



Nomura Global Chemical Industry Leaders Conference

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Safe harbor

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2012 financial highlights

- Sales \$14.2bn, up 7%
 - up 10% CER; +7% volume, +3% price
- EBITDA \$3.2bn, up 17%*
 - CER margin 23.2%; reported 22.2%
- Net income \$1.9bn, up 17%
- EPS \$22.30**, up 15%
- Pre-acquisition free cash flow: \$0.9bn
- Dividend up 19% to CHF 9.50 per share
- CFROI above target at 15%

* At constant exchange rates

** Fully diluted basis, excluding restructuring & impairment

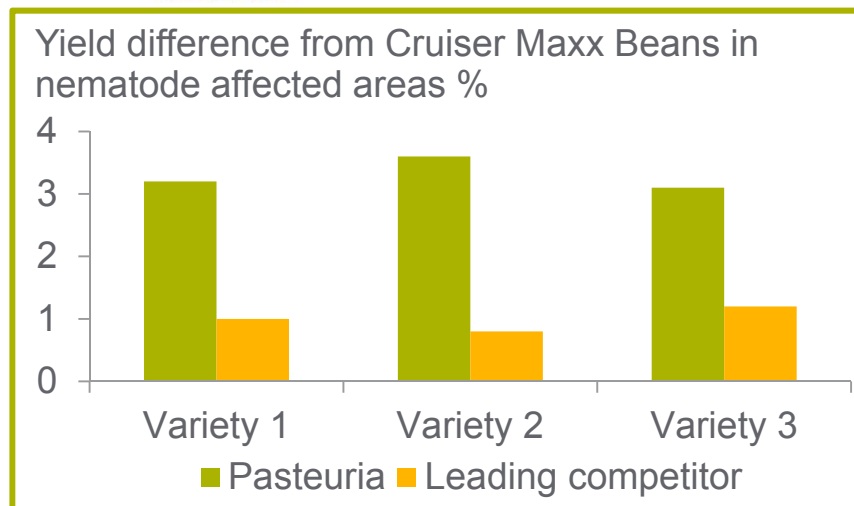
2012 Syngenta highlights

- Strong sales momentum: +10% CER
 - developed market growth 8%; emerging 11%
- Commercial integration complete
- Double-digit Seeds growth in all regions
 - enabling integrated offers
 - investment in new capacity
- Sales target upgraded: \$25bn in 2020 for 8 key crops
- Acquisitions expanding technology breadth

Acquisitions expanding technology breadth

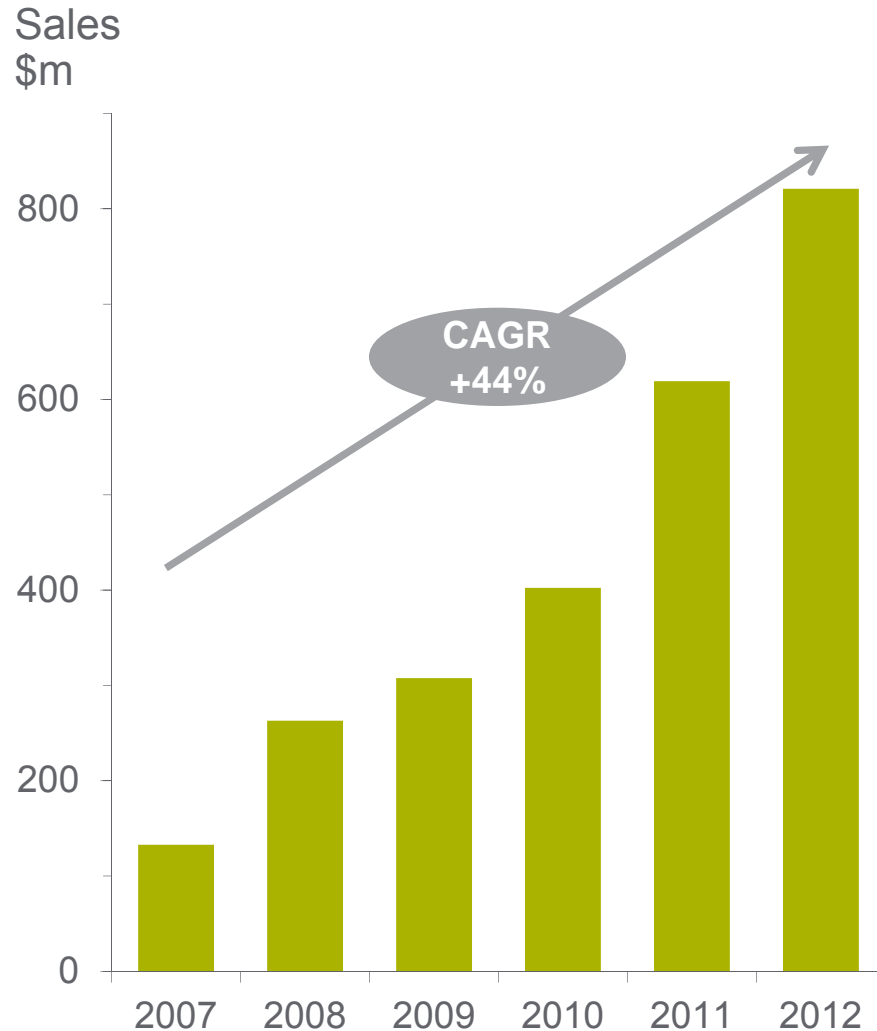


- Established presence in key Asian rice markets
- Strong near-term pipeline and breeding program
- RNAi: spray and transgenic applications








- Biological platform for nematode control
- Unique proprietary production process
- Soybean cyst nematode control: US launch 2014

