

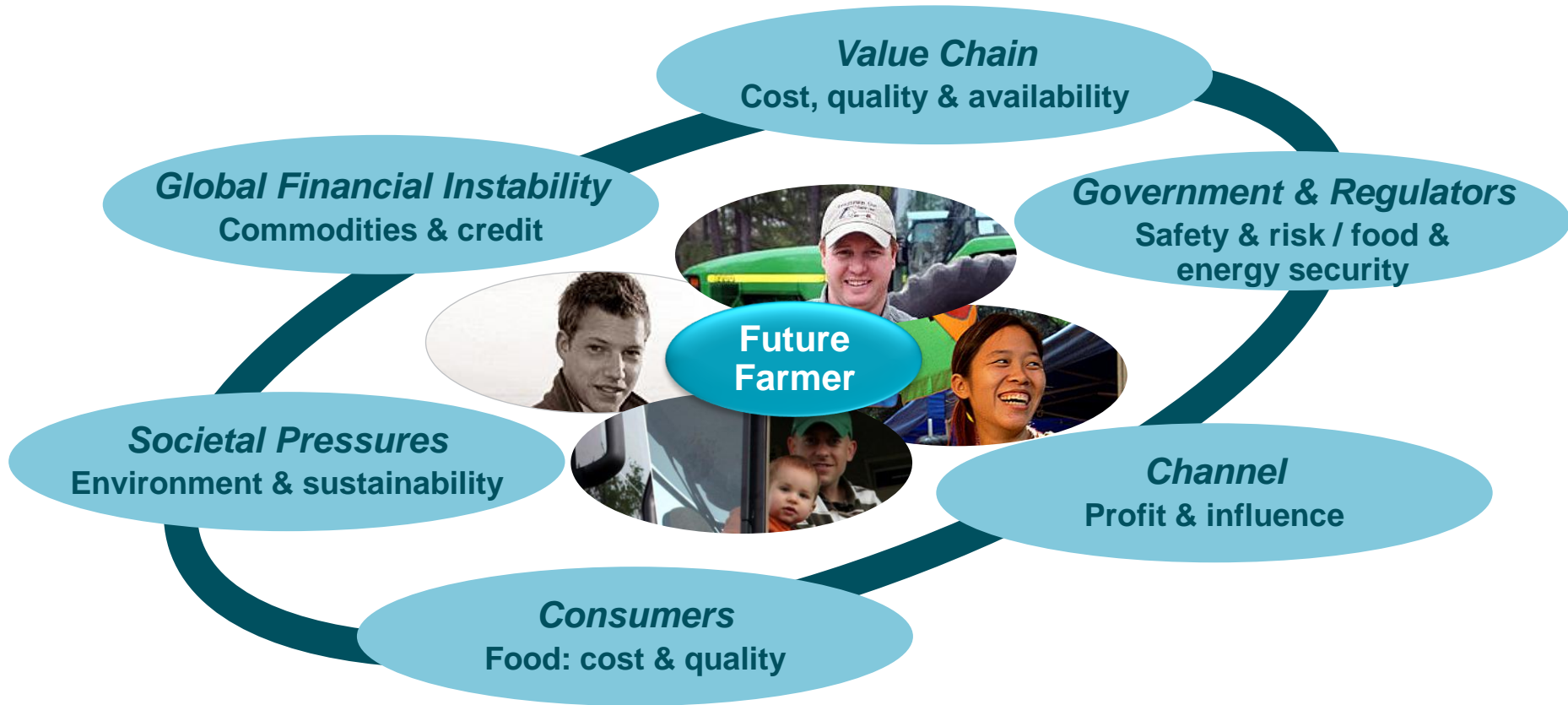


**Welcome to Syngenta's
Capital Markets Day**

Syngenta: fully integrated offer on a global crop basis



Grower challenges



Progress vs. objectives

Integrate

- First territories fully integrated
- All territories integrated mid 2012
- Cost savings on schedule

Innovate

- R&D model fully aligned
- Global crop teams operational
- New business models and collaborations created

Outperform

- Sales of key crops to surpass \$17 billion post 2015
- On target for further share gains
- On track to achieve financial metrics



