syngenta

Annual Review 2008

Strong performance in 2008

Financial highlights 2008

Sales[1]

$11.6bn +21%

Earnings per share[2]

$16.26 +42%

Free cash flow[3]

$761m –5%

Dividend per share[4]

CHF6.00 +25%

1 Growth at constant exchange rates (CER)
2 Fully diluted excluding restructuring and impairment
3 For a definition of free cash flow, see page 46
4 Subject to shareholder approval at the Annual General Meeting on April 21, 2009

Growth across all businesses and regions

Businesses

Crop Protection

Syngenta offers a leading range of Crop Protection products that help growers control weeds, prevent disease and protect their crops from insects. Our Seed Care products provide early protection from the moment of planting. Sales of Crop Protection products increased by 22 percent[1] to $9.2 billion in 2008, with growth across all regions.

Seeds

Syngenta develops high-quality seeds that help growers boost yields and quality in a wide range of crops. Seeds sales increased by 16 percent[1] to $2.4 billion, driven by excellent performances in corn and soybean, oilseeds and vegetables.

Lawn and Garden

The new Lawn and Garden business offers a range of plant health solutions for consumers and professional growers. It comprises Professional Products and Flowers Seeds, which are reported under Crop Protection and Seeds respectively. Pro forma sales for the Lawn and Garden business were $864 million.

Crop Protection sales[1,2]

$9.2bn +22%

Sales by region	2008 $m	2007 $m	CER %
EAME	**3,214**	2,545	+16
NAFTA	**2,693**	2,238	+18
LATAM	**2,037**	1,423	+43
APAC	**1,287**	1,079	+17

Sales by product line	2008 $m	2007 $m	CER %
Selective Herbicides	**2,412**	2,019	+14
Non-Selective Herbicides	**1,329**	902	+43
Fungicides	**2,620**	2,004	+25
Insecticides	**1,423**	1,205	+15
Seed Care	**830**	604	+33
Professional Products	**527**	475	+8
Others	**90**	76	+19

For more information see page: 22

Seeds sales[1]

$2.4bn +16%

Sales by region	2008 $m	2007 $m	CER %
EAME	**1,077**	818	+20
NAFTA	**979**	916	+6
LATAM	**216**	146	+48
APAC	**170**	138	+24

Sales by product line	2008 $m	2007 $m	CER %
Corn and Soybean	**1,040**	893	+13
Diverse Field Crops	**462**	351	+23
Vegetables and Flowers	**940**	774	+16

1 Growth at constant exchange rates (CER)
2 Including inter-segment sales

For more information see page: 26

For more information see page: 30

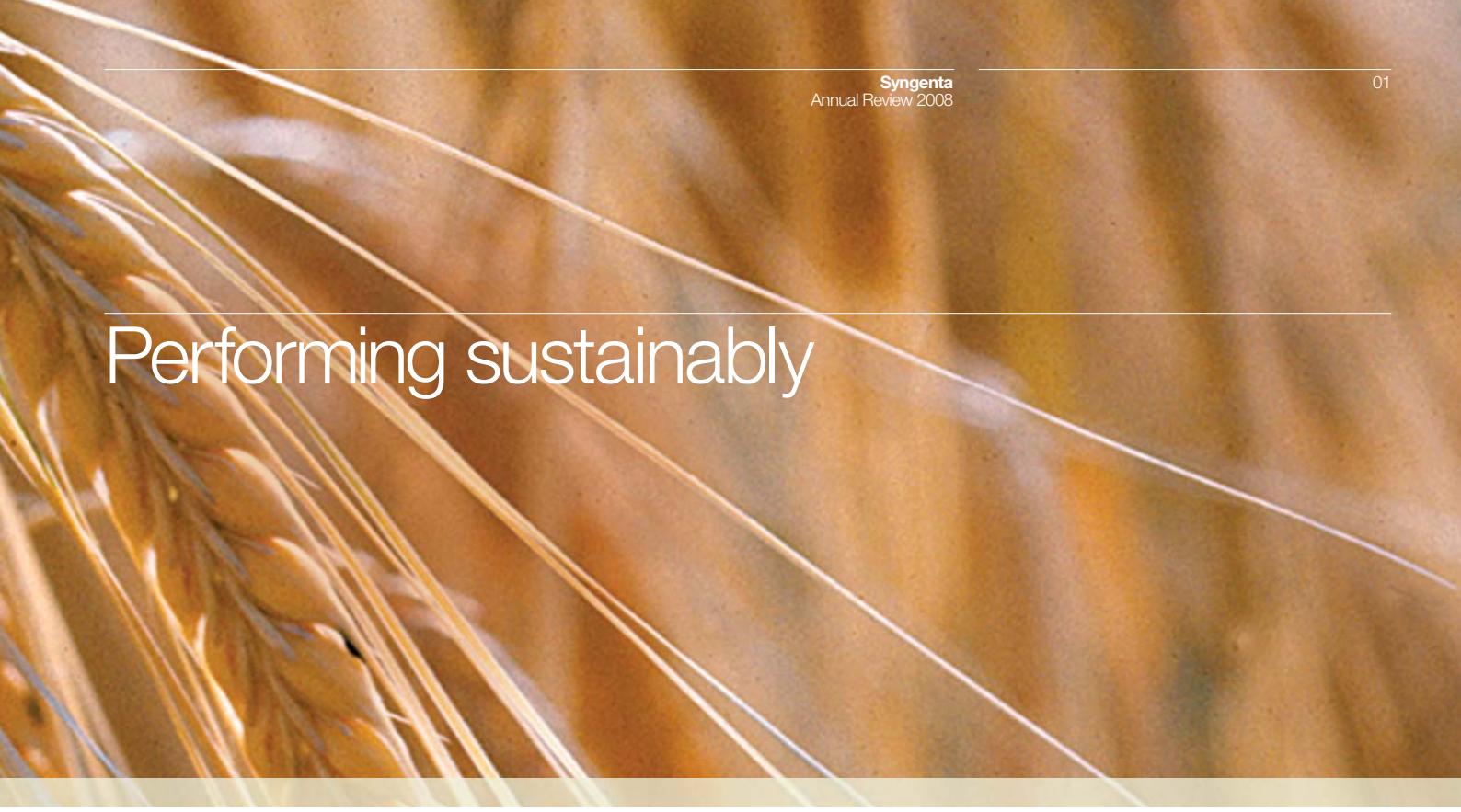
Introduction to Syngenta

Bringing plant potential to life

Syngenta is one of the world's leading companies with more than 24,000 employees in over 90 countries dedicated to our purpose: Bringing plant potential to life.

Our Crop Protection and Seeds products help growers increase crop yields and productivity. We contribute to meeting the growing global demand for food, feed and fuel and are committed to protecting the environment, promoting health and improving quality of life.

Contents



Performing sustainably

Strategic goals and Corporate Responsibility

Corporate Responsibility (CR) is an integral part of what we do. Our business makes a positive contribution to society by helping agriculture tackle important global challenges. By developing innovative products and working with farmers to ensure they are used appropriately, we are contributing to the sustainability of agriculture.

This means our business and CR goals and strategies are aligned and fundamentally interlinked. To reflect this, we are integrating our reporting on both business and CR performance for the first time in this Annual Review.

Additional information on the activity reported here, together with further details and data, is available online at www.syngenta.com

Strategic goals

Drive land productivity through innovation
Maximizing land productivity while conserving scarce resources such as water.

Build leadership in plant performance
Offering full crop programs and solutions to increase crop vigor and yield as well as control pests.

Capitalize on Seeds investment
Expanding our sales of both genetically modified and conventional seeds to achieve a significant increase in Seeds profitability over the medium term.

Expand in emerging markets
Through significant investments in people, portfolio and the supply chain.

Create new businesses
Bringing together Syngenta Flowers and Professional Products to serve the specific needs of Lawn and Garden customers.

Maintain cost efficiency
Targeting annualized operational efficiency savings of $290 million by 2011 enabling continued investment in growth initiatives.

Outperform the industry
Building on the breadth of our business, spanning Crop Protection, Seeds, Traits and Seed Care, to provide a unique offer of integrated crop technology.

For more information visit:
www.syngenta.com

Corporate Responsibility

Sustainable agriculture
We aim to contribute to food security and sustainable agriculture by helping farmers improve yields on existing land and conserve valuable natural resources such as soil, water and biodiversity.

Product stewardship
We aim to ensure the safety of our employees, customers and consumers by setting strict safety standards in our operations and promoting the safe and effective use of our products by farmers around the world.

People and communities
We respect our diverse workforce and aim to help each of our people develop their talent. We aim to benefit rural communities where we operate by helping farmers improve productivity.

Environment
We aim to minimize the environmental impacts of our operations throughout the life of our products – from research and development to manufacture, use and disposal.

Business ethics
Our Code of Conduct commits us to maintain the highest ethical standards in everything we do and we encourage employees to report any suspected violations.

For more information visit:
www.syngenta.com/CR

Business highlights 2008

A year of sustained momentum

Growth through innovation: Strategic alliance for Invinsa™ crop protection

Syngenta announced an exclusive global alliance with AgroFresh Inc. in January to develop and commercialize Invinsa™[1] technology. With a potential market of more than $500 million, Invinsa™ will be the first product to offer protection for field crops during periods of high temperature or drought.

For more information see page: **23**

Innovation in Seeds: New insect control technology licensed to Pioneer

We announced a global agreement in February that will give DuPont®'s Pioneer Hi-Bred business access to our innovative AGRISURE VIPTERA™ trait which provides broad spectrum insect control in corn.

For more information see page: **27**

Supporting scientists in Africa: Pan African Chemistry Network

The first hub of the Pan African Chemistry Network – supported by Syngenta and the Royal Society of Chemistry – was launched in Kenya in March. The Network brings together scientists from across the continent to promote sustainable agricultural development in Africa.

For more information see page: **13**

Strengthening global R&D: New and expanded sites

Syngenta's newly expanded research center in Stein, Switzerland, opened in April. The CHF 85 million expansion program consolidates our biological and chemical research activities on one site. We also announced plans to invest $65 million in a new biotechnology research centre in Beijing, China.

For more information see page: **33**

Engaging employees: Record participation in Syngenta Awards

In 2008, Syngenta recorded the highest participation in its Awards program since its inception. More than 1,000 projects were submitted, representing 9,400 employees around the world. This is an increase of 34 percent over 2007. The program is designed to reward projects that exemplify the Company's values. A selection of Awards stories is featured throughout this report.

For more information see page: **32**

Building partnerships: Syngenta and DuPont agree technology exchange

Syngenta and DuPont announced an agreement in June that will help both companies bring new products to market more efficiently. Costs of preparing regulatory studies for DuPont's insecticide Cyazypyr™[2] will be shared and Syngenta will gain access to new chemistry for the development of broad spectrum solutions.

For more information see page: **23**

1 Invinsa™ is a trademark of AgroFresh Inc.
2 Cyazypyr™ is a trademark of E.I. du Pont de Nemours and Company

In 2008 Syngenta continued to outperform markets, accelerate innovation, expand its leading position in growth markets and help growers to increase yields.

New technologies:
Approval for insect control and herbicide tolerance traits in Brazil

Syngenta's Bt11 trait for fall armyworm and sugarcane borer pest control was approved for sale in Brazil in June and our herbicide tolerance trait GA21 received approval in September. Together, these technologies will enable Syngenta to play a leading role in the introduction of new corn technology in Brazil.

For more information see page:
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Investing in growth products:
$600 million additional investment to expand capacity

Syngenta announced plans in July to invest a total of $600 million to expand capacity over the next three years. Expansion will focus on our sites in Grangemouth, UK, and Monthey, Switzerland, to increase production of AMISTAR® and ACTARA®/CRUISER®. These products offer an estimated combined peak sales potential of $3.5 billion.

For more information see page:
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Award for Syngenta contribution:
Helping to achieve UN Millennium Development Goals

Syngenta received the 2008 World Business and Development Award in September for the development of a new sugar beet that can be grown in tropical climates. Tropical sugar beet brings significant advantages to farmers, the environment and rural communities, as well as the sugar and biofuel industries.

For more information see page:
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Expanding leadership positions:
Acquisitions in Flowers

In October Syngenta announced two acquisitions that will strengthen our leading position in the global flowers business: industry-leading breeder and producer Goldsmith Seeds Inc, and the Chrysanthemum and Aster business of US flowers producer Yoder Brothers Inc.

For more information see page:
31

Investing in emerging markets:
Latin America

Two investments announced in November will strengthen Syngenta's leading position in Latin America. The development of our innovative PLENE™ technology will improve dramatically the efficiency of sugar cane planting in Brazil and the acquisition of SPS Argentina SA will increase significantly our presence in the Argentine soybean market.

For more information see pages:
17 and 27

Accelerating innovation:
Novel seed treatment

In December Syngenta and Dow AgroSciences announced a research and development agreement to evaluate Dow compounds for incorporation into Syngenta's Seed Care portfolio. Joint projects under the agreement will accelerate the delivery to market of novel seed treatment and seed enhancement technologies.

For more information see page:
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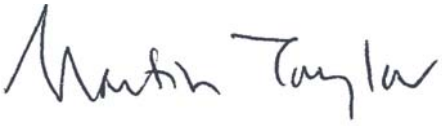
Chairman's letter

Our contribution to society lies in our ability to assist farmers worldwide in using their land efficiently and responsibly. For us, sustainable practices and business success are indivisible.



Martin Taylor
Chairman

2008 will be remembered as a year of great turbulence and insecurity in financial, economic and social terms. Such was the uncertainty that in the first half of the year the availability of affordable food – one of the most basic human needs – was cast into doubt. In this environment there was an unprecedented focus on agriculture and a growing realization that the 80 million additional people joining our planet each year will further increase demand for food and feed, while land availability remains finite.

At Syngenta, we are uniquely placed to help meet this growing demand thanks to our broad and global product portfolio, a track record of innovation and the diversity and creativity of our people. Our challenge is to use those skills and capabilities to enable farmers to increase yields in an environmentally sustainable manner. This challenge is also, of course, a significant opportunity and underpins the long-term growth potential of our business.

Our contribution to society lies in our ability to assist farmers worldwide in using their land efficiently and responsibly. For us, sustainable practices and business success are indivisible. In 2008, the Dow Jones Sustainability Index (DJSI) and the FTSE4Good confirmed our achievements in this area by again including Syngenta in their indices. SAM, the organization that monitors and judges corporate sustainability for the DJSI, awarded Syngenta Gold status, placing us in the top tier of 2,500 global companies measured.

Reflecting that inseparable link between business performance and sustainability, this year sees our first fully integrated Annual Review and Corporate Responsibility Report. The narrative outlines how our work and innovations contribute to sustainable agriculture and the environment, encourage

the development of rural communities and drive our business performance. Our website www.syngenta.com provides additional information.

On my many visits to Syngenta facilities and projects around the world last year, I was again able to see the breadth and depth of our contribution to agriculture and society at first hand. Everywhere I went, I was deeply impressed by the vast potential of agriculture, by growers' increasing drive to raise yields through modern technology, and by our ability to respond to their needs. Syngenta employees work with customers across the world and their efforts are the foundation of the Company's success. On behalf of the Board I extend my gratitude to our entire staff in more than 90 countries for their continuing hard work and dedication.

Alongside our many impressive achievements, 2008 was also a year of great sadness for Syngenta. In October Heinz Imhof died at the age of 66. He had been Chairman of the Board from the Company's creation in 2000 until his retirement for health reasons in 2005. Heinz Imhof's business foresight and commitment made possible the successful launch of Syngenta. Under his leadership, the strategic foundations were also laid for today's strong performance worldwide. The Board, Executive Committee and all employees are deeply indebted to Heinz. We have lost a fine personality and a good friend.

At the Ordinary General Meeting of Shareholders this April, Syngenta Vice Chairman Rupert Gasser will step down from the Board of Directors, having reached the statutory age of 70. Rupert joined the Board in 2002 and was elected Vice Chairman in 2005. He is also a member of the Chairman's and Compensation Committees. On behalf of my fellow Board members and the entire Company I would like to thank Rupert for his outstanding contribution to Syngenta. With his broad and long-standing international business experience, he has provided us with pivotal insight and advice.

Dr. Peter Doyle will retire from the Board at the same time, having also reached the statutory maximum age of 70. Peter has been a Director since the Board first took office, heading our Science and Technology Advisory Board. We are extremely grateful to him for his scientific expertise, excellent advice and unfailing commitment to our Company.

The Board is recommending to shareholders the election of Dr. David Lawrence as a new Director. He joined the Executive Committee in 2002 as Head of Research and Development, and retired last October. David looks back on over 35 years with Syngenta and predecessor companies, and has played a leading role in our success today. In addition, the Board is also recommending to shareholders the election of Stefan Borgas as a new Director. I very much look forward to their contribution as members of the Board.

On October 1, 2008, Dr. Alejandro Aruffo succeeded David Lawrence on the Executive Committee. Alejandro holds degrees in Chemistry and Mathematics from the University of Washington and a Biophysics doctorate from Harvard. Before joining Syngenta, he was Vice President of Global Development at a major pharmaceutical company.

Syngenta can be proud both of its financial strength and its impressive growth record. Our future prospects are inextricably linked to the need to feed a growing world population in an environmentally sustainable way. We will continue to deploy our innovative skills and commercial dynamism while demonstrating that corporate and social responsibility is inherent in everything we do. We are grateful to you, our shareholders, for your recognition of our goals and for your trust and support in helping us to build your Company.

Chief Executive Officer's letter

Agriculture has to do more with less, making the best possible use of natural resources and maximizing the yield of every crop planted.

Michael Mack
Chief Executive Officer

2008 was a record year for agriculture. Investment by growers in their crops surged as crop prices soared in the first half. Acreage expanded and, more importantly, technology adoption accelerated. This meant an increase in the planting of high value seeds and greater usage intensity in crop protection, resulting in excellent crop yields globally. However, while grain stocks have been partially replenished, food and feed demand continues to grow. The challenge of increasing agricultural productivity to meet the demands of a growing world population remains.

For Syngenta, 2008 was a year in which we made substantial strategic progress while strengthening our platform for future growth through investments in manufacturing capacity, Research & Development and marketing. We also made several acquisitions in targeted areas. Our outstanding financial performance shows that we maximized the opportunity presented by the exceptional rise in crop prices. Sales increased by 21 percent at constant exchange rates, with the pace of growth sustained throughout the year even though crop prices declined in the second half. Earnings per share[1] rose by 42 percent reflecting a further improvement in operating profitability. Free cash flow amounted to $761 million after taking account of higher capital expenditure and acquisition spending. This enabled us to return over $1 billion to our shareholders in the form of the dividend and share repurchase. The Board is recommending to the Ordinary General Meeting of Shareholders in April that we raise our dividend for the seventh successive year. The proposed pay-out of CHF 6.00 per share represents an increase of 25 percent over 2007.

1 Fully diluted excluding restructuring and impairment

Our Crop Protection business performed strongly worldwide and across the portfolio. Sales reached $9.2 billion, an increase of 22 percent, and the operating margin was a record 23 percent. New products launched since 2006 registered sales of $263 million, and clearly offer significant further growth potential with estimated peak sales of over $1 billion. Sales in emerging markets, where crop protection usage often lags significantly behind developed markets, expanded rapidly and now account for more than one third of total sales. In addition, our Seed Care business continued to spearhead a technology shift as growers seek to protect their investment in high value seeds.

In our Seeds business, sales rose by 16 percent to $2.4 billion. We launched our proprietary triple-stack corn in the United States, and have been proud to see its immediate success in the field. The breadth of our field crops business was demonstrated by a strong performance in Europe, where we expanded our corn offer and reinforced our leadership in sunflower. In Latin America we saw strong growth in corn and soybean and look forward to further expansion as we introduce new technology to this region. We have received full approval for two corn traits in Brazil and have acquired a leading seeds company in Argentina. Finally, our Vegetables business continued its outstanding track record with strong growth across all regions.

In 2008 we announced a major capacity expansion program with a total investment over three years of $600 million. The main focus is on two key Crop Protection products, AMISTAR® and ACTARA®/CRUISER®. These products have substantial potential for further growth, reflecting our ability to use them in new formulations which enhance plant performance. We are also investing in Seeds production notably in the USA, where projects include new capacity for sweetcorn, for which we are the global market leader.

The creation of new businesses is a cornerstone of our strategy, enabling us to adapt to fast changing market dynamics. We are now bringing together Flower seeds and Professional Products to form a new Lawn and Garden business serving the varied needs of professional customers, such as ornamental growers and golf course managers, and consumers. The new business will become operational in 2009 and will focus on delivering plant health solutions including seeds, young plants, chemicals and growing media. It will build on strong existing market positions for example in turf, where our unique products have been used at premiere sporting venues such as the Bird's Nest stadium in Beijing, China.

