Annual Review 2010

syngenta

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Syngenta is one of the world's leading companies with more than 26,000 employees in over 90 countries dedicated to our purpose: Bringing plant potential to life. With our innovation in Crop Protection and Seeds, we contribute to addressing global challenges.

Contents

Strategic imperatives

i

Creating superior value for our customers

Integrate

We are bringing together our world leading Crop Protection portfolio and our broad Seeds platform to develop a fully integrated offer on a global crop basis.

Engagement

We aim to create shared value for all our stakeholders through fostering partnerships and open dialogue.

Innovate

We will harness our knowledge of agriculture and our understanding of growers to deliver game-changing technologies which will drive land productivity.

Business ethics

Our code of conduct commits us to maintain high ethical standards in all business practices, and we promote a culture of transparency.

Outperform

Our aim is to gain market share across our combined businesses and to create value for our shareholders by first creating value for our customers.

Health, safety and environment

We are committed to the highest safety and environmental standards for the production, handling and disposal of our products, and we support our business partners in adopting comparable standards.

Read more about our strategy in the Chief Executive Officer's letter on page 4

and delivering strong performance

Group sales[1]

$11.6bn +4% (CER)

Crop Protection sales[1,2]

$8.9bn +3% (CER)

Seeds sales[1]

$2.8bn +8% (CER)

Earnings per share[3]

$16.44 +2%

Free cash flow[4]

$1,129m +114%

Dividend per share[5]

CHF7.00 +17%

Number of farmers trained

4.3m

Nationalities in senior management

24

CO_2e emissions

0.66 CO_2e kg /$EBIT

Illness and injury rate[6]

0.39

1 Growth at constant exchange rates (CER)
2 Including inter-segment sales
3 Fully diluted excluding restructuring and impairment
4 For a definition of free cash flow see page 48
5 Subject to shareholder approval at the Annual General Meeting on April 19, 2011
6 Recordable injury and illness rate (IIR) per 200,000 hours according to US OHSA definition

Business highlights

Advancing solutions for Brazilian growers

In April, Syngenta entered into a long-term multi-crop partnership with Embrapa, the Brazilian Agricultural Research Corporation, to advance solutions for Brazilian growers to improve crop quality and yield. The initial focus will be on corn, cotton and soybean.

Record sales of AMISTAR®

In May we opened new capacity for azoxystrobin, the active ingredient used in our leading fungicide AMISTAR®. Immediate demand for the increased production was reflected in sales growth for the year of 20 percent (CER).

Isopyrazam – next generation fungicide

Isopyrazam was launched on barley in the UK in March and on wheat in New Zealand in July. It is the first in a new class of next generation fungicides and sets new standards of disease control and yield response.

Sustainable Agroecosystems professorship

Syngenta announced in November that it will donate CHF 10 million to the ETH Zürich Foundation to finance a new professorship and associated research staff. The professorship aims to advance science, education and public dialogue related to sustainable agriculture and food security.

Breakthrough corn trait technology

AGRISURE VIPTERA™, with a new mode of action for broad spectrum insect control, was launched in the USA in time for the 2011 growing season. Field trials of trait stacks containing AGRISURE VIPTERA™ showed a clear advantage over competing products.

Syngenta celebrates 10 years

CEO Mike Mack rang the closing bell on Wall Street on November 12 to celebrate the anniversary of Syngenta's creation and of the Company's first listing on the New York Stock Exchange. Over the last 10 years, Syngenta has become one of the world's leading companies with a fivefold increase in market capitalization.

Substantial dividend increase

In 2010 the company generated record free cash flow of $1.1 billion. We are proposing a 17 percent increase in the dividend, from CHF6.00 to CHF7.00.

Syngenta Photo Prize 2010

The Syngenta Photo Prize 2010 competition recognized outstanding photography with the theme "Bringing plant potential to life". Winners from around the world were announced on November 16 at a special exhibition in Basel, Switzerland.

Chairman's letter

Meeting the challenge

"The central facts are these: every year the planet has 80 million more mouths to feed; population growth is overwhelmingly in the emerging markets; and by 2050 over 70 percent of the world's population will live in urban areas."

As the dust settled after the financial crisis of 2009, it became clear that the economic center of gravity had shifted markedly to the so-called developing countries of Latin America and Asia. The acceleration of this long-term, structural change was particularly notable in agriculture where growth in emerging markets significantly outpaced the advanced markets of North America and Western Europe. Syngenta was extremely well placed to capture these growth opportunities and capitalized on the investments made in these regions over the past few years.

The inexorable growth in productivity, population and prosperity in these countries led, in part, to the upward pressure on global commodity prices, including staple food crops. In addition, drought in Russia led to an export ban on wheat which propelled the price significantly higher in the second half of the year. Supply concerns in corn and soybean compounded the problem such that grain prices ended the year some 50 percent higher than they were at the end of 2009. This, once again, caused concern amongst policy makers and other stakeholders and reignited the debate about global food security.

The central facts are these: every year the planet has 80 million more mouths to feed; population growth is overwhelmingly in the emerging markets; and by 2050 over 70 percent of the world's population will live in urban areas. The one variable that will not grow, however, is the planet's natural resources – these are finite and in some cases actually shrinking. The key question, therefore, is how to address this apparently insoluble problem?

The answer lies in innovation and collaboration. Innovation in bringing new technologies and business models to life, and collaboration between each member of the food value chain to bring their skills, resources and capabilities to tackle the problem. At Syngenta, we believe our unique contribution lies in innovation through integrating our technologies. By doing so we believe we can discover products that have the attributes of enhancing calories produced per acre; protecting and maximizing the earth's natural resources and ensuring that rural communities remain vibrant and economically viable.

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1

Speaking at the UNCTAD World Investment Forum in Xiamen, China, on September 7, 2010, involving global leaders from many countries around the world.

2

Touring field trials carried out by the Pathumthani Rice Research Center. The Syngenta team in Thailand cooperates closely with the Department of Rice on rice productivity.

3.

3

At a Flowers exhibition in the young plant production facility in De Lier, The Netherlands.

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4

Visiting a retailer of Syngenta products in the Fujian Province, China. The retailers are the vital link between the local Syngenta teams and the growers.

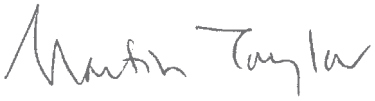
This is an integrated approach from which we are already seeing tangible results. In Brazil, for example, our new solution for sugar cane growers, PLENE™, will fundamentally change how this crop is planted, grown and harvested. With greatly enhanced yield, lower water usage and better carbon sequestration PLENE™ ensures a more productive and sustainable crop. In addition, through a partnership with industry association, Unica, we are helping to provide new, safer and better job opportunities for the workers who previously toiled in the field in hot and dangerous conditions.

That partnership was one of many that we forged during 2010 in order to find novel ways to address the many challenges of providing food security. Also in Brazil, we signed a ground-breaking agreement with Embrapa, the national agricultural research corporation to share technologies in corn, soybean and cotton and ensure access to growers both large and small. In April, we signed a public-private partnership with the International Maize and Wheat Improvement Center (CIMMYT) to develop and enhance technology in wheat. In Asia, we strengthened our partnership with the International Rice Research Institute (IRRI) in order to develop the potential of rice across the region. Finally, in November, we announced a 10-year collaboration with ETH Zurich to fund research into sustainable agroecosystems. These agreements point the way to our increasingly crop and grower-focused approach to our business, as you see reflected in this year's report.

On my visits this year around the world to see our customers I learned more about the increasingly complex challenges that they face. My discussions with them, and also with many Syngenta employees, underpinned my confidence that the Company is uniquely placed to offer growers differentiated products and solutions that address their challenges both today and in the future.

As well as speaking to our customers, I also met with numerous other stakeholders around the world. The contribution that Syngenta makes is increasingly recognized and our standing and reputation continues to grow. Our collective reputation rests with the individual actions and conduct of the more than 26,000 employees around the world. Throughout 2010, our revised Code of Conduct was further embedded in the organization. Compliance with this code, in addition to all aspects of legal, ethical, societal and environmental matters is overseen by the Corporate Responsibility Committee of the Board. Ensuring the protection of the Company's economic, physical and reputational assets, along with oversight of the strategic direction and financial performance of the Company comprise the primary focal points of the Board of Directors. I am indebted to my Board colleagues for the diligence and enthusiasm with which they discharged their duties throughout the year.

2010 marked the tenth anniversary of Syngenta. The Company has achieved a great deal in those years. As we look into the future, agriculture has never been more central to the world's social, political and economic development. The production of sufficient affordable, high quality food is not a given and is reliant upon innovation. The production of this food in a more sustainable way will require innovation, collaboration and a new, holistic way of looking at value creation. I am pleased to say that Syngenta is at the forefront of these developments and is well placed to be highly successful for the next 10 years of its life.



Martin Taylor
Chairman

Chief Executive Officer's letter

Integrating our offer

"The path Syngenta is now pursuing recognizes the imperative of yield gain but also goes beyond it, to encompass all the resources involved in achieving global food security."

Syngenta's results for 2010 illustrate the transformation in the scale of the Company since its creation ten years ago. Sales of $11.6 billion are 84 percent higher and earnings per share of $16.44 compared with $2.20 in 2001. While agricultural markets have certainly expanded over the period, these figures also reflect steady gains in market share and an outstanding record of innovation. In addition, continuing focus on operational efficiency has increased profitability while creating the headroom for investments in strategic growth areas. Most notably we have expanded our presence in the emerging markets, which now account for almost 50 percent of sales.

Emerging markets were the main driver of our Crop Protection business in 2010, enabling us to achieve growth in sales over the previous year. We achieved this in the face of a highly competitive pricing environment, notably in North America, which led to a reduction in group earnings in the first half. This was offset by higher operating income in the second half, with rapid growth in the emerging markets of Asia Pacific and strong demand in the main season in Latin America.

In Latin America, we have been attentive to multiple opportunities across crops in the many countries of the region, while maintaining our leading position for soybean in the key Brazilian market. This reflects the success of PRIORI XTRA®, based on our world leading fungicide AMISTAR®. Global sales of AMISTAR® reached $1.2 billion in 2010 with growth of 20 percent (CER) on the previous year, demonstrating the excellence in product development which enables us to maximize product lifecycles and to maintain high margins on blockbuster products. The opening of new capacity for AMISTAR® at Grangemouth,

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Scotland, in May underpins our expectation of further substantial growth in the coming years.

