



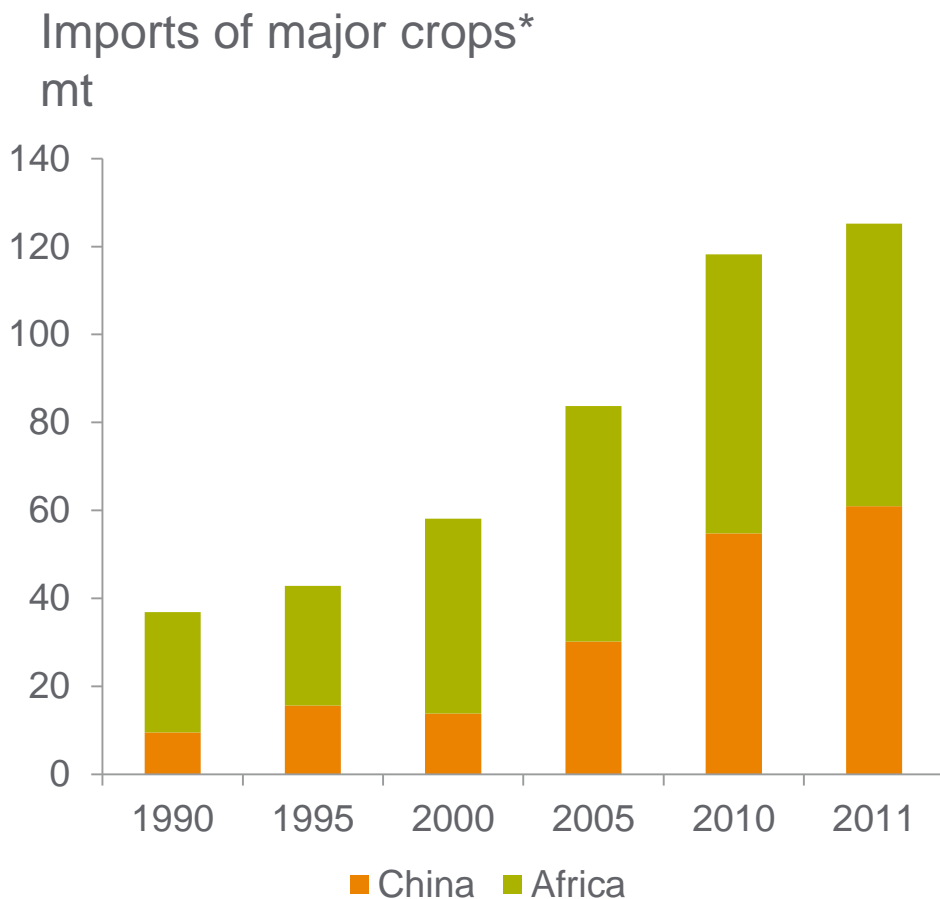
Mike Mack

Chief Executive Officer

2011 market background

- Agriculture robust despite economic uncertainty
- Record global output; US production lower
- Crop prices volatile but supported by demand growth
- Emerging market productivity drive continues
- Chinese corn and soybean imports rising

