



ANNUAL GENERAL MEETING

BASEL, APRIL 26, 2016



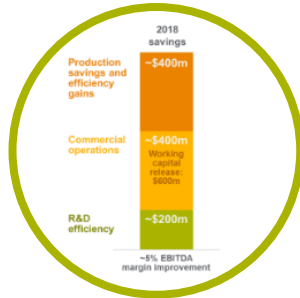
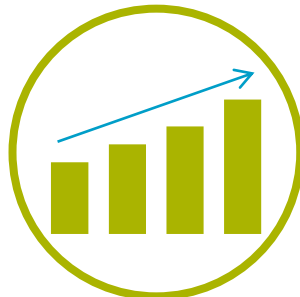
JOHN RAMSAY

CHIEF EXECUTIVE OFFICER

2015 HIGHLIGHTS

Reported sales
↓11%

EBITDA margin
↑140bps



Sales
↑1% CER

Currency headwinds: US dollar strength

New products success

Improved profitability: 140bps EBITDA margin improvement to 20.7%

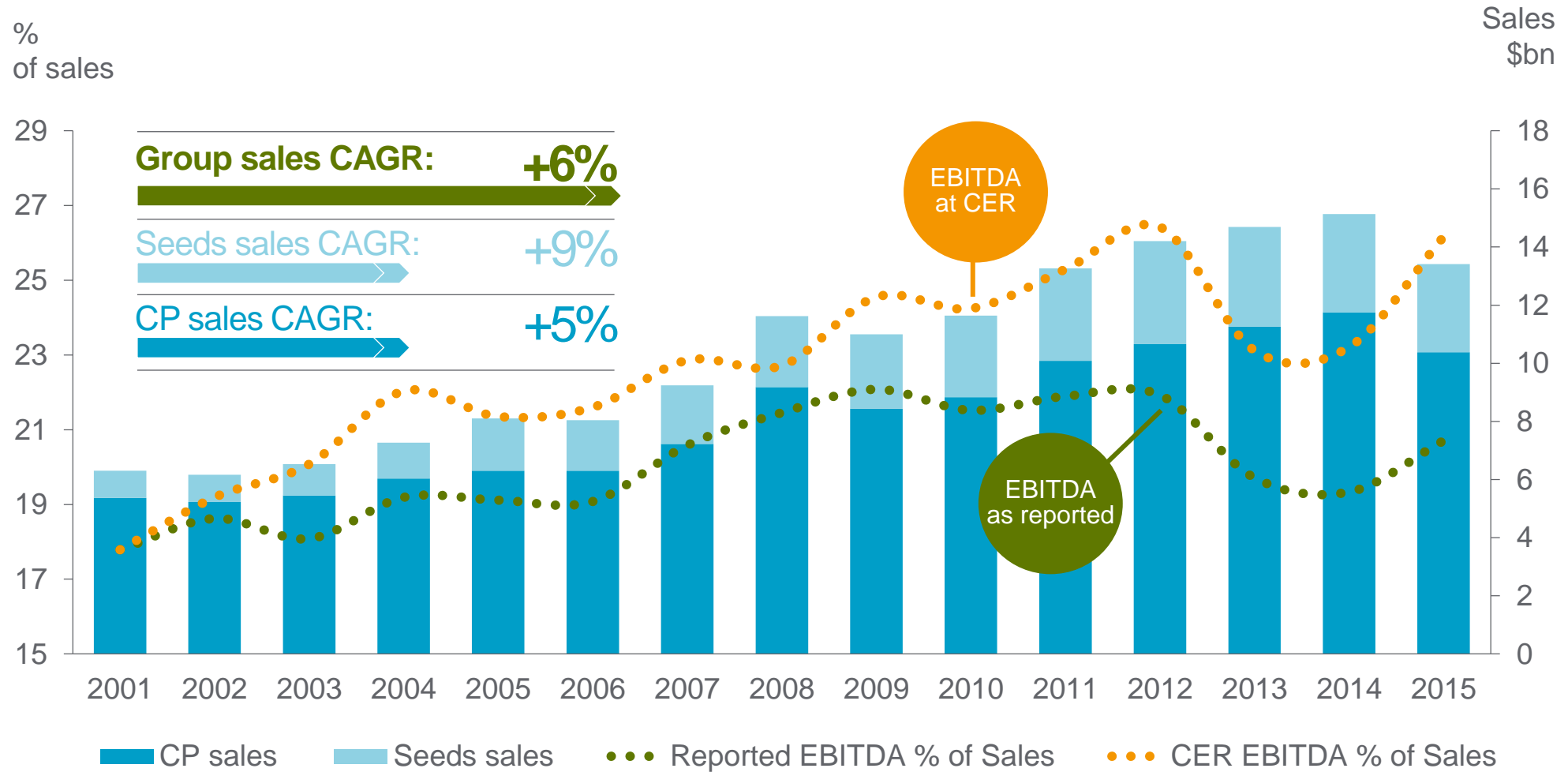