Agricultural technology has made a vital contribution to improving crop yields over the last 50 years – but the pace of yield increase must now accelerate if a growing world population is to be fed. Ongoing innovation is imperative, and Syngenta will play a unique role owing to the diversity and breadth of our technology platforms. Our pipelines in both Crop Protection and Seeds are as promising as they have ever been, and their promise is enhanced by a growing network of commercial and academic collaborations.

Across our business – from early stage research to our close relationships with distributors and growers – our success stems from over 24,000 men and women around the world who make up Syngenta. On behalf of the Syngenta Executive Committee, I would like to thank all our employees for their contribution to our strong business performance. Their commitment and enthusiasm is shown by the record number of more than 1,000 entries submitted to the Syngenta Awards, our annual recognition scheme for projects illustrating the company's values of innovation, intensity, performance and health. I should also like to welcome those employees who have joined us recently through acquisitions, bringing new experience and diversity.

Looking ahead we face an uncertain economic climate, but one in which the fundamental drivers of our industry remain firmly intact. Arable land is limited and increasingly affected by soil erosion and water availability, while demand for food and feed continues to grow. So agriculture has to do more with less, making the best possible use of natural resources and maximizing the yield of every crop planted. Through the dedicated pursuit of our company's purpose – Bringing plant potential to life – Syngenta is making a meaningful contribution to meeting this formidable challenge.

Global challenges

We need to grow more...

+2bn +3bn +100% +50%

Population is growing…

The global population is expected to rise from nearly 7 billion people today to more than 9 billion by 2050. Most of this growth will occur in less developed countries.

urbanization continues…

By 2050, around 3 billion more people are expected to be living in cities. Urban sprawl reduces arable land and puts pressure on rural communities to increase agricultural productivity.

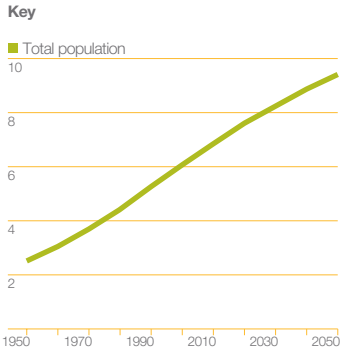
diets are changing…

Demand for meat and dairy is growing with prosperity, especially in emerging markets, diverting more grain to animal feed. By 2050, meat consumption is expected to double.

and we need more energy.

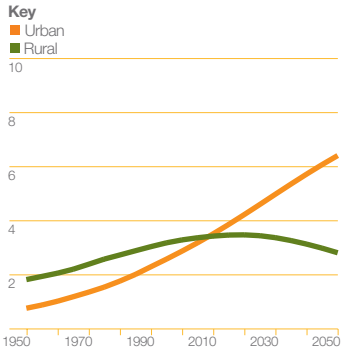
Global energy demand is expected to increase by around 50 percent by 2030. As fossil fuels are limited, renewable energy from plants plays an increasingly important role as an alternative.

World population 1950–2050
Population (bn)



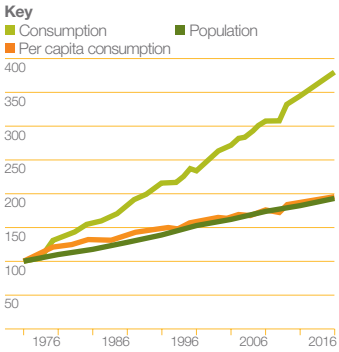
Source: 2007 Revision Population Database, United Nations, 2008.

World's population shifting to cities
Population (bn)



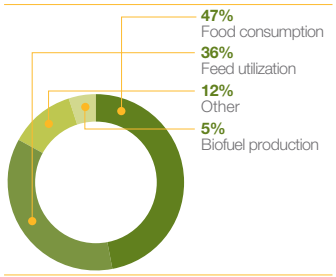
Source: 2007 Revision Population Database, United Nations, 2008.

Global meat consumption
per capita consumption and population
Index: 1971=100



Source: USDA. Global Agricultural Supply and Demand: Factors Contributing to the Recent Increase in Food Commodity Prices, May 2008.

Global grain utilization
2007–2008



Source: Based on FAO "Crop Prospects and Food Situation, Global cereal supply and demand brief", April 2008.

...with less

Farmland is limited…

As population is growing and farmland is limited, the available farmland per capita is expected to decline from 0.23 hectare to 0.16 hectare by 2050, a decrease of around 30 percent. Agriculture must meet rising demand for food and fuel without encroaching on natural habitats.

degraded by erosion…

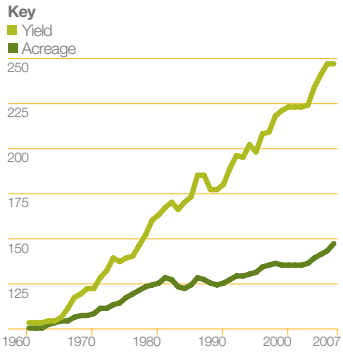
Soil erosion through wind and water, deforestation and droughts destroys around 12 million hectares of agricultural land every year. On that land, 50 million tons of wheat could be grown.

while water is used inefficiently.

Water is essential for agriculture; around 70 percent of global water withdrawal is used in agriculture. But global demand continues to grow and the distribution of water resources is unequal.

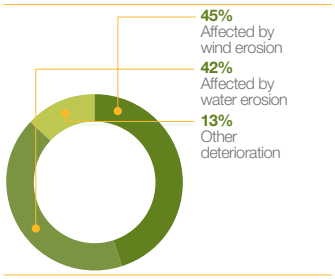
At the same time, up to 40 percent of the water used in agriculture is being lost on the field due to inefficient farming practice. Increasingly volatile climates with drought could in the future cause severe crop losses in many regions, with the highest risk in the developing economies of Southeast Asia and Africa.

Corn yield per acre
Index: 1960 =100



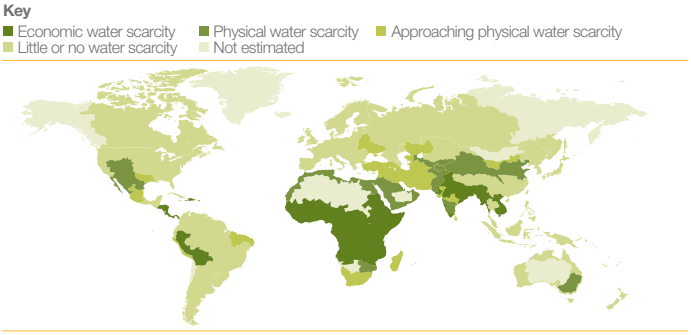
Source: USDA, three year moving average

Causes of soil degradation



Source: International Fund for Agricultural Development and Global Environment Facility. Agricultural Ecosystems: Facts & Trends; WBCSD & IUCN; July 2008.

Areas of physical and economic water scarcity



Source: International Water Management Institute analysis Water for food, water for life.

Our contribution

We help growers do more with less

Helping conserve soil through less tillage

Herbicides from Syngenta contribute to soil conservation as they destroy weeds and crop residues, reducing the need for tilling. This reduces the risk of soil erosion through wind and rain and improves water retention. It also helps to bind the greenhouse gas CO_2 in the soil by increasing organic matter.

High yielding seeds: quality from the inside

Modern breeding creates high quality seed for corn and soybean, diverse field crops such as sunflower and oilseed rape, a broad range of vegetables and a large variety of flowers.

The development of biotech traits, such as resistance against pests and tolerance of drought, helps to increase crop yields.

Seed care: protecting from the start

Syngenta's world leading seed care technology helps plants in their critical growth stage to develop strong roots – the basis for a healthy crop and high yields.

Through coating high-quality seeds with single or multiple high-performing crop protection products, seeds and young plants are protected against insects and disease.

Controlling weeds, insects and diseases

With our broad range of safe and efficient crop protection products, we improve crop yields and health in all stages of plant development. Our insecticides and fungicides protect the crop from insects and disease, and improve plant vigor. Our herbicides control weeds which can reduce yields through competition for nutrients, water and light. Modern chemical technologies also help plants to reduce yield losses during periods of drought or heat.

Benefits for growers, processors and consumers

Advances in technology are enabling us to maximize the potential of plants. Enzymes help to convert plant matter into useable raw materials. Post harvest protection enables more efficient processing and prolongs shelf-life.

Consumers benefit from improvements in crop quality – for example the development of better-tasting vegetables. We are also enhancing consumer enjoyment in our Flowers business through the introduction of longer-lasting plants with larger blooms.

Improving livelihoods for rural communities

Syngenta contributes to improving the livelihoods of rural communities, by increasing agricultural productivity, improving health and quality of crops, reducing the need for manual labor on the field and providing industry-leading stewardship and training. Insect control programs are used to protect grain stores and help to prevent malaria and other insect-borne diseases.

For more information on:
Increasing yields through technology **see page: 12**

For more information on:
Improving crop quality **see page: 14**

For more information on:
Using natural resources responsibly **see page: 16**

For more information on:
Benefits for rural communities **see page: 18**

Our contribution

Increasing yields through technology

A worldwide step-change in farm productivity is needed to meet the increasing demand for food, feed, and fuel resulting from the world's rising population and growing prosperity in emerging markets. With innovative products and technology, Syngenta makes an essential contribution.

Global population is expected to exceed 9 billion in 2050, compared with nearly 7 billion today[1]. This rise – combined with the effects of climate change and soil erosion – is putting stress on already limited resources. The available fertile farmland per person in 2050 is predicted to be less than a third of that in 1950[2]. Higher demand for meat and dairy as a result of population growth and continued urbanization is adding to the pressure on agriculture.

Modern crop technology can achieve the higher output the world needs from the land available in a sustainable manner.

Without crop protection products, it is estimated that 40 percent of arable food crops would be lost to pests each year[3]. The breeding of high value seeds enhances plant characteristics that increase vigor and provide protection to increase yields.

Access to these technologies is vital if farmers are to maximize the yield potential of their crops. Without technology, existing farmland cannot meet the needs of a growing world population.

Stronger plants through effective weed control

Herbicides control weeds, enabling crops to make better use of scarce resources by reducing competition for water, nutrients and light. Syngenta produces both selective herbicides that control weeds without affecting crops and non-selective herbicides used to clear ground of weeds.

CALLISTO®, for example, provides reliable control of broad-leaf weeds in corn crops by disrupting weed growth in a way that corn plants can tolerate. AXIAL® selectively targets grass weeds in wheat and barley crops, and can be applied flexibly in varying weather conditions.

TOUCHDOWN® is widely used to control broadleaf weeds and grasses in herbicide-tolerant crops. GRAMOXONE® provides highly effective weed control without removing the roots of plants, helping to conserve soil structure and prevent erosion.

Protecting crops from insects and disease

Insecticides increase yields by protecting crops from insects and improving plant vigor. ACTARA® provides fast acting control of many insect species in a wide range of crops and climates. Our new insecticide DURIVO® is applied to the soil to combat insects in many crops including rice and leafy vegetables in the critical early stages of plant growth.

Fungicides protect yields by preventing or controlling disease, enabling farmers to produce higher quality, stronger, healthier produce. AMISTAR® consistently raises yields by controlling fungae in a range of crops from cereals to vegetables. REVUS® offers lasting protection against blight infection in potato crops. It can withstand rain within an hour of application and degrades rapidly in the soil.

Seed care: protecting plants from the start

High quality seeds are essential for productive agriculture. They represent a significant investment for growers to achieve higher yields, but they are vulnerable to pests. Syngenta seed care products employ innovative technology to provide defense against insects and disease right from the moment of planting.

Targeted seed care products are dramatically improving farmers' ability to prevent losses. Treating seeds significantly raises productivity with minimal impact on the environment.

CRUISER® not only protects seeds and young plants from insects but also significantly improves plant vigor. Seeds treated with the product develop a better root system and grow plants that are bigger, stronger and greener – producing higher yields. CRUISER® also induces plants to produce proteins that help them withstand stress and promote healthy growth.

1 2007 Revision Population Database, United Nations, 2008
2 UN Food and Agriculture Organization
3 Based on data from E-C Oerke et al, Safeguarding production – losses in major crops and the role of crop protection (2004)

Improving yields to sustain livelihoods in Kenya

Declining, unreliable crop yields in the arid area of Laikipia in Kenya are threatening the livelihood of some 50,000 smallholder farmers who depend on agriculture to survive. Syngenta has developed a holistic training program to help these farmers boost yields and sustain their livelihoods.

Working in partnership with the Swiss College of Agriculture and the Centre for Training and Integrated Research in Arid and Semi-Arid Land, we have trained more than 3,000 farmers in sustainable agriculture techniques and the safe use of crop protection products since the program began in 2006.

Yields have increased by some 50 percent, from 10 to 15 bags per acre of corn and from 2 to 3 bags of potatoes. Crop quality has also improved, enabling farmers to gain additional income by selling more produce for export.

For more information on Syngenta Awards visit:
www.syngenta.com

New seed varieties with higher yields

Developing higher quality, stronger crops through modern breeding or biotechnology can provide significant yield gains. Individual seeds can be bred to be more productive and ensure a higher proportion of those planted survive to harvest.

We use the most modern scientific techniques to identify the key natural elements of a plant. We then breed these elements into improved varieties. Some of our seeds are genetically modified (GM) using biotechnology to introduce a particular trait that could not be achieved through conventional breeding, such as insect resistance or herbicide tolerance. Our new AGRISURE® triple stack corn hybrids combine traits with protection against corn borer and corn rootworm along with herbicide resistance.

Access to technology for growers

Innovation in crop protection and genetically modified seed technology can make a significant contribution to meeting major global challenges. To realize its full potential, this technology must be accessible to growers everywhere and regulations should enable farmers to access these crucial tools to increase productivity.

With its global reach, Syngenta is uniquely positioned to bring effective technology to farmers where it is most needed, particularly in emerging markets where the challenge to increase productivity is greatest. Local Syngenta teams work closely with farmers to demonstrate the benefits of our technology, and show them how to store, apply and dispose of our products appropriately.

Our crop protection business in Bangladesh, for example, has been built up using an extensive outreach program. Supported by agronomists, our agents go to the villages to help farmers analyze and solve production challenges.

Syngenta is contributing £1 million to support scientific innovation and promote access to technology in Africa through the Pan African Chemistry Network, in collaboration with the Royal Society of Chemistry. A key focus of the network – launched in 2008 in Kenya – is agricultural development, looking for ways to secure sustainable food and clean water supplies, and reduce disease.

Our contribution

Improving crop quality

Higher crop yields are essential, but it is not enough just to grow more. Higher quality is also important to maximize the value of the crop and to meet rising consumer expectations. Syngenta helps to provide high-quality crops, to the benefit of growers and consumers.

Farmers want seeds that provide high-yielding, vigorous and reliable crops that can withstand crop stresses. Syngenta seeds are bred to meet these requirements. High-quality field crops not only provide the assurance of reliability for growers, but also make their produce more attractive to food producers. This means these higher-value crops enable farmers to increase their incomes.

In fresh produce, quality is particularly tangible for the consumer. Research into consumer tastes helps us develop vegetables with more appealing flavor and appearance. Staple crops can also be enhanced to provide increased nutritional value.

By focusing on understanding and catering for consumer demands, we are also helping to increase farmers' livelihoods by opening up new higher-value markets for their quality produce.

Understanding and catering for consumer tastes

Recognizing the varying tastes of different cultures is important in meeting the needs of consumers in a range of markets. We look for particular traits in fruits and vegetables that provide the taste, texture, color and storage ability that consumers demand.

Once identified, the desired traits are developed using modern breeding techniques. DNA analysis is used to identify plants with desired characteristics quickly and efficiently. This means one or more traits can be combined so a plant will produce fruit that is not only the desired color, shape and flavor but is high-yielding and has a long shelf life.

For example, Syngenta offers a range of sweetcorn varieties that meet consumers' demand for very sweet taste and long shelf life. But we found that the limited starch reserves which provide these desirable characteristics can also result in poor yields. The development of new hybrid varieties has overcome this challenge, improving yields and retaining sweetness.

Our DULCINEA® TUSCAN-STYLE™ CANTALOUPE melons have been developed to offer the full rich flavor, vibrant orange color and sweetness many consumers seek. Similarly, our DUNNE tomato combines sweet and aromatic flavor with bright red color, juicy texture and distinctive shape.

Providing healthy and affordable food

As well as choosing quality produce according to taste and appearance, consumers also want to be sure their food is safe. Through the development of crop protection products and high-quality seeds, Syngenta makes an essential contribution to providing healthy and affordable food to people around the world. Food production without modern technology is more costly and laborious and cannot increase productivity on existing farmland sufficiently to sustain growing demand.

Infestation by insects or fungal disease can leave mycotoxins in crops resulting in serious health risks for consumers. Stringent regulations are in place to ensure mycotoxins in fresh and processed food supplies are limited to safe levels. Fungicides play a key role in maintaining these safety levels. Qualimetre, our innovative online service in France, provides corn and wheat growers with localized risk assessments for mycotoxins in their crops, enabling farmers to apply fungicides such as AMISTAR® more effectively.

Tackling mycotoxins to ensure food safety in France

Our QUALIMETRE® service in France enables farmers to assess the risk of mycotoxins in their crops and take appropriate action. Mycotoxins are naturally occurring toxins from fungal infection that can contaminate food supplies and risk human health.

QUALIMETRE® assesses risk based on local agronomic data and extended weather forecasts. Customers receive a report on likely levels of mycotoxins, enabling them to time their application of fungicides effectively and clean grain after harvest if mycotoxin levels are high.

The service is fully integrated into our crop protection offer, setting Syngenta apart from its competitors by demonstrating expertise and helping farmers manage risk effectively. The service is available online for growers of wheat and corn – two of the most widely grown crops in France.

For more information on Syngenta Awards visit:
www.syngenta.com

Growers must meet strict standards on crop protection and maximum residue levels in line with regulations. Supermarkets and food processing businesses demand high quality produce to sell to consumers. Many require GLOBALGAP certification, the leading agricultural standard on good agricultural practice and the proper use of pesticides, developed by a not-for-profit partnership of retail and food service companies and suppliers.

Syngenta is engaged in industry-leading programs which encourage farmers to take an integrated approach to pest management. This means making appropriate use of a range of products – chemical and biological – combined with sustainable farming practices.

In Vietnam, for example, we helped farmers optimize crop protection use in watermelon crops while maintaining high yields. This significantly reduced residue levels, making the produce more attractive to lucrative export markets and boosting local incomes.

We train farmers to improve their pest management strategies through optimal product combinations. In Spain we supported farmers in the introduction of integrated pest management strategies for pepper in order to improve crop quality and combat growing resistance to insecticides. By supplementing the targeted use of insecticides with the BIOLINE® range of beneficial insects, the peppers were effectively protected and residue levels significantly reduced.

Reliable quality flowers

Consumers want flowers not only to look beautiful, they also want them to stay in bloom for as long as possible and to withstand periods of hot weather without wilting. Syngenta Flowers breeds varieties that combine all these characteristics.

The hybrid Calliope Dark Red geranium, for example, is crossed with ivy to achieve desirable characteristics including a stunning dark red color that would not be possible with conventional breeding. Calliope also has superior plant vigor with large leaves and robust blooms that can tolerate full sun. Lasting all season in gardens, its dense spread makes it ideal for baskets, large pots and landscape flower beds. Calliope was developed by Goldsmith Seeds, acquired by Syngenta in 2008.

Reliability is essential for consumers and for ornamental growers. Our breeders are using both conventional and marker assisted breeding to produce uniform germination of seeds resulting in high quality young plants.

Our contribution

Using natural resources responsibly

Agriculture is facing a major challenge: growers must produce higher yields with limited natural resources. Through our products and technology, we help to make efficient and responsible use of these resources.

Growers must produce higher yields on existing farmland, prevent further loss of fertile land to soil erosion, and find innovative ways to make use of land that could not previously sustain crops.

At the same time, they must optimize water usage and energy consumption. The only way to meet this challenge is to make more efficient use of the limited resources available – water, soil and land.

Syngenta products are helping growers meet all these challenges. The intensification of agriculture using crop protection and seeds technologies is enabling farmers to meet global demand for food without expanding into precious natural habitats.

Our products facilitate sustainable farming practices essential to prevent degradation of valuable natural resources. They help to prevent soil erosion, water depletion and loss of biodiversity that could compromise future productivity.

We are helping farmers adapt to changing climates and increased water scarcity by developing plant varieties able to survive in drier areas and products that help crops resist moderate drought conditions. These, and other innovations, improve water efficiency in agriculture.

We recognize that responsibility for the use of natural resources and environmental protection in agriculture does not lie with growers alone. Our products can bring many environmental and social benefits when used appropriately but it is important to consider the impacts of our products throughout their life cycle.

