



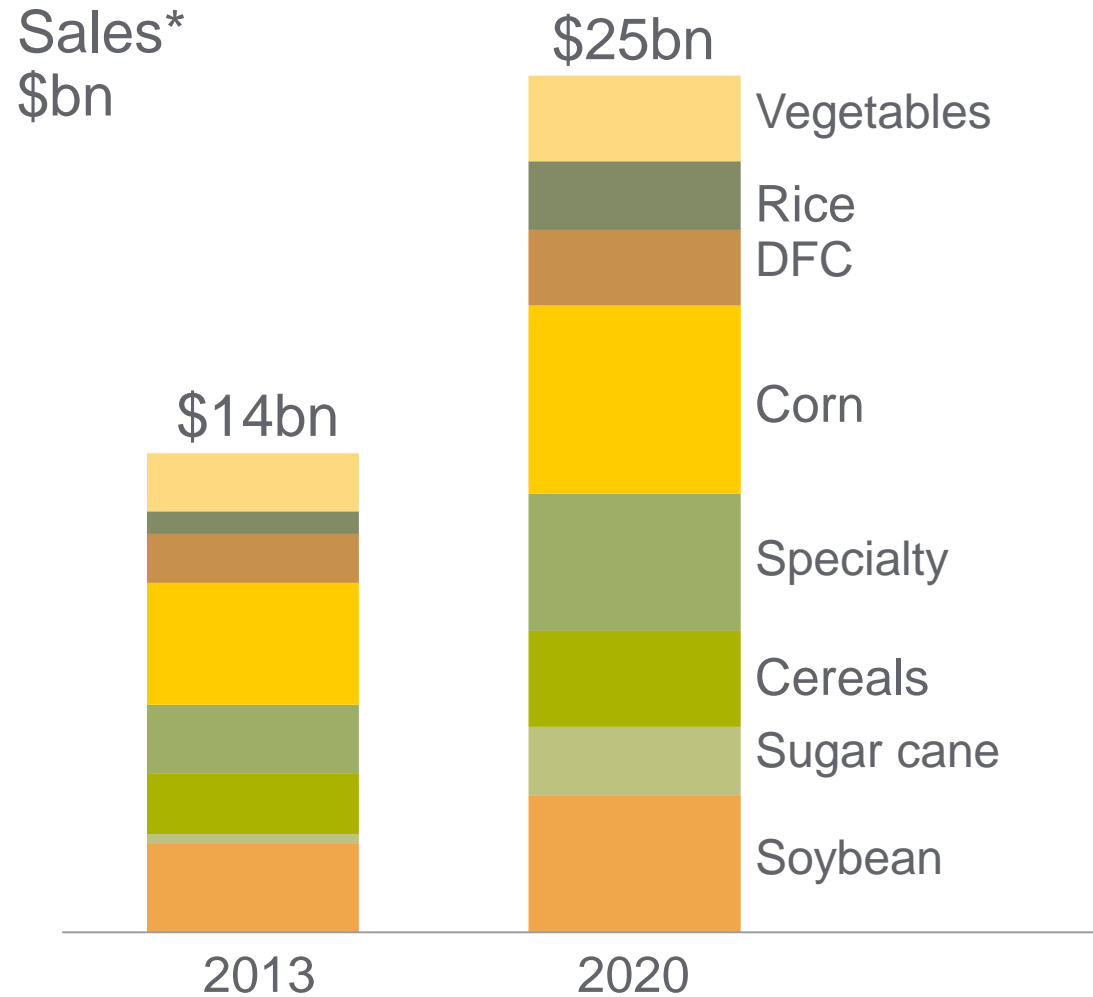
**Michael Mack**

**Chief Executive Officer**

## Integrated strategy: first three years

- Commercial integration benefits across territories
- Global crop teams established
- Launch of integrated offers; scope increasing
- Investments in marketing and R&D: sustained sales growth
- 2020 sales target by crop raised from >\$22bn to \$25bn

# On track for 2020 target



\* Excluding Lawn and Garden

- Crop targets based on business projections and pipelines
- Expanding seeds business: opportunities for further crop protection growth
- Global offers, new business models and collaborations