Grain import growth reflects domestic productivity challenges

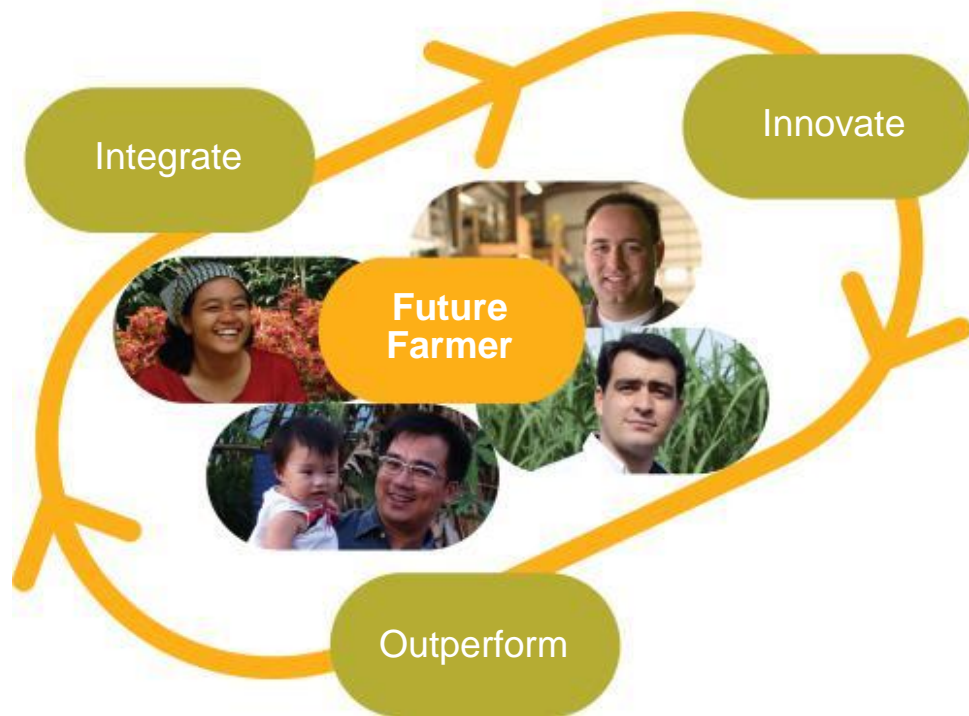


- Grain trade compensates local gaps
- China:
 - Almost one quarter of global feed demand
 - Insufficient arable land
- Africa: a 'sleeping agricultural giant'

*major crops are corn, soybeans, wheat, rice

Source: USDA

2011 Syngenta highlights



- New strategy announced in February
- Commercial integration ahead of schedule
- Launch of first fully integrated offers
- R&D organization fully aligned
- New crop-based pipeline: >\$22bn post-2015