Seeds registered broad-based growth across all product lines and all regions. Vegetables and Diverse Field Crops continued to show steady underlying growth, supplemented by acquisitions in sugar beet and sunflower. Industry-leading profitability in both these product lines is testimony to the depth and variety of our germplasm pools and to our breeding expertise. These strengths are also becoming increasingly apparent in the performance of Corn & Soybean: in the USA, field trials showed that the diversity of our corn genetics is now producing yield outperformance against major competitors. Our triple stack corn seed reached market penetration levels in 2010 and will be complemented in the 2011 season by the new trait AGRISURE VIPTERA™, which delivers unrivalled broad lepidoptera control. The advances in our portfolio are reflected in a further marked improvement in Seeds profitability in 2010.

The progress made by Seeds, in both financial and portfolio terms, gives further impetus to the new commercial direction we are now formally implementing worldwide. This strategy is founded on three core objectives: *Integrate, Innovate* and *Outperform*. Our aim is to bring together Crop Protection and Seeds to develop a fully integrated offer on a global crop basis. A first step will be the merging of commercial operations globally over the next two years, building on models already successfully introduced in our second largest market Brazil as well as in a number of smaller countries. The commercial integration will be overseen on a regional basis by our two Chief Operating Officers, who will each have cross-business executive responsibility for two regions: John Atkin for Europe, Africa and the Middle East and Latin America, and Davor Pisk for North America and Asia Pacific. John and Davor will continue to guide the Crop Protection and Seeds businesses respectively. They will also each have global strategic responsibility for four of the eight major crops in which we will be focusing our investments over the coming years. We shall at the same time be investing in our people, to ensure that we maximize the wealth of experience and talent which gives us a unique capability to address the increasing complexity of the challenges facing farmers.

We define innovation in the broadest sense, signifying new markets and ways of reaching customers as well as new products. Continuing investment in Research and Development is inherent in our company purpose of Bringing plant potential to life and will play a key role in the delivery of integrated technologies. We are establishing common R&D platforms based on the understanding of plants which informs both chemical and biological solutions. We will increase the return on R&D through value-adding partnerships and collaborations, such as the agreement with CIMMYT signed in April which has as an objective the combination of crop protection and seeds to enhance plant performance in wheat. Breakthroughs in the realization of innovative integrated offers include the launch of PLENE™ on sugar cane in Brazil and the development of an integrated rice seedling offer in Asia.

Our aim is to outperform in both operational and financial terms. We believe that the creation of unique solutions to meet grower needs will lead to sustained market share growth across the business. We will measure financial performance by targeting Cash Flow Return on Investment in excess of 12 percent and a group EBITDA margin in the range of 22 to 24 percent by 2015. We will target a continuous increase in the dividend with the new higher payout in 2011 as the starting point.

Syngenta's new commercial strategy is actually the culmination of plans and initiatives that have been underway in the Company for some time. Over the last 12 months I have visited operations in many parts of the world and have witnessed both the potency of our portfolio and the energy of our people in bringing a crop-based offer to market. Examples range from new technologies for coffee growers in Colombia to integrated solutions for vegetables in Vietnam. We are taking the concept of customer relationships to a new level, by systematically thinking like a grower as he considers the increasingly complex set of decisions relating to his crop inputs and how best to integrate them on the farm to maximize his investment. It is by imbuing our entire organization with this mindset that we will create competitive advantage in the future.

The path Syngenta is now pursuing recognizes the imperative of yield gain but also goes beyond it, to encompass all the resources involved in achieving global food security. A recent study by the World Business Council for Sustainable Development, which I had the honor of co-chairing, looked at the economic and resource challenges of sustaining a world population of 9 billion in 2050. To enable this number of people to live well and within the limits of the planet, agriculture must achieve a doubling of world food production while conserving water and energy. This can only happen through a holistic and long-term vision of the way we grow crops. Syngenta is already deploying an array of tools and expertise to help make this vision a reality.

On behalf of the Board and the Executive Committee, I would like to thank all our employees for making Syngenta what it is today and for bringing the Company to this exciting stage of its development. I know that I can count on their energy, enthusiasm and dedication as we work together to forge a meaningful contribution to the development of agriculture worldwide.

Michael Mack
Chief Executive Officer

1

In discussion with Marc Hillard, Transformation Manager, at a special exhibition in Basel that marked the completion of Syngenta's capacity expansion program.

2

Andrés Álvarez, Marketing Manager Andean, Caribbean & Central America discusses coffee growing at La Holanda plantation in Colombia.

3

Examining the roots of a rice plant with Huynh Van Thon, Chairman of AGPPS (An Giang Plant Protection Service), Vietnam's largest distributor.

4

Looking at the different seed treatment offerings for Flowers and Vegetable seeds in Enkhuizen, The Netherlands.

Contributing to food security

Scarcity of water, energy and land is expected to define food production in the coming decades. This will increase the existing pressure on farmers, who are working to meet the world's needs for food, fuel and fiber. Demand for food has long exceeded supply in some regions. Every day, almost 1 billion people go to bed hungry. With the global population expected to reach 9 billion by 2050, this figure could rise if action is not taken.

A global challenge

"People used the equivalent of 1.5 planets in 2007 to support their activities."

The Living Planet Report 2010
World Wildlife Fund (WWF)

The World Food Summit of 1996 defined that food security exists "when all people, at all times have access to sufficient, safe, nutritious and affordable food to maintain a healthy and active life." To make this happen, farmers will need to achieve at least a 70 percent increase in food production by 2050[1].

The journey to food security won't be easy. Drivers of food *insecurity* range from environmental stress and natural disasters to political and trade issues. The megatrends of growing population, greater affluence and urbanization mean that more people want greater amounts of better quality food.

Yet while demand for food is growing, farmers' ability to increase productivity is challenged as never before. In the coming years, they will have to deal with a climate that is changing more rapidly; in many areas, this will mean higher temperatures and erratic weather patterns. They will have to contend with limited availability of land and water – already agriculture uses 40 percent of the world's land surface and 70 percent of all available fresh water[2]. And their agricultural practices will need to protect biodiversity through increasing productivity without further expanding into natural ecosystems.

While great strides have been made, many regions fall short of producing their full potential of local crops, and this agricultural yield gap must be closed to achieve food security. Worldwide, this represents nearly 500 million farms of 2 hectares or less, supporting over 2 billion people. Increasing productivity in these areas is vital to reaching food security.

Although the challenges ahead are daunting, they are by no means insurmountable. Agriculture has a major role to play in opening the way for food security while protecting precious natural resources and contributing to rural economic growth.

1 FAO, "How to feed the world in 2050"
2 UNESCO

Contributing to food security

Sustainable production systems for agriculture

In February 2010, Syngenta collaborated with 29 other businesses and the World Business Council for Sustainable Development (WBCSD) to launch "Vision 2050: The new agenda for business." This study lays out a pathway leading to a global population of some 9 billion people living well and within the resource limits of the planet by 2050. We are contributing to making this vision a reality by helping farmers produce enough food for a growing population.

Syngenta takes a system-wide approach to sustainable agriculture that focuses on the links between technology, land and people. Strong rural economies are the keystone of the sustainable agricultural system and fundamental to achieving food security. Our technology – combined with supporting infrastructure, access to markets and financial resources – enables better solutions for farmers so they can increase productivity and improve farm profitability. At the same time, our agricultural solutions can have a beneficial impact on water, land and biodiversity by allowing more efficient use of basic natural resources.

Thus, agricultural technologies enable a sustainable production system that protects the long-term economic and environmental viability of farming. Farmers can earn better incomes, live better lives and become stewards of the land.

Find out more www.syngenta.com/ar2010

Preserving the environment through agriculture

Lucas do Rio Verde, a major agricultural city of Brazil's Mato Grosso, is an area historically affected by deforestation. In 2007, Syngenta, its distributor Fiagril and other partners co-created *Lucas do Rio Verde Legal* to raise awareness among local governments, farmer associations and the broader population that it was possible to grow and produce without violating the state's forestry and labor legislation codes.

Results were so positive that the state government of Mato Grosso has since expanded the project to all other municipalities, and the federal government has created a similar initiative.

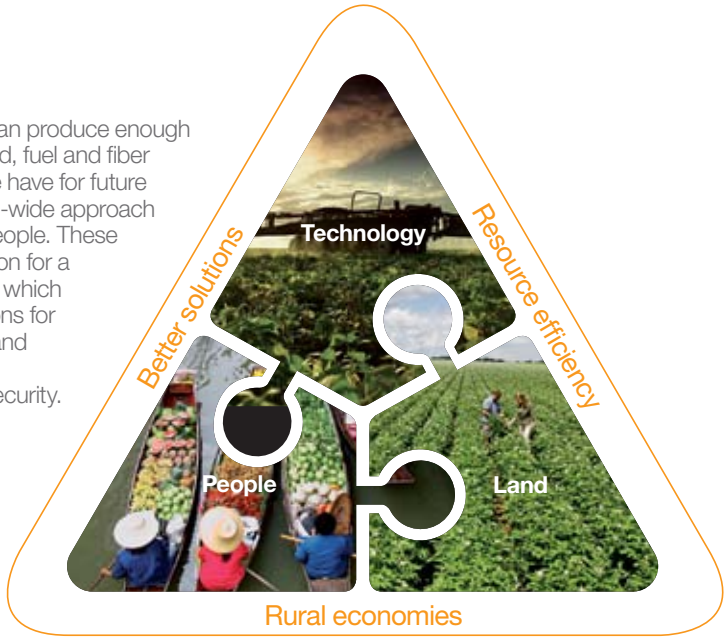
"Our region is a major soybean producer, so implementing a model for environmental conservation wasn't an easy journey. However, it turned out to be an overwhelmingly positive experience as we had so many partners supporting us."

Marcos Castro
Regional Sales Manager at Syngenta

Featured above: Marcos Castro (left); Marino Franz, Mayor of Lucas do Rio Verde municipality and owner of Fiagril (middle); and Ivanor Cella, farmer and Syngenta customer (right).

Grow more from less

Syngenta believes that farmers can produce enough to meet the world's needs for food, fuel and fiber and safeguard the only planet we have for future generations – if we take a system-wide approach that links technology, land and people. These three elements build the foundation for a sustainable production system in which technology enables better solutions for farmers to increase productivity and profitability, to increase resource efficiency, and help reach food security.



Better solutions

Choices on the farm

To ensure that farms meet their productivity potential, we need enabling and transparent regulations, to make safe technologies available to farmers.

Accelerating innovation

We need mechanisms to share innovation; protecting intellectual property helps stimulate research and development.

Sharing knowledge

Agriculture is based on knowledge supported by science; we need new partnerships to raise agronomy skills and share expertise.

Resource efficiency

Preserving the land

We need to increase productivity on existing farmland.

High stakes for water

Forty percent of water used for agriculture is wasted; we need solutions that increase water efficiency.

Vitality of biodiversity

Biodiversity and agriculture depend on each other; we need to protect the diversity of nature to secure our food supply and quality of life.

Rural economies

Building markets

Growing is not enough; farmers need supporting infrastructure and access to markets, finance and information.

