



Nomura Global Chemical Industry Leaders Conference

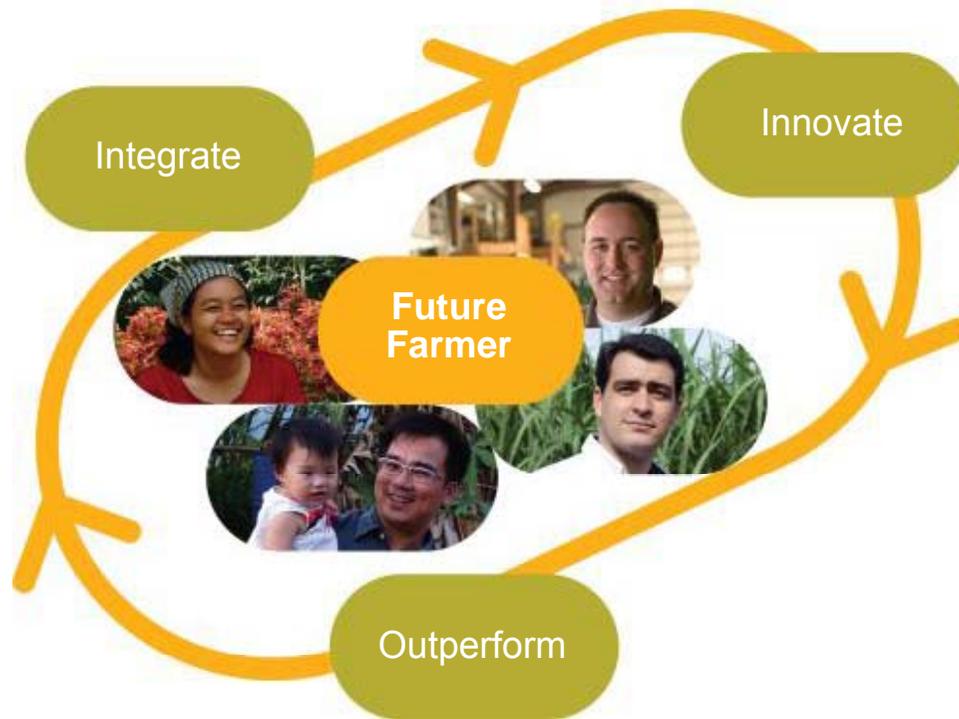
John Ramsay
Chief Financial Officer

Rome, 23 March 2012

Safe harbor

This document contains forward-looking statements, which can be identified by terminology such as ‘expect’, ‘would’, ‘will’, ‘potential’, ‘plans’, ‘prospects’, ‘estimated’, ‘aiming’, ‘on track’ and similar expressions. Such statements may be subject to risks and uncertainties that could cause the actual results to differ materially from these statements. We refer you to Syngenta's publicly available filings with the U.S. Securities and Exchange Commission for information about these and other risks and uncertainties. Syngenta assumes no obligation to update forward-looking statements to reflect actual results, changed assumptions or other factors. This document does not constitute, or form part of, any offer or invitation to sell or issue, or any solicitation of any offer, to purchase or subscribe for any ordinary shares in Syngenta AG, or Syngenta ADSs, nor shall it form the basis of, or be relied on in connection with, any contract there for.

2011 Syngenta highlights



- New strategy announced in February
- Commercial integration ahead of schedule
- Launch of first fully integrated offers
- R&D organization fully aligned
- New crop-based pipeline: >\$22bn post-2015

Financial highlights

- Sales \$13.3bn, up 14%
 - up 12% CER; +11% volume, +1% price
- EBITDA up 18%* to \$2.9bn
- Net income \$1.6bn, up 14%
- EPS**: up 18% at \$19.36
- Free cash flow: \$1.5bn
- Dividend up 14% to CHF 8.00 per share
- CFROI 14%, above target

