



# 2016 FULL YEAR RESULTS

BASEL, 8 FEBRUARY 2017

# SAFE HARBOR

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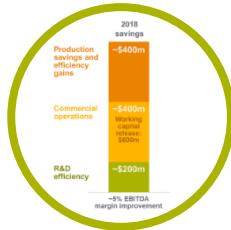


# ERIK FYRWALD

## CHIEF EXECUTIVE OFFICER

# 2016 HIGHLIGHTS

## Reported sales ↓ 5%



## CER Sales ↓ 2%

Volume -4%, price +2%

Sales up 1% ex Brazil sales terms change and non-recurring corn trait royalty

New products success

EBITDA margin maintained: 20.8%

AOL savings target exceeded: \$320m

Earnings per share\* \$17.03

Free cash flow ahead of target: \$1.4bn

\* Fully diluted basis, excluding restructuring and impairment

# FOURTH QUARTER 2016 OVERVIEW

Regional sales: \$3bn, -1%; +7% excluding non-recurring corn trait royalty

## NORTH AMERICA

**+2%** ex royalty

Grower profitability remains low

Strong corn seed sales

Selective herbicides flat after strong Q3

## LATIN AMERICA

**+3%** ex royalty

Brazil: improvement in Cerrados, dry weather moved south

Higher insecticide sales

Strong corn seed performance

Credit conditions remain tight

## EAME

**+19%**

Early start to Ukraine season; strong CP growth

Improved conditions in AME

France: tight cash management impacting morte saison

## ASIA PACIFIC

**+8%**

El Niño effect over

ASEAN channel inventory reduced

Strong growth in S. Asia: new CP products, corn and vegetables seeds

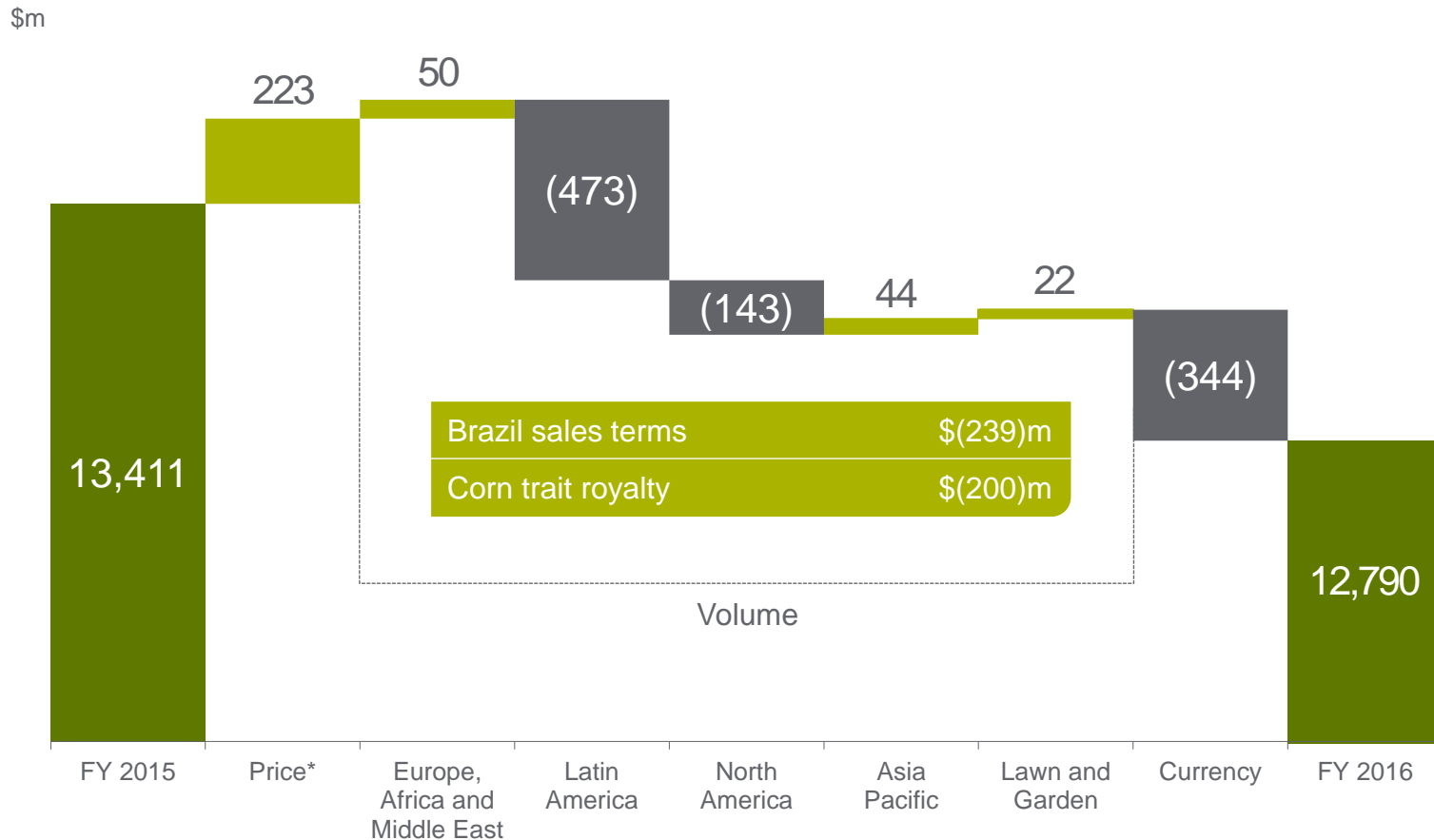
Growth at constant exchange rates



# MARK PATRICK

## CHIEF FINANCIAL OFFICER

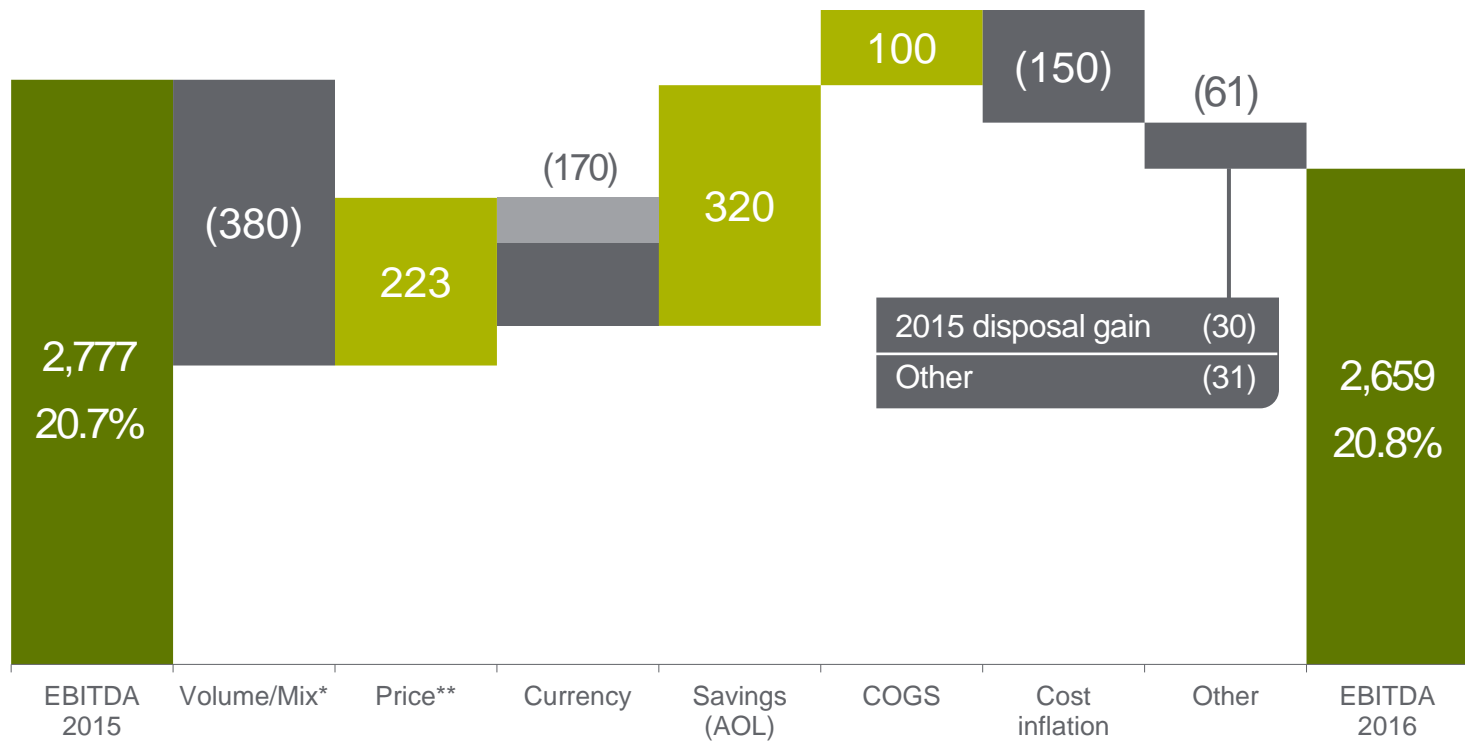
# SALES PROGRESSION FULL YEAR 2016



\* Includes glyphosate price: ~\$(35)m; CIS price: ~\$110m

# EBITDA PROGRESSION FULL YEAR 2016

\$m



Excluding restructuring and impairment

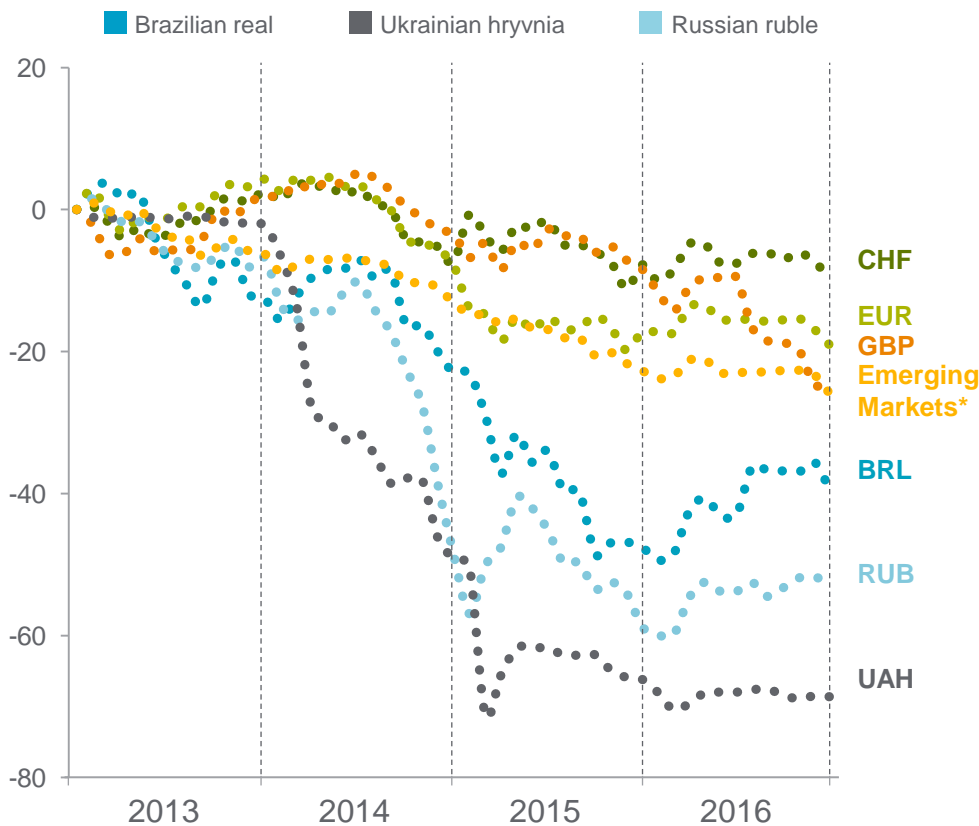
\* Includes \$200m impact from non-recurrence of corn trait royalty from KWS / Limagrain