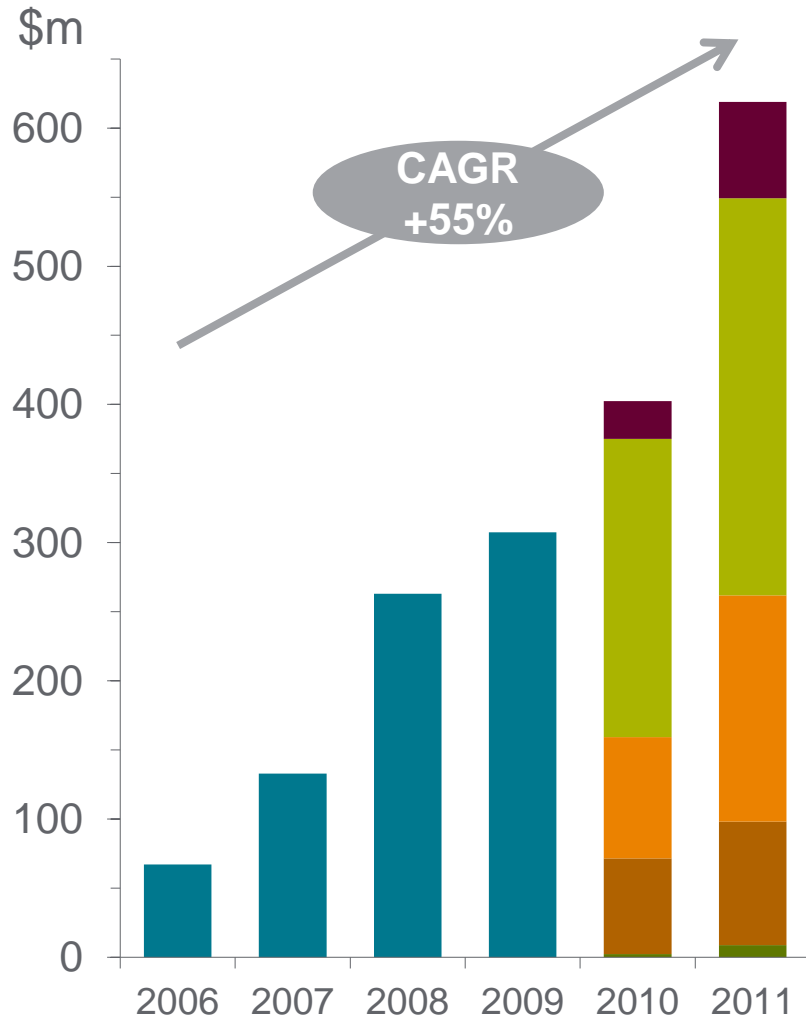
Financial highlights

- Sales \$13.3bn, up 14%
 - up 12% CER; +11% volume, +1% price
- EBITDA up 18%* to \$2.9bn
- Net income \$1.6bn, up 14%
- EPS** : up 18% at \$19.36
- Free cash flow: \$1.5bn
- Dividend up 14% to CHF 8.00 per share
- CFROI 14%, above target


* At constant exchange rates

** Fully diluted basis, excluding restructuring & impairment


New products: continued rapid adoption




Growth at constant exchange rates

 **Avicta**[®] Successful launch in Brazil, high adoption rate in cotton

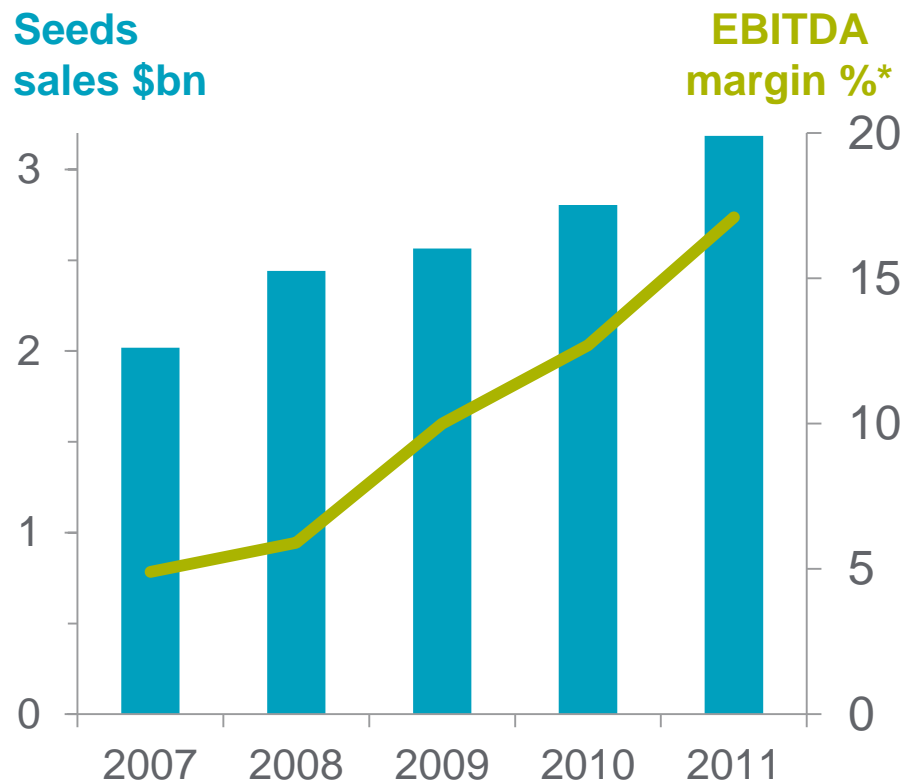
 **Axial**[®] Continued success on cereals notably France and Iberia