AOL saving target exceeded: \$300m

Earnings per share \$17.78

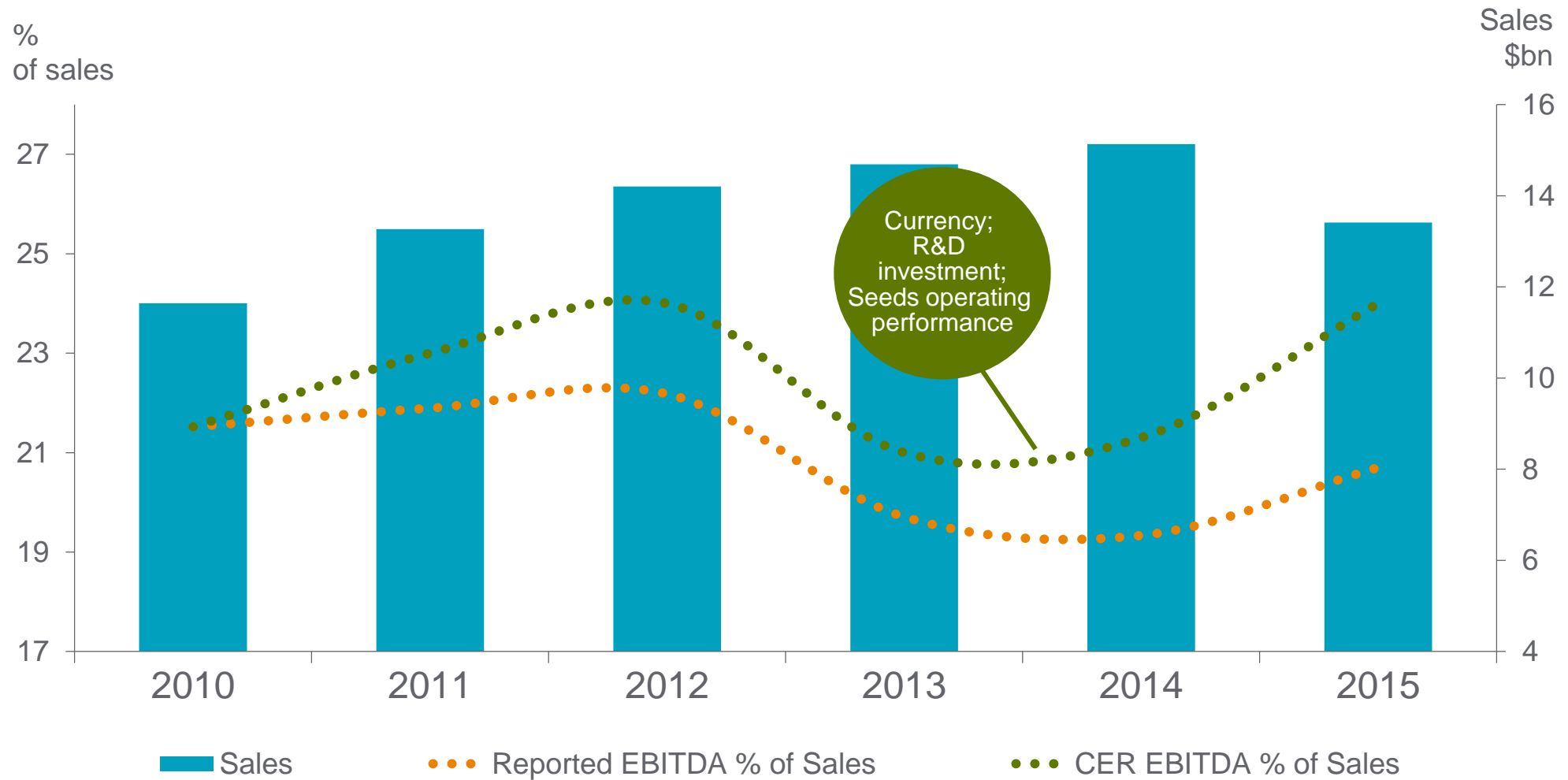
Free cash flow \$0.8bn

Proposed dividend CHF11.00 per share

OUR LONG-TERM PERFORMANCE



OVERCOMING SHORT-TERM CHALLENGES



REFINING OUR STRATEGY









INNOVATE – WHAT DO WE MEAN?

Develop innovative Crop Protection, Seeds, and Traits products

Pursue selected value-adding solutions



SYNGENTA R&D IS THE MOST PRODUCTIVE IN THE INDUSTRY

	Cumulated Sales \$bn 2005-2014	Cumulated R&D expenses \$bn 2005-2014	Sales / R&D
	117	11.0	10.7
	51	4.8	10.5
	95	9.7	9.8
	113	11.8	9.6
	80	8.3	9.6
	54	7.0	7.7

Period of investment in Seeds platform

Early investment technologies

Sustained returns on Crop Protection R&D

Source: Phillips McDougall, Syngenta estimates

DIFFERENTIATE – WHAT DO WE MEAN?



