Requirements of the private sector in agricultural higher education
A leading agriculture company

Syngenta is one of the world's leading companies with more than 28,000 employees in over 90 countries dedicated to our purpose: Bringing plant potential to life.

- Over $1.4 billion annual R&D investment and more than 5,000 R&D staff
- Offering tailored agronomic solutions to growers through integrating its offer on a global crop basis
- Syngenta’s ambition is to bring greater food security in an environmentally sustainable way to an increasing populous world by creating a worldwide step-change in farm productivity

Broadest portfolio in the industry:
- Crop Protection
- Seed care
- Seeds
- Traits
- Lawn & Garden

Covering 9 key crop businesses:
- Corn
- Soybean
- Cereals
- Rice
- Sugar cane
- Diverse Field Crops
- Vegetables
- Specialty Crops
- Lawn & Garden
2014 sales up 6 percent CER

 Integrated sales by region 2014
 US$14.4 billion

 North America
 3.6 bn
 -6% CER

 LATAM
 4.3 bn
 +9% CER

 EAME
 4.5 bn
 +11% CER

 APAC
 2.0 bn
 +10% CER

 53% sales from emerging markets in 2014
Sales and earnings history

Sales $bn

CAGR +7%

CAGR +19%

EPS* $

* Fully diluted basis, excl. restructuring and impairment; 2004 incl. one time tax credit
CAGR at absolute rates. Source: Syngenta
Innovating across technologies to transform the way crops are grown

<table>
<thead>
<tr>
<th>Grower’s needs</th>
<th>Technology</th>
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<tbody>
<tr>
<td>Weed control</td>
<td>Breeding</td>
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<tr>
<td>Insect control</td>
<td>Native traits</td>
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<td>Disease control</td>
<td>GM traits</td>
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<tr>
<td>Nematode control</td>
<td>Seed care</td>
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<tr>
<td>Yield potential</td>
<td>Crop Protection</td>
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<tr>
<td>Nitrogen efficiency</td>
<td>Nutrients, water</td>
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<tr>
<td>Drought</td>
<td>Machinery</td>
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<tr>
<td>Quality traits</td>
<td>Services</td>
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<tr>
<td>Labor shortage</td>
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<tr>
<td>Post harvest</td>
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</table>

- weed control
- insect control
- disease control
- nematode control
- yield potential
- nitrogen efficiency
- drought
- quality traits
- labor shortage
- post harvest

- biological solutions
- chemical solutions
Increasing yield and efficiency
Our products work across the life cycle of the crop

Broad portfolio to meet grower challenges

**Insect control**
- ACTARA®
- MATCH®
- ENGEO® PLENO
- AMPLIGO®
- Thiamethoxam mixtures
- SOLVIGOTM

**Weed control**
- DUAL GOLD®
- GESAPAX®
- CALLISTO
- CALARIS®
- S-Metolachlor mixtures

**Disease control**
- PRIORI XTRA®

**Vigor, ripening, harvest aid**
- MODDUS®
- ACTARA®

Partner of choice as we build new solutions

Key partnerships
The Good Growth Plan

We’ve made six commitments to help grow more food using fewer resources, while protecting nature, and at the same time helping people in rural communities live better lives.

- **More food**
  - Less waste
  - Make crops more efficient
    - Increase average productivity of the world’s major crops by 20% without using more land, water or inputs

- **More biodiversity**
  - Less degradation
  - Rescue more farmland
    - Improve the fertility of 10 million hectares of farmland on the brink of degradation
  - Help biodiversity flourish
    - Enhance biodiversity on 5 million hectares of farmland

- **More health**
  - Less poverty
  - Empower smallholders
    - Reach 20 million smallholders and enable them to increase productivity by 50%
  - Help people stay safe
    - Train 20 million farm workers on labor safety, especially in developing countries
  - Look after every worker
    - Strive for fair labor conditions throughout our entire supply chain network

One planet. Six commitments.
Breakthrough ideas and achievements come from collaborating beyond boundaries

Complementary technologies

Research and Development

Strategic collaborations

Better and safer farming practices

Food value chain
I joined the company in 1999 from university where I took a degree in Management and a Masters in Economical Science. I now work as Head of Business Development and Marketing for Crop Protection in Russia.

