

2016 FIRST QUARTER SALES

BASEL, 20 APRIL 2016

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FIRST QUARTER 2016 HIGHLIGHTS

Group sales

\$3.7bn: unchanged at CER
Reported sales: -7%



Integrated Sales

\$3.6bn: unchanged at CER
Volume -2% | Price +2%

Resilient performance in challenging conditions

Prices up 1% ex. CIS

Difficult market environment in Latin America

Continued success of new products

FIRST QUARTER 2016 OVERVIEW

Integrated sales

NORTH AMERICA

-2%

Corn licensing revenue

Growth in fungicides
and insecticides

Continued success of
new products

EAME

+6%

Strong demand for
sunflower seeds

Broad-based growth in
Crop Protection

Significant CIS price
increases

LATIN AMERICA

-12%

- 1%, excl. sales terms
change and glyphosate

Liquidity constraints and
delayed sales

Lower insecticides sales

ASIA PACIFIC

-10%

Adverse weather impact
from El Niño

Vietnam: severe drought

Thailand: lower support
to rice growers

Growth at constant exchange rates

LATAM SEASON

Brazil

Resilient volumes

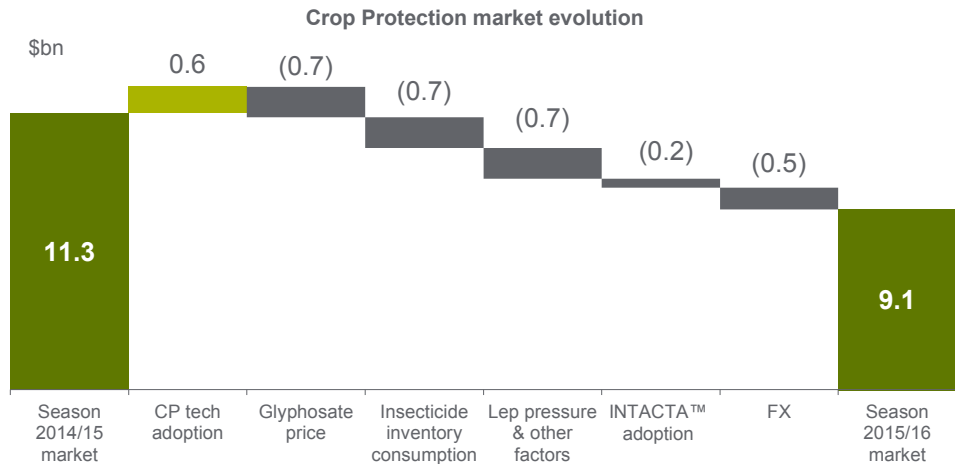
continued adoption of new technology

Declining glyphosate prices

Lower insecticides volumes

consumption of channel inventories

low pest pressure



Latin America North

Delayed sales in Venezuela

Focus on credit management

Latin America South

Reform of export taxes in Argentina positive for the agricultural sector

Farmer income supported by the devaluation of the Argentinean Peso

Source: Industry panel, Syngenta estimates
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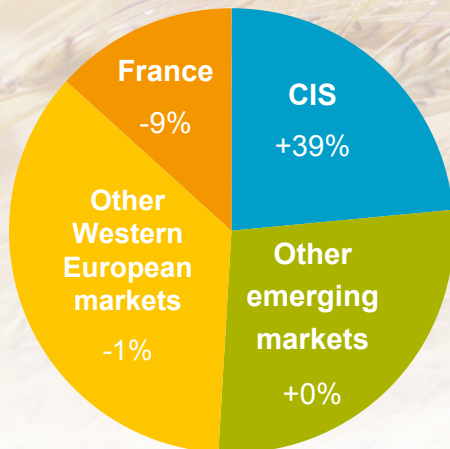
NORTHERN HEMISPHERE SEASON

