



**Michael Mack**

**Chief Executive Officer**

## 2012 overview

- Strong sales momentum: +10% CER
  - developed market growth 8%; emerging 11%
- Commercial integration complete
- Double-digit Seeds growth in all regions
  - enabling integrated offers
  - investment in new capacity
- Sales target upgraded: \$25bn in 2020 for 8 key crops
- Acquisitions expanding technology breadth

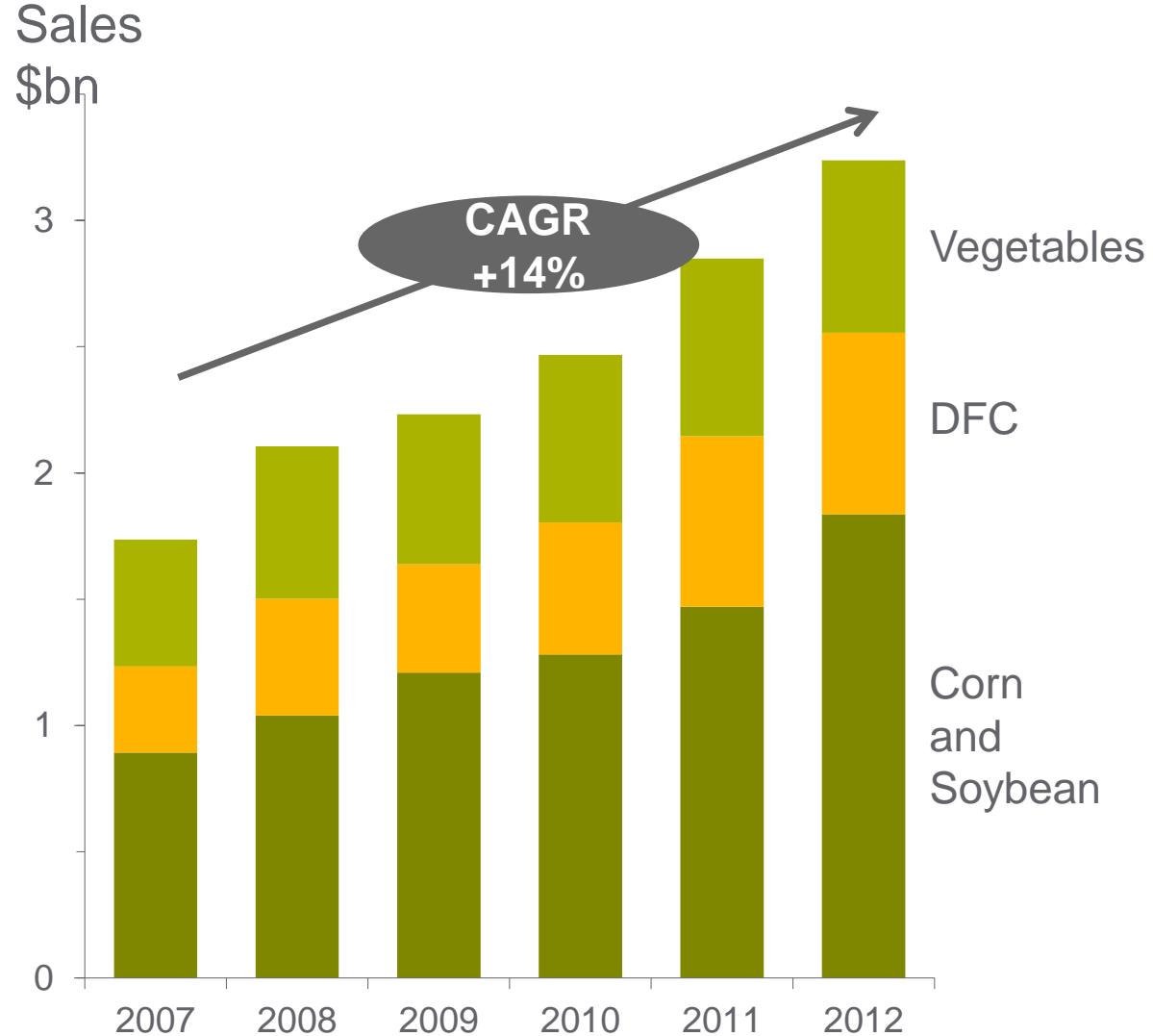
## 2012 financial highlights

- Sales \$14.2bn, up 7%
  - up 10% CER; +7% volume, +3% price
- EBITDA \$3.2bn, up 17%\*
  - CER margin 23.2% (2011: 21.9%)
- EPS \$22.30\*\*, up 15%
- Pre-acquisition free cash flow: \$0.9bn
- Dividend up 19% to CHF 9.50 per share
- CFROI above target at 15%

