

Get to know Syngenta Group



One of the global challenges is to feed a growing population with the same amount of land and resources available



Agriculture needs to change current practices with sustainable innovation



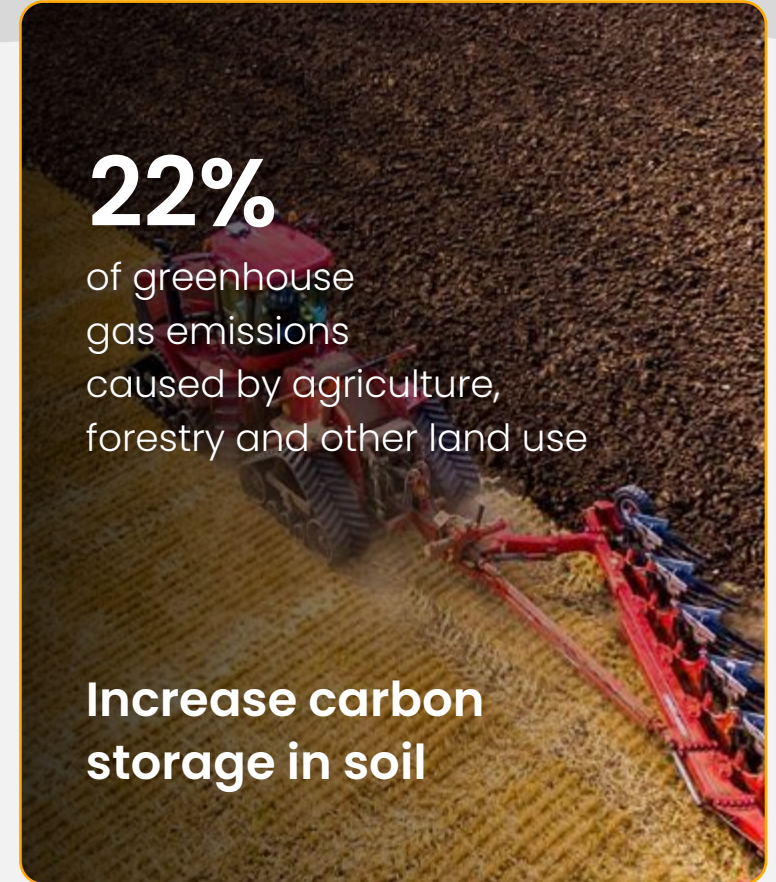
70%
of global fresh water used in agriculture

Improve water use efficiency



33%
of earth's arable land lost in last 40 years

Increase productivity from degraded land



22%
of greenhouse gas emissions caused by agriculture, forestry and other land use

Increase carbon storage in soil

Agriculture and food systems are key in limiting global warming to around 1.5°C

22%

of the world's
greenhouse gas
emissions come
from agriculture

34%

of the world's
greenhouse gas
emissions come
from food systems

40%

of the world's land
has been degraded
by human activity

21%

lower agricultural
productivity due to
climate change

**Humanity must increase
agricultural productivity
without bringing new land
under cultivation**

Invest in
new high
yielding
technologies

Develop
innovations
in breeding
and gene-
editing

Provide
digital
tools and
precision
agriculture

Support
farmers
to adopt
regenerative
practices

Farmers are at the core of navigating a complex world to grow the food we need and protect the resources we depend on



Cope with effects of **climate change** driven weather extremes such as **floods** and **droughts**



Cope with **pest pressure** and more **resistant diseases**



Are good stewards of the soil and **conserve arable land**, manage water and input usage



Meet rising demand for **more food** and **higher quality**



Increase profitability and ensure investments to **adopt new technology** and **train labor**



Satisfy consumers **changing diets** and meet new **regulatory standards**



**Syngenta Group creates long-term,
sustainable value for farmers everywhere**



With our HQ in Basel, Switzerland, Syngenta Group is a leading sustainable agricultural innovation and technology company. We embrace the diversity of our teams and expertise in more than 100 countries to deliver the broadest range of products and services for the benefit of farmers, society and our planet.