EAME

CIS: strong performance, pricing discipline

Value capture with leading sunflower genetics

Main season to come in second quarter



NORTH AMERICA

Farmer profitability remains low

Lower financing, fertilizer and fuel costs
providing some relief

Planting decisions based on maximizing
return on investment

Adoption of new technology remains a
driver for market growth

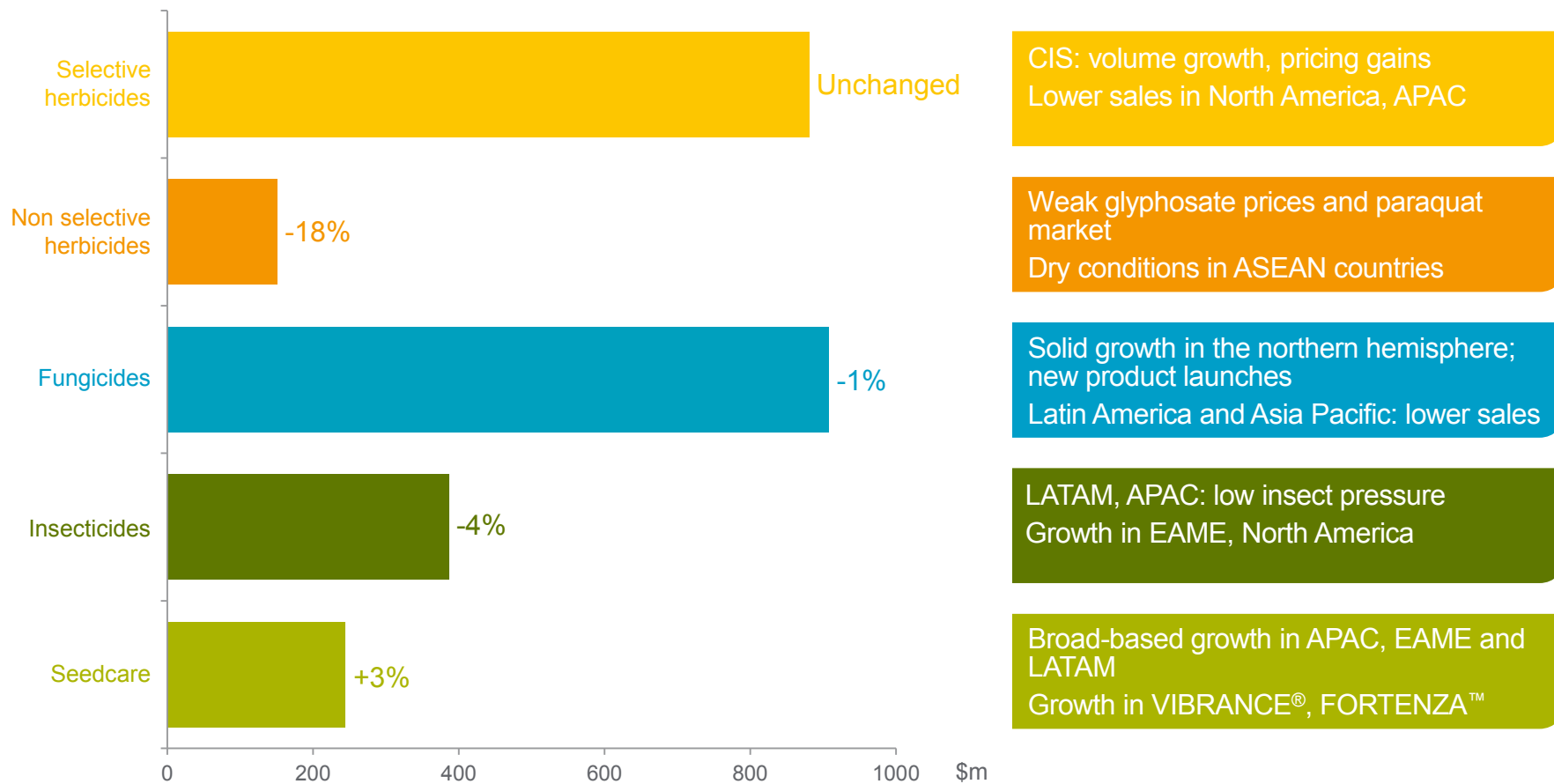
Seeds pricing competitive

Corn acres expected to increase

Growth at constant exchange rates

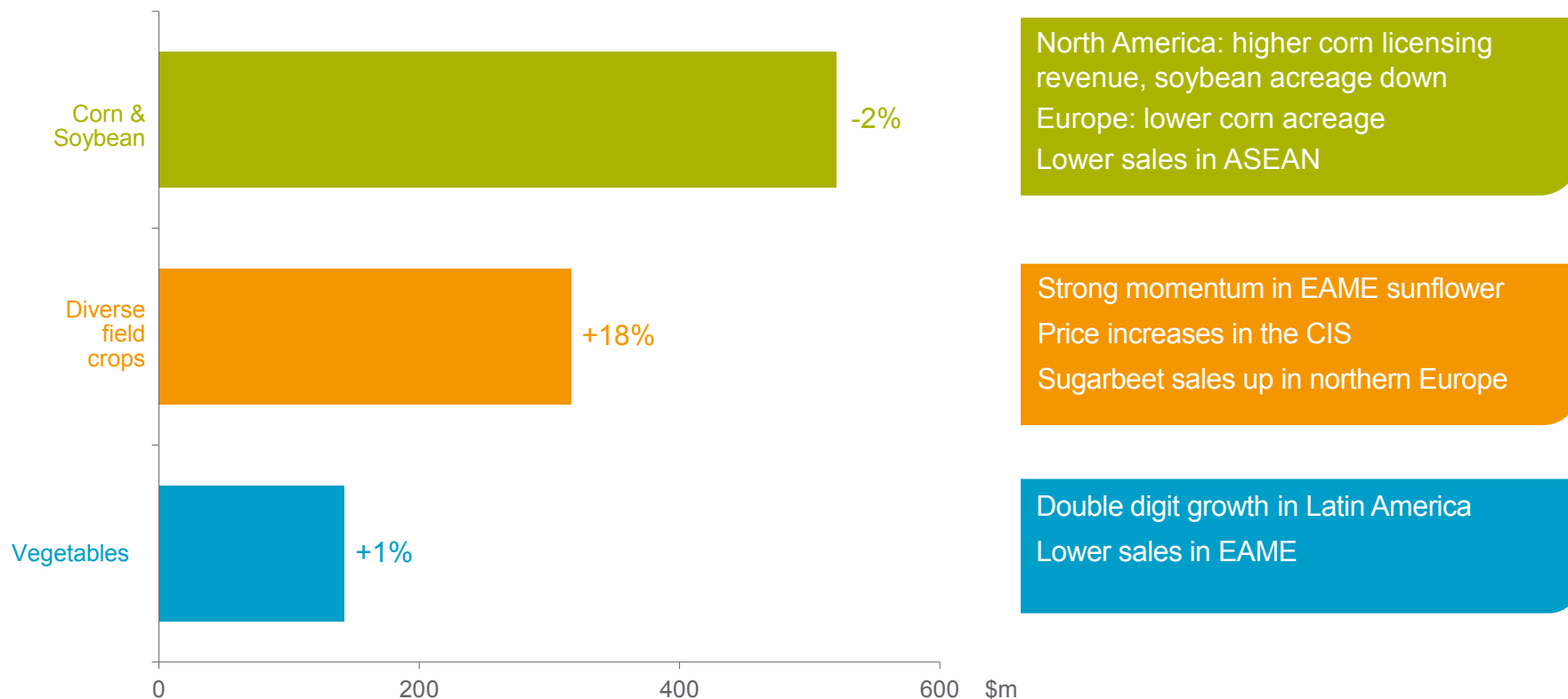
CROP PROTECTION

FIRST QUARTER SALES DOWN 2%



