



Syngenta Digital Finance

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24th August 2018

Classification: PUBLIC

Who we are

A leading agriculture company helping to improve global food security by enabling millions of farmers to make better use of available resources.

- World-class science and innovative crop solutions.
- 28,000 people in over 90 countries working to transform how crops are grown.
- Committed to rescuing land from degradation, enhancing biodiversity and revitalizing rural communities.



90
countries



107
production and
supply sites

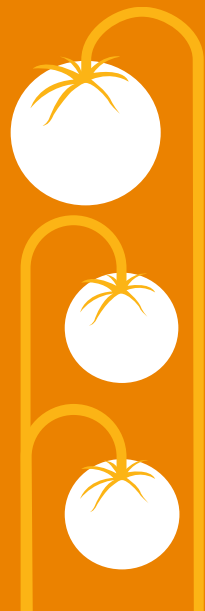


119
research and
development sites



27,810
employees

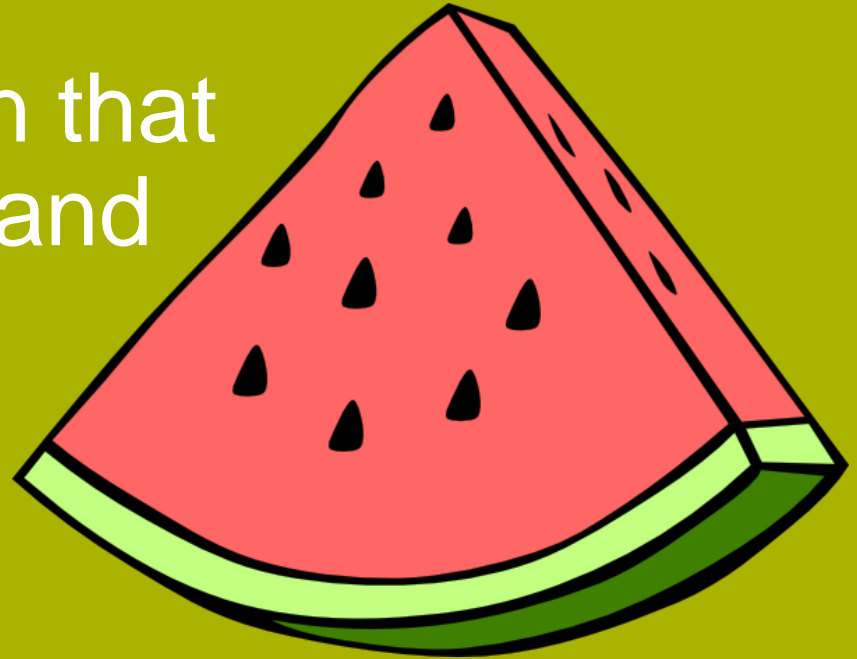
Did you know?



One out of every
four tomatoes is
a Syngenta
tomato!

Did you know?

Over the last 5 years,
Sugar Queen has
become the most
popular watermelon that
sells for it's quality and
sweetness in India.



Did you know?

Holding the market for
the last 30 years,
Green Capsicum –
Indra, our highest
selling hybrid (in India)
is still growing!



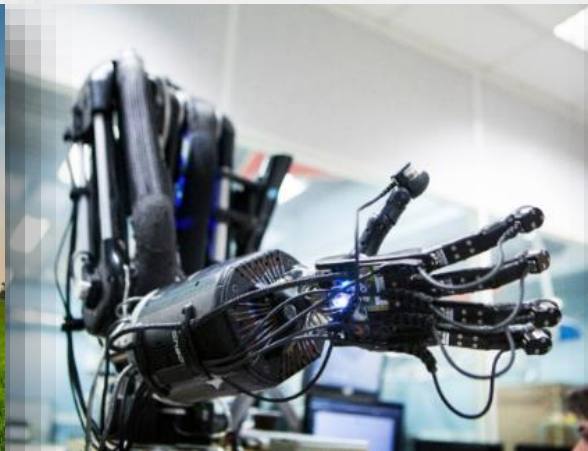
Did you know?

