa - 396 240. Union Territory of Dadra & Nagar Haveli.
Seeds	Moka Road, Srivara Village, Bellary - 583 103, Karnataka. Survey No. 677-679, Village: Lalgudi Malakpet, Shamirpet, District: Ranga Reddy - 500 078, Andhra Pradesh.

AUDITORS' CERTIFICATE

To the Members of Monsanto India Limited

We have examined the compliance of conditions of Corporate Governance by Monsanto India Limited ("the Company") for the year ended 31st March, 2013, as stipulated in clause 49 of the Listing Agreement of the said Company with stock exchanges.

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination was limited to a review of procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us and the representations made by the management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the abovementioned Listing Agreement.

We state that such compliance is neither an assurance as to the future viability of the Company nor efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Deloitte Haskins & Sells,
Chartered Accountants
(Registration No. 117366W)

R. Laxminarayan

Partner

Membership No. 33023

Mumbai: 29th May, 2013

MANAGEMENT DISCUSSION AND ANALYSIS

Overview

Agriculture growth in India is a key to economic development in the country and therefore, farmers' success becomes a major factor to the country's development. The Economic Survey 2012-13 predicts that the global economy is likely to recover in 2013 and various government measures will help in improving the Indian economy's outlook for 2013-14. For improved agricultural growth, the survey underlines the need for stable and consistent policies where markets play an appropriate role, private investment in infrastructure is stepped up, food price, food stock management and food distribution improves, and a predictable trade policy is adopted for agriculture.

FDI in retail allowed by the government can pave the way for investment in new technology and marketing of agricultural produce in India. Fast agricultural growth remains vital for jobs, incomes and food security.

Following the slowdown induced by the global financial crisis in 2008-09, the Indian economy responded strongly to fiscal and monetary stimulus and achieved a growth rate of 8.6 per cent and 9.3 per cent respectively in 2009-10 and 2010-11, but due to a combination of both external and domestic factors, the economy decelerated growing at 6.2 per cent and an estimated 5 per cent in 2011-12 and 2012-13 respectively.

India's agriculture growth is of paramount importance, not because it employs 58 per cent of the country's population but also it is an imperative requirement for inclusive growth as a supplier of food, fiber and raw material and major industries. India needs to increase crop production to meet rising consumer needs amidst stagnant or diminishing natural resources and a changing climate and improve farmers' lives.

*Source: Economic Survey 2012-13
Farmer's Forum*

Industry Structure

Modern agriculture using plant science has doubled the production of world food calories since 1960, while keeping a stable area of land for agricultural production. In India since 1960, we have been able to increase our food production by 2.85 times to 235 million tonnes. This has enabled us to feed a population that has grown from 440 million to 1.2 billion nationally, while sparing virtually negligible land from agricultural use. Crop protection and plant biotechnology help farmers to grow more food on less land by protecting crops from pests and diseases and raising yields per hectare. This ensures the availability of a year-round, affordable supply of a wide variety of nutritious, fresh produce. Yet growing population continues to put pressure on agricultural production and if we are to meet India's nutritional needs in terms of food quantity, quality and affordability, agricultural output must double in the next 20 to 30 years. This needs to be achieved in the wake of changing weather conditions due to climate change, a declining ratio of arable land to population and growing water scarcity. Plant science provides tools to help farmers meet the world's nutrition needs today, as well as technologies that will help to meet the future challenges of feeding a growing population with fewer natural resources.

One of the most critical obstacles of policies applications in agricultural sector is in ensuring food security – access of the population to sufficient food to meet nutritional requirements. Food security issues tend to cover not only issues related to availability and stability of food supplies but also issues of access to this supply. This last is related to the resources needed to procure the required quantity of food. However, these issues in India are considered to be sensitive and hence, where a large percentage of the population is dependent on agriculture need a certain degree of autonomy and flexibility in determining their domestic agricultural policies. These would have to be geared towards improving productivity, enhancing income levels, reducing vulnerability to market fluctuations ensuring stability of prices and so on.

Source: www.indiacrop.org

Operational Review

Dekalb® Hybrid Maize Seeds

Maize is the third most important food crop in India. Although the maize seed market is small at the moment (about \$200–\$250 million,)*, it might grow considerably larger. First, it is reasonable to predict that the area devoted to maize for feed is likely to increase with increased consumption of poultry and dairy resulting from income growth across India (Gulati and Dixon 2008).

Second, there are several relatively quick wins to increasing maize yields and output. Because only 60 per cent of the current maize acreage is allocated to hybrids, there is considerable room for growth of hybrid acreage. Farm labour shortage, changing weather patterns, and growing demand for animal protein will drive future growth of maize in India for your Company. Many of the multinational firms involved in India's seed industry have considerable ability to leverage R&D from other similar regions in which they operate. Further, the likelihood of GM maize successfully navigating India's regulatory process might be higher than that of other crops because maize is less sensitive to most Indian consumers' concerns and also it is viewed as a feed crop that is only marginally important to national food security or biodiversity.

Your Company's maize seeds are sold under the Dekalb® brand name - and are well established within the farming community.

Your Company's newer growth Hybrids (8101, 7074 and 9081) have grown very well and have helped grow overall volumes in some parts and have helped mitigate the decline of the older products in many other parts of the Country. Launch of 9120 growth hybrid has also done very well and is yet to grow exponentially in the coming seasons.

During the year under review, Monsanto Farm AgVisory® Services (MFAS) - an innovative farmer connect platform that offers Free Customized Crop Advisories from sowing to harvest to enhance India's Corn, Vegetable, Cotton Farmers' Yield & Profitability was launched. In addition to the same, it can be leveraged for pre-season demand estimation, understanding purchase intention, brand preferences and promotional messaging. The platform helps to retain, upgrade, upscale current customers and add new customers. Most importantly, it delivers best-in-class customer satisfaction and customer experience. Dr. Dekalb® Farm Care (DDFC) launched in 2010 has scaled up from 1.2 lakh farmers in 2011 to 3.5 lakh farmers in 2013 across 13 business-critical states including Maharashtra, Karnataka, Bihar, Madhya Pradesh and Uttar Pradesh.

The competition has also been very aggressive through their own field activities, and has exerted huge pressure through a massive stock push and lucrative channel schemes. Extensive market development activities were also conducted to demonstrate your Company's yield advantage over competition hybrids.

Your Company is pleased to share that a recent research conducted among 6,000 farmers in Maharashtra, Karnataka, Bihar and Uttar Pradesh concluded that 92 per cent of farmers were highly satisfied with the MFAS Customer Experience; 86 per cent followed advisories and 78 per cent benefitted via yield enhancements, cost reduction and optimum utilization of resources. The farmers survey named (i) Right Seed Selection, (ii) Pest and Disease Control, and (iii) Nutrient Management – as the top three reasons for calling the platform.

* Source: International Food Policy Research Institute

Kharif Season Overview

- Parts of Southern Maharashtra and Northern Karnataka have received scanty rain while other parts have received normal to excess rains. The rainfall pattern of deficient rain and then concentrated rain in patches has resulted in increased disease pressure in many parts of Karnataka and Maharashtra.
- Your Company has launched two new hybrids DKC 9125 in north irrigated segment and DKC 9126 in the south west irrigated segment.
- Aggressive scale up of DKC 8101, a rainfed hybrid with better water stress tolerance. The performance of the hybrid has been appreciated by farmers across Maharashtra and Karnataka.
- In line with your Company's objective of developing and bringing to market, superior value hybrids, it is continuing to introduce new products to transition its portfolio from a larger mix of hybrids in the mature & decline phase to hybrids in the new & growth phase.
- Your Company continues to strengthen its flagship marketing programs such as Dekalb® Margadarshak, Monsanto One and Mobile based Agriculture information system across India. A new customer focused initiative is also being piloted.

Rabi Season Overview

- ◆ Key Rabi Markets of Bihar, Bangladesh, Andhra Pradesh and West Bengal have performed very well.
- ◆ Key hybrids in Bihar sold during Rabi include DKC 9120 (a new launch), DKC9081, Pinnacle, 900M Gold and 900M (high value hybrids).
- ◆ Your Company has progressed its Public-Private Partnership with the State Government of Uttar Pradesh during Rabi and Spring.
- ◆ DKC9081 (the highest value corn seeds sold by your Company) is doing very well and we have placed additional quantities based on farmer response and overall momentum of the hybrid.

Roundup® (Herbicide)

Roundup® is the brand name of a systemic, broad-spectrum herbicide produced by your Company and contains the active ingredient Glyphosate.

During the year under review, there were dry spells in many parts of the country due to which the weed pressure was low and hence lower demand for Glyphosate. However, by focusing on market development in geographies where there was good rainfall, your Company has been able to grow the volume of Roundup® over previous year. The long term demand is expected to stay intact and grow strongly given the labour situation.

The global glyphosate industry has witnessed firm prices for glyphosate and the key raw materials. Your Company has increased the prices for Roundup® brand and price to licensing customers, in line with the global price movement. However, the competition in Roundup® remains very strong and this has limited the scope for price increase for Roundup®. During the year under review the Channel Mix has also adversely impacted the overall Roundup® volumes since the Company has maintained its growth momentum for the branded segments while selling less to the licensing customers as compared to last year.

Financial Review

During the year under review, net sales are at ` 436.54 Crores which is 19 per cent higher than the previous year. The sale for corn during F.Y. 2012-13 is ` 297.51 Crores, higher by ` 30.15 Crores (11 per cent) in comparison with the previous year. Net Sales of Roundup® during the year under review is ` 139.03 Crores, higher by ` 38.41 Crores (38 per cent) over the previous year. The increase is primarily driven by volume growth and higher realization throughout the year.

The operating expense for the F.Y. 2012-13 is ` 177.87 Crores, an increase of 8 per cent compared to previous year, in spite of high inflationary trend. Continuing its focus on costs the Company has re-negotiated office rentals and reduced the same substantially.

Profit after tax for the year under review was ` 67.34 Crores vis-à-vis ` 50.19 Crores in the F.Y. 2011-12.

Opportunities

To keep up with the growth in human population, more food will have to be produced over the next 50 years than has been during the past 10,000 years combined. Most experts agree that if we are to feed 8 billion people, world food production will have to increase by at least 40 per cent. In the view of Food and Agriculture Organization, 80 per cent of this increase will have to come from more intensive crop production, and the remaining 20 per cent from expansion of arable land, much at the expense of existing forests.

There is little doubt that sustainable agriculture can bring considerable benefits to many parts of the world, but sustainable agriculture alone will not be enough to ensure the food security of the growing numbers of rural poor. More contentious - for many environmentalists, at least - is the call for a "doubly green" revolution.

The issue of genetically modified organisms - GMOs - has proved highly contentious. Advocates of biotechnology point to its many possible benefits. In the future scientists may develop GMOs which lead to a dramatic reduction in the use of pesticides and artificial fertilisers.

In India, farmers traditionally employ labourers to remove crop-hurting herbs and weeds, but rural job scheme is creating employment opportunities outside the agricultural sector, leading to a shortage of farm workers. As a result deploying labourers to remove weeds and herbs have become costly. This has made farmers to opt for herbicide sprays.