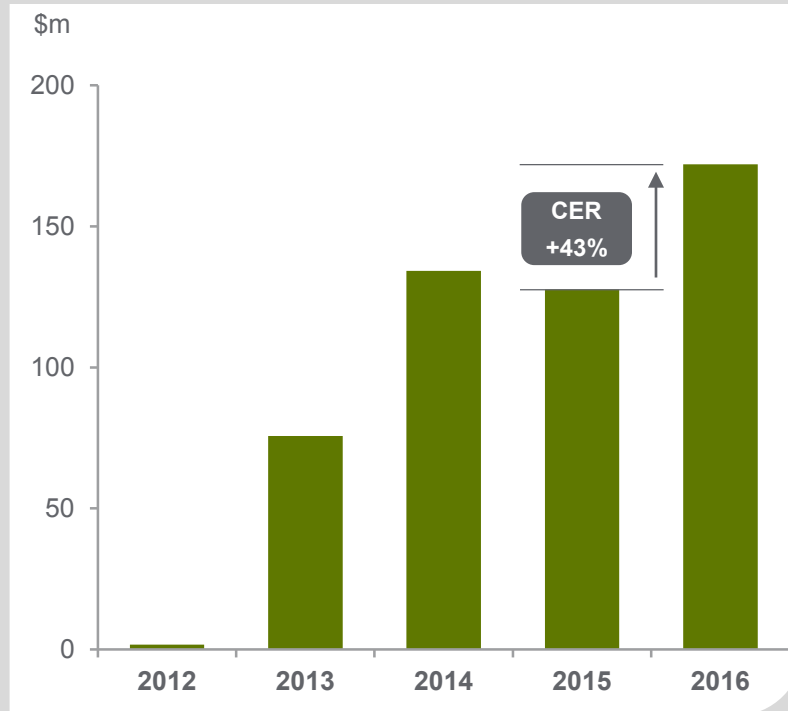
SEEDS

FIRST QUARTER SALES UP 4%



Growth at constant exchange rates

CROP PROTECTION: NEW PRODUCTS FIRST QUARTER SALES



Acuron™

Continued growth momentum in the USA



Orondis™

Successful launch in USA and Canada

SOLATENOL™

Strong start in the USA: launched under brand TRIVAPRO™



Seguris®



Bontima®

Solid growth in Italy, softer demand in central and northern Europe



Fortenza™



Minecto™

Growth in APAC, FORTENZA DUO™ registration in Brazil and Mexico expected Q2 2016



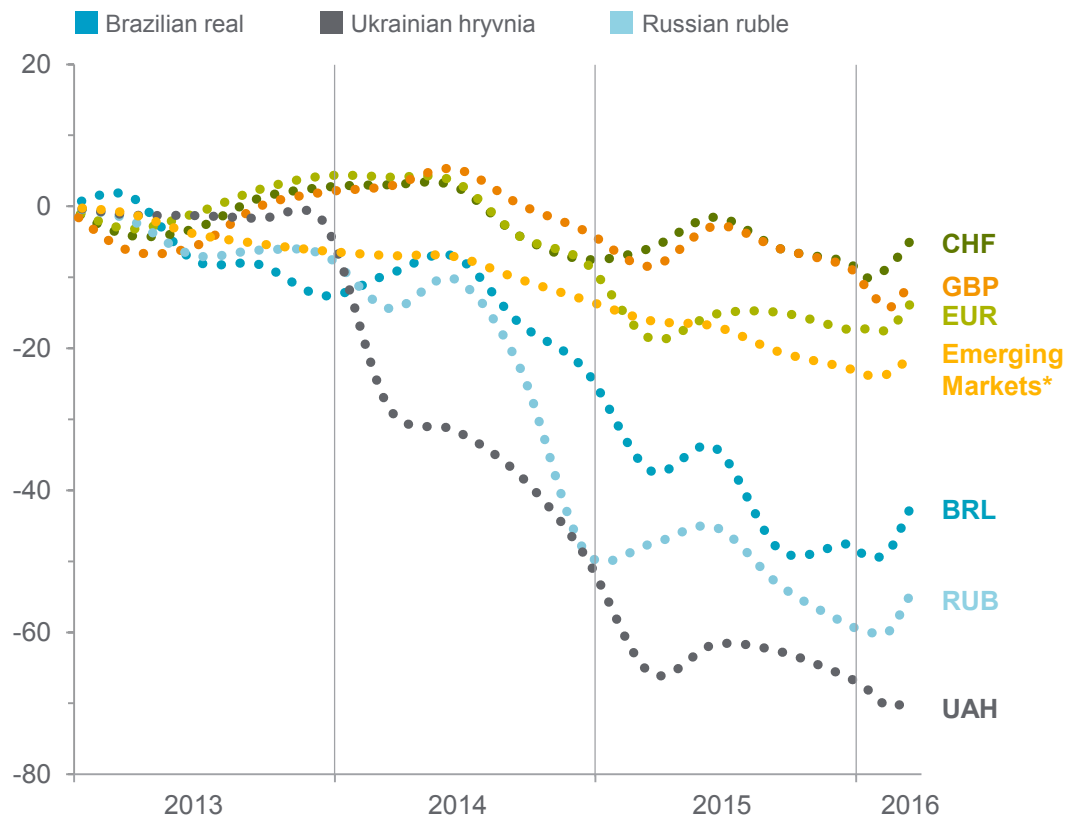
Vibrance®

Broad-based growth. Strong momentum in Canada

CURRENCY

End quarter % change vs. dollar

(2016 end month % change vs. dollar) Indexed to December 31, 2012



USD declined from peak rates vs. most currencies in Q1
remains stronger than in Q1 2015

Q1 sales currency impact
\$(0.3)bn
expected full year impact of
~\$(0.6)bn

2016 outlook unchanged
estimated EBITDA currency
headwind after CIS prices:
~\$(75)m

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

2016 FULL YEAR OUTLOOK

Sales

Broadly flat at CER

- Determined pricing actions
- LATAM sales terms
- Non-recurrence of \$200m royalty income