 **Durivo**[®] Significant growth in Brazil; expansion on vegetables, rice in Asia

 **Revus**[®] Expanded use on potatoes in Europe

 **Seguris**[®] Additional European and LATAM registrations

Seeds margin acceleration



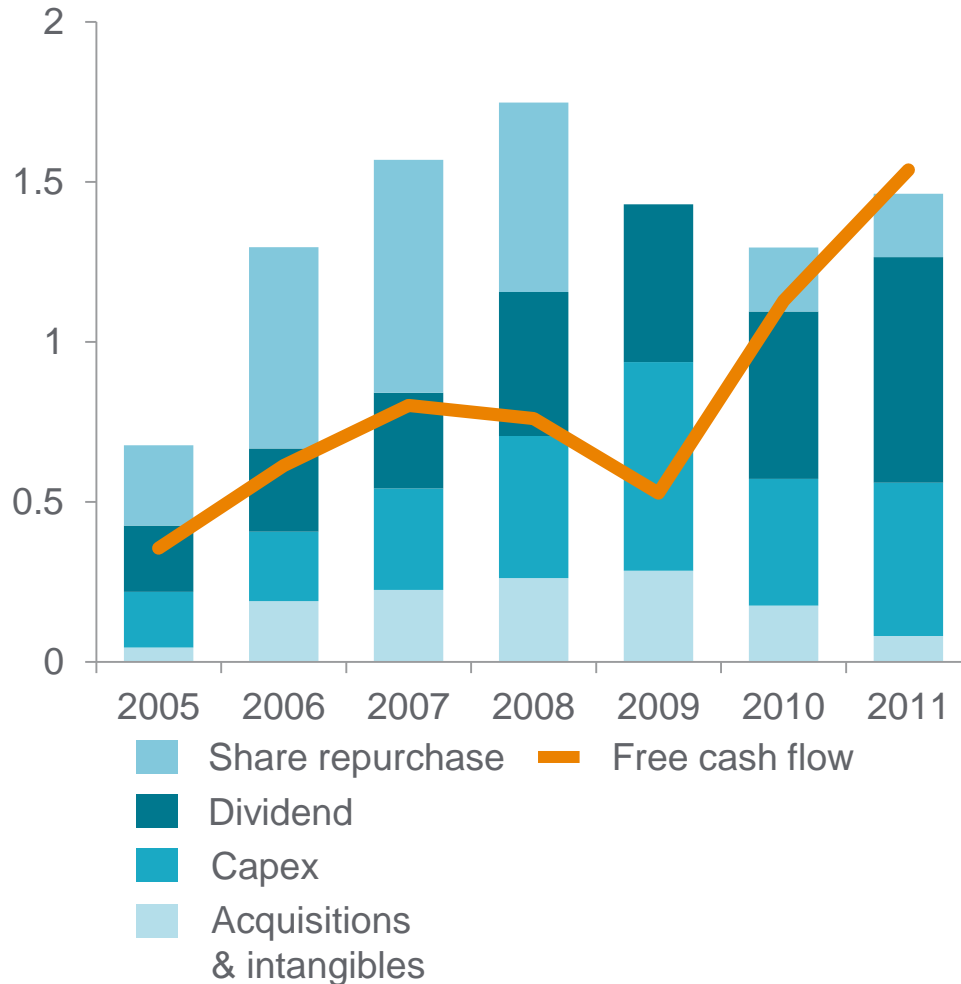
- Continued trait and germplasm development across all crops
- Emerging market expansion
- Sustained R&D investment: ~13% of sales
- Licensing success

