

A photograph of a person's hands holding a large, vibrant green leaf. The background is a blurred field of similar crops, creating a sense of depth and agricultural focus. The overall color palette is dominated by various shades of green, from bright lime to deep forest green.

OUR PERFORMANCE

DECEMBER 2015

OUTLINE



Commercial Performance

Sales evolution

Market share development

Operational footprint



Profitability

Operating expenses

EBITDA evolution



Cash and capital management

Free cash flow conversion

Receivables in emerging markets

Working capital to sales ratio



Investments

R&D investments

Capital investments



Shareholder return

Earnings per share

Dividend progression

KEY FACTS

	Long term 2001–2015	Short term 2010–2015
 Commercial Performance	Sales: +6% CAGR	Sales: +3% CAGR
 Profitability	Expenses/ Sales 850bp improvement	Expenses/ Sales 200bp improvement
 Cash and capital management	Free cash flow conversion: 40%	Free cash flow conversion: 36%
 Investments	R&D spend CAGR: +5%	R&D spend CAGR: +5%
 Shareholder return*	Dividend CAGR*: +28%	Dividend CAGR**: +11%

* Dividends paid in 2015 for financial year 2014

LONG TERM

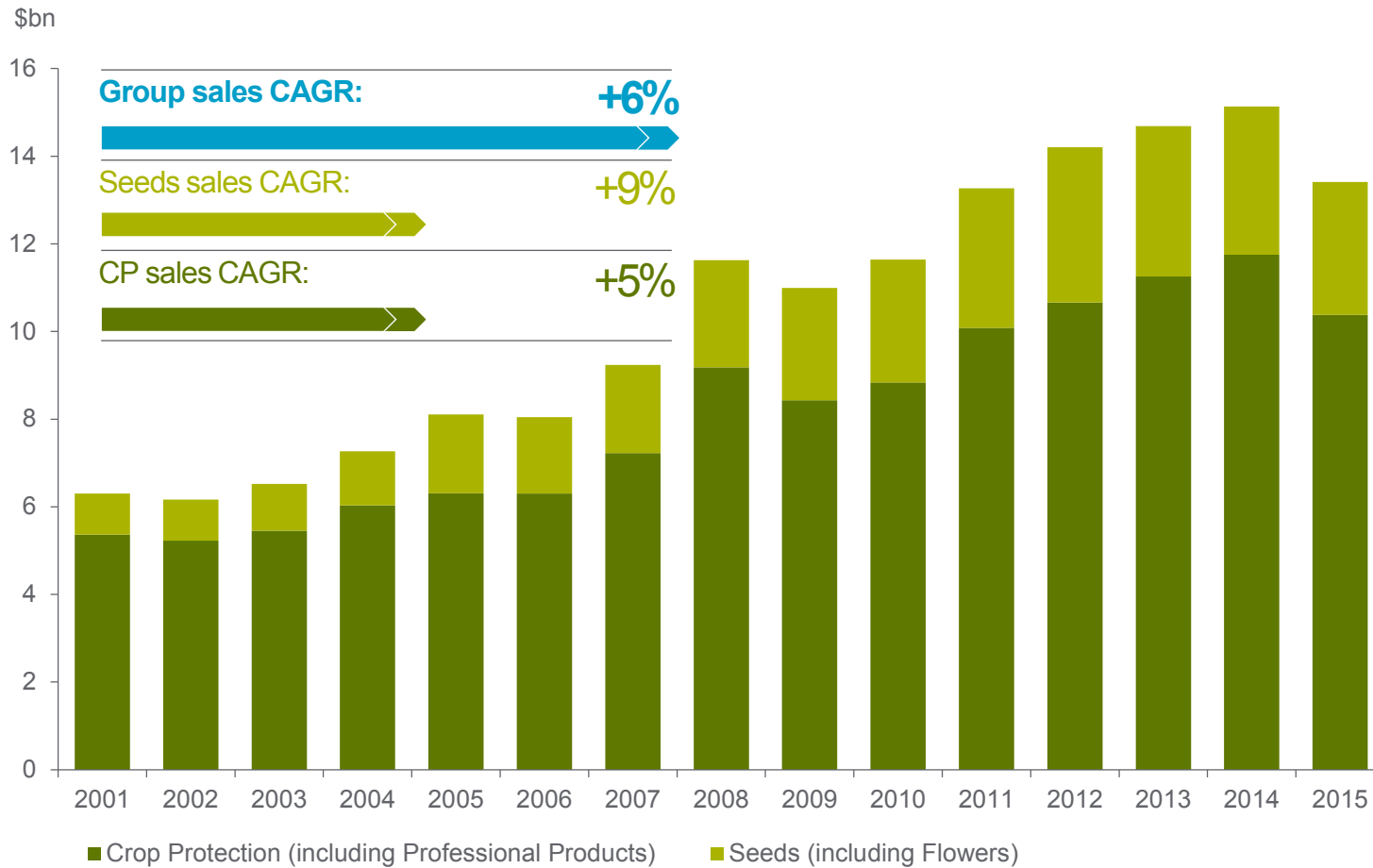
2001 – 2015



SALES EVOLUTION



Commercial
Performance

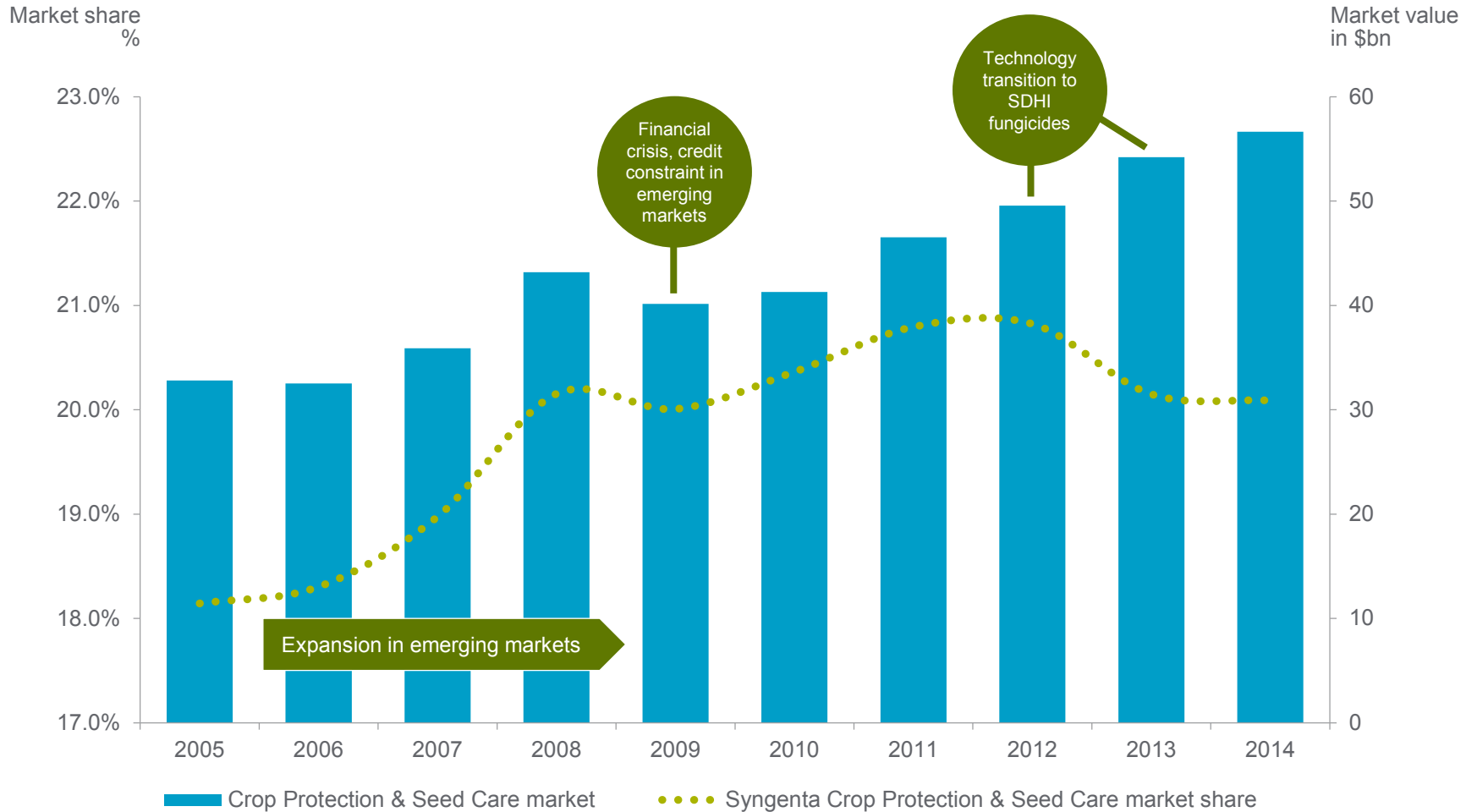


Source: Company estimates

CROP PROTECTION MARKET SHARE



Commercial Performance



Source: Phillips McDougall. Excludes professional products, includes intercompany sales

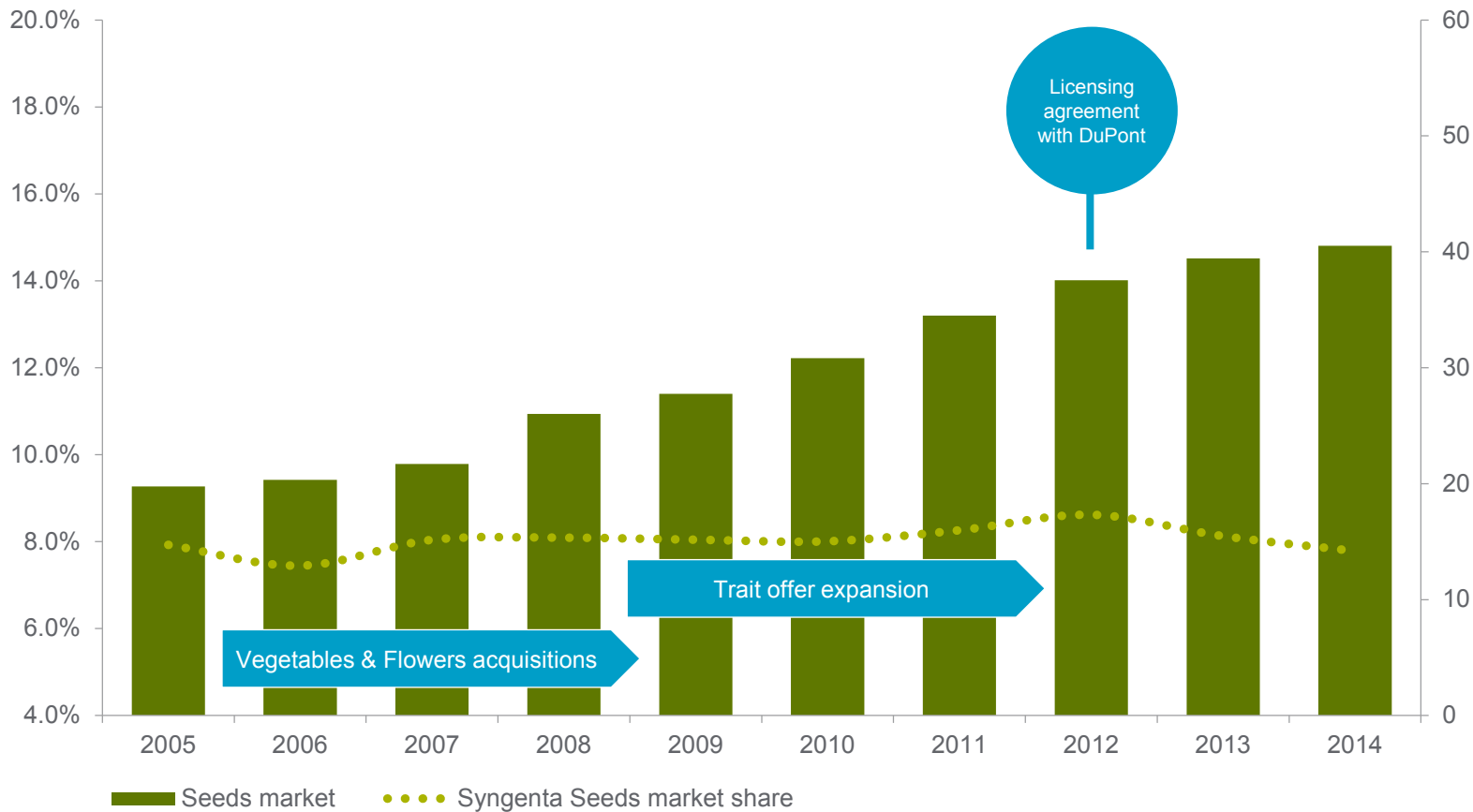
SEEDS MARKET SHARE



Commercial Performance

Market share %

Market value in \$bn

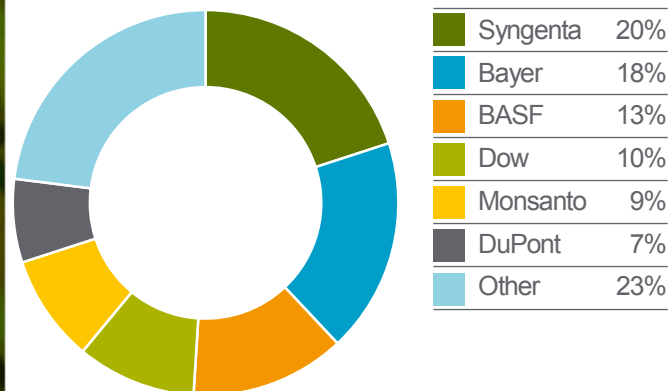


Source: Phillips McDougall Excludes: Flower seeds, public seeds and minor crops (e.g. forage, grasses, turf, alfalfa, sorghum)