\* At constant exchange rates

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

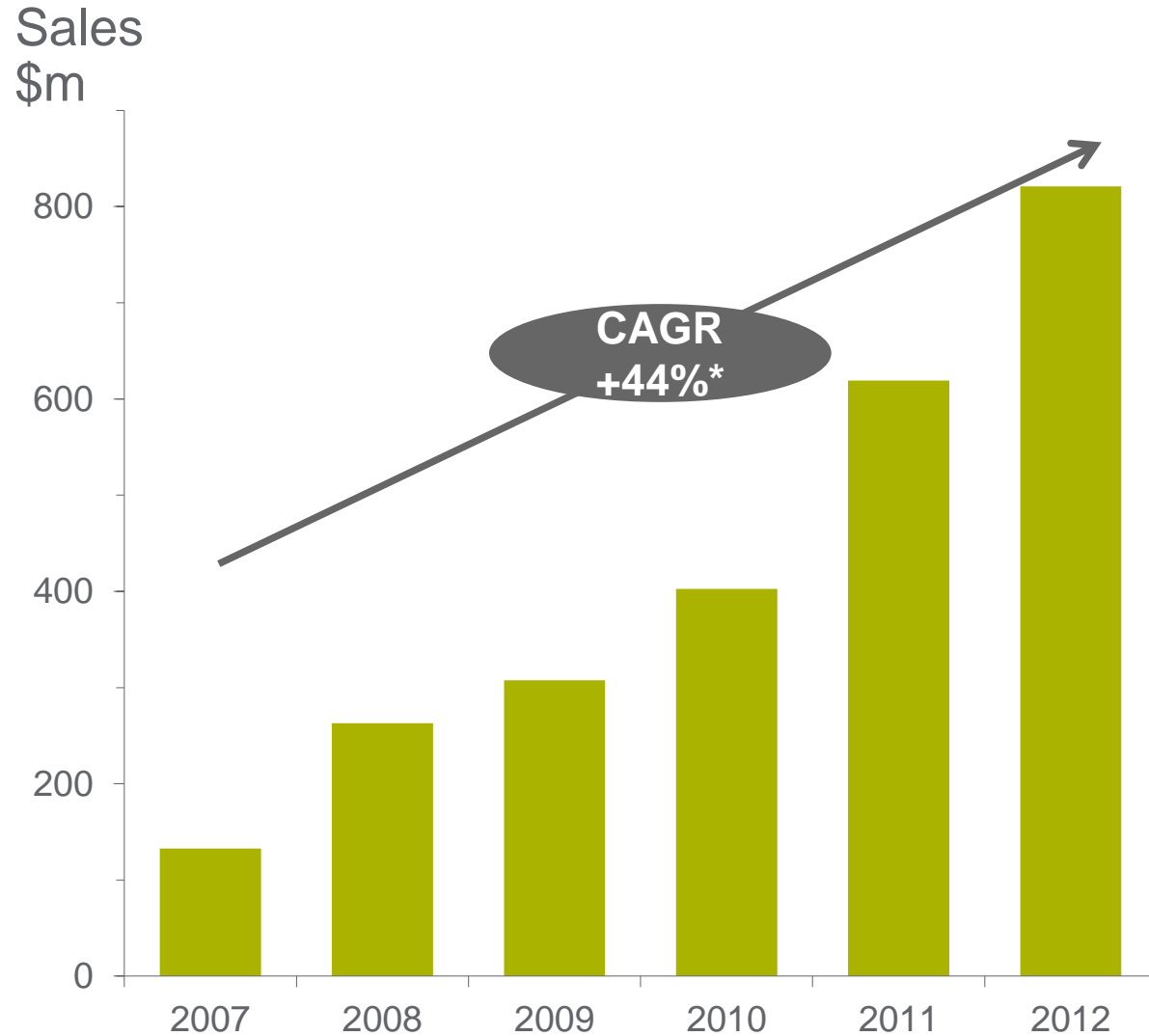
# Seeds portfolio: full year highlights








% at constant exchange rates

- Corn: strong global growth
- Diverse field crops
  - sunflower: CIS, SE Europe
  - hybrid barley: >300,000 hectares in northern Europe
- Vegetables: difficult economic environment, strong Q4 in all regions

# Innovation in crop protection



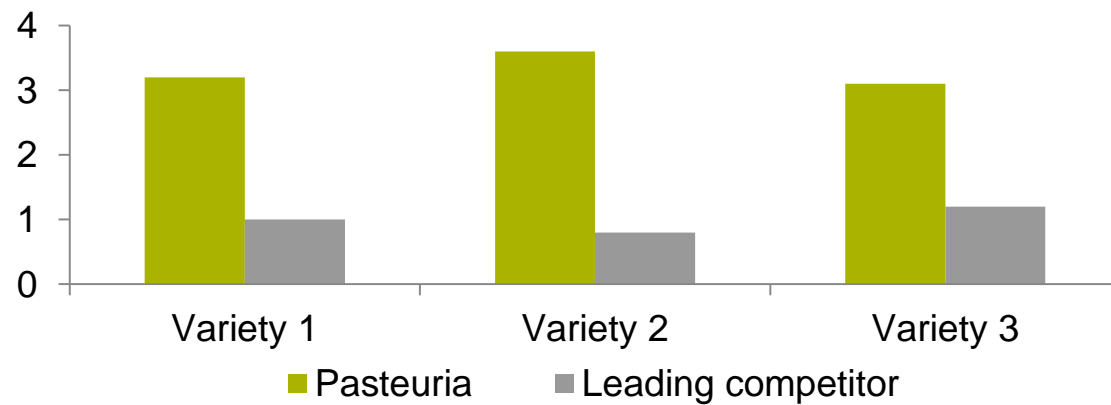
\* % at constant exchange rates

- New product sales: +36%
- Global growth in  **Axial**<sup>®</sup>: Canada sales almost doubled
-  **Avicta**<sup>®</sup>: strong adoption Brazil
-  **Durivo**<sup>®</sup>: new launches; Brazil up 80%
-  **Seguris**<sup>®</sup>: sales doubled
-  **Vibrance**<sup>™</sup>: first sales in N. America

# Acquisitions expanding technology breadth



Yield difference from Cruiser Maxx Beans in nematode affected areas %



- Established presence in key Asian rice markets
- Strong near-term pipeline and breeding program
- RNAi: spray and transgenic applications
- Biological platform for nematode control
- Unique proprietary production process
- Soybean cyst nematode control: US launch 2014