* At constant exchange rates

** Fully diluted basis, excluding restructuring & impairment

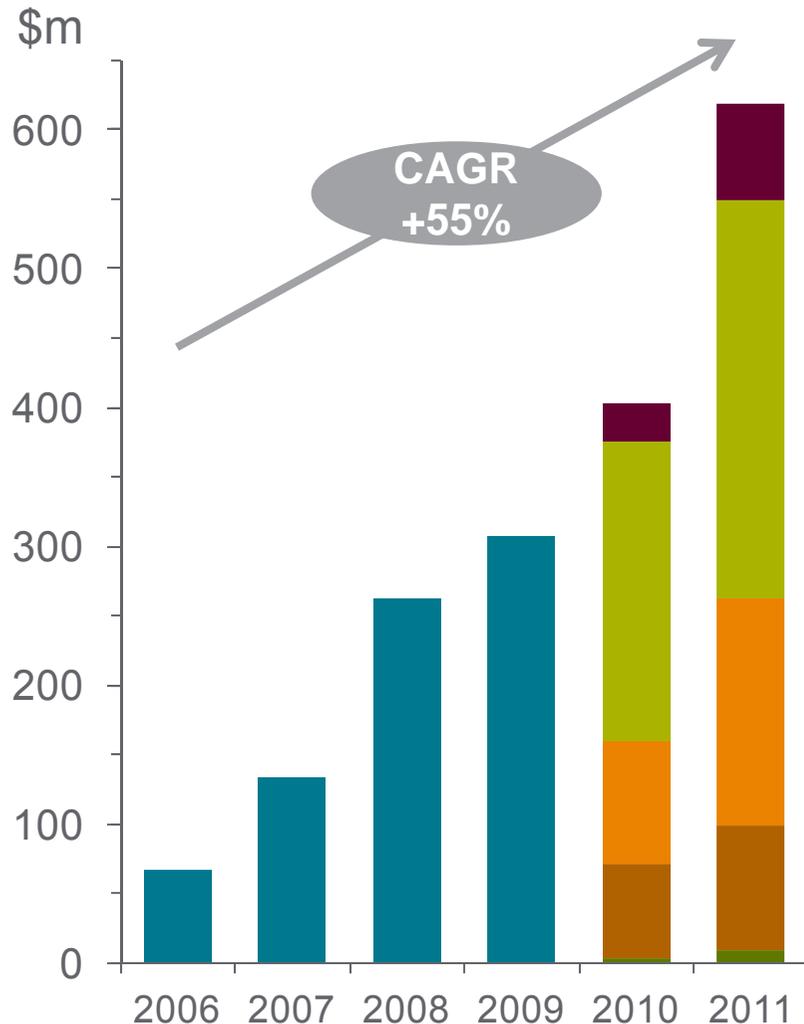
Crop Protection performance

- Sales: \$10.2bn, up 12%*
 - volume +11%: growth across all regions
 - price +1%: improving trend
 - Europe +11%: developed and emerging market growth
 - double digit Latin America, emerging Asia
- EBITDA**: \$2.5bn (2010: \$2.2bn)
 - margin 24.4%: up 0.6%*
 - operational leverage benefits

* At constant exchange rates

** Excluding restructuring & impairment

New products: continued rapid adoption



Growth at constant exchange rates

 **Avicta**[®] Successful launch in Brazil, high adoption rate in cotton

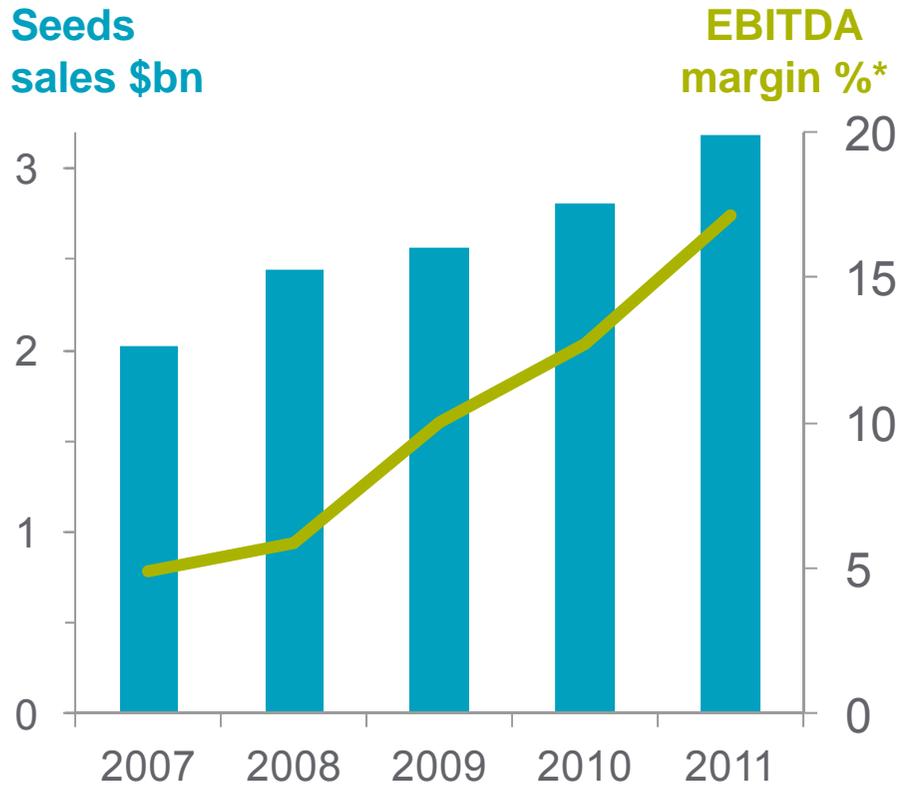
 **Axial**[®] Continued success on cereals notably France and Iberia