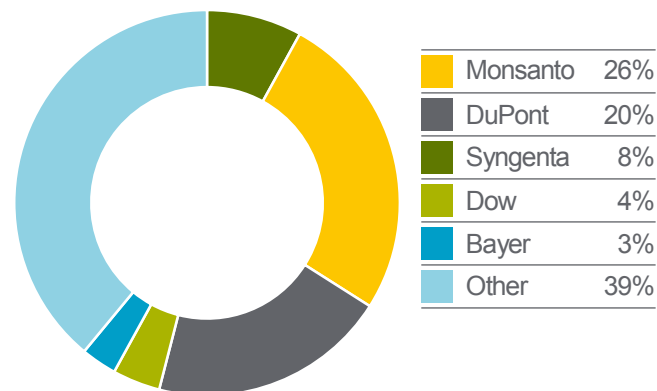
#1 in CP

2014 sales:
\$11.4bn



#3 in Seeds

2014 sales:
\$3.2bn



Source: Phillips McDougall. Crop Protection data excludes professional products, includes intercompany sales

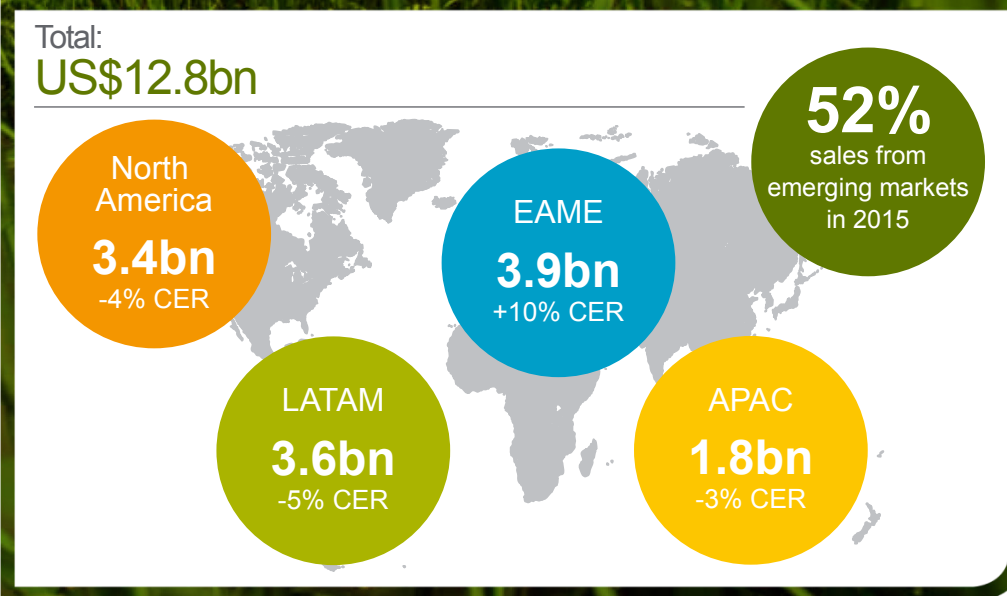
Seeds data excludes flower seeds, public seeds and minor crops (forage, grasses, turf, alfalfa, sorghum)