Due to drought and desertification each year 12 million hectares of soil are lost (23 hectares/minute!), where 20 million tons of grain could have been grown

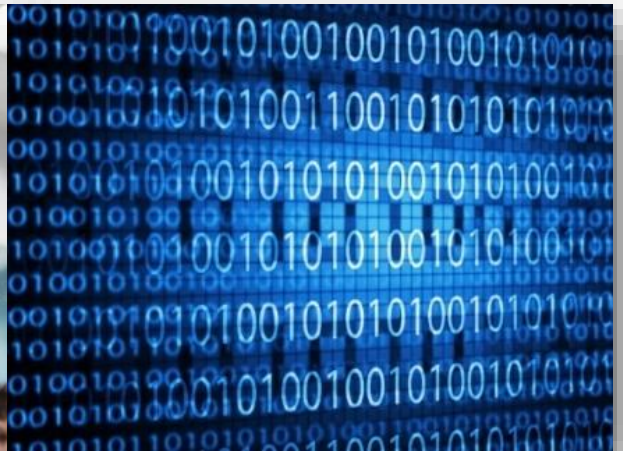




Digital Agriculture



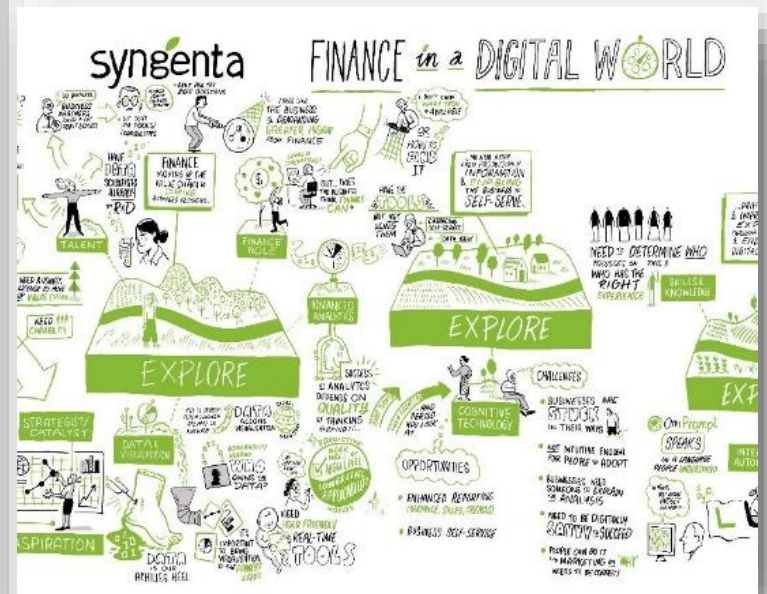
Emerging Technologies



Data, Data, Data

Our journey began with a Digital Finance Leadership Lab to initiate the discussion

This created the impetus to launch the development of a Digital Finance Strategy & Roadmap



14 Leadership interviews

5+ pain point / hypothesis
development
workshops

450+ people **engaged**
through online
crowdsourcing, 106
ideas submitted, **3907**
voting chips
distributed