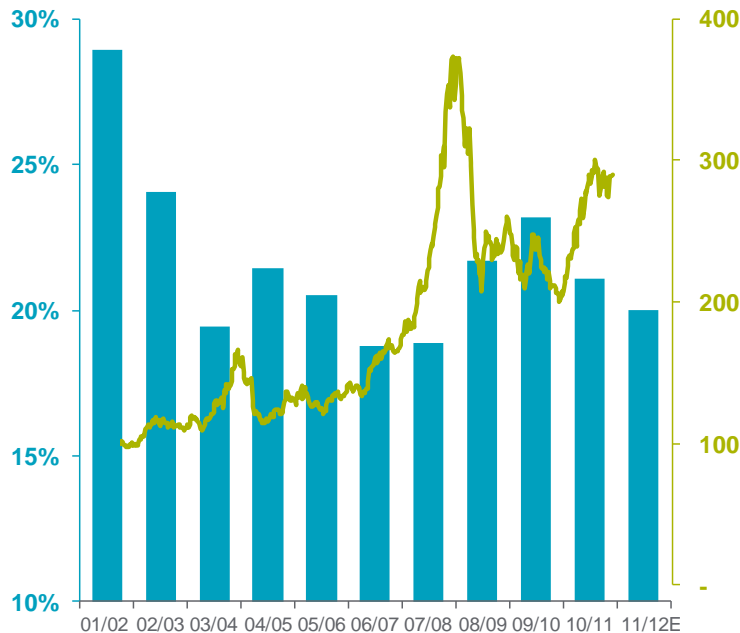
Global Challenges

Robert Berendes
Head of Business Development

Supply/demand staying tight: crop prices at a new corridor

Stocks-to-use ratio*
%

Crop price index
Jan 2002 = 100

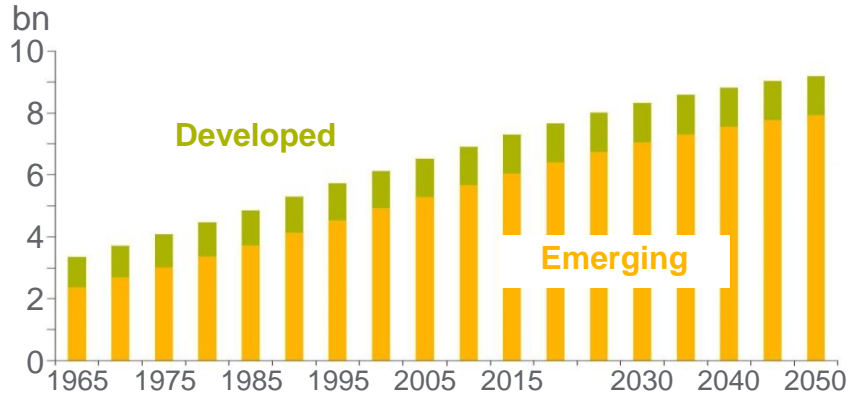


- Crop price volatility
- Government intervention
- Ongoing demand growth: emerging markets
- Challenging supply/demand balance

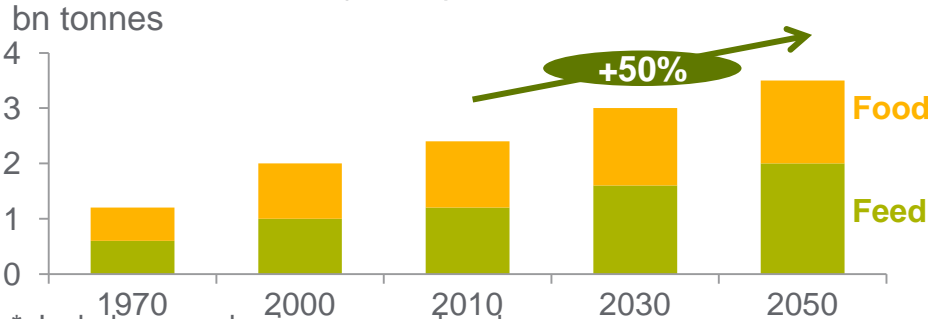
* Ratio for combined corn, soybean, wheat and rice
Source: WASDE June 2011 for STU, Bloomberg for prices, Syngenta analysis

Demand growth from emerging market population and diet changes

Global population



World demand for major crops*



* Includes cereals, rice, corn and soybean

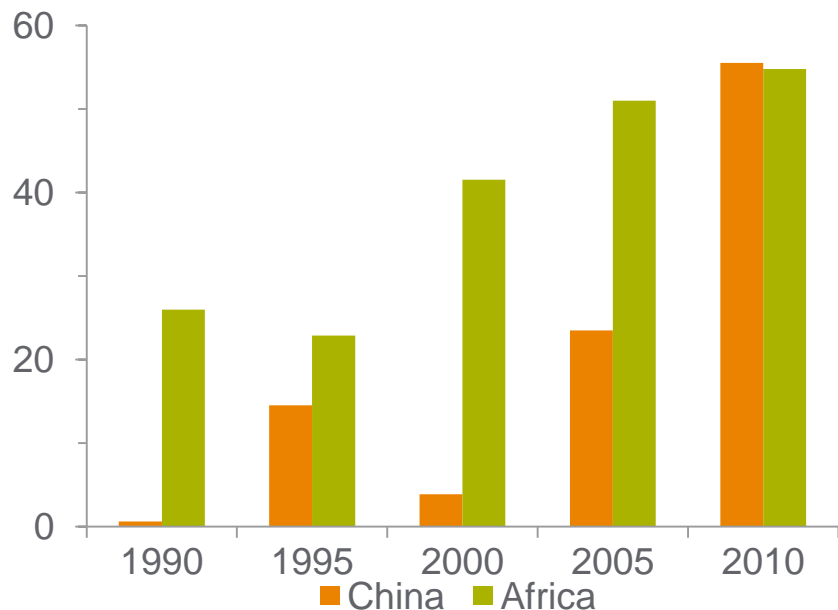
Source: FAO, Syngenta analysis

- 2bn more people by 2030, +30%
 - >80% in emerging countries
- 2050 grain demand: +50%
 - food grain +25%
 - meat consumption +70%