BROAD CROP AND GEOGRAPHICAL FOOTPRINT



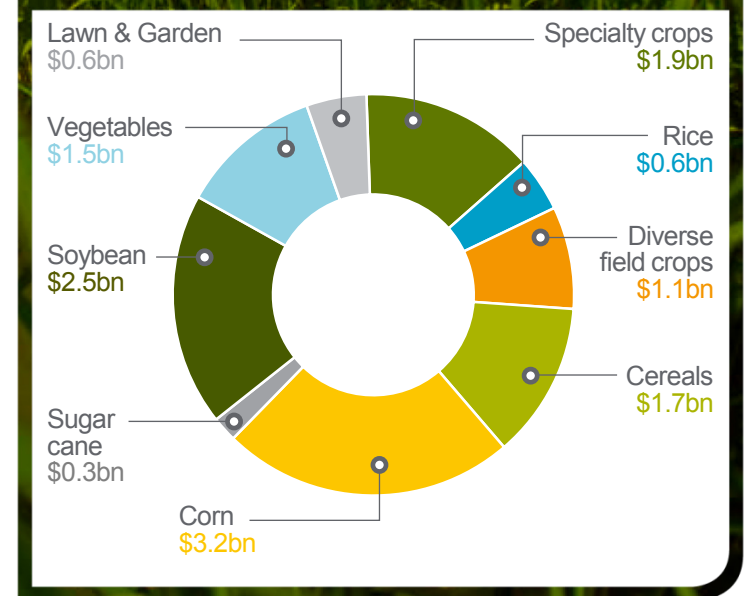
2015 integrated sales by region

Sales in 90+ countries



Source: Company results

8 key crops

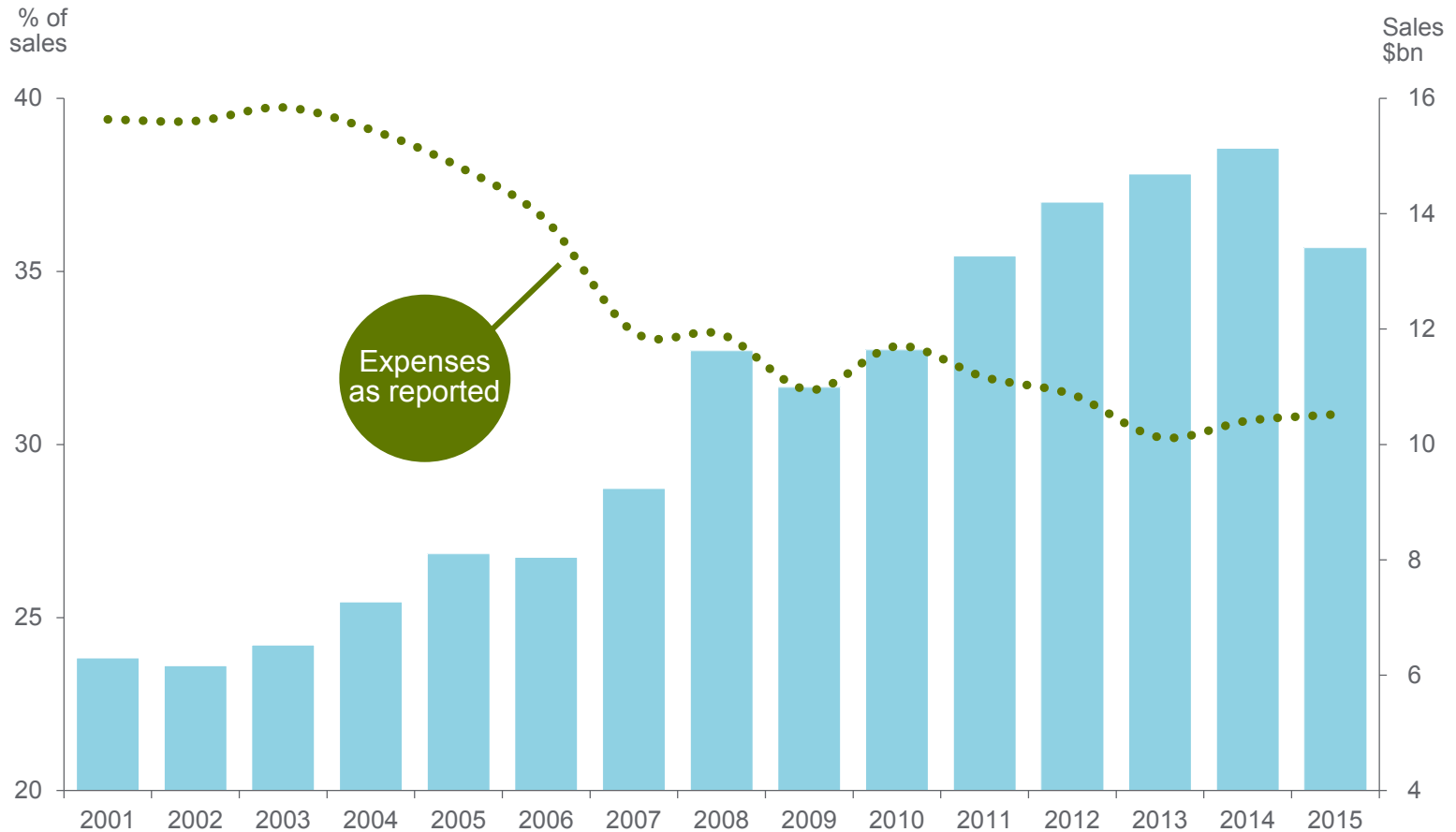


Source: Syngenta estimates

OPERATING COST MANAGEMENT



Profitability

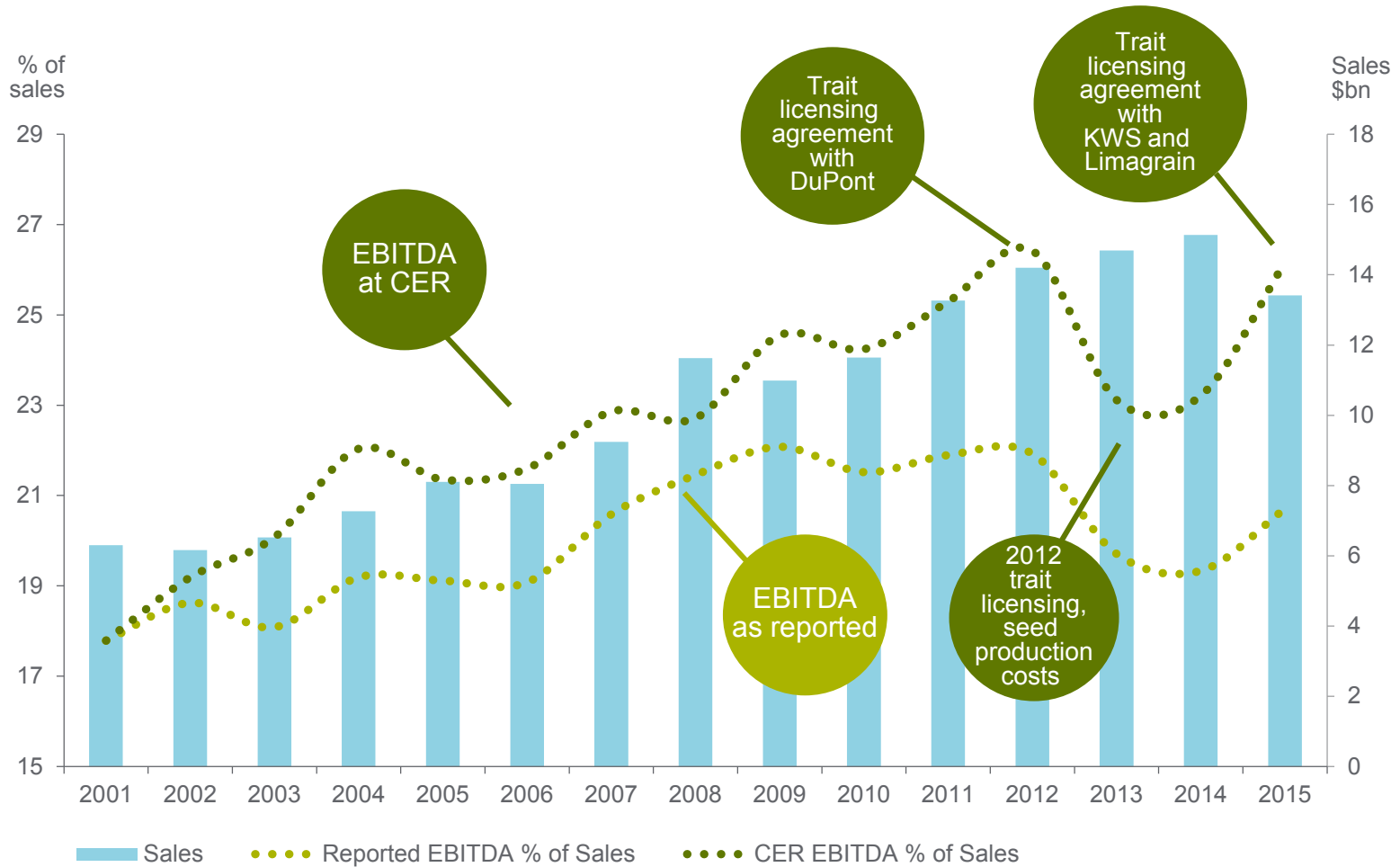


Source: Company results

EBITDA PERFORMANCE VS. CURRENCY IMPACT



Profitability

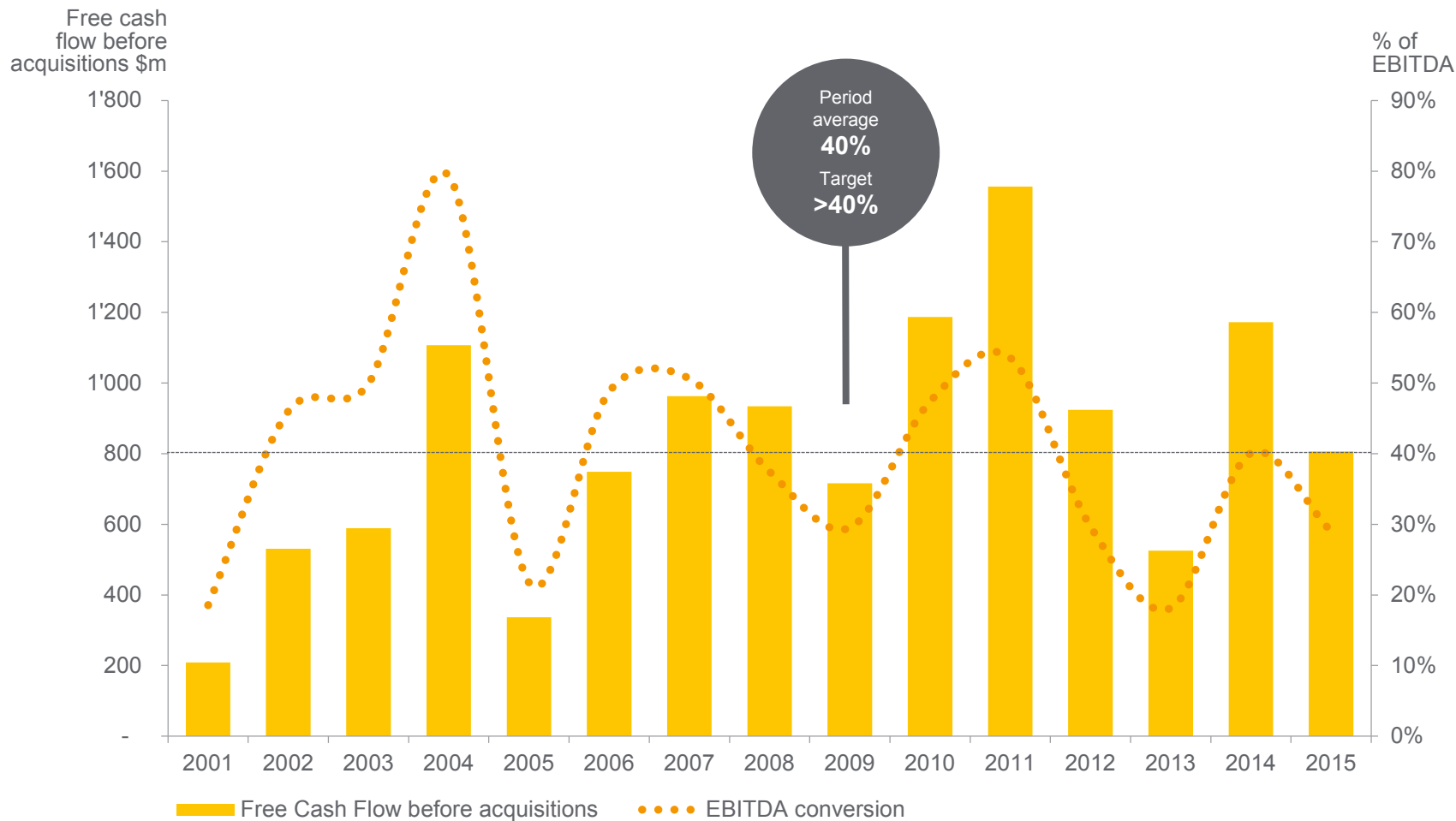


Source: Company results

FREE CASH FLOW CONVERSION



Cash & capital management