#1

in Crop Protection
and Biologicals

#3

in Seeds

#1

in crop nutrition
and farmer
services in China

Our three performance pillars and focus areas



Innovation powerhouse

- Support farmers adopting regenerative practices to address climate & food security
- Discover and develop technologies to enhance and protect yield
- Commercialize new products supported by digital science

Customer focus to drive profitable growth

- Drive key segments to outperform and achieve higher net promoter scores
- Expand farmer centric ecosystems such as MAP
- Deliver continued gains in market share, margin, and cash

Operational excellence

- Achieve top quartile functional cost competitiveness
- Drive continuous improvement in efficiency and effectiveness
- Reduce greenhouse gas emissions, make our operations sustainable

Our passion for innovation has driven and inspired us for more than 250 years



2020

Syngenta Crop Protection and Syngenta Seeds
Part of Syngenta Group
June 18, 2020

Syngenta Group
A new industry leader created through the grouping of Syngenta, ADAMA, and the agricultural businesses of Sinochem and ChemChina

ADAMA
Part of Syngenta Group
June 18, 2020

Syngenta Group China
Sinochem Agriculture (BU) + ChemChina agribusiness merger
June 19, 2020

Our four Business Units together deliver unparalleled capabilities to serve farmers worldwide



Syngenta Crop Protection is a world leader in protecting crops.



ADAMA is a global leader in off-patent crop protection.



Syngenta Seeds is one of the world's largest developers and producers of seed.



Syngenta Group China is China's leading agricultural technology and innovation partner, consisting of crop protection, seeds, crop nutrition, MAP and digital agriculture businesses.



Digital farming

Agronomic inputs

Performing seeds

Biotechnology

Regenerative agriculture

Sustainable solutions

Our contribution positively and sustainably impacts the entire food value chain

Growers



Improved yield and crop quality, sustainable soil and water management and safe use of agricultural inputs

Processors



Easy to harvest crops, optimized factory processing time and reduced wastage

Retail



Fresh and healthy food, longer shelf-life, traceability and food safety

Consumer



Constant food supply fulfilling ever-changing demand for new flavors, tastes and diets

World's biggest food players committing to Regenerative Agriculture



Nestlé committed to **source 50%** of key ingredients through regenerative agricultural methods **by 2030**



PepsiCo committed to regenerative practices across **7 million acres by 2030**



Grupo Bimbo committed **100%** of our key ingredients from land cultivated with regenerative farming practices **by 2050**



Unilever committed to protect and regenerate **1.5 million hectares** of land, forests and oceans **by 2030**



Cargill committed to advance regenerative agriculture practices across **10 million acres** of land in North America **by 2030**



McCain Foods committed to implement regenerative agriculture practices across **100%** of McCain potato acres **by 2030**



General Mills committed to **1 million acres** of regenerative agriculture **by 2030**

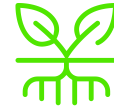


Walmart works with suppliers to increase adoption of regenerative practices and commits to help manage at least **50 million acres of land by 2030**

Regenerative Agriculture

Regenerative agriculture is an outcome-based food production system that nurtures and restores **soil health**, protects the **climate**, **water resources** and **biodiversity**, and enhances **farms' productivity** and **profitability**.

Key principles



Minimized soil disturbance

ADOPT NO-TILL OR REDUCED-TILL TECHNIQUES



Plants in the ground year round

PLANT COVER CROPS TO PREVENT SOIL EROSION AND INCREASE CARBON INPUTS



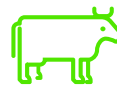
Diversified crops in time and space

EXPAND CROPS IN ROTATION AND ADOPT INTERCROPPING



Precision application of biological and chemical inputs

DATA-ENABLED PRECISION PLACEMENT OF SEEDS, CROP PROTECTION AND CROP NUTRITION



Integrated livestock when possible

CROP RESIDUES AND COVER CROP GRAZING, MANURE AND COMPOST INPUTS

What is Syngenta Group's contribution to regenerative agriculture?

As the world's most local agricultural technology partner, Syngenta Group strives to transform agriculture through tailor-made solutions that support and enable farmers across the world to adopt regenerative agricultural practices, for the benefit of farmers, society and our planet.



Science to quantify environmental, agronomic, and economic outcomes



Biological technologies that enhance crop and soil health



Technical advice and training to growers



Access to digital tools to unlock the potential of precision agriculture



Elite crop varieties with sustainability traits for climate resilience



Support access to finance for the transition to regenerative agricultural practices



New value chain partnerships to create premium markets for regenerative products



Greensboro, USA



Raleigh, USA



Uberlândia, Brazil



Tel Aviv, Israel



Linyi, China



Shanghai, China



Enkhuizen, The Netherlands



Stein, Switzerland

>\$1.4bn

annual R&D investment

Leading

innovation pipeline

As a global innovation powerhouse, we lead the way in accelerating game-changing innovation to bring farmers safe and sustainable new products

A photograph of three scientists in white lab coats working in a greenhouse. One scientist in the foreground is looking through a microscope, another is holding a flask with green liquid, and a third is in the background. The greenhouse is filled with rows of young plants in trays.