\*\* CIS Price: approx. \$110m    Currency ex. CIS ~\$(60)m



# CURRENCY

**End quarter % change vs. dollar**  
 (2016 end month % change vs. dollar) Indexed to December 31, 2012



USD strength vs. major currencies in H2

Continued weakening of the GBP: small favorable impact in 2016

CHF, EUR and GBP largely hedged

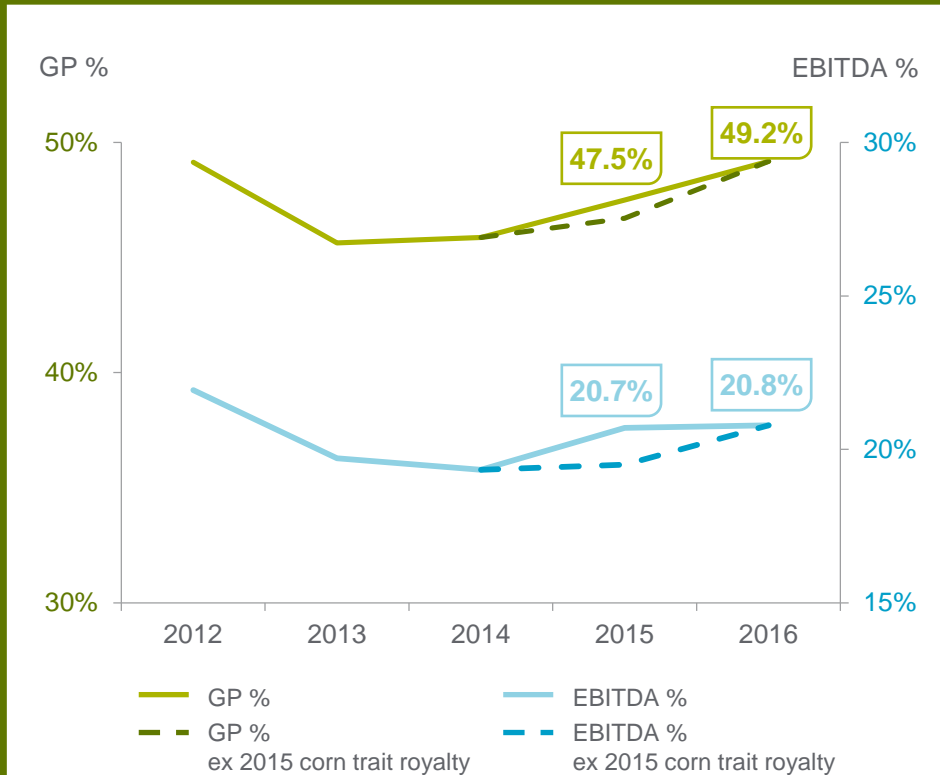
Positive impact of stronger BRL

2016 full year EBITDA headwind after CIS prices: ~\$(60)m

\* Sales-weighted basket of emerging market currencies excl. BRL, UAH, RUB

# EVOLUTION OF PROFITABILITY

5 year performance: gross profit margin % and EBITDA margin %



## 2016 performance

170 bps improvement in gross margin as reported

AOL efficiencies

Determined action on price in Latin America and CIS

Mix improvement including reduction in solo glyphosate

Adjusted EBITDA margin: 130 bps improvement

# NET INCOME AND EARNINGS PER SHARE

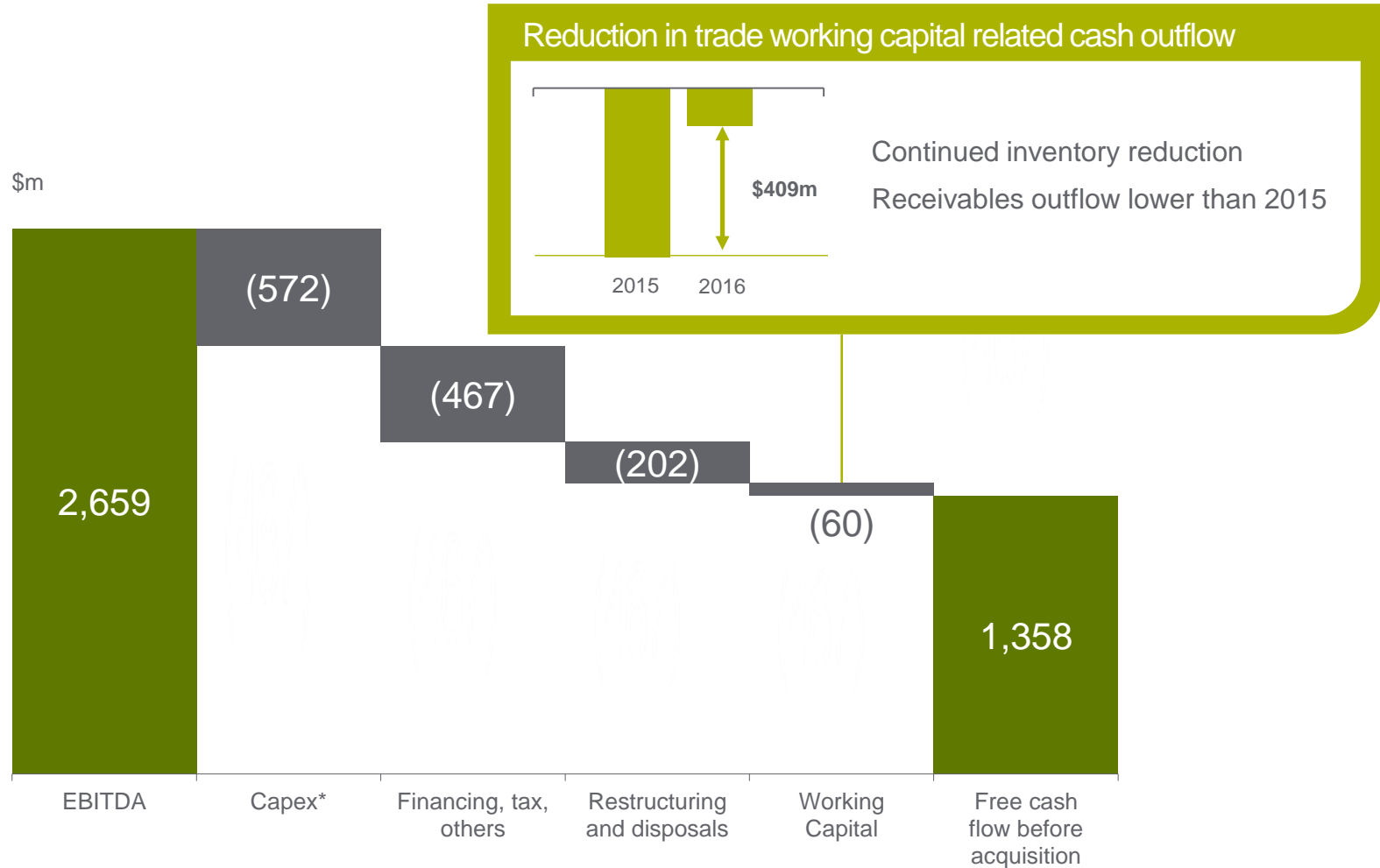
| \$m                       | 2016           | 2015           |
|---------------------------|----------------|----------------|
| <b>Operating income</b>   | <b>2,124</b>   | <b>2,229</b>   |