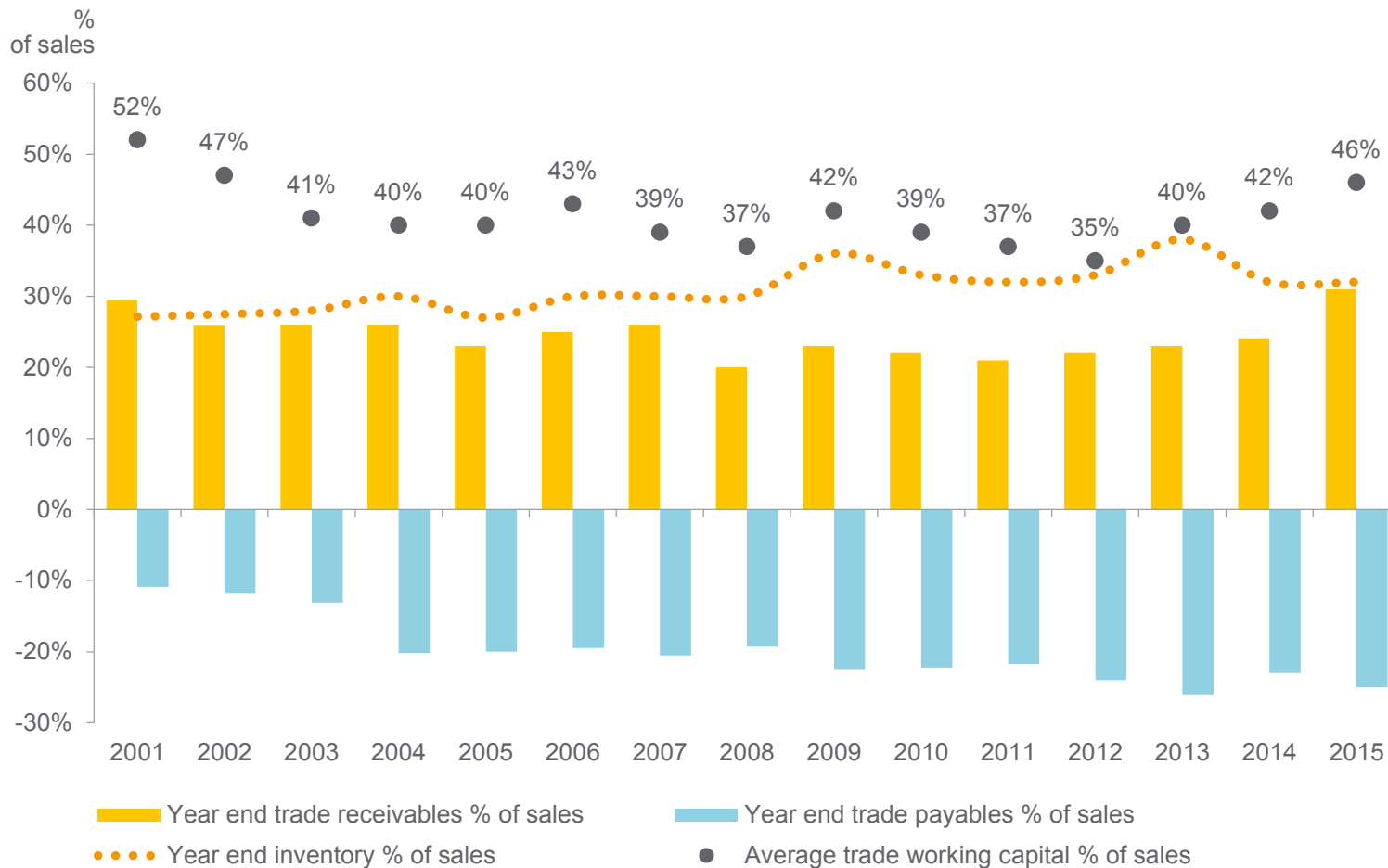


Source: Company results

TRADE WORKING CAPITAL DEVELOPMENT



Cash & capital management

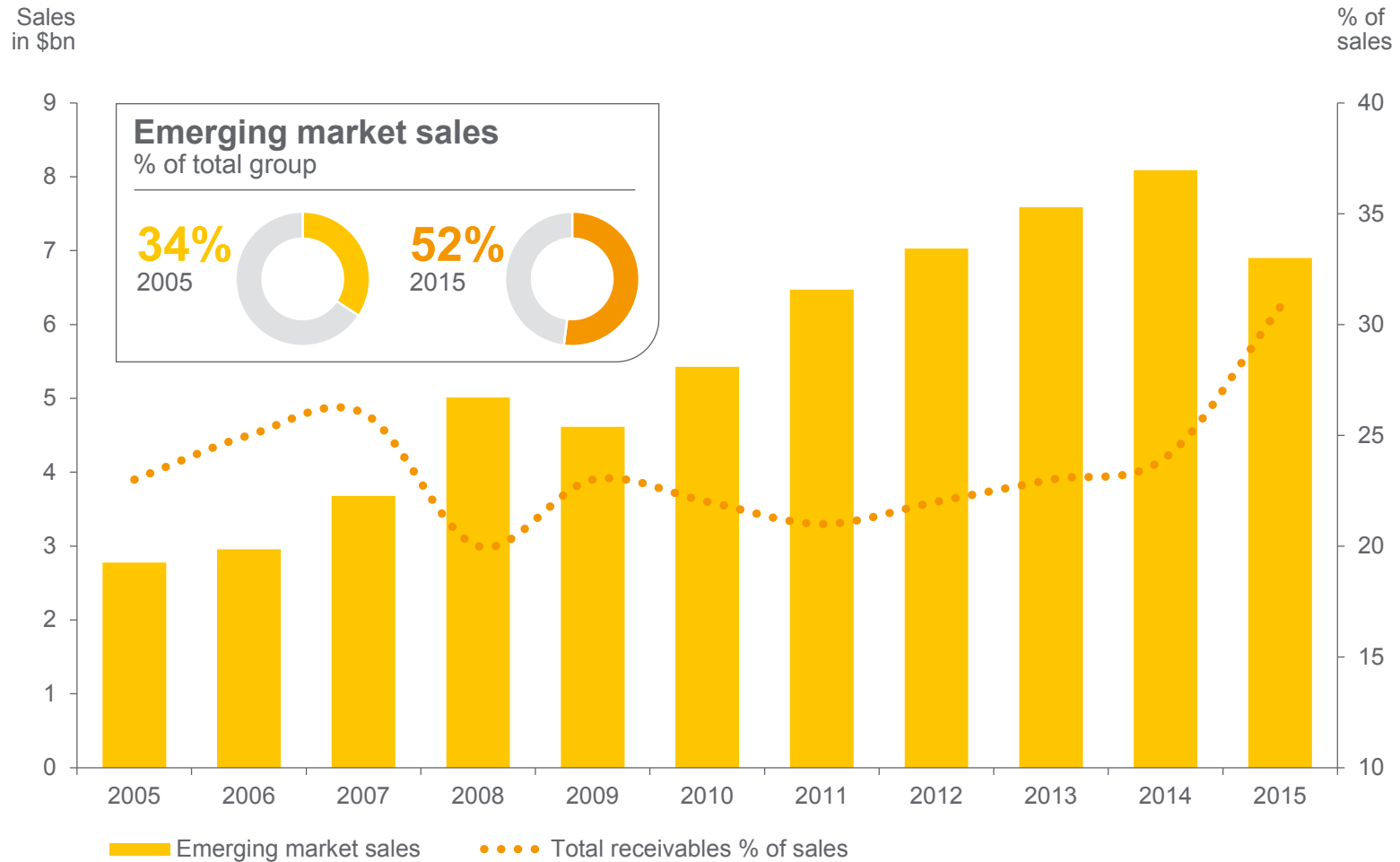


Source: Company results

EXPANSION IN EMERGING MARKETS EVOLUTION OF WORKING CAPITAL

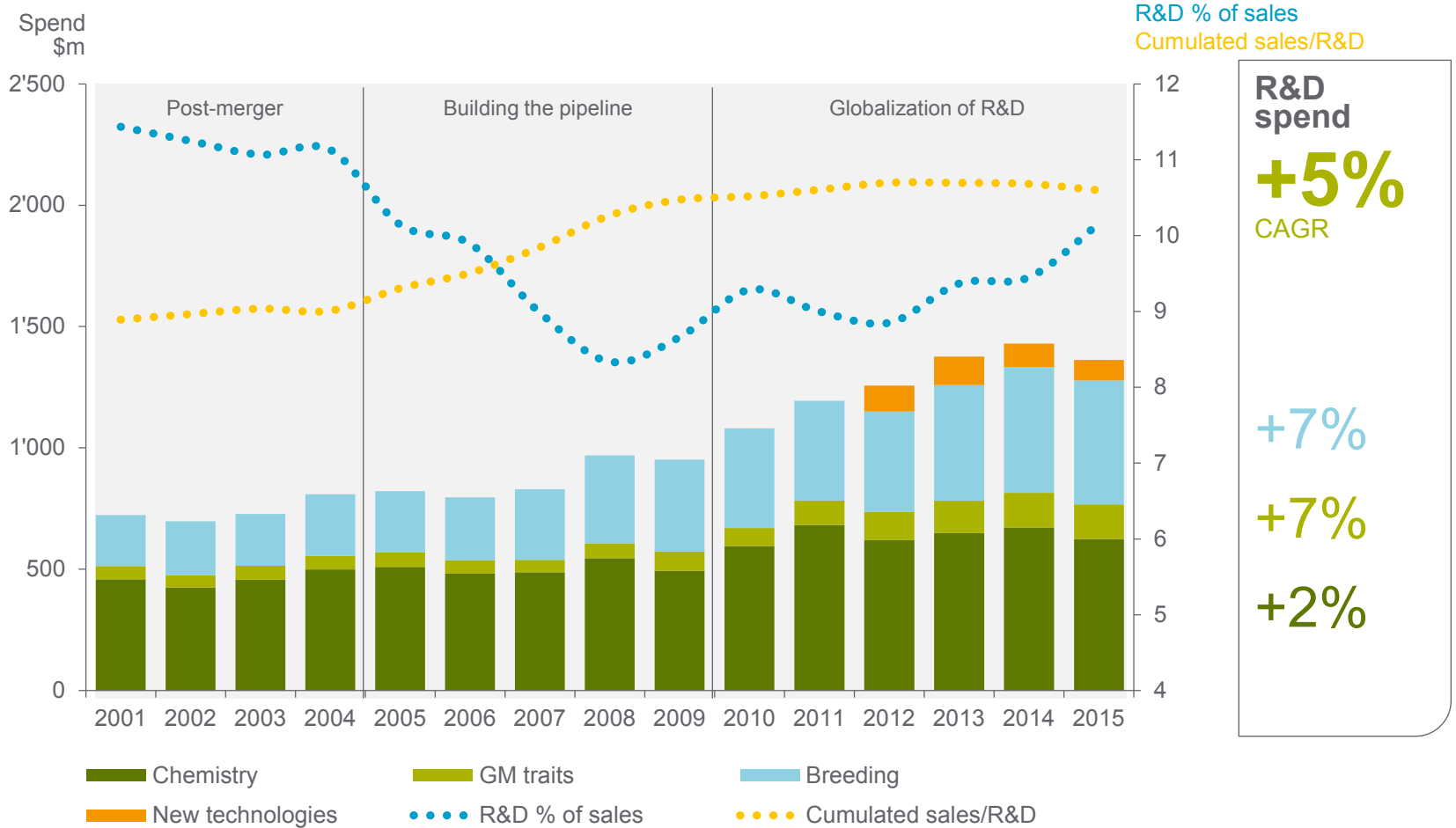


Cash & capital
management



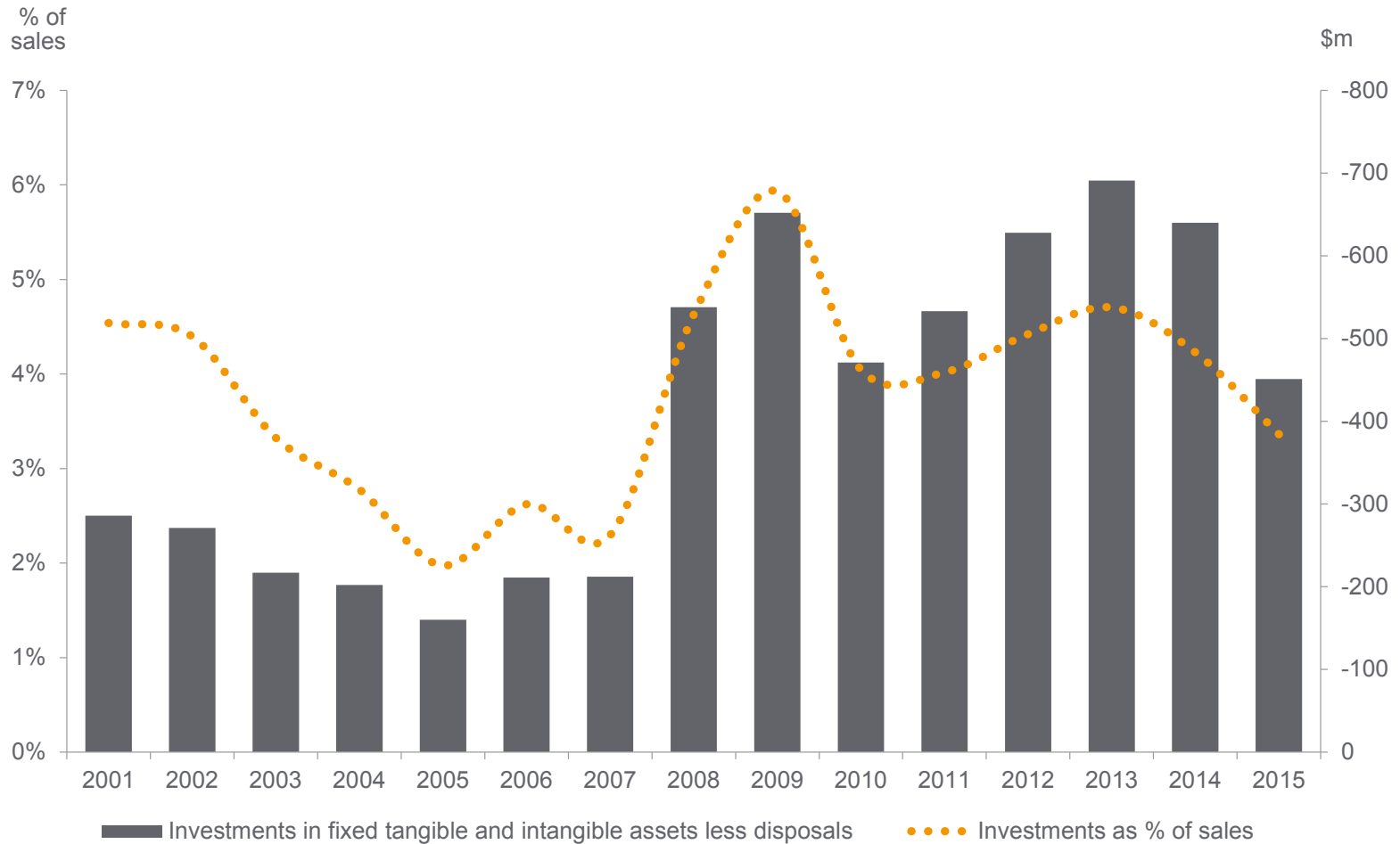
Source: Company results, Syngenta estimates

EVOLUTION OF R&D INVESTMENTS



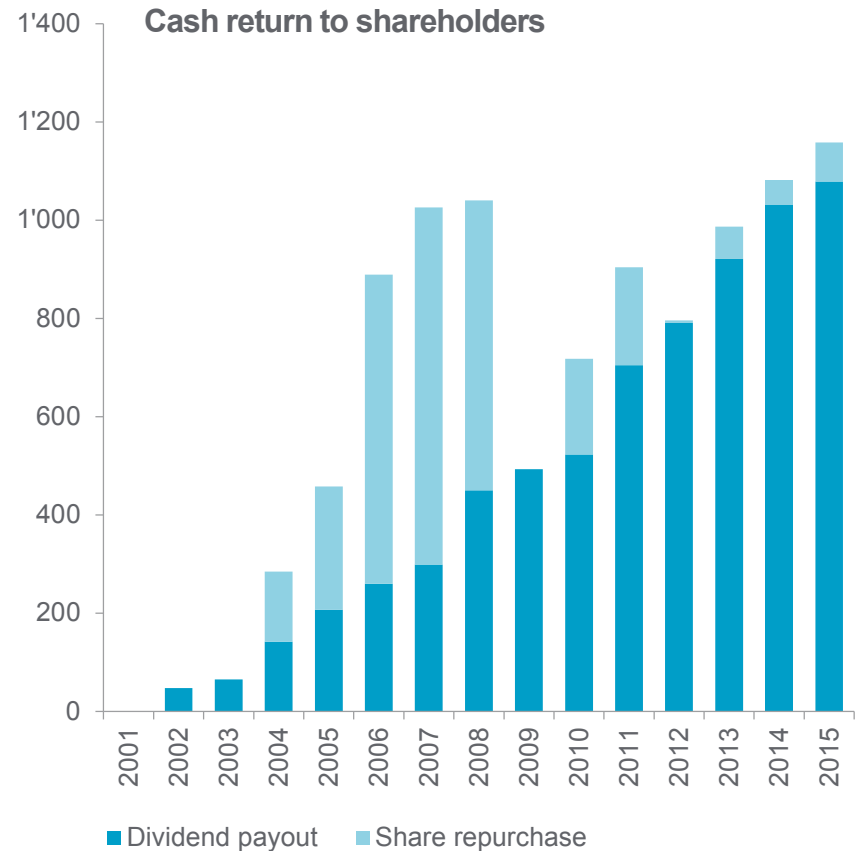
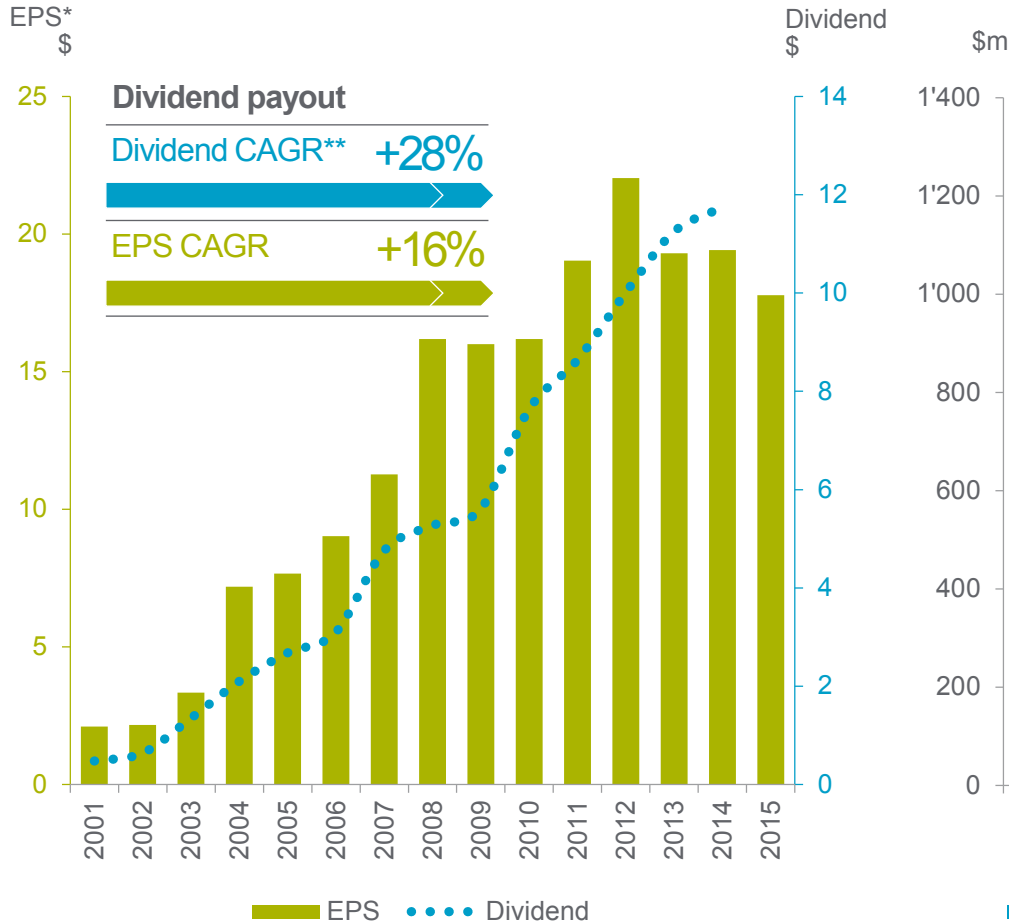
Source: Company results, Syngenta estimates