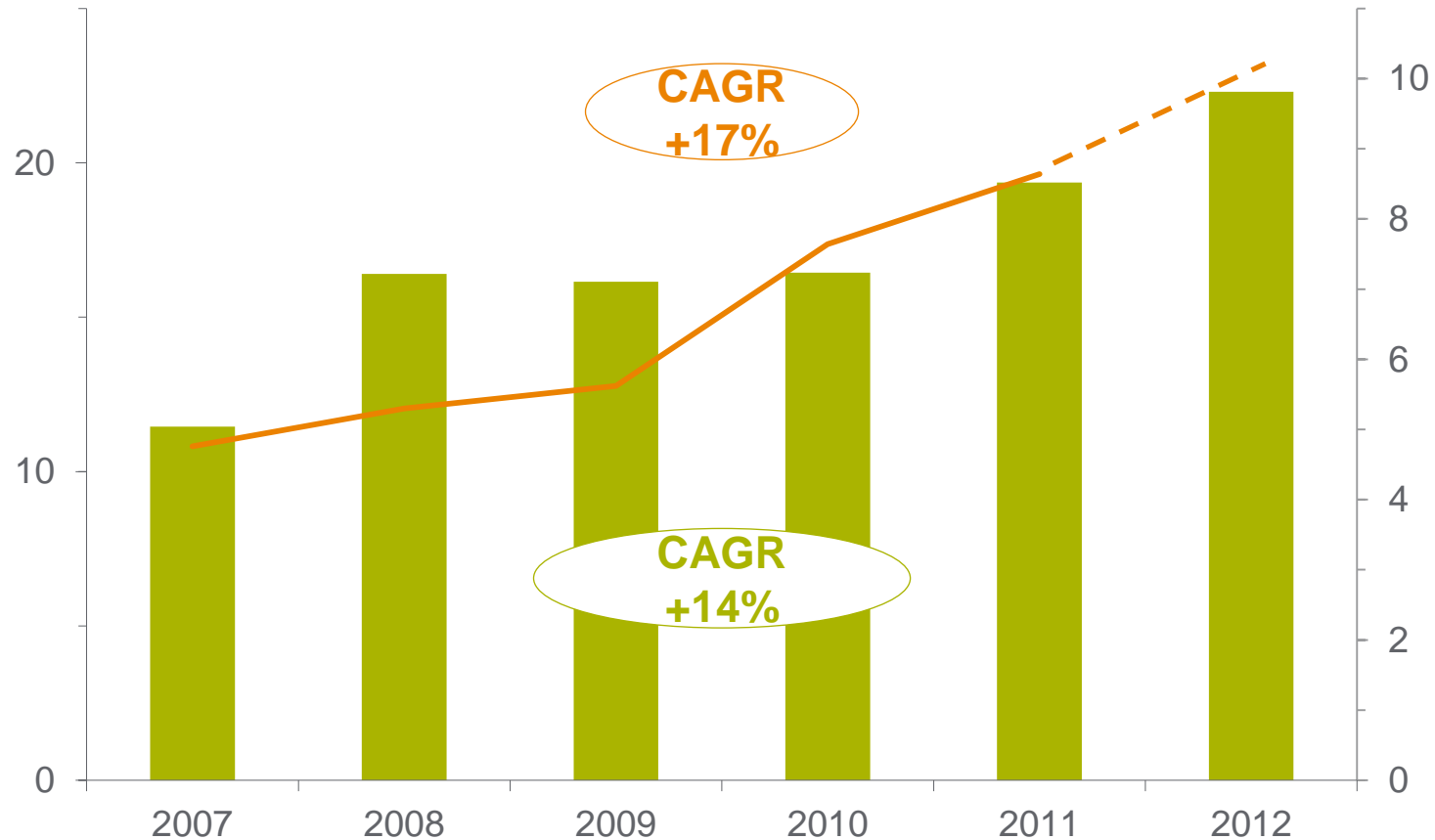
# Increasing cash return to shareholders