Our scientists breed thousands of new seed varieties and explore over 100,000 new compounds every year

>6,000

R&D experts

>150

years of experience in breeding, 30 years in biotech

~10,000

Patents across seeds varieties, crop protection and solutions

>250

years of experience in chemistry, 40 years in biologicals with Valagro

Second to none

Un-replicable library of millions of screened seed varieties and CP AIs

Partner of choice

for hundreds of universities, public and private institutions

Our products help farmers to transform agriculture

Artesian corn

Drought tolerant

Up to 40% higher corn yields in extreme drought



YOOM

More nutritious food

Higher in antioxidants and extended shelf life



Enogen

Feed efficiency

5% higher feed efficiency and improved ethanol productivity



ADEPIDYN™

Lower application

Long-lasting control against fungal diseases and 20% lower application rate



Crop Protection

Improved efficiency

Increases efficacy to improve crop yield while reducing environmental impact

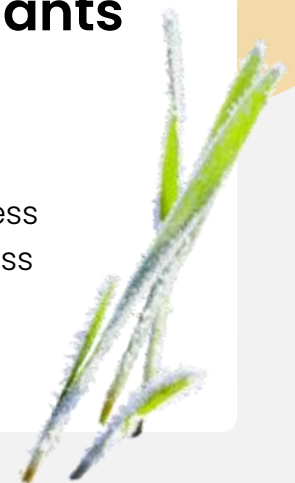


Plant biostimulants

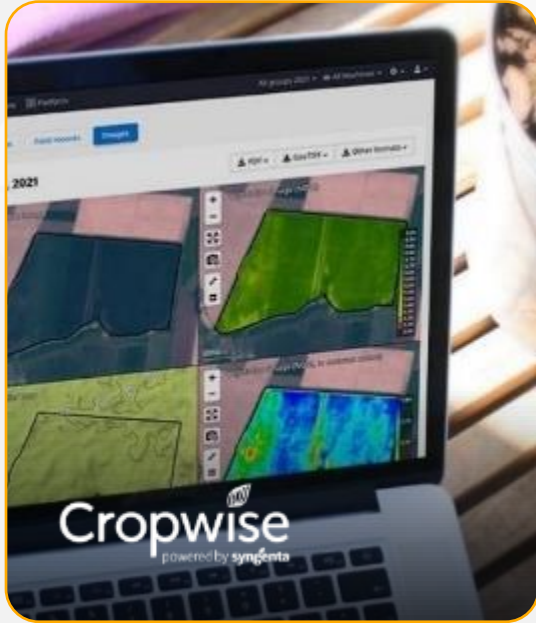
Surviving frost

Promotes vegetal growth during environmental stress and improves effectiveness of treatments

MEGAFOL



We seek and move into new areas that help make farmers even more successful



Digital platform

All-in-one digital farming solution with leading position in every region



Unique seed placement tool

Optimizing seed selection and placement



Precision farming

Driving increased productivity and sustainability through targeted application



Innovative distribution services

Growing direct sales networks

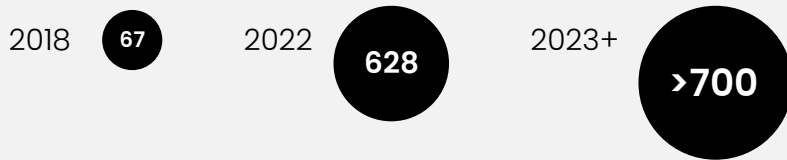
The most exciting new business in the whole of agriculture



To transform agriculture in China our network of Modern Agriculture Platform (MAP) Centers help farmers to modernize their farms with new sustainable solutions and connecting them to premium buyers – increasing the quality of their crops and their profitability



Rapid growing MAP center network: transforming agriculture side-by-side growers



Leading the way in meeting consumer demand for sustainably grown great tasting and healthy food



A KEY PART IS MAP BESIDE

A program that helps farmers grow very high quality, traceable crops in a climate-smart way and sell to commercial buyers at premium prices. The crops end up in China's Hema (or Freshippo) fresh grocery chain operated by Alibaba, the country's top online retailer.