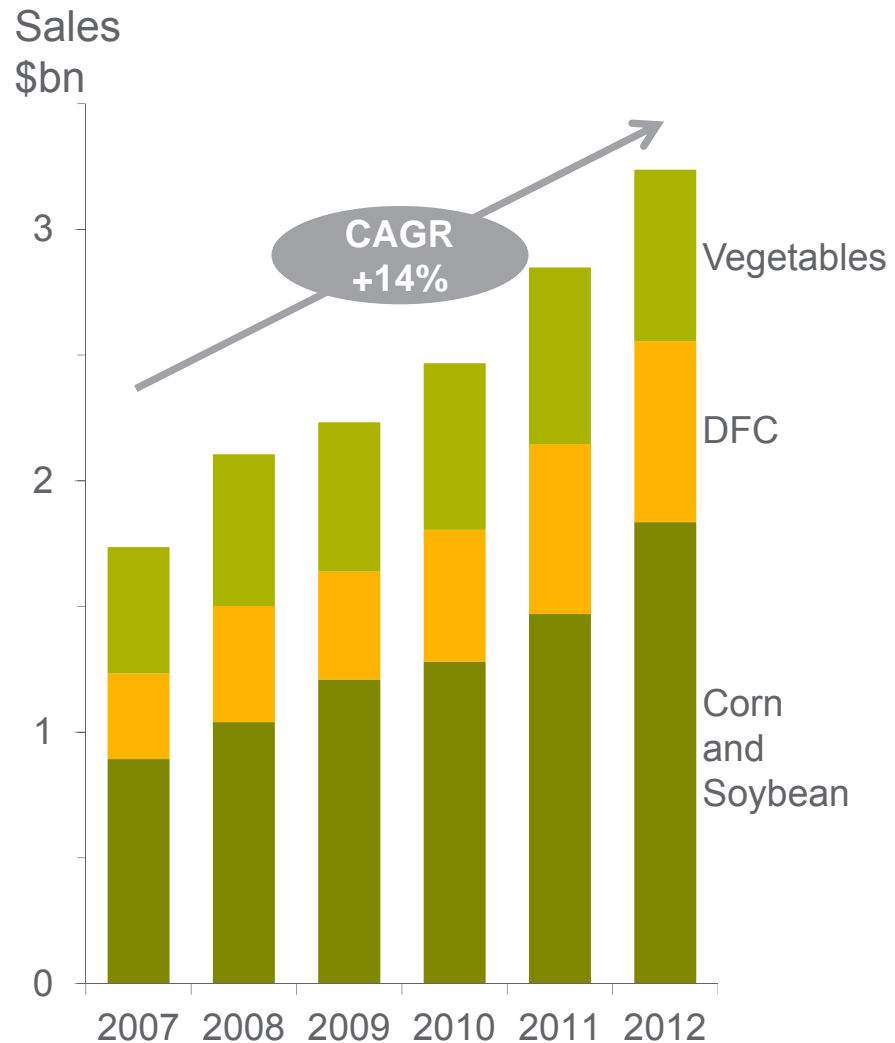
Crop protection portfolio: new product highlights



% at constant exchange rates

- New product sales: +36%
- Global growth in  **Axial**[®]: Canada sales almost doubled
-  **Avicta**[®] : strong adoption Brazil
-  **Durivo**[®] new launches; Brazil up 80%
-  **Seguris**[®] sales doubled
-  **Vibrance**[™] first sales in North America

Seeds portfolio: full year highlights

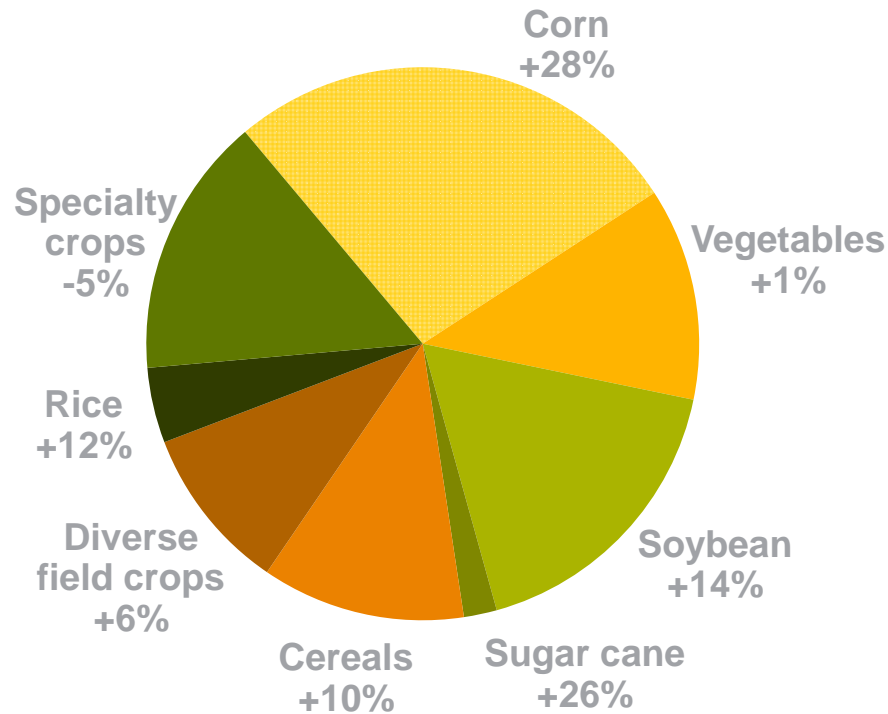


% at constant exchange rates


- Corn: strong global growth
- Soybean: RR2 transition, Brazil growth
- DFC: broad growth
 - sunflower: CIS, SE Europe
 - hybrid barley: >300,000 hectares in northern Europe
- Vegetables: difficult economic environment, strong Q4 in all regions