75 pain points
collected and **86**
hypothesis
developed

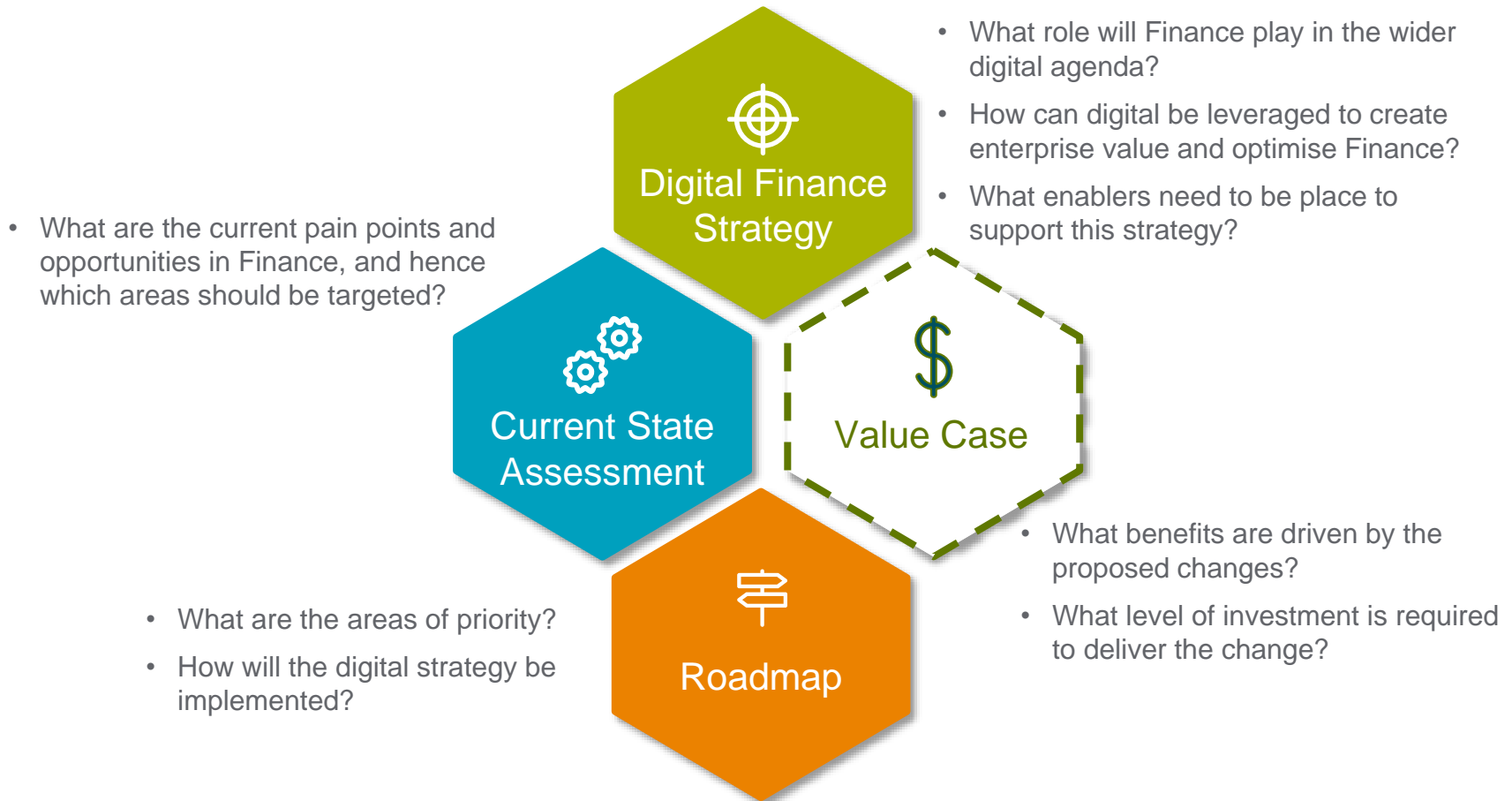
Continual Finance **Leadership**
direction, **check and challenge**

In developing the digital ambition for Finance we have taken a business user / customer centric approach...

...and used multiple inputs to identify, prioritise and select the most valuable digital opportunities for Finance to pursue

What defines the digital finance roadmap?

In determining how best to exploit the business value that digital presents to Finance, a number of key questions have been explored and these are structured into four output elements



Our digital ambition

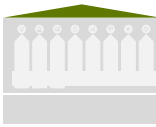
Leverage digital to...



...unlock **Enterprise Value**
and help build differentiated
customer relationships



...drive **Finance**
productivity through
digitizing ways of working
and activating data to create
value



Alignment with Syngenta's broader ambition

This ambition is aligned to, and enables, the successful execution of the Finance Ambition, Crops and Seeds, and broader Digital Strategies

Corporate Vision

CP Strategy

Seeds Strategy

Finance Ambition

Value Creation

Safeguard Assets

Seamless Business Support

High Performing Team

Leverage digital to...



...unlock **Enterprise Value** and help build differentiated customer relationships



...drive **Finance productivity** through digitizing ways of working and activating data to create value



Digital Strategy



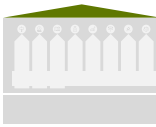
Achieve a step-change in connectivity with customers