Grain import growth reflects domestic productivity challenges

Imports of major crops*

mt



* Imports/exports of corn, soybean, wheat, rice

Source: USDA

- Grain trade compensates local gaps
- China:
 - one quarter of global feed demand
 - insufficient arable land
- Africa: a 'sleeping agricultural giant'

Environmental stresses increasingly acute

World stress map:
water and soil availability, climate change impact



- Water stress: hot spots today, rapid expansion
- Expansion of agricultural land unsustainable: urbanization, erosion
- Changes in climate: additional yield pressure

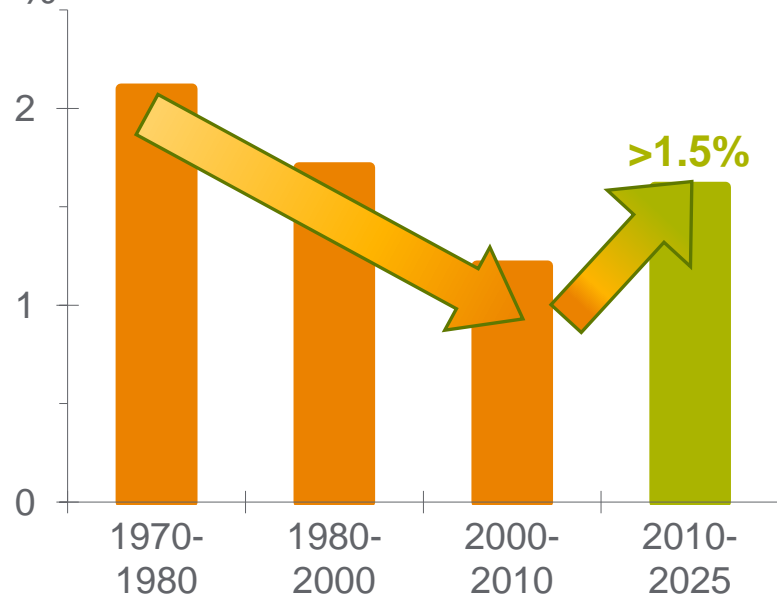
Source: UNEP, Cline, Syngenta

Yield trend reversal relies on globally applied integrated solutions

Basket of corn, soybean, wheat, rice

CAGR

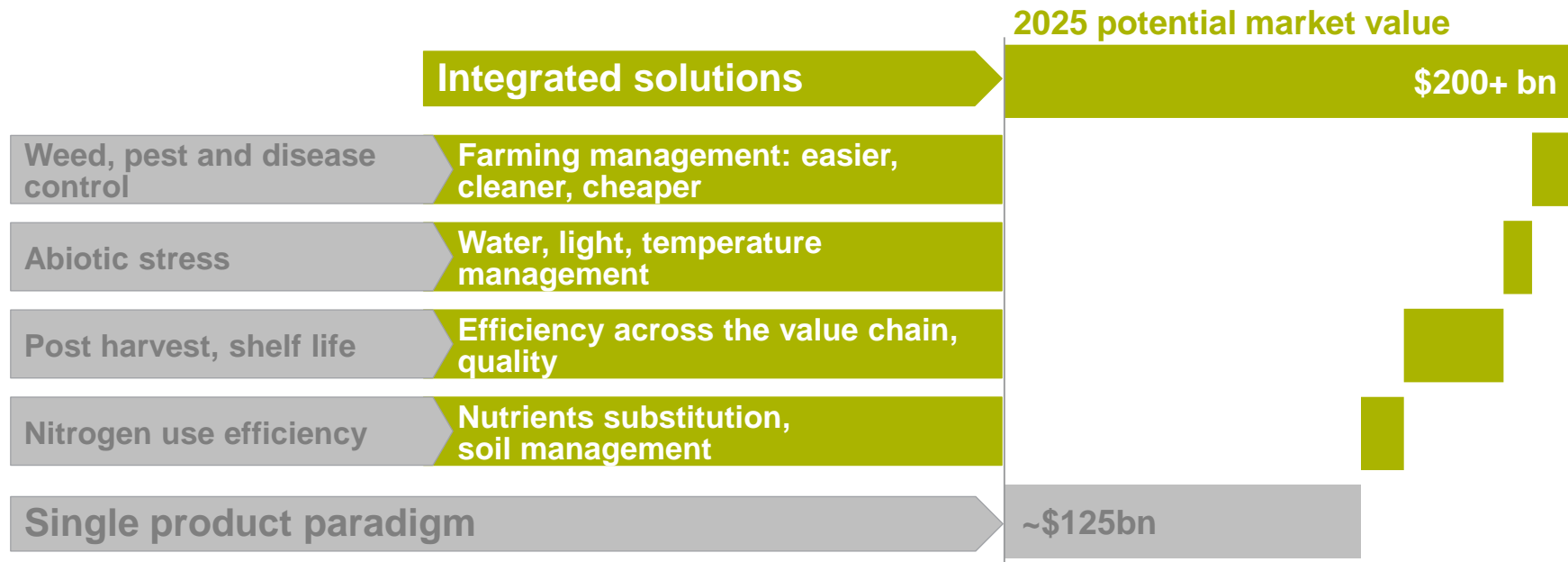
%



Source: USDA, Syngenta

- Yield growth trend slowed since 1970s
- Steady demand growth: >1.5% p.a.
- Modern technology on every farm: large, smallholder
- Moving from single-product paradigm to integrated solutions
 - leveraging the full toolbox

