



2019 Full Year Results

February 14, 2020

Classification: PUBLIC

Cautionary statement regarding forward-looking statements

Some of the statements contained in this document are forward-looking statements. These statements are based on current expectations, assumptions, estimates and projections, and involve known and unknown risks, uncertainties and other factors that may cause results, levels of activity, performance or achievements to be materially different from any forward-looking statements. These statements are generally identified by words or phrases such as "believe", "anticipate", "expect", "intend", "plan", "will", "may", "should", "estimate", "predict", "potential", "continue" or the negative of such terms or other similar expressions. If underlying assumptions prove inaccurate or unknown risks or uncertainties materialize, actual results and the timing of events may differ materially from the results and/or timing discussed in the forward-looking statements, and you should not place undue reliance on these statements. Syngenta disclaims any intent or obligation to update any forward-looking statements as a result of developments occurring after the period covered by this document or otherwise.

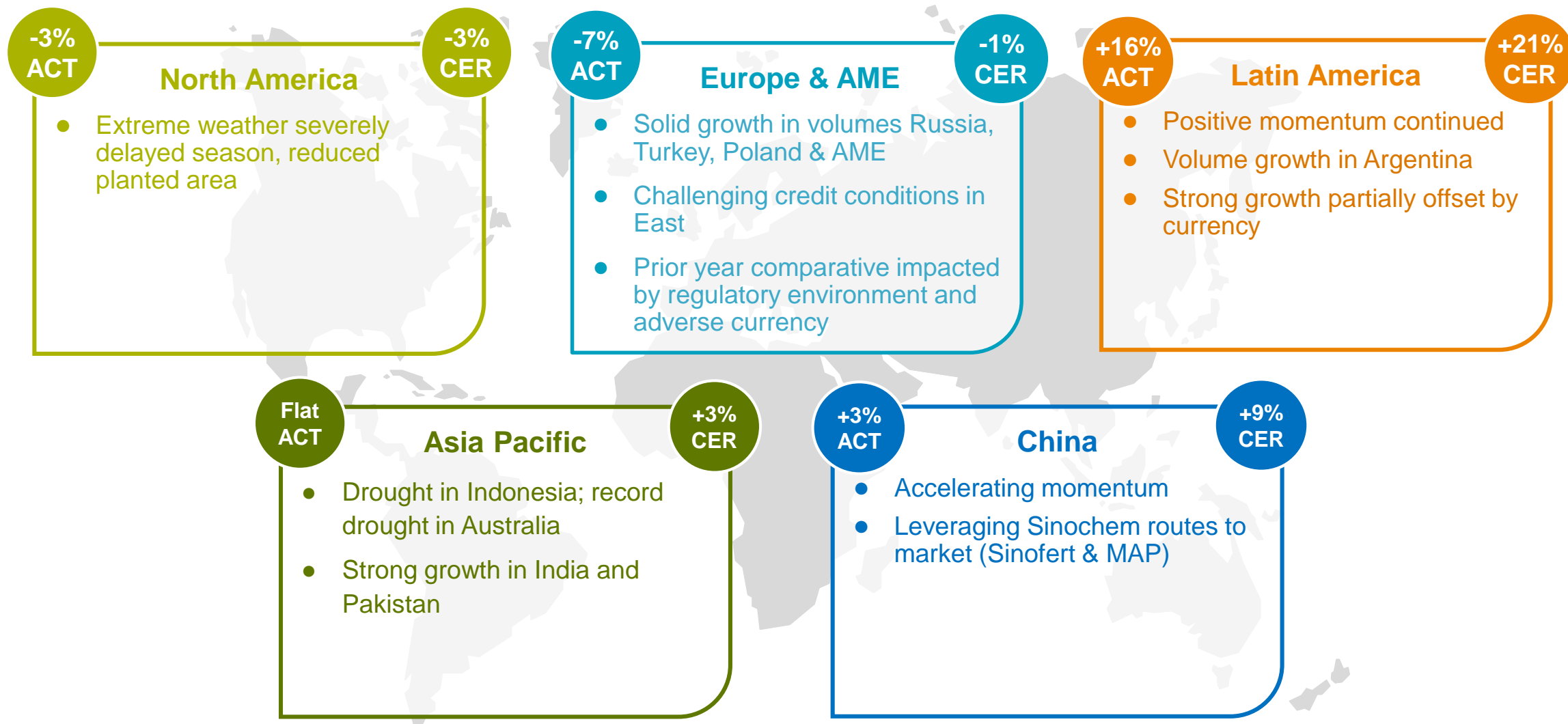
2019 Financial Performance

- **Sales \$13.6 billion: \$ flat*, +4% at constant exchange rates (CER)**
 - Volumes reduced by severe flooding, delayed planting and reduced acres in the US and record drought in Australia; offset by strong growth in Brazil
 - Brazil sales price increases mitigated FX; Euro adverse impact on sales, broadly neutral EBITDA
- **EBITDA \$2.9 billion**
 - \$2.6bn excluding capitalized development costs
 - Flat adjusted for one-offs
- **Free cash flow \$1.4 billion before acquisitions and US litigation settlement**



* Sales 1% higher, +5% at CER adjusted for divestments and change of control income under royalty agreements; EBITDA flat, +3% at CER on the same basis