Unlock growth potential in Seeds & CP and beyond



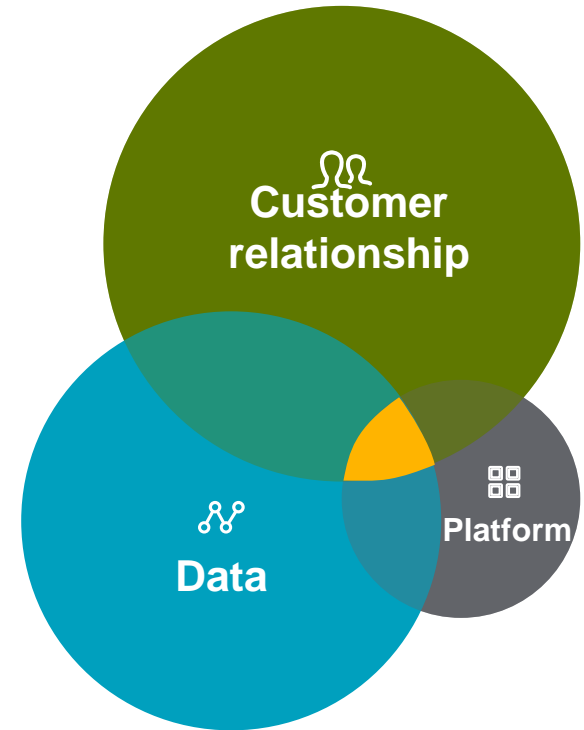
Transform internal People, Process & Technology



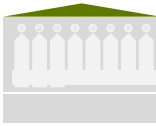
Syngenta's Digital Strategy

At the core of Syngenta's Digital Strategy is an aspiration to leverage digital to build differentiated customer relationships, focusing investment around 12 opportunity areas. We have used these as guiding principles to inform our prioritisation

- 1 **Digital productivity**
Automation and enhancement of back-office and operational processes across the company to drive productivity improvements
- 2 **Digital enabled sales**
Digital enhancement to drive efficiency in customer facing marketing & sales activities and support a differentiated engagement model
- 3 **Computational Science & digital R&D**
Development of cutting edge Seeds & CP products and complementary digital products and services which enable growers to achieve superior yield performance
- 4 **Supply chain visibility & traceability**
Use of digital to create an end-to-end view on the flow and stock levels of our products along the entire value chain
- 5 **Grower engagement**
Re-design of the grower engagement through new business models and increased connectivity with growers
- 6 **Channel engagement**
Re-design of the channel engagement through new business models to improve connectivity with channel partners
- 7 **Digital Agronomy & Digital Agriculture**
Digital technologies, data and analytics delivering advanced information and data-based services to improve on-farm decision making and eventually yield and sustainability improvements
- 8 **Expanded value chain**
Expansion into the wider food value chain through new digital products and services adding value to growers and beyond



- 9 **Connectivity between physical & digital**
Developing barcode and IoT technologies that will establish a link between the physical and digital world
- 10 **Design thinking & agile delivery**
Developing new methods for innovating product, service and business model innovation & executing digital transformation
- 11 **Analytics towards artificial intelligence**
Establishing predictive analytics and selective artificial intelligence capabilities to enhance decision making
- 12 **Customer experience & insight**
Using digital interfaces to better capture, understand and act on customer needs

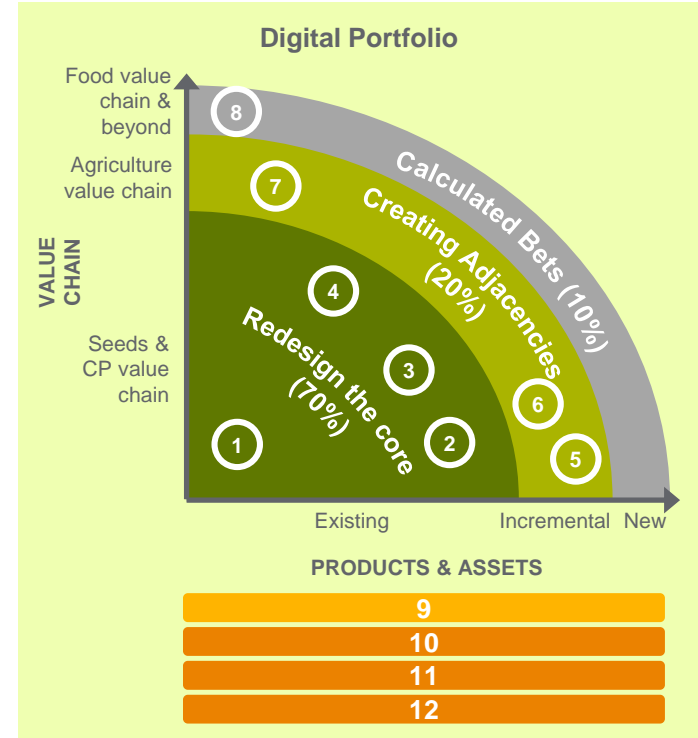


Finance areas of focus

Our initial focus will be on finance digital productivity, analytics, and supporting the wider digital strategy through building capabilities that will enable the integration of digital finance interfaces into customer propositions