Integrated solutions: addressing grower needs comprehensively

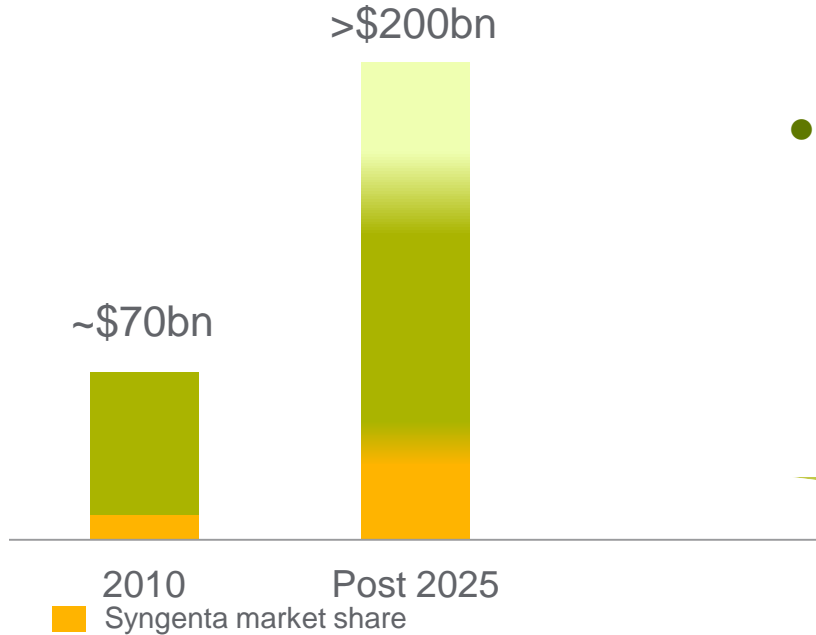


Optimized environmental footprint

Source: Syngenta estimates

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



Setting the Scientific Context

Sandro Aruffo
Head of Research & Development

Syngenta R&D: proven strength in chemistry and genetics

Industry-leading agrochemical R&D

- Broadest and most productive pipeline
- Exceptional track record of delivering crop tailored solutions

Competitive seeds R&D

- Strong or leading germplasm in key global crops
- GM traits: input and output innovation
- Native traits: addressing complexity

Early track record of crop-oriented integrated solutions

- Innovative seed care and genetic combinations
- Transformative technologies in sugar cane and rice

Syngenta R&D: proven strength in chemistry and genetics

Industry-leading agrochemical R&D

2010 launches:

- Broadest and most productive pipeline
- Exceptional track record of delivering crop tailored solutions

Competitive seeds R&D

>45 new formulations

- Strong or leading germplasm in key global crops
- GM traits: input and output innovation
- Native traits: addressing complexity

>220 hybrid and seed varieties

Early track record of crop-oriented integrated solutions

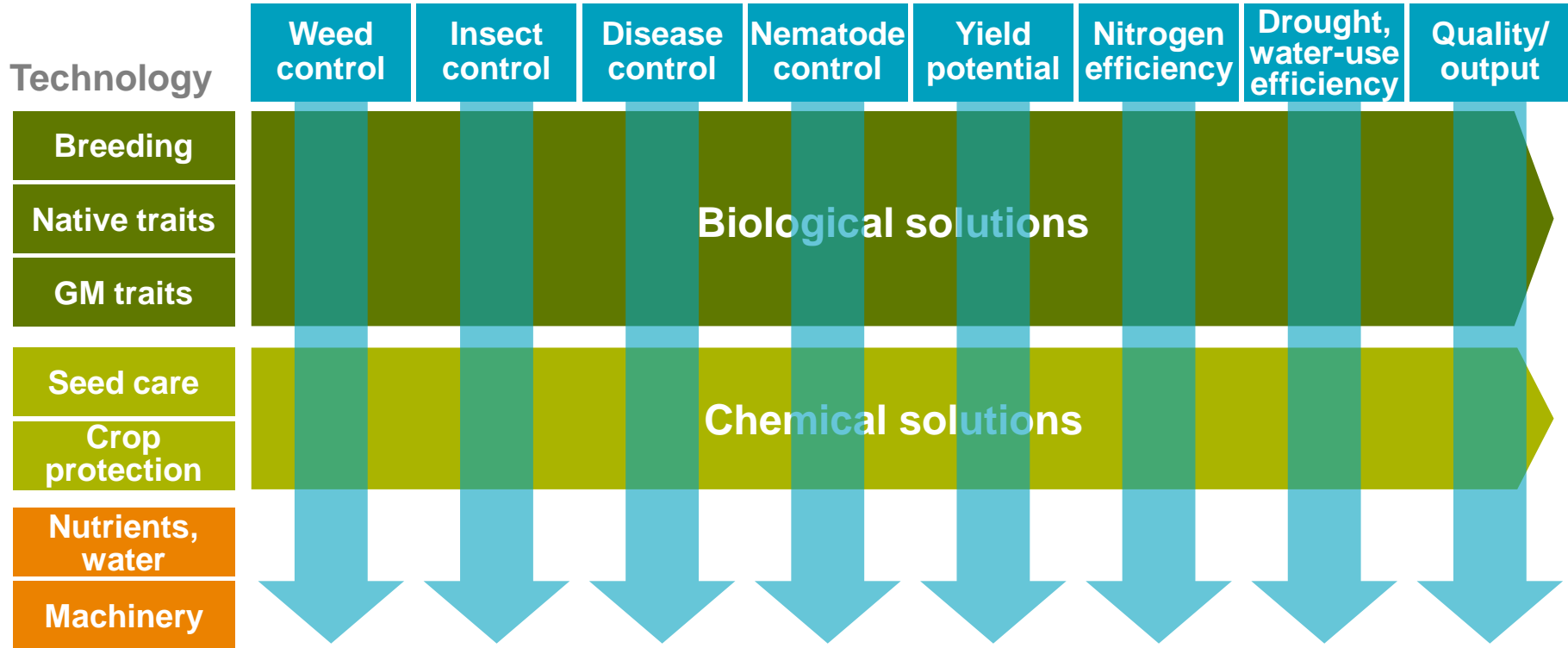
- Innovative seed care and genetic combinations
- Transformative technologies in sugar cane and rice

