



Michael Mack

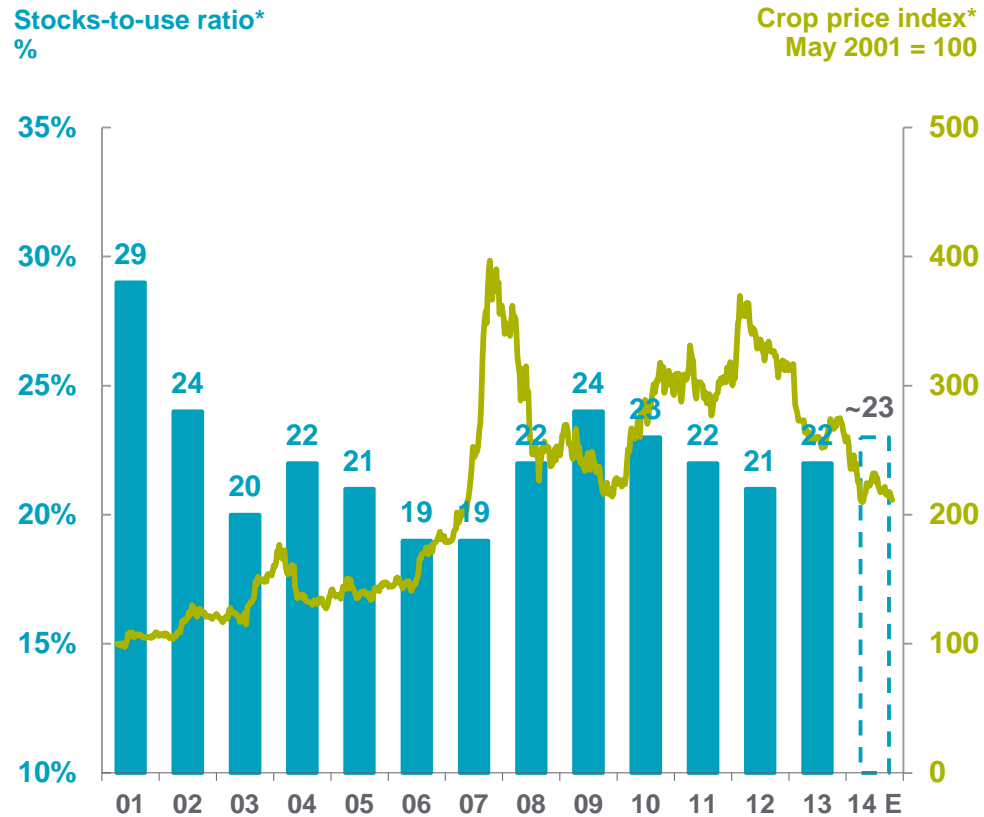
Chief Executive Officer

Basel, April 28, 2015

2014: strong sales performance

Growth target achieved despite lower crop prices

Full year integrated sales: 6% CER



* basket of corn, wheat, soybean and rice

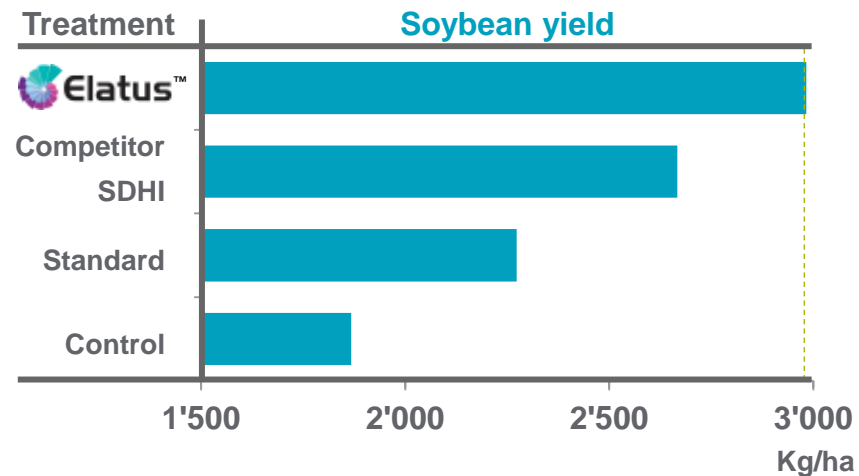
- Integrated sales up 7% excluding glyphosate
- Double digit growth in emerging markets for fifth consecutive year
- ELATUS™ sales in Brazil exceed \$300m

