April 28, 2015, Basel, Switzerland

Fourteenth Ordinary General Meeting of Syngenta AG

Chairman's speech

Michel Demaré, Chairman of the Board of Directors

Dear shareholders, Ladies and gentlemen,

I want to thank you for your interest in our company and for your commitment and loyalty throughout the years. Most of these years have been extremely rewarding for our shareholders, while the last two have undoubtedly been more challenging. 2014, especially, witnessed an impressive litany of worldwide shifts – be it military conflicts, currency devaluations in emerging markets, falling commodity prices, weather events, not to mention the mighty Swiss Franc! All of these were clear headwinds for our industry, and especially for Syngenta which is strategically very engaged in emerging geographies. Under these circumstances, I am happy to report that your company still has achieved its top line growth targets.

The company also initiated measures to mitigate the impact of these headwinds on our bottom line including the Accelerating Operational Leverage Program, which aims to deliver a $1 billion improvement in EBITDA by 2018. As part of the program, we announced in November the reduction or relocation of some 1800 jobs, of which 500 from here in Basel. I can assure you that we are making these changes in a socially responsible way and in keeping with our values. The program as a whole is well on track and will enable us to be more agile and resilient to the volatility in our markets while delivering sustainable, profitable growth.

The volatile conditions of the past year have also, somewhat paradoxically, demonstrated the enormous potential of global agriculture. This potential was evident across both developed markets such as Western Europe, and developing markets such as Latin America, Eastern Europe and South East Asia, where a major step-change in yield is still clearly achievable. We remain convinced that emerging markets are the future of this industry, and remain 100% committed to them, even after this challenging year. But we have to be conscious that, together with great growth potential, comes also a higher risk profile and volatility. It is up to us to use our global experience to mitigate these risks and turn them into a major differentiator against our competition.

Innovation has again been a key to our success, evidenced by the impressive launch in Brazil of our new fungicide Elatus, based on the new active ingredient Solatenol. This product was in such high demand from our customers that it reached $300 million in sales in the few months following its regulatory approval; a clear demonstration of Syngenta's R&D ability, with much more to come from our pipeline - which our CEO will cover in his presentation.

Our confidence in the future was also supported by a good cash flow performance in 2014, which led the Board of Directors to propose a 10% increase in the dividend to 11 Swiss Francs a share. This is in line with our progressive dividend policy, under which we have paid either the same or higher dividend for each of the last 10 years. The current dividend proposal is almost triple that of eight years ago, which reflects Syngenta's value creation and cash generation abilities.

The future of our industry, and of our company, is still highly dependent on our license to operate in a world where we constantly face pre-conceived ideas and opposition about technology in agriculture. The polarized debate about pollinators and neonicotinoids in Europe, and the contentious issue of the labelling of food containing genetically modified ingredients in the USA, were just two issues which gained significant coverage in the past year. Syngenta continued to be active in this debate. Demonstrating our contribution to an often skeptical and entrenched audience will take steadfast determination, but I remain convinced that we are on the right path. Syngenta is clearly pioneering in this field with the launch in 2013 of The Good Growth Plan, which is our way to address societal issues and make strong, transparent commitments to sustainable solutions for agriculture. We moved further along this path by rolling it out, during the year, across all 19 of our territories around the world.

2014 was also the first year of measuring our progress against our six commitments in The Good Growth Plan, each having specific 2020 targets.

To this end, we established a global network of 860 reference farms and over 2,700 benchmark farms - across all regions and in all crops - to create a baseline set of data from which to measure our progress against our productivity target.

In our first year, we also improved the fertility of 800,000 hectares of soil previously on the brink of degradation and enhanced the biodiversity of 700,000 hectares of farmland. We reached over 15 million smallholders and trained over 4 million people on safe use as well as increasing the number of seed supply farms in our Fair Labor program to over 28,000.

Furthermore, at the end of the year, the Board of Directors approved the recommendation to take the auditing standards of the plan to the level of a full financial audit - making us one of the very few companies in the world in any sector to strive for such rigor in auditing sustainability performance.