Complete set of capabilities to drive innovation

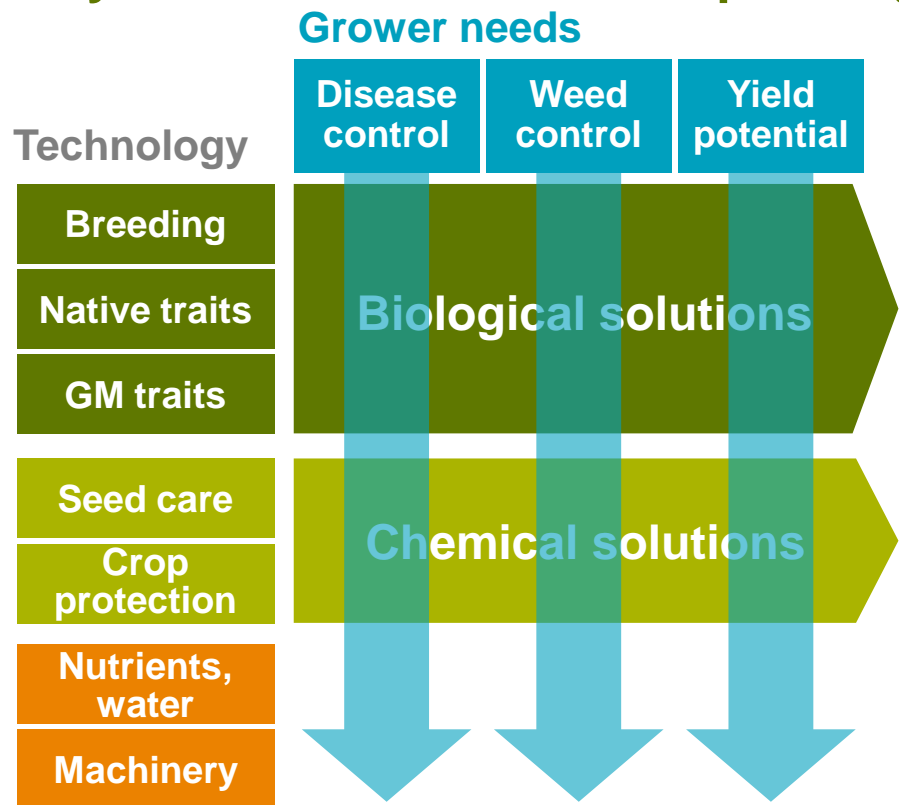
	Chemistry	Genetics	Integrated solutions
Research	<ul style="list-style-type: none">• <i>Screening for new compounds</i>• <i>Compound design</i>	<ul style="list-style-type: none">• <i>New gene discovery and validation</i>• <i>Event generation</i>• <i>Marker assisted breeding</i>	<ul style="list-style-type: none">• <i>Differential effects of chemistry on genetic backgrounds</i>• <i>Multiple genetic and physiological interactions</i>
Early development	<ul style="list-style-type: none">• <i>Compound optimization</i>• <i>Field testing</i>• <i>Process chemistry</i>	<ul style="list-style-type: none">• <i>Rapid phenotyping</i>• <i>Leverage global germplasm</i>	<ul style="list-style-type: none">• <i>Rapid solution evaluation under multiple stress conditions in the laboratory</i>
Late development	<ul style="list-style-type: none">• <i>Formulate for crops, regions</i>• <i>Application technology</i>	<ul style="list-style-type: none">• <i>Rapid introgression</i>	<ul style="list-style-type: none">• <i>Complex multi-factorial field trials</i>• <i>Seamless incorporation of adjacent technologies</i>



Deep understanding of customer needs

Grower needs



Soybean: rust control from planting to harvesting



- Complete solution for rust:
 - seed care  **Vibrance™**
 - genetic tolerance  **NK Soybeans**
 - foliar spray  **Priori Xtra®**
- Resistance management: multiple modes of action
- Agronomic know-how:
 - never allow the disease to establish itself
- Next generation solutions: SYN192