ELATUS™: Syngenta's largest and most successful launch



- >1,000 sales people reaching ~90,000 customers
- Market share gain in fungicides
- Expected Solatenol™ approvals
 - 2015: corn, wheat, specialty in USA
 - 2016: cereals in EU

Yield advantage vs. competitor products



Peak sales potential raised from >\$500m to \$1bn

2014 financial highlights

Group sales:
\$15.1bn ↑3%

Sales including Lawn and Garden:

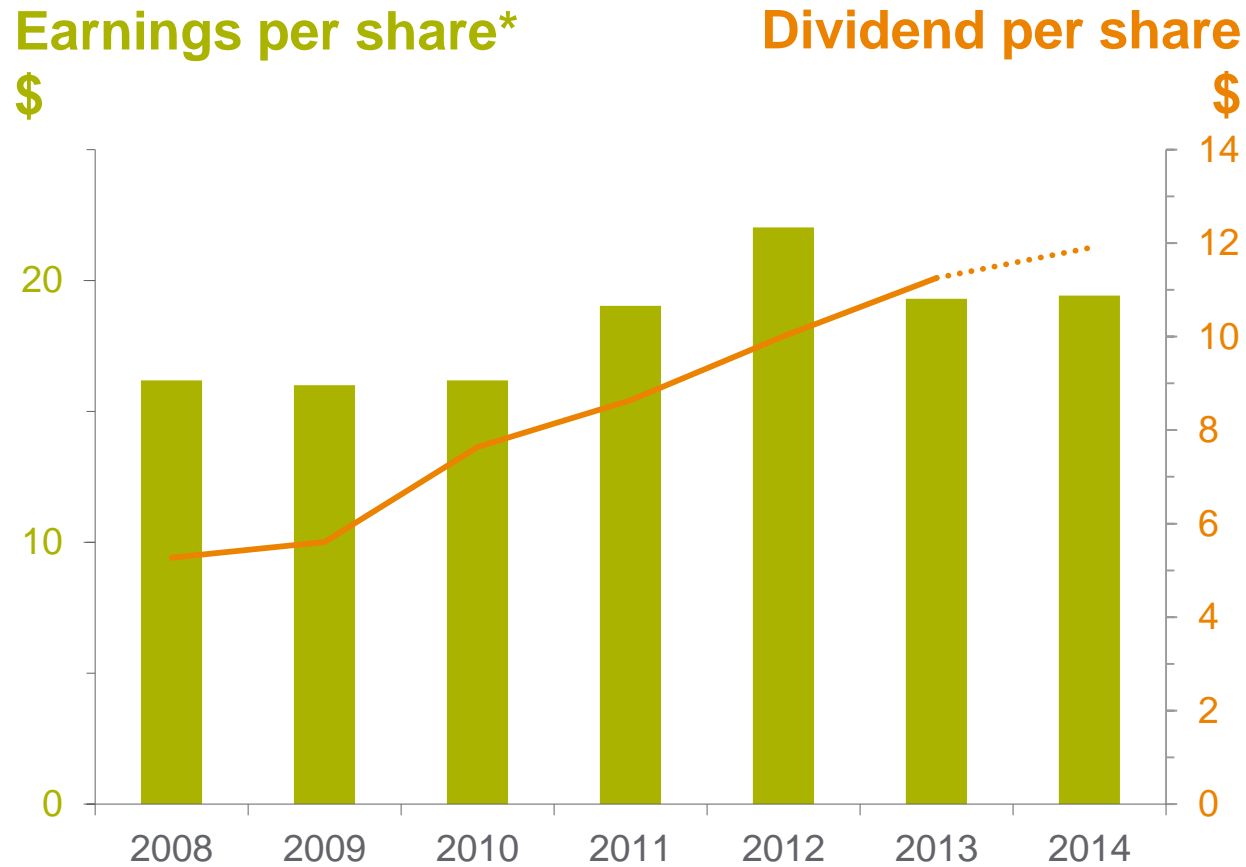
↑ 5% CER

Volume +2% | Price +3%

- EBITDA up 1% at \$2.9bn, margin 19.3%
– adverse currency and mix effects