CAPITAL INVESTMENTS



Source: Company results. Figures include intangible investments, net of disposals

DIVIDEND PAYOUT & CASH RETURN TO SHAREHOLDERS



* Fully diluted basis, excl. restructuring and impairment. CAGR as reported.
 ** 2001-2014 period
 Dividend paid in Swiss Francs. Numbers include dividend and par value reduction
 Source: Company results

A woman wearing a yellow conical hat is working in a field of green plants. The image is overlaid with a semi-transparent white graphic element that resembles a stylized 'S' or a leaf. The text 'SHORT TERM' and '2010 - 2015' is displayed in large white letters on the left side of the image.

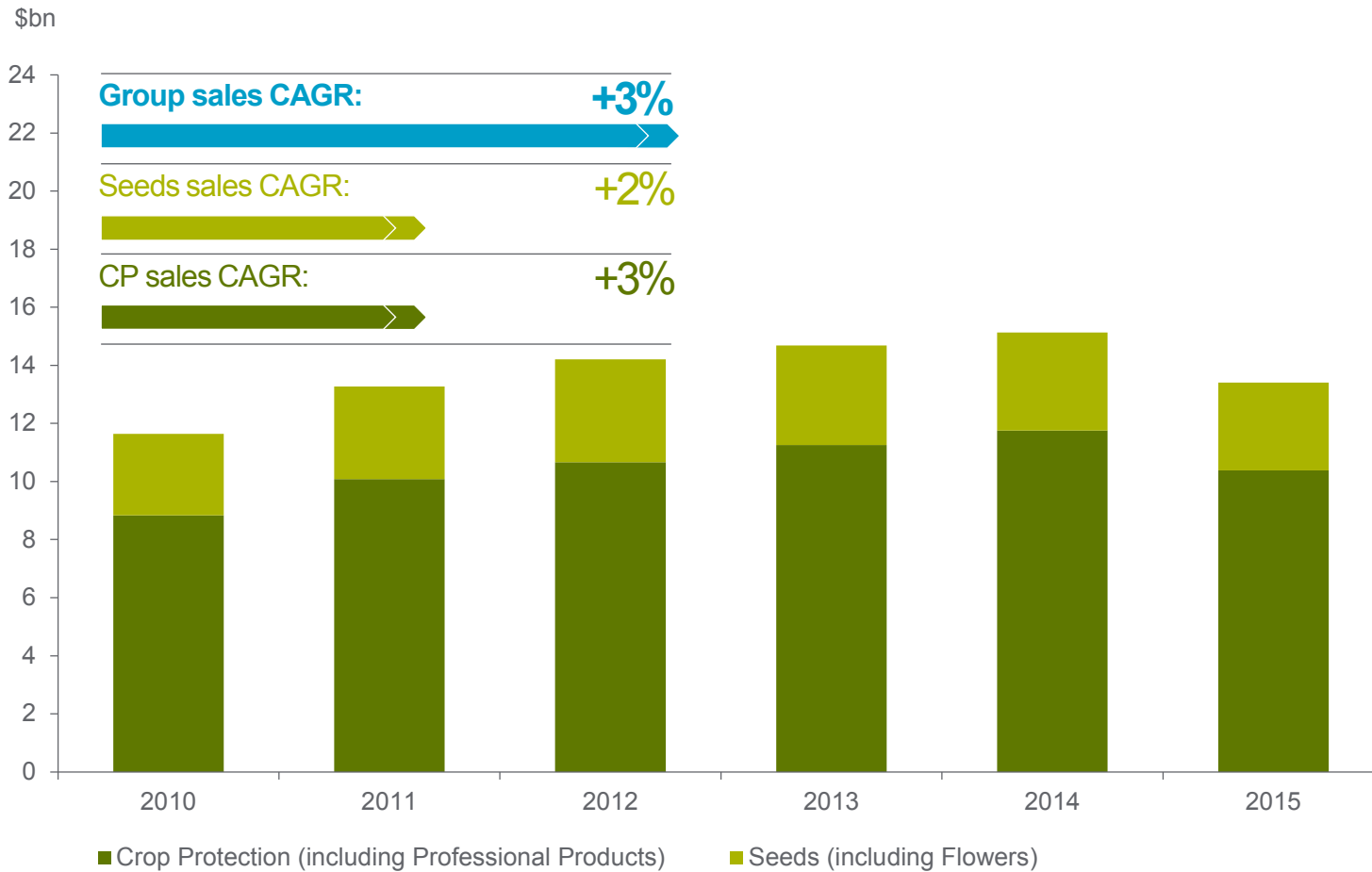
SHORT TERM

2010 – 2015

SALES EVOLUTION



Commercial
Performance

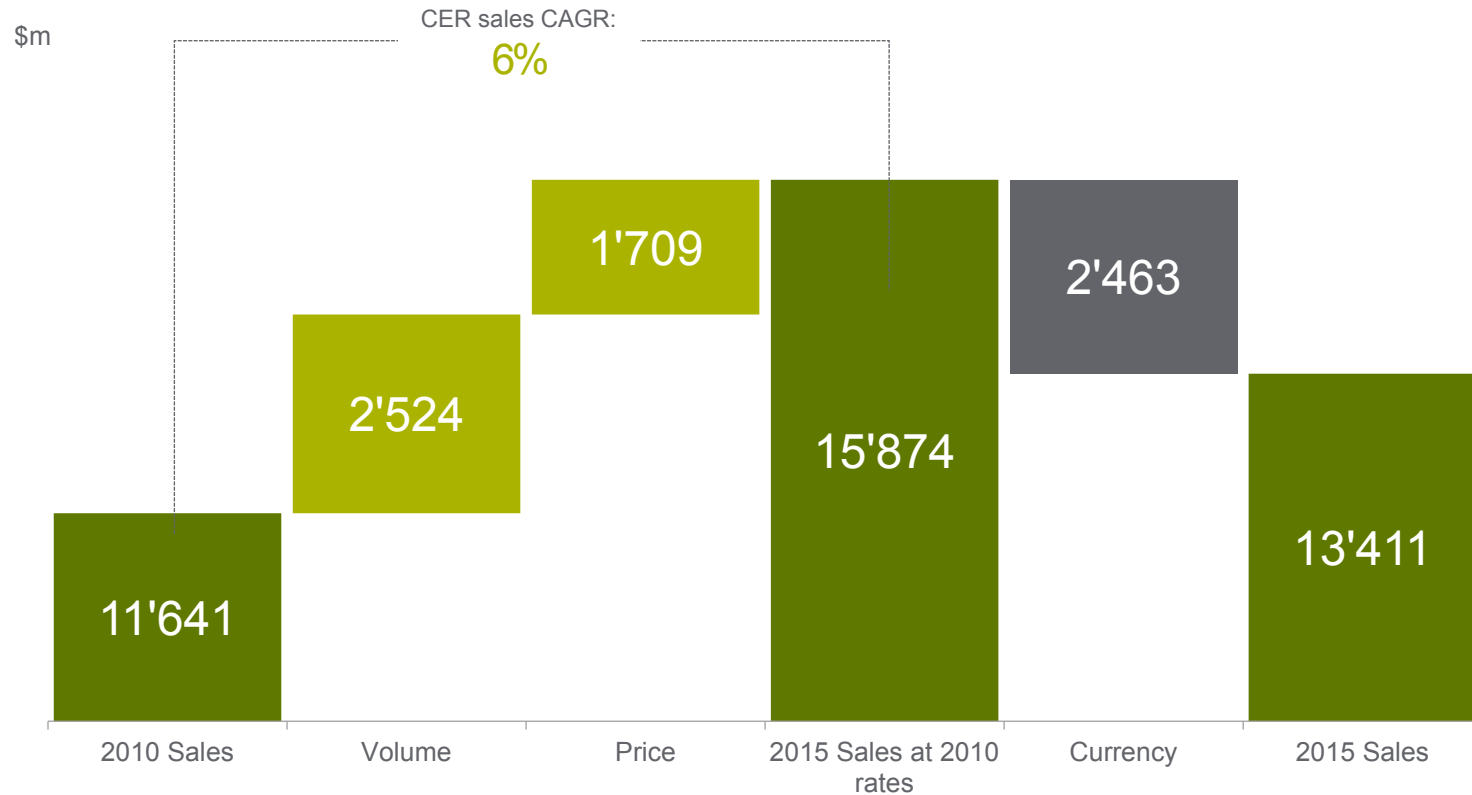


Source: Company results

SALES DEVELOPMENT



Commercial
Performance



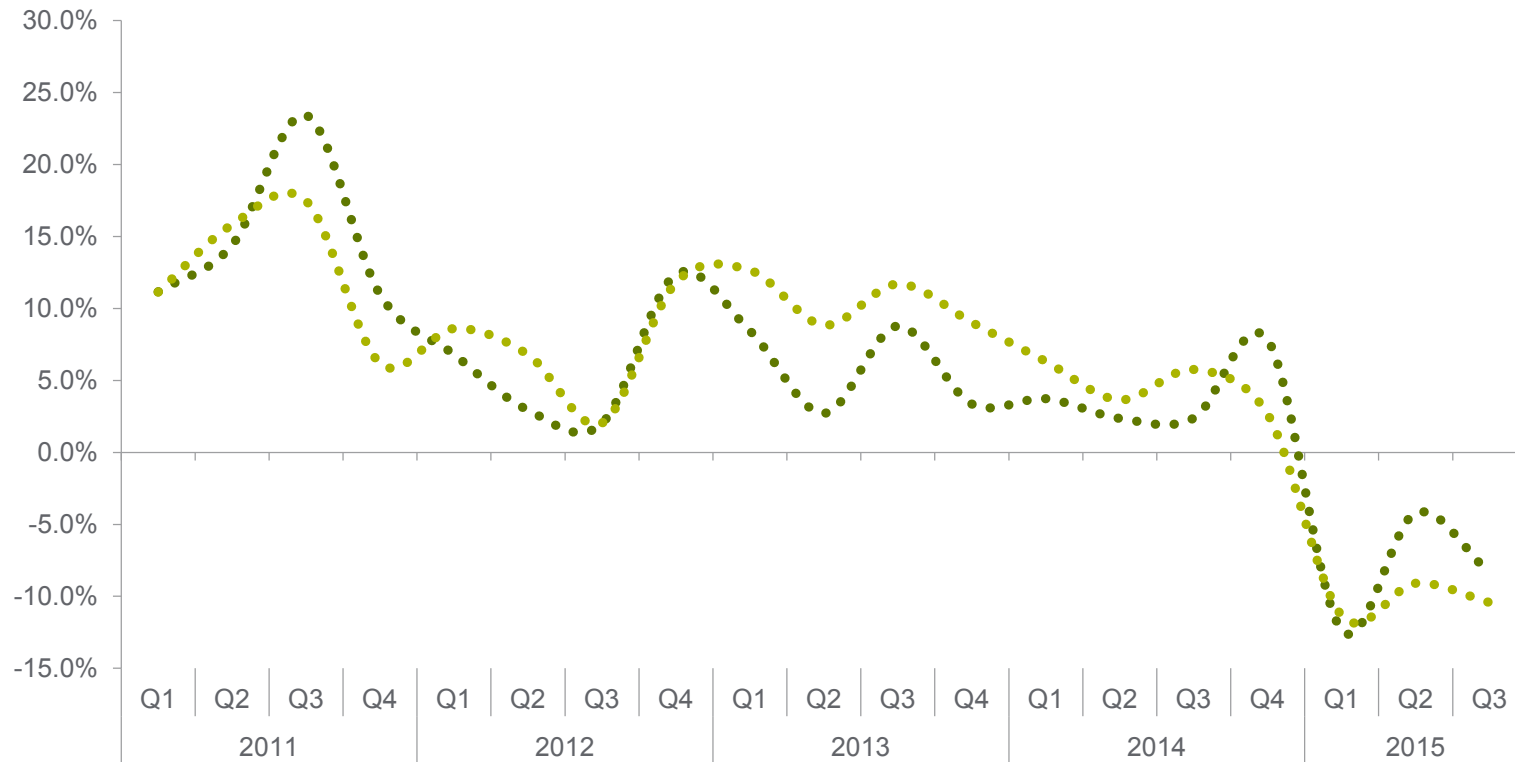
Source: Company results, Syngenta estimates