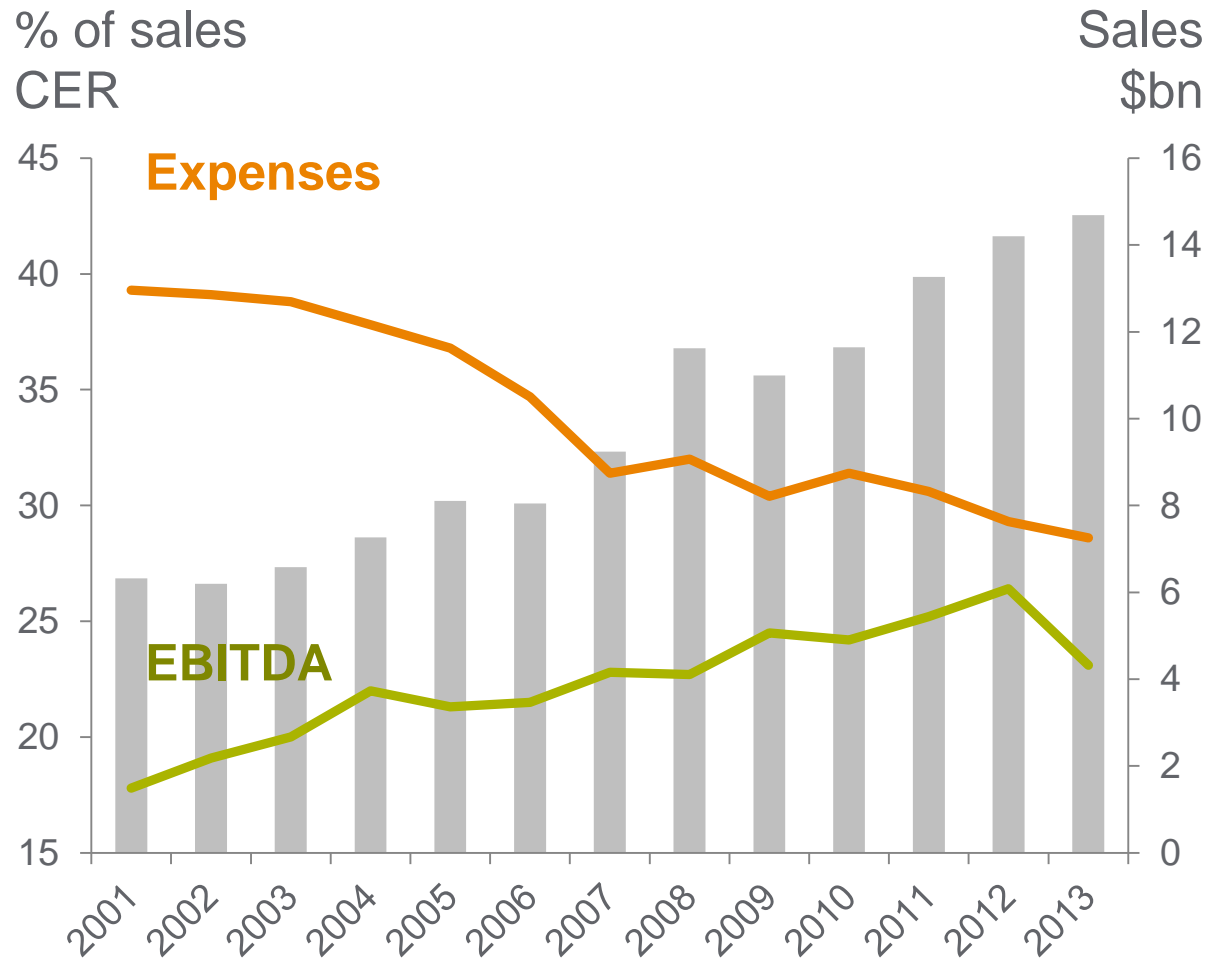
## 2013 Syngenta highlights

- Integrated sales up 6%\*: 2010-2013 CAGR 9%
- Emerging markets maintaining double digit growth
- Lower royalty income, non-recurring Seeds costs
- Earnings per share\*\* 12% lower
- Dividend up 5% to CHF10.00 per share
- Continued focus on cost and capital efficiency
- New EBITDA margin target: 24-26% by 2018