* 2008 - 2009 restated to reflect pension accounting adjustment

Sustained cash generation, increased return to shareholders

Uses of cash

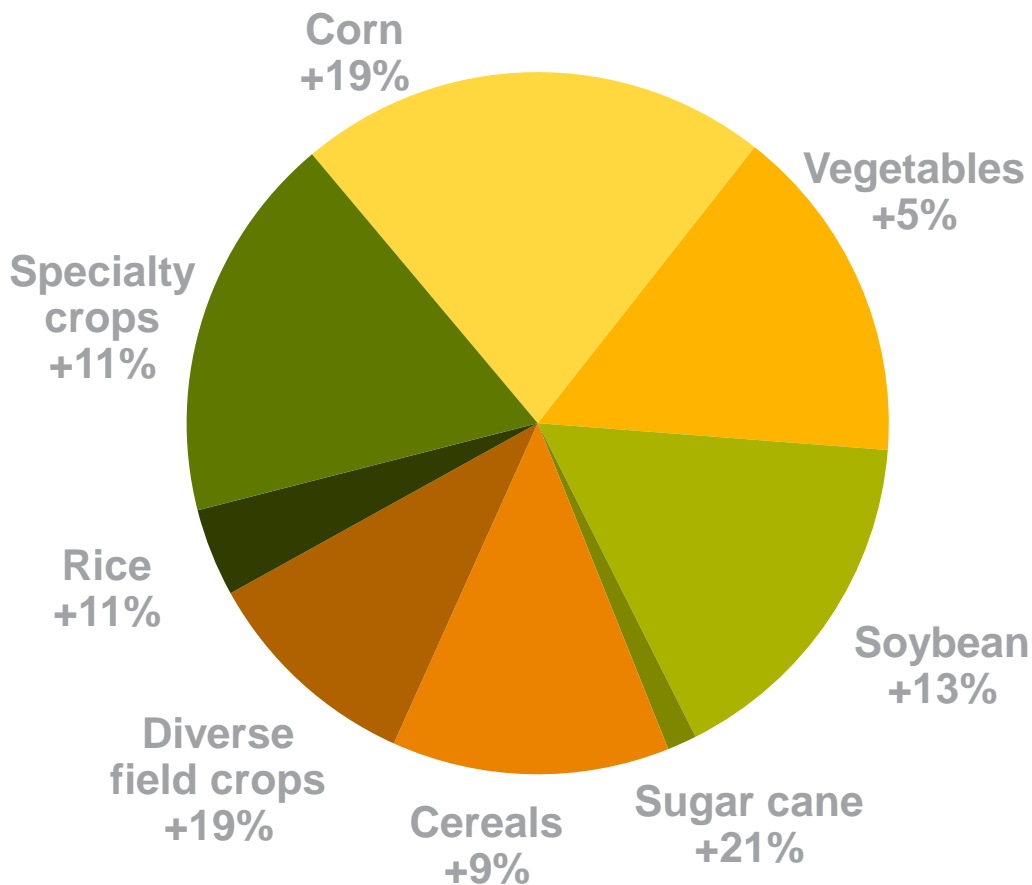
\$bn







- 2011: cash return \$903m
- 2012: increase in dividend, share repurchase
 - cash return ~\$1bn
- Flexibility for growth investments, acquisitions