| Net financial expense     | (291)          | (256)          |
| Taxation                  | (267)          | (336)          |
| <i>Tax rate</i>           | 15%            | 17%            |
| Restructuring*            | (390)          | (300)          |
| Net income                | 1,178          | 1,339          |
| <b>Earnings per share</b> | <b>\$17.03</b> | <b>\$17.78</b> |

All items except net income exclude restructuring and impairment, EPS on a fully diluted basis

Net income as attributable to Syngenta shareholders

\* Net of tax

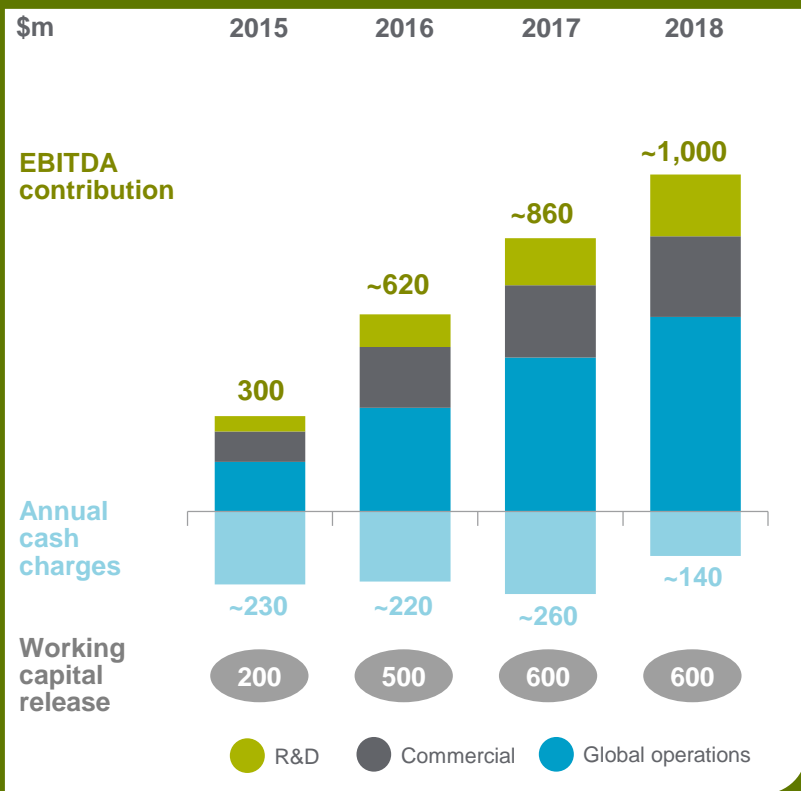
# FREE CASH FLOW



\* Investment in tangible and intangible assets

# ACCELERATING OPERATIONAL LEVERAGE (AOL)

## Planned savings on track



### Global operations

- Seeds production cost optimization
- Procurement and manufacturing fixed cost reductions
- Rationalization of logistics and function costs
- Supply chain redesign

### Commercial operations

- Simplified marketing structure
- Field force effectiveness
- Integrated demand and production management
- Enhanced pricing platforms