So it was a busy and productive year, but we are only at the start and we face many challenges as we strive to reach our ambitious 2020 goals. I am committed to report progress and challenges to you in the years ahead.

The company's work in this field is complemented by the Syngenta Foundation for Sustainable Agriculture, whose primary focus is to help smallholder farmers to manage risks and facilitate access to market for selling their production. The Foundation had a successful year with a number of key milestones, including the spin-off of our very successful weather insurance project *Kilimo Salama* in Kenya or the establishment of *Seeds 2B* to supply high quality seeds to smallholders in east

Africa. The Foundation does important and impactful work of which, as shareholders, you can be justly proud.

The Syngenta Board had the opportunity to assess the impact both of the company's integrated strategy and The Good Growth Plan during a visit to Italy, one of the more diverse and sophisticated markets for food in the world. Our business in Italy is at the forefront of developing innovative, value-adding partnerships with food companies and retailers. It was clear from our visit that The Good Growth Plan is not only enabling those partnerships, but is also fully embedded in our integrated value offer to customers.

Progress towards The Good Growth Plan goals is just one of the performance metrics set out in the new Executive compensation proposal being submitted to this meeting. For the first time, you will have the authority to vote for the approval of our remuneration system. We have decided to ask you for prospective approval, on a budgetary basis, of our compensation packages, both for the Board and for the Executive management. In addition, as for the last four years, you will still have the possibility to express your opinion through a consultative vote on compensation, this year by voting on the Compensation Report 2014.

As we mentioned last year, we have continued working on fine tuning our compensation system, increasing the alignment to shareholder interests while also making sure our total compensation schemes remain competitive and linked to performance. The key feature of the new framework is the introduction of secondary performance measures in the long-term incentive plan based on the sustainable, long-term growth of the business. Long term incentive awards will only vest 3 years later if Total Shareholder Return, key financial indicators and Good Growth Plan goals have reached predefined targets over the same period. The targets will be approved by the Compensation Committee on an annual basis, and progress against those objectives will be disclosed annually in the compensation report.

This new framework has been developed after taking into consideration the views of our shareholders, a process in which I have been personally involved. We have also actively engaged external advisors, to make sure our compensation system was accurately benchmarked and consistent with leading best practice. The system does also not make any concessions in the case of below-target performance, as evidenced last year when no short term bonuses were paid as a result of the targets not being reached.

I am convinced that the framework appropriately incentivizes the executive team with the right drivers, while at the same time, further aligns total compensation with the long term interests of shareholders. The new system also provides for minimum shareholding requirements for the CEO, the Executive team and the Board members.

The implementation of the Minder initiative, which I have just described, is one of the many change initiatives we are confronted with, as a Swiss company. Stability has been, even above taxation, the key magnet for corporate investments in the history of the country. Multiplication of these initiatives, and the potential consequences of the February 9th vote on Mass Immigration, are slowly but surely harming Switzerland's stability image. It is essential, in my eyes, that our country gets back on the path of business framework stability and long term commitments, so that we can reverse the current mood and attract new companies to Switzerland - despite our strong currency.

Coming back to Syngenta, the Board is fully engaged with overseeing the implementation of the strategy and is very supportive of the direction of the company. We are committed to helping management drive growth in emerging markets over the long-term, even if economic and currency volatility is currently high. We are committed to investing in innovation, and one only needs to look at the success of the blockbuster Elatus or Hyvido hybrid barley to understand the excellent return on that investment. We are committed to the company's vision of sustainable agriculture through The Good Growth Plan. And finally, the Board is optimistic about the future, as evidenced by our dividend recommendation I should like to thank my Board colleagues for their insights and constructive challenge and debate throughout the year.

I should also like to thank all our employees for their dedication and hard work which enabled us to deliver a robust financial and commercial performance in the face of significant challenges. The company is in a very healthy financial situation, and strategically best placed to capture the many opportunities that exist in a dynamic, global agricultural market. I thank you, shareholders, for your confidence, and trust that Syngenta's unique strategy and portfolio will continue delivering strong results and returns for you over the coming years.

Thank you.

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