Developing our crop offers

2011 sales: \$12.4bn*

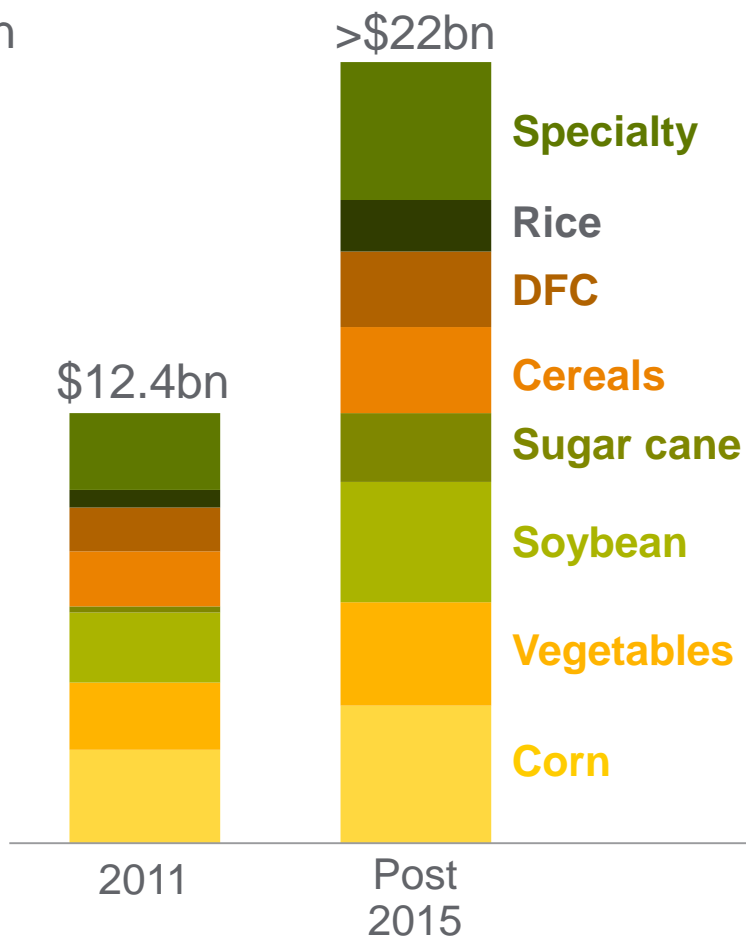


- Corn: LATAM traits roll-out
- Vegetables: novel seed care concepts
- Soybean: integrated rust solutions
- Cereals:  **Vibrance™**,  **Seguris®** expansion
- Sunflower: integrated broomrape control
-  **Tegra®**,  **Plene** expansion

* Excluding Lawn & Garden
Growth at constant exchange rates
Source: Syngenta estimates

Expanding our leadership position in key crops

Sales
\$bn

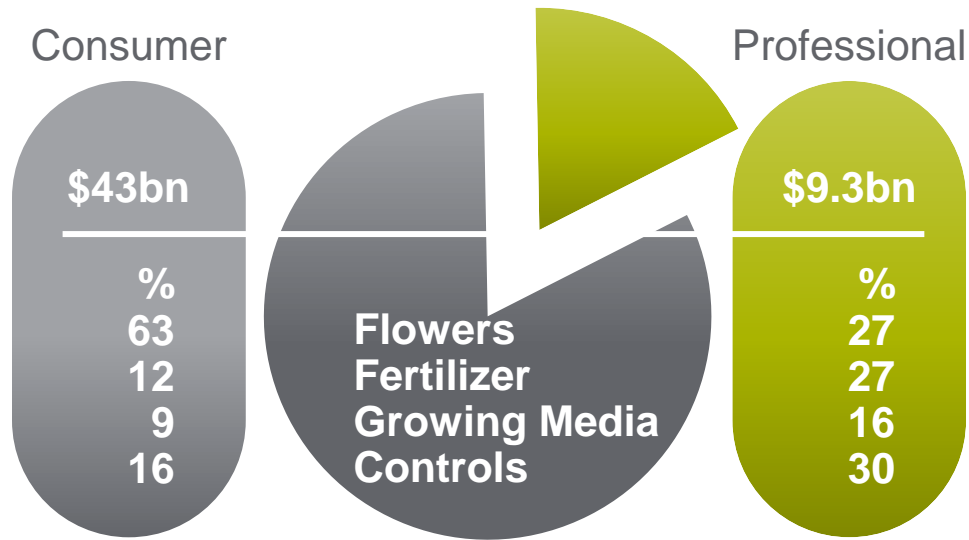


- Crop-based pipelines
- Redefining markets: new segments create additional value
- Outperforming the competition
 - 0.5% annual average share gain
- Superior value creation potential

Source: Syngenta estimates

Lawn & Garden: first integrated business

A growing market



- Professional market focus: 2011 sales \$847 million
- 12% market share ex fertilizer
- Chemistry, growing media, genetics
- Value chain account management
- Strategic partnerships



Complete toolbox: local crop solutions

Rice example

	Seedlings 15-20 days	Vegetative 40-45 days	Reproductive 30 days	Ripening 30 days
Crop cycle				
Seed	3325, 5251, 5231, 6301, 6302			
Seed care				
Herbicides				
Insecticides				
Fungicides				