Source: www.fao.org

Risks, Concerns and Threats

Risk management is an integral part of the strategic management of your Company. The risk management team focuses on making periodic assessment of significant risks likely to impact the Company operations and draws up suitable action plan to address the concerns. The process of Risk Management in your Company identifies risk inherent in its operations and records residual risk after taking specific mitigation steps. In a nutshell, following are the risks concerning the business of the Company and industry at large.

Production Risks: These risks are known and present in production along the entire supply chain. They affect expected seed yields and impact income. These include natural events (hurricanes, drought, pests and diseases), prices (land, labour, equipment, machinery and capital), standards and regulations (production and process methods, quality and safety), equipment and technology efficiencies, market dynamics (increasing scale, specialisation and chain consolidation) and strategic risks (choosing inappropriate technology). Your Company has taken quite a few proactive measures to mitigate the risk, like scouting for alternate production location, mechanisation of operations, and improvement of seed production processes, amongst others.

Marketing Risks: Your Company is facing headwinds in the Corn business on the demand side due to intense competition, crop shifts and uncertain weather. Also due to competitive marketing schemes and a constant stream of new products, farmers and the Channel, have more choice than ever before. Your Company has been in the forefront of such competitive activities and has thus stayed ahead of competition so far.

Institutional and Industry Risks: These relate to changes in government policies (including regulatory policies) and interventions. Other such risks include the adequacy and efficiency of Central and State Government support for agriculture.

Personal Risks: These risks relate to the impact on health and physical well-being in the process of carrying out the business of agriculture. Many of our employees drive long distances on rural roads and face heightened exposure to unpredictable road conditions, your Company has an Industry leading safety program to help employees understand and cope with such risks.

Financial Risks: Production related risks on the supply side and weather, crop acres, farmer seed choice related market risks on the demand side are our chief financial risks. The prices of glyphosate are driven by the raw materials being imported from China and your Company would need to maintain its pricing considering the trends of import price of raw material from China. Last few years have witnessed proliferation of competitors who are manufacturing through imported raw material and selling at very low prices. This trend is likely to continue and would continue to exert pressure on margins for the Roundup® brand.

Outlook

Maize has a special status in the global seed and agri biotech industry, and it is likely that this special status will be carried into India in the near future. First, maize – hybrid maize – is an attractive investment because of the relative ease with which firms can appropriate their R&D investments with the biological IPRs conferred by hybridization. Second, maize is attractive because of the potential spillovers generated by high and sustained levels of global R&D investment in the crop, given that most of the global leaders in the crop science industry have major R&D investments in maize and own valuable assets such as well-established breeding programs, high-quality genetic materials, expertise in molecular biology, and experience with regulatory processes. Third, maize is largely a feed crop in India: as GM maize technologies move into the pipeline, maize may not generate the same level of heated debate that food crops such as eggplant or rice do. Ultimately, foreign investment in maize by multinational companies in India, either through subsidiaries or joint venture partners, could result in rapid growth in the hybrid maize seed market. But the availability of, and government openness to, acquisitions of Indian seed companies by foreign firms may determine how this market develops.

Farm labour availability and cost continue to pose a challenge to the growers in India. This alongwith improving awareness about chemical weeding, usage in newer crops and geographies as well as non agricultural usage augurs well for the herbicide industry and your Company. As shared earlier, the Glyphosate market is also expected to grow in double digits in the medium term.

Your Company - through its continuous breeding research efforts, new product offerings, effective sales and marketing strategies; a strong brand; far reaching distribution infrastructure; and investments in people development, is hopeful of maintaining its performance going forward.

Roundup® remains the brand of choice when it comes to controlling weeds to its roots for a longer span of time not just in tea plantations and non cropped areas but also for general weed control in railways, industries, around roads and highways etc.

Considering the labour situation, the demand for glyphosate is likely to remain strong in the coming year. Your Company is planning to launch Roundup® brand in a new packaging and with a new brand identity with the proposition of "World's No. 1 Herbicide". Your Company also intends to strengthen the partnership with retail partners in the coming year and identify new segments for Roundup® usage.

Source: International Food Policy Research Institute

Internal Controls Systems and Adequacy

Your Company has in place proper and adequate system of internal controls to provide reasonable assurance that all assets are safeguarded, transactions are authorised, recorded and reported correctly and to ensure compliance with policies and statutes. It is committed to ensuring an effective internal control environment that provides assurance on the efficacy and effectiveness of operations, processes and safeguard of assets. At Monsanto, the internal audit of the Company is conducted by a reputed independent Company appointed by the management. The observations and recommendations of the internal auditors are reviewed by the Audit Committee and adequate follow up measures are taken to overcome the identified opportunities to further improve the control, environment.

All employees are trained to follow your Company's business conduct guidelines with 'Integrity' as the foundation of all that we do.

Human Resources

Your Company has 377 employees on its rolls as on 31st March, 2013 as compared to 357 as on 31st March, 2012.

With elements of 'Dialogue, Transparency, Sharing, Benefits, Respect, Act as Owners to Achieve Results' – your Company's pledge is a declaration that compels its employees to listen more, to consider their actions and their impact broadly and to lead responsibly. Your Company reflects the cultures, ideas and interests of all the customers its serve and communities it touches, while integrating those important perspectives into every area of its business. Your Company continues to remain focused on individual capability enhancement, skill development, rewards and recognition and personal and career growth.

Your Company believes that it is its people who help realize a million farmer dreams. It is its employees' enthusiasm, passion and commitment, combined with guidance from a talented leadership team and people-focused policies which makes it 'A Great Place To Work'.

Your Company has been recognized as one of the best companies to work for in the study conducted by the Great Place to Work® Institute, India, in partnership with The Economic Times. It has been ranked consistently amongst the top 50 best employers in the past years.

Cautionary Statement

Certain statements contained in this release are "forward-looking statements," such as statements concerning the Company's anticipated financial results, current and future product performance, regulatory approvals, business and financial plans and other non-historical facts. These statements are based on current expectations and currently available information. However, since these statements are based on factors that involve risks and uncertainties, the Company's actual performance and results may differ materially from those described or implied by such forward-looking statements. Factors that could cause or contribute to such differences include, among others, continued competition in seeds, traits and agricultural chemicals; the Company's exposure to various contingencies, including those related to intellectual property protection, regulatory compliance and the speed with which approvals are received, and public acceptance of biotechnology products; the success of the Company's research and development activities; the outcomes of major lawsuits and the previously-announced SEC investigation; developments related to foreign currencies and economies; successful operation of recent acquisitions; fluctuations in commodity prices; compliance with regulations affecting our manufacturing; the accuracy of the Company's estimates related to distribution inventory levels; the Company's ability to fund its short-term financing needs and to obtain payment for the products that it sells; the effect of weather conditions, natural disasters and accidents on the agriculture business. Undue reliance should not be placed on these forward-looking statements, which are current only as of the date of this release. The Company disclaims any current intention or obligation to update any forward-looking statements or any of the factors that may affect actual results.

AUDITORS' REPORT

TO THE MEMBERS OF

MONSANTO INDIA LIMITED

Report on the Financial Statements

We have audited the accompanying financial statements of MONSANTO INDIA LIMITED ("the Company"), which comprise the Balance Sheet as at 31st March, 2013, the Statement of Profit and Loss and the Cash Flow Statement for the year then ended and a summary of the significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The Company's Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position, financial performance and cash flows of the Company in accordance with the Accounting Standards referred to in Section 211(3C) of the Companies Act, 1956 ("the Act") and in accordance with the accounting principles generally accepted in India. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by the Management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Act in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India:

- (a) in the case of the Balance Sheet, of the state of affairs of the Company as at 31st March, 2013;
- (b) in the case of the Statement of Profit and Loss, of the profit of the Company for the year ended on that date; and
- (c) in the case of the Cash Flow Statement, of the cash flows of the Company for the year ended on that date.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2003 ("the Order") issued by the Central Government in terms of Section 227(4A) of the Act, we give in the Annexure a statement on the matters specified in paragraphs 4 and 5 of the Order.
2. As required by Section 227(3) of the Act, we report that:
 - (a) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as appears from our examination of those books.

- (c) The Balance Sheet, the Statement of Profit and Loss and the Cash Flow Statement dealt with by this Report are in agreement with the books of account.
- (d) In our opinion, the Balance Sheet, the Statement of Profit and Loss and the Cash Flow Statement comply with the Accounting Standards referred to in Section 211(3C) of the Act.
- (e) On the basis of the written representations received from the directors as on 31st March, 2013 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2013 from being appointed as a director in terms of Section 274(1)(g) of the Act.

For **DELOITTE HASKINS & SELLS**
Chartered Accountants
(Firm Registration No. 117366W)

R. Laxminarayan
Partner
Membership No. 33023

Mumbai, 29th May, 2013

ANNEXURE TO THE AUDITORS' REPORT

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our Report on the accounts for the year ended 31st March, 2013 of Monsanto India Limited ("the Company"))

- (i) Having regard to the nature of the Company's business, clauses (xiii) and (xiv) of CARO are not applicable.
- (ii) In respect of its fixed assets:
 - (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of the fixed assets.
 - (b) The fixed assets were physically verified during the year by the Management in accordance with a regular programme of verification which, in our opinion, provides for physical verification of all the fixed assets at reasonable intervals. According to the information and explanations given to us, no material discrepancies were noticed on such verification.
 - (c) The fixed assets disposed off during the year, in our opinion, do not constitute a substantial part of the fixed assets of the Company and such disposal has, in our opinion, not affected the going concern status of the Company.
- (iii) In respect of its inventories:
 - (a) As explained to us, the inventories were physically verified during the year by the Management at reasonable intervals except stock lying with third parties for which confirmations have been obtained at the year end. In our opinion the frequency of verification is reasonable.
 - (b) In our opinion and according to the information and explanations given to us, the procedures of physical verification of inventories followed by the Management were reasonable and adequate in relation to the size of the Company and the nature of its business.
 - (c) In our opinion and according to the information and explanations given to us, the Company has maintained proper records of its inventories and no material discrepancies were noticed on physical verification.
- (iv) The Company has neither granted nor taken any loans, secured or unsecured, to/from companies, firms or other parties listed in the Register maintained under section 301 of the Companies Act, 1956.
- (v) In our opinion and according to the information and explanations given to us, there is an adequate internal control system commensurate with the size of the Company and the nature of its business for the purchase of inventory and fixed assets and for the sale of goods and services. During the course of our audit, we have not observed any major weakness in such internal control system.