\* At constant exchange rates

\*\* Fully diluted basis, excluding restructuring and impairment

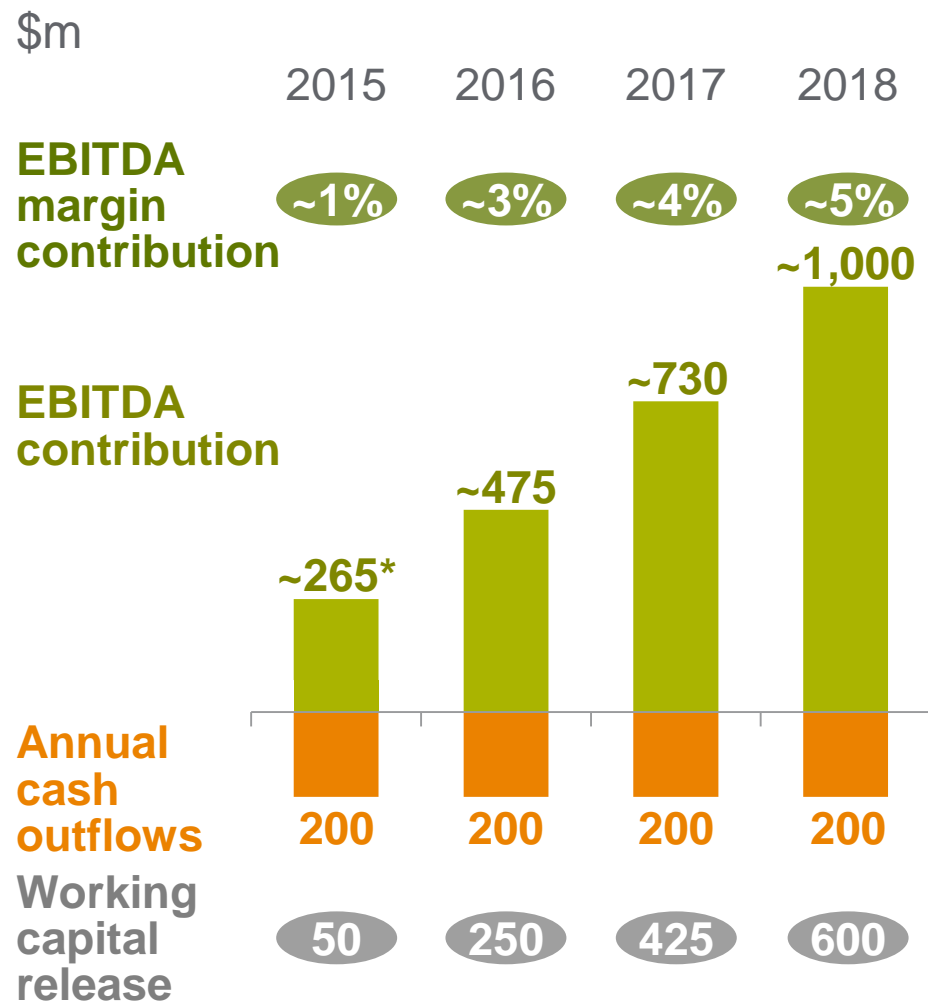
# Continuing track record of operating expense leverage



As reported, excluding restructuring and impairment

- Ongoing expense reduction
  - 2013: 70bps at CER
- Growth investments to drive top-line expansion
- Cumulative currency headwinds: >300bps adverse EBITDA margin impact