Driving step change in agricultural productivity

Innovate

- Identify new R&D targets to address grower needs
- Collaborate to access and incorporate new and related technologies

Integrate

- Exploit chemical/genetic interactions
- Integrate solutions addressing multiple targets

Outperform

- Easy to use value-added solutions for growers
- Leverage resources and learning across technologies, crops and geographies



Purpose of Today

Mike Mack
Chief Executive Officer

Deeper insights into our strategy

Context

- Meeting major global challenges
- Comprehensively addressing grower productivity

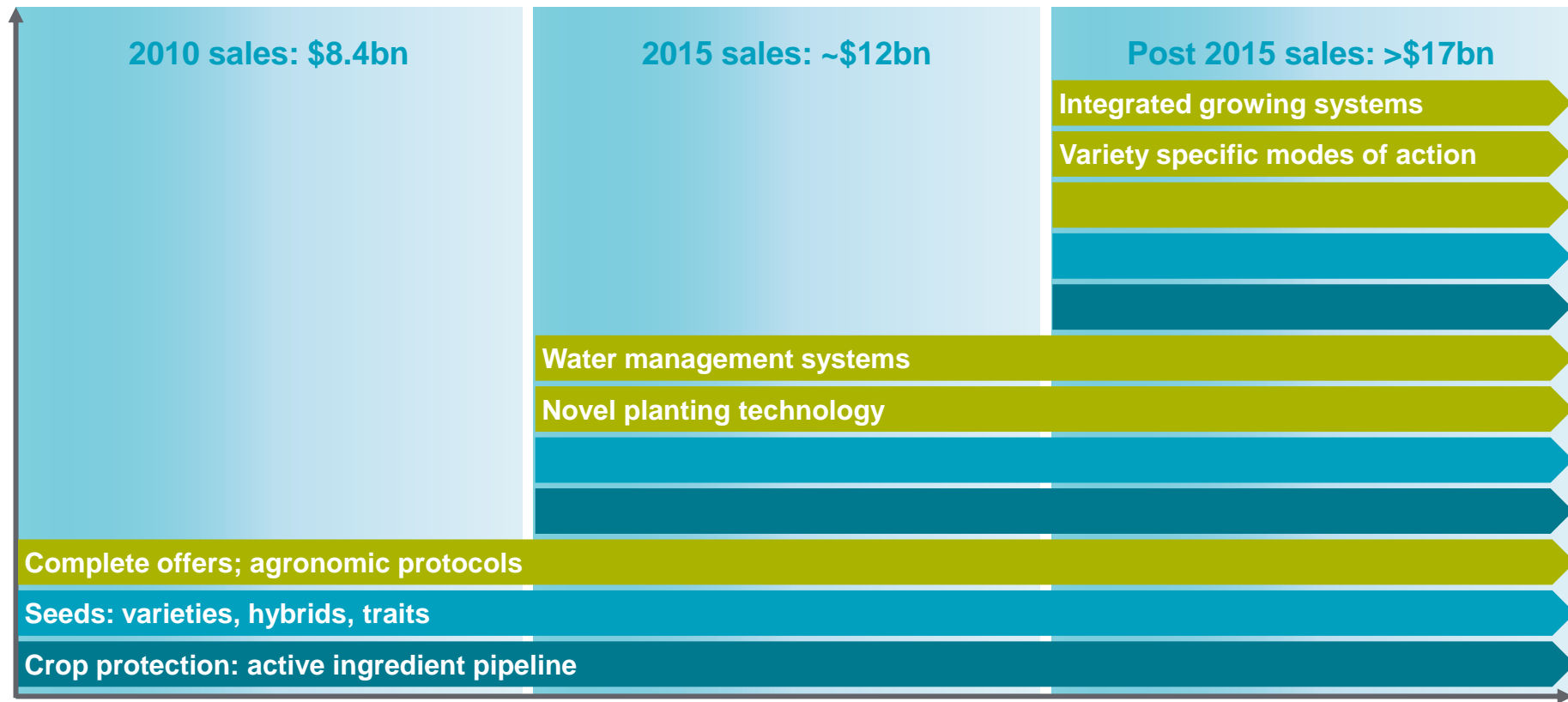
Tools

- Breadth of our technologies
- Competitive advantage in R&D
- Global crop focus

Opportunities

- Integrated commercial approach
- Innovation pipelines

Key crops: building integration platform on strong foundation





Measuring Performance

John Ramsay
Chief Financial Officer

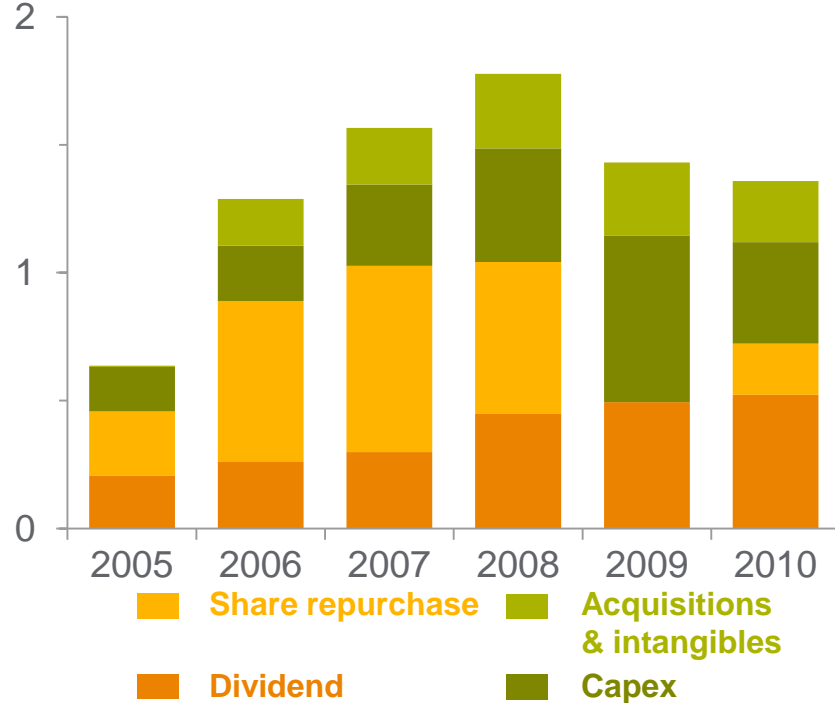