CROP PROTECTION SALES GROWTH



Commercial Performance

Q-o-Q growth rates



●●●● Syngenta* ●●●● Top 6 companies**

Source: Company results, Syngenta estimates

* Including intercompany sales and professional products

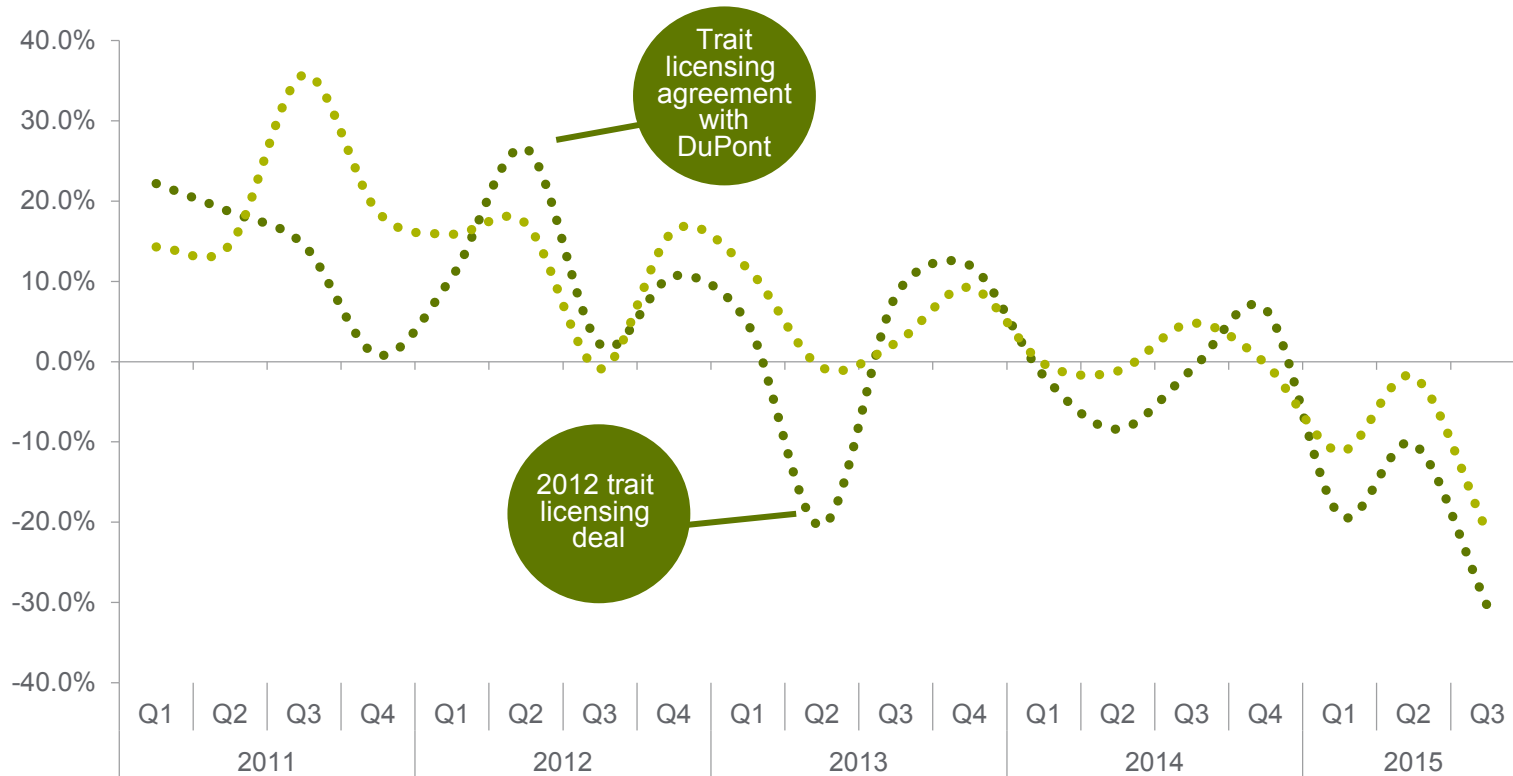
** Top 6: BASF AgSolutions, Bayer Crop Science, Dow AgSciences, DuPont, Monsanto, Syngenta

SEEDS SALES GROWTH



Commercial Performance

Q-o-Q growth rates



●●●● Syngenta*

●●●● Top 5 companies**

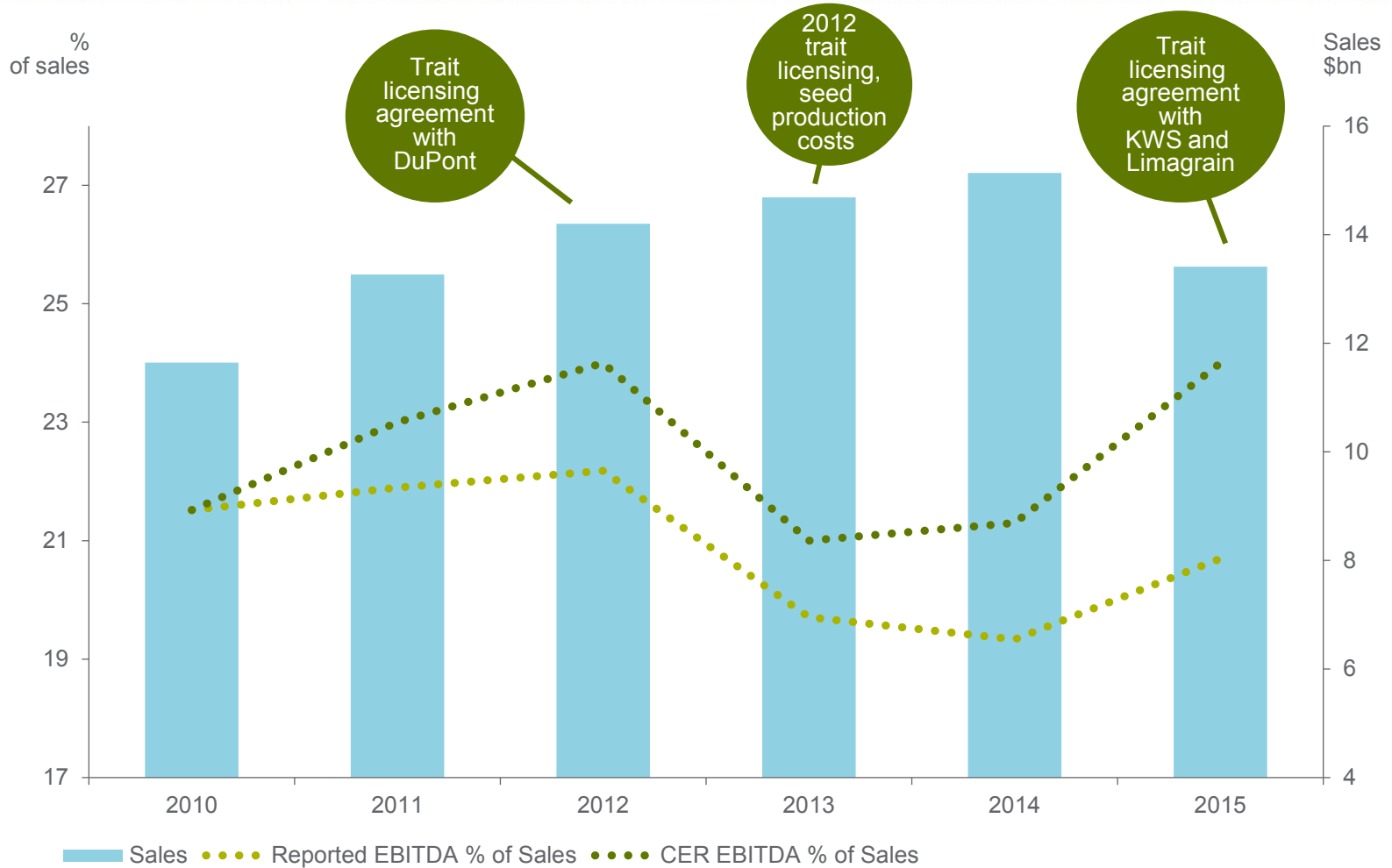
Source: Company results, Syngenta estimates

* Excluding Flowers ** Top 5: Bayer CropScience, Dow AgSciences, DuPont (Pioneer), Monsanto, Syngenta