- EPS* up 1% at \$19.42
- Free cash flow before acquisitions \$1.2bn
- Dividend up 10% to CHF 11.00 per share

* Fully diluted basis, excluding restructuring and impairment

Increasing cash return to shareholders

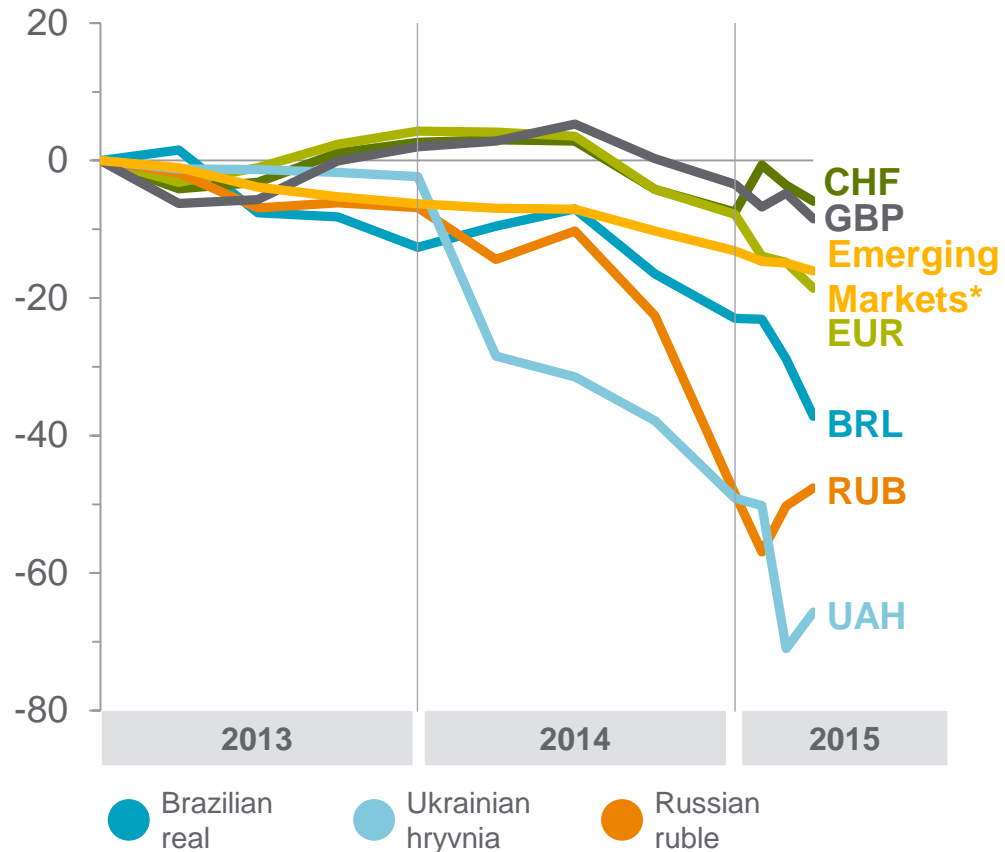


- Proposed dividend increase: +10% in CHF
- Net debt to equity 27% (2013: 24%)
- Flexibility for acquisitions
- Tactical share buybacks
- Commitment to progressive dividend policy

* Fully diluted basis, excluding restructuring and impairment
2014 dividend at end-January exchange rates