Our own operations and those of our suppliers have an impact on the environment, through emissions, waste and use of natural resources in the supply, development, manufacture and transport of our products. We work continuously to reduce these impacts and our employees and suppliers are required to follow strict standards on health, safety and the environment (see page 35).

Conservation agriculture

Syngenta works in partnership with growers and organizations around the world to research and promote sustainable agriculture techniques. Our programs focus on soil conservation, water protection and biodiversity.

Our non-selective herbicides play an important role in conservation or minimum tillage agriculture. Products such as GRAMOXONE® and TOUCHDOWN® enable farmers to control weeds without tilling the ground. This conserves soil structure, improving the water holding capacity of the ground and helping to reduce soil erosion and loss of nutrients. It also helps to protect water courses from run-off of sediment and excess chemicals.

Millions of hectares of farm land become infertile globally each year as a result of soil erosion. In Colombia, an estimated 20 tons of soil per hectare are lost every year in potato fields where deep seedbeds and continual cultivation weaken soil structure, leaving it vulnerable to erosion. We have trained more than 4,000 Colombian farmers over the last four years to use minimum tillage and innovative sowing techniques that reduce soil loss and improve yields as a result.

Training farmers to use conservation agriculture techniques is helping to cut soil erosion and run-off from olive groves in southern Spain, significantly improving water quality entering the Doñana wetlands. Buffer zones – vegetation planted alongside rivers and streams – can also help to prevent run-off of soil and nutrients from farm land which can damage water courses.

Conservation agriculture also cuts fuel costs and related carbon emissions for mechanized tilling, and benefits farmers and their families by reducing the need for hand-weeding. Corn farmers using conservation agriculture techniques in Vietnam in 2008 saved an average of 50 days per hectare in time spent hand-weeding, and reduced soil erosion by a third.

Preserving biodiversity

Sustainable farming practices can help to conserve biodiversity in agricultural areas by improving soil structure and creating diverse habitats in field margins. For example, by reducing the need for tillage, conservation agriculture promotes biodiversity by supporting organisms in the soil.

Recent years have seen the resounding success of OPERATION BUMBLEBEE® in the UK, which supports farmers in establishing habitats for bees and pollinating insects through the planting of a flowering seed mix rich in pollen and nectar adjacent to the cropped fields. In 2008, OPERATION BUMBLEBEE® was expanded to more than 500 farms, covering an area equivalent to 20 percent of the UK's arable land. The concept is now being extended to a number of European countries and to certain regions of the USA under the name

Improving efficiency of sugar cane production in Brazil

Our innovative PLENE™ technology – to be launched in 2010 – will significantly improve the efficiency of growing sugar cane in Brazil, producer of 40 percent of the world's bioethanol. Current planting techniques are labor intensive and many of the cuttings planted do not reach maturity.

PLENE™ sugar cane segments can be planted more easily and are treated with seed care applications to protect them in early development. Growers can harvest and replant sugar cane more frequently, preventing degradation of sugar content in the crop over time and increasing yield by up to 15 percent.

We are also working in partnership with equipment manufacturer John Deere to develop more fuel-efficient machinery to plant the sugar cane segments.

For more information on PLENE™ visit:
www.syngenta.com

OPERATION POLLINATOR™. The goal is to prove that growing demand for food production can be aligned with biodiversity protection, resulting in sustainable approaches to crop productivity, crop pollination and increased biodiversity on farmed land.

Reducing water use

Agriculture needs a reliable water supply to grow crops, but water scarcity is one of the most pressing challenges we face. By 2025, over a quarter of the world's population is expected to be living in regions with limited water[1]. Last year alone, some $30 billion worth of crops were lost due to drought[2].

We are developing crop varieties that can tolerate drier conditions, including drought-resistant corn and sunflowers, and sugar beet that can grow in tropical climates. This improves water efficiency and enables farmers to grow crops in more arid areas that could not otherwise be used for agriculture.

Invinsa™[3] will be the first product being developed for field crop markets specifically to protect crop yield during extended periods of high temperature and mild-to-moderate drought. Our plant growth regulator MODDUS® reduces the amount of water needed to produce the same yields by around 10 percent and promotes longer plant roots to reach water and nutrients in less fertile, drought-prone areas.

Rice fields have traditionally been flooded partly in order to destroy and prevent weeds. Syngenta herbicide programs, used in conjunction with the development and cultivation of new strains of dryland rice, could significantly reduce water use.

Increasing biofuels efficiency

Efficient land use is essential to make biofuels from crops a viable lower-carbon alternative to fossil fuels without jeopardizing food supplies. We need to increase yield and find ways to convert plants to biofuels more effectively.

We are developing a new variety of corn that will improve the efficiency of bioethanol production. Corn amylase increases the ethanol produced per bushel and reduces the energy needed for processing.

Our investment in enzyme research is leading us towards alleviating the conflict of land use for food versus fuel. Joint research projects with the Queensland University of Technology and Verenium Corporation are investigating ways to produce biofuels with cellulose from all parts of the plant, not just the starch typically used for food.

1 Source: UNESCO, http://www.unesco.org/water/news/newsletter/180.shtml#links
2 Source: USDA, FAS
3 Invinsa™ is a trademark of AgroFresh Inc.

Our contribution

Benefits for rural communities

More than 2.5 billion people around the world depend on agriculture for their livelihoods. The success of their harvest each year is critical to these farmers and their families. We combine our products and technology with training and engagement in rural communities.

Our products and training help farmers increase yields and reduce the risk of crop failure. Labor intensive activities such as hand-weeding can be reduced, often freeing family members to use the time instead to improve their education, or pursue other jobs that can further boost the family income.

We work closely with farmers and distributors to share best practice in crop management and train growers to use our products responsibly and effectively. This enables them to meet strict high quality standards for their produce, opening up important income opportunities.

Syngenta has people living and working in communities all over the world. Our people are committed to ensuring safe production and use of all our products and work hard to ensure safety from research and development to manufacture and use.

Ensuring product safety

Human safety and environmental impact are two of the three key criteria for deciding which products to take forward from initial research. All our products undergo extensive trials to receive regulatory approval. We adopt strict safety measures in product development and manufacture to ensure the safety of our employees, consumers and the environment.

In 2008, our stewardship programs trained more than 2.4 million growers to use crop protection products safely and effectively. These focus on four key areas: sound packaging and clear labeling, secure transport and storage, safe and effective spraying, and responsible disposal of containers and obsolete stocks.

Secure storage is particularly important to prevent misuse of crop protection products – either accidental or intentional. We are working in partnership with non-governmental organizations in several developing countries to promote the use of secure storage boxes in rural communities.

We launched a website in 2008 designed to provide open access to information on a range of stewardship issues including safe use and conservation agriculture techniques.

Reducing risk of disease in rural communities

Diseases carried by vector insects such as mosquitoes threaten over 40 percent of the world's population, mostly rural communities. Malaria alone infects over 500 million people every year and kills more than one million.

The ICON® and ACTELLIC® insecticide ranges protect homes with treated mosquito nets and kits to spray indoor surfaces. We train people to identify the source of mosquitoes and understand how to use our products safely and effectively.

In rural communities, disease-carrying insects not only affect homes but also limit agricultural productivity as farmers have to retreat indoors when insects come out at dusk. We are researching how our products can be used to protect communities by spraying vegetation near houses and controlling breeding sites in rivers and ponds. ACTELLIC® can also be used to treat grain stores to prevent infestations damaging harvested crops.

Syngenta also supports a range of global initiatives to tackle malaria. In May 2008, two major natural disasters occurred in Asia: Cyclone Nargis in Burma and the Sichuan earthquake in China. Stagnant water left in the wake of both disasters created ideal breeding conditions for malaria and dengue fever, presenting a major risk to the population.

Syngenta donated five tons of ICON® EW formulation to the government in China to assist with local insect control following the Sichuan earthquake. In Burma, we contributed a range of ICON® products to the initiative, including enough insecticide treated mosquito nets to protect around 150,000 shelters from the threat of malaria.

We also worked with the World Health Organization (WHO) and donated three tons of ICON® products to the UN effort – sufficient to treat 37,000 hectares of land – and ICON® Life long-lasting treated mosquito nets to protect around 30,000 people.

Supporting Nicaraguan bean growers

Syngenta's FRÍJOLNICA™ service offers Nicaraguan bean farmers the possibility to open a credit account through our local strategic partner to finance products, technology and technical assistance. When the bean harvest is sold, the farmer settles the open credit. Smallholders who are members of cooperatives are eligible to receive micro-finance through our local strategic partner, to buy seeds, herbicides and fertilizers. FRÍJOLNICA™ also provides training and on-farm technical assistance from professional agronomists on crop protection options.

There are around 200,000 bean farmers in Nicaragua, each cultivating around one hectare. Crops are grown mainly for subsistence, with the surplus sold to cover other basic needs. Growers using the FRÍJOLNICA™ service have seen yield increases of up to 100 percent, helping to boost their incomes and lift them out of poverty.

For more information on Syngenta Awards visit: **www.syngenta.com**

Supporting rural economies

Rural communities in India and Colombia have received a much needed boost to their livelihoods in the form of tropical sugar beet developed by Syngenta.

Eleven years in the making, the new variety of sugar beet offers many advantages as an alternative to growing sugar cane. It produces similar yields to cane but needs less water, so it can be grown in relatively dry areas that could not otherwise sustain productive agriculture. Because it grows quickly, farmers can harvest after just five months and plant a second crop on the same land. This increases agricultural productivity and improves incomes.

Sugar beet can be used to process sugar for food or conversion to bioethanol. Syngenta helped a co-operation of more than 12,000 smallholders to build and operate a bioethanol production plant in the Indian state of Maharashtra. Two factories are also being constructed to process sugar beet into biofuels in Colombia.

More than two-thirds of people in the region of Boyacá, Colombia, live in poverty. Many young people move to cities to find work, leaving behind an impoverished ageing population. The introduction of tropical sugar beet is creating jobs in growing and processing the beets. This is stimulating the local economy and helping rural communities out of poverty.

Tropical sugar beet also has environmental benefits. Requiring only around a third of the water needed to grow sugar cane, it can save as much as 10 million liters per hectare. As an alternative to cane, it can also support biodiversity when used in areas dominated by extensive sugar cane monocultures.

Syngenta received the 2008 World Business and Development Award for the development and successful introduction of tropical sugar beet. The award – from the United Nations Development Program, the International Chamber of Commerce and the International Business Leaders Forum – recognizes the contribution of the private sector to help achieve the UN Millennium Development Goals.

This prestigious recognition highlights the significant advantages of tropical sugar beet to rural communities. With ongoing trials in many other countries, growers around the world will soon be able to reap the benefits of this innovative crop.

Syngenta Foundation for Sustainable Agriculture

The Foundation aims to improve livelihoods and food security in rural communities through innovations related to inputs, technology, crop management, and marketing in the context of emerging value chains. Thus, in Mali, the Foundation and its partners worked with communities in 2008 to improve crop productivity and linkages to markets. In India, ongoing projects helped raise rice yields for local consumption in three states and the production of vegetables for the market. For the participating farmers and their families, the market-bound produce represented the difference between living at subsistence levels and generating cash to meet essential expenditure needs.

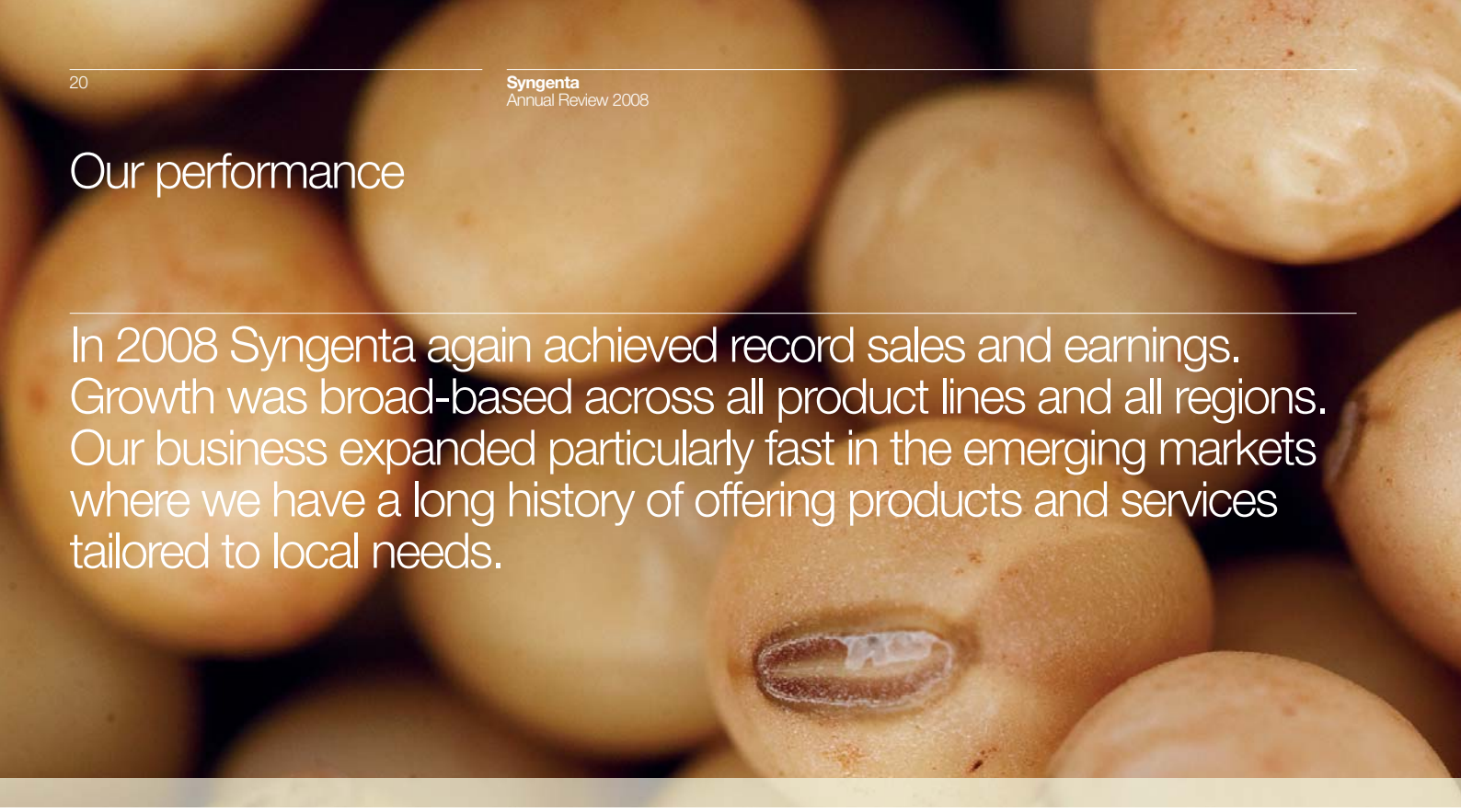
The Foundation continued to support agricultural R&D in co-operation with partners to develop stress-resistant varieties for under-endowed areas and foster the distribution and adoption of improved seed.

The Foundation stepped up its contribution to the public debate regarding the global food situation and the role of the small-farm sector in sustainable solutions. A highlight was a conference on global food availability and access, held at ETH in Zurich in December 2008 and organized jointly with ETH's North-South Centre.

The Foundation reorganized itself in 2008 for greater impact and growth.

For more information on Foundation projects, see: **www.syngentafoundation.org**

Our performance



In 2008 Syngenta again achieved record sales and earnings. Growth was broad-based across all product lines and all regions. Our business expanded particularly fast in the emerging markets where we have a long history of offering products and services tailored to local needs.

Sales[1]

$11.6bn +21%

Earnings per share[2]

$16.26 +42%

Sales by region[1]

	2008	2007	+/–%
EAME	**4,290**	3,350	+28
NAFTA	**3,633**	3,108	+16
LATAM	**2,245**	1,565	+44
APAC	**1,456**	1,217	+20

1 Growth at constant exchange rates (CER)
2 Fully diluted excluding restructuring and impairment

In 2008 Syngenta was able to take full advantage of the favorable market environment thanks to the breadth of our portfolio and our global presence.

Sales growth was broad-based and was accompanied by higher profitability, despite substantial growth investments which will ensure the further expansion of our business. In Seeds, we successfully launched our proprietary triple stack in the USA and demonstrated the broad scope of our traits and germplasm globally. In Crop Protection, we gained market share for the fourth consecutive year. New products launched since 2006 showed dynamic growth and we added major projects to our strong pipeline. The potential of existing products was exemplified by AMISTAR®, with sales now in excess of $1 billion, and by ACTARA®/CRUISER®. We commenced a major capacity expansion program to enable us to realize this potential. At the same time we returned over $1 billion to shareholders while retaining the financial flexibility to make several acquisitions in strategic areas.

Sales up 21 percent

Sales at constant exchange rates (CER) increased by 21 percent, with growth across all product lines and regions. Volume growth of 15 percent was supplemented by a 6 percent contribution from price. Crop Protection sales[3] rose by 22 percent (CER) and Seeds sales by 16 percent (CER).

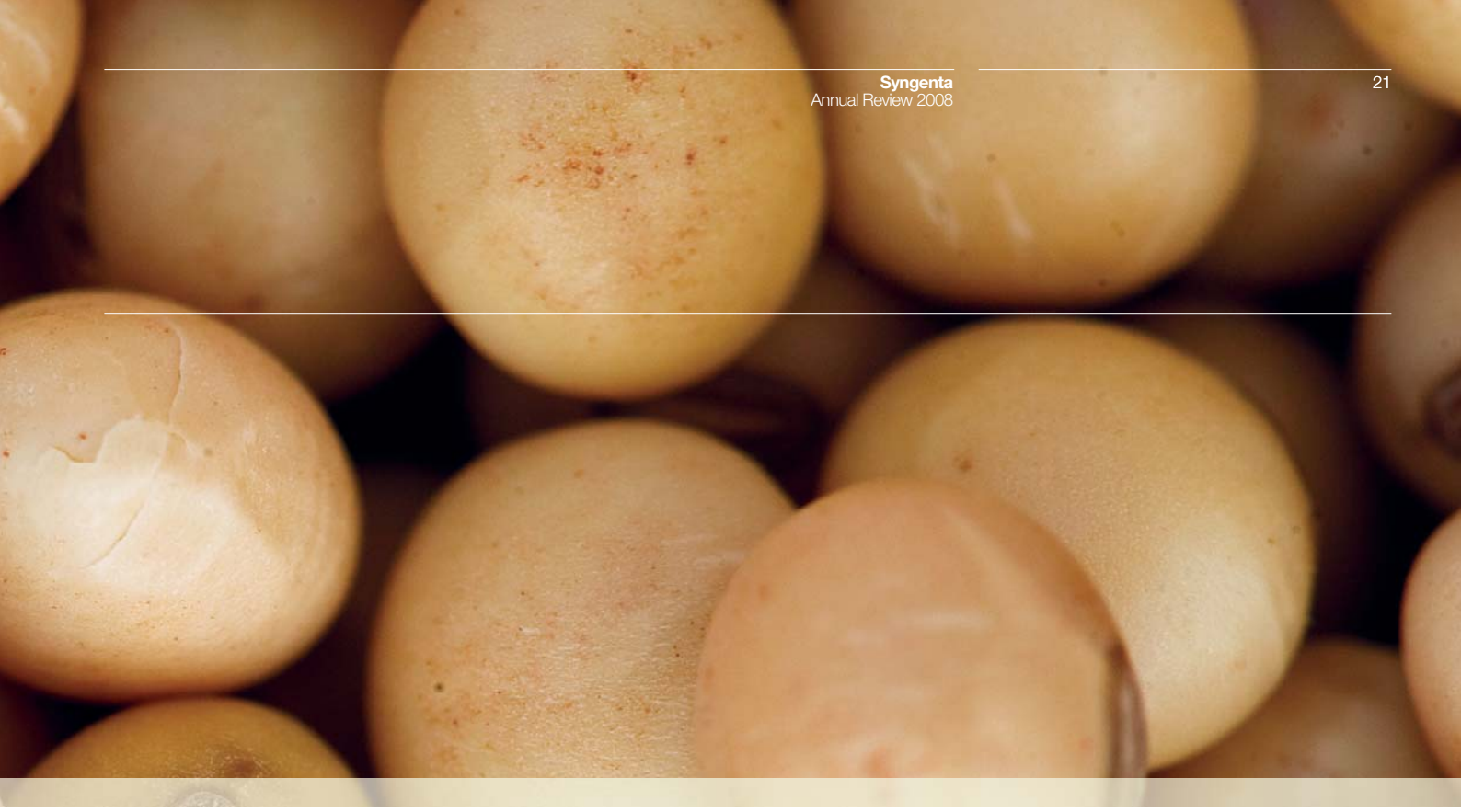
EBITDA margin 21.5 percent

EBITDA increased by 22 percent (CER) to $2.5 billion primarily reflecting the growth in volume. Price increases and operational efficiency savings more than offset higher raw material costs and enabled the Company to continue investing in growth.