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

Redefining the value we
bring to society

BRINGING PRODUCTS TO MARKET IN A NEW WAY

integrated solutions

Mehr
RENTABILITÄT
im Gerstenanbau

Zuverlässig
höherer **ERTRAG**

Ertragsgarantie
Für Wintergerstesorten mit der
HYVIDO™ Hybridtechnologie

Garantierte
Leistung
sonst **GELD**
ZURÜCK

**5 dt/ha
mehr –
sonst Geld
zurück!***

Ergebnisse, denen
Sie **VERTRAUEN**
können

* Ertragsmessung erfolgt auf Referenzfeldern

syngenta®

Hyvido™

TM

REDEFINING THE VALUE WE BRING TO SOCIETY

the good growth plan



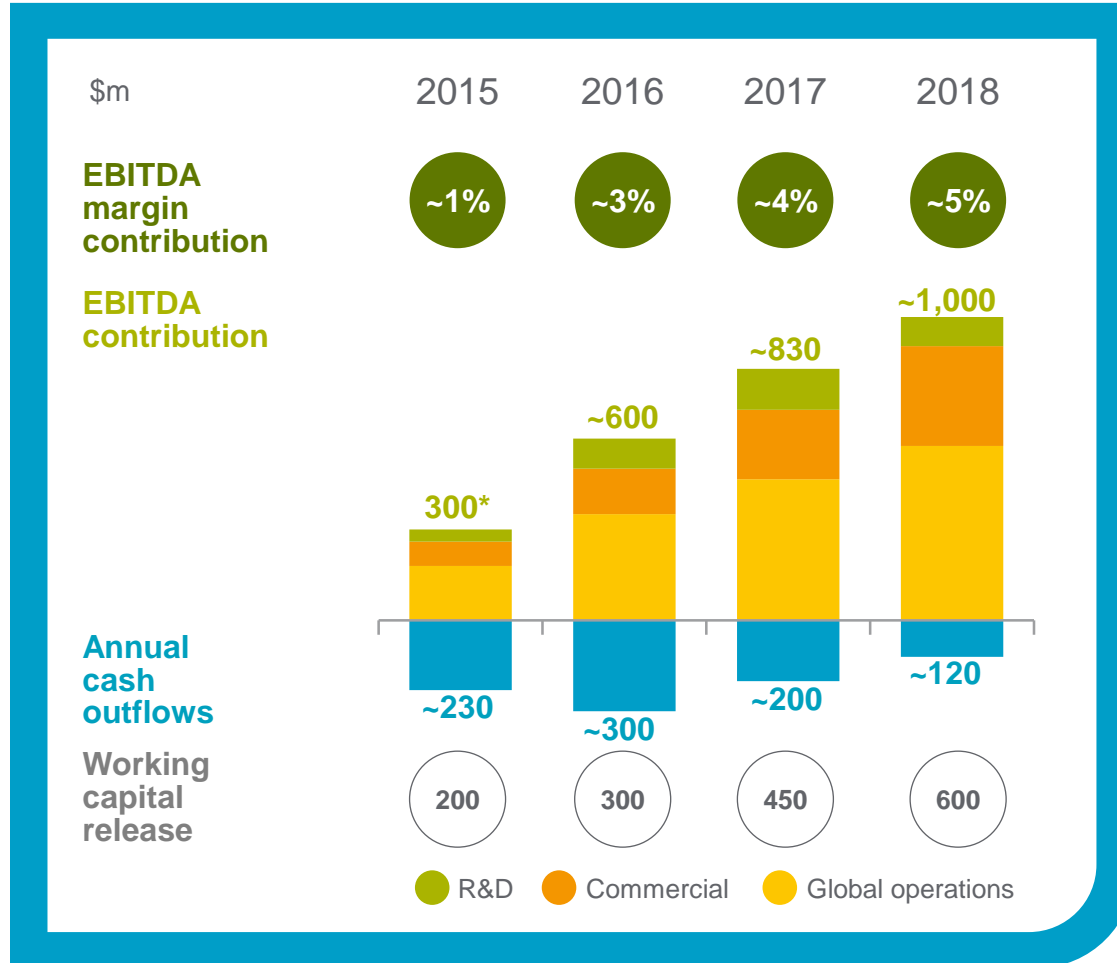
LEVERAGE – WHAT DO WE MEAN?



Drive operational
excellence

Leverage external
resources

MARGIN IMPROVEMENT SUPPORTED BY AOL



2015:
savings target exceeded

2016:
savings target raised

Working capital benefit

*Includes \$75m from previous program







OUTPERFORM – WHAT DO WE MEAN?