ANNEXURE TO THE AUDITORS' REPORT

- (vi) In respect of the contracts or arrangements referred to in section 301 and their entry in the Register required to be maintained under that Section, to the best of our knowledge and belief and according to the information and explanations given to us, the Company has not entered into any contracts or arrangements that need to be entered in the Register maintained in pursuance of Section 301 of the Companies Act, 1956.
- (vii) According to the information and explanations given to us, the Company has not accepted any deposit from the public during the year.
- (viii) In our opinion, the internal audit functions carried out during the year by a Company appointed by the Management have been commensurate with the size of the Company and the nature of its business.
- (ix) We have broadly reviewed the cost records maintained by the Company pursuant to the Companies (Cost Accounting Records) Rules, 2011 prescribed by the Central Government under Section 209(1)(d) of the Companies Act, 1956 and are of the opinion that prima facie the prescribed cost records have been made and maintained. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (x) According to the information and explanations given to us in respect of statutory dues:
- The Company has generally been regular in depositing undisputed statutory dues, including Provident Fund, Investor Education and Protection Fund, Employees' State Insurance, Income tax, Sales tax, Wealth tax, Service tax, Customs Duty, Excise Duty, Cess and any other material statutory dues applicable to it with the appropriate authorities.
 - There were no undisputed amounts payable in respect of Provident Fund, Investor Education and Protection Fund, Employees' State Insurance, Income tax, Wealth tax, Service tax, Sales tax, Customs duty, Excise duty, Cess and other material statutory dues in arrears as at 31st March, 2013 for a period of more than six months from the date they became payable.
 - Details of dues of Income-Tax, Sales Tax, Wealth Tax, Service Tax, Custom Duty, Excise Duty and Cess which have not been deposited as on 31st March, 2013 on account of disputes are given below:

Statute	Nature of Dues	Amount Involved (in Crores)	Period to which the amount relates	Forum where Dispute is pending
Income Tax Act, 1961	Income Tax demand	0.57	Assessment Year 2004-2005	Income Tax Appellate Tribunal
		0.12	Assessment Year 2005-2006	Commissioner of Income Tax (Appeals)
		3.29	Assessment Year 2006-2007	Income Tax Appellate Tribunal and Commissioner of Income Tax (Appeals)
		23.17	Assessment Year 2007-2008	Income Tax Appellate Tribunal
		24.36	Assessment Year 2008-2009	Commissioner of Income Tax (Appeals)
		26.82	Assessment Year 2009-2010	Commissioner of Income Tax (Appeals)
Uttar Pradesh Trade Tax Act, 1948	Sales Tax demand	-*	Assessment Year 1999-2000	Joint Commissioner of Trade Tax, Uttar Pradesh
		0.04	Assessment Year 2002-2003	Joint Commissioner of Trade Tax, Uttar Pradesh
Gujarat Sales Tax Act, 1969	Sales Tax demand	0.37	Assessment Year 2001-02 to 2005-06	Assistant Commissioner of Commercial Tax - Gujarat
Bombay Sales Tax Act, 1959	Sales Tax demand	0.03	Assessment Year 2003-2004	Joint Commissioner of Sales tax , Mumbai
Central Sales Tax Act, 1956	Sales Tax demand	0.11	Assessment Year 2003-2004	Joint Commissioner Appeal, Maharashtra

ANNEXURE TO THE AUDITORS' REPORT

Statute	Nature of Dues	Amount Involved (in Crores)	Period to which the amount relates	Forum where Dispute is pending
Bombay Sales Tax Act, 1959	Sales Tax demand	0.08	Assessment Year 2004-2005	Joint Commissioner Appeal, Maharashtra
Bihar Finance Act, 1981	Sales Tax demand	0.01	Assessment Year 2000-2001	Deputy Commissioner, Commercial Taxes (Assessment)- Bihar
Bihar Finance Act, 1981	Sales Tax demand	0.13	Assessment Year 2002-2003	Deputy Commissioner, Commercial Taxes (Assessment)- Bihar
Punjab General Sales Tax Act, 1948	Sales Tax demand	0.34	Assessment Year 2000-2001	Commissioner of Sales Tax, Punjab
Central Sales Tax Act, 1956	Sales Tax demand	0.01	Assessment Year 2002-2003	Deputy Commissioner, Commercial Taxes (Assessment)- Bihar
Central Sales Tax Act, 1956	Sales Tax demand	0.14	Assessment Year 2003-2004 & 2004-2005	Deputy Commissioner, Commercial Taxes (Appeals)- Punjab

* Amount involved ` 28,066

- (xi) The Company has no accumulated losses as at 31st March, 2013 and has not incurred any cash loss during the financial year ended on that date and in the immediately preceding financial year.
- (xii) In our opinion and according to the information and explanations given to us, the Company has not borrowed from any bank, financial institution or issued any debentures.
- (xiii) According to the information and explanations given to us, the Company has not granted any loans or advances on the basis of security by way of pledge of shares, debentures and other securities.
- (xiv) According to the information and explanations given to us, the Company has not given any guarantee for loans taken by others from banks or financial institutions.
- (xv) To the best of our knowledge and belief and according to the information and explanations given to us, there are no term loans availed during the year.
- (xvi) According to the information and explanations given to us and on an overall examination of the Balance Sheet and other records of the Company, we report that no funds raised on short-term basis have been used for long term investment.
- (xvii) According to the information and explanations given to us, the Company has not made any preferential allotment of shares during the year.
- (xviii) According to the information and explanations given to us, the Company has not issued any debentures during the year.
- (xix) According to the information and explanations given to us, the Company has not raised any money by public issue during the year.
- (xx) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

For **DELOITTE HASKINS & SELLS**
Chartered Accountants
(Firm Registration No. 117366W)

R. Laxminarayan
Partner
Membership No. 33023

Mumbai, 29th May, 2013

BALANCE SHEET as at 31st March, 2013

(` in Crores)

Particulars	Note No.	As at 31 st March, 2013	As at 31 st March, 2012
I. EQUITY AND LIABILITIES			
(1) Shareholder's Funds			
(a) Share Capital	3	17.26	17.26
(b) Reserves and Surplus	4	390.16	367.13
		407.42	384.39
(2) Non-Current Liabilities			
(a) Other long term liabilities	5	10.27	6.80
(b) Long term provisions	6	7.42	5.99
		17.69	12.79
(3) Current Liabilities			
(a) Trade payables	7	103.66	72.12
(b) Other current liabilities	8	30.02	41.42
(c) Short-term provisions	9	35.25	27.41
		168.93	140.95
Total		594.04	538.13
II. ASSETS			
(1) Non-current assets			
(a) Fixed assets			
(i) Tangible assets	10	86.74	80.38
(ii) Intangible assets	10	0.01	0.48
(iii) Capital work-in-progress	10	2.41	11.13
		89.16	91.99
(b) Deferred tax assets (net)	11	3.60	2.72
(c) Long term loans and advances	12	8.35	8.15
		101.11	102.86
(2) Current assets			
(a) Current investments	13	250.94	195.78
(b) Inventories	14	139.38	129.68
(c) Trade receivables	15	41.23	50.44
(d) Cash and cash equivalents	16	20.33	18.99
(e) Short-term loans and advances	17	29.22	28.56
(f) Other current assets	18	11.83	11.82
		492.93	435.27
Total		594.04	538.13

See accompanying notes forming part of the financial statements

In terms of our report attached

For and on behalf of the Board

For Deloitte Haskins & Sells
Chartered Accountants

Sekhar Natarajan
Chairman

Gyanendra Shukla
Managing Director

R C Khanna
Director

R. Laxminarayan
Partner

H C Asher
Director

Ravinder K Reddy
Director

Pradeep Poddar
Director

Mumbai, 29th May, 2013

Abdul Alim Sayed
Chief Financial Officer

Chandana Dhar
Company Secretary

STATEMENT OF PROFIT AND LOSS for the year ended 31st March, 2013

(` in Crores)

Particulars	Note No.	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
I. Revenue from Operations (Gross)	19	460.23	385.99
Less: Excise Duty		17.81	12.22
Revenue from Operations (Net)		442.42	373.77
II. Other Income	20	16.91	15.15
III. Total Revenue (I +II)		459.33	388.92
IV. Expenses:			
(a) Cost of materials consumed and other inputs	21	192.20	155.38
(b) Purchase of Stock-in-Trade - Agricultural chemicals		0.53	0.34
(c) Changes in inventories of finished goods, work-in-progress and Stock-in-Trade	22	13.07	7.24
(d) Employee benefits expense	23	47.92	45.61
(e) Finance costs	24	0.70	1.28
(f) Depreciation and amortization expense	10	10.89	9.00
(g) Other expenses	25	119.05	110.19
Total Expenses		384.36	329.04
V. Profit before exceptional items and tax (III- IV)		74.97	59.88
VI. Exceptional Items	42		
(a) Profit on Sale of Fixed Assets held for Sale		-	0.26
VII. Profit before tax (V + VI)		74.97	60.14
VIII. Tax expense:			
(a) Current tax		8.50	7.14
(b) Tax provision in respect of earlier years		-	2.57
(c) Deferred tax expense/ (credit)		(0.87)	0.24
IX. Profit for the year from continuing operations (VII-VIII)		67.34	50.19
X. Earnings per equity share of the face value of ` 10/- each (in `):	40		
Basic and Diluted		39.01	29.07

See accompanying notes forming part of the financial statements

In terms of our report attached

For and on behalf of the Board

For Deloitte Haskins & Sells
Chartered Accountants

Sekhar Natarajan
Chairman

Gyanendra Shukla
Managing Director

R C Khanna
Director

R. Laxminarayan
Partner

H C Asher
Director

Ravinder K Reddy
Director

Pradeep Poddar
Director

Mumbai, 29th May, 2013

Abdul Alim Sayed
Chief Financial Officer

Chandana Dhar
Company Secretary

NOTES forming part of the financial statements for the year ended 31st March, 2013

SIGNIFICANT ACCOUNTING POLICIES AND NOTES TO ACCOUNTS

1. COMPANY BACKGROUND:

Monsanto India Limited (the 'Company') was incorporated on 8th December 1949. The Company is presently engaged in the business of production and sale of agricultural inputs, namely, chemicals and hybrid seeds. The Company's corporate office is located in Mumbai. It has a chemical production unit at Silvassa, hybrid seeds processing and drying units at Hyderabad and breeding stations at Bangalore and Hyderabad.

2. SIGNIFICANT ACCOUNTING POLICIES:

(A) Basis of preparation of financial statements:

The accompanying financial statements have been prepared under the historical cost convention, in accordance with Generally Accepted Accounting Principles in India (Indian GAAP) to comply with the Accounting Standards notified under the Companies (Accounting Standards) Rules, 2006 and the relevant provisions of the Companies Act, 1956.

(B) Use of estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires estimates and assumptions to be made that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities on the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and differences between actual results and estimates are recognized in the periods in which the results are known / materialize.

(C) Tangible Fixed Assets and Depreciation

Fixed Assets are valued at their historical cost of acquisition or construction less accumulated depreciation. Cost includes all costs incurred to bring the assets to their present location and condition.

Depreciation on Tangible Fixed Assets is provided for on straight line basis in accordance with Section 205 (2) (b) of the Companies Act, 1956 (the Act) as follows:

- (i) On fixed assets (except as stated below), at the rates specified in Schedule XIV to the Act.
- (ii) Field vehicles are depreciated at the rate of 20%.
- (iii) Plant and Machinery other than dryer is depreciated at the rate of 10%. Dryer is depreciated at the rate of 5%.
- (iv) Mobile phones have been depreciated at the rate of 33.33%
- (v) Leasehold improvements are amortised over the unexpired primary period of lease.
- (vi) Factory Buildings are depreciated at the rate of 5%.
- (vii) Computers are depreciated at the rate of 25%.

(D) Intangible Assets and Amortisation

Intangible Assets are valued at their cost less accumulated amortisation. Cost includes all costs incurred to bring the assets to their present location and condition.

Intellectual Property Rights are amortised on a Straight Line basis over its useful life which is estimated by the management to be 5 years.