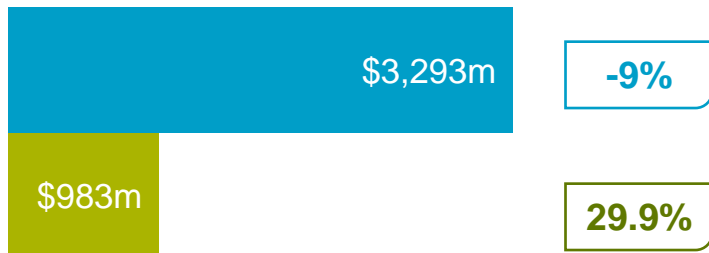
### R&D

- Field development rationalization
- Infrastructure and operational savings
- Outsourcing of standard activities

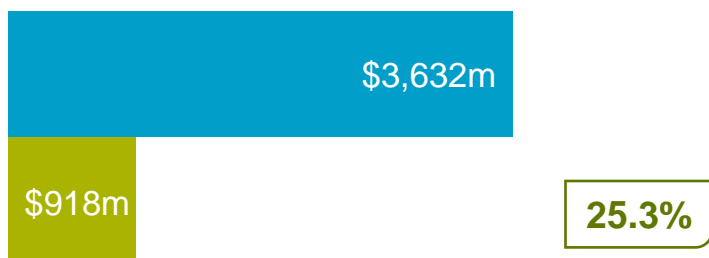
# REGIONAL PERFORMANCE

## LATIN AMERICA

2016



2015



■ Sales ■ Operating profit □ Sales vs. 2015 □ Operating margin

Growth at constant exchange rates  
 Operating income and margin exclude restructuring and impairment

Sales 3% lower ex Brazil sales terms

Successful price action to compensate for currency depreciation in 2015

Brazil: drought conditions in many parts

- reduced fungicide applications
- low insect pressure, soybean trait adoption
- high insecticide channel inventories

Sales in Venezuela stopped

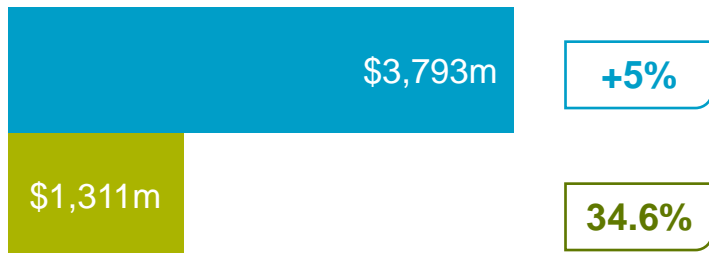
Argentina: government reforms to support agriculture

Margin improvement despite non-recurrence of royalty income: cost discipline

# REGIONAL PERFORMANCE

## EUROPE, AFRICA AND MIDDLE EAST

2016



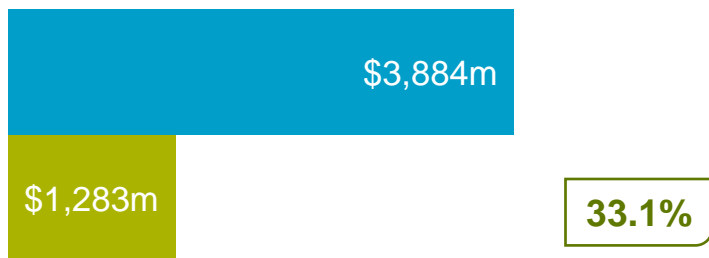
Solid sales growth despite adverse weather in north-west Europe in Q2

Robust pricing, notably CIS

Strong performance in high margin product lines: Seedcare, sunflower

Actions to reduce operating costs

2015



■ Sales ■ Operating profit □ Sales vs. 2015 □ Operating margin

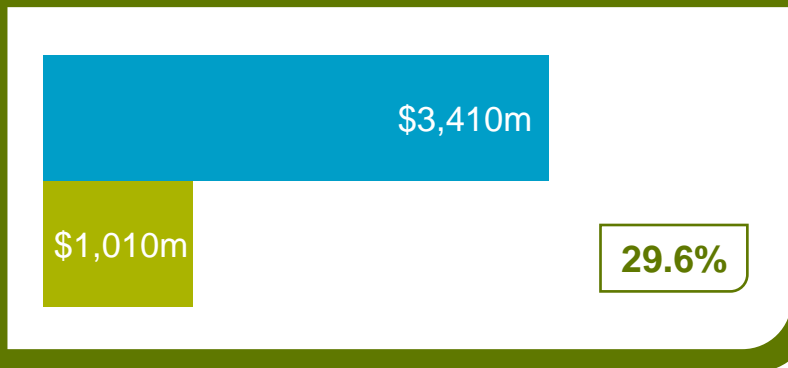
Growth at constant exchange rates  
 Operating income and margin exclude restructuring and impairment

# REGIONAL PERFORMANCE NORTH AMERICA

2016



2015



■ Sales ■ Operating profit □ Sales vs. 2015 □ Operating margin

Growth at constant exchange rates  
Operating income and margin exclude restructuring and impairment

Margin improved slightly ex non-recurring corn trait royalty (\$145m)

Crop protection sales unchanged despite reduction in solo glyphosate

ACURON™ success  
Launch of 16 new products including TRIVAPRO™, ORONDIS™

Soybean sales lower

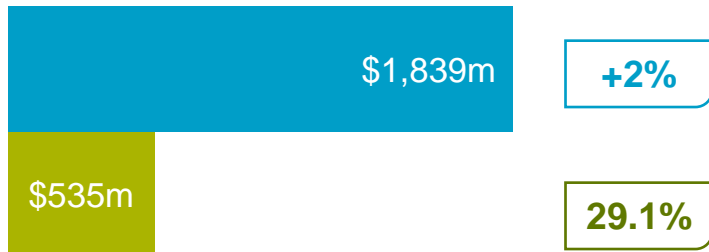
Good growth in branded corn seed; ENOGEN® expansion