Currencies

The impact of currencies on reported sales was positive in the first half of the year and neutral in the second half reflecting the appreciation of the dollar towards the end of the year, notably against emerging market currencies. For the full year currencies had a positive impact of $164 million on EBITDA.

3 Crop Protection sales include $73 million of inter-segment sales



Earnings per share up 42 percent

Excluding restructuring and impairment, earnings per share rose 42 percent to $16.26. On the same basis and excluding non-recurring income in 2007, earnings per share rose by 47 percent. The increase was driven by higher operating income and a lower tax rate. After charges for restructuring and impairment, earnings per share were $14.63 (2007: $11.42, including non-recurring income).

Fundamental drivers unchanged

Syngenta's excellent performance in 2008 has been achieved against a background of extreme volatility, with commodity prices in the second half of the year affected by the general financial market instability. However, the underlying demand drivers for agriculture remain unchanged, and the need to increase global crop production was as clearly evident at the end of the year as it was at the start.

In 2008, 11 million additional hectares worldwide were harvested – and yields in most regions were at or close to record levels. And yet despite this boost in agricultural production, the ratio of grain stocks to global consumption remains low. The reason: a continued increase in demand driven by population growth and changing eating habits.

Higher yields in 2008 reflected the willingness of growers to invest in their crops. Increasing incomes gave them the incentive to expand their use of crop protection products and high quality seeds. The benefits in terms of both the quantity and quality of crops were clear, and those benefits will not be readily given up. The pace of technology adoption may vary, but over time it must continue in order to meet the food and feed needs of a growing world population.

Emerging markets

Population growth and dietary change are concentrated in emerging markets, which already account for more than a third of our sales compared with 25 percent five years ago. Yields in these countries lag well behind developed regions, but through investment in technology and know-how the gap can be narrowed significantly.

Our emerging market sales increased by 35 percent (CER) in 2008. We are rapidly increasing the number of products available with over 150 new registrations during the year. We have increased the number of employees in these markets by almost 1,200 in order to expand the business further and to step up the role we are playing in the modernization of agriculture, offering support and advice to growers.

Crop Protection

Usage intensity drove our Crop Protection business in 2008 and brought growing realization of the benefits our products bring. These go beyond weed control and protection against insects and disease, enabling growers to produce stronger, healthier crops resulting in higher quality food and feed.

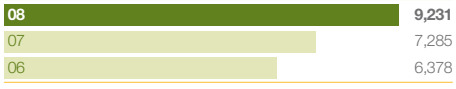
Crop Protection sales 2008[1]

$9.2bn +22%

New product sales[1]

$263m +85%

Crop Protection sales



Crop Protection sales by region[1]

	2008	2007	+/–%
EAME	**3,214**	2,545	+16
NAFTA	**2,693**	2,238	+18
LATAM	**2,037**	1,423	+43
APAC	**1,287**	1,079	+17

1 Growth at constant exchange rates (CER)

In 2008, sales of crop protection products increased by 22 percent at constant exchange rates (CER) to $9.2 billion. Growth was broad-based across product lines and regions, with Latin America contributing a particularly strong performance. Volume accounted for most of the growth reflecting acreage expansion and, more particularly, greater usage intensity as growers sought to increase yield from existing land under cultivation.

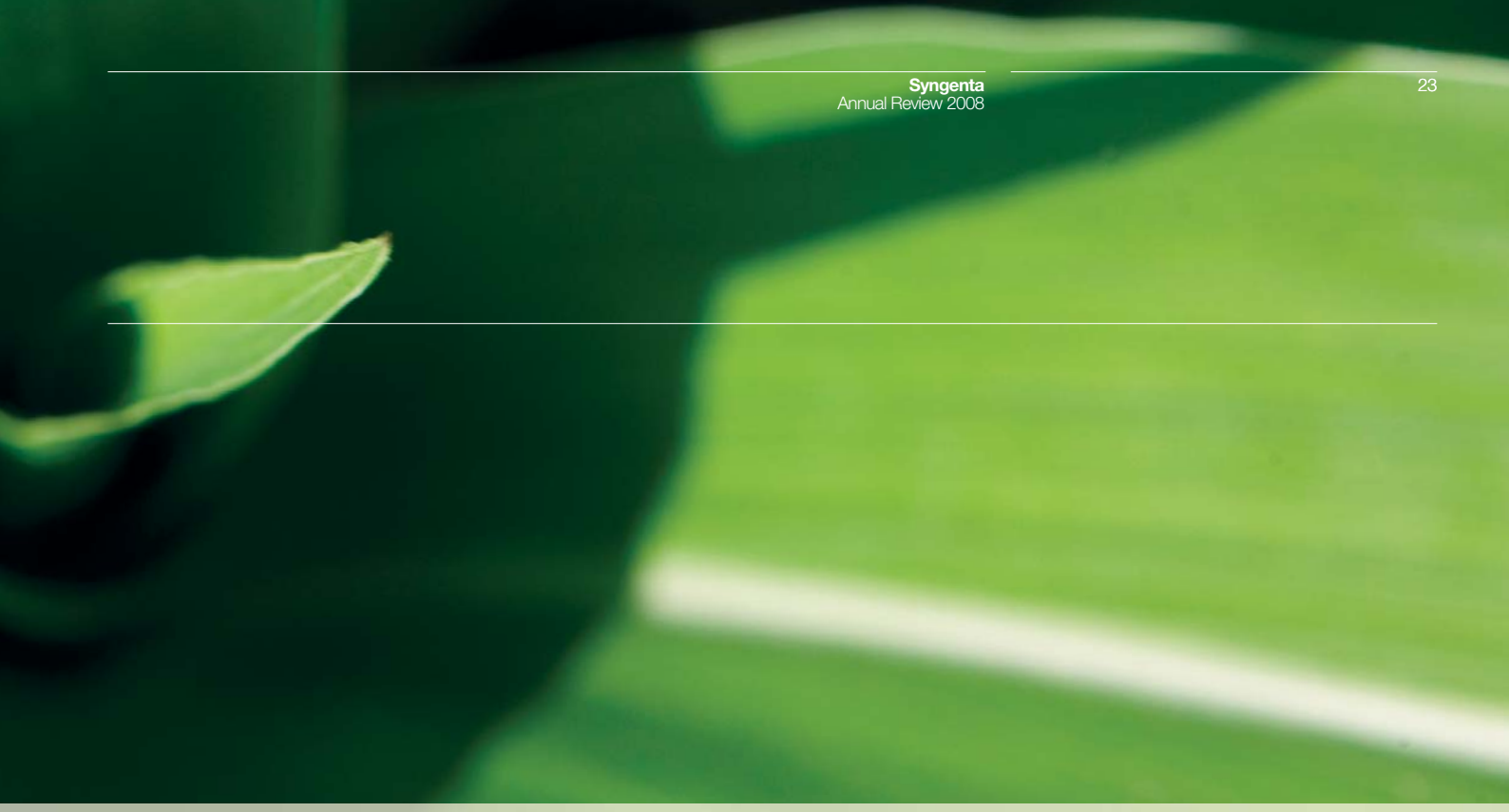
New products launched since 2006 made a strong contribution, with sales of $263 million – an increase of 85 percent on 2007 (CER). They include the the cereal herbicide AXIAL®; AVICTA® for seed protection; the fungicide REVUS® for vegetables and vines; and the insecticide DURIVO®, first launched in 2008 on rice.

Driving land productivity through innovation

By guarding against weeds, insects and disease, crop protection technology plays an essential role in driving improvements in land productivity. The scope of a single active ingredient can be immense: ACTARA® offers protection against 40 species of insect across 110 different crops in more than 100 countries, while AMISTAR® controls disease in 100 crops in 120 countries.

Our strategy is based on continuous innovation, not only through the introduction of new active ingredients but also through the ongoing development of mixtures, formulations and programs. These bring new effects and opportunities for growers. By adapting our technology for use in tailored business models, we take account of the differing needs of growers across a wide range of crops. Our offer is supported by an in-field sales force whose depth of contact with our customers is unrivalled, enabling us to anticipate and answer evolving market needs.

Our contact with growers goes beyond the promotion of our products: we aim to offer integrated crop management solutions. In northern India we have launched a pilot project involving the transfer of knowledge to farmers enabling them to enhance crop yield and quality. The project analyzed the agronomic practices and cost of cultivation for rice growers, from sowing through to harvest. Tailor-made crop solution programs were then designed and implemented, resulting in an average yield gain of 800 kg/ha and incremental revenue of Rs7,000/ha.



Building leadership in plant performance

In 2008 our new mixture product QUILT®, based on AMISTAR®, drove the development of the corn fungicide market in the USA. Growers who had previously left disease untreated experienced a yield gain with QUILT® of around 10 percent, or some 15 bushels per acre.

Our insecticide seed treatment CRUISER® brings a unique patented vigor effect, particularly in soybean, which occurs whether or not there is insect pressure. The crop grows larger, greener and stronger, leading to higher yield.

Our global seed care sales have risen from $378 million in 2004 to $830 million in 2008, driven by market growth and a significant gain in share to around 36 percent. Syngenta recognized early on that the trend towards planting higher value seed would lead to increased demand for seed care in order to protect the value of growers' investment. We have capitalized on our broad portfolio, led by CRUISER®, which allows us to market high performance combinations of insect and disease protection. AVICTA®, the first seed care product for nematode control, has been widely adopted in cotton and will start to play a leading role in corn with an initial launch in the USA scheduled for the 2010 growing season.

In December Syngenta and Dow AgroSciences announced a research and development agreement to evaluate Dow compounds for incorporation into Syngenta's seed care portfolio. Joint projects under the agreement will accelerate the delivery to market of novel seed treatment and seed enhancement technologies.

Creating new businesses

Our business spans a broad range of crops – and we aim to strengthen our presence in crops that have a key role to play in meeting demand for food, feed and fuel. Rice continues to be a staple diet for millions of people, and in 2008 we launched VIRTAKO® on rice in Indonesia.

VIRTAKO® is the first product in the DURIVO® insecticide range to reach the market. It has shown that it can influence and improve the agronomic practices of Indonesian rice growers. By controlling a broad spectrum of insects it eliminates the need for different insecticide sprays and delivers a greener, healthier crop. Its unique benefits were explained to growers in advance of the launch and the scale of demand was such that initial stocks sold out within 24 hours.

We also expanded our CRUISER® range to include rice in Thailand and Vietnam. In Thailand a program to educate farmers has been rolled out in the north-east of the country, where crop protection usage is low and most growers have no experience of seed care. In Vietnam the focus has been on the Mekong delta, one of the most productive regions and home to over 18 million people, most of whom are farmers. The testimony of one of these growers encapsulates the value the technology has brought: "CRUISER® Plus helps our rice seedlings to have stronger root systems, thicker stems and gives them such vigor as we only saw earlier through extensive use of fertilizers."

Growth through investment and innovation

Technology adoption will be a key element of our business expansion over the next five years. We have identified three main areas:

- New products. AXIAL®, AVICTA®, DURIVO® and REVUS® were launched only recently and have significant further growth potential as they are rolled out on more crops and in more countries. We estimate their combined peak sales potential at more than $1 billion.
- Our decision to invest in additional capacity for AMISTAR® and ACTARA®/CRUISER® is based on the strong demand we have seen for these products and on their further potential in generating new solutions. We estimate their peak sales potential at $3.5 billion compared with $1.7 billion in 2008.
- Our late development pipeline contains a number of highly promising products with combined peak sales potential of $1.5 billion. They include Invinsa™[2], targeting the protection of crops during periods of high temperature or drought, as well as fungicide, seed care and herbicide products.
- An addition to the pipeline in 2008 was Cyazypyr™[3], to be developed jointly with DuPont. Cyazypyr™ is a second generation bisamide for broad spectrum insect control and will be complementary to the DURIVO® range.

2 Invinsa™ is a trademark of AgroFresh Inc.
3 Cyazypyr™ is a trademark of E.I. du Pont de Nemours and Company

Crop Protection

Achieving market leadership in Brazilian soybean fungicides

The successful launch of PRIORI XTRA® has propelled Syngenta to a leadership position in the Brazilian soybean fungicide market. Launched in 2004, around 4.5 million hectares were treated with PRIORI XTRA® in its first year alone.

PRIORI XTRA® effectively targets Asiatic leaf rust, providing preventative protection against this damaging disease. Asiatic leaf rust infected South American soybean crops in 2001, causing yield losses of nearly 4 million tons over the following two years. Preventing further losses is essential for the livelihoods of Brazilian soybean farmers.

PRIORI XTRA® was fast tracked for approval by the Brazilian government. Our portfolio of fungicides in soybean, which also includes PRIORI® (azoxystrobin) and SCORE® (difenoconazole), now holds a 35 percent market share in Brazil.

For more information on Syngenta Awards visit:
www.syngenta.com

Crop Protection product line sales $m

	08	07	06
Selective Herbicides	**2,412**	2,019	1,813
Non-Selective Herbicides	**1,329**	902	725
Fungicides	**2,620**	2,004	1,716
Insecticides	**1,423**	1,205	1,093
Seed Care	**830**	604	531
Professional Products	**527**	475	427

Selective Herbicides

Major brands: AXIAL®, CALLISTO® family, DUAL®/BICEP® MAGNUM, FUSILADE®MAX and TOPIK®.

AXIAL®, our new cereal herbicide, grew rapidly in an expanding cereals market with launches in key European countries and further expansion in NAFTA and Western Europe. The CALLISTO® family of products saw double digit growth with a continuation of its successful roll-out outside the USA. Soybean herbicides staged a resurgence in sales as a result of acreage growth in Latin America and glyphosate- resistance issues in the USA.

Non-Selective Herbicides

Major brands: GRAMOXONE® and TOUCHDOWN®.

TOUCHDOWN® sales increased significantly driven by growth in key markets including the USA, Brazil, Argentina and Canada where glyphosate-tolerant acres continued to expand. Sales also benefited from a favorable pricing environment which offset higher sourcing costs. GRAMOXONE® continued to prove its effectiveness in rapid weed burn-down and also benefited from the tightness of glyphosate supply.

Fungicides

Major brands: ALTO®, AMISTAR®, BRAVO®, REVUS®, RIDOMIL GOLD®, SCORE®, TILT® and UNIX®.

In 2008, we strengthened our world leading position in fungicides in a market characterized by increased usage intensity and growers' focus on plant performance. Growth in AMISTAR® reflected the success of a variety of combination products used across crops. AMISTAR® is now sold on 120 crops in 100 countries and has proven a yield-boosting effect in addition to excellent disease control. In the USA, fungicide use on corn and wheat grew rapidly, with QUILT® establishing a leadership position in an expanding corn fungicide market. In Latin America, fungicide growth was broad-based across the region with PRIORI XTRA® now the leading product in Brazil for the prevention and treatment of soybean rust.

Insecticides

Major brands: ACTARA®, DURIVO®, FORCE®, KARATE®, PROCLAIM®, VERTIMEC®.

ACTARA® continued to grow strongly notably in Latin America. Sales of KARATE® showed strong growth particularly in the USA, where they benefited from a major outbreak of soybean aphids and from new opportunities for mixtures with fungicides. The successful launch of DURIVO® in Indonesia marks a significant step in the strengthening of our rice portfolio. Growth of FORCE® in Europe due to the spread of corn rootworm more than offset a reduction of sales in NAFTA.

DURIVO® fast development

The new DURIVO® insecticide range was launched in 2008 after a very short development period. It took just two years from delivering a new active ingredient to produce a range of formulations.

Field results for DURIVO® demonstrate extremely effective control of a range of pests and added plant vigor for higher yields. Launched initially for rice in Indonesia, sales have significantly exceeded expectations in 2008.

For more information on Syngenta Awards visit:
www.syngenta.com

Seed Care

Major brands: AVICTA®, CRUISER®, DIVIDEND®, MAXIM®.

In Seed Care, sales increased by one third. The global expansion of CRUISER® led to strong growth in all regions as growers recognized its unique vigor effect in multiple crops. CRUISER® also benefited from higher soybean acres in the USA and a registration in France.

Professional Products

Major brand: Fafard, HERITAGE®, ICON®.

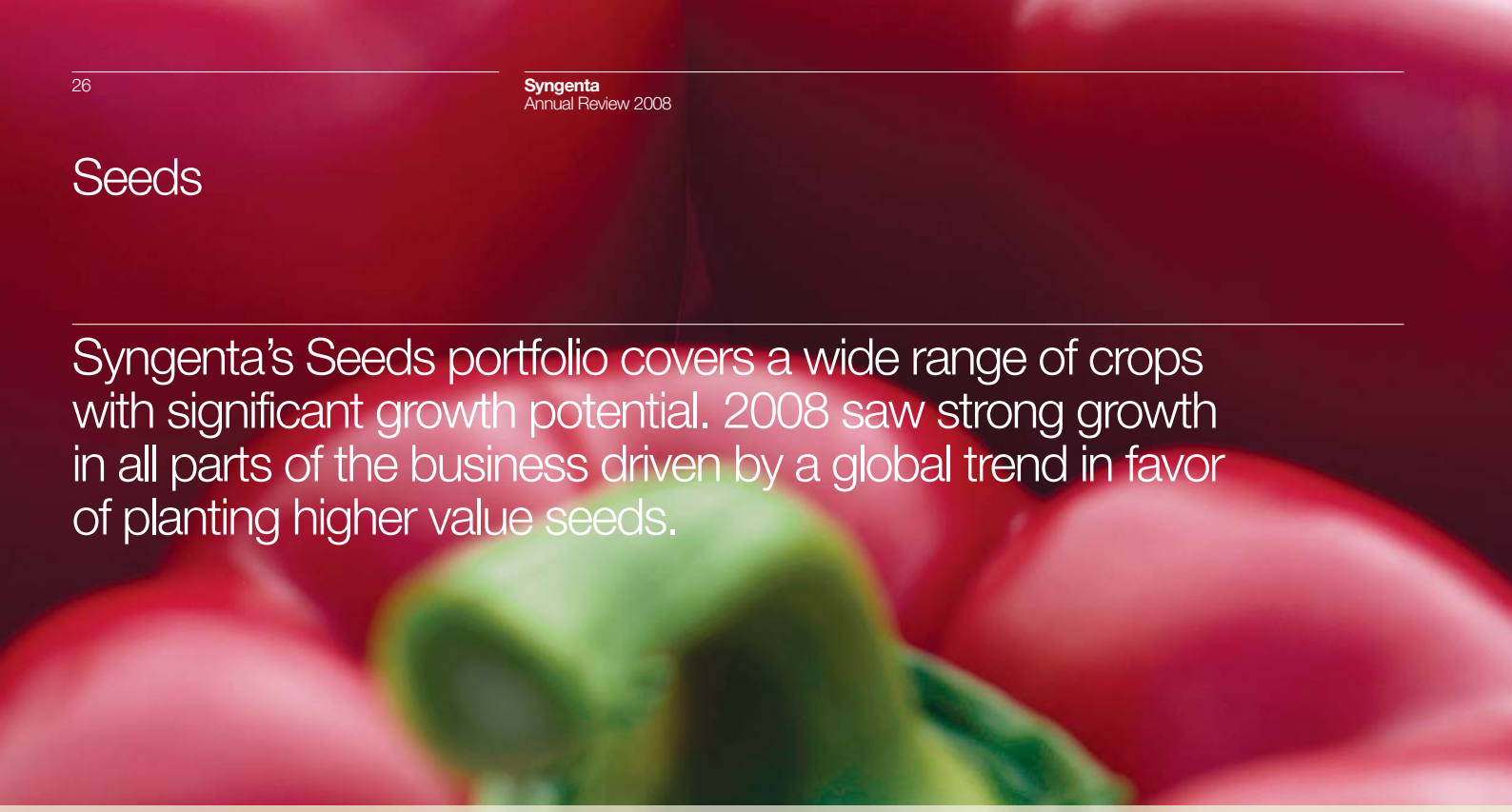
Turf and Ornamentals saw strong sales of growing media by Fafard, growth of HERITAGE® in Asia Pacific and the introduction of new products in Latin America. Home Care strengthened its performance in vector control and materials protection.