What really motivates me is the freedom to operate and implement new ideas. This is particularly important in Russia, as it is an emerging market with huge potential. Our work is helping to develop agriculture here by providing solutions that will increase production and revitalize Russian science. It’s a challenge, but this company really stimulates people, and encourages them to step beyond their comfort zone and deliver results. My personal contribution here reflects this; I set up the marketing function in Moscow with just 5 people and we now have a team of 40 across the country.

One of the best things about Syngenta is that it gives the chance to be part of a multi-cultural business. I’ve worked in different geographies during my career, notably in Switzerland to develop a new business control system for our Middle East and North Africa region. That gave me a great opportunity to meet people with different cultures and traditions.

What truly differentiates us from the rest of the market is that we are able to address fundamental concerns of society and make a clear contribution to feed the world. Our people are always recognized for their personal contribution, and that driving force will help us achieve these goals.
Innovation is fundamental to Syngenta's success, and the Research and Development lies at the heart of this. The work of our department allows the company to meet the constantly changing needs of agricultural markets, and in doing so succeed commercially.

Our pipeline is strong and we are continually working on improved ways of raising the quality and yield of crops worldwide.

Our department has 4,000 employees across four major research sites, field testing stations in all the major climatic zones of the world and two molecular marker laboratories.

Our research activities are organized to avoid duplication by concentrating skills in specific disciplines at a single site, although many groups work in project teams across multiple sites to maximize the global resources and experience within the department.

Our employees have scientific background in chemistry, biology, bioinformatics, agronomy, data management, biotechnologies, breeding, plant pathology, precision farming…
Supply Chain

Supply Chain is central to the success of Syngenta.

By sourcing, manufacturing and distributing products as efficiently as possible we are responsible for ensuring we, as a company, meet our commitments to customers.

We are able to drive the success of Syngenta's innovative and varied products by understanding and anticipating the market, maintaining our position as an industry leader.

We are based across all regions, allowing us to draw on local expertise, innovation and resources.

The breadth of roles is wide, with planning, negotiation and change management just some of the activities our employees undertake on a day-to-day basis.

Our employees come from different backgrounds, with some having a master's degree in Supply Chain in addition to a commercial or engineering undergraduate degree.
Approximately 3500 people work in sales and marketing, at multiple sites around the world.

This international distribution benefits our employees, as it provides the opportunity to work across different regions and expand their knowledge.

Our employees are involved in a wide range of projects, including shaping product strategies, conducting market research, launching new products and ongoing customer relationship management.

Most sales and marketing employees within Syngenta have an undergraduate degree and many have either an MBA or other masters degree. Increasingly, our employees come from fields outside of agriculture, enriching Syngenta with great diversity.
The Corporate Affairs function is responsible for building and maintaining the reputation of Syngenta around the world and thus plays a pivotal role in the company's ongoing success.

The Corporate Affairs function comprises Communications, Public and Government Affairs and Investor Relations.

With over 100 people around the world, the function has grown rapidly in the past 18 months in order to meet the expectations of increasingly demanding stakeholders in a highly dynamic environment.

There is a wide array of challenging roles managing
- the brand and visual identity of the company;
- internal communications and employee engagement activities;
- key external relationships with governments, associations and international NGOs;
- interaction with our owners, the shareholders.

We recruit people from a wide range of cultural and academic backgrounds. We have some 20 nationalities represented in the function with qualifications as varied as biology, mathematics, law, economics, history, communications and languages.
The fundamental purpose of the Regulatory department is maintaining Syngenta's license to sell.

This ensures that we can develop and sell high quality products, maximizing our innovative potential and protecting our leading position in the industry.

Our employees are involved throughout the lifecycle of a product, through research, development and launch, and on an ongoing basis, they interact with the Supply Chain department in incorporating new sources and processes.

We are also involved in relationship management with regulatory authorities.

There are around 250 employees within the Regulatory department, with people located across all regions.

Specialists will normally have a degree, undergraduate or above, ideally in a relevant subject such as life sciences, chemistry or agronomy. To succeed within our work, presentation, strategic and negotiation skills are vital.
Graduate Programs

We're keen to recruit the best graduates from a wide range of disciplines.

Graduate opportunities worldwide

- Finance Graduate Program
- Information Services Graduate Program
- MBA Graduate Program
- Supply Graduate Program

Research programs with more than 90 universities
Acquire and develop new skills

- Precision farming
- Forecasting models
- Bio controls (bacteria, virus, yeasts, plant extracts…)
- Gene technology for crop protection and pathogens (RNAi)
- Training for new technologies
- Co design
- Integrated crop programmes
- Innovation for formulation, packaging and application techniques
- Digital marketing
Graduate Programs at Syngenta

Schemes designed to put people into roles now and with low levels of technical or professional skills.