EBITDA PERFORMANCE VS. CURRENCY IMPACT



Profitability

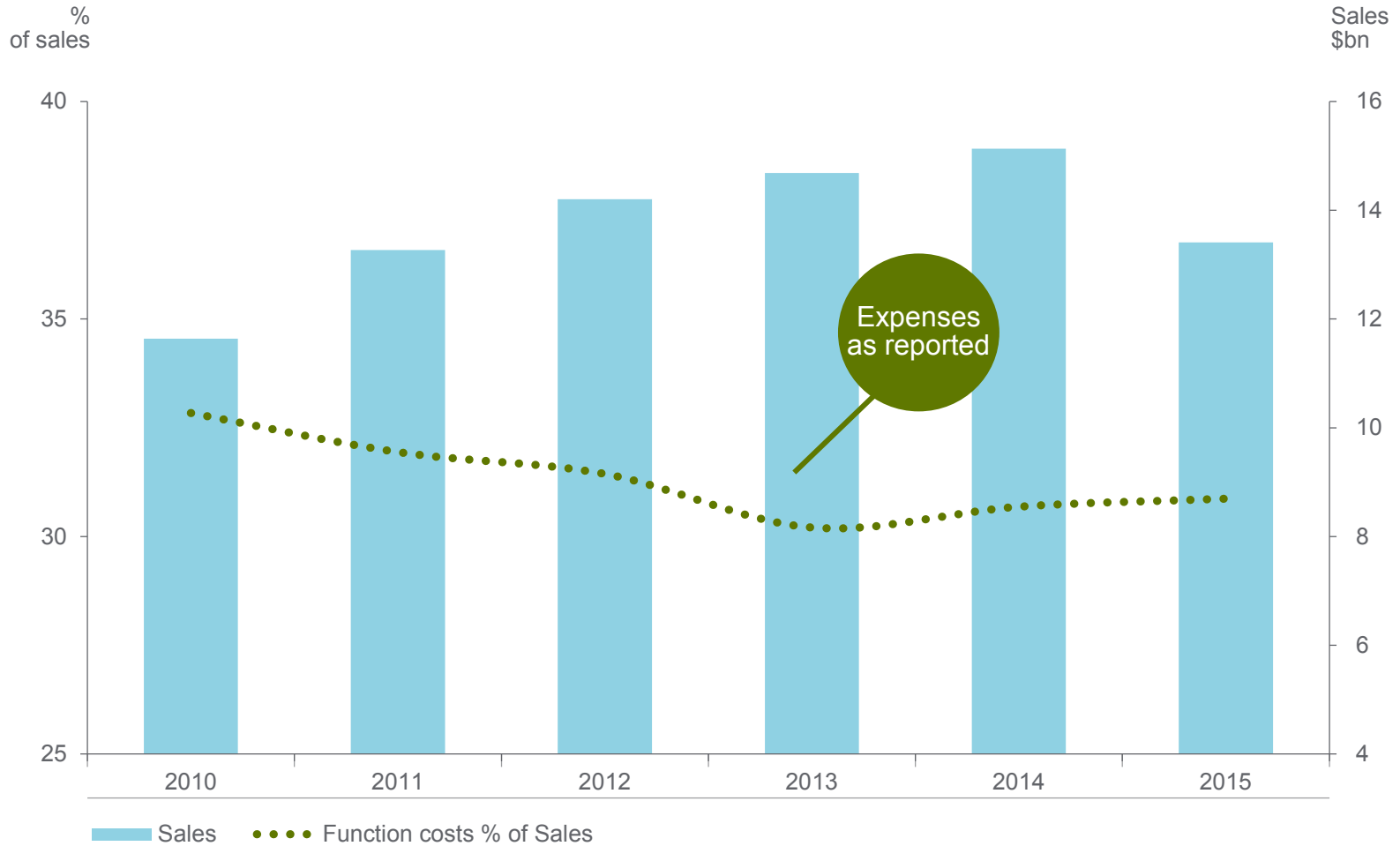


Source: Company results

OPERATING COST MANAGEMENT



Profitability

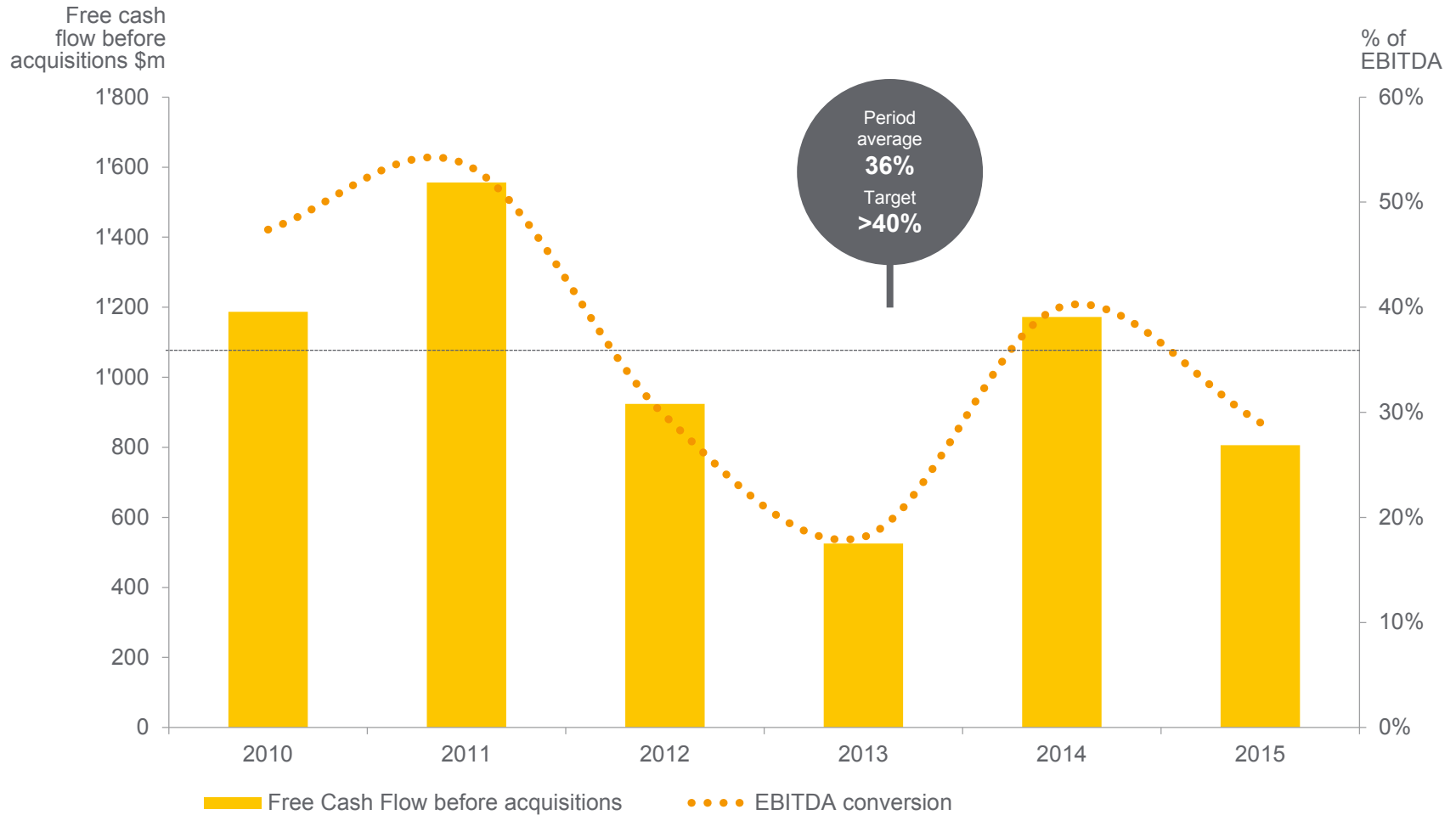


Source: Company results

FREE CASH FLOW CONVERSION



Cash & capital management

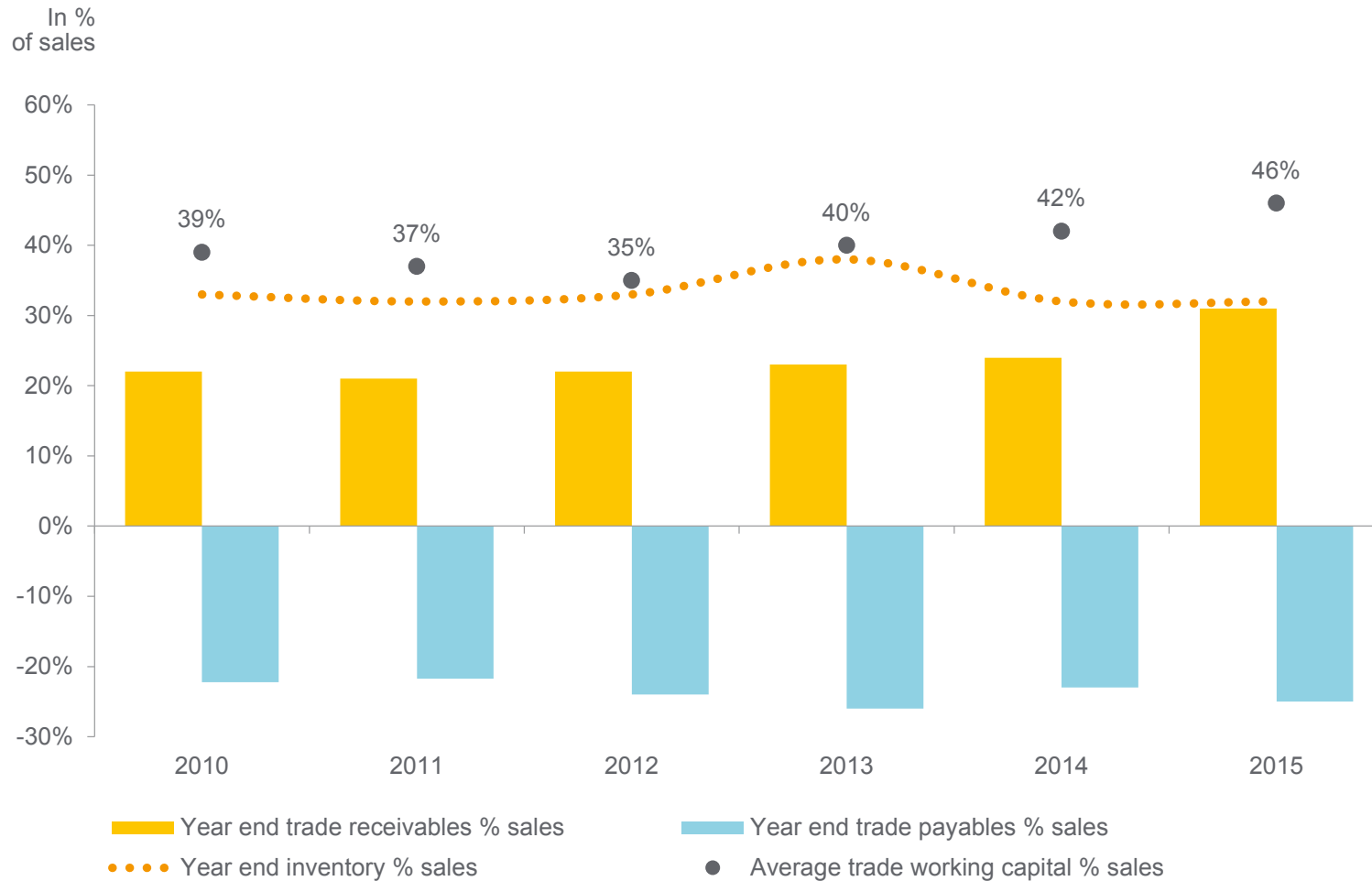


Source: Company results

TRADE WORKING CAPITAL DEVELOPMENT



Cash & capital management

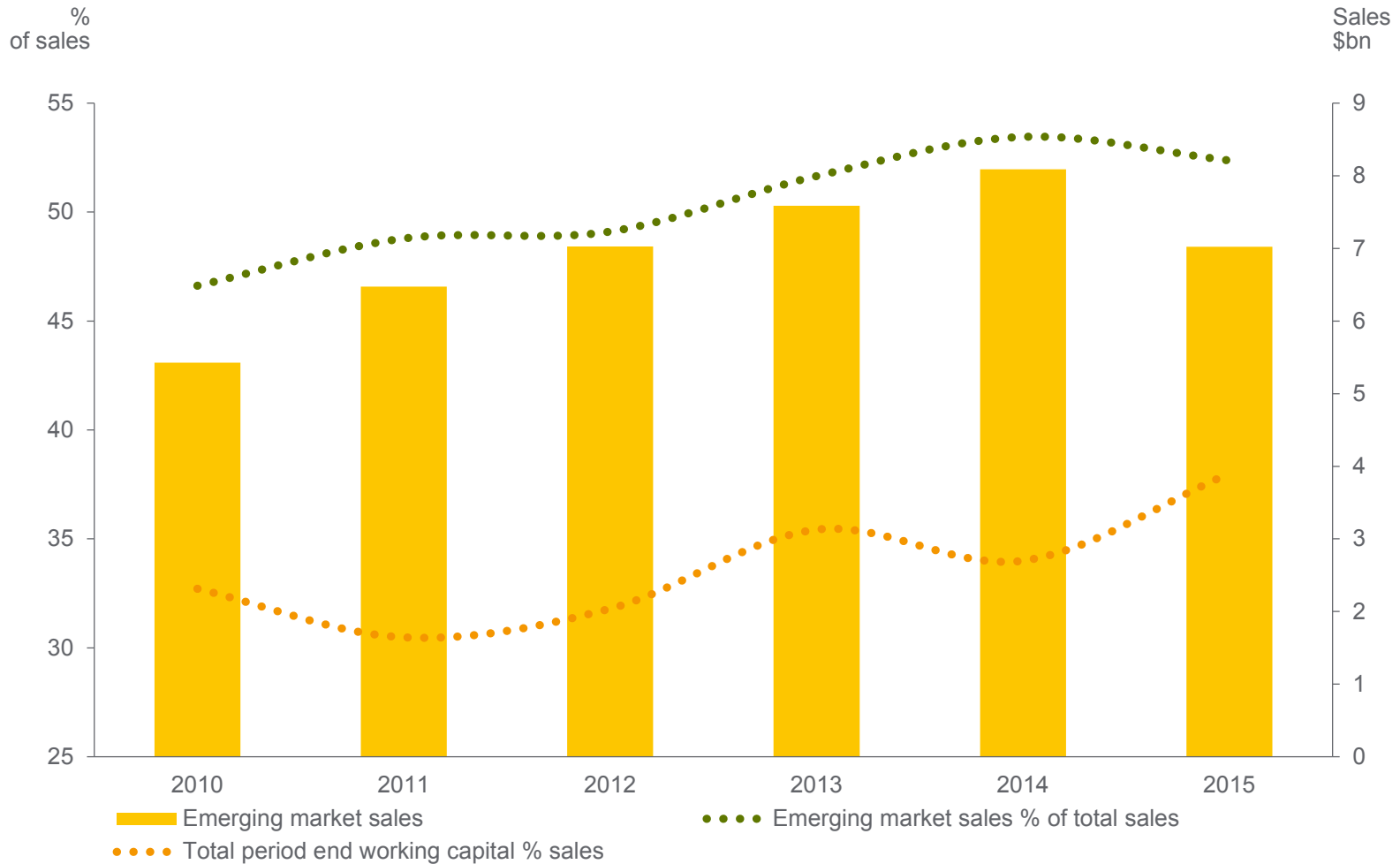


Source: Company results

EXPANSION IN EMERGING MARKETS WORKING CAPITAL DEVELOPMENT



Cash & capital
management



Source: Company results, Syngenta estimates

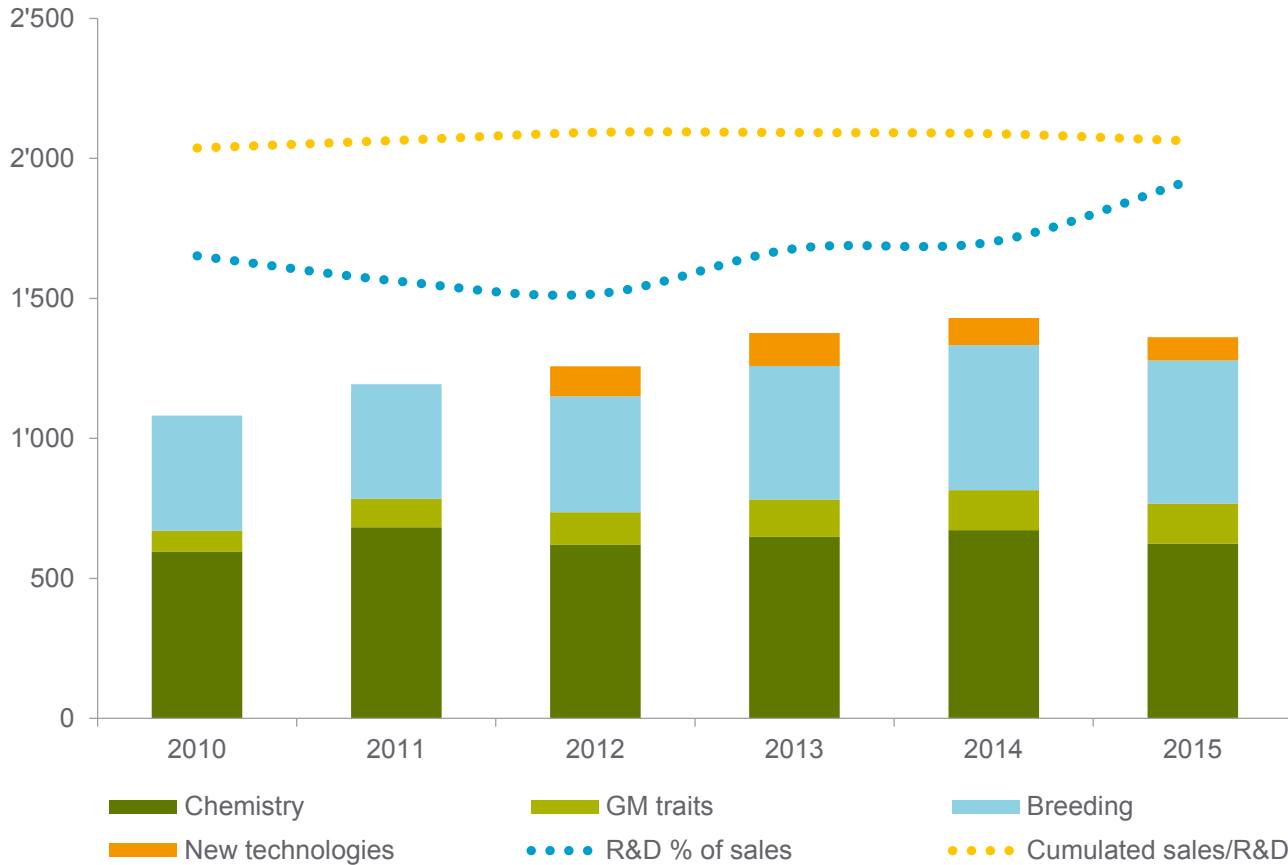
EVOLUTION OF R&D INVESTMENTS



R&D investment \$m

R&D % of sales

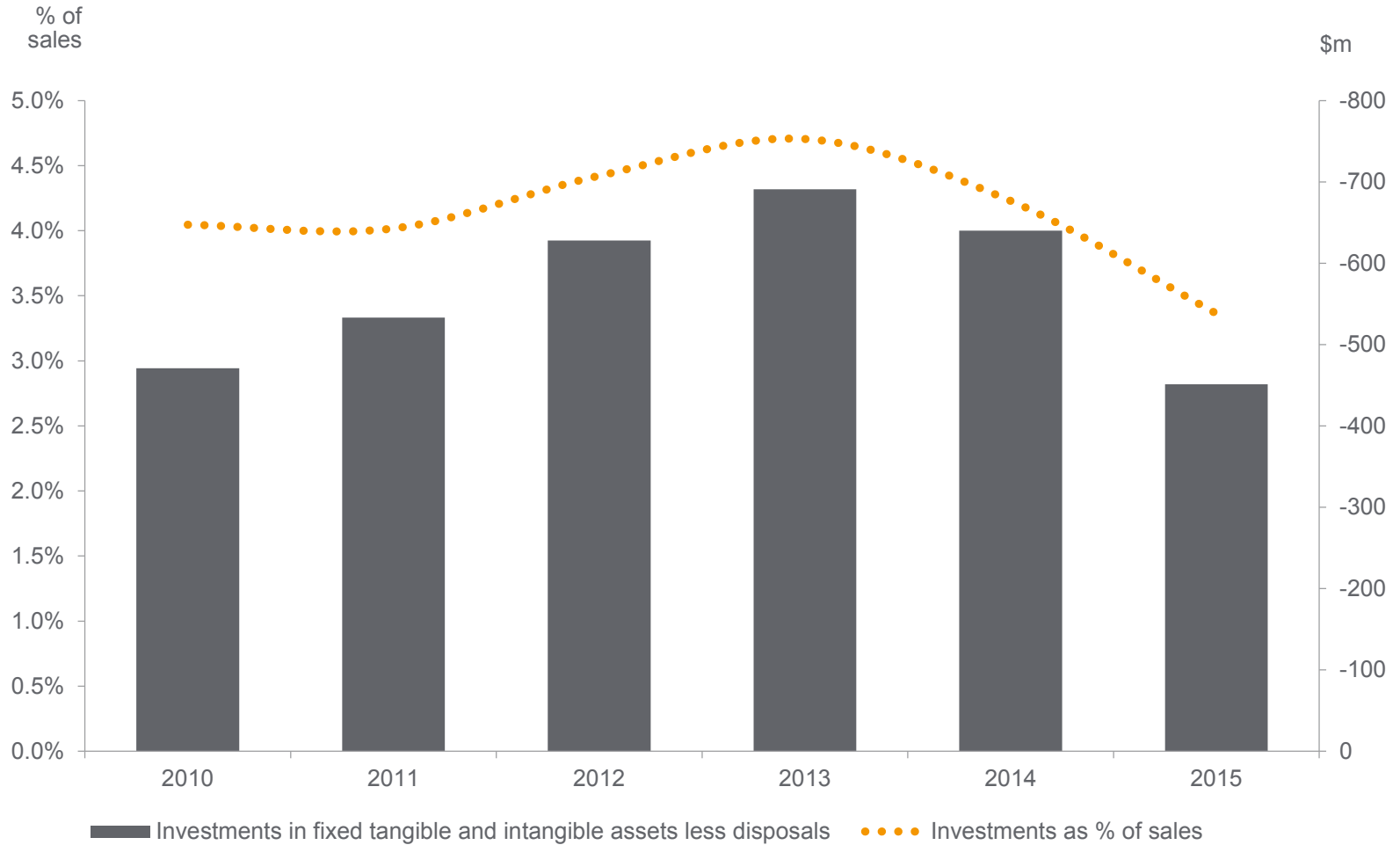