Example Initiatives

1	Digital productivity	RPA of transactional processes; cognitive automation of month end close; automation and visualisation of MBR and other reporting
2	Digital enabled sales	Rebate automation; e-payments; m-payments
3	Computational Science & digital R&D	N/A
4	Supply chain visibility & traceability	AR Forecasting, AP Forecasting, Working Capital Dashboard, Predictive Analytics on Seed Production
5	Grower engagement	Grower Budgeting Tool; Loyalty program offer management & controls; Customer payments and credit management portal
6	Channel engagement	Customer payments and credit management portal
7	Digital Agronomy & Digital Agriculture	N/A
8	Expanded value chain	Customer financing solutions; Smart contracting via Blockchain



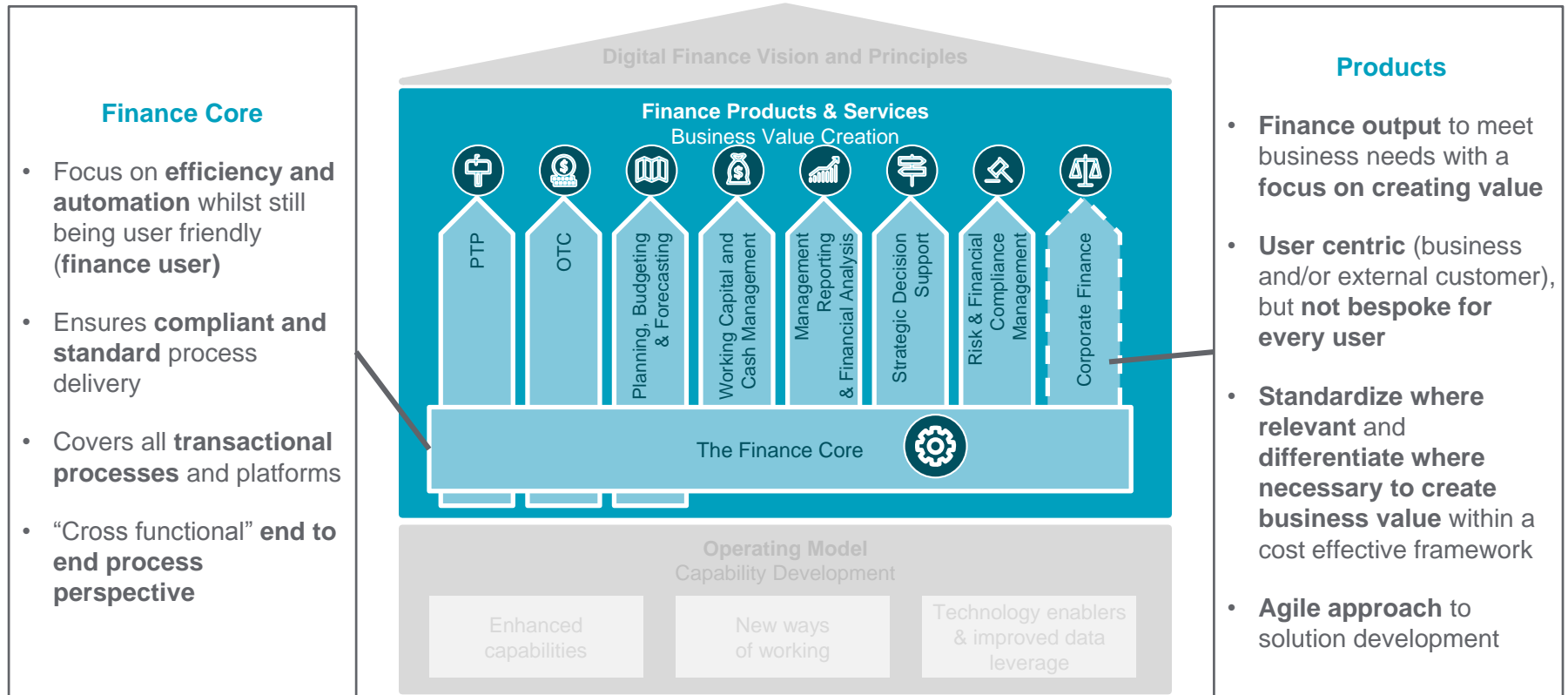
9	Connectivity between physical & digital	N/A	10	Design thinking & agile delivery	Structured plan to enable innovative design thinking & agile ways of working (e.g. cross territory learn & share, training etc.)	11	Analytics towards artificial intelligence	Various predictive analytics & selective cognitive capabilities to enhance decision making (e.g. Sales Forecasting)	12	Customer experience & insight	External & Internal Finance Customer collaboration (e.g. Customer Portal, Digital Service Desks)
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Initial prioritized focus areas for Finance