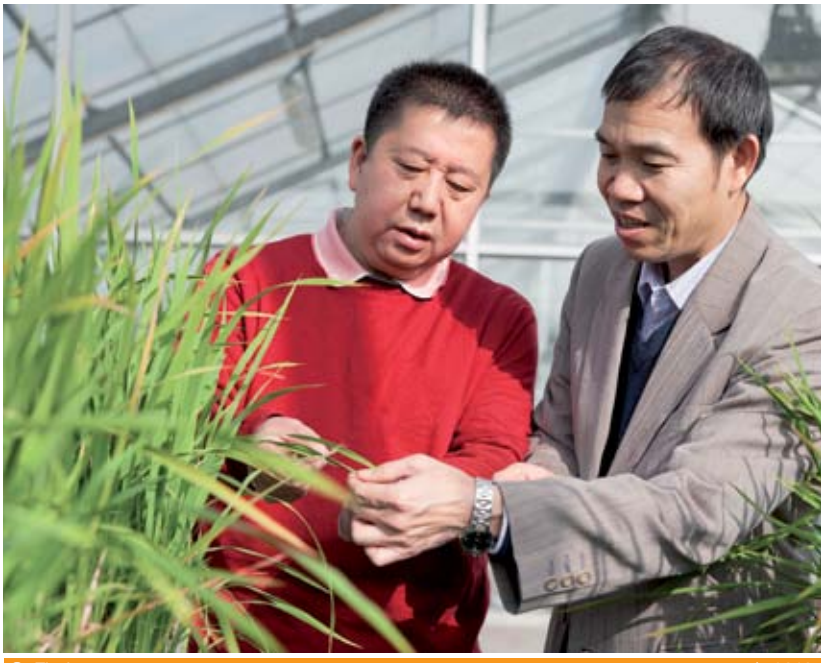
Valuing farm work

Rural economies carry the weight of feeding the world; farming needs to be worthwhile and profitable.

Community development

We need agriculture to spur socio-economic development of rural communities.

Contributing to food security



Find out more www.syngenta.com/ar2010

Demonstrating value to smallholder rice farmers

In China, 100 million farmers grow the rice that is a staple for 1.3 billion people, yet almost all of them are smallholders. Demonstrating the value of properly used Syngenta solutions to these growers has not been easy in the past.

To show farmers how to reduce the use of pesticides while increasing yields, the company's local Crop Protection team began collaborating with China's National Agro-Tech Extension Center (NATESC).

Farmers in each of the 10 major rice production provinces were recruited and trained on how to calibrate equipment, when to spray, and how to use Syngenta products that require fewer applications – such as VIRTAKO® and ARMURE®.

Now three years old, the program has shown that farmers can grow more using 50 percent less pesticide, and generating an additional $300 in yield per hectare on average.

Chinese growers and government agencies have taken notice. Syngenta not only increased market share, but also was honored in 2010 with a prize for Outstanding Corporate Social Responsibility Performance, from the China Association of Enterprises with Foreign Investment and the China Charity Federation.

"I've never seen a pesticide rate reduction technology generate this level of excitement and enthusiasm among farmers. The benefit of this program is obvious. I am very proud to promote it."

Prof. Ducai Liu
Syngenta Technical Manager,
Yangtzu Business Unit, China

Featured above: Prof. Ducai Liu (left) and Diyun Liang, Ministry of Agriculture.

Better solutions for the farmer of the future

"The task of increasing food availability through production on a constant area of land with reduced inputs is such an enormous challenge that no useful approach or technology can be ignored."

Reaping the benefits: science and the sustainable intensification of global agriculture, 2009
The Royal Society

Syngenta values farm work – we see the people in rural communities as our business partners. As with any business, farmers must have the skills and tools to prosper. Our contribution goes beyond providing technologies: we offer advanced, integrated solutions for the challenges facing farmers today and in the future. To achieve the best yields under their specific conditions, farmers must use high quality seeds, water efficient technologies, nutrients, insect and weed management, and soil conservation.

These solutions help farmers meet the needs of their customers and successfully compete in global and local markets. Consumers all over the world are not only demanding more food, but a greater variety including meat, dairy, and higher quality fruits and vegetables. Syngenta's training programs enable farmers to boost yields sustainably, improve quality of produce, and enhance their livelihoods.

In India, for example, Syngenta has established a "crop health center," called Krishi Shakti, which provides agronomy advice and resources to farmers from surrounding villages. In parallel, Syngenta started operating Krishi Shakti vans to support farmers on their farms. These programs provide crop diagnostics, soil testing, library facilities, training and education, demonstration plots and interactions with scientists. As a result, member farmers use Syngenta products and have increased yields and quality of their crops.

In another example, our PLENE™ technology, being launched in 2011, addresses challenges in the sugar cane industry in Brazil. With this innovative technology, sugar cane segments are treated with seed care applications to protect them in early growth stages. Since mechanized planting is faster and safer with new technology developed in conjunction with leading equipment manufacturer John Deere, growers can harvest and replant their fields more frequently. This eliminates the typical yield degradation of the crop and increases overall productivity, leading to a yield gain of up to 15 percent.

Operation Pollinator™

13

Countries in which the program is already running.

Increasing resource efficiency

Syngenta recognizes that better solutions will not only address the need for increased productivity, but will also help farmers to manage and protect the environment: sustainable, intensive farming improves resource efficiency.

A recent study by Stanford University found that an area of land larger than Russia has been saved from cultivation because farmers in many parts of the world have used modern technology to grow more on their farms in the last 50 years[1]. In Brazil, for instance, the rate of Amazon deforestation plunged to a historic low in 2009 – nearly 75 percent below its 2004 peak – while productivity increased faster than in any other country in the world[2]. Such productivity gains must continue, if we are to feed the world without increasing the area of cultivated land.

As fewer virgin areas are cultivated, the biodiversity of natural ecosystems is saved from habitat loss. Protecting biodiversity is not only important for the wellbeing of the planet, but also vital to healthy and productive agriculture. This includes crop pollination, healthy soil, water and air purification, and the genetic diversity of wild plants.

Syngenta proactively initiates programs to protect biodiversity around farms. For example, Operation Pollinator™[3] works with farmers to create farm borders of wild flora for pollinating insects, that depend on nectar and pollen for healthy diets. The results show a substantial increase in valuable pollinators, including bees. The program is already running in 13 countries, and is a good example of how good farming practices conserve the environment.

Conserving water

Fresh water is critical to productive agriculture; it must be protected and used more efficiently. Yet, up to 40 percent of the fresh water used in agriculture is wasted. A recent study by the 2030 Water Resources Group[4] found that existing agricultural technology can sustainably increase water use efficiency, at reasonable cost and with little investment.

Syngenta's integrated solutions help farmers produce the highest yield from water used. These solutions include improved seeds and crop protection products. For example, in 2011 we will be the first company to market corn hybrids that use available moisture more efficiently, giving higher yields on drought stressed acres. These hybrids also have the potential to reduce water use in irrigated farming and protect plants during unexpected drought.

Herbicides that control weeds and lower the need for tillage provide another way to save water. No- or low-till farming improves the soil's ability to absorb water and reduces moisture loss. As a result, soil is protected against erosion and water runoff. Stopping runoff also prevents agricultural chemicals and soil in fields from polluting rivers and streams.

Protecting resources

Another way to save natural resources is to prevent crop loss due to inadequate crop protection. Up to 50 percent of crops are lost in many parts of the world because of weeds, insects, fungi and spoilage. Syngenta products reduce crop loss on the field and after harvesting which, in turn, protects against the waste of water and energy, and loss of income.

Syngenta has also implemented programs that directly help preserve the environment. In southwestern Columbia, for example, the Ecoaguas initiative focuses on preserving important watersheds. It aims to regulate the water cycle through planting indigenous trees grown by community nurseries. Over the last 16 years, more than 760,000 trees have been planted, and training has promoted environmental awareness and good farming practices.

1 Greenhouse gas mitigation by agricultural intensification. Proceedings of the National Academies of Science (2009)
2 Tollefson J, The global farm. Nature, 466, 554-556, (2010)
3 www.operationpollinator.com
4 Charting our water future (2009)

Contributing to food security

Strengthening rural economies

"Only with sustainable intensification of crop production can serious progress be made towards achieving the Millennium Development Goals on hunger and poverty reduction and on ensuring environmental sustainability."

Shivaji Pandey
Director, FAO's Plant Production and Protection Division, keynote speech at the IVth World Congress on Conservation Agriculture in New Delhi, 2009

When rural communities can sustainably grow more from less and profitably sell their crops, they can live more prosperous lives. But this isn't easy considering the challenges they face. Erratic weather, insects, disease and weeds can ruin crops and diminish incomes. Farmers must also deal with the risks of a volatile market – even with a good crop, prices may be low.

Syngenta recognizes that the world's farmers need more tailored, integrated solutions to make agriculture an economically viable and rewarding way of life.

In developed countries, rural communities have made great strides in productivity. The journey to achieve sustainable increases in productivity continues in the emerging economies, but this is hindered by lack of access to modern technologies, knowledge sharing, financing and markets.

Bringing modern technologies to farmers

Often farmers are unable or unwilling to invest in the technologies they need to increase productivity. Smallholders face the constant risk that investment in better seeds and fertilizer will be lost if drought, flooding or disease destroy their crops and wipe out the benefits of their purchase.

But as a result of not using the best inputs, yields remain far below their potential. To overcome this problem, the Syngenta Foundation for Sustainable Agriculture (SFSA) offers creative financial solutions designed to reduce the risk for farmers investing in sustainable increases in productivity. For instance, the Agriculture Index Insurance Initiative launched in 2008 in Kenya aims to develop the potential of micro-insurance for smallholders. The Syngenta-subsidized Kilimo Salama program – "safe farming" in Kiswahili – allows smallholders to insure selected farm inputs at their local retailer and pay half the premium. If there is insufficient rainfall as reported by automated weather stations, then farmers are compensated for their investment.

Syngenta Foundation for Sustainable Agriculture

The Syngenta Foundation for Sustainable Agriculture (SFSA) creates value for smallholders in developing countries. Through collaborations with local partners, including government institutions, private companies and non-governmental organizations (NGOs), SFSA provides innovations required for sustainable agriculture and eases access to markets.

The Foundation currently runs projects in Africa, Asia and Latin America, and it contributes worldwide to the public debate on agricultural development.

In 2010, SFSA started its first projects in Indonesia and Vietnam, which focus on improving farmers' livelihoods through extra cash crops. It piloted a project with smallholders in the Peruvian Andes, partnering with an NGO and the regional division of McDonald's. And it invested in the World Bank's BioCarbon Fund, which buys carbon credits in developing countries.