Earnings per share\*

\$

Dividend per share

\$

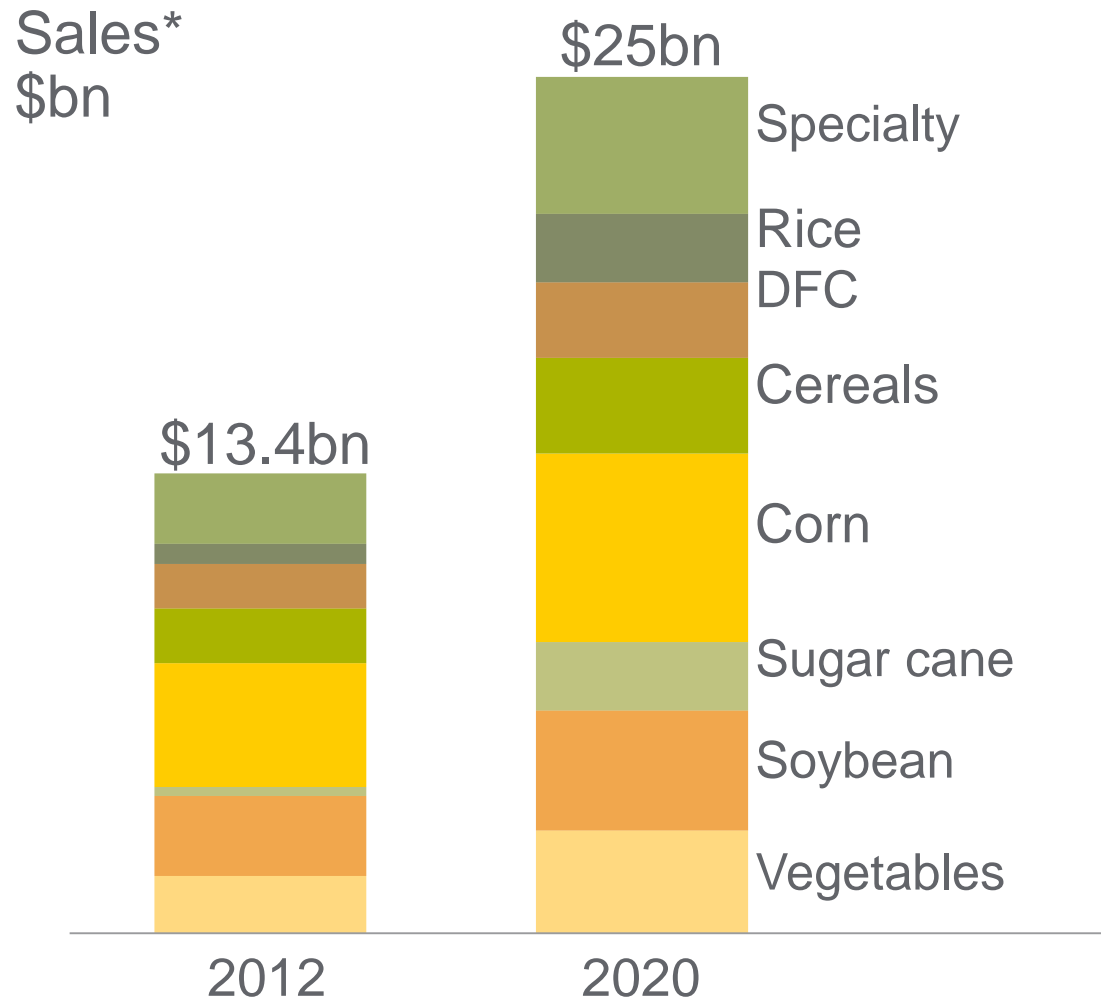


- Leveraging strong balance sheet
- Tactical share buybacks
- Commitment to sustainable dividend increases

\* Fully diluted basis, excluding restructuring & impairment

2008, 2009 restated to reflect pension accounting adjustments

# Long term growth objective raised



## 2020 target upgrades

- Corn: from \$4bn to \$5.5bn
- Cereals: from \$2.5bn to \$2.8bn
- Rice: from \$1.5bn to \$2bn