Lower sales at reported rates

Costs

Raw material savings:
~\$100m

Cost inflation at similar
levels to 2015

Savings

AOL Savings: ~\$300m

Currency

EBITDA impact after CIS
price increases: ~\$(75)m

Other

Restructuring charge
~\$380m*, cash charge
~\$300m*

Tangible CAPEX at ~4%
of sales

Further EBITDA margin improvement

Free cash flow: >\$1bn*

* Excluding ChemChina transaction-related costs



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CHEMCHINA

CHEMCHINA OFFER

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CHEMCHINA OFFER

Swiss and US Public Tender Offers opened on 23 March

Swiss Offer open for initial period of 40 trading days: subsequent renewals

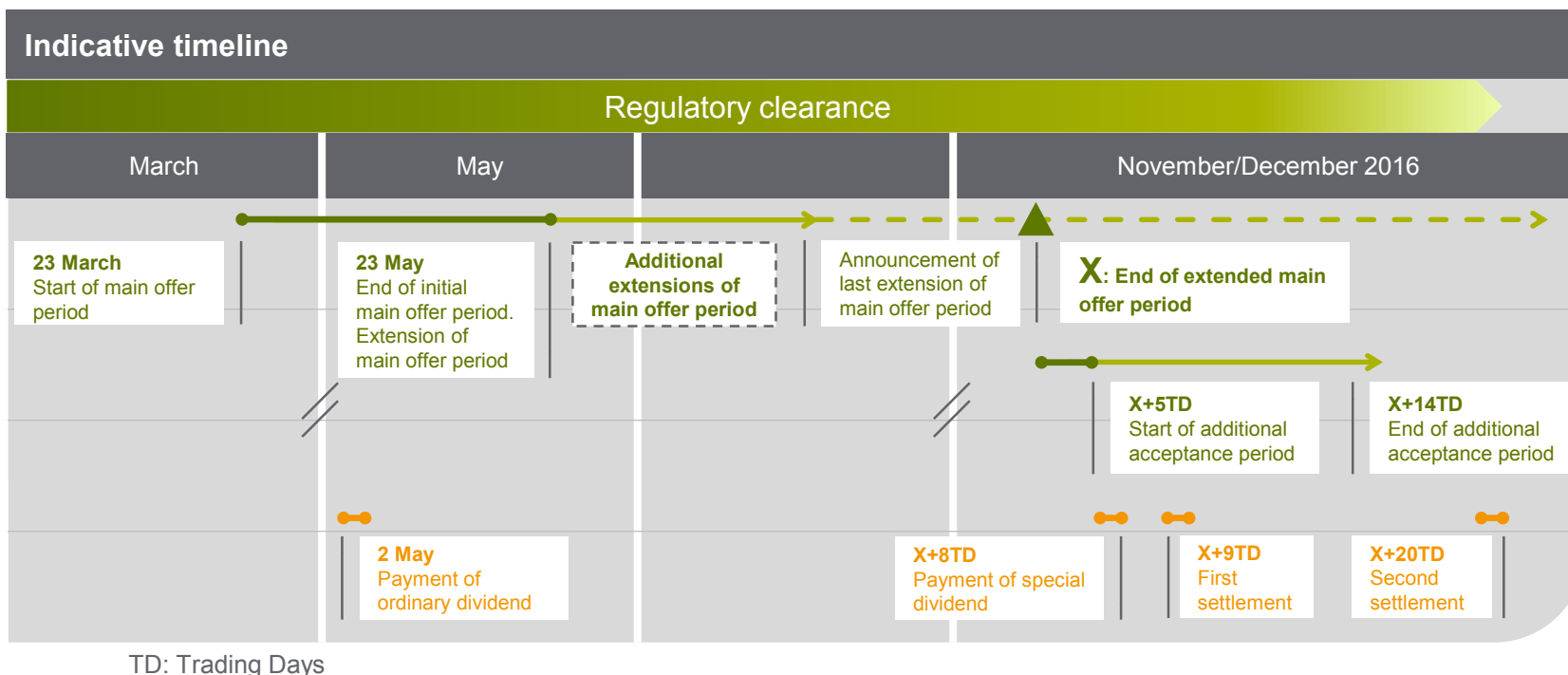
US and Swiss offer periods aligned

Transaction expected to conclude by year end
following receipt of all regulatory approvals

Financing

Transaction secured with committed and irrevocable financing

Syndication completed. Now implementing refinancing strategy





STRATEGY UPDATE









2016 FIRST QUARTER SALES

APRIL 20, 2016

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INTEGRATED STRATEGY: TAKING STOCK OF SUCCESSES AND CHALLENGES

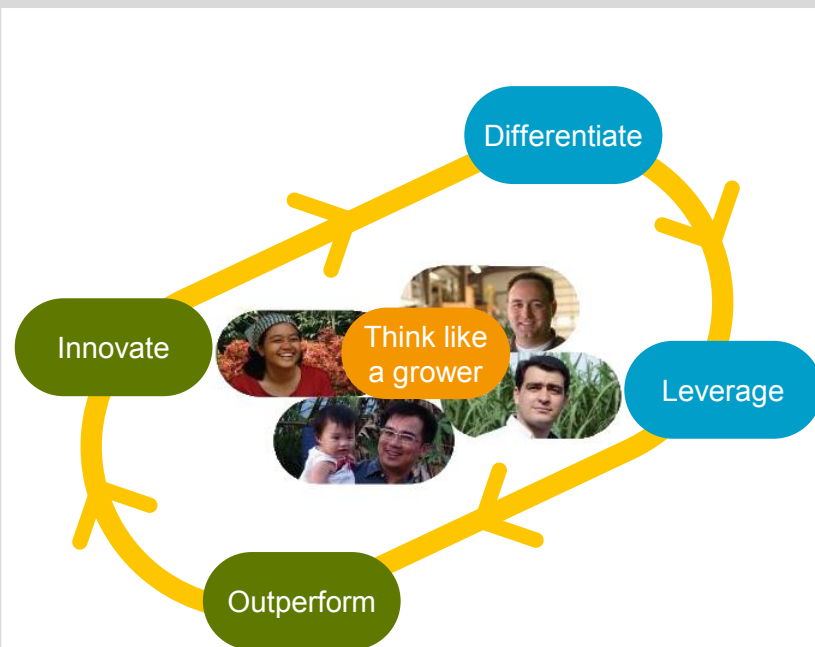
Integrated strategy targets

Grower focus / customer intimacy	Change from “selling products” to “addressing grower needs” Success of integrated offers  Enogen  GroMore  Hyvido	
Commercial benefits	Good results in emerging markets Mixed performance in developed markets with lower channel support (US Corn and Soybean)	
Value creation from innovative solutions	Small number of fully integrated solutions: scalability challenge, technological complexity	
Operating model benefits	Integration completed Global, standardized processes implemented Insufficient focus on Seeds profitability	
Cost savings and margin improvement	Gross profit and EBITDA lag initial expectations Significant margin improvement in 2015	