Key components:

Growth opportunities:

Tegra, additional crops, new products, crop enhancement

Tegra[®]: integrated program for rice



Grower benefits

30% yield advantage

\$270 extra profit per hectare

150% return on investment

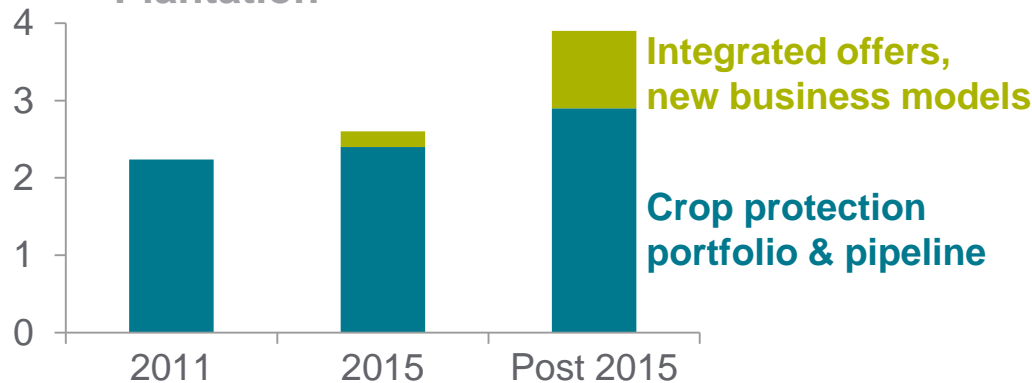
Specialty crops: multiple opportunities

2011 sales: \$2.2bn

5 crop segments ~70% of sales



Citrus & Pome, Grapes, Plantation



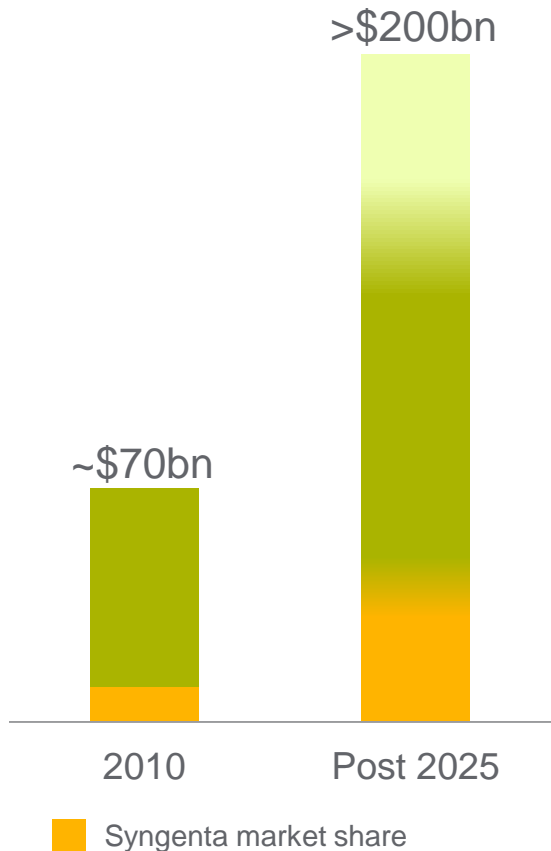
Source: Syngenta estimates

- Leveraging blockbuster chemistry
 - Amistar Top®
 - Actara®
 - Gramoxone®
 - Revus®
- Value creation across the chain
- Integrated offers, new business models driving growth



Expanding the market: yield and beyond

Estimated market size



Source: Syngenta estimates

- Market under single product paradigm:
 - mid single digit growth
- Integrated solutions and adjacencies:
 - address current needs in new ways
 - solve unsolved problems
 - expand available markets

High single digit growth potential



Bringing plant potential to life