Currency movements: dollar strength

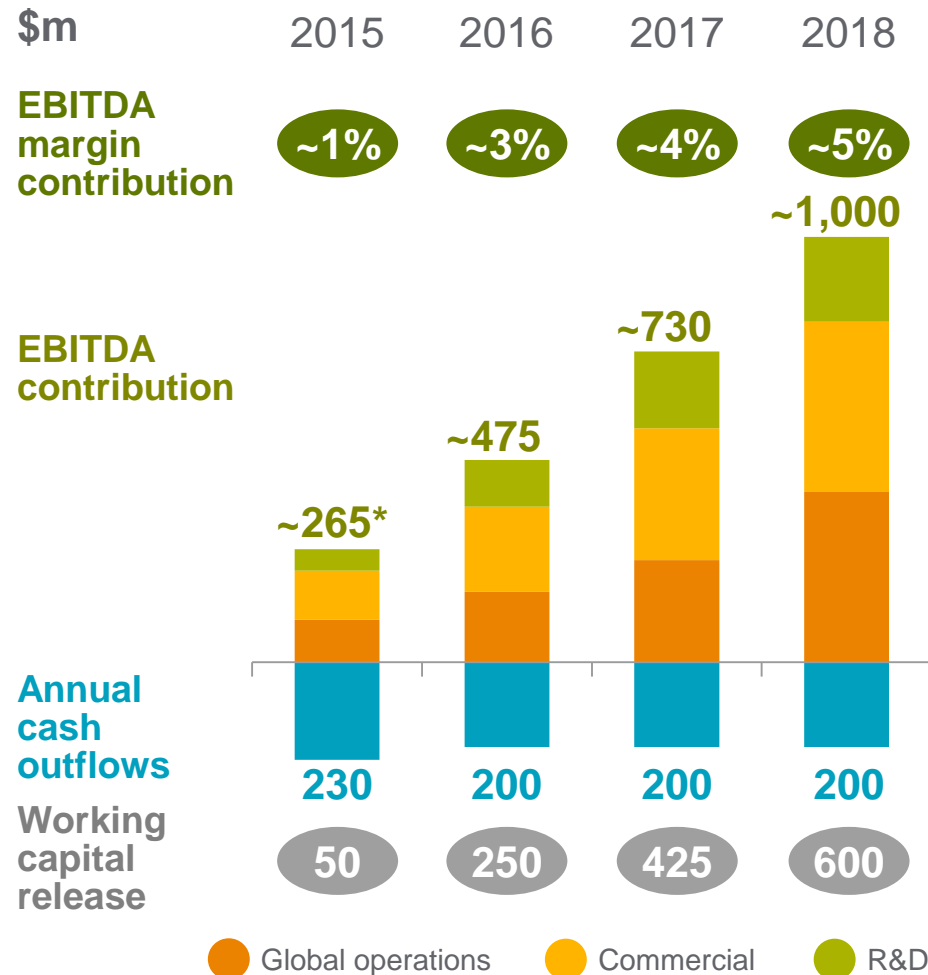
End quarter % change vs. dollar
indexed to December 31, 2012



* Sales-weighted basket of emerging market currencies excl. BRL, UAH, RUB

- CHF ~13% costs, ~1% sales
- EUR ~20% sales: balanced exposure
- Developed market currencies hedged
- Emerging markets: raising prices to offset currency impacts
- Estimated currency headwind in 2015: \$130m excluding CIS

Accelerating Operational Leverage program to drive margin



- Seeds production cost optimization
- Procurement and manufacturing fixed cost reductions
- Simplified marketing structure
- Integrated demand and production management
- Field development rationalization
- Outsourcing of standard activities

* Includes existing program savings: \$75 million in 2015

Integrated offers: global strategy adapted by region

North America

- Focus on reinforcing crop protection leadership
- Seeds: focus on distinctive traits
- Integrated offers:
 - Water+ Intelligent Irrigation
 - AGRIEDGE EXCELSIOR®

Europe, Africa, Middle East

- SDHI fungicides gaining ground: Solatenol™ launch to come
- HYVIDO® barley expansion: paving the way for hybrid wheat
- Market leadership in sunflower seeds pulling crop protection sales