 **Durivo**[®] Significant growth in Brazil; expansion on vegetables, rice in Asia

 **Revus**[®] Expanded use on potatoes in Europe

 **Seguris**[®] Additional European and LATAM registrations

Seeds margin acceleration

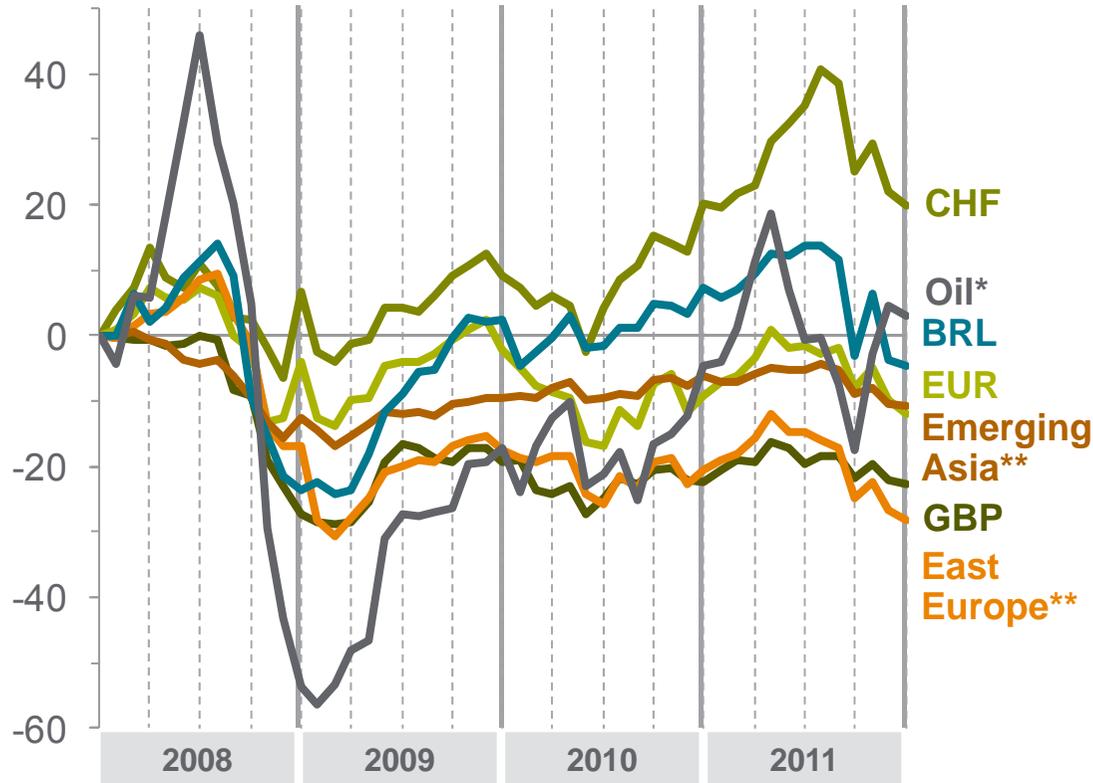


- Continued trait and germplasm development across all crops
- Emerging market expansion
- Sustained R&D investment: ~13% of sales
- Licensing success