2019 Crop Protection sales: +2%; +6% at CER vs. PY*



* Includes SPS and Sales to Seeds, variances versus PY adjusted for divestments

Crop Protection – 2019 introductions



- Argentina
- Controls rusts and leaf spots
- Wheat and barley



- US and Canada
- Controls key broadleaf and grass weeds
- Soybeans and cotton

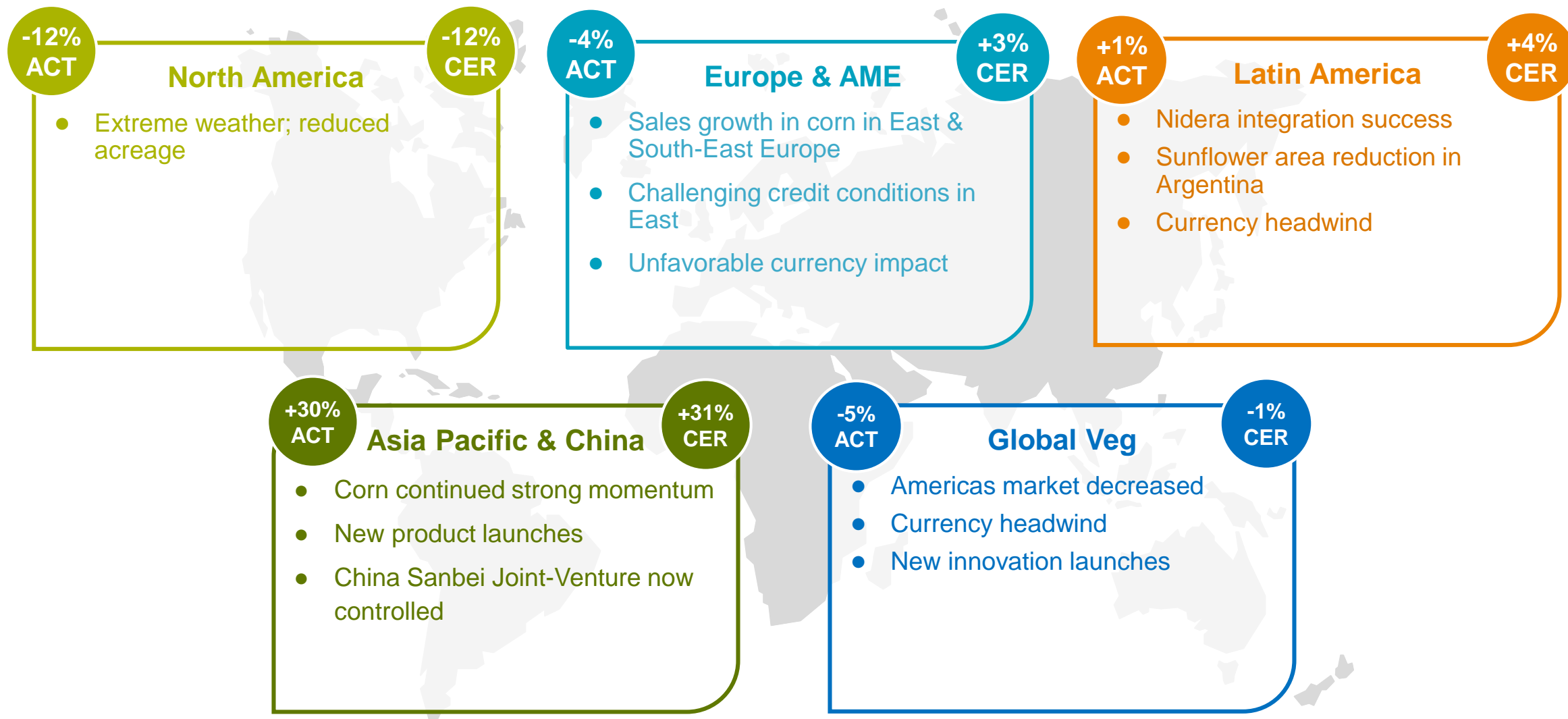


- Global introduction, first registrations expected in 2020
- Outstanding control of diseases
- Corn, soybeans, canola, oilseed rape and cereal crops



- First global registration in the US
- Robust, reliable control of diseases
- Canola, rice and soybeans

2019 Seeds sales: -3%; flat at CER vs. PY*



* Excludes Flowers, variances versus PY adjusted for divestments and change of control; regional sales excluding Vegetables

Seeds innovation



- Award winning breeding combination
- Distinctive purple colour and great umami flavour
- Long shelf life and post harvest conservation (avoid food waste)
- Large quantities of vitamins and minerals compared to regular tomatoes



- 100% marketable heads (compared to 60-65% from typical variety)
- White colour remains the same even after harvest, extending both the marketable and shelf life
- Savings on labour and production



- In built resistance for better crop management practices
- Plants stay greener longer meaning higher marketable yield and input efficiency
- Excellent post-harvest quality (12-15 days) reducing need for plastic wrap

First targets for *Accelerating innovation* announced



Invest **\$2 billion over five years** in innovation specifically targeted at delivering a step change in agricultural sustainability



Two technological breakthroughs to market per year



<50% **Reduce carbon intensity** of our operations by at least 50% by 2030



Validated by TNC and the Science Based Targets initiative*