Schemes designed to put people into roles now, and with ongoing specific professional or technical development.

Schemes designed to develop technical specialism and to provide the “specialists” of the future.

Schemes to create leaders of the future, no specific technical skills, future roles.

Recruited for today’s role

Recruited for role tomorrow

Generalist

High technical or functional skills

Source: The Greenhouse Project
Internal Academies

Our workers access information on career and learning opportunities, employment policies and pension plans through our intranet site “My life and career”.

Syngenta recognizes that our global workforce requires tailored development programs.

For example, our Learning Academy ensures global programs are relevant to different parts of the business by developing and running them locally, while the Marketing and Sales Excellence Academy (MaSE) in partnership with INSEAD runs training for marketing and sales specialists across the regions.

Participants can build relationships and share experiences with others from different countries.
Diversity

We employ more than 28,000 people in over 90 countries.

This diversity provides a cultural richness that is an attractive asset to Syngenta in its strategic pursuit of innovation.

We are continuously working to more creatively combine and leverage the strength of diversity within Syngenta.
Leadership Programs

Grow in Syngenta

Women leadership program

Leadership development program

Business strategy for leaders

Executive leadership program (IMD Lausanne)
Learning and development programs

<table>
<thead>
<tr>
<th>Global L&amp;D Programs (delivered centrally or regionally)</th>
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<tbody>
<tr>
<td>Leading Leaders in Syngenta (LLS)</td>
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<tr>
<td>Leadership Development Program (LDP)</td>
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<td>Horizons</td>
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<tr>
<td>Business Strategy Program (BSP, INSEAD)</td>
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<td>ALP</td>
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<tr>
<td>Executive Leadership Program</td>
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<tr>
<td>Central delivery</td>
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<td>Regional delivery</td>
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<td>Off-the-shelf / On-demand</td>
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<td>Other materials and tools</td>
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<td>MaSE</td>
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<tr>
<th>Leadership Competencies</th>
<th>Lead others</th>
<th>Lead external</th>
<th>Lead internal</th>
<th>Lead self</th>
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<tr>
<td>Influence</td>
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<tr>
<td>Engage &amp; inspire</td>
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<tr>
<td>Build talent</td>
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<td>Collaboration</td>
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<tr>
<td>Leverage diversity &amp; inclusion</td>
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<td>Judgment</td>
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<td>Strategic thinking</td>
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<tr>
<td>Creativity &amp; innovation</td>
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<td>Global perspective</td>
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<tr>
<td>Focus on customers</td>
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<tr>
<td>Planning</td>
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<tr>
<td>Execution &amp; result orientation</td>
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<tr>
<td>Lead &amp; manage change</td>
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<tr>
<td>Establish trust</td>
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<td>Self awareness</td>
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<tr>
<td>Learning agility</td>
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| Accelerate Women in Leadership |
| Collaborating Across Boundaries (CAB) |
| Growing Syngenta Team |
| SWOC and LCW |
| FOL |
| FOL+ |

| Crucial Conversations (Vital Smart) |
| Situational Leadership (Blanchard) |
| Influence |
| Flawless Consulting |
| Syngenta Way of Change (Change First) |
| Onboarding |
| Mentoring |
| myCrop e-Learning |
| MyCrop Essentials |
Leadership competency model

We selected 16 leadership competencies to help our employees understand the behaviors that help them perform better and grow in their career.

- Influence
- Engage & inspire
- Build talent
- Collaboration
- Leverage diversity & inclusion

- Focus on customers
- Planning
- Execution & results orientation
- Lead & manage change

- Judgment
- Strategic thinking
- Creativity & innovation
- Global perspective

- Establish trust
- Self awareness
- Learning agility
French Network for Education and Research in Life Sciences

Xavier Leprince
President
4 leading Engineering Institutes

- More than 100 years of existence
- 26% of the French graduates in the sector every year
- BSc, MSc, Engineer and PhD programmes
- Strong links with the professional world
Facts & figures

- **26** research teams; **180** professors and associate professors
- Members of **9 clusters of excellence**
- Common **R & D projects**
- **37%** scholars
- **20%** apprentices

**Internationalization:**
- **400** international students/year,
- **1,200** students abroad / year,
- **7** international MSc,
- **18%** of foreign students in our graduate programs