* 2008 - 2009 restated to reflect pension accounting adjustment

Evolution of currencies and raw materials

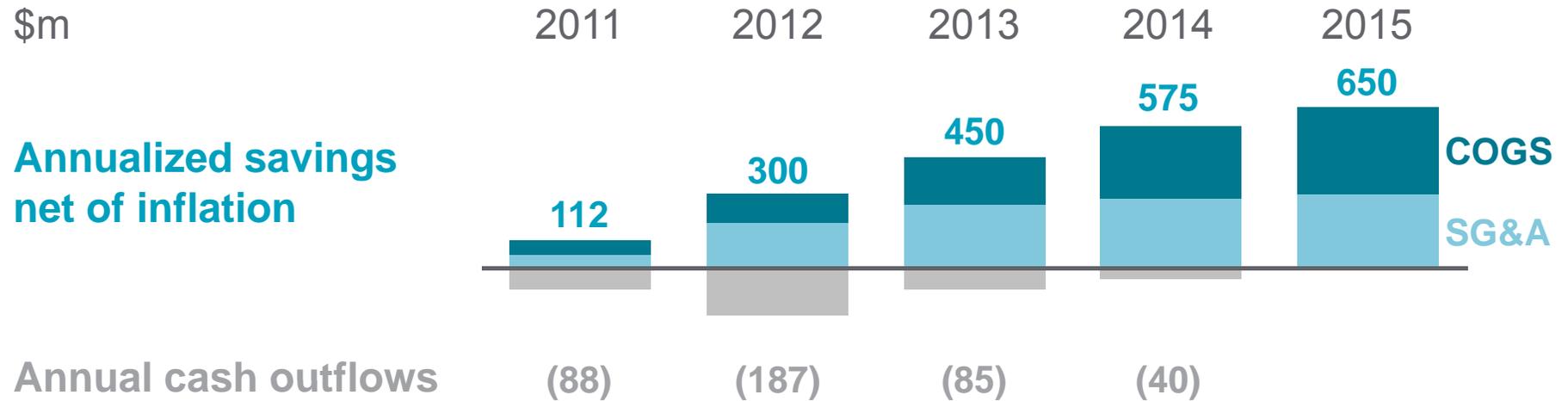
% change vs. dollar
indexed to 31 December 2007



- 2011 negative net currency EBITDA impact: \$52m
- Emerging markets volatility
- Swiss franc stabilization; Euro weakness
- Currency and raw materials impact 2012: \$300m - \$350m negative
 - more than offset by price increases, cost savings

* Price movement
** Basket of currencies

Savings program ahead of schedule: commitment maintained



- Integrated commercial organization: \$150m
- Integrated supply chain: \$300m
- Global procurement: \$200m
- 2011 income statement charge: \$149m