Developing our crop offers

2012 sales: \$13bn* +11%

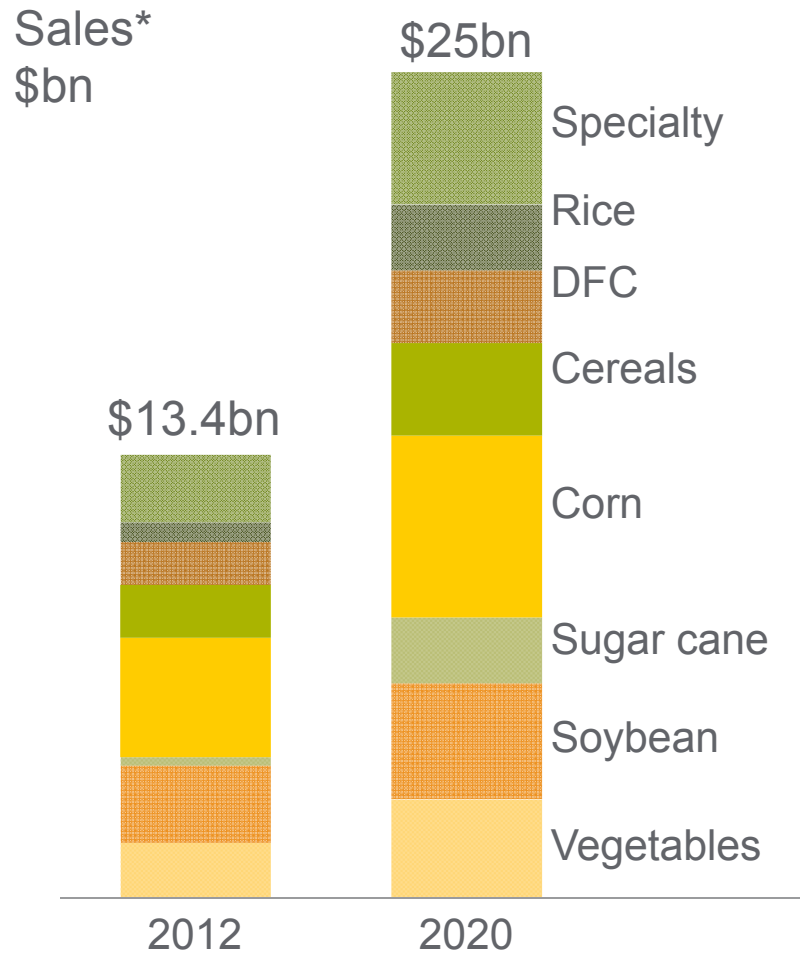


Growth highlights:

- Corn: trait revenue, weed and insect resistance, emerging market expansion
- Soybean: leading herbicides, fungicides; Latin America seeds
- Cereals: hybrid barley acceleration
- Sugar cane: technology uplift
- Rice:  GroMore™ protocols

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

Long term growth objective raised

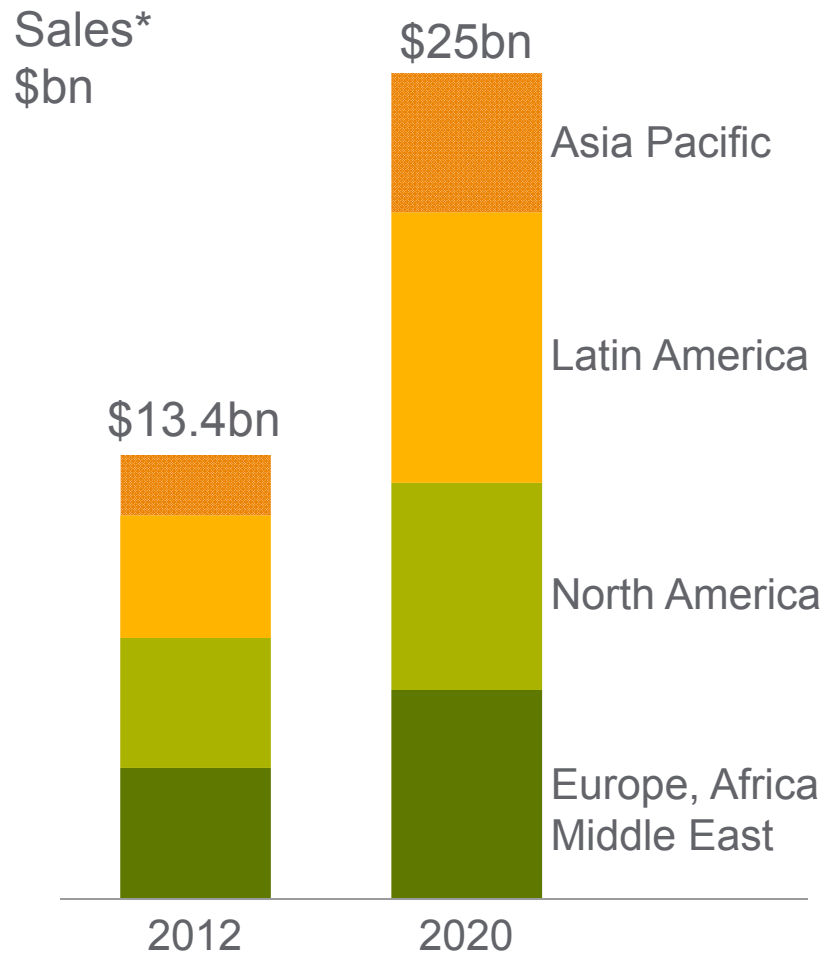


2020 target upgrades

- Corn: from \$4bn to \$5.5bn
- Cereals: from \$2.5bn to \$2.8bn
- Rice: from \$1.5bn to \$2bn