As well as piloting new activities, SFSA also places strong emphasis on successful scale-up. In India, it continued its rapid expansion of agricultural extension. The aim is to reach 200,000 farmers by 2014, up from some 30,000 at the start of 2010. In Kenya, SFSA scaled up its weather index insurance from 200 smallholders in 2009 to about 12,000 in 2010. The creation and rapid uptake of this insurance have only been possible due to the SFSA's catalytic lead.

Pictured left: Njeri Muriuki registering a farmer's drought insurance through her SFSA-enabled cellular phone.

Find out more www.syngentafoundation.org

Camcoa 300™ in Cameroon

Cocoa is one of the most important cash crops grown in Cameroon, but often it is difficult for smallholder famers to access markets and sell their crop. In 2010, Syngenta set up a program to help these farmers through partnerships with smallholder cooperatives, government agencies and cocoa traders. The program provides agronomy training to produce higher yields and better quality cocoa beans. "We are also sharing knowledge about entrepreneurship accounting and savings so farms can operate as successful businesses and not be forced to sell at lower prices," says Aurore Jamet, project manager for Camcoa 300™. Over 500 growers spanning 1,500 hectares have been trained thus far, with a target to reach 25,000 growers.

"The Camcoa project will help us to commercialize our efforts by creating a link between traders and farmers. The training about savings will enable farmers to invest in their cocoa trees, and Syngenta training brings us the knowledge we need in order to protect our culture."

Stephen Nkwen
Cocoa grower

Featured left: Stephen Nkwen (right), Aurore Jamet, Syngenta in Cameroon (middle); and André Moukam, grower (left).

Watch video and find out more www.syngenta.com/ar2010

Average subscription

$0.50

Weekly cost paid by smallholders in India to receive timely crop information on pest and disease management.

Creative knowledge sharing

Getting information regularly to the farmers who need it requires creative solutions. For instance, we address the need for knowledge sharing on a regular basis, over large and often remote areas in India, through a partnership with Nokia Life Tools. This partnership has led to an easy-to-use application for cell phones that gives growers access to timely, crop-specific tips on pest and disease management. Farmers subscribe to the service for a nominal cost of around $0.50 per week. By the end of 2010, two million subscribers were using the agriculture service, which includes information provided by Syngenta.

Increasing access to markets

Syngenta also works with local partners to help open markets for farmers. The NUCOFFEE™ initiative in Brazil, for example, connects growers, cooperatives, and roasters in a transparent business partnership. The program helps mitigate the financial risks farmers face when investing in inputs with the uncertainty of growing and selling a coffee crop. With the right agronomy advice and technology, they are able to meet demanding international quality standards, sell their harvest and become profitable farmers.

These Syngenta examples demonstrate that global agriculture demands a range of approaches that are specific to crops, localities, resources and cultures. There is no one way to reach food security, but integrated solutions that recognize the links between technology, land and people can make great strides toward this ambition. Syngenta is helping to put into the hands of growers innovative technologies and knowledge that can enhance yields, improve incomes, and protect natural resources.

Our offer

Integrated solutions for today's farmer

Leading in research and development

With a $1 billion annual investment in R&D and a global network of R&D centers, Syngenta leverages scientific insights in plant physiology, chemistry, genetics and biotechnology to provide comprehensive programs that help address growers' diverse and changing needs.

Conserving natural resources

Syngenta's high-yielding seeds and innovative crop protection products help growers get more from existing land, and preserve ecosystems. This is complemented by our extensive training and stewardship programs to promote modern agricultural practice.

Global reach and experience

Our teams in over 90 countries use their local knowledge and understanding, together with the breadth of expertise from across the business, to tailor solutions that create value for growers. This unique insight gives Syngenta a sustainable competitive advantage.

Through our world-class science, leading portfolio of crop solutions and strong presence in all agricultural markets, we are uniquely positioned to help growers around the world to grow more from less.

Access to high-quality genetics

Syngenta has industry-leading genetics and traits, and we breed high-quality seeds for corn, soybean, sunflower and other field crops, vegetables and flowers. We use conventional breeding techniques as well as modern biotechnology to provide growers with the best choice for high yields and quality.

Protecting and enhancing plant performance

Our broad range of safe and efficient products protect crops from planting to maturity, guarding them from insects and disease, while reducing competition from weeds for nutrients and water. They also improve plant vigor and help reduce yield losses in periods of drought.

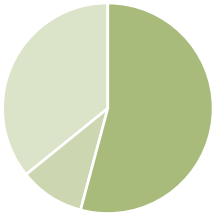
Benefits for customers and rural communities

Our innovations and technology benefit our customers in many ways. Consumers appreciate features such as better taste and healthier food. In rural communities, we help to improve livelihoods through raising agricultural productivity, training and stewardship programs.

Addressing growers' needs

Syngenta uses its expertise in plant breeding, crop protection and seed care to deliver solutions designed to bring plant potential to life. Whether they grow corn or rice, vegetables or flowers, farmers around the world trust Syngenta to help them produce healthy, premium crops and minimize the use of precious natural resources.

Sales in Corn
$m



Crop Protection	1,290
Seed Care	240
Seeds	850
Total	**2,380**

All crop sales in this section are based on Syngenta estimates.

Corn

Around 60 percent of global corn production is destined for animal feed. This means that the global importance of corn is expanding particularly in emerging markets, where growth in meat consumption is increasing. Corn growers are also supplying other end uses such as sweeteners, plastics and – particularly in the US – biofuels.

Corn is one of the most productive crops: plant one seed, and you get over 500 kernels in return. Hybridization over many years has allowed enormous productivity gains, and this has been complemented in the last decade by the development of biotech traits in North America, Latin America, Asia and South Africa. As a result, the value of corn seed has risen, and seed selection has become a key grower decision. In addition, to safeguard their substantial investment in seed, growers need a range of solutions to protect their crop from weeds, insects and environmental stress.

Leading herbicide range

These solutions have to evolve to meet new challenges. In 2010, the full extent of weed resistance to glyphosate became widely acknowledged, with nine resistant weeds now identified in the USA. Syngenta anticipated this development early on, and in 2005 launched glyphosate pre-mixes that deal effectively with resistant weeds while retaining the convenience of glyphosate. Sales of HALEX® GT have expanded rapidly over the last two years, building on the success of comprehensive pre- and post-emergence weed control programs such as LUMAX® and LEXAR®.

Crop enhancement in corn

Combinations of our leading crop protection chemistries are also driving crop enhancement in corn. New fungicide programs including QUILT XCEL® and QUADRIS® led to a significant increase in adoption over the previous year, as growers recognized benefits in yield, quality, and ease of harvesting.

In Seed Care, we have built on the success of CRUISER® insect control with the launch in the USA of AVICTA®, the first nematicide seed treatment. Growers had previously not realized the extent of the damage caused by nematodes which, by virtue of their scattered presence, can be difficult to locate and combat. AVICTA® COMPLETE PAK offers a convenient and targeted solution that also includes CRUISER® and the fungicide DYNASTY®, based on the active ingredient azoxystrobin. AVICTA® has now also been launched on soybean where it has significant potential.

Germplasm diversity

Alongside a world-leading crop protection portfolio for corn, Syngenta has a global corn seed business founded on research and development platforms that leverage diverse germplasm resources. We combine these resources with state-of-the-art breeding technology and the strength of local breeding programs to deliver a continuous flow of high-performance products. Our performance in Southeast Asia is one example of the success of this strategy: development of our proprietary tropical germplasm has given us leading market positions in both Vietnam and Thailand. And in China, we are broadening our portfolio by drawing on resources from both Europe and North America.

Addressing growers' needs

Germplasm performance underpins the rapid progress in our US corn seed business. Following the acquisitions of Garst and Golden Harvest in 2004, we embarked on a major product overhaul that involved pooling and then crossing the acquired germplasm. Today, our unique portfolio offers genetic diversity and demonstrates advantages over the competition in yield performance.

Innovation in biotechnology

Syngenta's germplasm is now accompanied by an outstanding suite of biotech traits. The AGRISURE® 3000GT triple stack reached market levels of penetration in 2010, accounting for around 60 percent of the offer. At the end of the year, in time for the 2011 season, we launched AGRISURE VIPTERA™ – our first distinctive proprietary trait with unparalleled broad lepidoptera control. Initial yield data and market reception were highly positive. We were also the first company to bring to market a water optimization solution with the launch of AGRISURE ARTESIAN™, a native trait offer with the potential for subsequent biotech combinations. An output of our deep understanding of water use efficiency at the genomics level combined with extensive breeding programs, AGRISURE ARTESIAN™, offers 15 percent yield preservation in mid- to high-drought conditions without yield drag.

We are leveraging our traits across borders, with the launch of double stack corn in Argentina and of VIPTERA in Brazil. Launched initially as a single trait, VIPTERA has now become part of the first triple stack product to receive approval in Brazil. We are also creating stacking possibilities in the Philippines with the launch of GA21 herbicide tolerance in addition to our existing Bt offer. Our goal is to enable corn growers around the world to capture value from the improved productivity necessary to sustain economic development. We will do this by offering tailored solutions that embrace the full range of technologies.

Watch video and find out more www.syngenta.com/ar2010

Towards the perfect ear of corn

Every year in the US, yield and grain quality losses add up to an estimated 238 million bushels of corn, or $1.1 billion. But like many corn growers, Mike Schmidt from De Witt, Iowa, had come to accept the significant losses that unpredictable and damaging pests like the black cutworm and corn earworm can cause. These insects do their damage unseen, and they are very difficult to control using traditional insecticides.

The USDA approval of AGRISURE VIPTERA™ in April and introduction into the market in autumn 2010 generated excitement. Nonetheless, growers are fairly risk-averse and highly tactical in how they evaluate new corn traits, so there was some initial skepticism. With a novel mode of action controlling more above ground pests than any other product on the market, Syngenta's new seed trait just sounded too good to be true.

But after seeing the results on his fields, Mike is a believer.

"In our area we haven't paid as much attention to above-ground pest pressure like corn earworm and black cutworm before, because by the time we had noticed the damage, it was too late or there was no way to effectively control them. AGRISURE VIPTERA™ controls these pests well and gives us season-long control of these above-ground pests, so there is no need to worry or scout any of these fields."

Mike Schmidt
Farmer, DeWitt, Iowa, USA

Featured above: Mike Schmidt (left) and Rich Lee, Syngenta Field Agronomist.

Soybean

Protein meal for animals accounts for around 70 percent of global soybean production, and demand from emerging markets is increasing. Most of the world's production – more than 80 percent – is concentrated in the USA, Brazil and Argentina. Productivity is vital to growers in these countries as they compete to satisfy increasing demand for imports, especially from China.