Cumulated sales/R&D



<p>R&D spend</p> <p>+5%</p> <p>CAGR</p>
<p>2010-2015 cumulated growth = \$280m</p>
<p>Investment in new capabilities</p>
<p>Sustained investment in chemistry</p>
<p>Registration of full GM trait portfolio</p>
<p>Global development platform in Seeds</p>

Source: Company results, Syngenta estimates

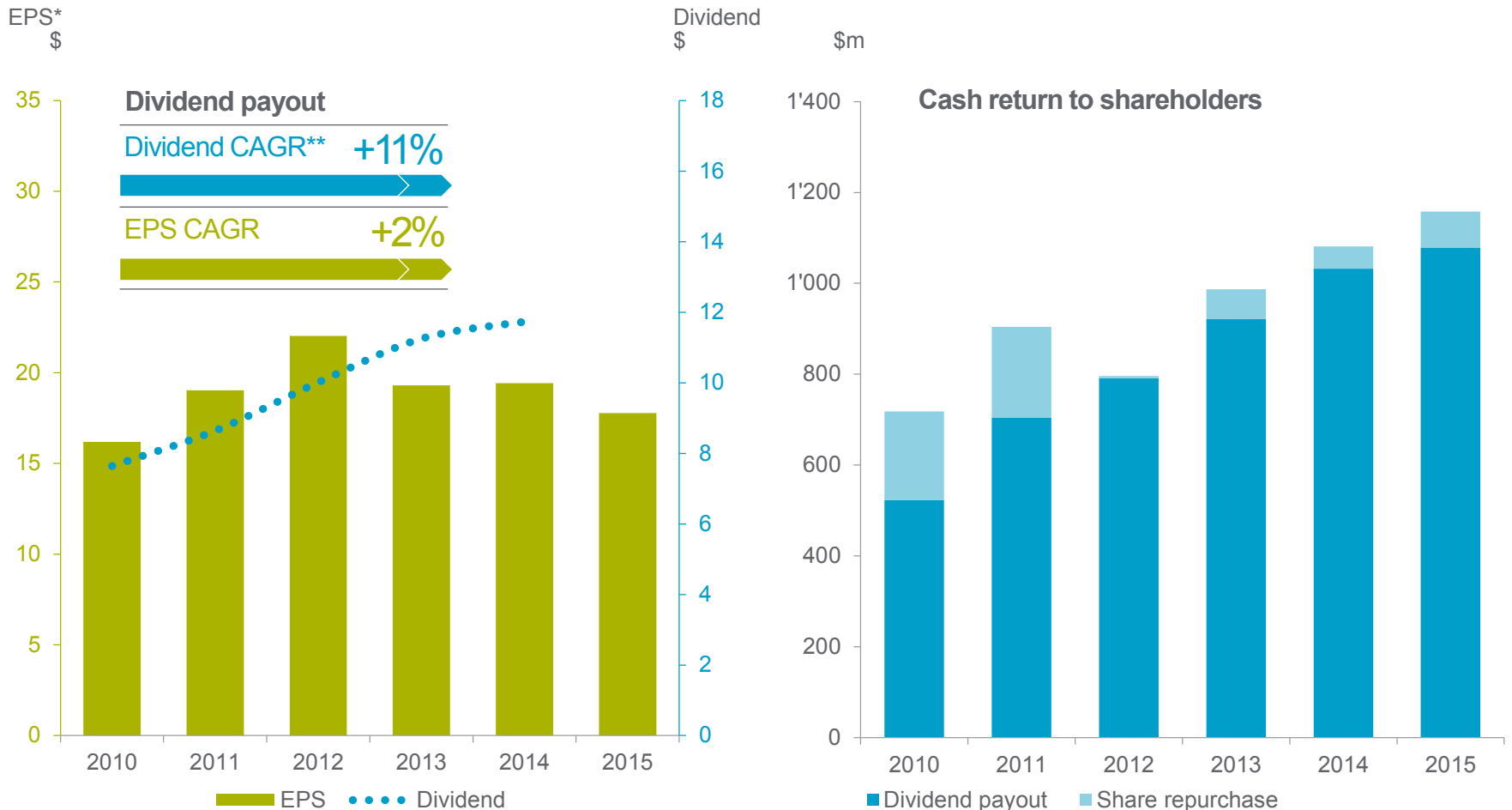
CAPITAL INVESTMENTS



Source: Company results. Figures include intangible investments, net of disposals

DIVIDEND PAYOUT & CASH RETURN TO SHAREHOLDERS

 Shareholder return



* Fully diluted basis, excl. restructuring and impairment. CAGR as reported.

** 2001-2014 period

Dividend paid in Swiss Francs. Numbers include dividend and par value reduction

Source: Company results

Bringing plant potential to life