* Excluding Lawn & Garden
Source: Syngenta estimates

Targeting global growth



* Excluding Lawn & Garden
Source: Syngenta estimates

Asia Pacific

- Extended rice franchise
- Corn germplasm and traits
- Hybrids and IPM in vegetables

Latin America

- Seeds market share gain
- New soybean chemistry
- Sugar cane investment

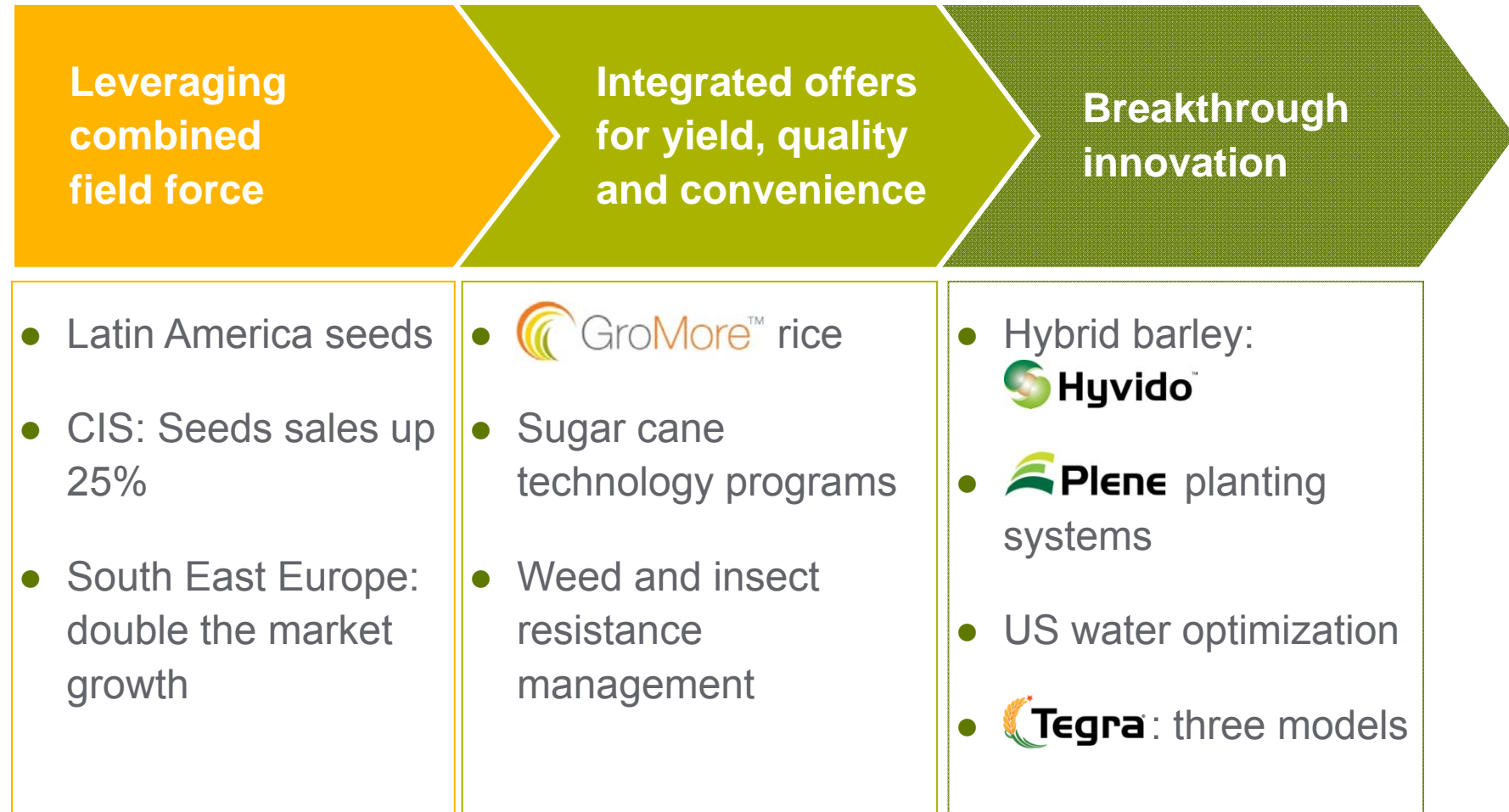
North America

- Water optimization
- New traits
- Resistance management

Europe, Africa, Middle East

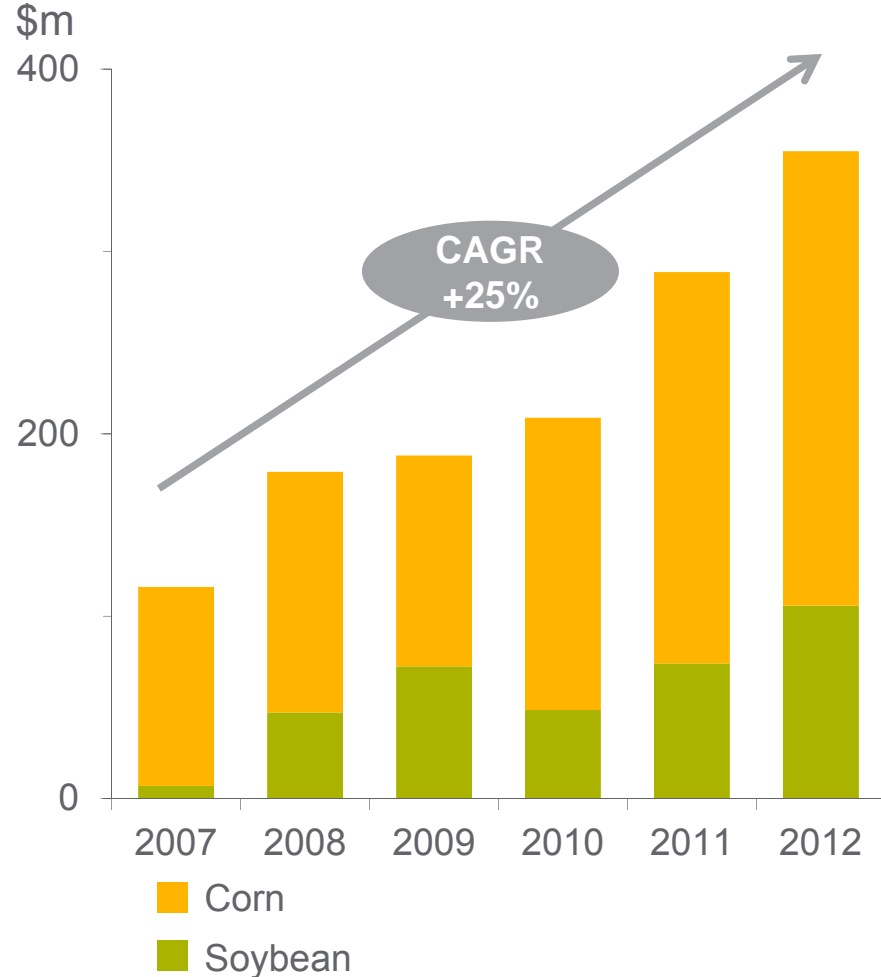