Improve profitability
and cash flow

Grow market share

INDUSTRY-LEADING PIPELINE: PEAK SALES POTENTIAL >\$4 BILLION

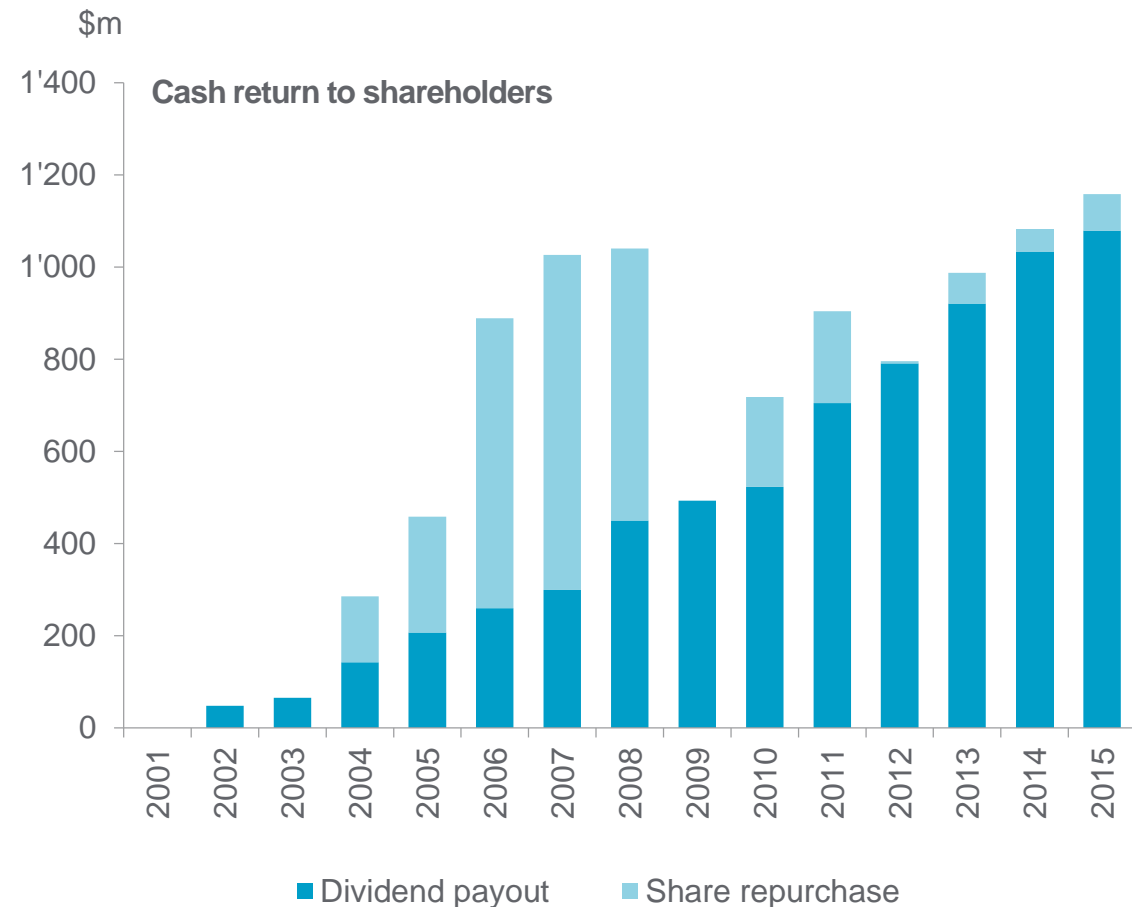
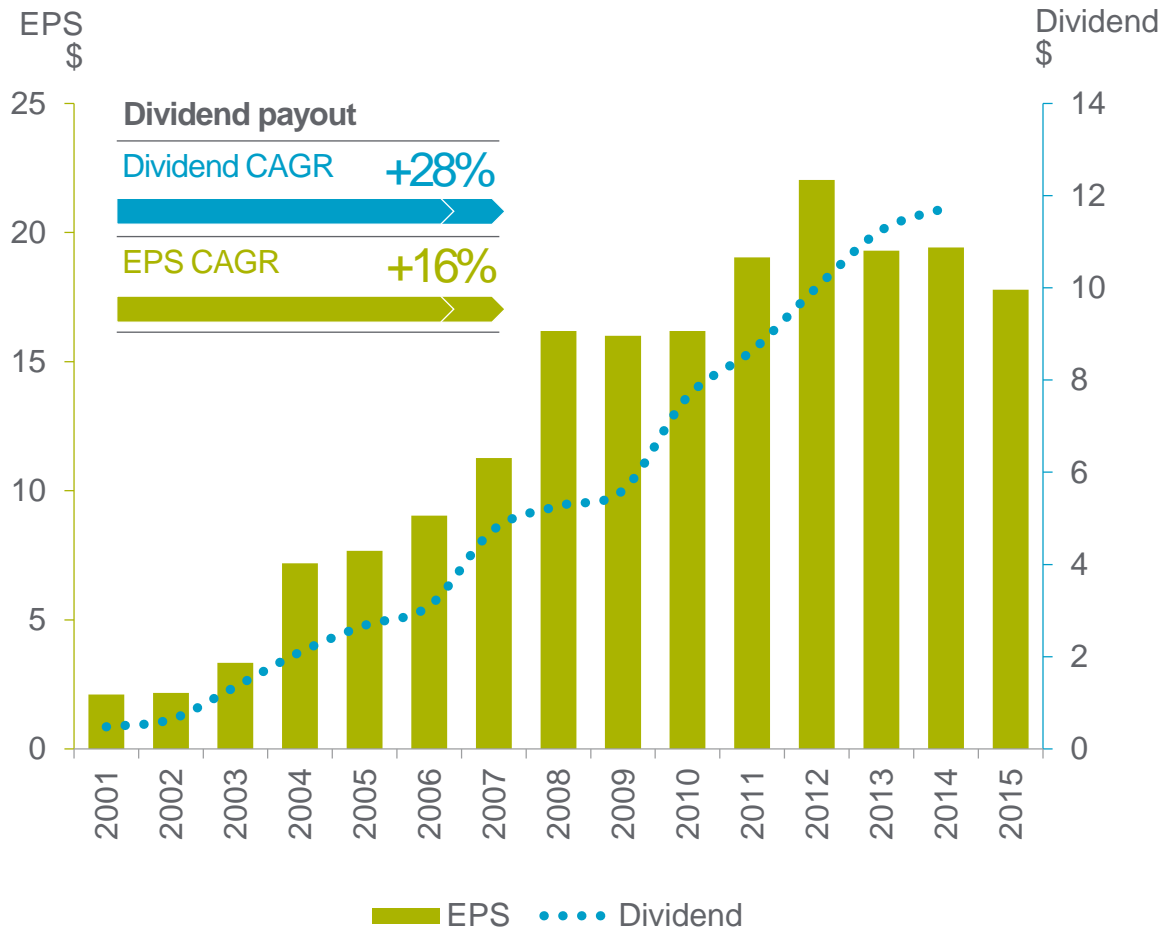
New blockbusters in the larger markets					
PRODUKT 	INDICATION 	CROP 	STATUS 	LAUNCH YEAR 	PEAK SALES 
ADEPIDYN™	Fungicide	Cereals, corn, soybean, specialty crops, vegetables	STAGE 3	2016	>\$750m
Lead 1	Insecticide	Multiple crops	STAGE 3	2021	>\$750m
Lead 2	Herbicide	Multiple crops	STAGE 2	2023	>\$600m
Lead 3	Fungicide	Cereals, soybean	STAGE 1 (late)	2022	>\$600m
Lead 8	Herbicide	Multiple crops	STAGE 1 (late)	2024	>\$500m