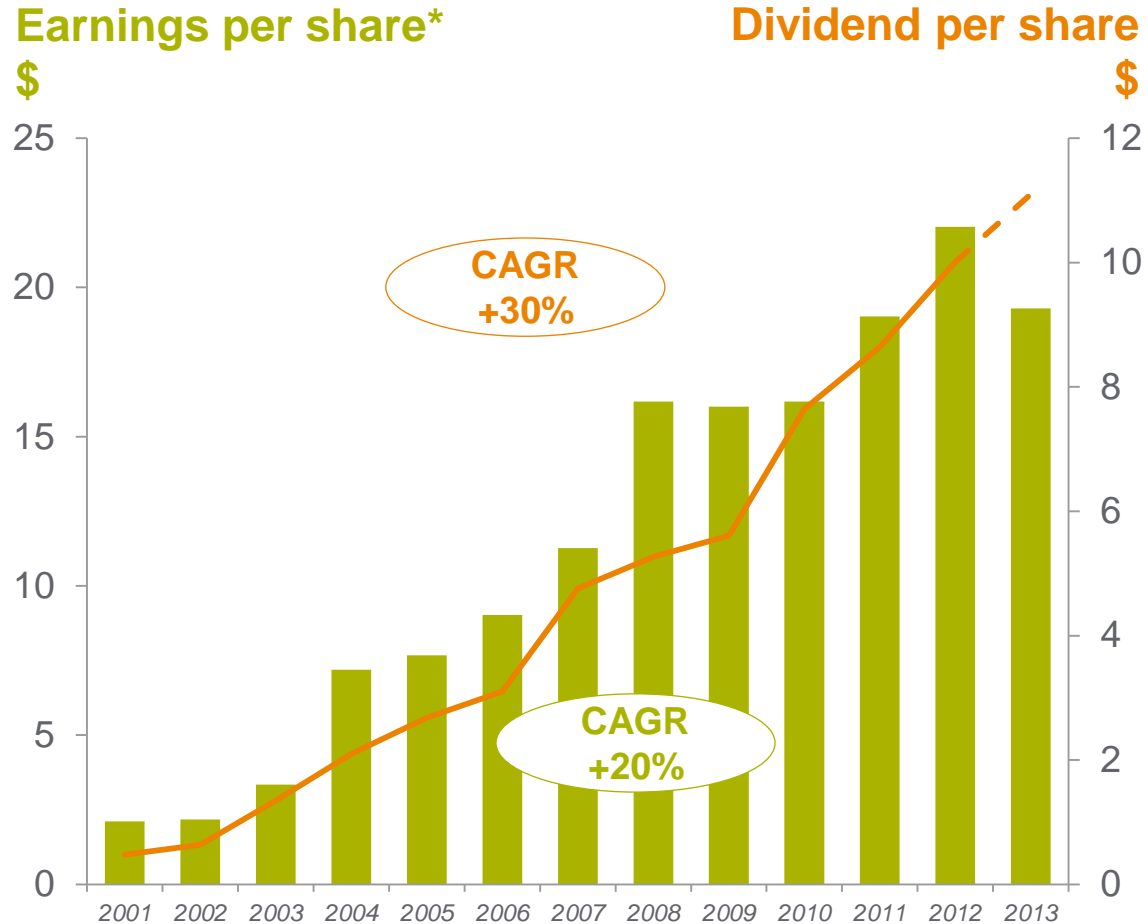
# Accelerating operational leverage



- Program contributes ~\$1bn to EBITDA margin by 2018
  - ~5% EBITDA margin improvement
  - efficiency gains based on long term sales plan
- Working capital release
- Cost: ~\$900m

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

# Increasing cash return to shareholders



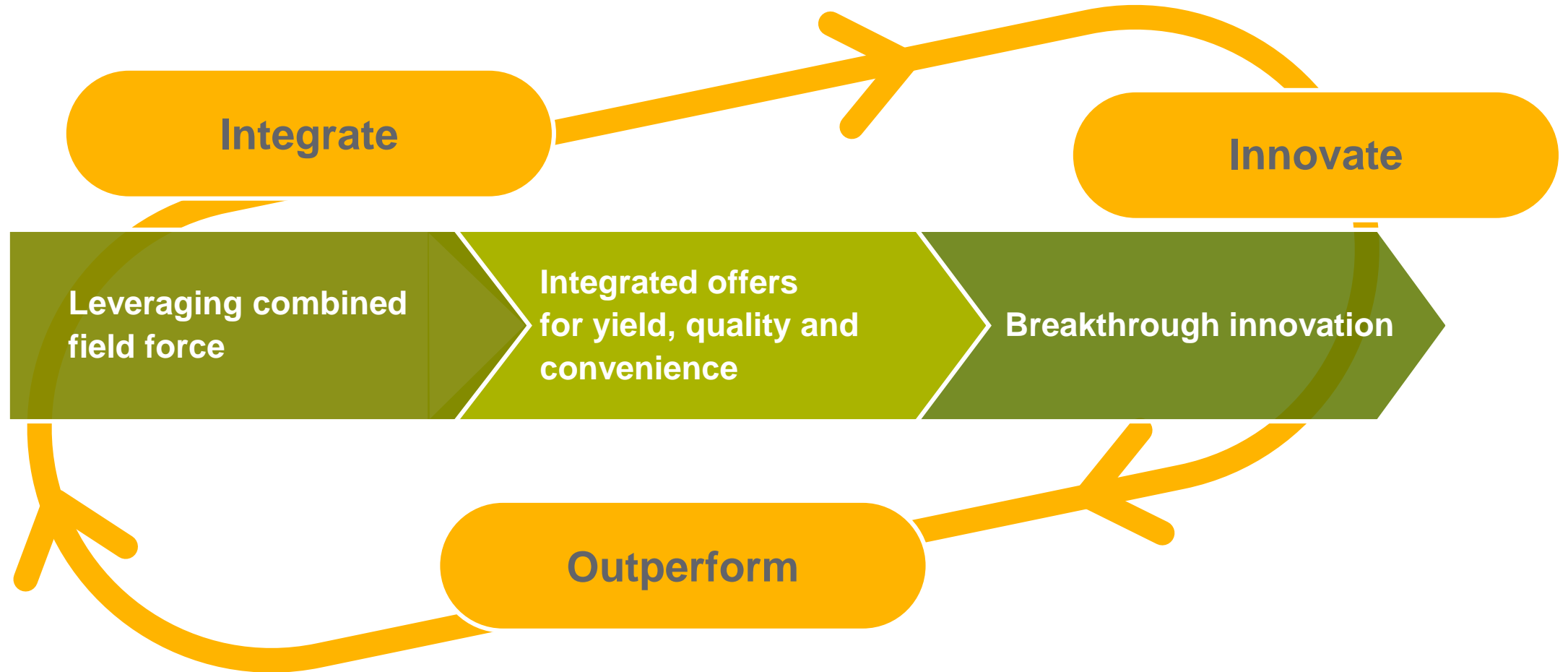
\* Fully diluted basis, excluding restructuring and impairment