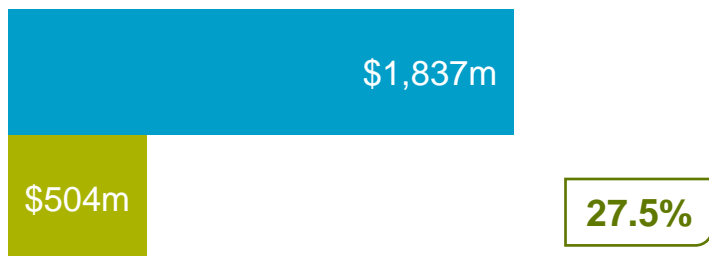
# REGIONAL PERFORMANCE

## ASIA PACIFIC

2016



2015



■ Sales ■ Operating profit □ Sales vs. 2015 □ Operating margin

Growth at constant exchange rates  
 Operating income and margin exclude restructuring and impairment

End of El Niño: strong H2 recovery

Reduction of channel inventory in ASEAN

South Asia: new CP launches, strong demand for vegetables and corn seeds

Profitability improvement: AOL efficiencies

Emerging markets represent >75% of APAC sales

# CROP PROTECTION FULL YEAR SALES -2%

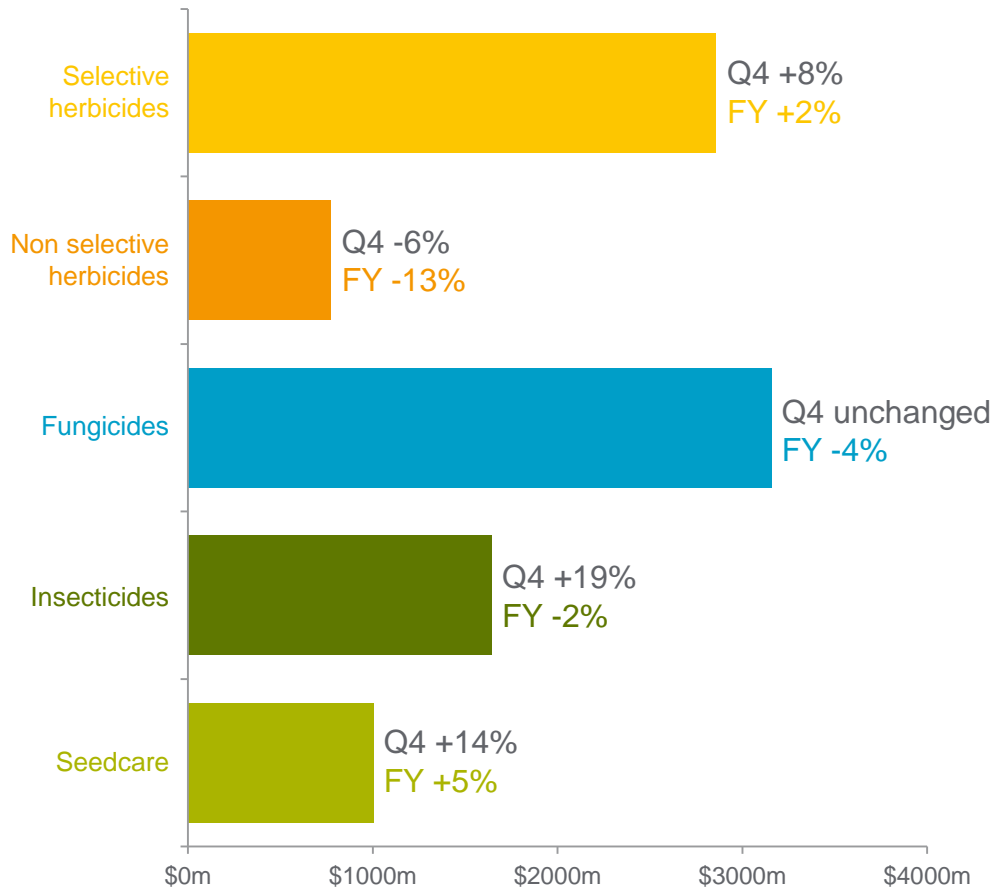


Chart excludes 'Other': Q4 \$38m; FY \$142m  
Growth at constant exchange rates

Continued success of AXIAL® on cereals in EAME  
Expansion of CALLISTO® on corn in Africa and CIS  
ACURON™ adoption by US corn growers

Deliberate reduction in solo glyphosate  
Lower sales of GRAMOXONE®: weak demand in APAC

Second half recovery in Europe after wet spring  
Brazil sales lower  
North America growth driven by TRIVAPRO™

Low insect pressure, high channel inventories in Brazil  
New products in APAC: volume up

Canada: return to growth led by VIBRANCE®  
USA: lower treatment intensity  
Europe: CRUISER® growth

# NEW PRODUCTS PEAK SALES POTENTIAL >\$2.9 BILLION

Sales of new products  
(launched within last 5 years)



Combined 2016 sales:  
\$741m

ACURON™ success in US  
corn market: sales more  
than doubled

Expanding in Argentina

Carboxamide technology platform  
expanding: launch of ELATUS™  
PLUS in France, MIRAVis™  
(ADEPIDYN™) in Argentina