Computer Software is amortised on a Straight Line basis over its useful life which is estimated by the management to be upto 6 years.

(E) Impairment

An asset is considered as impaired in accordance with Accounting Standard 28 on Impairment of Assets when at balance sheet date there are indications of impairment and the carrying amount of the asset, or where applicable

NOTES forming part of the financial statements for the year ended 31st March, 2013

the cash generating unit to which the asset belongs, exceeds its recoverable amount (i.e. the higher of the asset's net selling price and value in use). In assessing the value in use, the estimated future cash flow expected from the continuing use of the asset and its ultimate disposal are discounted to their present value using a predetermined discount rate. The carrying amount is reduced to the recoverable amount and the reduction is recognized as an impairment loss in the statement of profit and loss.

(F) Investments:

Current investments are stated at the lower of cost and fair value.

(G) Inventories:

Inventories are measured at the lower of cost and net realizable value, after providing for obsolescence.

Costs of inventories comprise all costs of purchase – net of CENVAT, costs of inputs for standing crops, cost of conversion and other costs incurred in bringing the inventory to their present location and condition. Cost of Raw Materials, Packing Materials and finished goods (Traded Goods) are determined on weighted average cost basis. Cost of Work in Progress and Finished Goods (manufactured) are determined by the absorption costing method.

(H) Revenue Recognition:

(i) Revenue is recognized when it is earned and no significant uncertainty exists as to its realization or collection. Revenue on sale of products is recognised on delivery of the products, when all significant contractual obligations have been satisfied, the property in the goods is transferred for a price, significant risks and rewards of ownership have been transferred and no effective ownership control is retained.

Sales are stated inclusive of excise duty and net of returns, trade discounts and sales tax recovered. The amount of excise duty that is included in the amount of turnover (gross) is presented as a reduction from gross sales in accordance with the Accounting Standard (AS) - 9 "Revenue Recognition".

(ii) Revenue in respect of royalty, commission, etc. is recognized in accordance with contractual obligations.

(iii) Interest income is recognized on a time proportion basis.

(I) Foreign Currency Transactions:

(i) Transactions in foreign currency are recorded at the exchange rates prevailing on the date of the transaction or at rates that closely approximate the rate at the date of the transaction. Exchange differences arising on settlement of revenue transactions are recognized in the statement of profit and loss.

(ii) Monetary items denominated in foreign currency are restated using the exchange rates prevailing at the date of the balance sheet. Gains / Losses arising on restatement and on settlement of such liabilities are recognized in the statement of profit and loss.

(J) Employee Benefits:

(i) Provident fund is a defined contribution scheme and the contributions as required by the statute made to Government Provident Fund are charged to the statement of profit and loss.

(ii) Superannuation fund is a defined contribution scheme. The Company contributes a sum equivalent to 15% of eligible employees salary to Superannuation Fund administered by Trustees and managed by a life insurance Company. The Company recognizes such contribution as an expense as and when incurred.

(iii) The Company participates in a group gratuity cum life insurance scheme administered by the TATA AIG Life Insurance Company Ltd. Being a defined benefit plan, annual contributions made to the scheme are as per the intimations received from the TATA AIG Life Insurance Company Ltd. The Company accounts for liability for future gratuity benefits based on an actuarial valuation conducted by an independent actuary. The net present value of the Company's obligation is determined based on the projected unit credit method as at the Balance Sheet date. Additionally shortfall, if any, between the balance in the fund with Tata AIG Life Insurance Company Ltd. and actuarial valuation obtained from an independent actuary is charged to the statement of profit and loss.

(iv) The undiscounted amount of short-term employee benefits expected to be paid in exchange for the services rendered by an employee is recognized during the period when the employee renders the service. These benefits include performance incentives and non vesting accumulated compensated absences.

- (v) The liability for compensated absences is another long term benefit and is wholly unfunded. The liability for number of days of unutilized leave at each Balance Sheet date is provided for based on an independent actuarial valuation.
- (vi) The actuarial gains and losses are recognized immediately in the statement of profit and loss.

(K) Earnings per Share:

The Company reports Earnings per Share (EPS) in accordance with Accounting Standard 20 on Earnings per Share. Basic EPS is computed by dividing the net profit for the year by the weighted average number of equity shares outstanding during the year.

(L) Taxation:

Income tax is accounted for in accordance with Accounting Standard 22 on Accounting for Taxes on Income. Taxes comprise both current and deferred tax.

Current tax is measured at the amount expected to be paid to the taxation authorities, using the applicable tax rates and tax laws.

The tax effect of the timing differences that result between taxable income and accounting income and are capable of reversal in one or more subsequent periods are recorded as a deferred tax asset or deferred tax liability. They are measured using the substantively enacted tax rates and tax regulations. The carrying amount of deferred tax assets at each balance sheet date is reduced to the extent that it is no longer reasonably certain that sufficient future taxable income will be available against which the deferred tax asset can be realized.

(M) Operating Lease:

Operating lease payments are recognized as expenditure in the statement of profit and loss on a straight-line basis, which is representative of the time pattern of benefits received from the use of assets taken on lease.

(N) Provisions, Contingent Liabilities and Contingent Assets:

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Contingent liabilities are not recognized but are disclosed in the financial statements. Contingent assets are neither recognized nor disclosed in the financial statements.

(O) Cash Flow Statement:

The Cash Flow Statement is prepared by the indirect method set out in Accounting Standard – 3 on Cash Flow Statement and presents cash flows by operating, investing and financing activities of the Company. Cash and cash equivalents presented in the cash flow statement consist of cash on hand and balances in current and demand deposits with banks.

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
3. SHARE CAPITAL		
Authorised:		
20,000,000 Equity Shares of ` 10/- each	20.00	20.00
Issued and Subscribed:		
17,263,048 (Previous year 17,262,748) Equity Shares of ` 10/- each	17.26	17.26
Paid up:		
17,262,748 (Previous year 17,262,348) Equity Shares of ` 10/- each fully paid-up	17.26	17.26

Notes:

1. Rights, preferences and restrictions attached to equity shares:

- Right to receive dividend as may be approved by the Board of Directors / Annual General Meeting.
- The equity shares are not repayable except in the case of a buy back, reduction of capital or winding up in terms of the provisions of the Companies Act, 1956.
- Every member of the Company holding equity shares has a right to attend the General Meeting of the Company and has a right to speak and on a show of hands, has one vote if he is present in person and on a poll shall have the right to vote in proportion to his share of the paid-up capital of the Company.
- Monsanto Company USA, the ultimate holding Company has certain rights enshrined in the Articles of Association pertaining to appointment of Directors.

2. Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the year:

Particulars	As at 31 st March, 2013		As at 31 st March, 2012	
	Number	` in Crores	Number	` in Crores
Subscribed and Fully paid up				
Shares outstanding at the beginning of the year	1,72,62,348	17.26	86,31,174	8.63
Add: Shares issued during the year as fully paid up bonus shares	300	-*	86,31,174	8.63
Add: Shares issued earlier under rights issue now allotted	100	-*	-	-
Shares outstanding at the end of the year	1,72,62,748	17.26	1,72,62,348	17.26

* Amount less than ` 1 lac

3. Details of shares held by the holding company and the ultimate holding company, in aggregate:

Particulars	As at 31 st March, 2013	As at 31 st March, 2012
	Number	Number
Monsanto Company USA, the ultimate holding company	32,01,920	32,01,920
Monsanto Holdings Private Limited, the holding company	92,52,124	92,52,124

NOTES forming part of the financial statements for the year ended 31st March, 2013

4. Details of shares, held by each shareholder holding more than 5% shares:

Name of shareholder	As at 31 st March, 2013		As at 31 st March, 2012	
	Number of shares held	% of holding	Number of shares held	% of holding
Monsanto Company USA	32,01,920	18.55	32,01,920	18.55
Monsanto Holdings Private Limited	92,52,124	53.60	92,52,124	53.60

5. Aggregate number and class of shares allotted as fully paid up bonus shares for a period of 5 years immediately preceding the Balance Sheet date:

Particulars	Aggregate number of shares				
	As at 31 st March, 2013	As at 31 st March, 2012	As at 31 st March, 2011	As at 31 st March, 2010	As at 31 st March, 2009
Equity shares of face value of ₹ 10/- each	300	86,31,174	-	-	-

6. Shares reserved for issue under commitments:

Since 300 (Previous year 400) shares were subject matter of disputes / court proceedings, the Company has not been able to issue / allot Rights and Bonus shares' entitlements on the said 300 (Previous year 400) shares.

(₹ in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
4. RESERVES AND SURPLUS		
(a) Securities Premium Account:		
Balance as per last Balance Sheet	139.40	141.40
Add: Received on committed shares	-*	-
Less: Amount utilised on issue of committed fully paid bonus shares	-*	-
Less: Amount utilised on issue of fully paid bonus shares	-	2.00
	139.40	139.40
(b) General Reserve:		
Balance as per last Balance Sheet	109.03	110.64
Add: Surplus transferred from Statement of Profit and Loss	6.73	5.02
Less: Amount utilised on issue of committed shares	-*	-
Less: Amount utilised on issue of fully paid bonus shares	-	6.63
	115.76	109.03
(c) Surplus in the statement of Profit and Loss:		
Balance as per last Balance Sheet	118.70	113.65
Add: Profit for the year	67.34	50.19

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
4. RESERVES AND SURPLUS		
Less: Appropriations		
Interim Dividend (` 10/- (Previous year ` 10/-) per share)	17.27	17.26
Tax on Interim Dividend	2.80	2.80
Proposed Dividend (` 12/- (Previous year ` 10/-) per share)	20.72	17.26
Tax on Proposed Dividend	3.52	2.80
Transfer to General reserve	6.73	5.02
	135.00	118.70
	390.16	367.13

* Amount less than ` 1 lac

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
5. OTHER LONG TERM LIABILITIES		
Trade Payables	3.19	-
Liabilities towards Employees	0.97	1.31
Others:		
Security Deposits	6.11	5.49
	10.27	6.80

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
6. LONG TERM PROVISIONS		
Provision for employee benefits:		
i) Leave Encashment (Refer Note 39)	7.42	5.99
	7.42	5.99

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
7. TRADE PAYABLES		
i) Outstanding dues to micro enterprises and small enterprises (Refer Note 36)	-	-
ii) Outstandings other than micro and small enterprises	103.66	72.12
	103.66	72.12

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2012	As at 31 st March, 2012
8. OTHER CURRENT LIABILITIES		
(a) Unclaimed Dividend	0.54	0.55
(b) Due to Investor Education and Protection Fund	-	-
	0.54	0.55
(c) Other Payables		
i) Statutory Remittances	4.31	5.31
ii) Security Deposits	1.28	1.60
iii) Advance from Customers	16.47	21.29
iv) Liabilities towards Employees	7.42	12.67
	30.02	41.42

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
9. SHORT TERM PROVISIONS		
(a) Provision for employee benefits		
i) Leave Encashment (Refer Note 39)	0.27	0.30
ii) Gratuity (Refer Note 38)	1.91	0.60
	2.18	0.90
(b) Others		
i) Sales Return (See note below)	6.21	3.39
ii) Proposed Dividend	20.72	17.26
iii) Tax on Proposed Dividend	3.52	2.80
iv) Taxation (Net of Advance Tax)	2.62	3.06
	33.07	26.51
	35.25	27.41
Note on movement in Provision for Sales Returns:		
Opening Balance	3.39	3.17
Return Provision Created	49.83	66.34
Return Provision Adjusted	(47.01)	(66.12)
Net Closing Balance	6.21	3.39

Nature of Provision:

-

Provision has been made for expected sales returns which are established using historical information on the frequency of claims and management estimates regarding possible future incidence.