\*\* 2013 converted at end January exchange rates

All years restated to reflect pension accounting adjustments

- Proposed dividend increase: +5% in CHF, +11% in USD\*\*
- Commitment to ongoing increases
- Net debt to equity: 24%
- Flexibility for acquisitions
- Tactical share buybacks

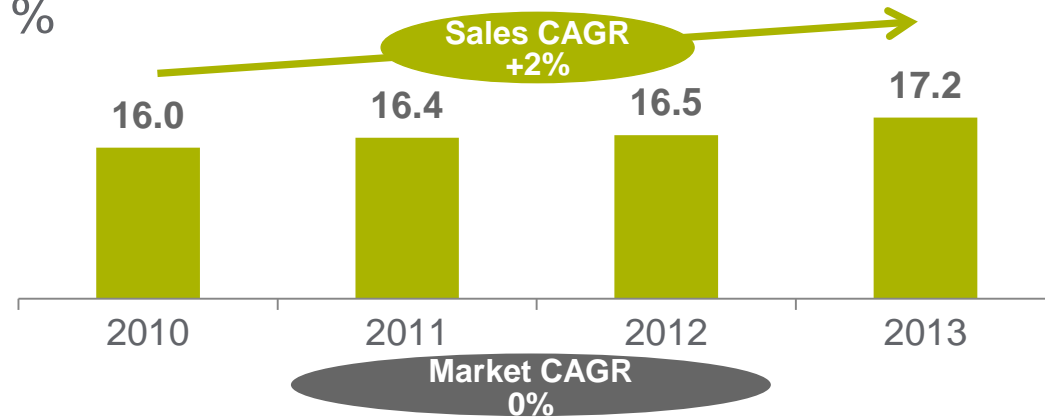
# Addressing grower challenges



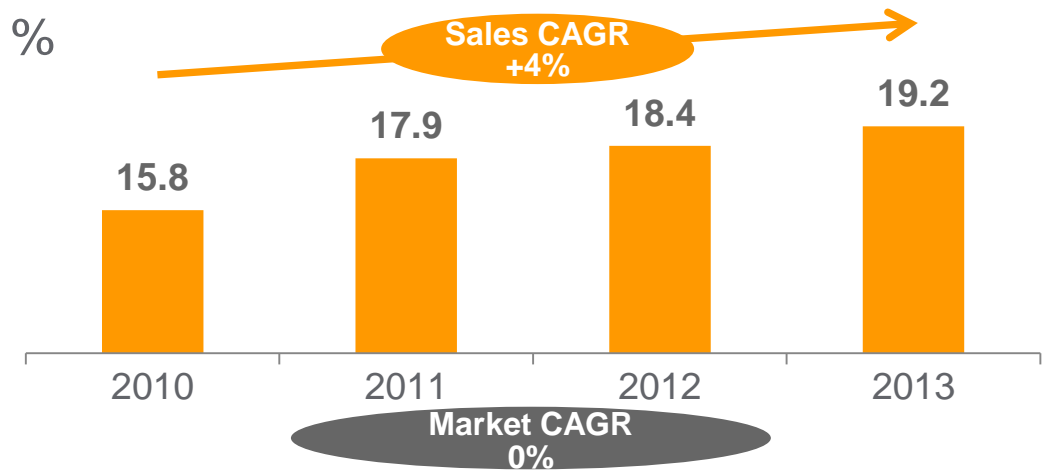


# Iberia: consistent share gain


Crop protection market share  
%



Seeds market share  
%



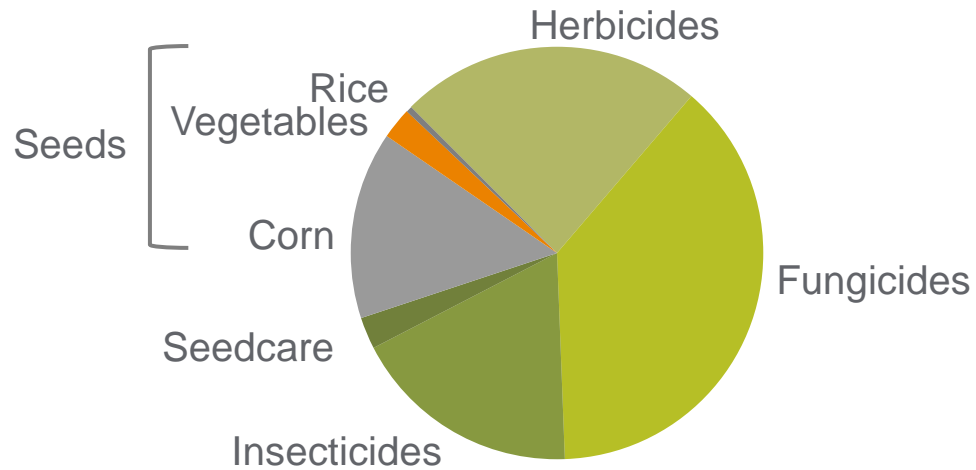
Sales CAGR at constant exchange rates  
Source: Syngenta