Does not feature in current Finance digital backlog

Digitally enabled Finance Products & Services

We will unlock enterprise value and drive finance productivity by using digital solutions to deliver user facing 'Finance Products & Services' that are underpinned by an optimised Finance Core



New ways of working and enhanced capabilities

The ambition statements span across the core elements of the Finance talent agenda



Senior sponsorship that is digitally savvy

Strong and visible Finance leadership that drives implementation of digital solutions, encourages innovation and who act as digital champions



New roles, skills and competencies

A Finance team with the right balance of business and technical skills as well as core finance domain skills



Investment in professional development

Inspirational and inclusive development opportunities that include experiential learning and coaching to help the team 'prepare', 'do', and 'be' digital

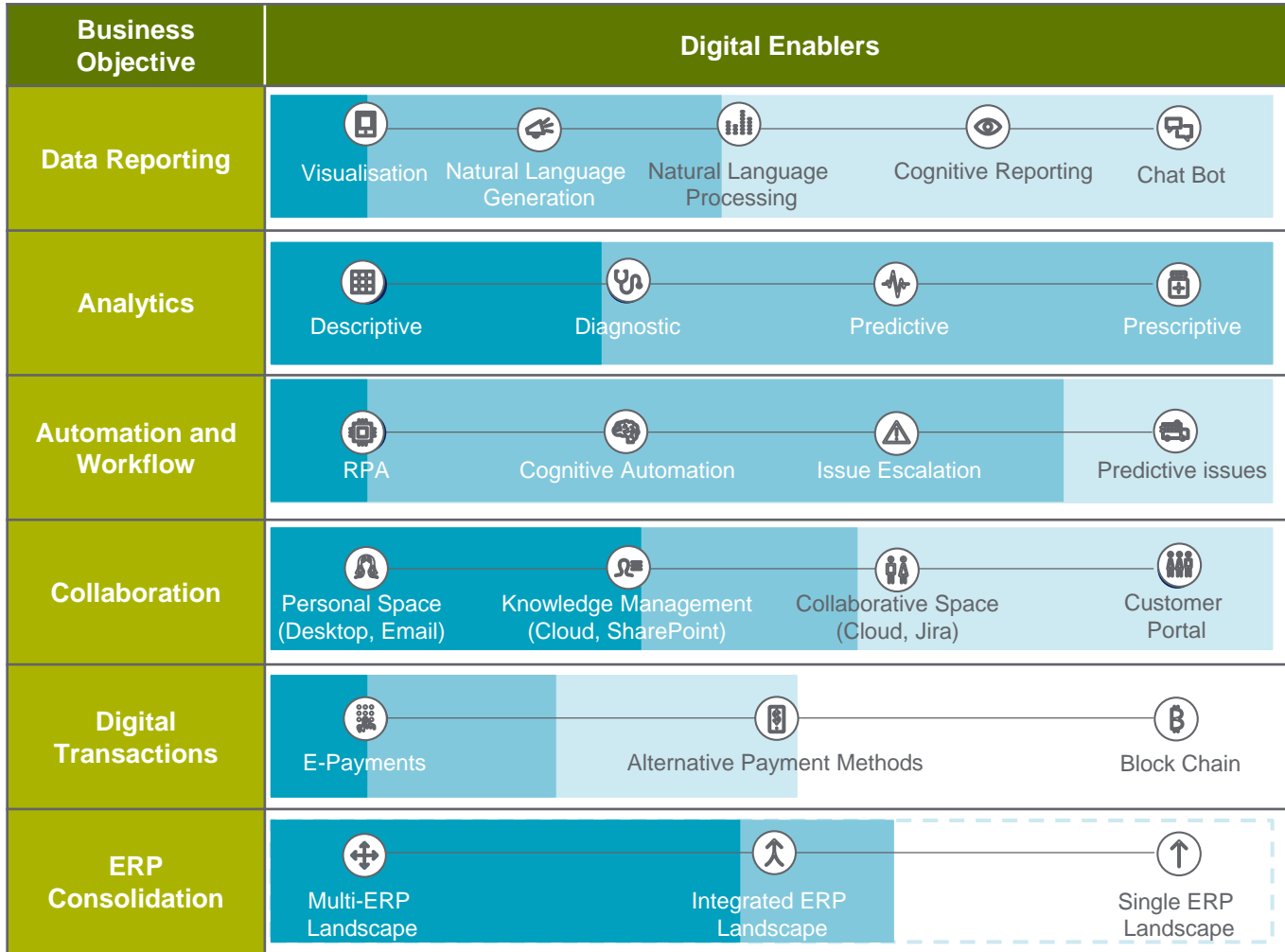


An innovative and agile culture

A structured response to changing behavior and mind-sets to encourage experimentation, agility and 'succeed fast', as well as institutionalising best practice knowledge sharing

Technology enablers and improved data leverage

The utilization of a number of digital enablers will enhance the way we work and help drive greater value to the business and end customer



	Today
	Short Term Initiatives
	Long Term Initiatives