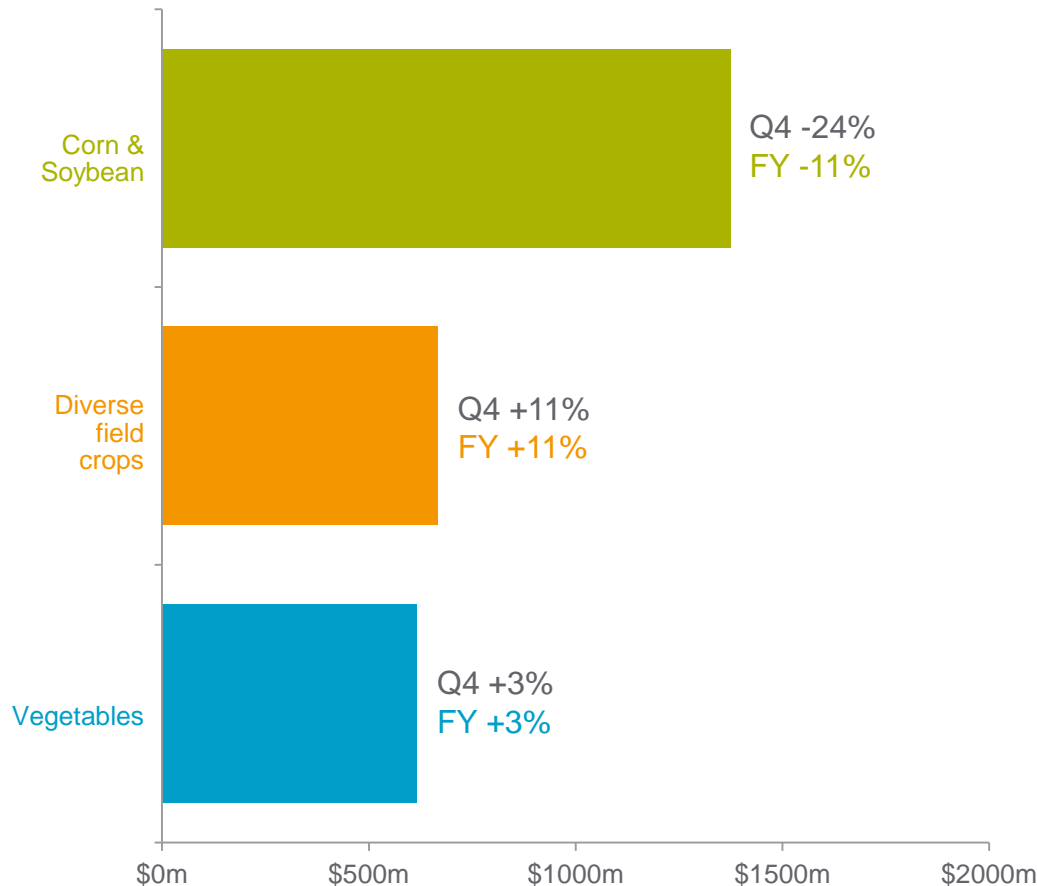







# SEEDS

## FULL YEAR SALES -3%



Sales up 2% (Q4 up 15%) excluding \$200m royalty income in 2015  
 Strong Q4 branded seed performance in the USA  
 VIPTERA™ adoption in Latin America

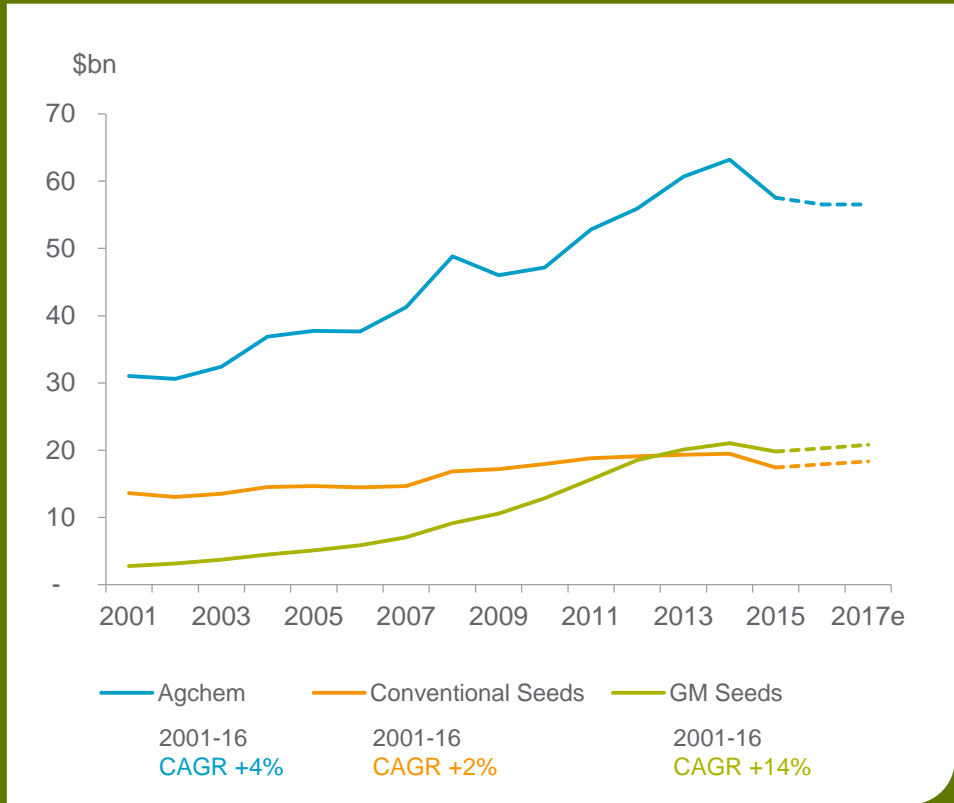
Strong sunflower sales in Europe: higher acreage, adoption of superior hybrids