\* Excluding Lawn & Garden

Source: Syngenta estimates



# The challenge of feeding more people sustainably

## Population pressures

**80 million more mouths to feed every year**

2 billion more mouths to feed by 2050

## Resource pressures

**One person consumes 2000 liters of water a day**

Farming uses 70 percent of the world's fresh water

## Land pressures

**We lose a soccer field of farmland every second**

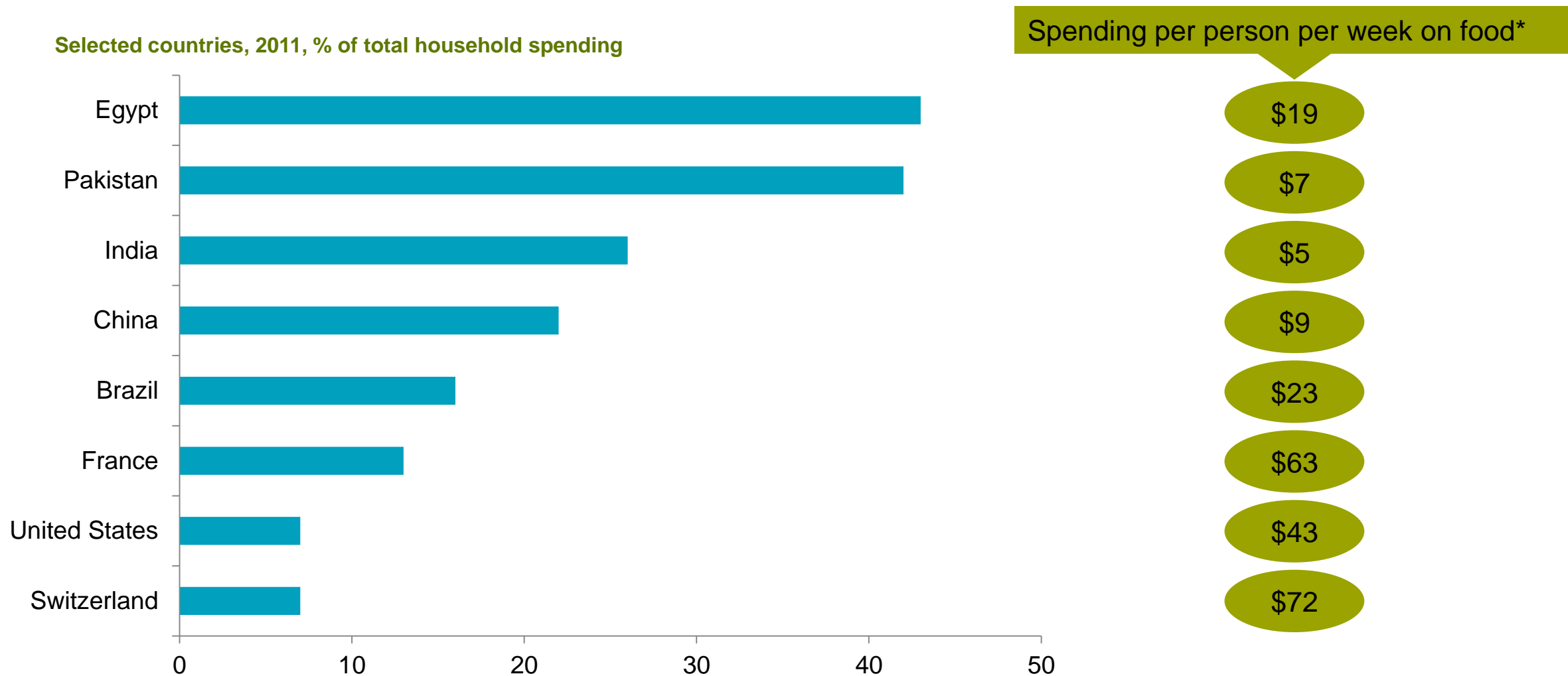
We have to produce more food from less land