	Continue to Observe

Achievements so far...

● Data Reporting

- Major Management Dashboards are already converted in Qlik
- Natural Language Generation POC, enable generate standard commentary for the Management Reporting's

● Analytics

- Predictive model for Accounts Receivable
- Descriptive Analytics model in Travel and Entertainment Reimbursement space

Classification: PUBLIC

● Process Automation

- Strong RPA development pipeline in A2R and P2P space
- 3 bots already live in production, 14 under development / planned
- Month End Process Automation using BlackLine

IS Journey

New Technology Adoptions

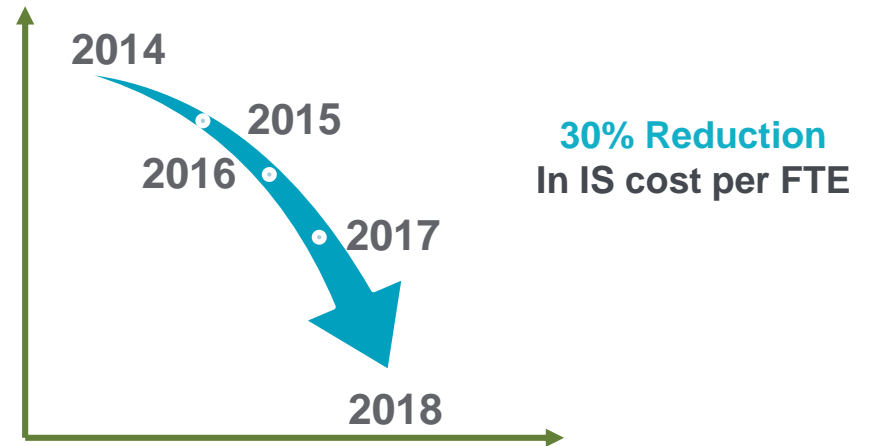
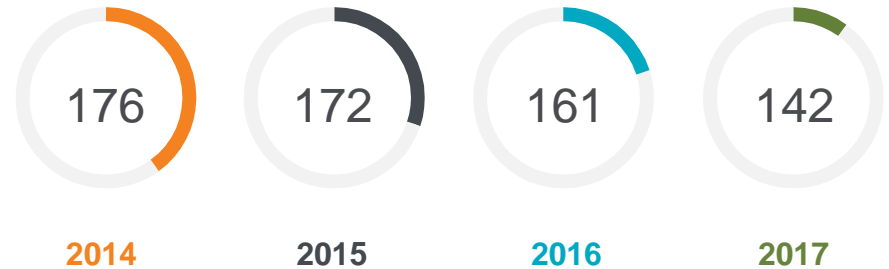


Command Centre
From Reactive to Predictive



Improving Cost Structures

Lowering Budget
(In Million Dollars)



How are we going to get there?

From 'preparing', to 'doing', to 'being' digital



2018-2019

**Driving Efficiency,
Creating
Lighthouses**

Automating the core with better standard reporting and an enhanced understanding of the power of analytics



**Machine
Workforce**



2019-2020

**Establishing
Value**

Becoming predictive with scaled analytics, improving data, and digital skills embedded in the organization



**Analytically
Driven**



2020+

**Accelerating
Value**

Prescriptive processes supported by enhanced user experiences with data is now an enabler.

Digital has become Finance's "new norm"



Global

Bringing plant potential to life