- Cereals protocols, hybridization
- Leadership in Eastern Europe
- New opportunity in Africa

Three level approach to integrated strategy



Latin America seeds

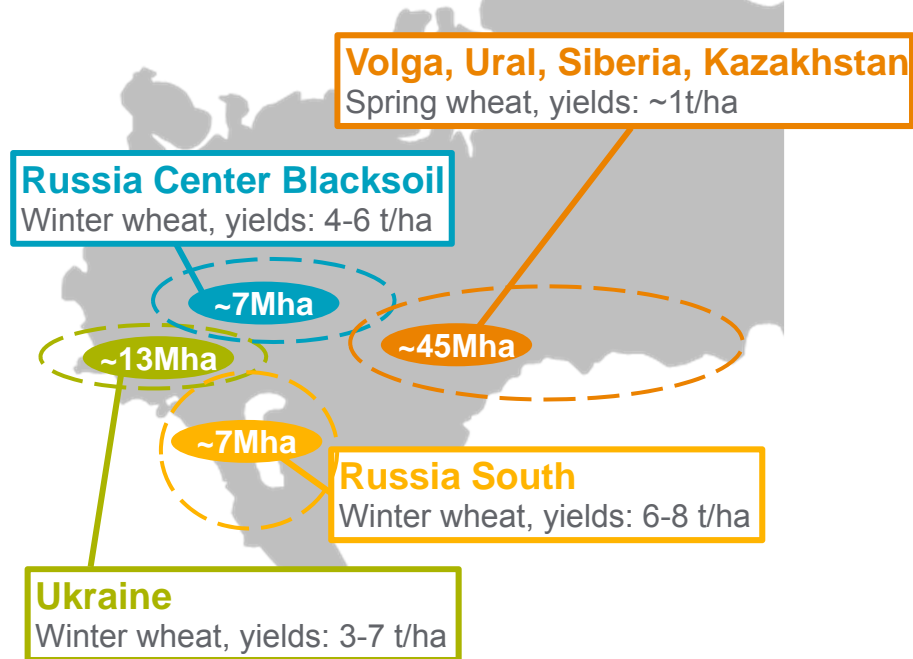
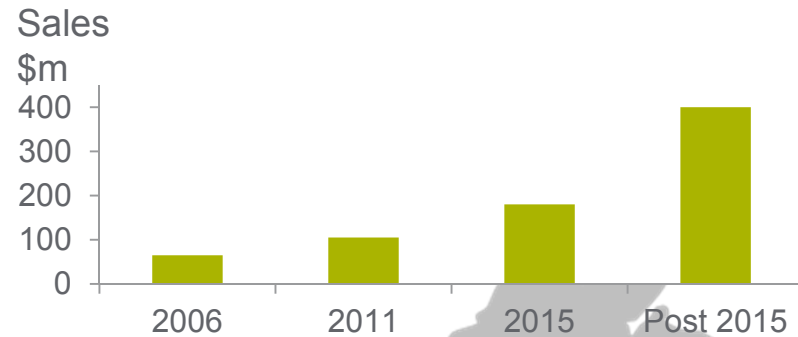
Latin America Corn and Soybean seeds sales



% growth at constant exchange rates

- Integration benefits: Brazil in third year
 - 1% annual average share gain
- New trait combinations: VIPTERA in triple and quadruple stacks
- New capacity in Argentina and Brazil to meet demand