Latin American growers have made enormous strides in productivity despite soybean rust, an endemic and devastating disease. Effective treatment of the disease has enabled the expansion of soybean production – the market for related crop protection products is now over $1 billion. Syngenta plays a leading role with a one-third share of the market. This reflects the success of the mixture product PRIORI XTRA®, particularly in areas of high disease pressure.

Managing weed resistance

US growers have become accustomed to managing crops more easily since glyphosate was introduced in the mid-1990s. But the emergence of glyphosate-resistant weeds over the last five years has made it imperative to adopt a more differentiated approach. Syngenta's portfolio of selective herbicides for soybean – now marketed in the form of glyphosate pre-mixes – has provided a cost-effective and convenient solution.

Multiple ways of protecting high quality seeds

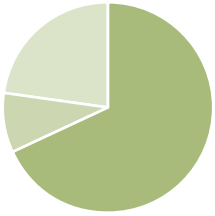
Soybean has traditionally been perceived as having less value than corn. But its potential for yield improvement through high-quality germplasm, as well as native and biotech traits, is attracting increasing attention.

In the USA, the strong performance of Syngenta's germplasm underpinned the 2010 gain in market share. We are building on this advantage by offering integrated solutions that include seeds, crop protection and seed care. For example, the Aphid Management System combines seed varieties bred with genetic resistance to aphids with CRUISER MAXX® seed treatment, which also boosts yield and vigor. And high-yielding varieties with genetic resistance to the soybean cyst nematode are now complemented by AVICTA®, the nematicide seed treatment launched for corn a year ago and now available also for soybean.

In Latin America, where we have already combined our Crop Protection and Seeds sales forces, integrated offers will further expand our footprint. In Brazil, the success of VMAX® soybean, which combines the advantages of glyphosate-tolerant technology with fast-maturing germplasm, has driven rapid gains in market share. In Argentina, the acquisition of SPS in 2008 gave us a platform for the introduction of new technology.

We see considerable potential for leverage between our North and Latin American businesses, and we are using advanced breeding selection tools to increase speed to market for high-performing varieties.

Sales in Soybean
$m



Crop Protection	1,290
Seed Care	170
Seeds	430
Total	**1,890**

Find out more www.syngenta.com/ar2010

Breakthrough seed treatment technology

In 2010, we were able offer soybeans to Argentine growers that are fully protected from insects and diseases. The technology brings together Syngenta's leading seed care products CRUISER® and AVICTA® with a long lasting inoculant that increases soybeans' ability to resist diseases. This integrated technology protects the seeds from the moment of planting – the stage at which they are particularly vulnerable – and also helps the young plants withstand adverse climatic conditions.

Field trials have shown very encouraging results and first sales have already reached $3 million. The product is being produced at three sites in Argentina and has excellent potential for long-term growth.

"Achieving good seed distribution and germination is the key for us to obtain the best yields. We have decided to use Syngenta technology because sprouting is almost 100 percent."

Jorge Sunino
Soybean grower, Argentina

Pictured left: Jorge Sunino (right) and Pablo Rugeroni, Technical Services Engineer at Syngenta.

Addressing growers' needs

Cereals

Wheat is the world's largest crop, planted on some 225 million hectares. With bread and pasta as staples in Western diets and increasing in popularity elsewhere, it is vital to have a plentiful supply as well as a wide range of top-quality varieties with different taste and milling characteristics. And, as consumption in emerging markets increases due to changing diets, meeting the additional demand means that the average global yield of three tons per hectare must rise. There is no doubt about the potential: growers in some Western European countries already achieve more than three times this figure.

But in the summer of 2010, world wheat production suffered a setback from devastating fires in Russia. In recent years, Russia has not only expanded its domestic wheat supply, but has also become a major exporter. So the cut in production caused world wheat prices to rise sharply. These events highlight the need for sustained productivity increases that enable markets to better withstand future supply shocks.

Expanding the offer in Eastern Europe

An immediate priority for Syngenta is to work with growers in Russia and across Eastern Europe to increase their long-term output and profitability. Expanding the crop protection range is key to this. For example, despite difficult market conditions in 2010, sales in the region for our new cereal herbicide AXIAL® grew by over 50 percent. The fungicide AMISTAR® also expanded rapidly and is starting to take the place of older competitor chemistry. And use of CRUISER® seed treatment on wheat is resulting in increased vigor, particularly in cold conditions, and enabling growers to plant their crop earlier.

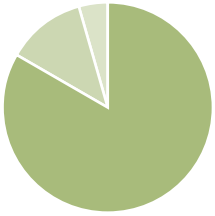
Integrated growing systems for cereals

Globally, solutions like CRUISER® show the potential for crop enhancement in wheat. The plant growth regulator MODDUS®, in addition to its benefits in creating a shorter, stronger plant, increases root mass, resulting in improved water and nutrient uptake and better tolerance to drought and heat. In 2010, we launched the next-generation fungicide isopyrazam on barley in the UK and on wheat in New Zealand. Isopyrazam has a new mode of action, and controls a wide range of diseases while delivering higher yields. In barley it is a key element of a new integrated growing system that enables growers to increase productivity by treating their crop more systematically, as they already do for wheat.

By developing new varieties of wheat seeds alongside our crop protection and seed treatment programs, Syngenta can target productivity improvements at many levels. We are the world leader in cereals seeds, with cutting-edge breeding technologies that include marker-assisted breeding and double-haploid technology.

In April 2010, we announced an agreement with the International Maize and Wheat Improvement Center (CIMMYT). This public-private partnership will lead to joint research and development – in the areas of traits, hybrid wheat, and the combination of seeds and crop protection – to accelerate plant yield performance. It will allow Syngenta to take advantage of its genetic marker technology and traits platform to improve wheat productivity in emerging markets.

Sales in Cereals
$m



Crop Protection	1,150
Seed Care	170
Seeds	60
Total	**1,380**

Find out more www.syngenta.com/ar2010

Braving the weather

Sandy Norrie is Arable Manager at the A J Duncan farm at Muirden in North East Scotland. The farm has been involved with hybrid barley since 2003, when Syngenta launched Colossus, the world's first hybrid winter barley variety. Sandy also has a lot of experience with Syngenta spring barley varieties including Optic and, more recently, Waggon and Forensic.

As a participant of a new hybrid barley case study in 2010, A J Duncan profiled Boost, Volume and Element hybrid barley varieties. The farm saw yield improvements of 10 percent and more, compared with standard varieties. Combined with Syngenta's leading crop protection products and expert know-how, the new innovative hybrid barley varieties come with major benefits. They can be grown under challenging weather conditions, and they deliver an improved grain quality, helping the grower to get the most from every hectare.

"The new varieties truly show an improved performance. Not only do we see higher yields and better grain quality, the crops are hardier too."

Sandy Norrie
Arable Manager, A J Duncan farm, Muirden, Scotland

Featured above: Sandy Norrie (left) and Tom Mitchell, Business Manager at Syngenta.

Rice

Rice plays a more crucial role in human food consumption than any other major field crop. It provides 60 percent of the calorie intake for more than two billion people every day. In Asia, where 90 percent of the world's rice is grown, average per capita consumption is more than one kilogram a week.

And yet progress in rice productivity still lags behind the advances made in other crops. Governments in the emerging markets of Asia are increasingly responding to this challenge with support and incentives to help modernize farming practices.

Syngenta is participating in the process of modernization by expanding the range of products and services available to rice growers. Our goal is to achieve a step change in yield while improving rice quality.

Expanding chemical solutions

Until now, chemical usage in rice has focused mainly on herbicides and older insecticides. With the expansion of the new insecticide VIRTAKO®, part of the DURIVO® range, Syngenta is delivering a new mode of action offering both insect control and increased plant vigor. We are developing new markets for broad-spectrum disease control with ARMURE®, and we see an increasing opportunity for AMISTAR® which, following the expansion of our production capacity, we can now start to capture.

Doubling yield potential

Seed Care is another example of the ways in which Asian rice growers are adopting new technology. The combination of CRUISER® with high-yielding hybrids and complete crop protection programs is delivering benefits to growers in high potential areas. We are further expanding our integrated offer with the introduction in India of TEGRA™, a solution for small-scale rice growers. The solution consists of planting high quality seed coated with seed treatment, followed by a new system of mechanical transplanting for the seedlings to reduce labor input. A crop care protocol is applied during the growth period and, in total, TEGRA™ increases yields by an average 30 percent.

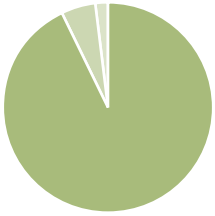
Water efficiency

Traditional rice cultivation relies heavily on the availability of water, and reduced water input during any part of the growing cycle has an impact on plant growth and yield. Syngenta is breeding hybrid rice varieties with short and medium maturities and correspondingly lower water needs. Because rice growers face variable conditions – for example, flash flooding that can also damage the crop – we are developing native traits that can better withstand temporary submergence.

Bringing technology to smallholders

In Asia alone, there are more than 200 million rice farmers for whom the extension and transfer of knowledge will play a vital role in securing a sustainable livelihood. Syngenta's locally based teams are focused on providing not only products but also the necessary tools, support and training to enable smallholder farmers to achieve this.

Sales in Rice
$m



Crop Protection	530
Seed Care	30
Seeds	10
Total	**570**

Find out more www.syngenta.com/ar2010

Growing more rice, more easily

In Asia, rice is life: more than two billion people depend on the crop for their daily calorie intake. Productivity currently ranges from two to eight tons per hectare across the continent.

In developed Asia, productivity is high and planting has been standardized through mechanization for over 15 years. By contrast, in developing Asia, productivity remains low and planting is mainly done by hand.

Syngenta launched a project to look at proven technologies in rice farming and identify the best ways to make them accessible to farmers in developing markets, regardless of the scale of operation. Our combined expertise in seeds, plant care, growing media, and crop protection means we are ideally placed to deliver an end-to-end solution for these growers.

The result is TEGRA™: a new seedling technology, adapted for each unique rice ecosystem, delivering proprietary products, mechanically transplanted and supported by Syngenta's comprehensive agronomy consultation services.

"I like the way the Syngenta agronomist helps me to take good care of my crop, and to overcome problems with insects and diseases. Transplanting is much easier and the crop stays healthier over the whole season."

Nukala Janaki Rami Reddy
Rice grower in India

Featured above: Nukala Reddy (right) with Hari Gopal, CTP Manager at Syngenta.

Addressing growers' needs

A planting revolution for sugar cane

Production of sugar cane is under pressure, as global demand for sugar and ethanol rapidly outpaces the abilities of a largely manual industry to keep up. So Syngenta established a team to focus on technology that would simplify operations and ensure sustainability.

The result is revolutionary. In 2011 in Brazil, Syngenta will introduce PLENE™, an innovative technology that allows more frequent re-planting and therefore higher yields and less impact on the environment.