- Sales force capability: distributor/ grower facing, campaign expert
- Vegetables: demand creation through entire value chain
  - Integrated Crop Management
- Cereals: focus on selective herbicides and fungicides
  - platform for  Hyvido™ launch



# ASEAN: demand creation focus

ASEAN 2013 sales



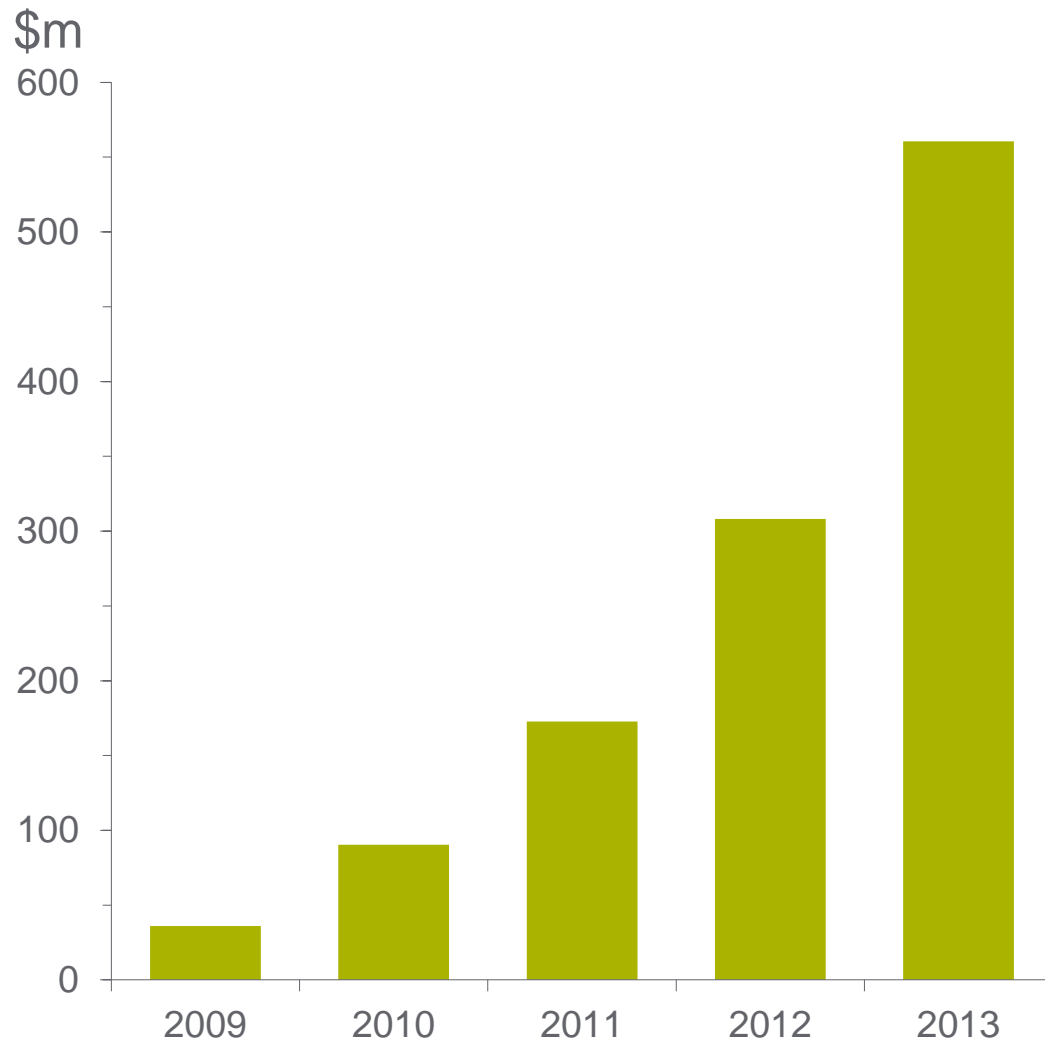
GroMore™






\* At constant exchange rates

- Sales growth 12%\* CAGR 2010-2013
- Crop-driven strategy aligned with government agenda
- Rice focus: driving technology adoption
- Strong partnerships with local distributors
- Capability building programs
- Scaling up seeds creating new opportunities