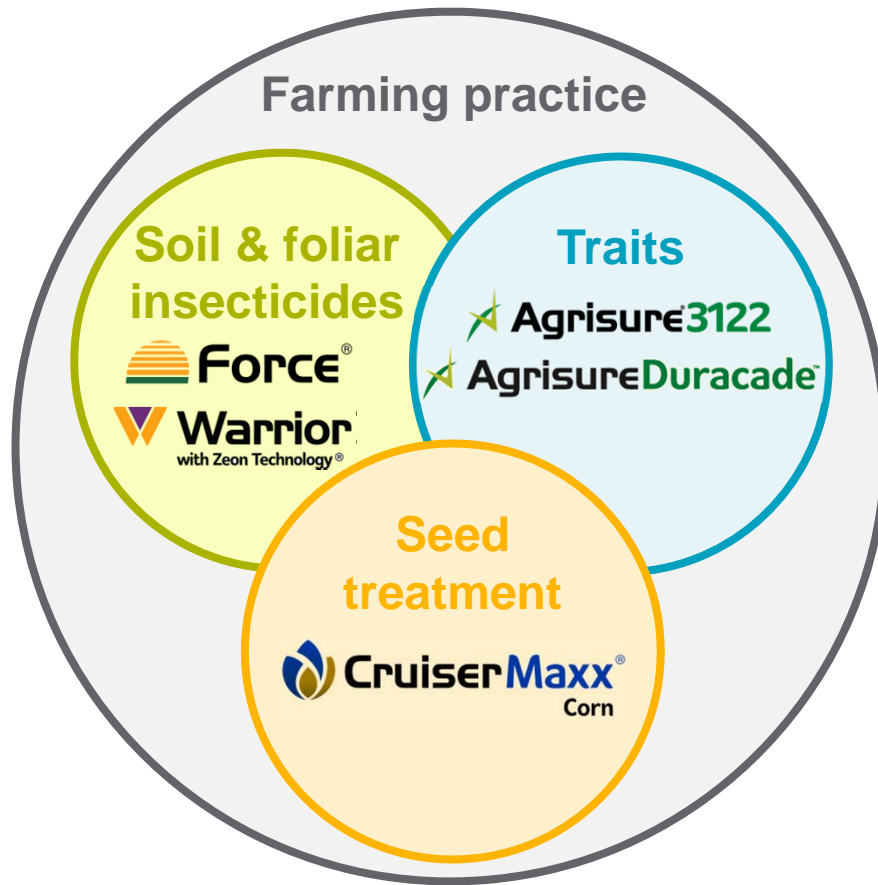
CIS: new strategy driving territory sales growth



Source: Syngenta

- Seeds: footprint expansion
- Seed Care, Fungicides: intensification
- Herbicides: commercializing DAS portfolio
- Integrated weed management, focus on resistance prevention
- Hybrid barley: trials, 2014 launch
- Downstream customers: localizing high-quality malting barley supply

North America: integrated corn rootworm management



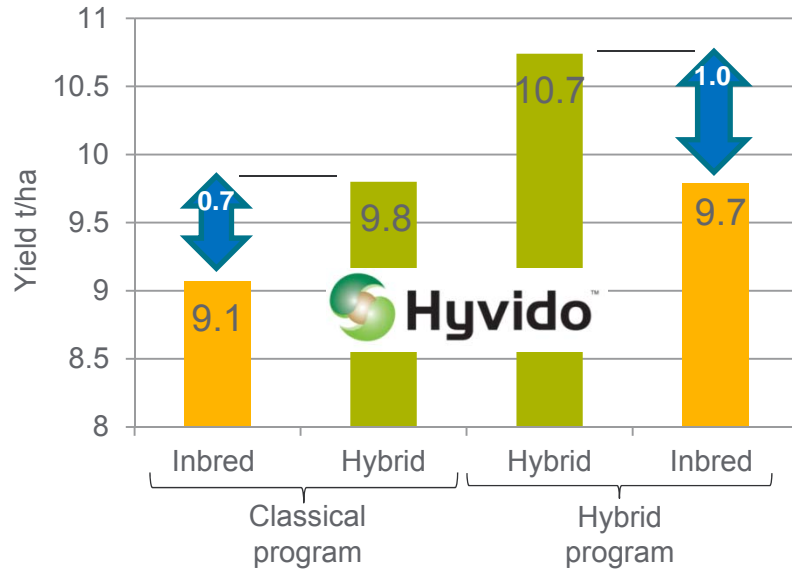
- CRW affects 45% of acreage or \$2bn total loss/yr
- Multi-dimensional approach
 - farming practices: crop rotation
 - comprehensive program
 - Agrisure3122, CruiserMaxx, Force CS
 - ~\$50/acre benefits vs. \$15-20/acre extra cost
- AgrisureDuracade pipeline




Force CS, Force 3G and Warrior II with Zeon Technology are Restricted Use Pesticides

The AgrisureDuracade trait is not yet registered or approved for sale or use in the US and is not being offered for sale

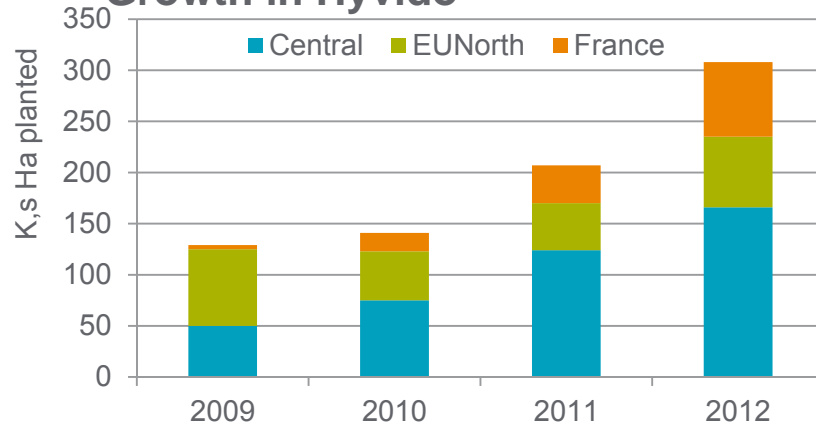
Hybrid barley transforming feed barley production

Yield benefits with optimised protocol



- Seeds rates down by 25% 
- Moddus ensures robust crop 
- New improved disease control 