Latin America

- High yield soybean solutions; ELATUS™
- Integrated pest management; new AVICTA® registration
- Further share gain in sugar cane

Asia Pacific

- Ongoing focus on higher margin products
- Rice and vegetables protocols tailored to smallholder needs
- Corn: Start Right solution, traits expansion

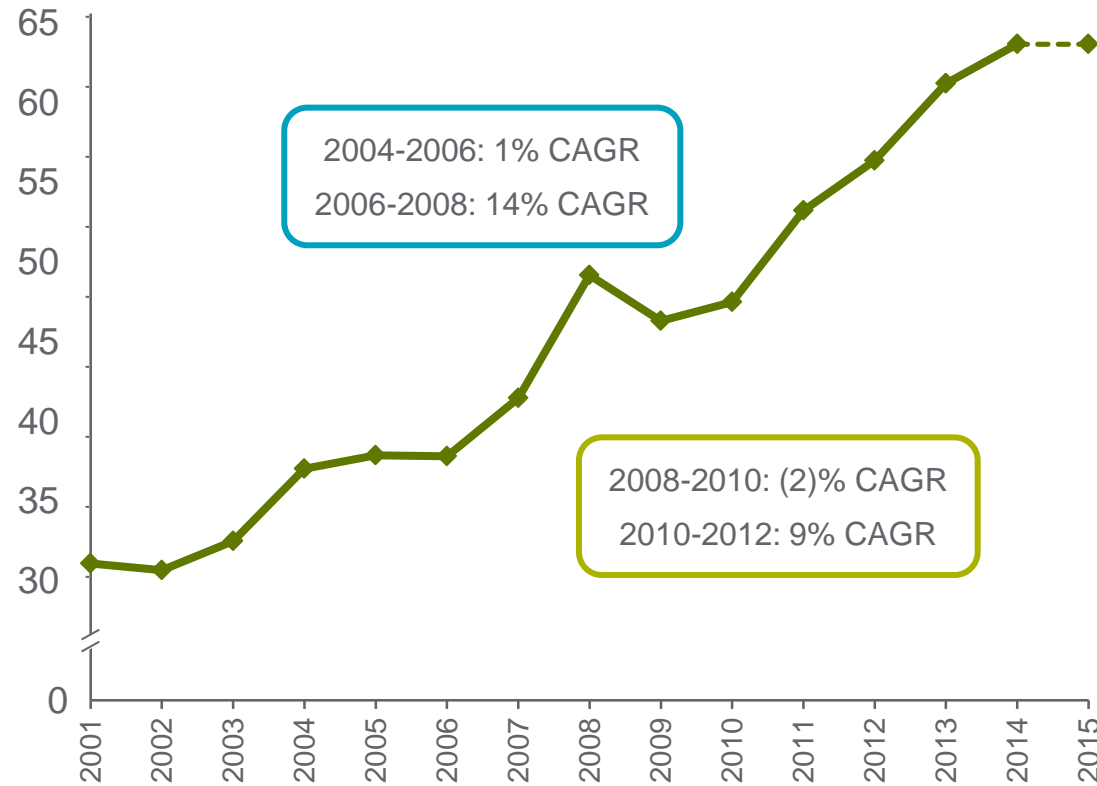


2014:
**share gain in
3 of 4 regions***

* Preliminary data

Long term market growth potential

Crop Protection market size
\$bn



- 2001 - 2005: low crop prices, low investment
- Emerging market productivity drive gathered pace from 2006
- Growing need to manage resistance
- Exceptional crop production levels in 2013 and 2014













Integrated sales by crop

Key crops	Sales (bn)		
	2014	CER % change vs. 2013	Pipeline target
Cereals	1.9	+12%	~2.8
Corn	3.4	-4%	~5.5
DFC	1.4	+1%	>2.2
Rice	0.6	+2%	~2.0
Soybean	3.0	+18%	~4.0
Specialty	2.1	+7%	~4.0
Sugar cane	0.3	-2%	~2.0
Vegetables	1.7	+5%	>3.0
Integrated sales	14.4	+6%	25.0