QR code provides traceability with data



Partnerships are essential to ensure we can feed the world while meeting the challenge of climate change



Bringing degraded pastureland **back into productivity** in Brazil

Reverte

The Nature Conservancy



Implementing **smallholder technologies** and **business models**

Solidaridad

The Nature Conservancy



Promoting **carbon soil retention** through our Run Tian program in China that encourages farmers to avoid burning leftover straw and crops

The Nature Conservancy



Helping thousands of farmers and their suppliers adopt and track **agronomic conservation practices**

Kellogg's

We are proud to be the most geographically and culturally diverse company in agriculture

Diversity provides a competitive edge

59000 employees from 123 nationalities across more than 100 countries make our success possible



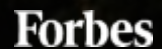
#1 Ag employer
#6 overall in
biotech innovation



Member
of UN Women's
Empowerment Principles



Top quartile (A-)
Leadership Level climate
change and water security



**Most customer –
centric in Ag**
only Ag company
in Top 25 ranking



Early implementer



An experienced international leadership team

Representing nationalities from across Europe, North America, and Asia.



Jeff Rowe

Chief Executive Officer

Through our diversity and the unparalleled capabilities of our four businesses we deliver breakthrough agricultural technology and digital service innovations for farmers.



Jeff Rowe

Interim President
Syngenta Crop Protection



Hengde Qin

Chief Financial
Officer



Justin Wolfe

President
Syngenta Seeds



Steve Landsman

Group General
Counsel



Steve Hawkins

President
and CEO ADAMA



Caroline Barth

Chief Human
Resources Officer



Fu Su

President
Syngenta Group China



Alexandra Brand

Executive VP, Sustainability
and Corporate Affairs

Board of Directors

with deep China and global agriculture experience



Fanrong Li
Chairman



Jeff Rowe
Director, CEO



Hengde Qin
Director, CFO



Erik Fyrwald

Non-executive director, Former Syngenta Group CEO,
CEO of International Flavors & Fragrances Inc.



Paul Fribourg

Independent non-executive director,
Chairman of ContiGroup Companies



Louise O. Fresco

Independent non-executive director,
former President of Wageningen University



Pedro P. Parente

Independent non-executive director,
former CEO of Petrobras



Jian Jiao

Director, President of Sinochem Holdings



Jin-Yong Cai

Independent non-executive director, partner at Global
Infrastructure Partners, Member of World Bank Group



Fuli Li

Director, Vice President and Chief Financial Officer of
Sinochem Holdings



Strong resilience after record 2022

First 9 months 2023

9M 2023 Group sales
\$24.3bn -6% (CER -3%)



9M 2023 Group EBITDA
\$3.5bn -22% (CER -20%)

syngenta
Crop Protection

9M 2023 sales
\$11.5bn -9%

A dark green background with a subtle leaf pattern. The Syngenta logo and "Crop Protection" are at the top. Below, the sales performance for the first 9 months of 2023 is shown.

ADAMA

9M 2023 sales
\$4.2bn -18%

A background image of several red tomatoes. The ADAMA logo is at the top. Below, the sales performance for the first 9 months of 2023 is shown.

syngenta
Seeds

9M 2023 sales
\$3.3bn +3%

A background image of a pile of small, light-colored seeds. The Syngenta logo and "Seeds" are at the top. Below, the sales performance for the first 9 months of 2023 is shown.

Syngenta
Group China

9M 2023 sales
\$7.7bn +9%

A background image of a terraced green landscape. The Syngenta logo and "Group China" are at the top. Below, the sales performance for the first 9 months of 2023 is shown.

Syngenta Group Full Year Results 2022: \$33.4bn +19% (CER +22%)

CER: Constant Exchange Rates.

Note: The results in this presentation are an unaudited, pro-forma consolidation of the Business Units in the Syngenta Group including Yangnong Chemical, in which Syngenta Group acquired a controlling stake as of July 2021. YNC respective sales are consolidated as of January 2020; for internal purposes; we continue presenting YNC as appended to SGC, aligned with our 2021 budget. Syngenta Seeds figures include CNS and Winall in China.

A record growth performance

Full Year Results 2022

FY Group sales

\$33.4bn +19% (CER +22%)



FY Group EBITDA

\$5.6bn +20% (CER +25%)

syngenta
Crop Protection

FY sales
\$16.3bn +21%

ADAMA

FY sales
\$6.7bn +16%

syngenta
Seeds

FY sales
\$4.7bn +14%

Syngenta
Group China

FY sales
\$8.6bn +17%

CER: Constant Exchange Rates.

Note: The results in this presentation are an unaudited, pro-forma consolidation of the Business Units in the Syngenta Group including Yangnong Chemical, in which Syngenta Group acquired a controlling stake as of July 2021. YNC respective sales are consolidated as of January 2020; for internal purposes; we continue presenting YNC as appended to SGC, aligned with our 2021 budget. Syngenta Seeds figures include CNS and Winall in China.



Helping farmers feed the world with safe, nutritious and tasty food