Financial objectives

- 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

Sustained cash generation, strong financial position

Uses of cash

\$bn



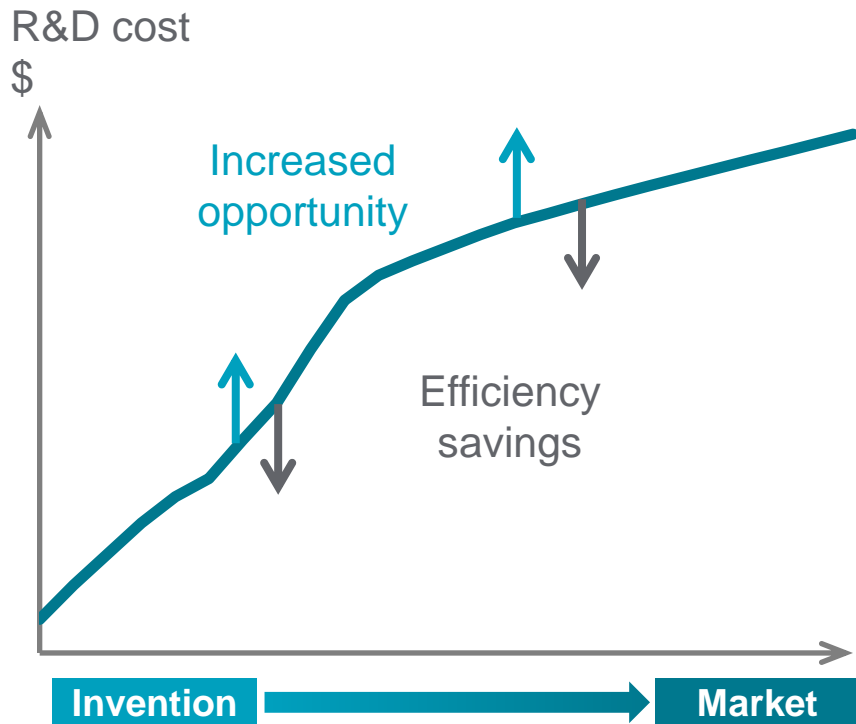
- Efficient use of cash
- Flexibility for growth investments, acquisitions
- Continuous dividend increase
 - tactical share repurchases

Control of R&D through a standard costing framework

	Average cost \$m	Length years
Chemical research	70	~5
Chemical development	138	~7
Crop enhancement	50	-
GM traits	220	<10
Native traits	70	~7
Hybrid systems	75	<10
Breeding	1	~6

- Standard costs developed for major activity streams
- Active benchmarking and efficiency targets
- Target 'cost-to-market' below industry average

R&D innovation and efficiency

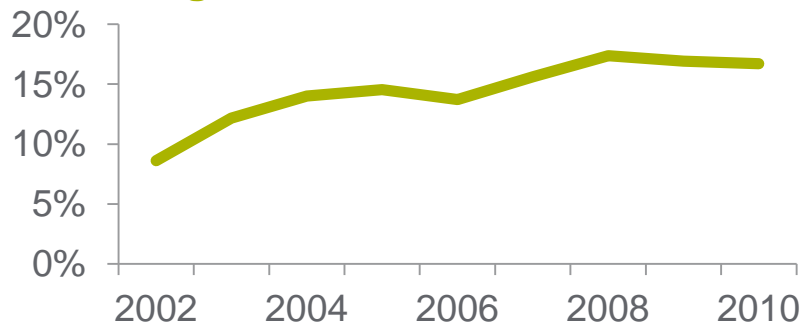


- Efficiency savings through:
 - joint design and conduct of trials
 - product safety/regulatory
- Increased product life cycle
- Increased innovation opportunity