Notes

NOTES forming part of the financial statements for the year ended 31st March, 2013

SR. NO	DESCRIPTION	GROSS BLOCK (AT COST)				DEPRECIATION / AMORTISATION				NET BLOCK	
		As at 01.04.2012	Additions	Assets Held for Sale during the year	Disposal	As at 31.03.2013	For the year	Assets Held for Sale during the year	On Disposals	As at 31.03.2013	As at 01.04.2012
10. FIXED ASSETS											
A Tangible Assets											
	Land- Freehold*	9.83	0.08	-	-	9.91	-	-	-	9.91	9.83
		(9.88)	(0.10)	-	(0.15)	(9.83)	-	-	-	-	-
	Buildings	35.10	8.34	-	0.38	43.06	13.13	1.81	0.15	14.79	21.97
		(34.17)	(1.63)	(0.66)	(0.04)	(35.10)	(11.99)	(1.46)	(0.02)	(13.13)	-
	Plant and Equipment	69.31	6.18	-	0.39	75.10	28.65	6.03	0.33	34.35	40.66
		(72.34)	(3.09)	(4.75)	(1.37)	(69.31)	(26.22)	(1.94)	(1.01)	(28.65)	-
	Furniture and Fixtures	7.68	0.84	-	0.28	8.24	4.40	0.41	0.11	4.70	3.28
		(8.12)	(0.05)	(0.08)	(0.41)	(7.68)	(4.32)	(0.38)	(0.27)	(4.40)	-
	Vehicles	0.19	0.06	-	-	0.25	0.14	0.03	-	0.17	0.05
		(0.31)	-	-	(0.12)	(0.19)	(0.16)	(0.04)	-	(0.14)	-
	Office Equipment	3.25	0.33	-	0.01	3.57	0.59	0.22	0.00	0.81	2.66
		(3.21)	(0.14)	(0.01)	(0.09)	(3.25)	(0.50)	(0.17)	-	(0.59)	-
	Others:										
	-Leasehold Improvements	3.98	-	-	-	3.98	3.98	-	-	3.98	-
		(3.98)	-	-	-	(3.98)	(3.98)	-	-	(3.98)	-
	-Computers & Equipment	5.73	1.45	-	0.06	7.12	3.80	1.92	0.03	5.69	1.93
		(4.56)	(1.20)	-	(0.03)	(5.73)	(2.91)	(0.90)	(0.01)	(3.80)	-
	Total	135.07	17.28	-	1.12	151.23	54.69	10.42	0.62	64.49	80.38
		(136.57)	(6.21)	(5.50)	(2.21)	(135.07)	(60.08)	(8.33)	(1.45)	(54.69)	-
B Intangible Assets - Acquired											
	Intellectual Property	2.18	-	-	-	2.18	1.93	0.25	-	2.18	0.25
		(2.18)	-	-	-	(2.18)	(1.49)	(0.44)	-	(1.93)	-
	Software	0.71	-	-	-	0.71	0.48	0.22	-	0.70	0.23
		(0.71)	-	-	-	(0.71)	(0.25)	(0.23)	-	(0.48)	-
	Total	2.89	-	-	-	2.89	2.41	0.47	-	2.88	0.48
		(2.89)	-	-	-	(2.89)	(1.74)	(0.67)	-	(2.41)	-
	Grand Total (A+B)	137.96	17.28	-	1.12	154.12	57.10	10.89	0.62	67.37	80.86
		(139.46)	(6.21)	(5.50)	(2.21)	(137.96)	(51.82)	(9.00)	(1.45)	(57.10)	-
C Capital Work in Progress											
										2.41	11.13
										89.16	91.99

Figures in brackets are in respect of Previous Year

* Asset given on lease: Land Freehold costing ` 2.20 Crores (Previous year Nil) and Plant and Equipment costing ` 4.34 Crores (Previous year Nil)

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
11. DEFERRED TAX ASSET (NET)		
(a) Provision for doubtful debts/ advances	0.52	0.12
(b) Depreciation	1.50	1.64
(c) Provision for leave encashment	0.90	0.55
(d) Others under section 43B of Income Tax Act, 1961	0.68	0.41
	3.60	2.72

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
12. LONG TERM LOANS AND ADVANCES		
(Unsecured, considered good unless otherwise stated)		
(a) Capital Advances	0.42	0.03
(b) Security Deposits	0.84	1.30
(c) Other loans and advances		
i) Advance Tax (Net of Provisions)	5.44	5.44
ii) Advance to Employees	1.34	1.38
iii) Others		
Unsecured, Doubtful	0.69	1.07
Less: Provision for doubtful advances	(0.69)	(1.07)
iv) Prepaid Expenses	0.31	-
	-	-
	8.35	8.15

	Face Value (` per Unit)	As at 31 st March, 2013 (No. of Units)	As at 31 st March, 2012 (No. of Units)	As at 31 st March, 2013 (` in Crores)	As at 31 st March, 2012 (` in Crores)
13. CURRENT INVESTMENTS					
Non -trade, Unquoted and Fully paid					
(at lower of cost and fair value)					
Investments in Mutual funds					
Liquid Funds:					
1. HDFC Liquid Fund - Premium Plan - Daily Dividend	10	7,10,35,825	7,86,42,312	72.44	96.41
2. ICICI Prudential Liquid - Super IP - Daily Dividend	100	81,57,482	99,34,483	81.60	99.37
3. ICICI Prudential Liquid - Growth	100	14,43,461	-	25.00	-
4. Birla Sun Life Cash Plus - Daily Dividend	100	21,16,554	-	21.21	-
5. Birla Sun Life Cash Plus - Growth	100	13,32,620	-	25.00	-
6. DSP BlackRock Liquidity Fund - IP - Daily Dividend	1000	2,56,852	-	25.69	-
				250.94	195.78

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
14. INVENTORIES		
(At Lower of Cost and Net Realisable Value)		
(a) Raw Materials (Refer Note i) below	23.53	12.60
Goods in Transit	14.13	1.69
	37.66	14.29
(b) Packing Materials	4.75	3.57
(c) Work In Progress (Including Inputs for Standing Crops) (Refer Note ii) below	55.87	52.29
(d) Finished Goods (other than Stock-in-trade) (Refer Note iii) below	41.01	59.28
(e) Stock- in- trade (acquired for trading) (Refer Note iv) below	0.09	0.25
	139.38	129.68
Notes:		
i) Raw materials		
- Agriculture Chemicals	37.66	14.29
	37.66	14.29
ii) Work in Progress		
- Seeds	55.87	52.29
	55.87	52.29
iii) Finished Goods		
- Seeds	23.19	31.05
- Agriculture Chemicals	17.82	28.23
	41.01	59.28
iv) Stock-in- trade		
- Agriculture Chemicals	0.09	0.25
	0.09	0.25

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
15. TRADE RECEIVABLES		
Outstanding for a period exceeding six months from the date they are due for payment		
Unsecured, considered good	4.02	23.85
Unsecured, considered doubtful	3.72	1.44
Less: Provision for doubtful debts	(3.72)	(1.44)
Other Trade Receivables		
Unsecured, considered good	37.21	26.59
	41.23	50.44

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
16. CASH AND CASH EQUIVALENTS		
Balances with banks		
i) In Current accounts	2.71	3.76
ii) In Deposit accounts	16.67	14.28
iii) In earmarked accounts		
- Unpaid dividend accounts	0.54	0.55
- Balances held as margin money against guarantees (Refer note below)	0.41	0.40
	20.33	18.99

Notes:

- i) Balances held as margin money includes amount of ` 0.07 Crores (Previous year ` 0.40 Crores) having original maturity of more than 12 months.
- ii) Balances held as margin money includes amount of ` Nil (Previous year ` 0.07 Crores) having maturity of more than 12 months from balance sheet date.

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
17. SHORT TERM LOANS AND ADVANCES		
(Unsecured, considered good)		
(a) Loans and advances to related parties (Refer Note 33)	2.39	14.06
(b) Others		
i) Advances to employees	0.15	0.06
ii) Advances to suppliers	19.68	7.81
iii) Prepaid Expenses	2.86	2.38
iv) Balance with Excise Authorities	2.14	3.45
v) Tender Deposits	2.00	0.80
	29.22	28.56

(` in Crores)

	As at 31 st March, 2013	As at 31 st March, 2012
18. OTHER CURRENT ASSETS		
(a) Assets Held for Sale (Refer Note 42)	11.80	11.80
(b) Interest Accrued on deposits with banks and other advances	0.03	0.02
	11.83	11.82

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
19. REVENUE FROM OPERATIONS		
(a) Sale of products (Refer notes 1 and 2 below)	454.35	380.20
(b) Other operating revenues (Refer note 3 below)	5.88	5.79
Total	460.23	385.99
Less: Excise Duty	17.81	12.22
	442.42	373.77
Notes:		
1 Sales of manufactured products		
i) Agriculture Chemicals	155.97	112.73
ii) Seeds	297.51	267.36
	453.48	380.09
2 Sales of traded products		
Agriculture Chemicals	0.87	0.11
	0.87	0.11
	454.35	380.20
3 Other operating revenue		
Royalty Income	4.96	4.61
Tolling Income	0.92	1.18
	5.88	5.79

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
20. OTHER INCOME		
(a) Interest Income	1.00	0.98
(b) Income from Current investment		
i) Dividend Income	15.14	10.56
ii) Gain on sale of investments	-	2.32
	15.14	12.88
(c) Excess provision no longer required written back	-	1.29
(d) Miscellaneous Income	0.77	-
	16.91	15.15

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

		For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012	
21.	COST OF MATERIALS CONSUMED AND OTHER INPUTS			
(a)	Raw Materials consumed (Refer Note i) & ii) below)			
	Opening Stock	14.29		10.09
	Add: Purchases	95.31		64.03
		109.60		74.12
	Less: Closing Stock	37.66		14.29
	Raw Materials consumed	71.94		59.83
(b)	Seed Grower Payments and Production Cost	107.88		83.68
(c)	Packing Materials consumed (Refer Note iii) below)	12.38		11.87
		192.20		155.38
	Notes:			
i)	Particulars of Raw materials Consumed			
	Glyphosate IPA Salt	58.25		48.36
	Surfactant	13.69		11.47
		71.94		59.83
ii)	Raw materials Consumed			
		% of Consumption		% of Consumption
	Imported	100.00	71.94	100.00
	Indigenous	-	-	-
		100.00	71.94	100.00
iii)	Packing Materials Consumed			
		% of Consumption		% of Consumption
	Imported	-	-	-
	Indigenous	100.00	12.38	100.00
		100.00	12.38	100.00

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
22. CHANGES IN INVENTORY OF FINISHED GOODS AND WORK IN PROGRESS		
i) Decrease / (Increase) in Stocks		
(a) Opening Stock:		
i) Finished Goods	59.28	58.44
ii) Stock- in- Trade	0.25	-
iii) Work in Progress	52.29	59.20
	111.82	117.64
(b) Closing Stock:		
i) Finished Goods	41.01	59.28
ii) Stock- in- Trade	0.09	0.25
iii) Work in Progress	55.87	52.29
	96.97	111.82
	14.85	5.82
ii) Increase /(Decrease) in Excise Duty on Finished Goods	(1.78)	1.42
	13.07	7.24

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
23. EMPLOYEE BENEFITS EXPENSES		
(Refer Notes below)		
(a) Salaries and Wages	40.53	38.16
(b) Contribution to Provident and Other Funds	6.48	4.02
(c) Expense on employee stock option (ESOP) scheme (Refer Note 41)	0.33	2.59
(d) Staff Welfare Expenses	0.58	0.84
	47.92	45.61

Notes:

- i) Employee benefits expenses above, includes expenses after reduction of reimbursements amounting to ` 6.93 Crores (Previous year ` 4.95 Crores) by Holding Company, Ultimate Holding Company and some Fellow Subsidiaries towards the value of costs apportioned of the Company's employees in accordance with the agreements on allocation of expenses with the respective companies.
- ii) Employee benefits expenses above, includes remuneration to the Managing Director, Mr. Gyanendra Shukla for the period from 1st March 2013 to 31st March 2013 amounting to ` 0.07 crores. The appointment of the Managing Director from 1st March 2013 for a period of three years made by the Board of Directors and remuneration payable to him is subject to approval of the shareholders at the ensuing Annual General Meeting.