## Labor pressures

**Farmers are a shrinking population**

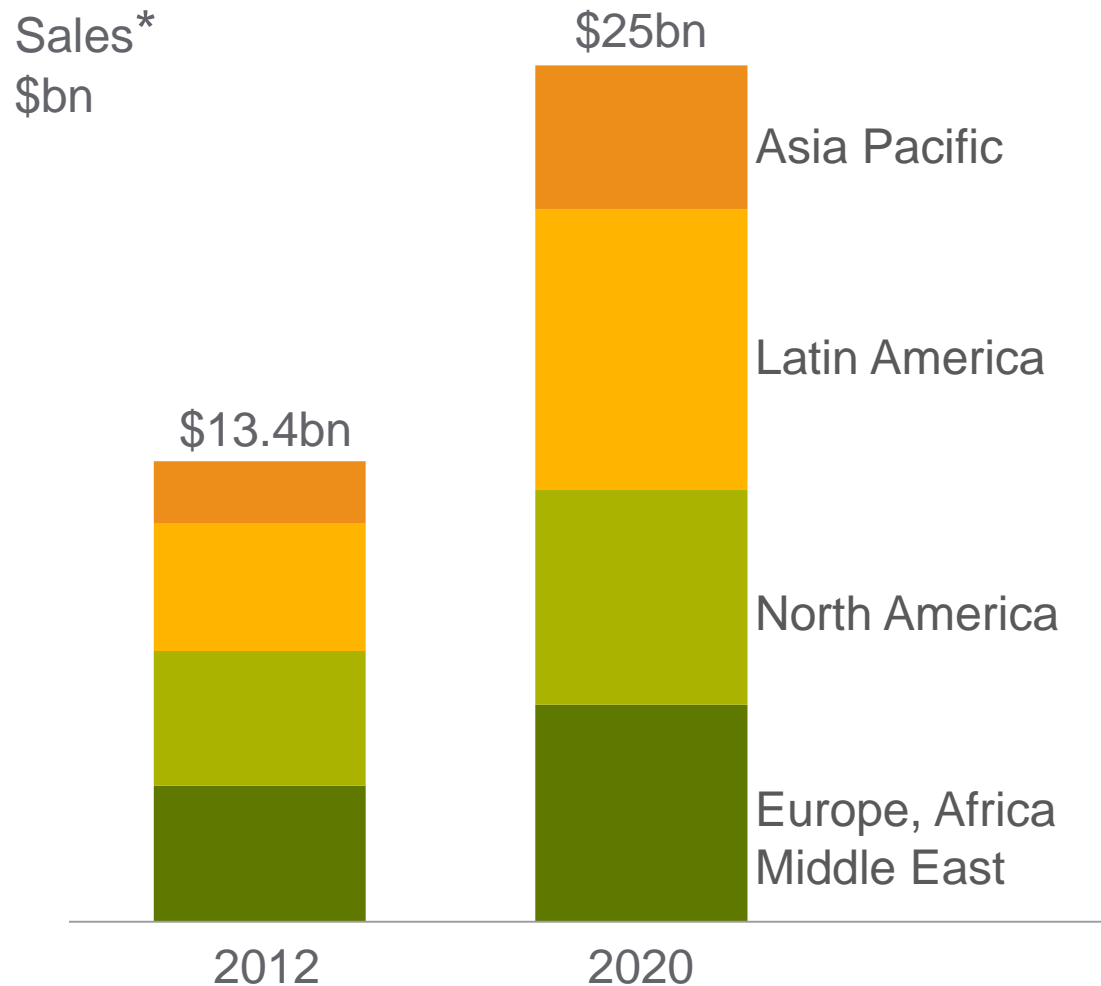
More than half the world's population now lives in cities

# Poorer populations exposed to rising food prices



Source: US Department of Agriculture, Swiss Federal Office for Statistics, Syngenta

