

MONSANTO AT A GLANCE

WE ARE AN AGRICULTURE COMPANY

Monsanto is the world's leading agriculture company focused on seeds and traits. We focus on the farm. We discover and deliver innovative products that support the farmers who feed, fuel and clothe our growing world. Farmers around the world use our products to address the challenges they face on the farm and to reduce agriculture's impact on our environment. To support our farmer customers, we deliver our innovative products through two distinct business segments: Seeds and Genomics, and Agricultural Productivity. These segments serve as the foundation for our leading brands of seeds and traits, as well as our widely used agricultural herbicide products.



Sales by Business Segment
(by percent)



Gross Profit by Business Segment
(by percent)

■ Seeds and Genomics

Our Seeds and Genomics segment consists of our seeds and traits business. We sell seed products through our leading brands like *DEKALB*, *Asgrow*, *Deltapine* and *Seminis*. We also sell trait technologies for weed control and insect protection. Our business broadly licenses our seed and trait technologies so farmers have access to our products in the brands they prefer.

■ Agricultural Productivity

Our Agricultural Productivity segment consists primarily of crop protection products, residential lawn-and-garden herbicide products, and our dairy business. *Roundup* agricultural herbicides are the flagship of Monsanto's agricultural chemicals business, and *Posilac* is a proven tool for increasing dairy cow milk production and profitability. These products complement our seed business and play a vital role in improving productivity for farmers.

UNDERSTANDING OUR BUSINESS

RESEARCH AND DEVELOPMENT LEADERSHIP

Biotechnology Traits — Monsanto was one of the first companies to commercialize biotechnology traits in the mid-1990s.

Since then, Monsanto has continued its first-mover advantage. We were the first company to launch stacked traits and second-generation traits.

Breeding Better Seed — Monsanto combines its global library of seed germplasm with advanced breeding technology to develop and deliver higher-yielding seeds to farmers.



STRATEGIC PERFORMANCE

Channels to Market — Monsanto offers three commercial channels to market – national seed brands, regional seed brands, and a broad licensing business.

Commercial Complements — *Roundup*, the world's best-selling herbicide brand, uniquely complements our seeds and traits platform.

Financial Performance — Our high-margin technology business generates sustainable free cash flow.



GROWING YIELD

Agriculture will play an increasingly important role in addressing the challenges our world faces — meeting the food and feed demands of a growing population, trying to produce more yield on each acre, as well as working to meet the needs for emerging trends like biofuels and healthier diets. Increasingly, farmers are turning to something as simple as a seed to support these demands. Monsanto's work in breeding higher-yielding seeds and developing trait technologies that better protect yield offers farmers a sustainable way to do more with less.

Breeding

Our research in plant breeding strives to add value to crops like corn, cotton and soybeans as well as fruits and vegetables. Monsanto uses breeding techniques and technology tools such as genomics, crop analytics, and marker-assisted breeding (MAB) to unlock the yield potential within seeds. This ensures that farmers have a strong foundation to start each growing season.

Biotechnology

Our research in plant biotechnology aims to protect or enhance the yield opportunity of each season's harvest. Through biotechnology, we incorporate novel traits like insect protection and weed control in seed offerings, and we stack those technologies so farmers can get more benefit out of a single seed. In our R&D pipeline, we're working on new traits to expand the benefits offered today.

BREEDING

GENETIC POTENTIAL

Inherent yield possible from the seed

BREEDING FACTS

Our leading seed genetics library allows us to tailor the development of our seed offerings to the challenges faced in a specific world region.

Tens of millions of critical data points generated by our breeders this year pave the way for enhancements across our crop platforms.

BREEDING ENHANCEMENTS

Our plant breeders use marker-assisted breeding to effectively double the rate of genetic gain compared with traditional breeding methods. We're applying these techniques to develop higher-yielding seeds across our portfolio. We believe these new offerings will contribute to additional share gains for our seed brands through 2012.

YIELD

BIOTECHNOLOGY FACTS

Over the past 12 years, Monsanto's R&D pipeline has produced 18 commercial products, including both first- and second-generation technologies.

In 2007, Monsanto's biotechnology program tested more genes than in any other year in our history.

TRAITS UNDER DEVELOPMENT

We're working on a wide range of new technologies that will both drive our long-term growth and play an important role in meeting the world's growing demand for food, feed and fuel.

PERCENT OF GENETIC GAIN PRESERVED

Amount of yield potential protected

BIOTECHNOLOGY