NOTES forming part of the financial statements for the year ended 31st March, 2013

	(` in Crores)	
	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
24. FINANCE COST		
Interest on		
a) Security deposits	0.34	0.30
b) Short payment of income tax	0.36	0.98
	0.70	1.28

	(` in Crores)	
	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
25. OTHER EXPENSES		
(Refer Note ii) below		
Consumption of Stores and Spare parts (Refer Note i) below)	0.22	0.35
Power and Fuel	7.39	5.53
Rent	10.12	10.36
Repairs to Buildings	0.14	0.22
Repairs to Machinery	1.32	1.12
	1.46	1.34
Insurance	0.88	0.82
Rates and Taxes	4.70	3.01
Freight, Forwarding charges	16.48	14.54
Travel and Entertainment	9.76	8.01
Vehicle Expenses and Hire Charges	8.84	7.99
Loss on sale/disposal of Fixed Assets (net)	0.48	0.46
Donations	0.54	-
Advertising and Promotions	15.20	15.98
Cash Discount & Germination claims	13.40	13.98
Provision for Doubtful debts	2.48	0.91
Bad Debts written off	0.20	0.14
Less: Adjusted against provision	(0.20)	(0.14)
Consultancy Fees	8.90	6.56
Provision for Doubtful Advances	-	1.07
Foreign exchange Loss (Net)	0.96	0.97
Advances and deposits written off	0.12	0.58
Miscellaneous Expenses (including Research and Development expense of ` 2.65 Crores (Previous year ` 3.86 Crores)	17.12	17.73
	119.05	110.19

NOTES forming part of the financial statements for the year ended 31st March, 2013

Notes:

	% of Consumption		% of Consumption	
i) Consumption of Stores and Spare parts				
Imported	-	-	-	-
Indigenous	100.00	0.22	100.00	0.35
	100.00	0.22	100.00	0.35

- ii) Other Expenses above, includes expenses after reduction of reimbursements amounting to ` 19.28 Crores (Previous year ` 21.43 Crores) by Holding Company, Ultimate Holding Company and some Fellow Subsidiaries towards the value of costs apportioned of the Company's facilities in accordance with the agreements on allocation of expenses with the respective companies.

		(` in Crores)	
		As at 31 st March, 2013	As at 31 st March, 2012
26.	COMMITMENTS		
i)	Estimated amount of contracts remaining to be executed on capital account and not provided	2.60	0.91
ii)	Other Commitments –	0.03	0.04
	a) Dividend on shares held in abeyance (Refer Note 3)		
	b) Contractual arrangement for payment on default on corporate credit card facility availed from a bank.		

		(` in Crores)	
		As at 31 st March, 2013	As at 31 st March, 2012
27.	CONTINGENT LIABILITIES IN RESPECT OF THE FOLLOWING MATTERS:		
i)	Income-tax		
ii)	Sales tax	87.28	56.61
iii)	Claims against the Company not acknowledged as debts	2.23	3.12
		1.75	1.33

Note: In respect of items mentioned above, till matters are finally decided, the financial effect cannot be ascertained.

		(` in Crores)	
		For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
28.	AUDITORS' REMUNERATION:		
(a)	Statutory Auditor:		
	Audit fees	0.12	0.12
	Other services	0.05	0.05
	Tax Audit	0.05	0.05
	Out-of-pocket expenses	-	-
	Service Tax on above	0.03	0.03
		0.25	0.25

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` in Crores)

	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
29. VALUE OF IMPORTS CALCULATED ON C.I.F. BASIS		
Raw Materials	85.99	59.53

(` in Crores)

	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
30. EARNINGS IN FOREIGN CURRENCY (ON ACCRUAL BASIS)		
FOB Value of Exports	18.20	15.47

(` in Crores)

	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
31. EXPENDITURE IN FOREIGN CURRENCY (ON ACCRUAL BASIS)		
Travel Expenses	0.39	0.59
Professional Consultancy Fees	1.50	2.29
Salaries	0.82	0.64
Communication Expenses	0.06	0.01
Others (including reimbursement of expenses)	0.86	0.37

32. REMITTANCE IN FOREIGN EXCHANGE ON ACCOUNT OF DIVIDENDS TO NON-RESIDENT SHAREHOLDERS

(` in Crores)

Dividend in respect of the year ended	No. of Shares	No. of Shareholders	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
2010-11 (Final)	1,600,960	1	-	1.60
2011-12 (Interim)	3,201,920	1	-	3.20
2011-12 (Final)	3,201,920	1	3.20	-
2012-13 (Interim)	3,201,920	1	3.20	-

33. RELATED PARTY DISCLOSURE:

Names of related parties and description of relationship

A. Holding Company:

Holding Company- Monsanto Holdings Private Limited
Ultimate Holding Company- Monsanto Company, USA

B. Fellow Subsidiaries:

P.T. Branita Sandhini, Monsanto Philippines INC, Monsanto Thailand Ltd, Monsanto Singapore Pte Ltd, Monsanto Pakistan Agri-tec (Pvt) Ltd, P.T. Monagro Kimia, Monsanto AG Product LLC, Monsanto S.A.S, Seminis Beijing Co. Ltd., Mahyco Monsanto Biotech (I) Ltd, Monsanto International SARL, Monsanto Hungaria KFT, Beijing New Millenium FEN, Monsanto Europe SA, Seminis Vegetable Seeds INC, Monsanto Argentina, SAIC.

C. Key Managerial Personnel:

Mr. Amitabh Jaipuria, Managing Director (upto 28-Feb-2013)
Mr Gyanendra Shukla, Managing Director (w.e.f 01-Mar-2013)

NOTES forming part of the financial statements for the year ended 31st March, 2013

D. Details of transactions with related parties:

(` In Crores)

Nature of transactions	Year Ended 31 st March 2013					Year Ended 31 st March 2012				
	Ultimate Holding Co	Holding Co	Fellow Subsidiary	Key Managerial Personnel	Total	Ultimate Holding Co	Holding Co	Fellow Subsidiary	Key Managerial Personnel	Total
Purchase of goods	69.95	-	-	-	69.95	54.31	-	-	-	54.31
Monsanto Company, USA	69.95	-	-	-	69.95	54.31	-	-	-	54.31
Sale of goods	-	-	0.16	-	0.16	-	-	-	-	-
Monsanto Argentina, SAIC	-	-	0.16	-	0.16	-	-	-	-	-
Expenses Towards Royalty	-	1.33	-	-	1.33	-	1.57	-	-	1.57
Monsanto Holdings Private Ltd.	-	1.33	-	-	1.33	-	1.57	-	-	1.57
Rent	-	4.00	-	-	4.00	-	3.67	-	-	3.67
Monsanto Holdings Private Ltd.	-	4.00	-	-	4.00	-	3.67	-	-	3.67
Remuneration	-	-	-	1.27	1.27	-	-	-	1.18	1.18
Amitabh Jaipuria	-	-	-	1.20	1.20	-	-	-	1.18	1.18
Gyanendra Shukla	-	-	-	0.07	0.07	-	-	-	-	-
Reimbursement of Expenses (Net)	(3.96)	15.31	14.86	-	26.21	(1.19)	16.09	11.48	-	26.38
Monsanto Company, USA	(3.96)	-	-	-	(3.96)	(1.19)	-	-	-	(1.19)
Monsanto Singapore Pte Ltd	-	-	0.84	-	0.84	-	-	1.35	-	1.35
PT Branita Sandhini	-	-	0.37	-	0.37	-	-	0.28	-	0.28
Beijing New Millenium FEN	-	-	0.01	-	0.01	-	-	-	-	-
Seminis Beijing Co Ltd	-	-	0.00	-	0.00	-	-	0.01	-	0.01
Monsanto Ag Product LLC	-	-	(0.26)	-	(0.26)	-	-	(1.28)	-	(1.28)
Mahyco Monsanto Biotech (I) Ltd	-	-	12.24	-	12.24	-	-	10.83	-	10.83
Monsanto International SARL	-	-	0.06	-	0.06	-	-	(0.04)	-	(0.04)
Monsanto Hungaria KFT	-	-	1.59	-	1.59	-	-	0.33	-	0.33
Seminis Vegetable Seeds INC	-	-	0.01	-	0.01	-	-	-	-	-
Monsanto Holdings Private Ltd	-	15.31	-	-	15.31	-	16.09	-	-	16.09
Issue of Bonus shares	-	-	-	-	-	1.60	4.63	-	-	6.23
Monsanto Company, USA	-	-	-	-	-	1.60	-	-	-	1.6
Monsanto Holdings Pvt Ltd	-	-	-	-	-	-	4.63	-	-	4.63
Payment of Dividends	6.40	18.50	-	-	24.90	4.80	13.88	-	-	18.68
Monsanto Company, USA	6.40	-	-	-	6.40	4.80	-	-	-	4.80
Monsanto Holdings Pvt Ltd	-	18.50	-	-	18.50	-	13.88	-	-	13.88
Outstanding at year - end										
Sundry Debtors	-	-	0.16	-	0.16	-	-	-	-	-

NOTES forming part of the financial statements for the year ended 31st March, 2013

(` In Crores)