Large products in smaller segments					
PRODUKT 	INDICATION 	CROP 	STATUS 	LAUNCH YEAR 	PEAK SALES 
 Orondis™	Fungicide	Vegetables, specialty crops	STAGE 3	2016	>\$150m
Lead 4	Insecticide	Vegetables, specialty crops	STAGE 3	2021	>\$250m
Lead 5	Seedcare	Cereals, corn, soybean	STAGE 1 (late)	2021	>\$400m
Lead 6	Seedcare	Multiple crops	STAGE 1 (late)	2022	>\$200m
Lead 7	Seedcare	Multiple crops	STAGE 1 (late)	2022	>\$100m

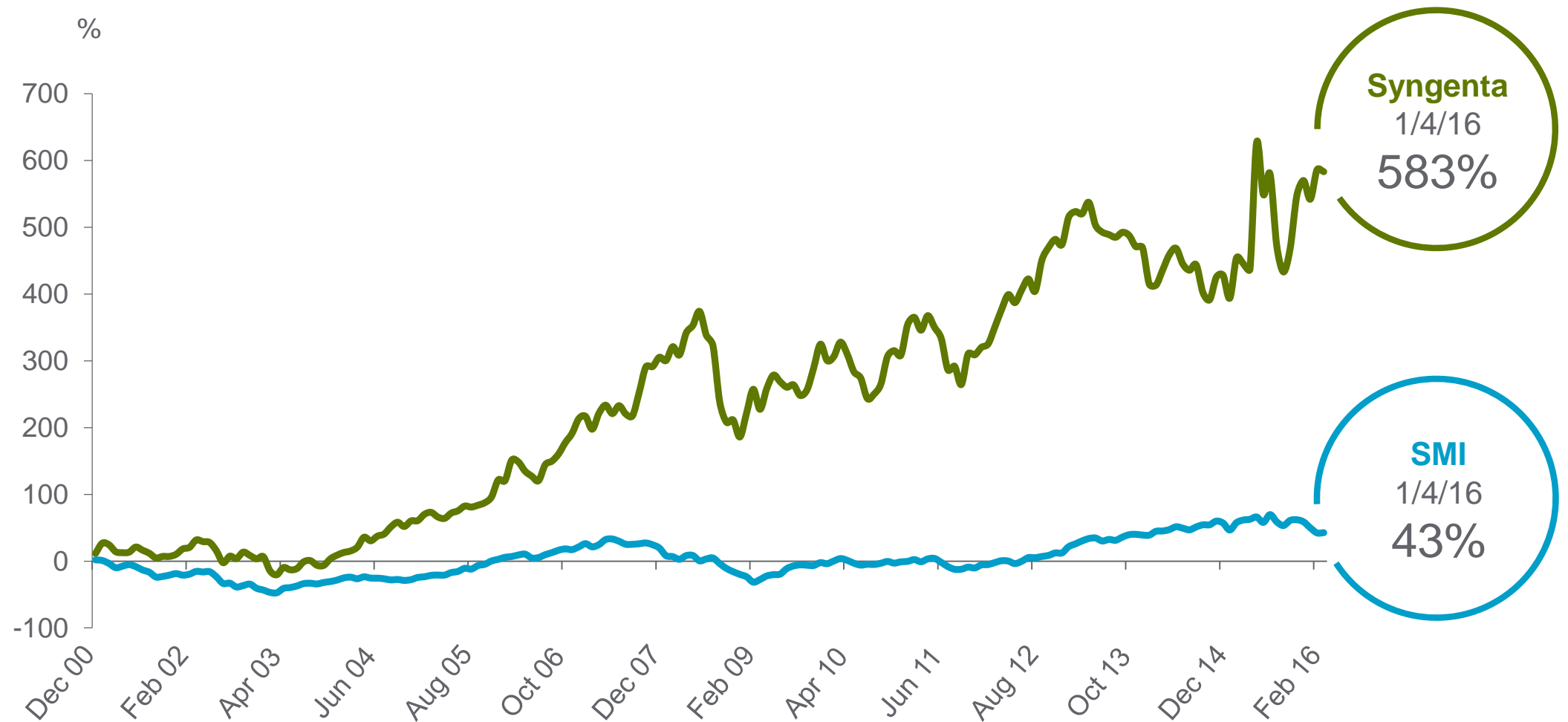
2015 OUTPERFORMANCE – PROFITABILITY

AGRIBUSINESS	Change in % pts	2014	2015
syngenta	+1.4%	15.3%	16.6%
Competitor 1	-4.8%	24.4%	19.6%
Competitor 2	-1.2%	19.4%	18.1%
Competitor 3	-4.0%	20.8%	16.8%
Competitor 4	-1.6%	20.4%	18.7%
Competitor 5	-0.1%	10.3%	10.2%
Weighted average EBIT* margin of top 6 companies	-1.6%	19.1%	17.2%

DIVIDEND PAYOUT & CASH RETURN TO SHAREHOLDERS



SHAREHOLDER RETURNS: LONG-TERM OUTPERFORMANCE



Source: Bloomberg. Calculated on a monthly basis; dividends reinvested in equity

Bringing plant potential to life