Crop Protection pipeline

	Research optimization	Early development	Late development		Target launch	Peak sales
Invinsa™[1]				Stress tolerance		
520				Cereal fungicide		
524				Seed treatment fungicide	2010-2012	>$1.5bn
449				Corn & sugarcane herbicide		
Galaxy[2]				Insecticide		
Hambra				Fungicide		
Fungicide						
Herbicide					post 2012	>$500m
Insecticides						
New crop enhancers						

1 Invinsa™, a trademark of AgroFresh Inc.
2 Based on Cyazypyr™, a trademark of E. I. du Pont de Nemours and Company

Seeds

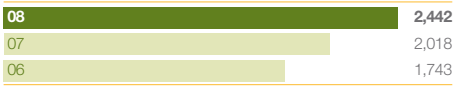


Syngenta's Seeds portfolio covers a wide range of crops with significant growth potential. 2008 saw strong growth in all parts of the business driven by a global trend in favor of planting higher value seeds.

Seeds sales 2008[1]

$2.4bn +16%

Seeds sales



Seeds sales by region[1]

	2008	2007	+/–%
EAME	**1,077**	818	+20
NAFTA	**979**	916	+6
LATAM	**216**	146	+48
APAC	**170**	138	+24

1 Growth at constant exchange rates (CER)

In 2008, seeds sales rose by 16 percent at constant exchange rates (CER) to $2.4 billion. Corn and soybean sales grew strongly with increased acreage and accelerating adoption of high value seed worldwide. We also saw robust growth in vegetables and in diverse field crops comprising sunflower, oilseed rape and sugar beet.

The shift to high value seeds is a key milestone for emerging markets in the process of modernizing agricultural practices. The size of our Seeds business in these markets – $735 million in 2008 – demonstrates the scale of our involvement in this development. As an example, our field crop sales in Eastern Europe have risen at a compound annual growth rate of more than 30 percent over the last five years. A key driver has been sunflower, where rapidly growing demand for healthy eating oils has fuelled acreage expansion and a move towards higher quality hybrids. In Russia high value seeds now account for close to 40 percent of the sunflower market, compared with less than 15 percent in 2002.

Broad potential across crops

The global seeds market is forecast to continue to expand rapidly; rising from around $24 billion in 2007 to over $40 billion in 2020[2]. This growth will reflect technology adoption in both field crops and vegetables. Syngenta's broad crop portfolio places us in a unique position to develop and exploit a wide range of technologies. Our global presence enables us to maximize the return on our Research and Development (R&D) investments by taking key breakthroughs across crops and geographies.

Technology penetration is taking various forms depending on the market. In the Americas, the role of biotechnology is undisputed, with around 80 percent of US corn and over 90 percent of US soybean containing herbicide tolerant or insect resistant traits. In Europe, where access to these technologies is limited, the focus is on new hybrid varieties. Syngenta has increased R&D investment for both GM and native traits as well as for the underlying germplasm – the genetic material that makes up the seed and largely determines its yield.

Our Seeds business is fundamental to our strategy of providing integrated crop technology. Through our AGRIEDGE® programs in the US mid-West, we are the only company to supply corn and soybean growers with a comprehensive offer including seeds, traits, seed treatment and crop protection. Our new Lawn and Garden business also draws on the combined strength of our seeds and crop protection products, bringing together Syngenta Flowers and Professional Products to serve the consumer and ornamental grower market (see page 30).

2 Syngenta forecast

Key technology milestones reached

A highlight of the year was the launch in the USA of AGRISURE® 3000 GT, our proprietary triple stack corn. Since we embarked upon the expansion of our biotech platform in 2004, our teams have worked with speed and dedication to bring state-of-the-art technology to our customers. The first harvests of AGRISURE® 3000 GT corn have clearly demonstrated the product's success and over the next two years we will be rapidly increasing production. By 2011, around 85 percent of our corn portfolio will be triple or multi-stack.

In December we received EPA approval for our pipeline trait AGRISURE VIPTERA™, which contains the proprietary Vegetative Insecticidal Protein 3A (Vip3A) for broad spectrum lepidoptera control. AGRISURE VIPTERA™ will offer a new level of control for insects including corn earworm, Western bean cutworm, black cutworm and fall armyworm. It will form part of our multi-stack offer from 2010.

In Latin America, recent regulatory approvals are accelerating the expansion of biotechnology, in which Syngenta is set to play a leading role. In 2008 we received full regulatory approval in Brazil for two corn traits – GA21 herbicide tolerance and Bt11 for fall armyworm and sugarcane borer control. In soybean, our Brazilian market share is expanding rapidly thanks to the success of V-Max, a fast-growing glyphosate tolerant variety which allows growers more time to plant two crops in a season.

The ability to combine traits with high quality germplasm is crucial to yield optimization. In 2008 we launched glyphosate tolerant sugar beet in the USA, bringing a step change in performance and convenience which resulted in a dramatic increase in market share from 19 percent to 34 percent.

Growth through innovation and investment

We have steadily increased the level of Seeds R&D spending which in 2008 was equivalent to 14 percent of sales. We aim to derive maximum benefit from this investment by exploiting synergies across crops and across countries, and by drawing on the deep understanding of plant biochemistry developed through our Crop Protection business.

In corn and soybean, we are working to deliver a pipeline of traits which will bring new benefits to both growers and the end-users of crops. Output traits – traits conferring new qualities on the harvested crop – include corn amylase, which has the potential to transform the efficiency of bioethanol production. Corn amylase is now registered in Canada and is awaiting approval from the US Department of Agriculture, having successfully completed a six month trial at a 50 million gallon dry grind ethanol plant. Agronomic traits include drought tolerance, to meet increasing concerns about water scarcity and the need to use water more efficiently.

In other field crops advanced breeding techniques offer significant scope for yield improvement. We have a broad development portfolio spanning projects ranging from sunflowers in Hungary to rice in India.

In vegetables, our research continues to focus on delivering consumer benefits in terms of taste and texture, building on the considerable advances already made in processability and shelf life.

Our capital investment program is designed to ensure the effective delivery to market of our technology. In the USA, we are expanding our corn and soybean production facilities in line with the broadening of our biotech offer. In vegetables we have made a major investment in a new production facility for sweetcorn, a fast-growing market in which Syngenta is a clear world leader.

China is increasingly recognizing the benefits of biotechnology in food and feed, and in 2008 we announced the opening of a research center in Beijing for the early evaluation of GM traits in key crops. Having our own research base in China will accelerate innovation and bring further opportunities to work more closely with Chinese research institutes; following on from the five year research collaboration signed with the Institute of Genetics and Developmental Biology in 2007. It will also be complementary to the acquisition of a 49 percent stake in the leading Chinese corn seed company Sanbei, finalized in April.

In November, we announced the acquisition of SPS Argentina SA, which will give Syngenta a significant presence in the Argentine soybean market while reinforcing our existing strong positions in corn and sunflower.

Seeds

AGRIEDGE®: enhancing growers' business skills

Syngenta offers farmers in the USA a combination of products, services, technology and risk management in one convenient package. Launched in 2001, AGRIEDGE® is now available for growers of all crops across much of the USA and is already used on 7.1 million acres.

AGRIEDGE® includes user-friendly farm management software designed to help growers become better business managers. The program also helps to enhance our customer relationships and generates growth across all crops.

For more information on Syngenta Awards visit:
www.syngenta.com

Seeds product line sales $m

Corn and Soybean

08	**1,040**
07	893
06	785

Diverse Field Crops

08	**462**
07	351
06	309

Vegetables and Flowers

08	**940**
07	774
06	649

Corn and Soybean

Major brands: AGRISURE®, GARST®, GOLDEN HARVEST®, NK®.

In the USA, sales of NK® soybean benefited from an acreage shift in favor of soybean and from a further market share gain reflecting yield outperformance. In corn, our proprietary triple stack product under the AGRISURE® brand was successfully launched and incorporation of these traits into our elite germplasm is accelerating. Sales of corn in Europe expanded rapidly, with increased acreage and a broadening of our portfolio across maturities. In Latin America, sales increased significantly in buoyant corn and soybean markets, as customers responded positively to new combinations of GM technology and top germplasm.

Diverse Field Crops

Major brands: NK® oilseeds, HILLESHÖG® sugar beet.

Diverse Field Crops showed strong growth reflecting our leading position in sunflower and increased presence in winter oilseed rape. Eastern European growers in particular are responding to growing demand for healthy oils and have expanded acreage while adopting improved varieties. Sugar beet sales increased with the launch of glyphosate-tolerant varieties in the USA leading to a substantial gain in market share.

Vegetables and Flowers

Major brands: Vegetables – DULCINEA®, ROGERS®, S&G®, Zeraim Gedera; Flowers – Fischer, Goldsmith, S&G®, Yoder.

Strong growth in Vegetables across all regions was supplemented by the consolidation of Zeraim Gedera. Our strong developed market presence is being enhanced by a leadership position in the rapidly growing Latin American market and by increased market penetration in Asia Pacific. In Flowers the main driver was the full year consolidation of Fischer acquired in 2007.

India: breeding for success

In India we have a strong presence in okra, tomato and hot pepper and a growing position in corn. Local product development over the last five years is capitalizing on cultural changes as well as rapid economic growth.

In tomato, we are focused on the high end of the market. Hot pepper and okra benefit from a wide portfolio across all market segments.

In corn, we grew 40 percent in volume and 70 percent in value terms in 2008. This success reflected the marketing of versatile hybrids in the high value segment.

In 2009 we will invest $5 million in a technology campus and breeding farm for field crops, primarily rice. The objective is to develop a strong pipeline of hybrids for commercialization over the next three to five years.

For more information visit:
www.syngenta.com

Corn traits

	Early development	Late development	Elite breeding	Initial launches
Input traits				
AGRISURE VIPTERA™				2009
RW dual mode of action				2012
Novel insect traits				post 2015
Output traits				
Corn amylase				2009
Agronomic traits				
Drought tolerance				post 2011*
Nitrogen use efficiency				post 2015

* Native traits followed by GM

Soybean traits

	Early development	Late development	Elite breeding	Initial launches
Herbicide tolerance				
2nd generation HT				2010/2011
HPPD tolerance				2012*
Other input traits				
Aphid resistance				2009
2nd generation nematode resistance				2010
Rust tolerance				2011
GM disease resistance				post 2015
Output traits				
Healthy oils				2009

* Native traits followed by GM

Lawn and Garden

Our new Lawn and Garden business offers a range of plant health solutions for consumers and professional growers, drawing on the strengths of our Crop Protection and Seeds businesses.

The new Lawn and Garden business combines Syngenta Flowers with Professional Products, which are reported under Seeds and Crop Protection respectively.

We have brought these businesses together because they address a different market to the agricultural customer base served by other Syngenta activities. Lawn and Garden delivers plant health for professional growers and consumers through four product ranges: seeds and young plants, chemicals, growing media including peat and turf, and fertilizer to which we have access through partners. The majority of sales are to professional users such as ornamental growers and golf course managers. We also provide consumer products through partners including Compo in Europe and Central Garden & Pet in the USA.

Meeting customer needs through innovation

The Lawn and Garden business benefits from access to Syngenta's well-established crop protection and seeds technologies, which put us in a unique position to meet this market's need for innovation. Product development focuses on addressing customer and market needs in the most appropriate way, based on an understanding of conditions and requirements in the distribution chain. Our aim is to find the best solutions to the challenges faced by our customers. For example, ornamental growers need to deliver large numbers of healthy, attractive plants to retailers at certain points in the year, in time for peak periods in consumer demand. The solution will be a combination of top class genetics, logistical efficiency and continuous service improvements.

Benefits for professional customers

In 2008 we accelerated the new strategy for serving US customers first introduced in 2007. Our aim is to present a single face of Syngenta to ornamental growers, instead of separate sales organizations for flowers and chemicals.

Consolidation has increased the importance of major growers. The unified Syngenta face to the market will provide the enhanced level of service demanded by the leaders in the market. We have appointed new key account representatives to service the increased number of large customers which now stands at over 200. These growers account for 40 percent of our US sales and will benefit from a dedicated one-to-one approach.

We are also seeking better to meet the needs of our customers by including them in our R&D activities. The Lawn and Garden business is creating a model interactive R&D center where customers and retailers can engage with our development activities. The center will provide a customer experience and training facility for ornamental product professionals who will be able to take part in programs across product categories. Our aim is to involve customers in projects to create procedures, metrics, and growing systems that provide advantages throughout the value chain.

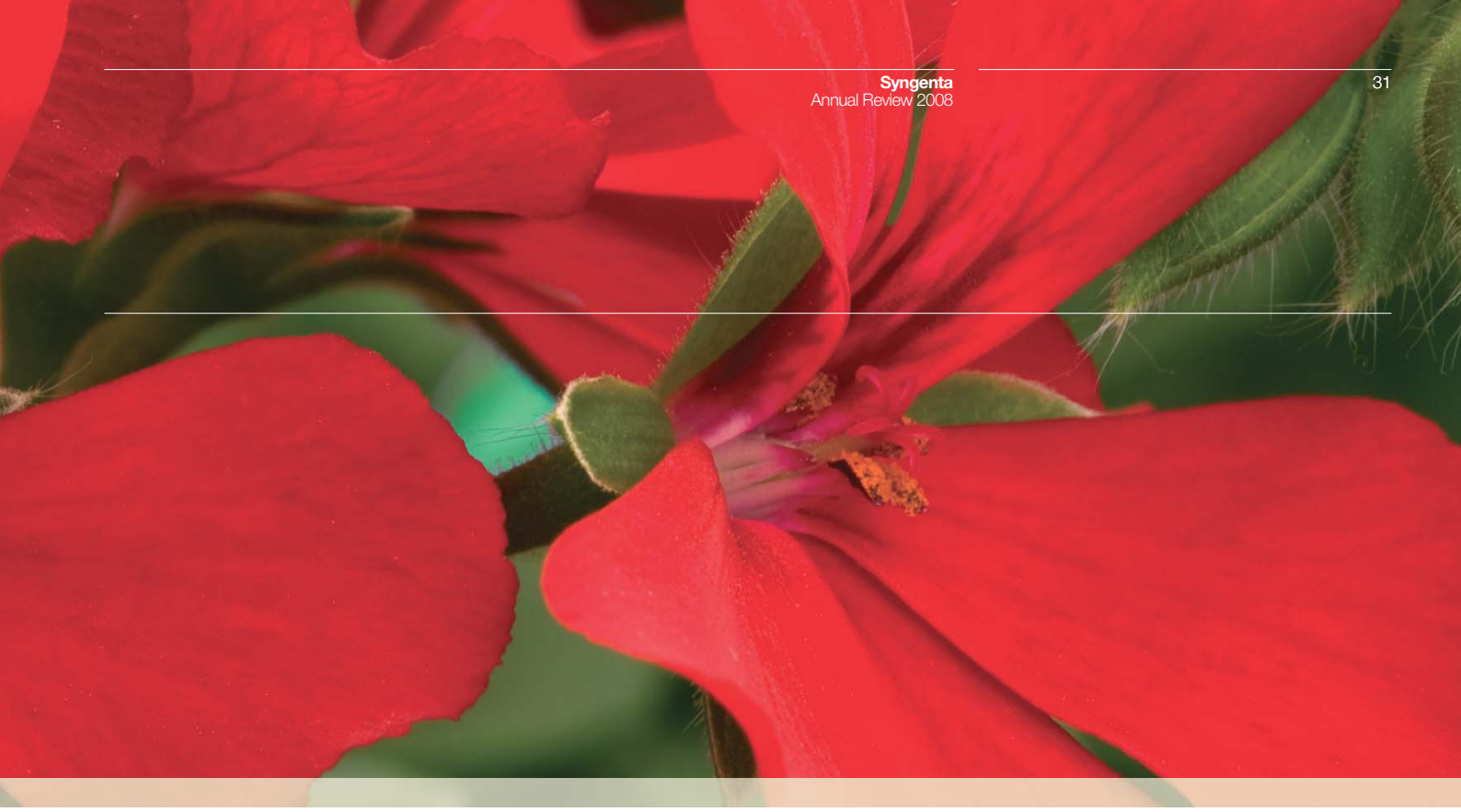
Benefits for society and consumers

Customers want products that respond to environmental concerns, including water and energy use. PRIMO MAXX® plant growth regulator, mainly used on golf courses, produces stronger turf that can save water and fuel by reducing the need for frequent mowing and irrigation. The consumer product MAXIDE®[1] protects plants against insects, weeds and diseases using less water than existing products because it is more soluble.

Flowers

Innovation in Flowers means new varieties, new colors and good plant performance. This year we successfully launched the Calliope geranium, the result of a rare crossing producing a deep red color which does not fade in the sun.

1 MAXIDE® is a registered trademark of Central Garden & Pet Company.



Acquisitions have contributed to further expansion. We have added Goldsmith Seeds, a leading breeder and producer of flower seeds including major crops such as cyclamen, impatiens and petunia. The portfolio was further enhanced by the acquisition of the pot and garden Chrysanthemum and Aster business of US producer Yoder Brothers Inc. These deals follow the purchase of Fischer Flowers in 2007, which has been integrated into the business ahead of schedule, successfully retaining key people and customers.

Growing media

2008 was a successful year for our Fafard premium potting soils business. Sales increased significantly, critical integration projects were completed, and important capital investments were made to enable us to expand our market coverage and customer base further into the mid-west and western regions. We have also made progress in linking our growing media business with our chemical controls and flower seeds genetics businesses through our new integrated key account model which brings more comprehensive solutions to growers. Building on positive customer response, plans are in place to expand this program nationally in 2009.

Chemical controls

Our Turf and Ornamentals controls business benefits directly from its access to our crop protection pipeline. In Turf, where we are the world leader, Syngenta's unique products and know-how have played a key role at premier sporting event venues for golf and soccer and, most recently, the Bird's Nest stadium in Beijing, China.

In the consumer segment, we signed a new strategic consumer partnership with Central Garden & Pet in the USA, building on our existing relationships with Westland in the UK, Compo in continental Europe and Fumakilla in Japan. These partnerships will ensure that consumers around the world will now have access to Syngenta's leading innovation pipeline. Following the 2007 successful launch of AXORIS® in Germany in partnership with Compo, a new novel non-selective herbicide RESOLVA 24H® was introduced in the UK in Spring 2008 with Westland and immediately exceeded launch sales objectives. In 2009, the first range of products developed by Syngenta for the USA will be launched by Central Garden & Pet and will be listed in main big box retailers and independent garden centers.

Syngenta Flowers reduces carbon footprint

The Syngenta Flowers facility in De Lier, the Netherlands, has cut energy use by 25 percent, over a period of 16 weeks saving an estimated 1,000 tonnes of CO_2 annually.

More than 1 billion young plants are produced each year at the facility. Adequate light and warmth are vital in the production of consistently high quality plants. As a result, the facility uses more than 2.1 million m^3 of natural gas annually, enough to supply some 2,000 households.

We set out to cut carbon emissions from this energy use by identifying opportunities to prevent wasted energy and introduce renewable energy programs. Greenhouses were reorganized to increase capacity without heating and lighting for additional buildings. Other initiatives include installing solar panels to generate green electricity and introducing a sophisticated energy-efficient ventilation process.

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Our business

Syngenta's goal is to create value through innovative research and technology which raises agricultural productivity worldwide in an environmentally sustainable way. This requires outstanding people, world-class science, production and supply and a constant focus on health and safety.

R&D investment

$969m +17%

Employees by region

	2008	2007
EAME	**11,471**	11,249
NAFTA	**5,076**	4,572
LATAM	**3,610**	1,817
APAC	**3,991**	3,604
Total employees	**24,148**	21,242

People

In 2008 we redoubled our efforts to ensure that our people understand the important contribution they make to significant global challenges, and to reinforce the message that our work matters for society.