Nature of transactions	Year Ended 31 st March 2013					Year Ended 31 st March 2012				
	Ultimate Holding Co	Holding Co	Fellow Subsidiary	Key Managerial Personnel	Total	Ultimate Holding Co	Holding Co	Fellow Subsidiary	Key Managerial Personnel	Total
Monsanto Argentina, SAIC	-	-	0.16	-	0.16	-	-	-	-	-
Loans and Advances	0.53	0.17	1.69	-	2.39	3.17	9.42	1.47	-	14.06
Monsanto Company, USA	0.53	-	-	-	0.53	3.17	-	-	-	3.17
Monsanto Holdings Pvt Ltd	-	0.17	-	-	0.17	-	9.42	-	-	9.42
Monsanto Pakistan Agritech (Pvt) Ltd	-	-	0.01	-	0.01	-	-	0.01	-	0.01
Seminis Beijing Co Ltd	-	-	0.01	-	0.01	-	-	0.01	-	0.01
Monsanto Singapore Pte Ltd	-	-	0.44	-	0.44	-	-	0.35	-	0.35
Beijing New Millenium FEN	-	-	0.01	-	0.01	-	-	-	-	-
Monsanto Hungaria KFT	-	-	0.14	-	0.14	-	-	0.12	-	0.12
Monsanto International SARL	-	-	0.09	-	0.09	-	-	-	-	-
Mahyco Monsanto Biotech (I) Ltd	-	-	0.91	-	0.91	-	-	0.93	-	0.93
PT Branita Sandhini	-	-	0.08	-	0.08	-	-	0.05	-	0.05
Sundry Creditors	26.31	0.32	0.72	-	27.35	9.49	7.91	1.93	-	19.33
PT Monagro Kimia	-	-	0.00	-	0.00	-	-	0.01	-	0.01
Monsanto Philippines INC	-	-	0.00	-	0.00	-	-	0.01	-	0.01
Mahyco Monsanto Biotech (I) Ltd	-	-	-	-	-	-	-	0.02	-	0.02
Monsanto Thailand Ltd	-	-	0.02	-	0.02	-	-	0.02	-	0.02
Monsanto SAS	-	-	0.1	-	0.1	-	-	0.09	-	0.09
Monsanto Ag Product LLC	-	-	0.51	-	0.51	-	-	1.70	-	1.70
PT Branita Sandhini	-	-	-	-	-	-	-	0.01	-	0.01
Monsanto Company, USA	26.31	-	-	-	26.31	9.49	-	-	-	9.49
Seminis (Beijing) Co Ltd	-	-	0.03	-	0.03	-	-	0.03	-	0.03
Monsanto Holding Pvt Ltd	-	0.32	-	-	0.32	-	7.91	-	-	7.91
Monsanto International SARL	-	-	0.06	-	0.06	-	-	0.04	-	0.04

NOTES forming part of the financial statements for the year ended 31st March, 2013

34. The dominant source and nature of the risks and returns of the agricultural chemistry and seeds activities of the Company not being significantly different, the Company operates a single segment of activity, "Agricultural Inputs", within the same geography.
35. The Company has incurred the following expenses towards operating leases pertaining to vehicles, office equipments, warehouses and residential premises. Lease agreements are executed for a period ranging from 11 to 48 months.

(` in Crores)

	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
Cancellable	10.36	10.61
Non-Cancellable	6.47	5.93

The Company is obligated under non-cancelable leases pertaining to vehicles and office equipment to pay the following amounts in future as given below:

(` in Crores)

	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
Within 1 year	5.23	3.55
Later than 1 year and not later than 5 years	6.23	4.14

36. The disclosures under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED) have been made on the basis of confirmations received from suppliers regarding their status under the said act:

Sr No	Particulars	31 st March, 2013	31 st March, 2012
1.	Amount remaining unpaid to supplier as at end of accounting year.		
	- Principal Amount	-	-*
	- Interest due thereon	-	-
2.	Amount of interest paid along with the amounts of payment made beyond the appointed day	-	-
3.	Amount of interest due and payable (where the principal has already been paid but interest has not been paid)	-	-
4.	The amount of interest accrued and remaining unpaid at the end of each accounting year.	-	-
5.	The amount of further interest remaining due and payable even in succeeding years, until such date when the interest dues as above are actually paid for the purpose of disallowance as a deductible expenditure under section 23 of MSMED Act	-	-

* Amount less than ` 1 lac.

37. The Company has continually maintained a position that its income from agricultural activities (which involves growing seeds in various states through local growers), is not taxable. This contention has been upheld by the Honorable Bombay High Court for the Assessment Years 1993-94 to 2001-02 and Assessment years 2003-04 to 2005-06 and by the Commissioner of Income tax (Appeals) for Assessment Year 2002-03, 2006-07, 2007-08 and 2008-09. In the current year, the income tax authorities have filed special leave petitions with the Supreme Court against favorable orders received for the assessment years as mentioned above.

NOTES forming part of the financial statements for the year ended 31st March, 2013

38. Disclosure as required under AS -15 regarding the Company's defined benefit plans is as follows:

I. Reconciliation of opening and closing balance of the present value of the defined benefit obligation for gratuity:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Change in benefit obligations		
Present value of benefit obligations as at 1 st April, 2012	14.60	12.25
Service cost	1.72	1.21
Interest cost	1.23	1.01
Benefits paid	(0.91)	(0.80)
Actuarial (gain)/ loss on obligations	2.07	0.93
Present value of benefit obligations as at 31 st March, 2013	18.71	14.60

II. Reconciliation of opening and closing balance of the fair value of plan assets:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Fair value of plan assets, as at 1 st April, 2012	14.00	9.78
Expected return on plan assets	1.29	0.81
Actuarial gain /(loss)	(0.15)	0.19
Employer Contribution	2.57	4.02
Benefits paid	(0.91)	(0.80)
Fair Value of plan assets as at 31 st March, 2013	16.80	14.00

III. Actual return on Plan Assets:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Expected Return on Plan Assets	1.29	0.81
Actuarial gain/(loss) on Plan assets	(0.15)	0.19
Actual Return on Plan Assets	1.14	1.00

IV. Amount recognized in the Balance Sheet:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Fair value of plan assets	16.80	14.00
Present value of benefit obligations	18.71	14.60
Net asset/ (liability)	(1.91)	(0.60)

NOTES forming part of the financial statements for the year ended 31st March, 2013

V. Cost recognized in the Statement of Profit and Loss:

	(` in Crores)	
	For the year ended 31 st March, 2013	For the year ended 31 st March, 2012
Current service cost	1.72	1.21
Interest cost	1.23	1.01
Expected return on plan assets	(1.29)	(0.81)
Actuarial (gain)/loss	2.22	0.74
Net gratuity cost	3.88	2.15

VI. Reconciliation of the liability recognized in the Balance Sheet:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Opening Net Liability	0.60	2.47
Expense recognized	3.88	2.15
Employer Contribution	(2.57)	(4.02)
Amount recognized in the Balance Sheet	1.91	0.60

VII. Experience Adjustments:

	As at 31 st March, 2013	As at 31 st March, 2012	As at 31 st March, 2011	As at 31 st March, 2010	As at 31 st March, 2009
Liability at the end of the Period	18.72	14.60	12.25	11.45	9.62
Fair value of plan assets as at the end of the period	16.80	14.00	9.78	10.75	7.67
Deficit / (Surplus)	1.92	0.60	2.47	0.70	1.95
Experience adjustments on plan liabilities (Gain)/Loss	0.67	1.15	0.10	(0.63)	2.30
Experience adjustments on plan assets Gain/(Loss)	(0.15)	0.19	(0.47)	0.05	0.26

VIII. Actuarial assumptions used:

	(` in Crores)	
	As at 31 st March, 2013	As at 31 st March, 2012
Discount rate	8.20%p.a	8.75%p.a.
Salary escalation rate	9.70%p.a	9.70%p.a.
Expected return on plan assets	8.75%p.a	8.75%p.a.

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

The Company's best estimate of contributions expected to be paid to the plan during the annual period beginning after March 31, 2013 is ` 4.11 Crores (Previous Year ` 1.88 Crores)

NOTES forming part of the financial statements for the year ended 31st March, 2013

VIII. Actuarial assumptions used: (Contd.)

The major categories of plan assets as plan % of total plan	31 st March, 2013 Gratuity Funded	31 st March, 2012 Gratuity Funded
Insurer Managed Funds:	100%	100%
Government Bonds	41%	41%
Infrastructure Bonds	26%	28%
Corporate Bonds	21%	26%
CP/CD	3%	0%
Fixed Deposit	2%	4%
Reverse Repo	7%	0%
Treasury Bills	0%	1%

The above information is certified by the actuary and relied upon by the Auditors.

39. The Company has accrued the liability for compensated absences based on the actuarial valuation as at the balance sheet date conducted by an independent actuary and provided for the actuarial liability at ` 7.69 Crores (Previous Year ` 6.29 Crores).

Actuarial assumptions used

	As at 31 st March, 2013	As at 31 st March, 2012
Discount rate	8.20%p.a	8.75% p.a.
Salary escalation rate	9.70%p.a	9.70% p.a.

	Year Ended 31 st March, 2013	Year Ended 31 st March, 2012
40. EARNINGS PER SHARE (EPS):		
A. Profit Attributable to Equity Shareholders (` in Crores)	67.34	50.19
B. Weighted Average Number of Equity Shares outstanding during the year	17,262,612	17,262,348
C. Nominal Value of Equity Shares (`)	10.00	10.00
Basic/ Diluted Earnings Per Share (`) (A/B)	39.01	29.07

41. Monsanto Company, USA (MC) has established the Monsanto Company Long Term Incentive Plan. As part of the plan, employees of Monsanto India Limited are provided with an opportunity to acquire shares of MC via stock option / equity-based awards. The eligible employees are granted the options which shall vest with the employees over a period of 3 years from the date of the grant and they can exercise the stock options after their vesting period through any of the following three methods viz., i) cashless sell; ii) cashless hold and iii) cash purchase. The employee can exercise the option within a stipulated period mentioned in the plan.

Monsanto India Limited measures compensation expense for stock options and equity-based awards (net of forfeitures) at their fair value determined using a Lattice binomial model on the date of grant and amortised over the vesting period. Accordingly an amount of ` 0.33 Crores (Previous year ` 2.59 Crores) has been debited to the statement of profit and loss for the year, after adjusting an amount of ` 1.94 Crores reversed on lower actual compensation expense consequent to exercise of options by employees.

NOTES forming part of the financial statements for the year ended 31st March, 2013

During the year MC has granted to employees of the Company 14,860 (Previous Year 15,354) options / stock awards on various dates of which none are vested. However 5,171 (Previous Year 3,270) options / stock-awards were withdrawn on account of employee resignations 30,982 (Previous Year 1,184) options were exercised and (7,518) (Previous year 6,070) options (net) were transferred to other Companies during the year, resulting in an outstanding balance of 58,455 (Previous year 72,230) options/ stock-awards at the end of the year.

42. In an earlier year, as a part of consolidation of manufacturing operations in Hyderabad to achieve operational savings, the Company shifted the seed processing and drying operations from Bellary and Eluru to Hyderabad and related assets were shown under 'Assets held for sale' in the Balance Sheet. The said assets were valued at the lower of net book value and net realizable value in accordance with Accounting Standard 10 – Accounting for Fixed Assets. Accordingly, in case of the assets at Eluru, the net realizable value was lower by ₹ 12.17 Crores and the loss was recognized in the statement of profit and loss. In the previous year, the said assets at Eluru were sold at a gain of ₹ 0.26 Crores, which was recognized in the statement of profit and loss. In respect the assets held for sale at Bellary, the management expects to realize value higher than the net book value of the assets. Accordingly, the assets at Bellary are carried at net book value.