- Achieved
- ◐ Partially achieved

STRATEGY UPDATE

THE GROWER REMAINS CENTRAL, GREATER FOCUS ON PROFITABILITY

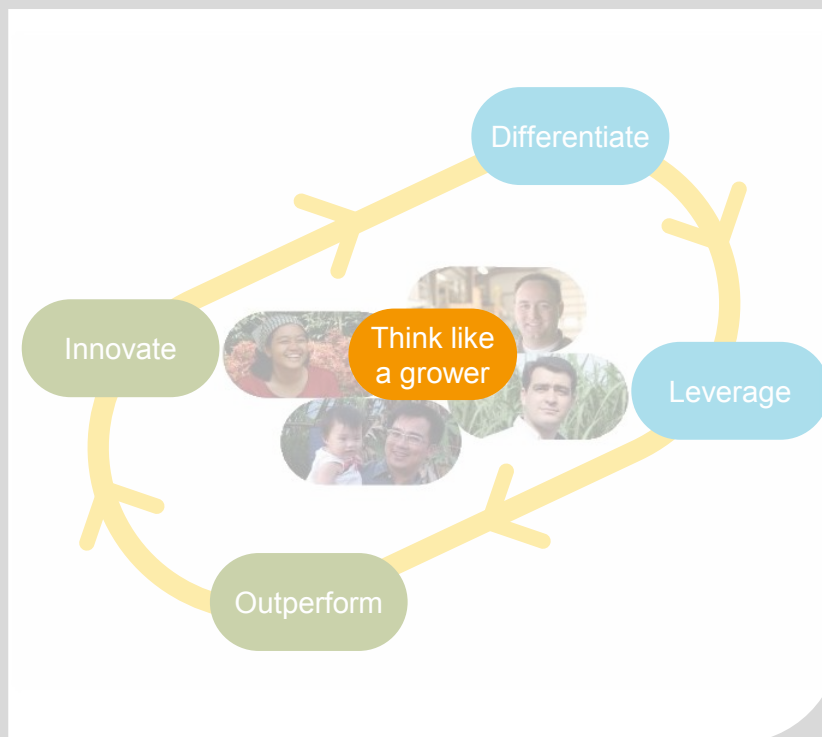


STRATEGY UPDATE

THINK LIKE A GROWER

Create value for growers

Enhance value capture for
Syngenta and channel partners



STRATEGY UPDATE

INNOVATE

Develop innovative Crop Protection products, Seeds and Traits

Pursue selected integrated solutions



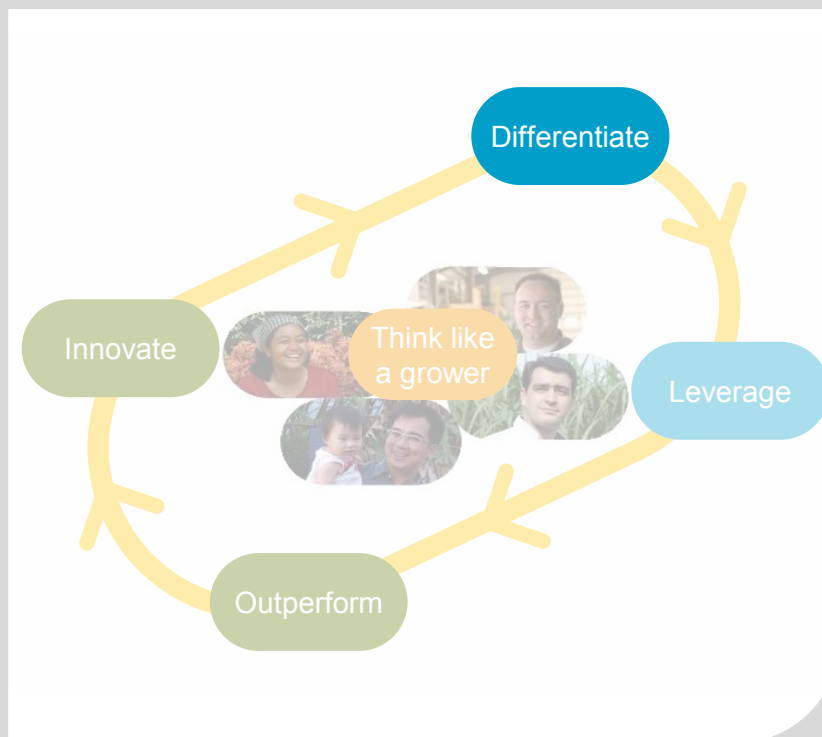
STRATEGY UPDATE

DIFFERENTIATE

Deliver superior offer: tailored to our markets, integrated where value-adding

Redefine the value that we bring to society

the
good
growth
plan

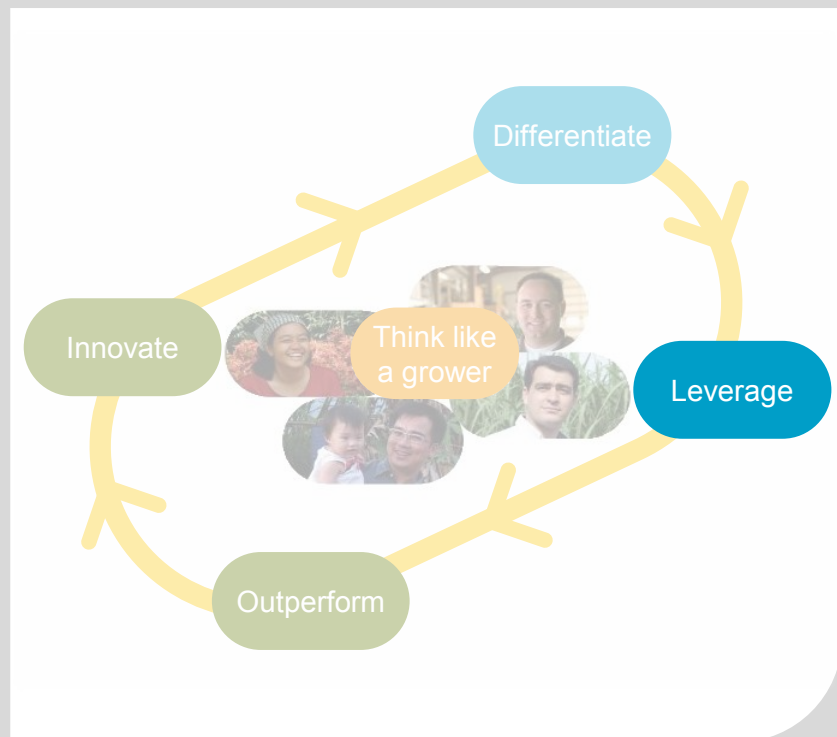


STRATEGY UPDATE

LEVERAGE

Drive operational excellence

Leverage partnerships and outsourcing