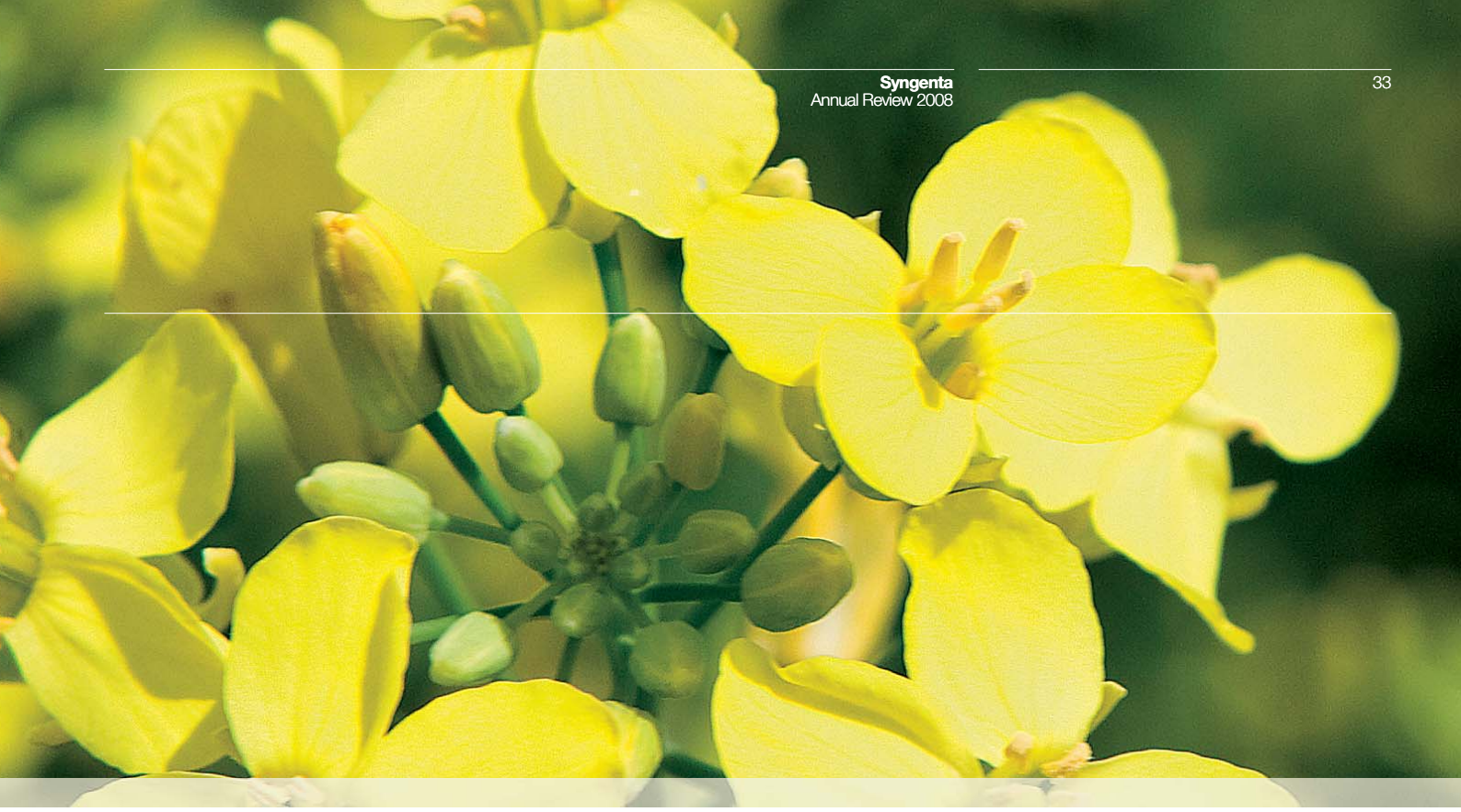
The strengthening of our brand both internally and externally was a powerful way of communicating this message. Around 14,000 employees worldwide participated in workshops linking the brand with our skills in bringing plant potential to life.

We received more than 1,000 entries to the Syngenta Awards, submitted by 9,400 employees. The awards are our annual forum for recognizing projects demonstrating the Company's values of innovation, intensity, performance and health. The number of entries has increased year by year, showing the passion and commitment our employees feel for our business and our values.

Upholding high ethical standards has always been fundamental to our culture. In 2008 we revised our Code of Conduct to underline the importance of each individual's behavior in maintaining the Company's reputation. It provides guidance and information helping our employees to live up to our values and commitments.

As the business continues to expand, we need to have the right people in place to maintain high standards in all our operations and drive the innovation which is at the heart of Syngenta's performance. In order to expand our workforce in response to growing demand, in 2008 we created nearly 1,400 new jobs around the world. Many have joined Syngenta in emerging markets to support our expansion in these regions. In addition we have welcomed around 1,500 new employees following the acquisitions we have made, bringing the total number worldwide to more than 24,000.

New recruits are bringing with them a huge diversity of background and experience that contributes to innovation throughout the business.



Research and Development

Syngenta has a deep understanding of plants, based on many decades of research and development. Around 4,000 employees at five main R&D centers and numerous field stations around the world are dedicated to raising crop yields and improving quality.

In 2008, the Company invested $969 million in R&D, again placing us among the industry leaders. With projects spanning crop protection, seeds and biotechnology, Syngenta has a uniquely diverse platform. This enables us to co-operate across traditional business lines and provide ideal combinations of genetic and chemical solutions to meet the challenge of raising growers' productivity.

One of the best examples of successful cross-business collaboration is Seed Care. We create maximum value for growers by combining selected seed traits with chemical treatments that protect the seed from the day it is sown.

Our Crop Protection and Seeds pipelines (see pages 25 and 29) provide clear evidence of the common direction and interlinkage of our research. Both pipelines are targeting drought tolerance technologies ranging from chemical treatment to drought tolerant corn seeds which can improve yield in conditions of limited water availability. We also see potential synergies between our second generation trait technology and our crop protection portfolio.

Innovation, life cycle management

International co-operation between R&D teams accelerates the pace of innovation, bringing new products to market more quickly and increasing the return on investment. Recent changes in our processes include simultaneous management of previously sequential development phases. This has enabled us to reduce the average time from a compound's discovery to its market introduction by about two years. Syngenta now has an overall R&D process that is among the fastest in the crop protection industry. In Seeds, we have brought traits such as AGRISURE® RW to market with record speed.

The R&D process for chemicals is still a lengthy one – around eight years – with environmental testing a key element throughout. Respect for the environment is inherent in the development of our products, and is a cornerstone of our commitment to make agriculture more sustainable.

Life cycle management is also an integral part of our R&D investment. It enables us to maximize the value of our compounds and to meet the challenge of dealing with living organisms – weeds, diseases and insects – that can frequently develop resistance to existing solutions. The significantly increased sales potential for our fungicide AMISTAR®, for example, reflects our ability to combine it with other products to achieve new effects and solutions. Life cycles in Seeds are continuously extended through the use of molecular-assisted breeding to bring new varieties to market.

New facilities, additional partners

Following on from the opening of our chemical R&D center in Goa, India, in 2007, Syngenta took significant steps to strengthen further its global R&D capacity. In April, we officially opened the Chemistry Research laboratories and Seed Care Institute at our existing site in Stein, Switzerland. At the same time we announced the opening of a new biotechnology center in Beijing, China. This facility will concentrate on early-stage evaluation of GM traits for key crops such as corn and soybean, in the areas of yield improvement, drought resistance, disease control and biomass conversion for biofuels.

We are also investing £35 million at our R&D centre at Jealott's Hill in the UK, which focuses on the development of new herbicides. The investment will enhance the center's industry-leading technological capability and will accelerate further the delivery of new products to market.

Reseach at Jealott's Hill is complemented by the work of Syngenta Biotechnology Inc (SBI), based at Research Triangle Park in North Carolina, USA, which focuses on biotechnology solutions including herbicide tolerant crops.

Conserving water in the USA

Our R&D site in North Carolina, US, cut water use by 58 percent in just one month in early 2008. With severe shortages, local water restrictions called for businesses to halve their water use. Syngenta Biotechnology Inc stepped up to the challenge, forming a committee to identify opportunities to save water.

Initiatives included improving the efficiency of irrigation in greenhouses and ceasing irrigation of the site's grounds, adapting air conditioning systems to conserve water, and installing low-flow devices in all toilets. Employees were also given low-flow devices for their homes and encouraged to cut water use.

An evaluation of water use in research activities reduced the need for double-distilled water. These initiatives saved 5.3 million liters of water at the site over a period of six months.

For more information on Syngenta Awards visit:
www.syngenta.com

As well as the extension of our own global R&D organization, we continue to partner with numerous other companies and institutions. Additions to our network of collaborations around the world in 2008 included agreements with Athenix Corporation for the discovery of novel corn insect and soybean cyst nematode resistance genes, and with Dow AgroSciences® to evaluate compounds for our Seed Care portfolio. In total, Syngenta is involved in over 400 scientific collaborations worldwide.

Our venture capital fund LSPB announced two additional minority equity investments last year. One is in Asoyia, a seed company developing soybean with low linolenic acid oil; the other is in IBI, which develops and manufactures portable testing systems for micro-organisms, proteins and small molecules. These investments increase the fund's portfolio to six companies.

Strong networks, wide recognition

Attracting and retaining talent is key to our success in R&D. A part of this lies in enabling and motivating employees by giving them access to Syngenta's global network and full awareness of its potential. In 2008, we continued our series of "Syngenta Science Live" information exchange events which provided a broad forum for engagement at sites around the world. We also began the follow-up series "Science Matters" which will leverage this engagement at a more technical and scientific level.

Our Syngenta Fellows organization for distinguished company scientists held two internal colloquia, and again awarded prizes to younger colleagues for their first-class R&D work.

Syngenta last year won external accolades for innovative R&D work that helps to address serious global challenges. The most prominent of these was a World Business and Development Award for the development and successful introduction of tropical sugar beet.

Production and supply

Our active ingredients are produced in eight factories globally. Established centers in Switzerland, the UK and the USA are now complemented by major manufacturing facilities in China and India. Finished goods are produced locally at an additional 18 formulation and pack facilities around the world. These facilities enable us to quickly introduce new products, and to sell our range competitively in local markets by reducing costs in production and supply.

Demand was strong across our crop protection product range in 2008. We have identified two key product families with exceptional growth potential and will invest $600 million over the next three years to increase production capacity for these products. Capacity will be increased for azoxystrobin (AMISTAR®) at Grangemouth, UK and for thiamethoxam (ACTARA®/ CRUISER®) at Monthey, Switzerland.

In 2008, we began working to strengthen our relationship with a number of strategic crop protection suppliers. We offer support with technical advice and guidance on the management of health, safety and environment (HSE). Our crop protection procurement awards recognize suppliers that have delivered outstanding performance and reliability, and responded quickly to our needs.

Our seeds are produced all around the world on our own sites and by contract growers. We provide the seeds produced by our R&D teams for multiplication into commercially salable quantities. The growers are critical to our ability to supply seeds of the quality our customers demand in the quantities they require. We are currently working to standardize growers' contracts globally. Regular site visits are routinely conducted by our managers to evaluate growers' performance and ensure our protocols are followed to ensure seed quality.

We are working with the Fair Labor Association to develop a methodology to monitor and improve labor standards on seed farms in three key regions of India. This covers a wide range of issues, including awareness of our Code of Conduct, health and safety, pay and benefits and child labor. We audited 2,300 seed farms in 2008 and plan to monitor all seed suppliers in these regions by the end of 2009.

Reducing environmental impacts in Mexico

Syngenta's site in San Luis Potosi, Mexico, received a government certification for Pollution-Free Industry in 2008 in recognition of its efforts to reduce environmental impacts.

A series of improvements, including installing new systems to limit water use and prevent hazardous effluent entering the ground, have been made at the site.

A risk assessment program is also in place to identify and manage risks, and implement measures to prevent accidents that could impact the environment.

For more information on Syngenta Awards visit:
www.syngenta.com

Health, safety and environment

Syngenta published revised HSE Standards in 2008, clearly defining the high standards we are committed to achieving in this area. As a responsible corporate member of society we believe it is essential to provide a safe and healthy work environment for all employees, minimize the environmental impact of our operations and optimize the use of natural resources. To ensure excellence in performance we mandate that HSE considerations are integrated in all our activities and encourage employees to take personal responsibility for HSE. In order to monitor our performance, we have an established program of HSE audits for all our production sites.

We measure health and safety performance in all our operations through our global Injury and Illness Rate (IIR, per 200,000 hours worked). Our target is to reduce the IIR to 0.5 and maintain it at this level or below. In 2008, the IIR was 0.5.

Syngenta is also developing third party guidelines that will provide consistent HSE and ethical standards for all suppliers. We conduct risk assessments of new crop protection suppliers, based on HSE management as well as quality and continuity of supply. Suppliers are audited based on their potential risk before qualification and regularly afterwards.

Acquisitions are an important part of our growth strategy in our seeds business and integrating new businesses into Syngenta's HSE management system quickly is critical. We implemented programs in 2008 to integrate and improve HSE management at all our sites. Environmental audits, training and HSE workshops were conducted at most of our seeds sites in 2008.

We are committed to reducing the environmental emissions necessary to produce our products and to improving our energy efficiency on a continuous basis. In 2008 the emissions from our operations increased for most environmental KPIs, due to increased production to meet demand (see Corporate Responsibility Performance Summary). For example, CO_2 equivalents totaled 1.54 million tonnes in 2008, an increase of about 50 percent from 2007. To enable a fair comparison over the years we measure our carbon efficiency based on kilograms of CO_2 equivalents per dollar of operational income before interest and tax and special charges (CO_2e/EBIT). We have set ourselves the target to reduce greenhouse gas emissions to 0.56 kg CO_2e/EBIT by 2012, a 40 percent reduction compared with the 2006 baseline. For 2008 this number is 0.75 compared to 0.93 in 2006.

Sales and marketing

We have continued to expand our industry-leading sales force this year. Our sales representatives are highly trained and knowledgeable, and we provide the tools and development programs they need to improve further their level of service to customers.

Our field sales force is unique in the industry in its scale and closeness of contact with growers. We also maintain excellent relationships with agricultural consultants and professional agronomists who play a significant role in influencing grower decisions.

In our major markets, distributors are key to sales performance. We have long-standing relationships with major distributors who share our focus on providing innovation and service to the grower. In emerging markets, we are working with distributors to facilitate technology adoption among growers.

Board of Directors
at December 31, 2008

Left to right:
Peter Doyle, Rolf Watter, Felix Weber, Jacques Vincent, Michael Mack, Martin Taylor, Rupert Gasser, Peggy Bruzelius, Peter Thompson, Pierre Landolt, Jürg Witmer

Membership and qualification
Syngenta is led by a strong and experienced Board. The Board includes representatives from five nationalities, drawn from broad international business and scientific backgrounds. Its members bring diversity in expertise and perspective to the leadership of a complex, highly regulated, global business.

Changes announced
Rupert Gasser, Vice-Chairman, and Peter Doyle, member of the Board of Directors, will step down from their Syngenta Board memberships at the Annual General Meeting (AGM) on April 21, 2009 for having reached the statutory age limit (Articles of Incorporation, Art. 20). At the AGM, the Board of Directors will propose to shareholders the appointment of Stefan Borgas and David Lawrence as new members of the Board.

Martin Taylor
Chairman of the Board of Directors, the Chairman's Committee and the Corporate Responsibility Committee and member of the Compensation Committee. He is also Chairman of the Syngenta Foundation for Sustainable Agriculture.
Martin Taylor is currently Vice Chairman of RTL Group SA. Previously he was an Advisor to Goldman Sachs International (1999–2005), Chairman of WHSmith plc (1999–2003) and Chief Executive Officer of Barclays plc (1993–1998) and Courtaulds Textiles (1990–1993).

Martin Taylor has a degree in oriental languages from Oxford University.

Michael Mack
Chief Executive Officer, Director and member of the Chairman's Committee and the Corporate Responsibility Committee.
Michael Mack was Chief Operating Officer of Seeds (2004–2007) and Head of Crop Protection, NAFTA Region (2002–2004) for Syngenta. Prior to this, he was President of the Global Paper Division of Imerys SA, a French mining and pigments concern, from the time of its merger in 1999 with English China Clays Ltd., where he was Executive Vice President, Americas and Pacific Region, in addition to being an Executive Director of the Board. From 1987 to 1996 he held various roles with Mead Corporation.

He has a degree in economics from Kalamazoo College in Michigan, studied at the University of Strasbourg, and has an MBA from Harvard University.

Rupert Gasser
Vice Chairman of the Board of Directors and member of the Chairman's and the Compensation Committee.
Rupert Gasser is currently President of Nestec SA and a member of the Scientific Advisory Board of Alcon Laboratories Inc. Formerly he was a non-executive Director of Lonza Group AG (1999–2004), Executive Vice President of Nestlé SA (1997–2002), Head of Strategic Business Group I (Coffee and Beverages, Milk and Food Services) and Head of Corporate Technical/Manufacturing and R&D worldwide (1991–1996) and Senior Vice President at Nestec SA (1990–1991).

Rupert Gasser graduated from the Technical Academy for Chemical Industry in Vienna with a degree in chemistry. In addition he participated in the Program for Senior Executive Development at the IMD, Lausanne.

Peggy Bruzelius
Director and Chairman of the Audit Committee.
Peggy Bruzelius is currently Chairman of Lancelot Holding AB. In addition, she serves as Vice Chairman of Electrolux AB and as a Director of Scania AB, Husqvarna AB, Akzo Nobel NV, Axfood AB and Axel Johnson AB. Peggy Bruzelius is Chairman of the Swedish National Agency for Higher Education and a member of the Royal Swedish Academy of Engineering Sciences. In addition, she is a member of the Board of Trustees of the Stockholm School of Economics. Previously she was Executive Vice President of SEB-bank (1997–1998) and Chief Executive Officer of ABB Financial Services (1991–1997).

Peggy Bruzelius holds a Master of Science from the Stockholm School of Economics and an Honorary Doctorate from the same university.

Peter Doyle
Director, member of the Corporate Responsibility Committee and Chairman of the Science and Technology Advisory Board.
Peter Doyle is currently a Trustee of the Nuffield Foundation; he is a Past Master of the Salters' Livery Company and currently Chairman of the Board of the Salters' Institute. Previously he served as a non-executive Director of Avidex Ltd (2002–2006), a member of the Advisory Board of Vida Capital Partners (2003–2005), non-executive Director of Oxagen (1999–2002), non-executive Director of Oxford Molecular plc (1997–2000), Director of Zeneca Group plc (1993–1999), Director of ICI (1989–1993) and as Chairman of the Biotechnology and Bioscience Research Council (1989–2003).

Peter Doyle holds a BSc (Hons) degree in pure science and a PhD in chemistry from Glasgow University.

Name	Age[1]	Nationality	Function	Director since	Term of office
Martin Taylor	56	British	Chairman, non-executive Director	2000	2011
Michael Mack	48	American	Chief Executive Officer, executive Director	2008	2010
Rupert Gasser	70	Swiss	Vice Chairman, non-executive Director	2002	2009
Peggy Bruzelius	59	Swedish	Non-executive Director	2000	2009
Peter Doyle	70	British	Non-executive Director	2000	2009
Pierre Landolt	61	Swiss	Non-executive Director	2000	2009
Peter Thompson	62	American	Non-executive Director	2000	2011
Jacques Vincent	62	French	Non-executive Director	2005	2010
Rolf Watter	50	Swiss	Non-executive Director	2000	2011
Felix A. Weber	58	Swiss	Non-executive Director	2000	2011
Jürg Witmer	60	Swiss	Non-executive Director	2006	2009

1 Age on December 31, 2008

Pierre Landolt
Director, member of the Audit Committee and the Corporate Responsibility Committee. He is also a member of the Foundation Board of the Syngenta Foundation for Sustainable Agriculture.
Pierre Landolt is currently Chairman of the Sandoz Family Foundation and a Director of Novartis AG. He is also a partner with unlimited liabilities of the private bank Landolt & Cie. Pierre Landolt serves, in Brazil, as President of the Instituto Fazenda Tamanduá, of the Instituto Estrela de Fomento ao Microcrédito, of AxialPar Ltda and Moco Agropecuaria Ltda, and, in Switzerland, as Chairman of Emasan AG and Vaucher Manufacture Fleurier SA and as Vice Chairman of Parmigiani Fleurier SA. He is a Director of EcoCarbone SA and Amazentis SA and was formerly Chairman of the CITCO Group (1995–2005). He is also Vice Chairman of the Montreux Jazz Festival Foundation.

Pierre Landolt graduated with a Bachelor of Laws from the University of Paris Assas.

Peter Thompson
Director and member of the Audit Committee.
Peter Thompson is currently a Director of Sodexho Alliance SA. Previously he was President and Chief Executive Officer of PepsiCo Beverages International (1996–2004), President of PepsiCo Foods International's Europe, Middle East and Africa Division (1995–1996) and of Walkers Snack Foods in the UK (1994–1995). Before joining PepsiCo he held various senior management roles with Grand Metropolitan plc, including President and Chief Executive Officer of GrandMet Foods Europe (1992–1994), Vice Chairman of The Pillsbury Company (1990–1992) and President and Chief Executive Officer of The Paddington Corporation (1984–1990).

Peter Thompson has a degree in modern languages from Oxford University and an MBA from Columbia University.

Jacques Vincent
Director and member of the Compensation Committee.
Jacques Vincent has been Vice Chairman and Chief Operating Officer of the Danone Group, Paris, since 1998, and has been appointed Vice Chairman and Advisor to the Chairman as of January 1, 2008. He began his career with Danone in 1970 and has since held various financial and overall management positions within this group.

Jacques Vincent is a graduate engineer of the Ecole Centrale, Paris, holds a bachelor in Economics from Paris University and a Master of Science from Stanford University.