PLENE™ simplifies production by providing sugar cane cuttings treated with seed care to protect against disease and insects for healthier crops. The cuttings are only 4cm long – the plant cuttings of conventional systems are 10 times that length. Because of the smaller size, John Deere was able to develop planting equipment designed especially for PLENE™ that is lighter on the soil and uses less fuel.

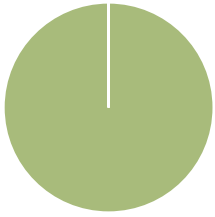
"Thanks to the radical simplification it offers, PLENE™ is a true game changer. The benefits I will get in terms of improved convenience and reduced cost are truly really exciting."

Gustavo Villa Gomes
Miller, Brazil

Featured left: Gustavo Villa Gomes (right) and Alexandre Peres, Syngenta Sales Representative New Technologies Cane.

Watch video and find out more www.syngenta.com/ar2010

Sales in Sugar cane
$m



Crop Protection	150
Seed Care	0
Seeds	0
Total	**150**

Sugar cane

Sugar cane meets 70 percent of global sugar needs and is the most cost-effective feedstock for plant-derived ethanol. But traditionally, this crop has attracted little technology investment and yields are well below what they could be. In order to release this potential, Syngenta has been making significant investments in sugar cane. We are now the first company to market integrated solutions that offer improved yield and quality to cane growers and millers.

Crop enhancement combined with pest control

In Brazil, which accounts for over 50 percent of global sugar cane production, our Crop Protection portfolio is already delivering broad benefits to growers.

The insecticide ACTARA® is used to control sucking and chewing pests, and delivers an additional vigor effect that results in a 10 percent yield advantage. The plant growth regulator MODDUS® allows growers to control the timing of the harvest to achieve maximum sugar yield; it also enhances root development in the growing cane, making uptake of water and nutrients more efficient.

In 2010, we launched ENGEO®, a chemical solution for termite control. Unlike existing products on the market, ENGEO® does not persist in the environment or harm beneficial termites that break down cane residues after harvesting. PRIORI XTRA®, a fungicide widely used in Brazil to combat soybean rust, became the first product to be authorized for orange rust in sugar cane.

Integrated technology

PLENE™ is a breakthrough technology in sugar cane planting, combining chemistry, plant genetics and application technology to provide a truly integrated solution. We will offer top commercial cane varieties in small cuttings coated with proprietary seed treatment. A shift from manual to mechanical planting will improve safety and address the issue of labor shortage. Growers will now be able to re-plant cane more frequently, with younger plants producing higher yields. Broader benefits include the more effective use of natural resources.

Oilseeds and sugar beet

While food security is a critical concern in many emerging markets, consumers in developed countries have the luxury of favoring products that further benefit their health. Vegetable oils made from sunflower and oilseed rape are preferred because they are relatively high in unsaturated fats. High consumer demand makes these plants attractive for growers, as does their yield stability under adverse growing conditions and benefits to the entire production system, particularly in rotation with cereals.

Oilseeds: improving yield and oil content

In recent years, cultivation of sunflower in emerging markets has flourished – these markets now account for 75 percent of global output. Often, growers' first impulse is to expand acreage. But to maximize the sustainability of the crop, they need to focus on the type and quality of seed used. Syngenta has made significant emerging market investments in this crop over the last decade. We are driving the shift towards high-performing hybrid varieties through the introduction of best-in-class genetics adapted to local conditions. Superior germplasm leads to enhanced stability under stress and to yield increases that are further accelerated by applying our leading Seed Care products. In addition, we regularly launch varieties with specific native traits such as high oleic acid composition and disease resistance.

Selected acquisitions have augmented our world leadership in sunflowers. Acquired in 2008, SPS has broadened our reach by establishing our presence in the mid-value segment in Argentina. Our acquisition of Monsanto's global sunflower business was concluded at the end of 2010 and complements our existing germplasm strength in a number of markets.

Syngenta operates a global network of sunflower breeding stations that target all aspects of yield improvement, as well as traits to address stress tolerance and fatty acid composition.

In Northern Europe, oilseed rape is grown to serve both the edible oil and biodiesel markets. Hybridization is driving growth in value, and Syngenta is providing high-performing hybrids with seed care combinations for strong crop establishment. In Canada, where oilseed rape is grown as canola, Syngenta sells a range of crop protection chemicals for application throughout the season.

Sugar beet: capturing value for growers

Sugar beet is an industrial crop used in food processing, as well as in biogas and ethanol production. For growers in Western and Central Europe, it is already a high value crop. But in Eastern Europe, while acreage and volumes are high, there is substantial scope to increase seed quality.

In 2010, Syngenta consolidated its European business through the acquisition of the Maribo® brand, sold in 35 countries, together with its seed production and sales activities.

The size of the sugar beet market in the USA has doubled in value since 2008, following the introduction of glyphosate-tolerant sugar beet and the expansion of seed treatment. Growers' rapid adoption of glyphosate tolerance, which in 2010 represented 95 percent of the market, demonstrates the ability of biotechnology to transform the economics of growing a crop.

Sales in Oilseeds and sugar beet $m

Crop Protection	290
Seed Care	100
Seeds	460
Total	**850**

"From grower to processor to consumer, our high oleic sunflower varieties add value. 18,000 units of high oleic seeds were sold in 2010, more than five times the 2008 figure. Given the need to provide more healthy oil products to the Russian people, we are perfectly positioned to gain market share."

Hachares Babiyan
Syngenta Territory Sales Manager
Rostov, Russia

Featured left: Hachares Babiyan (left) and Alexander Sapronov, Chief Agronomist, Manitek Farm.

Find out more www.syngenta.com/ar2010

A healthy growth forecast

Due in part to diets high in saturated fats, life expectancy in Russia continues to lag behind that in other parts of Europe. At the same time, the country is the world's largest market for sunflower seed, and while the number of hectares devoted to sunflowers has been growing, yield growth has not kept up.

Oil from a high oleic sunflower hybrid – which has a healthy fatty acid composition and can lower cholesterol as effectively as more expensive olive oils – could have a big impact on this market and on overall health.

To make this happen, Syngenta combined product innovation with a commitment to distribution across the country and to forging a strong chain from grower to consumer.

It also sought out a partnership with a significant oil producer, and found one in ASTON, a Russian food processor. The result was Zateya Gold sunflower oil, now available in supermarkets across Russia.

Addressing growers' needs

Vegetables

The global vegetable seeds market is worth over $4 billion and continues to grow, driven by consumer demand for fresh produce. Technology is playing an increasing role in meeting multiple requirements that go beyond consumer priorities of taste and convenience. Vegetable growers focus on yield, cost and resistance to disease, while retailers demand attractive appearance, consistency of supply and long shelf life.

Global growth, rapid emerging market expansion

Vegetable consumption in developed markets continues to rise, reflecting increased awareness of the link between health and diet. Yet the fastest growth rates are found in emerging markets: while increased meat consumption is often highlighted, growing prosperity brings a desire for better quality and more varied vegetables, facilitated by the expansion of retailer channels. Sales of Syngenta vegetable seeds in these markets have risen by a compound average of 21 percent over the last five years.

Integrated technology

Globally, we have augmented consistent increases in vegetable seeds sales with strategic acquisitions to broaden our diverse germplasm base. Through advanced breeding and new native traits, we are continuously delivering new benefits across the value chain. We complement our seeds offer with our range of fungicides and insecticides, which we have adapted to meet the rigorous quality demands of both consumers and retailers. The roll-out of our new fungicide REVUS® in 14 additional countries in 2010 has further reinforced our position.

Examples of our integrated offer include the combination of clubroot resistance and insecticide treatment for cauliflower. New disease-resistant seed varieties are coated with FARMORE® Seed Care technology with two components: fungicides to protect against soil and airborne fungal diseases and an insecticide treatment to replace field-applied products in an environmentally favorable way.

Global resources, local offer

Syngenta has a global R&D presence that provides economies of scale and a broad germplasm base. We leverage this alongside our expertise in genetics to develop seed varieties tailored to meet local needs.

In emerging markets, the focus is on improving quality and productivity. In Brazil, for example, we are the only company driving the rapid expansion of the processed sweet corn market. We owe our success to a focus on product features that matter to consumers – tenderness and taste – as well as on efficiency for processors. We have pioneered a shift from feed corn into sweet corn and have developed high-quality tropical varieties that are opening up new export markets for our customers. We are now developing our breeding program to enable expansion into the fresh sweet corn market.

In India, we have a broad offer across a large number of high-value crops. We have differentiated our technology by adapting it to the local market, offering solutions such as native traits for disease resistance in tomatoes. Our offer increases the reliability and abundance of the harvest for growers whose livelihood often depends on a single crop.

Sales in Vegetables
$m

Crop Protection	900
Seed Care	60
Seeds	660
Total	**1,620**

Find out more www.syngenta.com/ar2010

A winning combination

A few seasons ago, Syngenta introduced new baby plum tomato Angelle to a selected group of growers in the UK. It was also introduced at Marks & Spencer, a retailer known for its high quality products. Today, Angelle is grown in several European countries, and is available all year round thanks to the unique partnership between Syngenta and integrated growers and retailers.

Leading Angelle grower Juan Romera from Almeria, Spain, has always believed in the value of technology. Supported by technical experts from his local cooperative, SAT Acrena, he has been keen to grow new varieties and implement the most demanding crop protocols. His production techniques are recognized by export markets, and leading retailers are happy to work with him as a supplier.

"I truly enjoy our partnership: it's based on expertise, trust, honesty and dedication. One great example is the beneficial insects from Syngenta Bioline that I use to both protect my crop from pests and to provide consumers with healthy products. With Angelle, Syngenta bred a distinctive product that meets the needs of retailers and consumers, as well as my own standards as a grower."

Juan Romera
Grower, Spain

Featured above: Juan Romera (right) and David Murcia, Tomato Product Manager at Syngenta.

Lawn and Garden

Demand for lawn and garden products is closely linked to consumer spending. Golf courses represent a major source of demand for turf products – the more rounds of golf played, the greater the scope for investment by golf course superintendents. Demand for flowers reflects how much consumers are prepared to invest in their gardens, as well as how much risk retailers are willing to undertake in terms of inventory. Here, efficient logistics are vital to minimize waste and ensure quality.

Solutions for growers and their customers

Syngenta combines its genetics, controls and growing media to provide a comprehensive and integrated offer to professional ornamental growers. This ensures healthy plant growth and, together with best-in-class logistics, aligns plant flowering time with display by retailers. Only through this level of service can demand at peak periods be met – for example, with 140 million poinsettias delivered in time for Christmas.

Our new QMAX technology represents a more efficient way of growing pelargonium and other crops. Plants are grown in the dark under sterile conditions, resulting in an increased growth rate compared with tissue culture. Now being implemented in Guatemala, the technology offers lower costs for pelargonium cuttings, with greater flexibility and reliability.