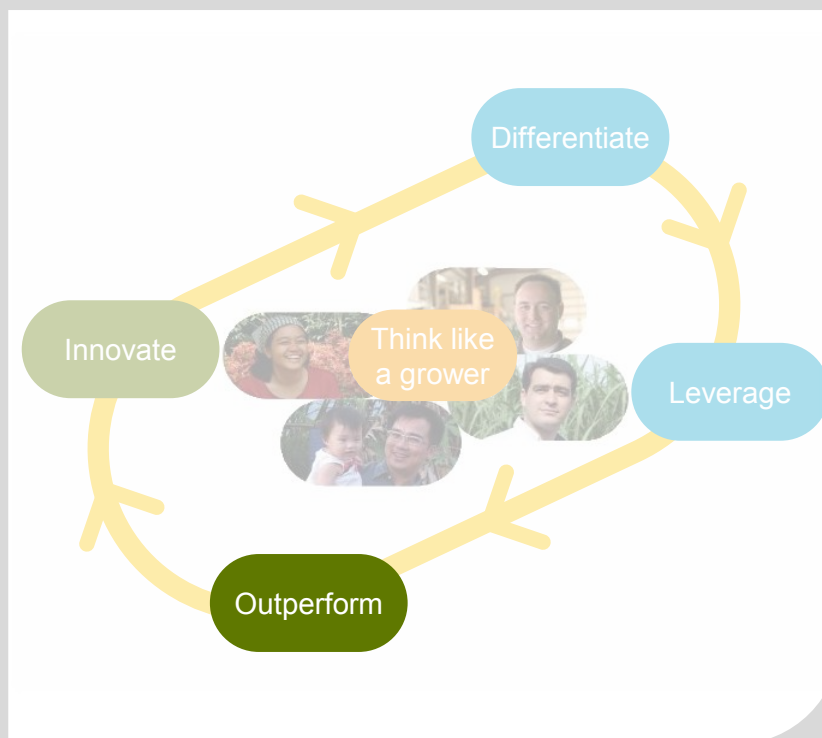


STRATEGY UPDATE

OUTPERFORM

Grow market share

Increase profitability and cash conversion



SEEDS: AN IMPORTANT ASSET FOR THE FUTURE OF SYNGENTA

KEY ATTRIBUTES



Central to grower decision making and productivity improvement



Technology enabler: new planting systems, farming practices



Syngenta with **competitive and sustainable position** in most crops



Substantial value creation potential over next few years



Industry consolidation: proof of Seeds-Crop Protection value potential



Vegetables: establishing a standalone business
Growth prospects in China

OBJECTIVES AND DECISION






Maintain full Seeds portfolio
Consider selected JVs, acquisitions and divestments