Strong balance sheet: key ratios

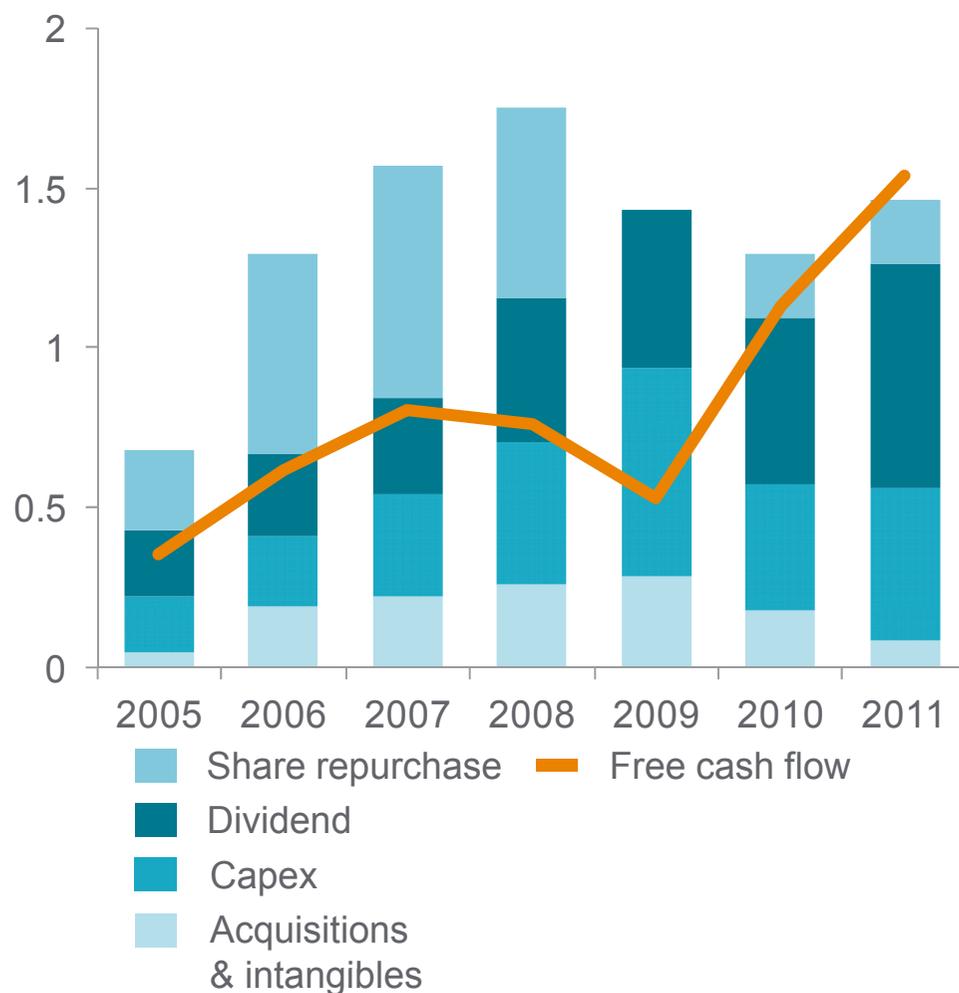
	2011	2010
Average trade working capital	37%	39%
Collection ratios: % sales collected		
EAME	87%	80%
GIIPS*	80%	78%
CIS	91%	81%
Gearing	15%	20%
CFROI	14%	13%

* Greece, Italy, Ireland, Portugal, Spain

- Reduction in trade working capital: inventory, receivables management
- Strong balance sheet
- CFROI ahead of target

Sustained cash generation, increased return to shareholders

Uses of cash
\$bn



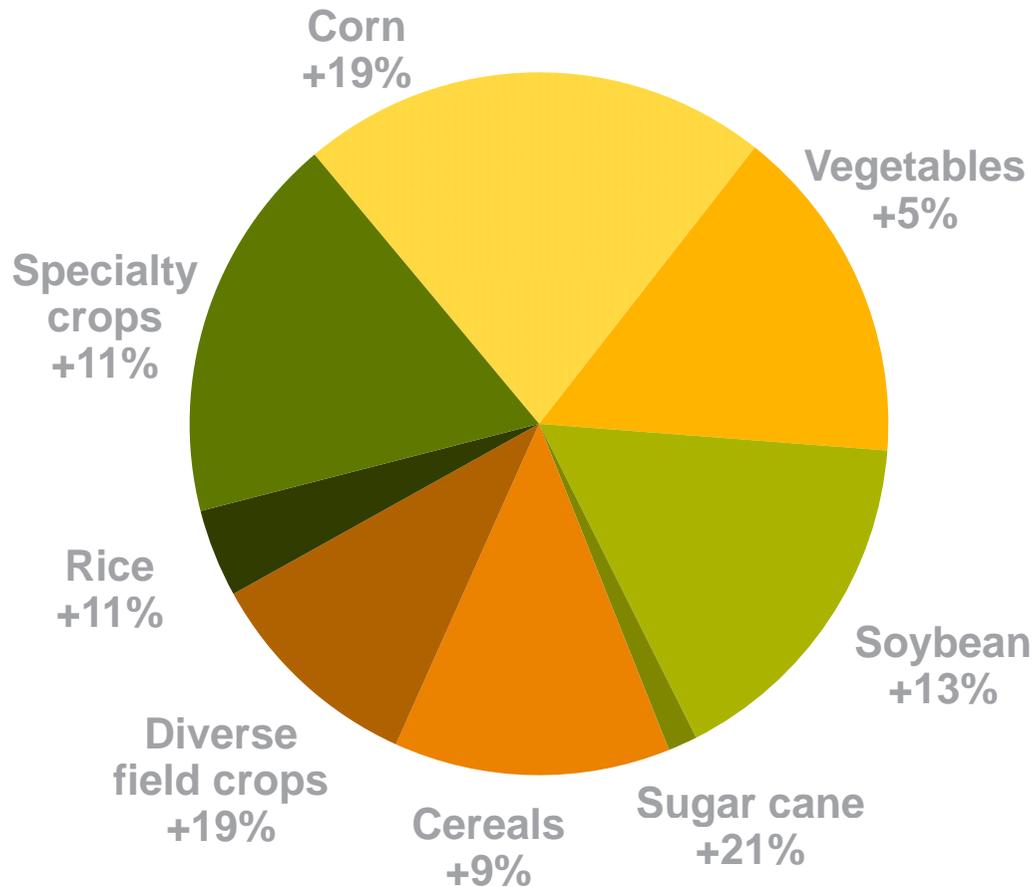
- 2011: cash return \$903m
- 2012: increase in dividend, share repurchase
 - cash return ~\$1bn
- Flexibility for growth investments, acquisitions
- Progressive dividend policy