43. The Year end Foreign currency exposures that have not been hedged by a derivative instrument or otherwise are given below:
(₹ in Crores)

	As at 31 st March, 2013						As at 31 st March, 2012	
	₹	BDT	EUR	HKD	NPR	USD	₹	USD
Amounts receivable in Foreign Currency on account of Export of goods & services	2.24	-	-	0.01	-	0.04	3.83	0.08
Amounts payable in Foreign currency on account of the following								
- Imports of goods and services	6.01	0.10	0.00*	-	0.12	0.10	14.02	0.27

*Amount less than one lac Euro

44. COMPARATIVE FINANCIAL INFORMATION:

Previous year's figures have been regrouped / reclassified wherever necessary to correspond with the current year's classification / disclosure.

CASH FLOW STATEMENT for the year ended 31st March, 2013

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
A. CASH FLOW FROM OPERATING ACTIVITIES		
Net Profit Before Tax	74.97	60.14
Adjustments for:		
Depreciation and Amortisation	10.89	9.00
Interest Expense	0.70	1.28
Provision for Doubtful Debts	2.48	0.91
Provision for Doubtful Advances	-	1.07
Interest Income	(1.00)	(0.98)
Loss on sale/disposal of Fixed Assets (Net)	0.48	0.46
Profit on sale of Fixed Assets held for sale (disclosed under exceptional item)	-	(0.26)
Dividend Income from Mutual funds	(15.14)	(10.56)
Gain on sale of Investment	-	(2.32)
	(1.59)	(1.40)
Operating profit before Working Capital changes	73.38	58.74
Changes in Working Capital		
Adjustments for (Increase) / Decrease in operating assets:		
Inventories	(9.70)	0.64
Trade Receivables	6.73	(10.50)
Short Term / Long Term Loans and Advances	(0.87)	(0.38)
Adjustments for (Increase) / Decrease in operating liabilities:		
Trade payables	31.54	18.63
Other long term and current liabilities	(7.92)	18.55
Short term / Long term provisions	5.53	(1.13)
	25.31	25.81
Net cash generated from operations	98.69	84.55
Direct Taxes paid (net)	(9.30)	(12.50)
Net cash generated from Operating Activities	89.39	72.05
B. CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets (including capital work in progress)	(8.56)	(12.26)
Interest Income received	0.99	1.22
Investment in units of Mutual Funds	(384.00)	(608.54)
Redemption in units of Mutual Funds	328.85	566.44
Sale of Fixed Assets	0.01	0.29
Sale of Assets held for sale	-	2.35
Dividend Income from Mutual funds	15.14	10.56
Net Cash used in Investing Activities	(47.57)	(39.94)

CASH FLOW STATEMENT for the year ended 31st March, 2013

(` in Crores)

	For the Year ended 31 st March, 2013	For the Previous Year ended 31 st March, 2012
C. CASH FLOW FROM FINANCING ACTIVITIES		
Dividend paid	(34.54)	(25.84)
Tax on Dividend	(5.60)	(4.20)
Interest paid	(0.34)	(0.30)
Net cash used in Financing Activities	(40.48)	(30.34)
Net (Decrease) / Increase in Cash and Cash Equivalents (A + B + C)	1.34	1.77
Cash and Cash Equivalents - Opening Balance	18.04	16.27
Cash and Cash Equivalents - Closing Balance	19.38	18.04
Notes to Cash Flow Statement:		
1 Reconciliation of Cash and cash equivalents with the Balance Sheet:		
Cash and cash equivalents as per Balance sheet (Refer Note 16)	20.33	18.99
Less: Earmarked balances		
-Unpaid dividends accounts	0.54	0.55
-Balances held as margin money against guarantees	0.41	0.40
	0.95	0.95
	19.38	18.04
2 Cash and Cash Equivalents include:		
Balances with banks		
i) In current accounts	2.71	3.76
ii) In Deposits	16.67	14.28
	19.38	18.04

- 3 a) Net profit before tax and (Increase) / Decrease in Trade and Other Receivables includes unrealised foreign exchange gain (previous year gain) amounting to ` 0.05 Crores (previous year ` 0.20 Crores).
- b) Also, Net profit before tax and Increase / (Decrease) in Trade and Other Payables includes unrealised foreign exchange loss (previous year (loss)) amounting to ` (0.90) Crores (previous year ` (0.90) Crores).
- 4 Figures of the previous year have been recast wherever necessary to conform to the figures of the current year.

In terms of our report attached

For and on behalf of the Board

For Deloitte Haskins & Sells
Chartered Accountants

Sekhar Natarajan
Chairman

Gyanendra Shukla
Managing Director

R C Khanna
Director

R. Laxminarayan
Partner

H C Asher
Director

Ravinder K Reddy
Director

Pradeep Poddar
Director

Mumbai, 29th May, 2013

Abdul Alim Sayed
Chief Financial Officer

Chandana Dhar
Company Secretary

Monsanto India Limited

Registered Office: Ahura Centre, 5th Floor, 96, Mahakali Caves Road, Andheri (East), Mumbai - 400 093.

FORM 2B

(See Rules 4CC and 5D)

NOMINATION FORM

(For shares held in physical form)

To, _____
Intime Spectrum Registry Limited _____
UNIT: MONSANTO INDIA LIMITED _____
C-13, Pannalal Silk Mills Compound _____
L.B.S Marg, Bhandup (W), _____
Mumbai: 400078 _____

Form : _____
Folio No./ Client ID No. : _____
Shares held : _____

I am/we are the holder(s) of Shares of the Company as mentioned above. I/we nominate the following person(s) in whom all rights of transfer and/or amount payable in respect of Shares shall vest in the event of my/our death.

Nominee's Name										Age									
								Date of birth*											
Guardian's Name*																			
Occupation of Nominee Tick(*)	1.	Service		2.	Business		3.	Student		4.	Household								
	5.	Professional		6.	Farmer		7.	Others											
Nominee's Address																			
											Pin Code								
Telephone No.											Fax No.								
E-Mail Address											STD Code								
Specimen Signature of Nominee/ Guardian (in case of nominee is minor)																			

*To be filled in case nominee is minor.
Kindly take the aforesaid details on record

Thanking you,
Yours faithfully

Name of all the Holder(s) [as appearing on the Certificate(s)]	Signature as per specimen recorded with the Company
Sole/1 st holder	
2 nd holder	
3 rd holder	

Signature of two Witnesses

Name and Address	Signature with date



INSTRUCTIONS:

Please read the instructions given below very carefully and follow the same to the letter. If the form is not filled as per the instructions, the same will be rejected.

1. The nomination can be made by individuals only. Non-individuals including society, trust body corporate, partnership firm, Karta of Hindu Undivided Family, holder of power of attorney cannot nominate. If the shares are held jointly all joint holders will sign (as per the specimen recorded with the Company) the nomination form. A non-resident Indian can be a nominee on non-repatriable basis.
2. A minor can nominated by a holder of shares and in that event the name and address of the Guardian shall be given by the holder.
3. Transfer of share in favour of nominee and repayment of amount to the nominee shall be valid discharge by a company against the legal hair.
4. Only one person can be nominated per folio.
5. Details of all the holders in a folio required to be filled; else there request will be rejected.
6. The nomination will be registered only when it is complete in all respect including the signature of (a) all the registered holders (as per the specimen recorded with the Company) and (b) the nominee.
7. Whenever the Shares in the given folio are entirely transferred or transposed with some other folio, then this nomination will stand rescinded.
8. On receipt of duly executed nomination form, the Company will register the form and allot a resignation number and date. This number and Folio No./ID No. should be quoted by the nominee in all future correspondence.
9. The nomination can be revoked by executing fresh nomination form.
10. The Company will not entertain any claims other than those of a registered nominee, unless so directed by a court.
11. In case of shareholders holding their shares in demat mode, the shareholders are requested to provide the details to NSDL/CDSL at the case may be through their respective Depository Participant.

FOR OFFICE USE ONLY	
Nomination Registration Number	Registered Folio No. /ID No.
Date of Registration	
Checked by (Name & Signature)	

Monsanto India Limited

Registered Office: Ahura Centre, 5th Floor, 96, Mahakali Caves Road, Andheri (East), Mumbai - 400 093.

PROXY FORM

DP. ID*	
Client ID*	

Master Folio No.	
------------------	--

I/We, _____ of _____
in the district of _____ being a Member/Members of Monsanto India Limited hereby appoint
_____ of _____ in the district of _____ or failing him
_____ of _____ in the district of _____ as my/our
Proxy to attend and vote for me/us and on my/our behalf at the 63rd ANNUAL GENERAL MEETING of the said Company
to be held on Friday, 2nd August, 2013 and at any adjournment thereof.

Signed this _____ day of _____, 2013.

Signature(s) of the Member(s) _____

Affix
Revenue
Stamp

- N.B.:
- This Proxy must be deposited at the Registered Office of the Company, not later than 48 hours before the time of the meeting.
 - A PROXY NEED NOT BE A MEMBER.
 - *Applicable for investors holding shares in electronic form.

Monsanto India Limited

Registered Office: Ahura Centre, 5th Floor, 96, Mahakali Caves Road, Andheri (East), Mumbai - 400 093.

ATTENDANCE SLIP

DP. ID*	
Client ID*	

Master Folio No.	
------------------	--

I hereby record my presence at the 63rd ANNUAL GENERAL MEETING held at Y. B. Chavan, 4th Floor, Rangaswar Hall, Gen. Jaganath Bhosale Marg, Nariman Point, Near Sachivalay Gymkhana, Mumbai – 400 021 on 2nd August, 2013 at 11.30 a.m.

Name of Proxy/Representative (in BLOCK Letter) (To be filled in if the Proxy attends instead of the Member)

Signature of the member or proxy/Representative _____

* Applicable for investors holding shares in electronic form.

मेरे खेत का

हीरो

DKC 8101

डिकाल्ड
नई नकल, नई सोच।



डिकाल्ड फार्म केयर
1800 3000 0303
सर्वीस कोर्च भी डिक्लॉप हाइब्रिड.
डिकाल्ड फार्म केयर
की मुफ्त सेवा फोन
के लिए रजिस्टर करें.



उर्षा आपरित एवं
अर्ध सिंचित खेती
के लिए उपयुक्त



फसल खाड़े रहने
की बेहतर क्षमता



ऊपर तक धानों से
भरे हुए भुट्टे



भुट्टों में दानों
की अधिक पक्वताएँ



भारत सरकार द्वारा
अधिस्थित हाइब्रिड





प्रयोगों का हिस्सा बनना है जो आपकी सहायता करता है।
प्रोजेक्ट शेअर - नैतिकता, शक्ति और विकास के साथ।

प्रोजेक्ट शेअर 12

दुष्काळ सेना, स्वस्थ पर्यावरण
इंडिया - सशक्त जीवन, स्वस्थ जीवन प्रोत्साहन
संपर्क - सैतोष तगर, वाटागली रोड, त्रिपुरपुर
☎ 9145 793352, 9413658854, 9452312422

PROJECT SHARE
VERMI COMPOST UNIT
Vill: Shankerguda, Block: Indravati, Dist: Adilabad
Indian Agency of Agriculture



Registered Office:
Ahura Centre, B-Wing, 5th Floor
96, Mahakali Caves Road,
Andheri (East),
Mumbai - 400 093, India
www.monsantoindia.com