Target: sustained gross profit margin of above 50%

SEEDS PORTFOLIO REVIEW

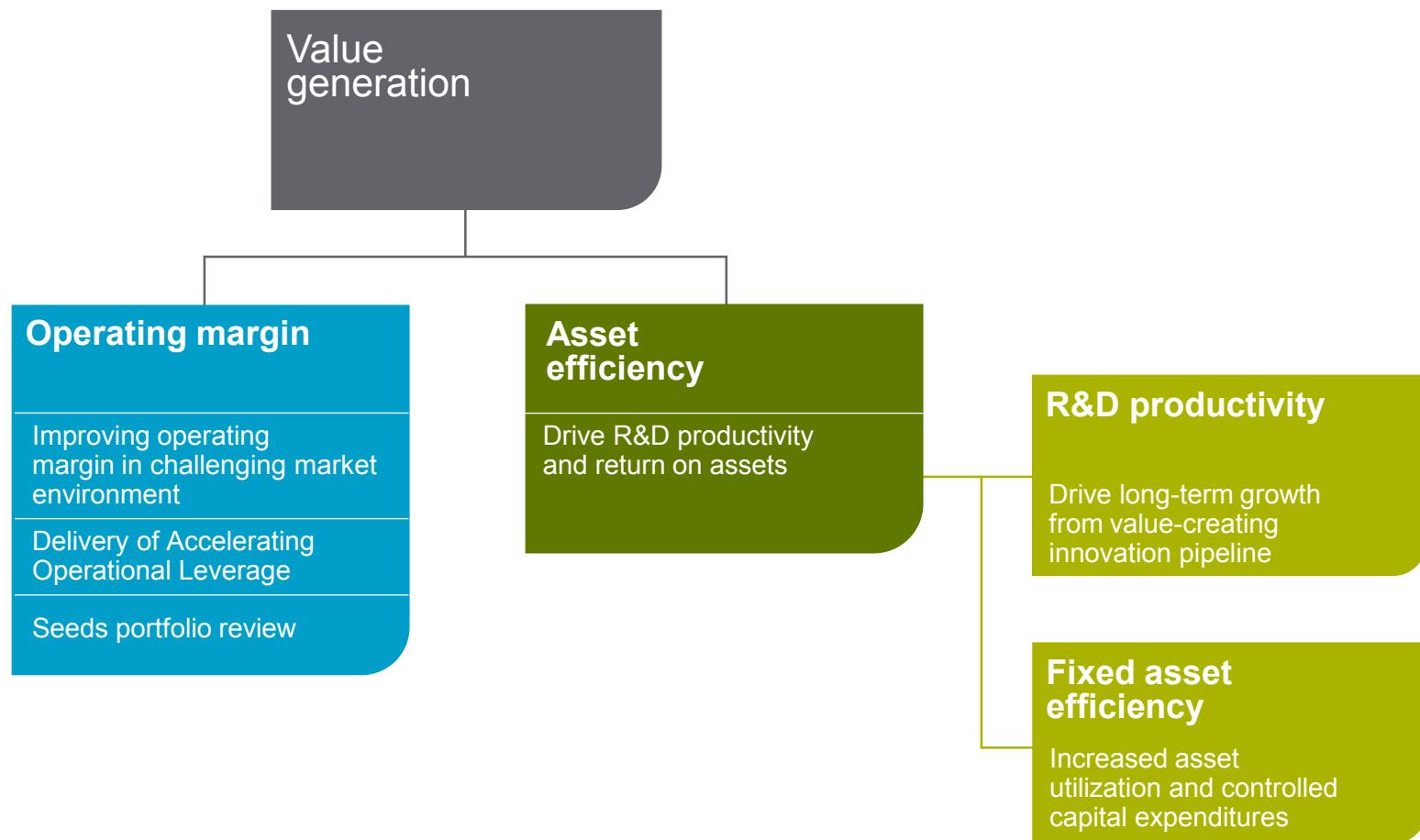
PROFITABILITY OF KEY CROPS

Seeds Segmentation		2015 sales	2015 gross profit*	2015 R&D (est.)
 Core Crops**	Corn	\$2,529m	\$1,294m 51% of sales	\$(411)m 16% of sales
	US Soybean			
	Sunflower			
	Vegetables			
 Business model improvement	LATAM Soybean	\$163m	\$46m 28% of sales	\$(66)m 40% of sales
	Sugarbeet			
 Investments in long term growth	Cereals	\$146m	\$56m 39% of sales	\$(163)m 112% of sales
	Rice			
	Next generation GM Traits			
Total		\$2,838m	\$1,396m 49% of sales	\$(640)m 23% of sales

* Includes Seedcare margin on Syngenta seeds (~60m gross profit)

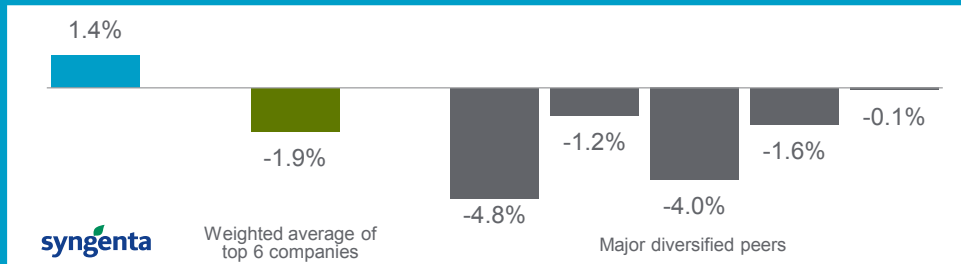
** Includes Oilseed rape and other miscellaneous crops

FUTURE DECISIONS TO BE MADE IN LINE WITH THE VALUE GENERATION FRAMEWORK



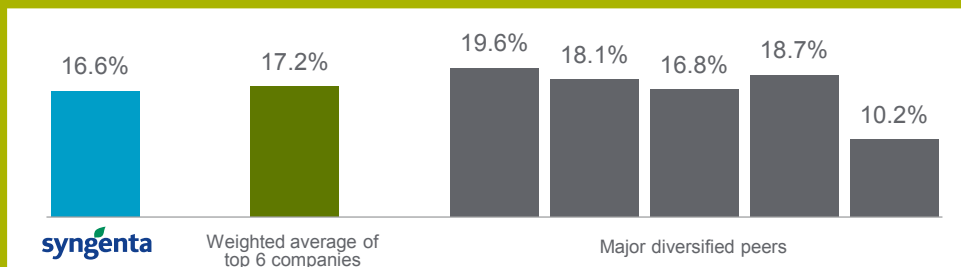
SYNGENTA – ONLY MAJOR COMPANY IMPROVING OPERATING MARGIN IN 2015

Change in % EBIT margin vs. 2014



Focus on pricing discipline and cost control
Significant operating margin improvement

EBIT before special items 2015



EBIT margin improvement brings Syngenta close to sector peer average

Source: company results

CONCLUSION



Sales resilience in tough market conditions

Management of emerging market risks

Innovation driving growth

Early implementation of AOL savings program

Further margin improvement targeted in 2016

ChemChina transaction enables long-term strategy implementation

Bringing plant potential to life