Financial objectives

- EBITDA margin: continued strong profitability
 - 22-24% by 2015
- CFROI: maintain high return on investment
 - continuing to exceed 12%
- Cash return to shareholders:
 - prioritizing continuous dividend growth
 - tactical share buybacks

Developing our crop offers

2011 sales: \$12.4bn*

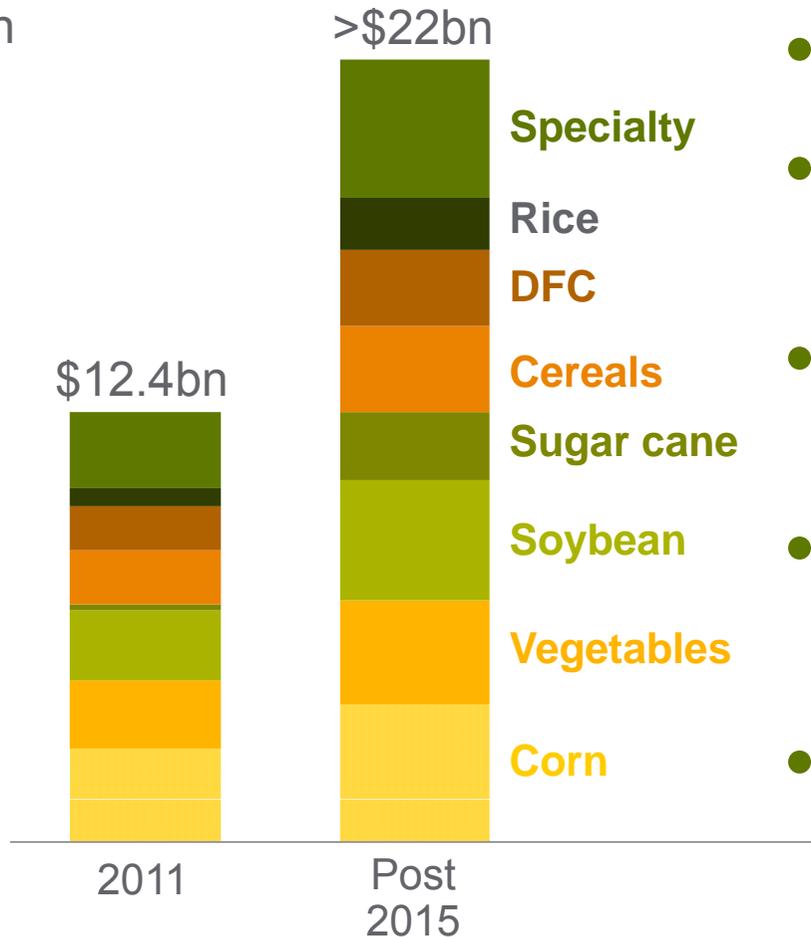


* Excluding Lawn & Garden
Growth at constant exchange rates
Source: Syngenta estimates

