Scaling up Technologies & Business Models in South Asia – The Syngenta Way

Aruna Bhinge
Head, Food Security Agenda APAC

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Syngenta’s ambition
Syngenta’s ambition is to bring greater food security in an environmentally sustainable way to an increasingly populous world by creating a worldwide step-change in farm productivity.

- Providing choices on farm
- Encouraging innovation
- Sharing knowledge
- Conserving land
- Minimising water usage
- Preserving biodiversity
- Creating Value on farm
- Building markets
- Developing the Community
By 2020, we have committed ourselves to work for …….

Our Good Growth Plan

More food
Less waste

- Make crops more efficient
  Increase average productivity of the world’s major crops by 20% without using more land, water or inputs

More biodiversity
Less degradation

- Rescue more farmland
  Improve the fertility of 10 million hectares of farmland on the brink of degradation
- Help biodiversity flourish
  Enhance biodiversity on 5 million hectares of farmland

More health
Less poverty

- Empower smallholders
  Reach 20 million smallholders and enable them to increase productivity by 50%
- Help people stay safe
  Train 20 million farm workers on labor safety, especially in developing countries
- Look after every worker
  Strive for fair labor conditions throughout our entire supply chain network

Our Good Growth Plan
Our strategy is to offer integrated crop solutions built on a strong technology platform, using appropriate business models for developed & developing geographies.

- **Integrated solutions**
  - Integrated solutions for pest and disease management along with agronomy services, aimed at achieving higher productivity

- **Value added produce**
  - Molecular breeding platforms to develop traits that meet the diverse requirements of growers and value chain

- **Approaches to reach out to different customer segments**
  - Business models tailor made for advanced farmers as well as developing smallholder communities
Syngenta’s focus on smallholders
Smallholder productivity enhancement is critical if food security is to become possible for 9 billion people by 2050

Large & developed farms will possibly be able to increase yield by ~20% over today's levels

To achieve the estimated 10 billion tons of food grain by 2050, smallholders will need to increase their output 2.4 times

Sources: Syngenta Foundation for Sustainable Agriculture, FAO, Investing in Food Security, 2010
In APAC, Syngenta is investing to develop new business models aimed at enhancing the productivity of pre-commercial smallholders.

1. Establish business model pilots in chosen geographies, set up processes & systems for farmer training, input supply.
2. Work closely with the commercial organisation for replication & scale-up across geographies.
3. Ensure “self-sustainability” and weave into the Company’s commercial organisation as a ‘way of doing business’.

- **Invest & support**: Millions of smallholders
- **Grow income & profitability of all players**: 100,000 smallholders
- **1000 smallholders**
East India Smallholder Project

- Focused on the small farming community, not of immediate commercial interest
- Aims to establish a developmental and sustainable approach
- Provides access to agronomy knowledge and inputs from established, reputed, socially conscious professional companies
- Supports community development as well as rural enterprise
Local “Krishi Tantra Sevaks (KTS)” or entrepreneurs support farmers with agronomy & branded inputs

1. Syngenta and partners conduct F2F training for KTS, also provide agronomy knowledge via tablet application.

2. KTS registers farmers, supports with agronomy & supplies inputs.

3. KTS routes the farmer’s queries and orders to the Syngenta Centre of Excellence (COE) using phone / broadband services.

4. KTS supplies inputs to farmers and earns a commission from the COE. Farmers receive new cultivation technology and branded inputs at their doorstep – grow productivity & income.

Centre Of Excellence (COE)

- Agronomy advice, inputs, equipment & irrigation
- Soil testing
- Animal health & nutrition
- Finance & Insurance

Farmers receive:
- New cultivation technology
- Branded inputs
- Grow productivity & income
- Animal health & nutrition
- Finance & Insurance
- Soil testing
Progress & Plans

**Progress so far**

- >40 KTS appointed, ~9000 farmers registered
- COE fully functional
- Several partner companies engaged
- Funding for KTS & mobile payment options being tested
- ICT via mobile tablet to be piloted shortly
- Remote training for KTS via cyber cafes being explored

**Plans for the future**

- Establish COEs in other states of Eastern India
- Increase KTS numbers across these states
- Introduce more products and services for KTS.

*Our ambition is to reach 100,000 farmers by 2015*
The business model is self-sustainable because it incorporates benefits that go beyond profit for all players

<table>
<thead>
<tr>
<th>Corporate partners</th>
<th>KTS</th>
<th>Farmers</th>
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</thead>
<tbody>
<tr>
<td>• Better brand equity with all stakeholders</td>
<td>• A new livelihood opportunity beyond farming</td>
<td>• 24X7 agronomy knowledge &amp; support from a local trained source</td>
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<tr>
<td>• Contribution to enhancing food security</td>
<td>• Knowledge work, more respect within the community</td>
<td>• ‘Authentic’, branded inputs direct from reputed companies – no ‘spurious’ products</td>
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<tr>
<td>• Access to new customer segments</td>
<td>• Value addition through a direct connect with suppliers, regular training, ICT use</td>
<td>• Service at the doorstep</td>
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<tr>
<td>• Higher market share</td>
<td>• Additional income</td>
<td>• Transparency in all transactions (pricing &amp; commercial terms)</td>
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<tr>
<td></td>
<td></td>
<td>• Higher productivity &amp; income</td>
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</tbody>
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Thank you