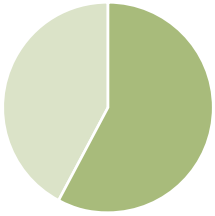
Consumers want variety and convenience. Over the past few years, Syngenta has significantly expanded its range of flowers through several acquisitions. At the same time, we have gained leading positions in key crops such as pansy and pelargonium, giving us an unrivaled ability to refresh and adapt the range using our large germplasm base. This allows us to meet consumer demand for plants that are easy to grow and maintain.

We are also meeting consumer needs with the expansion of our chemical controls business at the retail level. We have achieved this through the establishment of partnerships with leading branded manufacturers to supply major garden centers and home improvement outlets.

Broad approach to turf market

In the golf market, high quality playability and aesthetics are key priorities. Purchasing decisions are still influenced by cost, but the industry is increasingly moving beyond pest control to solutions that take environmental issues into account – including water usage and biodiversity. A collaborative effort by Syngenta and Marriott Golf has resulted in a new tool for golf course superintendents in the ongoing effort to promote sustainability, foster environmental stewardship and reduce the carbon footprint of golf course operations.

Sales in Lawn and Garden $m



Crop Protection	470
Seed Care	0
Seeds	340
Total	**810**

Find out more www.syngenta.com/ar2010

Maintaining the Home of Golf

St Andrews Links on the east coast of Scotland is acknowledged as the Home of Golf, where the game has been nurtured and developed for over 600 years. The Old Course, home of the 2010 Open Championship, is renowned as the pinnacle of links golf.

St Andrews Links Trust Director of Greenkeeping, Gordon Moir, and his greenkeeping teams on the seven outstanding courses managed by the Trust, employ a range of traditional turf management techniques to maintain the most prestigious golf playing surfaces. This includes using the Syngenta products RESCUE® and HERITAGE®.

The Old Course at St Andrews Links remains a public course, open to golfers from around the world to test their prowess under conditions that challenge the world's greatest.

"We have been impressed with the Syngenta products and believe they have helped us maintain the playing surfaces more consistently and economically."

Gordon Moir
Director of Greenkeeping,
St Andrews Links Trust, Scotland

Creating our offer

From the fridge to the field

When Syngenta Research Scientist Greg Warren took a sample of sour milk to the lab, he probably didn't expect that the bacteria species he isolated would lead to a revolutionary insecticide – one that takes pest control in corn and cotton to a new level.

Named Vip3A (Vegetative Insecticidal Protein 3A), the new protein is active against a wide range of insect pests and can help prolong the life of other related insect control technologies. The Vip3A-based AGRISURE VIPTERA™ 3111 and VipCot™ products deliver unparalleled broad spectrum efficacy against corn and cotton insect pests. And opportunities with other crops like soybean and rice look very promising.

"While the discovery of Vip3A might sound like sheer coincidence, it is the result of a very orderly scientific approach. Our scientists were deliberately testing a wide variety of materials that might harbor bacteria with novel toxins. The fact that the 'winner' protein happened to come from Greg's fridge was lucky in one sense, but also the well-deserved reward for the innovative and diligent work his team had done."

Eric Chen
Principal Research Scientist at Syngenta

Featured left: Eric Chen (left) and Greg Warren, now a Patent Attorney at Syngenta.

Find out more www.syngenta.com/ar2010

R&D investment 2010

$1,032m

$952m[1] 2009

Research and Development

Syngenta scientists around the world help meet growers' needs by developing new ways to increase crop yields and quality in a sustainable way. We are uniquely positioned to develop integrated solutions for our customers by combining our expertise in bioscience, chemistry, crop genetics and agronomy.

Research and development (R&D) investment in 2010 was over $1 billion, reinforcing our industry-leading position. We employ nearly 5,000 people at R&D centers and field stations around the world, and continue to invest in the development of our people, technical capabilities and external partnerships.

Global strength

We have an integrated R&D organization that exploits the power of our knowledge, capabilities and resources to solve growers' problems through the combination of seeds genetics, traits and chemistry. Our global product safety and regulatory platforms enable us to discover, develop and register new products faster and more efficiently. We are increasingly working in networks to advance knowledge on important topics, tapping into the expertise and ideas of all our scientists.

In Europe, recent investments in Syngenta's major Crop Protection research facilities at Jealott's Hill, UK, and Stein, Switzerland, have created internationally renowned centers of excellence. For growers and stakeholders, these sites are a great place to experience first-hand the strength of our product offering and the importance of our technology in meeting food security challenges.

As our business grows rapidly in emerging markets, we recognize a wealth of potential opportunities.

1 After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010, which is available on our website at www.syngenta.com/ir

Creating our offer

Through expansion of R&D activities and partnerships in Asia, Latin America and Eastern Europe, we can tap into local scientific expertise and gain useful insights for future growth.

Our site in Goa, India, is at the center of our efforts to accelerate new product development through closer interaction between research and process chemists. We completed the expansion of the facility there at the end of 2010. We are also building up our biotechnology center in Beijing, China, which focuses on early-stage evaluation of genetically modified traits. In Singapore, we opened a new center for formulation development and marker-assisted breeding technology.

Integrated solutions for specific needs

We introduced a number of innovative technologies in 2010. This included our new insect control trait technology in corn, AGRISURE VIPTERA™, which was launched in the US and received a prestigious Agrow Award in the Best Novel Agricultural Biotechnology category. And a new mode of action cereal fungicide, isopyrazam, was launched in the UK for use in winter and spring barley.

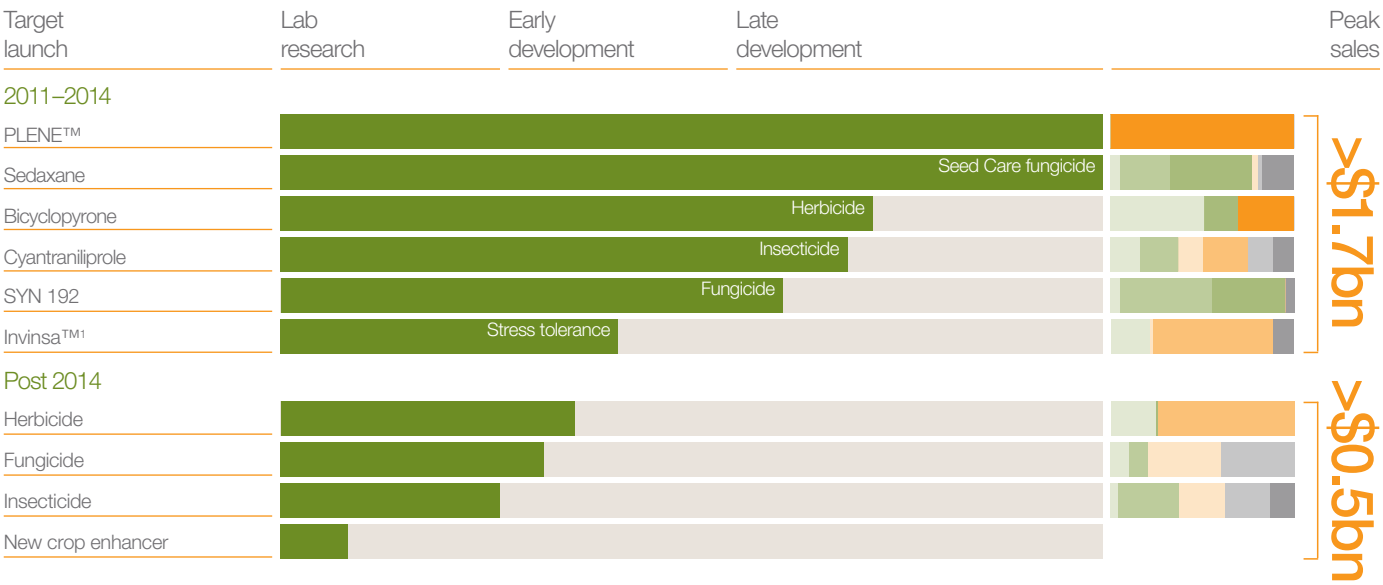
Syngenta scientists are committed to delivering new solutions that can transform the productivity of world agriculture, and meeting the stringent criteria of our industry's regulatory environment. Our main focus is the discovery and development of high value, high quality, integrated products that address growers' needs. For example, we are developing complementary solutions based on genetics, crop enhancement chemistry and improved agronomic practice to improve water use efficiency. This is a key area of concern for growers, as competition for water resources will increase with population growth, urbanization and through the effects of climate change.

We have launched our first drought tolerant corn variety in the US – AGRISURE ARTESIAN™. Created through a native traits breeding approach, it is the first product to come from our crop genetics research that focuses on both genetically modified (GM) and non-GM approaches to protecting yield under water stress.

In wheat, programs using our crop enhancing MODDUS® have shown a 15–25 percent yield increase, with 15 percent less requirement for irrigation. The vigor effect on soybean treated with CRUISER® seed treatments leads to yield increase through increased roots and faster development of the crop canopy. The active ingredient in CRUISER®, thiamethoxam, activates plant processes that make crops more resilient under a variety of abiotic stress, such as drought.

Our pipelines encompass a broad range of chemical and biotechnology solutions, which we will progressively merge to reflect our holistic approach by crop. The current Crop Protection pipeline, with peak sales potential of over $2 billion, covers all our main product lines. In 2011, we expect the first registration of Sedaxane, a broad spectrum seed treatment fungicide that can protect against diseases that are difficult to control in a number of crops.

Crop Protection pipeline



Peak sales percentage split: Corn Soybean Cereals Vegetables Rice Sugar cane Speciality Other crops

1 Invisa™, a trademark of AgroFresh Inc., a subsidiary of DAS

Our pipeline for Corn seeds has a peak sales potential of more than $2 billion. It covers a broad range of biotech and native traits, which will be accompanied by ongoing genetic improvements. At the end of 2011, subject to regulatory approval, we plan to start launching refuge stack options in corn. We have applied for deregulation of our second generation corn rootworm trait scheduled for launch in 2014, which has a novel mode of action and is showing outstanding field trial results.