- Corn: LATAM traits roll-out
- Vegetables: novel seed care concepts
- Soybean: integrated rust solutions
- Cereals:  **Vibrance™**,  **Seguris®** expansion
- Sunflower: integrated broomrape control
-  **Tegra®**,  **Plene** expansion

Expanding our leadership position in key crops

Sales
\$bn



- Crop-based pipelines
- Specialty crops: further opportunities in multiple crops
- Redefining markets: new segments create additional value
- Outperforming the competition
 - 0.5% annual average share gain
- Superior value creation potential

Source: Syngenta estimates

Complete toolbox: resistance management across crops

Weed management in soybean

Pre and post emergent herbicides:



Seeds:

Traits: RR, RR2Y: GT traits
HPPD trait: new mode of action

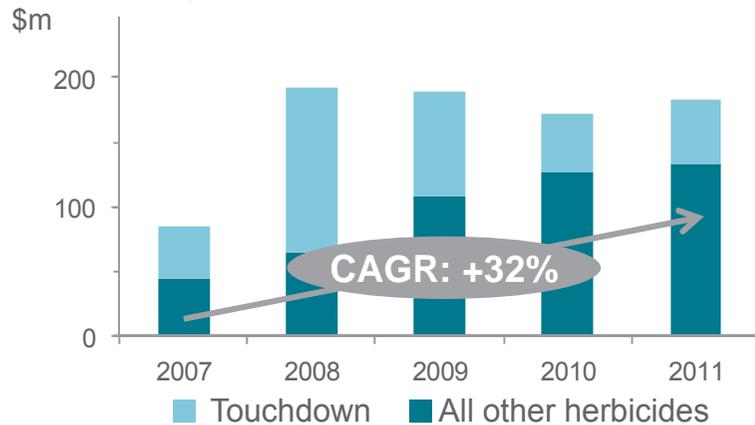
Insect management in corn

Insecticides: Force[®] Warrior II
with Zeon Technology[®]

Seed treatments: Cruiser[®] Avicta[®]

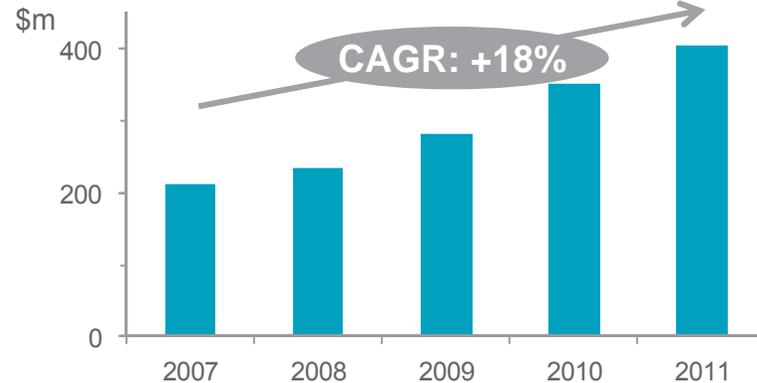
Traits: Agrisure3000GT
 AgrisureViptera[™]
 AgrisureDuracade[™]

N America soybean herbicides



Source: Syngenta estimates

US corn insect control portfolio



Complete toolbox: local crop solutions

Rice example	Seedlings 15-20 days	Vegetative 40-45 days	Reproductive 30 days	Ripening 30 days
Crop cycle				
Seed	 3325, 5251, 5231, 6301, 6302			
Seed care				
Herbicides	  			
Insecticides	    			
Fungicides	    			
				

Key components:   

Growth opportunities:

 *, additional crops, new products, crop enhancement*

TEGRA™: integrated solution for rice

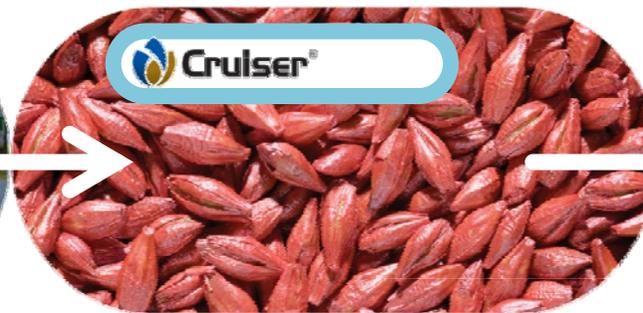
An integrated crop solution offering growers a new and smarter way to grow rice