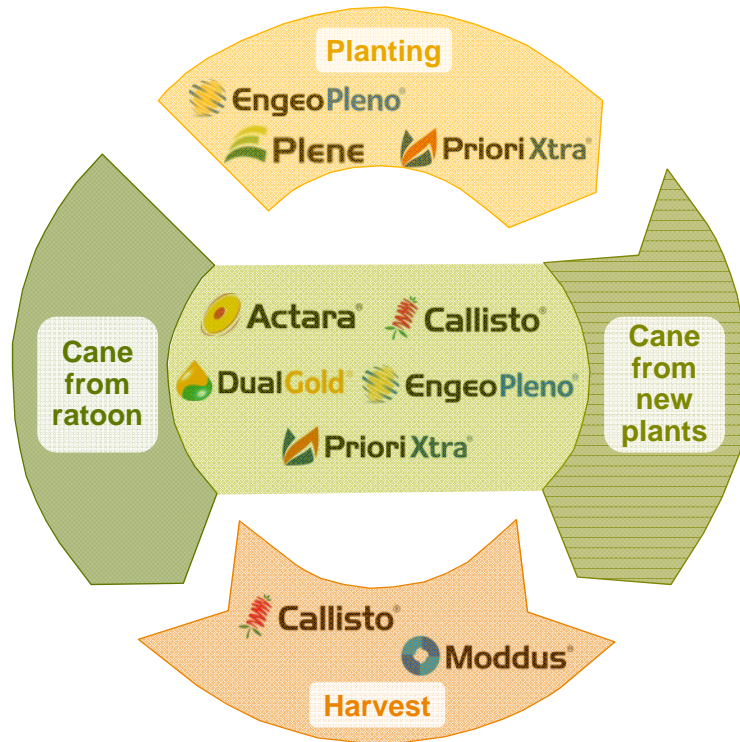
Growth in Hyvido



- 3 major countries in 2012 with more than 300K hectares
- Expanding to Poland, Czech Republic and Italy in 2013
- Major opportunities in Iberia 2014 onwards
- CIS by 2016

Sugar cane: comprehensive technology programs to meet customer needs

Integrated agronomic protocol



Planting

- Soil pest control; field establishment; seedling quality and volume

Cane from new plants

- Weed management; pest control; plant stand

Cane from ratoon

- Maintain yield potential; longevity


Harvest

- Optimal sugar/ton; operating efficiency

10 – 20 percent increase in tons per hectare

Sugar cane: comprehensive technology programs to meet customer needs

Plene planting systems

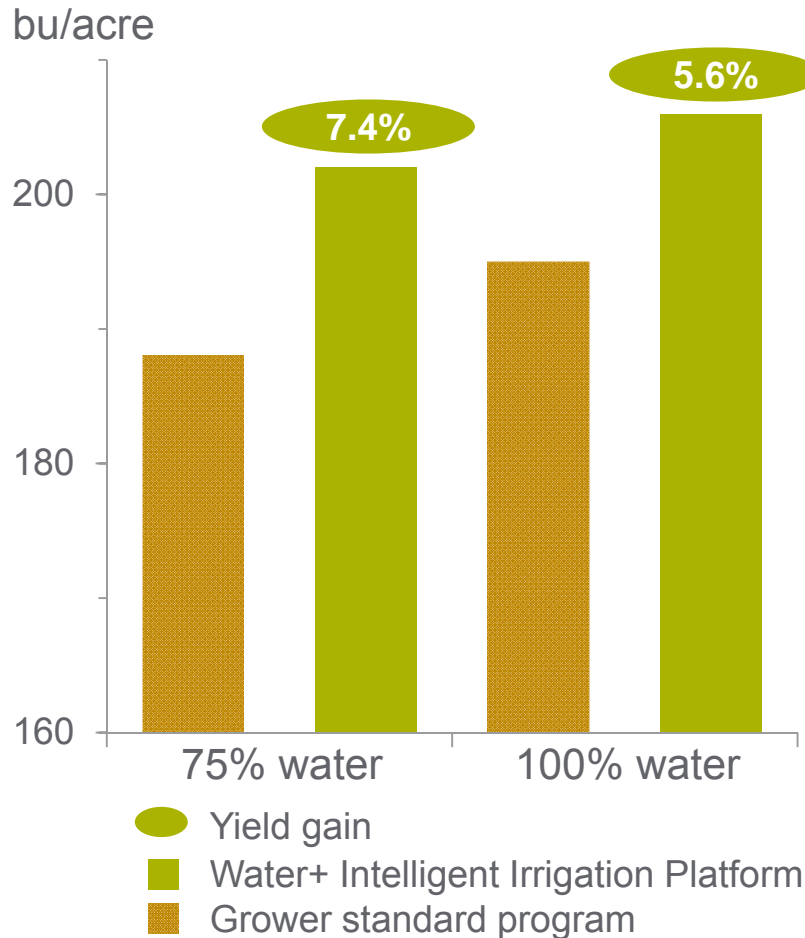
- Adapting and rescaling  **Plene** manufacturing to meet strong demand
- Biofactory increasing capacity to 6m young plants annually
- High quality seedlings and nursery protocols



GM cane acceleration

- First field trials with herbicide and insect traits one year ahead of plan
- Targeting agronomic traits within 10 years

US water optimization: growing more corn with less water



- Irrigation combined with genetics, crop protection and enhancement
- Convenient management of multiple pivots
- Remote crop monitoring
- ROI: average \$95 per acre*
- Targeting 250,000 acres by 2015
- Potential market: 9m irrigated acres

* Based on corn at \$7/bu

Data collected from 27 sites with over 26m data points through combined yield monitors: Colorado, Nebraska, Kansas