Rolf Watter
Director and member of the Audit Committee.
Rolf Watter has been a partner in the law firm Bär & Karrer in Zurich since 1994, is a member of its executive board since 2000 and an Executive Director since the incorporation of Bär & Karrer AG in 2007. He is a non-executive Director of Zurich Financial Services (and its subsidiary Zurich Insurance Company), of Nobel Biocare Holding AG, of UBS Alternative Portfolio AG and A.W. Faber-Castell (Holding) AG. He formerly was non-executive Chairman of Cablecom Holding (2003–2008), a Director of Centerpulse AG (2002–2003), of Forbo Holding AG (1999–2005) and of Feldschlösschen Getränke AG (2001–2004). In addition, Rolf Watter is a part-time professor at the Law School of the University of Zurich and a member of the SIX Swiss Exchange Admission Board and its Disclosure Commission of Experts.

Rolf Watter graduated from the University of Zurich with a doctorate in law and holds an LLM degree from Georgetown University; he is admitted to the Bar of Zurich.

Felix A. Weber
Director and Chairman of the Compensation Committee.
Felix A. Weber is currently a Managing Director of Nomura International Ltd. and a Director of Publigroupe. Previously he was a Director of Valora (2006–2008), a Director of Glacier Holdings GP SA and Glacier Holdings S.C.A (which are the former parent entities of Cablecom GmbH) (2003–2005), a Director of Cablecom GmbH (2004–2005), Managing Director of Lehman Brothers Ltd. (2006–2008), Executive Vice President and Chief Financial Officer of Adecco SA (1998–2004), Associate Project Manager and Principal of McKinsey & Company in Zurich (1989–1997) and Chief Executive Officer of Alusuisse South Africa (1982–1984).

Felix Weber graduated from the University of St. Gallen, with an MBA in operations research and finance and a PhD in marketing.

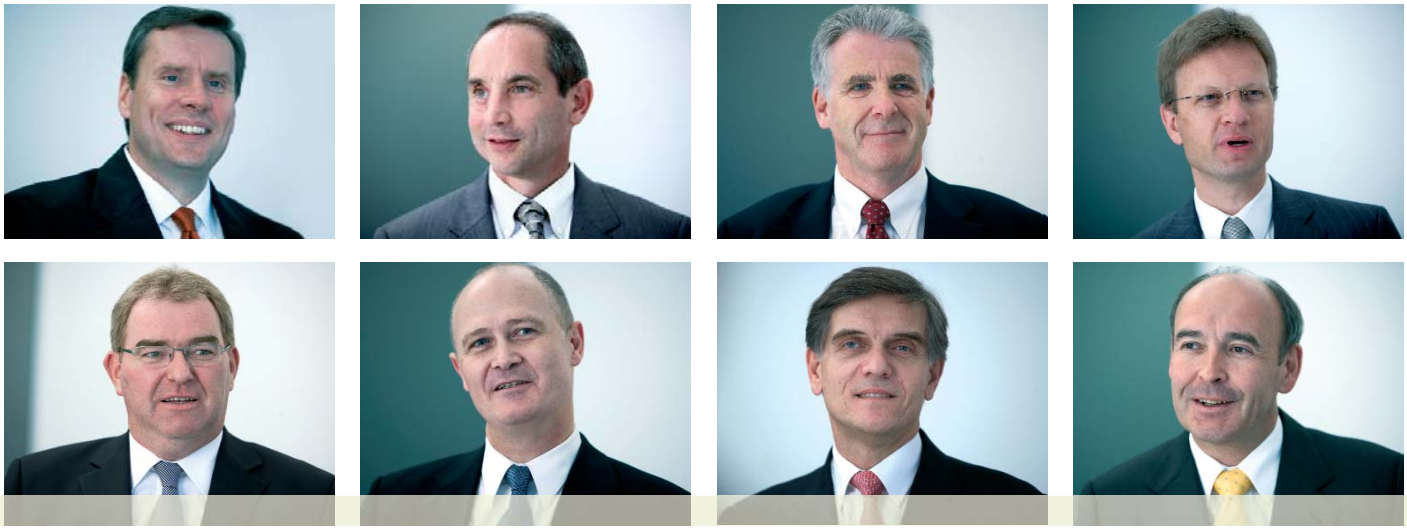
Jürg Witmer
Director and member of the Chairman's Committee.
Jürg Witmer is currently Chairman of Givaudan SA and Clariant AG. He is a Board member of Bank Sal. Oppenheim jr. & Cie. (Schweiz) AG. From 1999 to 2005 he was CEO of Givaudan Group. Between 1978 and 1999 he held various management positions within Roche, including General Manager of Roche Austria, Head of Corporate Communications and Public Affairs at Roche Headquarters Basel, General Manager and Regional Marketing Manager of Roche Far East in Hong Kong and Assistant to the Chairman and CEO of the Roche Group.

Jürg Witmer has a doctorate in law from the University of Zurich, as well as a degree in International Studies from the University of Geneva.

Further details may be found in the Corporate Governance Report 2008.

Executive Committee
at December 31, 2008

Left to right:
Top: Michael Mack, Alejandro Aruffo, John Atkin, Robert Berendes
Bottom: Christoph Mäder, Mark Peacock, Davor Pisk, John Ramsay



Members of the Executive Committee
Under the direction of the Chief Executive Officer, the Executive Committee is responsible for the operational management of the Company. It consists of the Chief Executive Officer (CEO), the Chief Operating Officers (COO) of Crop Protection and Seeds, the Chief Financial Officer (CFO), the Head of Research & Development, the Head of Global Operations, the Head of Business Development and the Head of Legal & Taxes.

Changes announced
Alejandro Aruffo was appointed Head of Research & Development and member of the Executive Committee as of October 1, 2008. He succeeded David Lawrence, who stepped down from this function after having served Syngenta and its legacy organizations for 35 years. David Lawrence will be retiring from Syngenta in April 2009 and proposed to be elected as a new member of the Syngenta Board of Directors at the Annual General Meeting of April 21, 2009.

Michael Mack
Chief Executive Officer, Director and member of the Chairman's Committee and the Corporate Responsibility Committee.
Michael Mack was Chief Operating Officer of Seeds (2004–2007) and Head of Crop Protection, NAFTA Region (2002–2004) for Syngenta. Prior to this, he was President of the Global Paper Division of Imerys SA, a French mining and pigments concern, from the time of its merger in 1999 with English China Clays Ltd., where he was Executive Vice President, Americas and Pacific Region, in addition to being an Executive Director of the Board. From 1987 to 1996 he held various roles with Mead Corporation.

He has a degree in economics from Kalamazoo College in Michigan, studied at the University of Strasbourg, and has an MBA from Harvard University.

Alejandro Aruffo
Head of Research & Development.
Alejandro Aruffo was Vice President Global Pharmaceutical Development, Abbott (2005–2008), President Abbott Bioresearch Center and Vice President Abbott Immunology Research and Development (2003–2005), President Abbott Bioresearch Center and Divisional Vice President Abbott Immunology Research (2002–2003), Vice President Cardiovascular and Metabolic Disease Drug Discovery (2001–2002) and Vice President Immunology Drug Discovery (1998–2001) for Bristol-Myers Squibb. Prior to these roles he held various positions at Bristol-Myers Squibb.

He graduated from the University of Washington with BSc degrees in chemistry and mathematics and from Harvard University with a PhD in biophysics.

John Atkin
Chief Operating Officer Crop Protection.
John Atkin was Chief Executive Officer (1999–2000), Chief Operating Officer (1999), Head of Product Portfolio Management (1998) and Head of Insecticides and Patron for Asia (1997–1998) of Novartis Crop Protection. Prior to 1998 he was General Manager of Sandoz Agro France (1995–1997) and Head of Sandoz Agro Northern Europe (1993–1995). In 2008 he was appointed Visiting Professor at the Institute of Research into Environmental Sustainability in Newcastle.

He graduated from the University of Newcastle upon Tyne with a PhD and a BSc degree in agricultural zoology.

Robert Berendes
Head of Business Development.
Robert Berendes was Head of Diverse Field Crops (2005–2006) and Head of Strategy, Planning and M&A (2002–2005) for Syngenta. Prior to this, he was a partner and co-leader of the European chemical practice at McKinsey & Company.

He graduated from the University of Cologne with a diploma in chemistry and has a PhD in biophysics from the Max-Planck-Institute for Biochemistry/Technical University of Munich.

Name	Age[1]	Nationality	Function	Appointment
Michael Mack	48	American	Chief Executive Officer	2008
Alejandro Aruffo[2]	49	Italian/American	Head of Research & Development	2008
John Atkin	55	British	Chief Operating Officer Crop Protection	2000
Robert Berendes	43	German	Head of Business Development	2007
Christoph Mäder	49	Swiss	Head of Legal & Taxes and Company Secretary	2000
Mark Peacock	47	British	Head of Global Operations	2007
Davor Pisk	50	British	Chief Operating Officer Seeds	2008
John Ramsay	51	British	Chief Financial Officer	2007

1 Age on December 31, 2008
2 Alejandro Aruffo succeeded David Lawrence as Head of Research & Development as of October 1, 2008

Christoph Mäder
Head of Legal & Taxes and Company Secretary.
Christoph Mäder was Head of Legal & Public Affairs of Novartis Crop Protection (1999–2000) and Senior Corporate Counsel of Novartis International AG (1992–1998). Christoph Mäder is Chairman of SGCI Chemie Pharma Schweiz, the association of Swiss chemical and pharmaceutical industries. He is also a member of the Executive Committee of the Board of economiesuisse, the main umbrella organization representing the Swiss economy.

He graduated from Basel University Law School, and is admitted to the Bar in Switzerland.

Mark Peacock
Head of Global Operations.
Mark Peacock was previously Head of Global Supply (2003–2006) and Regional Supply Manager for Asia Pacific (2000–2003) for Syngenta. Prior to this he was a Product Manager in Zeneca Agrochemicals and General Manager of the Electrophotography Business in Zeneca Specialties.

He has a degree in chemical engineering from Imperial College, London, and a masters in international management from McGill University in Montreal.

Davor Pisk
Chief Operating Officer Seeds.
Davor Pisk was Region Head Crop Protection Asia Pacific (2003–2007) for Syngenta and Region Head Asia for Zeneca Agrochemicals (1998–2001). Prior to 1998, he was Head of Herbicides for Zeneca (1993–1997) and General Manager of ICI Czechoslovakia (1991–1993).

He has a BA in Economics and Politics from Exeter University, UK, and an MA in Political Science from the University of California, USA.

John Ramsay
Chief Financial Officer.
John Ramsay was Group Financial Controller since 2000 for Syngenta. Prior to that he was Zeneca Agrochemicals Finance Head Asia Pacific (1994–1999), Financial Controller ICI Malaysia (1990–1993) and ICI Plant Protection Regional Controller Latin America (1987–1990). Prior to joining ICI in 1984, he worked in Audit and Tax at KPMG.

He is a Chartered Accountant and also holds an honours degree in finance and accounting.

Further details may be found in the Corporate Governance Report 2008.

Financial information

A summary of Syngenta's consolidated financial statements is provided on pages 40-47. For full details and analysis of the Group's audited financial results, prepared in accordance with IFRS, please refer to our comprehensive Financial Report which is available on request or on our website www.syngenta.com

References to EBITDA in the following financial information excludes the impact of restructuring, impairment and discontinued operations[1].

Summarized financial information 2008 and 2007

	Excluding Restructuring and impairment[1]		Restructuring and impairment[1]		As reported under IFRS	
For the year ended December 31 ($m)	**2008**	2007	**2008**	2007	**2008**	2007
Sales	**11,624**	9,240	**–**	–	**11,624**	9,240
Gross profit	**5,920**	4,577	**(9)**	(6)	**5,911**	4,571
Marketing and distribution	**(2,039)**	(1,638)	**–**	–	**(2,039)**	(1,638)
Research and development	**(969)**	(830)	**–**	–	**(969)**	(830)
General and administrative	**(849)**	(604)	**–**	–	**(849)**	(604)
Restructuring and impairment	**–**	–	**(196)**	(35)	**(196)**	(35)
Operating income	**2,063**	1,505	**(205)**	(41)	**1,858**	1,464
Income before taxes	**1,897**	1,460	**(205)**	(41)	**1,692**	1,419
Income tax expense	**(357)**	(346)	**50**	38	**(307)**	(308)
Net income	**1,540**	1,114	**(155)**	(3)	**1,385**	1,111
Attributable to minority interests	**–**	2	**–**	–	**–**	2
Attributable to Syngenta AG shareholders	**1,540**	1,112	**(155)**	(3)	**1,385**	1,109
Earnings/(loss) per share[3]						
– Basic	**$16.40**	$11.59	**$(1.65)**	$(0.03)	**$14.75**	$11.56
– Diluted	**$16.26**	$11.45	**$(1.63)**	$(0.03)	**$14.63**	$11.42

	2008	2007	**2008 CER[2]**
Gross profit margin excluding restructuring and impairment	**50.9%**	49.5%	**50.5%**
EBITDA[4]	**2,494**	1,902	
EBITDA margin	**21.5%**	20.6%	**20.8%**
Tax rate on results excluding restructuring and impairment	**19%**	24%	
Free cash flow[5]	**761**	802	
Trade working capital to sales[6]	**30%**	34%	
Debt/Equity gearing[7]	**32%**	23%	
Net debt[7]	**1,886**	1,385	

1 For further discussion of restructuring and impairment charges, see page 46. Net income and earnings per share excluding restructuring and impairment are provided as additional information, and not as an alternative to net income and earnings per share determined in accordance with IFRS.
2 For a description of CER see page 46.
3 The weighted average number of ordinary shares in issue used to calculate the earnings per share were as follows: for 2008 basic EPS 93,916,415 and diluted EPS 94,696,762; 2007 basic EPS 95,973,958 and diluted EPS 97,143,368.
4 EBITDA is defined in on page 46.
5 For a description of free cash flow, see page 46.
6 Period end trade working capital as a percentage of twelve-month sales.
7 For a description of net debt and the calculation of debt/equity gearing, see page 46.

Full year product line and regional sales

Syngenta	2008 $m	2007 $m	Actual %	CER[1] %
Crop Protection	**9,231**	7,285	+ 27	+ 22
Seeds	**2,442**	2,018	+ 21	+ 16
Business Development	**24**	5	–	–
Inter-segment elimination	**(73)**	(68)	–	–
Third party sales	**11,624**	9,240	+ 26	+ 21
Crop Protection				
Product line				
Selective Herbicides	**2,412**	2,019	+ 19	+ 14
Non-Selective Herbicides	**1,329**	902	+ 47	+ 43
Fungicides	**2,620**	2,004	+ 31	+ 25
Insecticides	**1,423**	1,205	+ 18	+ 15
Seed Care	**830**	604	+ 37	+ 33
Professional Products	**527**	475	+ 11	+ 8
Others	**90**	76	+ 20	+ 19
Total	**9,231**	7,285	+ 27	+ 22
Regional				
Europe, Africa and Middle East	**3,214**	2,545	+ 26	+ 16
NAFTA	**2,693**	2,238	+ 20	+ 18
Latin America	**2,037**	1,423	+ 43	+ 43
Asia Pacific	**1,287**	1,079	+ 19	+ 17
Total	**9,231**	7,285	+ 27	+22
Seeds				
Product line				
Corn and Soybean	**1,040**	893	+ 16	+ 13
Diverse Field Crops	**462**	351	+ 32	+ 23
Vegetables and Flowers	**940**	774	+ 21	+ 16
Total	**2,442**	2,018	+ 21	+ 16
Regional				
Europe, Africa and Middle East	**1,077**	818	+ 32	+ 20
NAFTA	**979**	916	+ 7	+ 6
Latin America	**216**	146	+ 48	+ 48
Asia Pacific	**170**	138	+ 23	+ 24
Total	**2,442**	2,018	+ 21	+ 16

1 For a description of CER see page 46.

Financial information

Condensed consolidated income statement

For the year ended December 31 ($m, except share and per share amounts)	2008	2007
Sales	**11,624**	9,240
Cost of goods sold	**(5,713)**	(4,669)
Gross profit	**5,911**	4,571
Marketing and distribution	**(2,039)**	(1,638)
Research and development	**(969)**	(830)
General and administrative	**(849)**	(604)
Restructuring and impairment	**(196)**	(35)
Restructuring and impairment, excluding divestment gains	**(198)**	(156)
Divestment gains	**2**	121
Operating income	**1,858**	1,464
Income/(loss) from associates and joint ventures	**3**	(3)
Financial expenses, net	**(169)**	(42)
Income before taxes	**1,692**	1,419
Income tax expense	**(307)**	(308)
Net income	**1,385**	1,111
Attributable to:		
– Minority interests	**–**	2
– Syngenta AG shareholders	**1,385**	1,109
Earnings per share:		
– Basic	**$14.75**	$11.56
– Diluted	**$14.63**	$11.42
Weighted average number of shares:		
– Basic	**93,916,415**	95,973,958
– Diluted	**94,696,762**	97,143,368

Restructuring and impairment before taxes

For the year ended December 31 ($m)	2008	2008	2008	2007	2007	2007
Reversal of inventory step-up (in cost of goods sold)			**(9)**			(6)
Restructuring costs:						
Write-off or impairment						
– Property, plant and equipment	**(17)**			(20)		
– Intangible assets	**(17)**			(16)		
– Inventories	**–**			(2)		
Non-cash pension restructuring (charges) credits	**(2)**			6		
Total non-cash restructuring costs:		**(36)**			(32)	
Cash costs						
– Operational efficiency	**(80)**			(117)		
– Seeds acquisition integration	**(46)**			(9)		
– Other	**1**			–		
Total cash restructuring costs		**(125)**			(126)	
Impairment of financial assets		**(37)**			2	
Divestment gains		**2**			121	
			(196)			(35)
Total restructuring and impairment			**(205)**			(41)

Financial information

Condensed consolidated balance sheet

At December 31 ($m)	2008	2007 (reclassified)[1]
Assets		
Current assets		
Cash and cash equivalents	**803**	503
Trade receivables, net	**2,311**	2,386
Other accounts receivable	**479**	516
Inventories	**3,456**	2,647
Financial and other current assets	**571**	432
Total current assets	**7,620**	6,484
Non-current assets		
Property, plant and equipment	**2,188**	2,138
Intangible assets	**3,083**	2,790
Deferred tax assets	**514**	639
Financial and other non-current assets	**1,179**	1,229
Total non-current assets	**6,964**	6,796
Total assets	**14,584**	13,280
Liabilities and equity		
Current liabilities		
Trade accounts payable	**(2,240)**	(1,895)
Current financial debts	**(211)**	(399)
Income taxes payable	**(322)**	(512)
Other current liabilities	**(1,291)**	(849)
Provisions	**(170)**	(223)
Total current liabilities	**(4,234)**	(3,878)
Non-current liabilities		
Non-current financial debt and other non-current liabilities	**(2,869)**	(1,773)
Deferred tax liabilities	**(659)**	(622)
Provisions	**(921)**	(966)
Total non-current liabilities	**(4,449)**	(3,361)
Total liabilities	**(8,683)**	(7,239)
Shareholders' equity	**(5,884)**	(6,022)
Minority interests	**(17)**	(19)
Total equity	**(5,901)**	(6,041)
Total liabilities and equity	**(14,584)**	(13,280)

1 Derivative financial assets and liabilities have been reclassified in accordance with maturity date. Certain balance sheet line items have been combined, both within the current assets section and non-current assets section, in order to improve the clarity of presentation.

Condensed consolidated cash flow statement

For the year ended December 31 ($m)	2008	2007
Income before taxes	**1,692**	1,419
Reversal of non-cash items	**973**	725
Cash (paid)/received in respect of:		
Interest and other financial receipts	**199**	98
Interest and other financial payments	**(150)**	(253)
Income taxes	**(283)**	(192)
Restructuring costs	**(140)**	(214)
Contributions to pension plans, excluding restructuring costs	**(113)**	(124)
Other provisions	**(108)**	(99)
Cash flow before working capital changes	**2,070**	1,360
Change in net current assets:		
Change in inventories	**(982)**	(146)
Change in trade and other accounts receivable and other net current assets	**(291)**	(317)
Change in trade and other accounts payable	**669**	271
Cash flow from operating activities	**1,466**	1,168
Additions to property, plant and equipment	**(444)**	(317)
Proceeds from disposals of property, plant and equipment	**29**	193
Purchases of intangible assets	**(118)**	(53)
Purchases of investments in associates and other financial assets	**(70)**	(43)
Proceeds from disposals of intangible and financial assets	**42**	26
Net cash flow from (purchase)/disposal of marketable securities	**97**	(2)
Acquisitions and divestments	**(144)**	(172)
Cash flow used for investing activities	**(608)**	(368)
Increases in third party interest-bearing debt	**986**	298
Repayments of third party interest-bearing debt	**(378)**	(116)
(Purchase)/sale of treasury shares and options over own shares	**(613)**	(662)
Distributions paid to shareholders	**(452)**	(301)
Cash flow used for financing activities	**(457)**	(781)
Net effect of currency translation on cash and cash equivalents	**(101)**	39
Net change in cash and cash equivalents	**300**	58
Cash and cash equivalents at the beginning of the year	**503**	445
Cash and cash equivalents at the end of the year	**803**	503

Financial information

Free cash flow		
For the year ended December 31 ($m)	**2008**	2007
Cash flow from operating activities	**1,466**	1,168
Cash flow used for investing activities	**(608)**	(368)
Cash flow (from)/for marketable securities	**(97)**	2
Free cash flow	**761**	802

Constant Exchange Rates (CER)

In this report results from one period to another period are, where appropriate, compared using constant exchange rates (CER). To present that information, current period results for entities reporting in currencies other than US dollars are converted into US dollars at the prior period's exchange rates, rather than at the exchange rates for the current year. CER margin percentages for gross profit and EBITDA are calculated by the ratio of these measures to sales after restating the measures and sales at prior period exchange rates. The CER presentation indicates the underlying business performance before taking into account currency exchange fluctuations.