Robust pricing  
 Expansion of key crops in South Asia  
 Strong demand in Latin America

Growth at constant exchange rates

# AGRICULTURAL MARKET GROWTH EXPECTED TO RESUME 2017 A YEAR OF STABILIZATION

## Market size



Source: Phillips McDougall. Excluding public seeds

**2013-2016: major crops in over-supply**

- 2016: robust output for major crops but difficult year for farm economy
- Less volatility in emerging markets
- 2017: industry expected to stabilize

**Solid demand outlook will drive further growth in mid/long term: ~3 percent CAGR**

- Regulatory environment remaining tough
- Innovation, resistance management
- Emerging market demographics continue to support grain demand increase
- Government support towards intensification

**Syngenta 2017 outlook**

- Low single digit sales growth at CER
- Improvement in EBITDA margin
- Strong cash generation

A photograph of a person's hands holding a large, vibrant green leaf. The background is a blurred field of similar crops, creating a sense of depth and focus on the leaf being examined. The overall color palette is dominated by various shades of green.

# ERIK FYRWALD

## CHIEF EXECUTIVE OFFICER

# PRIORITIES FOR 2017 AND BEYOND

**Close the ChemChina transaction**

**Enhance focus on execution**

- drive productivity
- continuous improvement culture

**Accelerate innovation and invest in growth**

# OUR CORPORATE GOALS

## Profitably grow market share

### Improve the customer experience

- More sales force face time
- New digital approaches
- Ongoing innovation

### Drive simplification

- Decision-making faster, closer to market

### Meet our financial commitments

- Realize AOL savings
- Improve seeds performance
- Increase cash conversion





syngenta

**CHEMCHINA**

# CHEMCHINA OFFER

# SAFE HARBOR

## ADDITIONAL INFORMATION AND WHERE TO FIND IT

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# DIVIDEND UPDATE

## No regular dividend proposal for 2016

ChemChina transaction expected to close in Q2

2017 AGM to be scheduled in June

Any dividend payment would need to be deducted from the offer price: unfavorable from a tax perspective for some shareholders

**Special dividend of CHF 5.00 to be paid conditional upon and prior to first settlement of the transaction**

**Dividend history 2001-2015:  
25% cagr vs 16% EPS cagr  
2015 payout ratio 64%**

# CHEMCHINA OFFER PROGRESS UPDATE

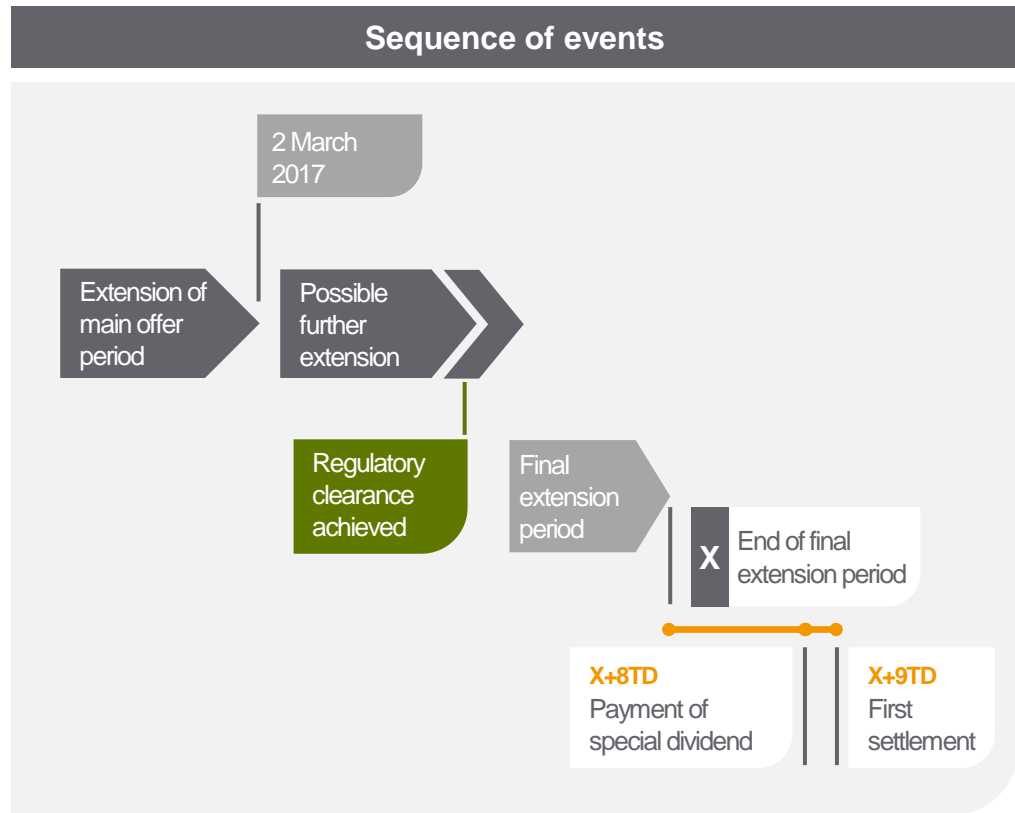
Swiss and US Public Tender  
Offers extended to  
2 March 2017

Anti-trust clearance received  
from 13 jurisdictions\*

Remedy proposals submitted  
in EU and USA  
EU Phase II deadline 12 April  
2017

Confident transaction  
will close in Q2

## Sequence of events



TD: Trading Days

\* Pending: Brazil, Canada, China, EU, India, Mexico, USA

*Bringing plant potential to life*