The smallholder solution: revolutionary mechanical transplanting system



Preferred retailers place direct farmer orders



High quality treated seeds



Integrated technology in seedling tray



Agronomy protocol to maximize yields



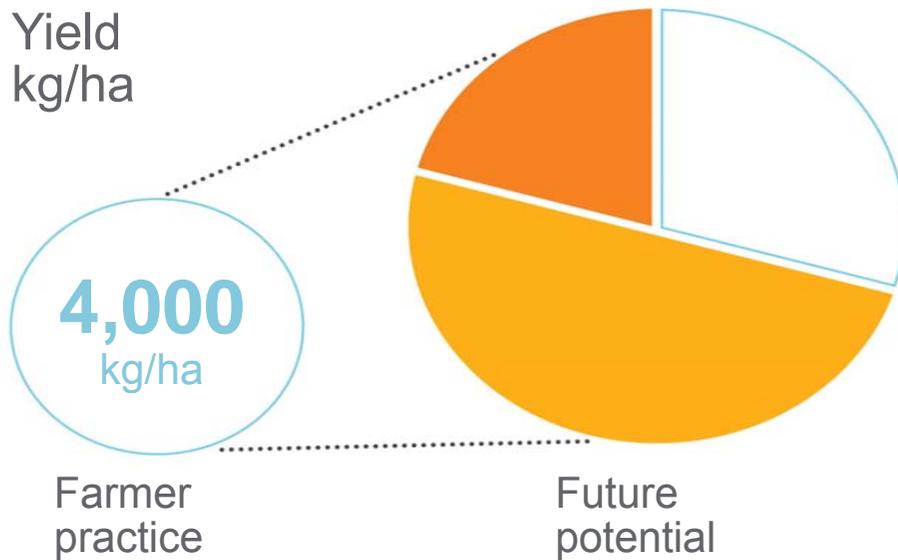
Transplant franchisees offer seedlings-in-the-field



Nursery franchisees raise healthy seedlings

A smallholder solution that delivers

Realizing the full potential of the crop



- Farmer practice
- Healthy seedling and planting technology
- Seed care and crop protection

Grower benefits

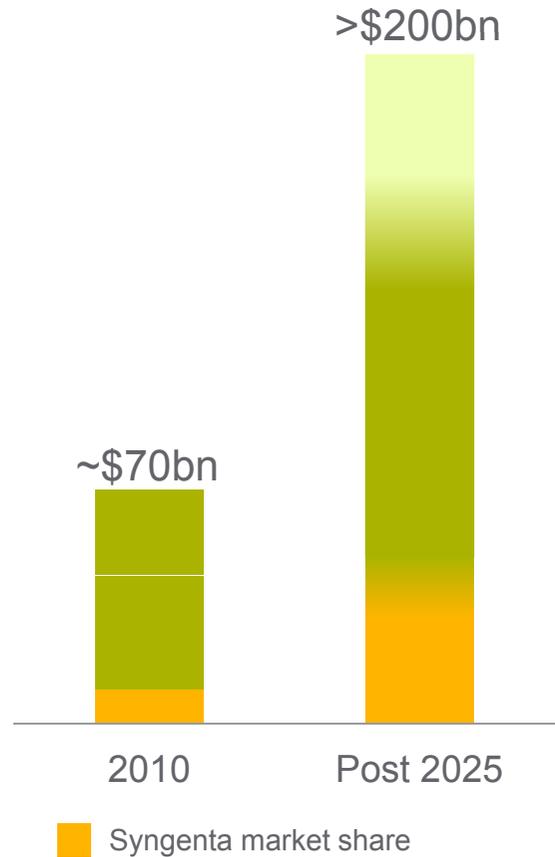
30% yield advantage

\$270 extra profit per hectare

150% return on investment

Expanding the market: yield and beyond

Estimated market size



Source: Syngenta estimates

- Market under single product paradigm:
 - mid single digit growth
- Integrated solutions and adjacencies:
 - address current needs in new ways
 - solve unsolved problems
 - expand available markets

High single digit growth potential

Bringing plant potential to life