# Targeting global growth: emerging market focus

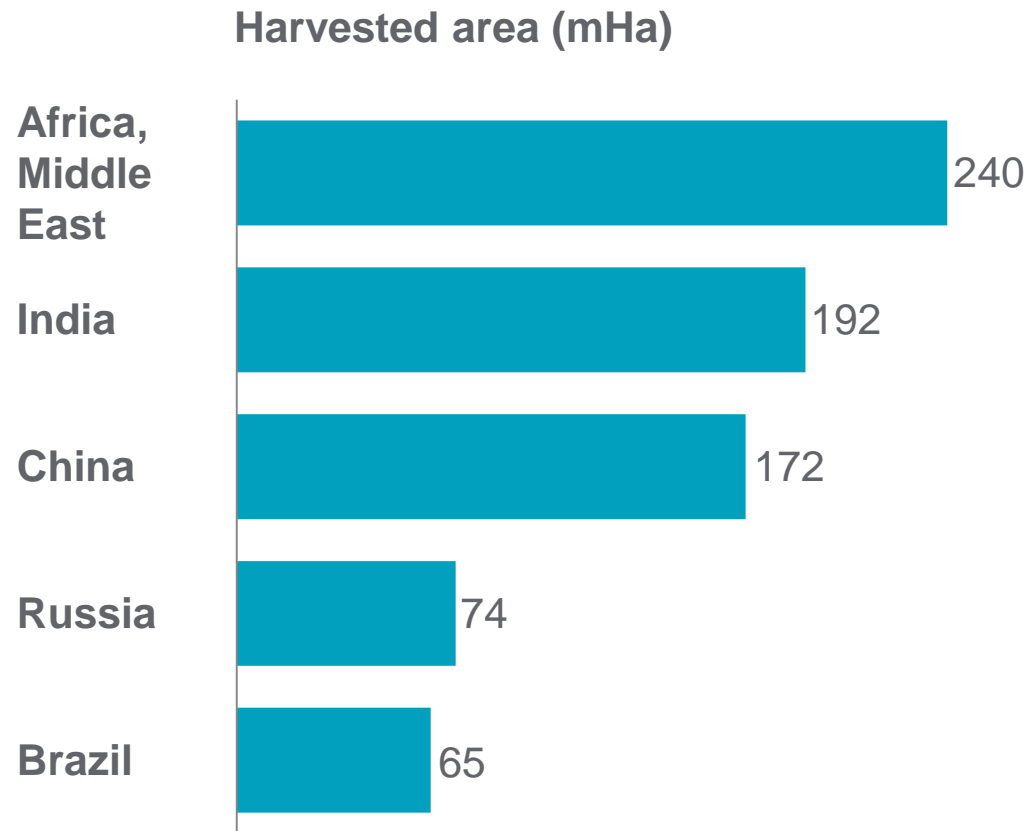


\* Excluding Lawn & Garden

Source: Syngenta estimates

- Emerging markets growing at >10% pa
- Leveraging technology across regions
- Tailored models
- Developed markets ~5% pa

# Improving land productivity: the Africa opportunity



## Syngenta's commitment

- Reach > 5 million farmers and enable productivity gains of 50 percent
- Cumulative investment > \$500 million
- > 700 new employees
- Build a \$1 billion business by 2022

SOURCE: FAO; World Bank; AMIS

# Land pressure: preserving the environment




## Operation Pollinator™

- Field margins to create natural habitats
- 7x increase in bumblebees, 12x butterflies
- Improve crop yields through better pollination
- Targeting 250,000 hectares by 2020

# Resource pressure: more efficient water use




## Multiple technologies:

- Irrigation combined with genetics, crop protection and enhancement
  - Remote crop monitoring
-  **Agrisure Artesian**: water optimized hybrids
  - Season-long defense against drought
  - 17% yield advantage in severe and extreme drought

## Labor pressure: rice example



- Manual planting of rice: labor intensive and problematic
-  **Tegra** : healthy seedlings raised in trays
- Mechanized planting: convenient and labor saving
- Agronomy protocol to maximize yield

# Raising productivity in sustainable ways



- Strong rural economies
- Land stewardship
- Better incomes
- Increased output, higher quality