Tegra offers : expanded to serve all three customer segments

Tegra™
paddy

Certified,
ready to grow
rice seedlings



plus e-agronomy

Tegra™
full service

Certified,
transplanted
rice seedlings



plus transplanting and
agronomy service

Tegra™
nursery

Certified,
rice seedlings
ready to transplant



plus e-agronomy

 GroMore™ last 60 days

Financial framework

- Targeting annual average 0.5% market share gain
- EBITDA margin: 22-24% in 2015
 - R&D: 9-10% of sales
- CFROI: >12% ongoing
 - capital expenditure*: ~5% of sales
- Flexibility for growth investments / acquisitions
- Progressive dividend

* Investment in fixed tangible assets

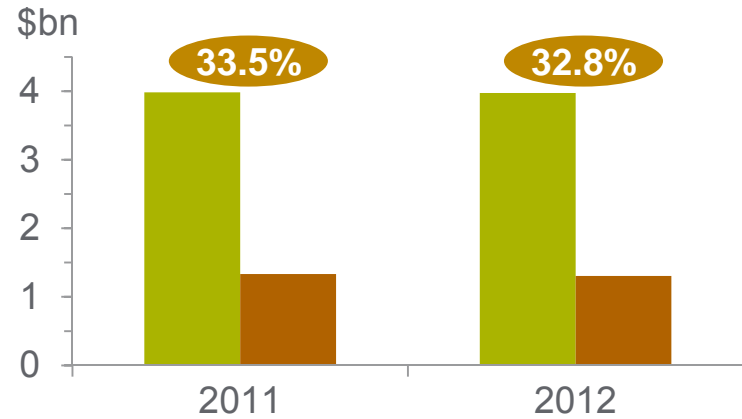
Outlook

- 2013: further business momentum
 - full integration in all territories
- Significant free cash flow
- Investing for growth
- Flexibility for strategic acquisitions and partnerships
- Outperforming an expanding market

Bringing plant potential to life

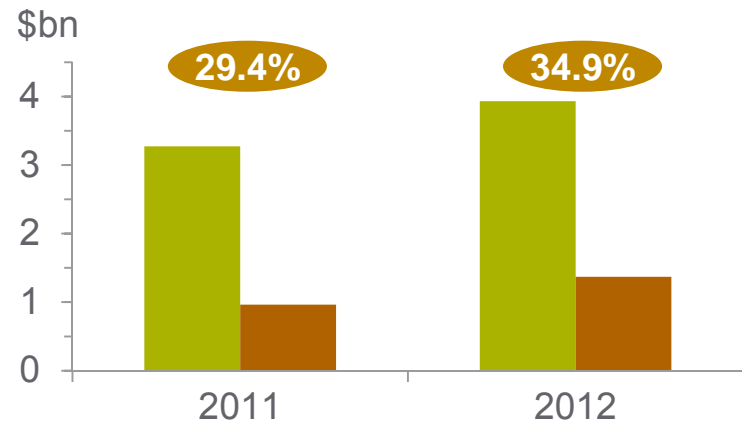
Regional performance: Northern hemisphere

Europe, Africa and Middle East



- Volume, price largely offsetting currency impact
- High margin portfolio
- Strong growth: CIS, SE Europe

North America



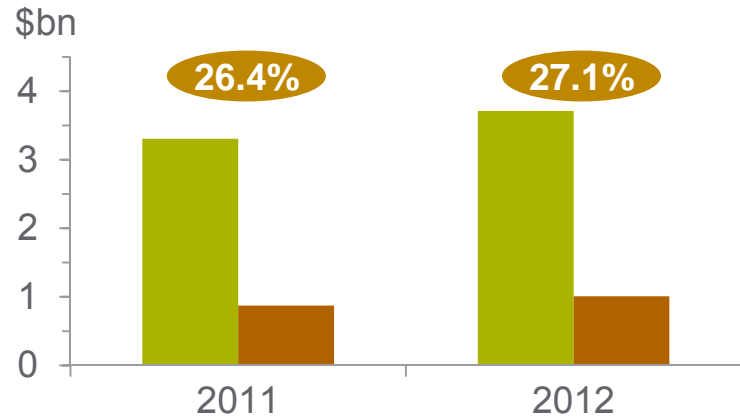
- Leading Crop Protection portfolio
- Integrated resistance management offers gaining momentum
- Corn trait royalty income

■ Sales ■ Operating income ● Operating margin

Excluding restructuring & impairment

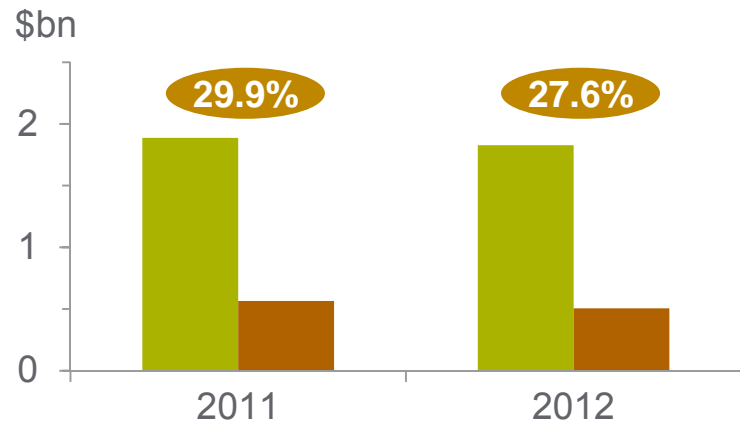
Regional performance: Latin America, Asia Pacific

Latin America



- Leveraging integrated field force
- Seed Care expansion: CRUISER, AVICTA
- Ongoing growth investments

Asia Pacific



- Currency, range rationalization
- Growth SE Asia, China; weather Australia
- Seed Care expansion: CRUISER, CELEST

■ Sales ■ Operating income ● Operating margin

Excluding restructuring & impairment