* Science Based Targets (SBTi) is a joint initiative of CDP, the UN Global Compact (UNGC), the World Resources Institute and WWF. The SBTi goal is to enable leading companies to set ambitious and meaningful corporate GHG reduction targets to stay below the Paris Climate agreement.

Breakthrough: “Reverte” project, Brazil

Building on our long-term collaboration with The Nature Conservancy to bring degraded pastureland back into productivity in Brazil



**5-year ambition to tackle approximately
1 million hectares of degraded pastureland**

- **Scalable business offer** – through agronomic practices, financial tools, digital tools, seed varieties and public and private partnerships

Outcomes

- **Land recovery** – regenerative agriculture and climate resilient farming such as the sequestration of carbon, soil recovery and water efficiency
- **More financially viable** – conversion of pastureland to more valuable agricultural land avoids natural vegetation deforestation

2020 Outlook

- Partial US market recovery after 2019 major flooding
 - LATAM growth normalizing after trade dispute resolution; challenging Argentina economy
 - Mitigating EU Regulatory impact
- Maintained investment in innovation and marketing; sustainability agenda
- Expected above market growth in China
 - Low mid single digit sales growth
 - Continued free cash flow generation



Syngenta Group

48,000 people and \$23 billion in sales

ADAMA

Syngenta
Crop
Protection

Syngenta
Seeds

Syngenta
Group
China

Crop Protection

- ADAMA China
- Syngenta CP China
- Yangnong



Seeds

- China National Seeds¹
- Sanbei Seeds
- Syngenta Vegetable Seeds



Crop Nutrition

Sinofert



Farmer Services

Modern Agriculture
Platform



1) China National Seeds includes the joint venture China Seeds International, which is owned by Bayer and China National Seeds



2019 Full Year Results – Media call

Question and Answer session

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