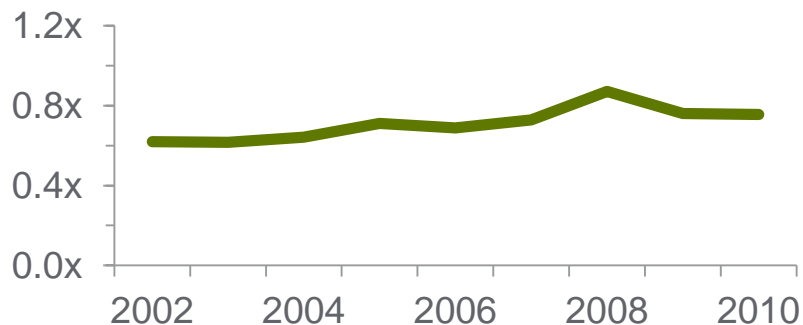
***Maintain ratio to sales
9 – 10%***

Driving increasing returns

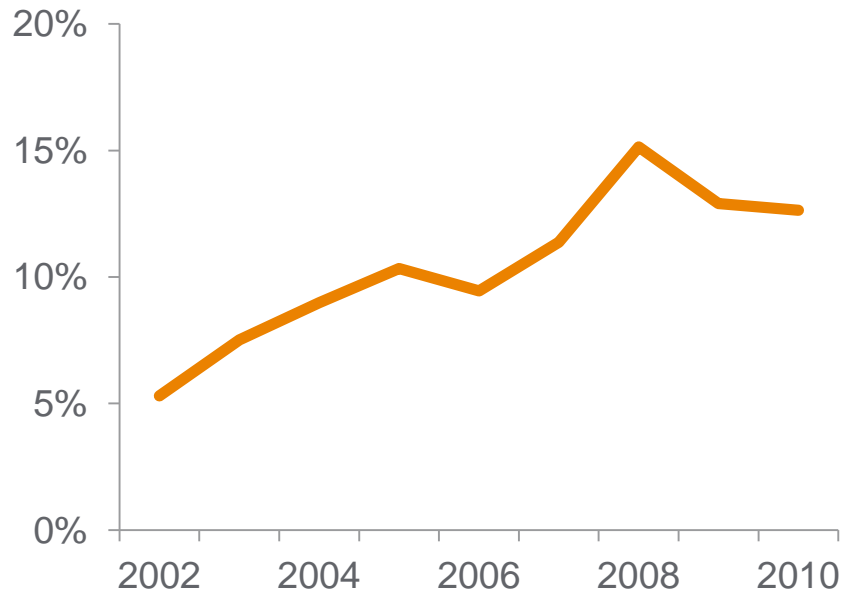
Cash margin*



Asset turn**



CFROI



* Cash margin: sustainable cash flow over operating revenue

** Asset turn: operating revenue to gross investment

Key strategic levers





Summary

Mike Mack
Chief Executive Officer

Multiple dimensions of technology integration

Strong product platform



Multiple dimensions of technology integration

Tailored agronomic solutions



Multiple dimensions of technology integration

Holistic pest management



Multiple dimensions of technology integration

Spearheading technification



Multiple dimensions of technology integration

Crop-transforming technologies



Multiple dimensions of technology integration

Maximizing resource efficiency



Addressing grower challenges

 **Plene**  **Tegra**

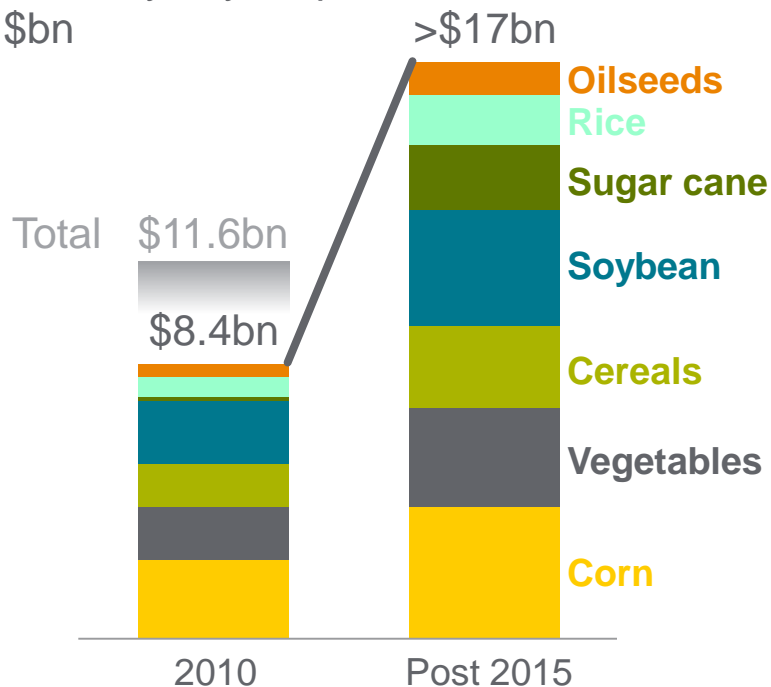
 **Amistar**[®]

**Future
Farmer**



Expanding our leadership position

Sales by key crop
\$bn



Source: Syngenta

- Growing strongly in all crops
- Redefining markets: new segments create additional value
- Outperforming the competition
 - 0.5% annual average share gain
- Superior value creation potential

Key elements of our strategy

- ✓ Thinking like a grower
- ✓ Integrating our diverse technologies
- ✓ Deploying our world-class science
- ✓ Moving beyond yield
- ✓ Transforming the way crops are grown
- ✓ Going beyond the single product paradigm



Bringing plant potential to life