# Crop protection: new products



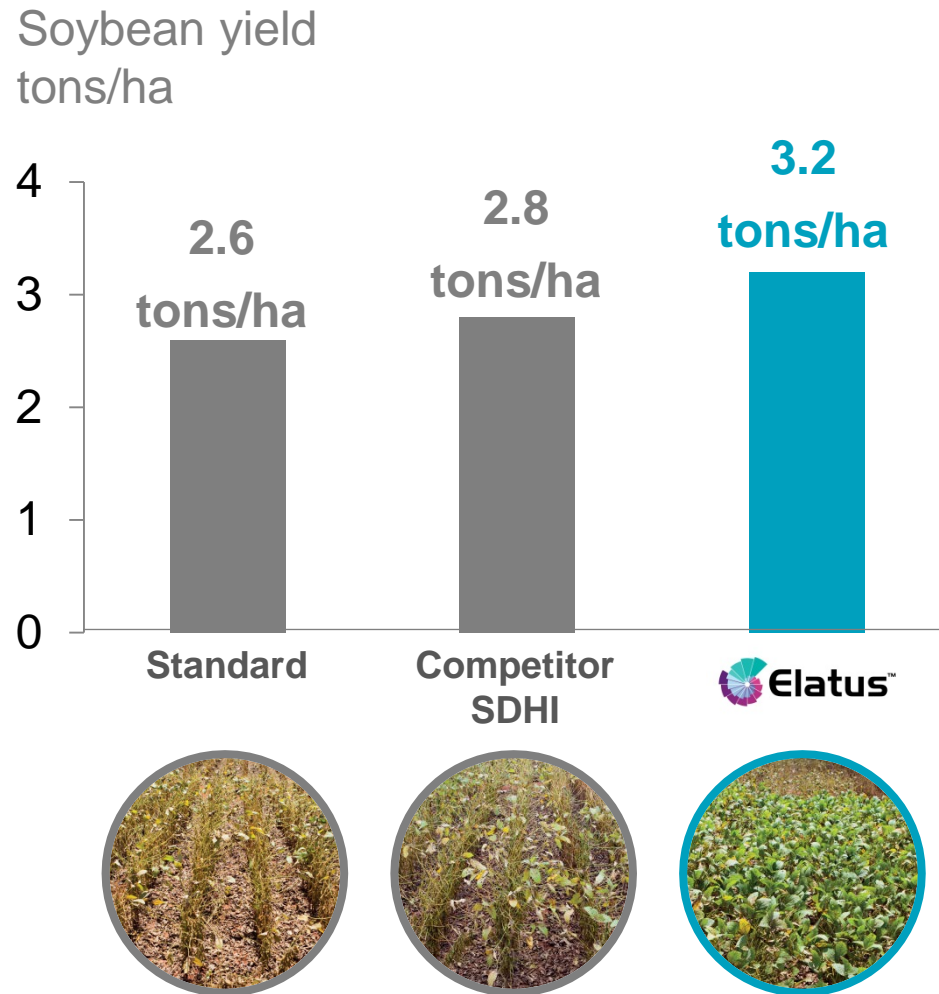
Growth at constant exchange rates

- Sales up 85%
-  **Durivo**<sup>®</sup>: up >60% in Brazil, almost tripled in USA
-  **Seguris**<sup>®</sup>: successful launch in Germany
-  **Vibrance**<sup>®</sup> : new launches in North America, Australasia, Central Europe; sales >\$120m
- Combined peak sales potential: >\$850m

# Crop protection potential and pipeline: key launches

Launch year	Peak sales	Peak sales potential: >\$2bn
<b>2014</b>		
 <b>Elatus™</b> / Solatenol™	>\$500m	Step change in control of soybean rust
 <b>Fortenza™</b> / Cyantraniliprole	>\$400m	Early season insect control
 <b>Clariva™</b>	>\$200m	Biological soybean cyst nematode control
<b>2015</b>		
Bicyclopyrone	>\$250m	Expanding corn herbicide leadership
<b>2016</b>		
Oxathiapiprolin	>\$100m	Fungicide tailored for Specialty crop use
<b>2018</b>		
New fungicide	>\$300m	Fourth broad spectrum SDHI