- 5 of 8 crops on track for pipeline target in 2020
- Cereals, Soybean: strong 2014 performance driven by innovation
- Corn: acreage decline in 2014. Longer term traits expansion, resistance management, emerging markets
- DFC, Vegetables: diverse seeds portfolio, integrated offers
- Rice, Specialty, Sugar cane: targets stretched based on progress to date

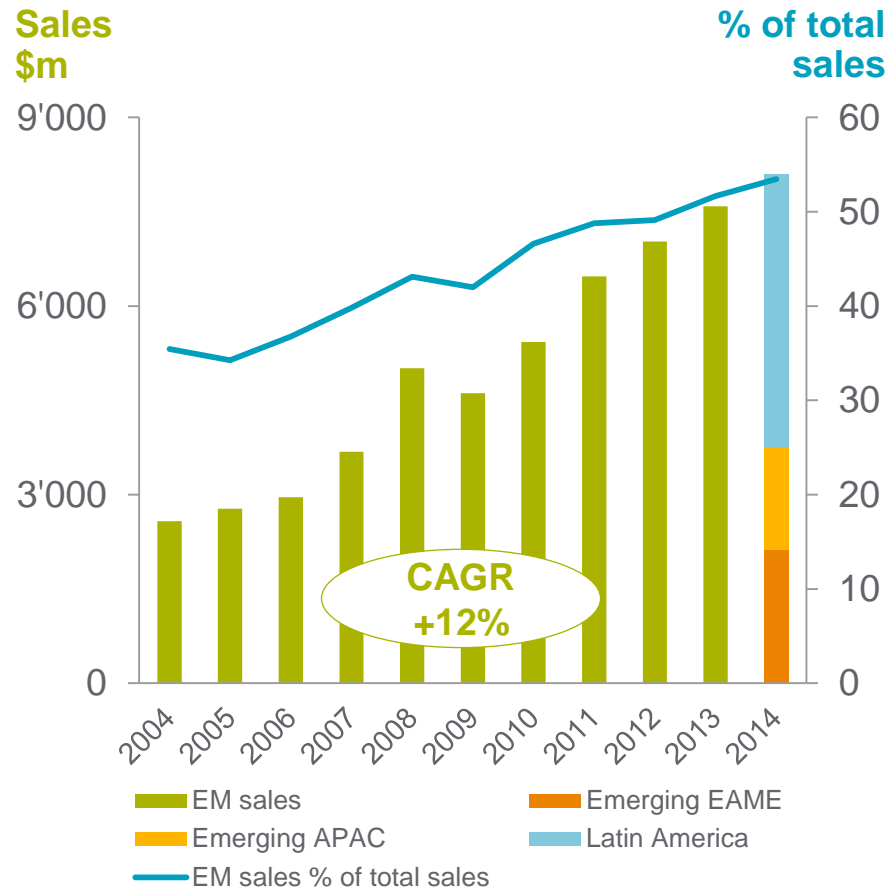
\$25bn target: achievement expected post 2020

New and pipeline products: \$700m increase in peak sales

						Peak sales
 Seguris [®]	●		▲		●	>\$150m
 Vibrance [™]	●	●	●	●	▲	~\$500m ↑
 Clariva [™]	●			●		>\$200m
 Elatus [™] Solatenol [™]	▲	▲		●	▲	~\$1,000m ↑
 Fortenza [™]  Minecto [™]	●	●	▲	●	●	>\$400m
 Acuron [™]	▲	▲				>\$250m
Oxathiapiprolin					▲	>\$100m
New fungicide	▲	▲		▲	▲	>\$300m

● Already launched ▲ Launches to come

Emerging markets are key to future growth



- >50% sales in emerging markets
- Managing volatility key to business success: currencies, credit
- Significant yield gaps vs. developed markets
 - technology adoption, intensification
- Broad portfolio and tailored offers
 - APAC: rice, vegetables
 - Eastern Europe: cereals, sunflower
 - Latin America: soybean, specialty, sugar cane

Bringing plant potential to life