EBITDA

EBITDA is defined as earnings before interest, tax, minority interests, depreciation, amortization, restructuring and impairment. Information concerning EBITDA has been included as it is used by management and by investors as a supplementary measure of operating performance and is used by Syngenta as the basis of part of its employee incentive schemes. Management excludes restructuring from EBITDA in order to focus on results excluding items affecting comparability from one period to the next. EBITDA is not a measure of cash liquidity or financial performance under generally accepted accounting principles and the EBITDA measures used by Syngenta may not be comparable to other similarly titled measures of other companies. EBITDA should not be construed as an alternative to operating income or cash flow as determined in accordance with generally accepted accounting principles.

Restructuring and Impairment before taxes

Restructuring represents the effect on reported performance of initiating business changes which are considered major and which, in the opinion of management, will have a material effect on the nature and focus of Syngenta's operations, and therefore require separate disclosure to provide a more thorough understanding of business performance. Restructuring includes the effects of completing and integrating significant business combinations and divestments. The incidence of these business changes may be periodic and the effect on reported performance of initiating them will vary from period to period. Because each such business change is different in nature and scope, there will be little continuity in the detailed composition and size of the reported amounts which affect performance in successive periods. Separate disclosure of these amounts facilitates the understanding of performance including and excluding items affecting comparability. Reported performance before restructuring and impairment is one of the measures used in Syngenta's short term employee incentive compensation schemes. Syngenta's definition of restructuring and impairment may not be comparable to similarly titled line items in financial statements of other companies.

Restructuring and impairment includes the impairment costs associated with major restructuring and also impairment losses and reversals of impairment losses resulting from major changes in the markets in which a reported segment operates.

Free Cash Flow

Free cash flow comprises cash flow from operating and investing activities, except investments in and proceeds from marketable securities. Free cash flow is not a measure of financial performance under generally accepted accounting principles and the free cash flow measure used by Syngenta may not be comparable to similarly titled measures of other companies. Free cash flow has been included as it is used by many investors as a useful supplementary measure of cash generation.

Net Debt

Net debt comprises total debt net of related hedging derivatives, cash and cash equivalents and marketable securities. Net debt is not a measure of financial position under generally accepted accounting principles and the net debt measure used by Syngenta may not be comparable to the similarly titled measure of other companies. Net debt has been included as it is used by many investors as a useful measure of financial position and risk. The following table presents the derivation of the Debt/Equity gearing ratio:

($m)	2008	2007
Net debt	1,886	1,385
Shareholders' equity	5,884	6,022
Debt/Equity gearing ratio (%)	32%	23%

Full year segmental results excluding restructuring and impairment

Year ended December 31, 2008 ($m)	Crop Protection	Seeds	Business Develop-ment	Inter-segment elimination	Total
Sales	**9,231**	**2,442**	**24**	**(73)**	**11,624**
Gross profit	**4,806**	**1,120**	**6**	**(12)**	**5,920**
Marketing and distribution	**(1,474)**	**(555)**	**(10)**	**–**	**(2,039)**
Research and development	**(556)**	**(343)**	**(70)**	**–**	**(969)**
General and administrative	**(655)**	**(173)**	**(21)**	**–**	**(849)**
Operating income	**2,121**	**49**	**(95)**	**(12)**	**2,063**
EBITDA	**2,455**	**135**	**(84)**	**(12)**	**2,494**
EBITDA (%)	**26.6**	**5.5**	**n/a**	**–**	**21.5**

Year ended December 31, 2007 ($m)	Crop Protection	Seeds	Business Develop-ment	Inter-segment elimination	Total
Sales	7,285	2,018	5	(68)	9,240
Gross profit	3,680	901	(1)	(3)	4,577
Marketing and distribution	(1,167)	(465)	(6)	–	(1,638)
Research and development	(496)	(283)	(51)	–	(830)
General and administrative	(516)	(125)	37	–	(604)
Operating income	1,501	28	(21)	(3)	1,505
EBITDA	1,821	98	(14)	(3)	1,902
EBITDA (%)	25.0	4.9	n/a	–	20.6

Reconciliation of segment EBITDA to segment operating income excluding restructuring and impairment

Year ended December 31, 2008 ($m)	Crop Protection	Seeds	Business Develop-ment	Inter-segment elimination	Total
EBITDA	**2,455**	**135**	**(84)**	**(12)**	**2,494**
Depreciation, amortization and impairment	**(334)**	**(82)**	**(12)**		**(428)**
Income/(loss) from associates and joint ventures	**–**	**(4)**	**1**		**(3)**
Operating income excluding restructuring and impairment	**2,121**	**49**	**(95)**	**(12)**	**2,063**

Year ended December 31, 2007 ($m)	Crop Protection	Seeds	Business Develop-ment	Inter-segment elimination	Total
EBITDA	1,821	98	(14)	(3)	1,902
Depreciation, amortization and impairment	(324)	(68)	(8)		(400)
Income/(loss) from associates and joint ventures	4	(2)	1		3
Operating income excluding restructuring and impairment	1,501	28	(21)	(3)	1,505

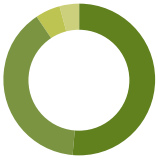
Corporate Responsibility Performance Summary

Sustainable agriculture

Soil conservation and water quality

	2008	2007	2006
Active programs	**30**	41	35
Total investment ($m)	**1.2**	1.5	1.3

Investment by region in 2008



- EAME 51.4%
- NAFTA 39.1%
- LATAM 5.3%
- APAC 4.2%

Biodiversity

	2008	2007	2006
Active programs	**24**	22	17
Total investment ($m)	**1.2**	0.8	0.4

Investment by region in 2008

- EAME 85%
- NAFTA 12%
- LATAM 3%
- APAC 0%

Integrated Crop Management (ICM) and Integrated Pest Management (IPM)

	2008	2007	2006
Active programs	**21**	23	32
Total investment ($m)	**1.1**	0.9	1.3

Investment by region in 2008

- EAME 7%
- NAFTA 44%
- LATAM 29%
- APAC 20%

Product stewardship

Training[1]

	2008	2007	2006
Active programs	**119**	99	68
Number of people trained directly (m)[2]	**2.4**	3.2	3.4
Spend on stewardship projects ($m)	**>4.6**	>4.2	>5.0
Number of countries participating in adverse health incident management	**45**	45	42

People trained by region 2008

- EAME 1.6%
- NAFTA 0.2%
- LATAM 23.2%
- APAC 75%

Biotechnology regulatory compliance

	2008	2007	2006
Number of field trial employees trained	**782**	551	419
Percent of trial locations audited	**40%**	64%	36%

Number of trials audited per year

- 2008: 168
- 2007: 189
- 2006: 125

1 2007–2006 numbers do not include general malaria vector control training
2 Starting in 2008 APAC has introduced a Balanced Scorecard approach to Stewardship Reporting. The focus has shifted to more intense training of smaller groups

People and communities

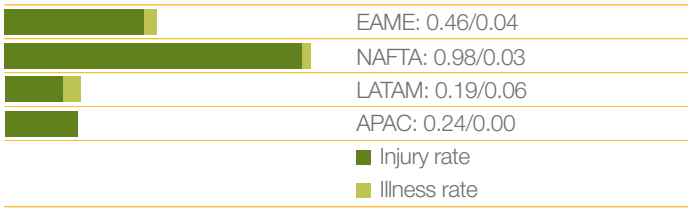
	2008	2007	2006
People retention			
Total employees[1] (number of permanent personnel)	**24,148**	21,242	19,544
Part-time employees[2]	**716**	713	749
Employees entitled to participate in employee share scheme	**13,821**	12,730	9,432
Entitled employees participating in share scheme	**49%**	52%	53%
Employee satisfaction			
Employee completing survey[3]	**n/a**	83%	82%
Positive view of Syngenta[3,4]	**n/a**	78%	76%
Proud to work for Syngenta[3]	**n/a**	84%	80%
Diversity[2]			
Female employees	**28%**	27%	27%
In management roles	**19%**	17%	17%
In senior management	**12%**	12%	9%
Number of nationalities in senior management	**22**	17	17
Employee development			
Total training investment ($m)	**27.2**	21.6	20.7
Health and safety[5]			
Recordable injury and illness[6] (IIR) target 0.50	**0.50**	0.49	0.43
Occupational health cases[6]	**0.03**	0.05	0.04
First aid cases	**421**	402	476
Health, Safety and Environment (HSE) in production and supply			
Number of suppliers audited[7]	**59**	53	43
Corporate community investment ($m)[8]			
Cash and in-kind ($m)	**10.8**	9.0	6.8

Number of employees by region in 2008

Proportion of senior management from each region in 2008

Investment in staff training per region in 2008

Occupational injury and illness cases in 2008



Audit by country/region in 2008

1 Employee numbers are presented as full-time employees
2 Excluding new employees from Goldsmith and SPS
3 No survey in 2008, next survey to be conducted in 2009
4 Employee survey response to question: "I would recommend Syngenta as a good place to work"
5 Refers to cases reported between 1.10.07 to 30.09.08
6 According to US OSHA definitions for injuries and illness (per 200,000 hours)
7 The 2007 number has adjusted due to late audit reports
8 $1.4 million from Sustainable Agriculture related projects

Corporate Responsibility Performance Summary

People and communities continued

	2008	2007	2006
Public health			
Number of people receiving training in effective vector control	**9,128**	7,335	>2,000

Vector control training in 2008

- EAME 94.5%
- APAC 5.5%

Environment[1]

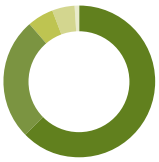
	2008	2007	2006
Energy			
Energy use (terajoules)	**8,653**	8,279	8,268
Number of sites setting targets	**20**	15	12
Sites meeting or exceeding energy use targets	**80%**	80%	75%

Energy consumption in 2008

- Gas 47.1%
- Electricity 26.1%
- Steam 12.4%
- Other 10.9%
- Oil 3.5%

Water			
Water consumption (million tonnes)	**31.1**	28.3	32.9

Water consumption in 2008



- Cooling 62.6%
- Processing and washing 26.0%
- Sewage and sanitary 5.6%
- Other 4.8%
- Product ingredient 1.0%

Greenhouse gases			
CO_2 emissions (000's tonnes)	**467**	390	393
Global Warming Potential emissions (CO_2 equivalent 000's tonnes)	**1,542**	1,022	1,077
Within own operations[2]	**701**	517	605
Purchased energy[3,4]	**426**	153	157
Business travel[3,4]	**86**	73	75
Product distribution[3,4,5]	**329**	279	240

Greenhouse gas emissions relative to EBIT per year (kg CO_2e/S EBIT)

Air emissions			
Total air emissions (tonnes)	**1,100**	947	891
Of which:			
NOx	**644**	435	463
Non-halogenated VOCs	**308**	379	294
Particulates	**82**	73	62

Air emissions in 2008

- NOx 58.5%
- Non-halogenated VOCs 28.0%
- Particulates 7.5%
- Halogenated VOCs 2.1%
- SO_2 1.8%
- HCL 1.4%
- NH_3 0.8%

1 Environment data reporting year from 1.10.07 to 30.09.08
2 As defined in Scope 1 of the GHG protocol of the WBCSD
3 As defined in Scope 2&3 of the GHG protocol of the WBCSD
4 2008 numbers adapted to the calculation methods of the Carbon Disclosure Project
5 Partly based on internal estimate

Environment continued

	2008	2007	2006
Waste			
Hazardous waste (000's tonnes)	**153.3**	131.2	122.4
of which:			
recycled/re-used	**31%**	28%	29%
incinerated	**55%**	54%	54%
landfill	**1%**	1%	1%
other	**13%**	16%	15%
Non-hazardous waste (000's tonnes)	**120.2**	81.1	88.8
of which:			
recycled/re-used	**60%**	43%	44%
incinerated	**16%**	18%	24%
landfill	**19%**	22%	22%
other	**5%**	17%	10%
Number of sites with reduction programs	**19**	14	10
Sites meeting or exceeding waste targets	**47%**	79%	70%
Effluent discharge[1]			
Waste water discharge (million tonnes)	**23.6**	24.4	24.9
Total effluent discharge	**3,767**	3,676	3,825
Of which:			
Total Organic Carbon (TOC)	**725**	681	567
Chemical Oxygen Demand (COD)	**2,358**	2,229	2,459
Biological Oxygen Demand (BOD)	**225**	211	212
Soluble salts discharged (000's tonnes)	**131.5**	120.2	115.2
Environmental compliance			
Significant unplanned releases[2]	**2**	1	0

Hazardous waste types in 2008

- Chemical 55.3%
- Solvents 31.7%
- Other 11.1%
- Acids and alkalis 1.9%

Non-hazardous waste types in 2008

- Crops/seeds 52.8%
- Others 20.8%
- Inerts 13.9%
- Packaging materials 6.9%
- Household 5.6%

Effluent composition in 2008

- COD 62.7%
- TOC 19.3%
- Suspended solids 7.0%
- BOD 6.0%
- Nitrogen 4.7%
- Phosphate 0.4%

Business ethics

Corporate conduct			
Cases reported through the compliance helpline on a range of issues	**31**	15	13
Cases investigated leading to disciplinary action[3,4]	**14**	12	14
Human rights			
Number of seeds supply farmers included in Syngenta monitoring	**2,312**	1,170	668
Animal welfare			
Number of audits performed	**6**	16	11
Number of instances of non-compliance found	**0**	0	1

Compliance helpline cases by region in 2008

- EAME 19.4%
- NAFTA 19.4%
- LATAM 22.6%
- APAC 38.6%

1 Numbers for 2007–2006 adjusted due to changed reporting practice on one of our main production facilities
2 Releases that escape beyond the site boundary and that cause either environmental impact and/or concern from neighbours, regulators, etc.
3 We monitor compliance through a confidential compliance helpline, a letter of assurance process and other means
4 Reporting year from 1.11.07 to 31.10.08

Shareholder information

Syngenta shares are listed on the Swiss Stock Exchange and on the New York Stock Exchange, where the shares are traded as ADS/ADR (American Depositary Receipts).[1]

Trading symbols

	Swiss Stock Exchange	New York Stock Exchange
Shares	SYNN	SYT

Shares in issue

At December 31, 2008	Number of shares
Total shares in issue	96,914,857
of which treasury shares	3,953,617

Share price and market capitalization[2]

At December 31, 2008	
Share price (CHF)	200.40
Share price (USD) (ADR)	39.14
Market capitalization (CHF million)	18,629
Market capitalization (USD million)	17,575

Dividend history

	Dividend CHF
2004	2.70
2005	3.30
2006	3.80
2007	4.80
2008[3]	6.00

Share repurchases

	Number of shares
2004	1,696,337
2005	6,284,687
2006	3,280,293
2007	3,848,410
2008	2,615,008

1 1 share = 5 ADR
2 For the purposes of calculating market capitalization the number of shares stood at 93.0 million
3 To be submitted for shareholder approval at the Annual General Meeting on April 21, 2009

Syngenta share price performance 31 December 2007 – 31 December 2008

Syngenta ADR price performance 31 December 2007 – 31 December 2008

Reporting dates

First quarter trading statement	April 15, 2009
Annual General Meeting	April 21, 2009
Half-year results	July 24, 2009
Third quarter trading statement	Oct 23, 2009

A full form 20-F will be accessible by the end of February at www.syngenta.com under Investor Relations.

Investors can subscribe to Financial Releases via RSS at: www.syngenta.com/ir

The full-year results press release can be viewed up to six months after the event at: www.syngenta/fyr2008

Independent Assurance Report on the Syngenta Corporate Responsibility Reporting

To the Head of Legal and Taxes, Syngenta International AG, Basel ('Syngenta').

We have performed assurance procedures to provide assurance on the following aspects of the 2008 Corporate Responsibility (CR) reporting of Syngenta.

Subject matter

Data and information disclosed with the CR reporting of Syngenta and its consolidated subsidiaries, for the financial year ended December 31, 2008 on the following aspects:

– The management and reporting processes with respect to the CR reporting and to the preparation of the CR performance indicators as well as the control environment in relation to the data aggregation of these indicators; and

– The CR Performance Summary disclosed on pages 48 to 51 of the Syngenta Annual Review 2008.

Criteria

– The Syngenta internal Health, Safety and Environment (HSE) and Corporate Community Investment (CCI) reporting guidelines; and

– The defined procedures by which the CR data are gathered, collated and aggregated internally.

Responsibility and Methodology

The accuracy and completeness of CR performance indicators are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our assurance report should therefore be read in connection with Syngenta's internal guidelines, definitions and procedures on the reporting of its CR performance.

The Board of Directors of Syngenta is responsible for both the subject matter and the criteria. Our responsibility is to provide a conclusion on the subject matter based on our assurance procedures in accordance with the International Standard on Assurance Engagements (ISAE) 3000.

Main Assurance Procedures

Our assurance procedures included the following work:

– Evaluation of the application of group guidelines
Reviewing the application of the Syngenta internal HSE and CCI reporting guidelines;

– Site visits
Visiting three selected sites of Syngenta's Crop Protection Business Unit in Switzerland. The selection was based on quantitative and qualitative criteria;
Interviewing personnel responsible for internal reporting and data collection at the sites we visited and at the group level to further our understanding and determine the appropriateness of applying the guidelines;

– Assessment of the performance indicators
Performing tests on a sample basis of evidence supporting the CR Performance Summary relative to completeness, accuracy, adequacy and consistency;

– Review of the documentation and analysis of relevant policies and basic principles
Reviewing the relevant documentation on a sample basis, including group CR-related policies, management and reporting structures and documentation;

– Assessment of the processes and data consolidation
Reviewing the appropriateness of the management and reporting processes for CR reporting; and
Assessing the consolidation process of data at the group level.

Conclusions

In our opinion

– The internal HSE and CCI guidelines are being applied properly; and

– The internal reporting system and procedures to collect and aggregate CR data are functioning as designed and provide an appropriate basis for its disclosure.

Based on our work described in this report, nothing has come to our attention that causes us to believe that the data and information mentioned in the subject matter and disclosed with the Corporate Responsibility reporting in the Syngenta Annual Review 2008 does not give a fair picture of Syngenta's performance in the area of Corporate Responsibility.

PricewaterhouseCoopers

PricewaterhouseCoopers AG
Zurich, February 9, 2009

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For the business year 2008, Syngenta has published three reports: Annual Review (incorporating the Corporate Responsibility report), Financial Report and Corporate Governance Report.

All documents were originally published in English. The Annual Review 2008 and the Corporate Governance Report 2008 are also available in German.

These publications are also available on the Internet: www.syngenta.com.

Editorial completion: February 2009.

Cautionary statement regarding forward-looking statements: This document contains forward-looking statements, which can be identified by terminology such as “expect”, “would”, “will”, “potential”, “plans”, “prospects”, “estimated”, “aiming”, “on track” and similar expressions. Such statements may be subject to risks and uncertainties that could cause the actual results to differ materially from these statements. We refer you to Syngenta’s publicly available filings with the US Securities and Exchange Commission for information about these and other risks and uncertainties. Syngenta assumes no obligation to update forward-looking statements to reflect actual results, changed assumptions or other factors. This document does not constitute, or form part of, any offer or invitation to sell or issue, or any solicitation of any offer, to purchase or subscribe for any ordinary shares in Syngenta AG, or Syngenta ADSs, nor shall it form the basis of, or be relied on in connection with, any contract therefor.

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Printed on Hello Silk, made with wood fiber from managed forests and manufactured at a mill that has achieved the ISO14001 and EMAS environmental management standards.

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