# Securing reliably higher yields for soybean growers



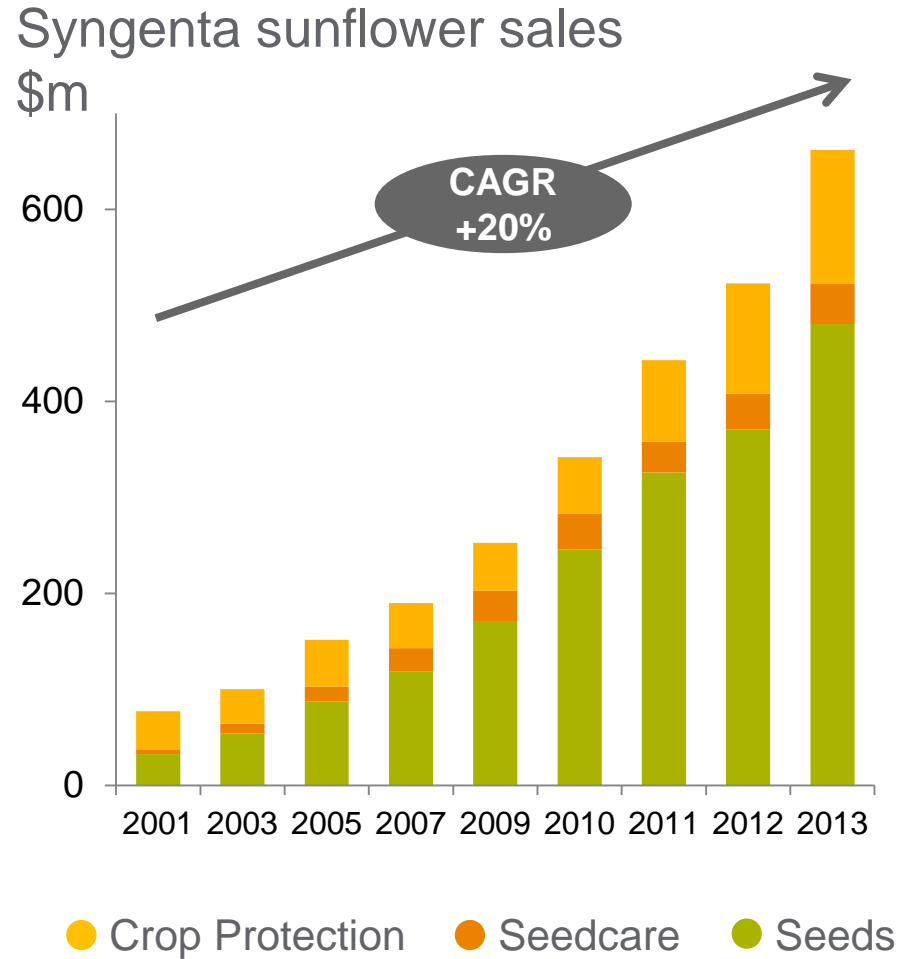
## Soybean rust:

\$20bn in crop losses since 2001



- Intervals between applications are 7-10 days longer
- Greater flexibility and improved efficiency for the grower
- Potential on other crops in the EU and North America

# Sunflower: driving growth through innovation



## Integrated solutions driving growth:

- Seeds: IMI hybrids
- Seed care
- Early season weed management
- Post emergence weed management
- Fungicides
- Desiccation



Treated with IMI chemistry



Untreated



# Acquisition of MRI in Zambia



- Diverse white corn germplasm portfolio
- >1000ha of production fields
- Creation of corn seed hub to serve East Africa
- Further opportunity in wheat and soybean
- Leading distributor of crop chemicals and seeds
- Supports commitment to build \$1bn business in Africa by 2022

## We believe ...

business must play a greater role in helping growers farm more sustainably





# Our contribution in action

Increasing crop yields through better pollination



Improving soil and water quality



Ensuring product safety through R&D and training



Creating habitats for birds and animals



# The Good Growth Plan

More food  
Less waste



**Make crops more efficient**

Increase average productivity of the world's major crops by 20% without using more land, water or inputs

More biodiversity  
Less degradation



**Rescue more farmland**

Improve the fertility of 10 million hectares of farmland on the brink of degradation

**Help biodiversity flourish**

Enhance biodiversity on 5 million hectares of farmland

More health  
Less poverty



**Empower smallholders**

Reach 20 million smallholders and enable them to increase productivity by 50%

**Help people stay safe**

Train 20 million farm workers on labor safety, especially in developing countries

**Look after every worker**

Strive for fair labor conditions throughout our entire supply chain network

One planet. Six commitments.

*Bringing plant potential to life*