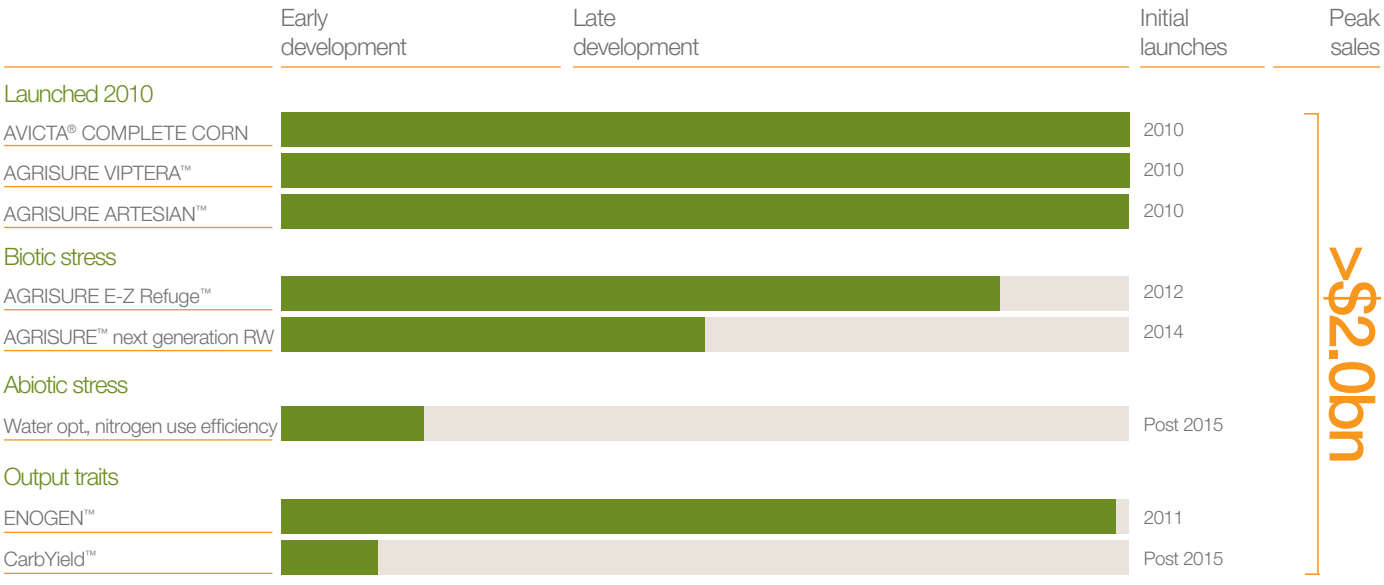
People and partners

The knowledge and passion of our people is a tremendous asset, and we recognize the value in personal development for all our employees. As an innovation leader, we attract top scientists from around the world and our focus on people is increasingly recognized externally. In the "2010 Top Employer" survey by "*Science*" magazine and the American Association for the Advancement of Science, Syngenta was voted seventh out of 575 companies.

Innovation is vital to grow our business. We look outwards to find new opportunities and complement our in-house capabilities. Syngenta has a variety of individual collaborations with universities and major agricultural institutes worldwide. For example, we have established a University Innovation Center at Imperial College, London, UK, as a hub for collaboration on systems biology, with initial projects focusing on predictive toxicology as well as tomato quality and flavor.

We recently established a public-private partnership with the International Maize and Wheat Improvement Center (CIMMYT) to advance the development of new technologies in cereals. Similarly, with the International Rice Research Institute (IRRI), we are working to reduce constraints on rice productivity. These examples show our commitment to delivering effective solutions to improve global food security.

Corn seeds pipeline



Creating our offer

Employees

26,179

25,925 2009

Syngenta Awards

1,100

Entries submitted in 2010.

People

Every day, employees across the world live Syngenta's purpose: Bringing plant potential to life. Their determination, focus and teamwork enables us to realize our growth ambitions. The foundations for our people processes, systems and programs are driven by the needs of our businesses, providing opportunities for personal growth, and recognizing the contribution of each of our employees.

Delivering business excellence

We strive to attract, develop and retain the right global pool of diverse talent to deliver on commitments to our stakeholders. We operate in a dynamic world, and our goal is to ensure that our people are equipped to deliver the integrated solutions our customers need. To meet these requirements, Syngenta must have a scalable, responsive organization that anticipates new opportunities.

The employee value proposition

Syngenta is committed to providing opportunities for both professional and personal development. Through our leadership approach, engagement programs and people processes, we recognize the contributions our employees make to our success. Growth and recognition are the basis of our employee value proposition.

Our "Taking Root" induction program welcomes new employees and ensures they have a good business and cultural understanding of the company as a whole, from a local and global perspective. The program aims to provide a richer, more in-depth approach than typical induction programs.

Graduates are an important group for developing our leadership pipeline. We have well-established general management programs such as "Grow in Syngenta", a 4-5 year program geared towards broad and fast development of MBA graduates.

We also run local, specialist trainee programs, such as the Syngenta R&D training program at our Takfah station in Thailand where agriculture students learn about our corn breeding, commercial seed production and farm management. In Brazil, our trainees gain business experience by working in sales, marketing, R&D and supply areas across our Crop Protection and Seeds business.

Syngenta invests in a variety of learning and development approaches. These include formal, classroom-based learning events, e-learning, and project-based development opportunities. We are developing mentoring and peer-to-peer coaching programs that facilitate the sharing of knowledge and experience. We have a world-class Marketing and Sales Excellence (MaSE) program, developed and run in partnership with INSEAD. This long established program has enabled us consistently to grow market share and has recently introduced MaSE Masters, an accreditation scheme to recognize top Marketing and Sales professionals. Through this scheme, Masters can practice their skills internationally, develop new capabilities and share knowledge with colleagues.

Recognizing contribution

Recognizing the efforts of employees is central to our culture. In 2010, we continued to run our successful internal recognition program, the Syngenta Awards. In 2010, around 10,000 employees from over 50 countries entered nearly 1,100 stories. The stories exemplify Syngenta's four values: innovation, intensity, health and performance. We also recognize entries that demonstrate particular ways of working that will help shape the future of our company, such as working in partnership with customers and stakeholders. In November, we honored the regional finalists and winners at our global Syngenta Awards ceremony.

We have received a number of awards from external bodies that recognize the achievements of our employees. For the second year in a row, Syngenta was among the top biotechnology and pharmaceutical employers in a poll by "*Science*" magazine; ranking seventh in a field of 575 companies. In Switzerland, Syngenta was awarded second place at the Swiss HR Award 2010 for Best Practice in Human Resource Management.

Looking forward

While celebrating our first ten years, we look forward to our future with confidence. Over the past decade, there have been many changes within Syngenta and the world in which we operate. We firmly believe that our unique culture plays a key role in anchoring our organization during times of change and growth. We are proud of the contribution Syngenta employees make to living our purpose and values, thereby ensuring that we are able to help the world address the global agricultural challenges it faces now and in the future.

Find out more www.syngenta.com/ar2010

Charting clear paths for career development

Syngenta's continued success hinges not just on unlocking the potential of plants, but also on unlocking the potential of its many talented professionals. Bruno Frei, Head Capability and Career Management, knows what it means to have an exciting career path at Syngenta. When he started as a research chemist for a predecessor company 25 years ago, he never would have guessed that he would be running strategic talent management projects for Human Resources one day.

In 2009, Bruno became one of the "founders" of myCareer, a program, which was first designed and launched as part of the Marketing and Sales Excellence initiative (MaSE) to help people better manage their careers and develop their skills. In the meantime myCareer has also been developed in other functions and is rapidly becoming adopted as a global standard across Syngenta.

"Our myCareer tools help employees to understand and visualize their potential career paths. As a result, Syngenta can deliver targeted learning and development based on individual needs, as well as the needs of the organization overall."

Bruno Frei
Head Capability and Career Development at Syngenta

Featured above: Bruno Frei (right) with Scott McKinnon, Commercial Support Group Lead at Syngenta.

Creating our offer

Operations

The way we do business is central to our success as a company. This covers our people – where and how they work – our policies, our processes and our production. Moreover, it applies not only to our own activities, but also to those of our suppliers and partners too. We challenge ourselves to meet the highest standards.

Excelling in production and supply chain

Syngenta manufactures active ingredients for its crop protection products at eight manufacturing sites around the world – in the USA, UK, Switzerland, China and India – and a further 18 facilities produce and package the finished products. Our seeds are produced both on Syngenta sites and by thousands of contract growers worldwide.

In 2010, Syngenta was ranked as the number one chemical manufacturer in AMR's renowned Supply Chain report. The primary source for the report is the Fortune Global 500 companies. Expert and peer panels looked not only at our financial performance, but also at our strategic agenda, our connections to customers, and how we handle the volatility of the supply market.

In May 2010, we marked the completion of our largest ever single investment program. Designed to expand production capacity for key active ingredients, the program involved a capital investment of over $400 million. Much of this was concentrated in five locations: Monthey in Switzerland; Grangemouth in the UK; Goa in India; Omaha in the US; and Paulinia in Brazil. As a result of this investment, we are able to bring key products to market more quickly and efficiently.

We offer suppliers an audit program and help them achieve higher HSE standards. We also provide technical support to help suppliers be more efficient and reduce their variable costs. As a result, Syngenta receives higher quality supplies on time, and suppliers, in turn, build a longer-term relationship with an important customer. Our efforts were recognized in 2010 when we won the global Procurement Leaders Award for Innovation, which recognizes excellence and leadership in global procurement and supply chain.

Integrating processes

In 2009, we established Syngenta Business Services to integrate and standardize our transactional services across the organization. Today, the new function is in place across 27 countries. It is already delivering business services in the areas of finance, procurement and information systems, all based on common, scalable tools and processes. It is now moving forward with a similar approach for human resources.

Health, safety and environment

Protecting the health and safety of our people, our customers and the environment is of the utmost importance to Syngenta. This principle is embedded in Our Code of Conduct, and our Health, Safety and Environment (HSE) Policy and Standards.

Our global standards for suppliers harmonize existing local requirements on HSE and ethical behavior with our Code of Conduct. We have developed a system to monitor labor standards that focuses on four key areas: awareness of the Syngenta Code of Conduct among suppliers, health and safety, wages and benefits, and child labor.

Syngenta only employs individuals over the age of 16, unless it is permitted by law and under circumstances that protect their welfare. Our contracts with seed producers clearly forbid the use of child labor and make clear that we will terminate their contracts if they use children as workers. We work with the Fair Labor Association (FLA) to set and monitor labor standards in the seed supply chain.

We monitor the HSE and quality performance of suppliers manufacturing crop protection products. Originally these assessments focused on suppliers in China and India, but we extended them to cover new contracts in Europe. In 2010, a total of 70 assessments have been completed.

Our HSE Policy and Standards guide our employees around the world. Strong HSE practices are central to the way we operate, so meeting the Syngenta HSE Standards is a core responsibility of every leader in the company. We measure health and safety through the global injury and illness rate (IIR, per 200,000 hours worked). We aim to maintain a low IIR of 0.5 or below. In 2010, the rate was 0.39, which is a seven percent decrease compared to 2009.

Syngenta is committed to reducing the environmental impacts of its operations, particularly the greenhouse gas emissions that contribute to climate change. In 2010, our CO_2-equivalent emissions totaled 1.30 million metric tonnes. We measure our carbon efficiency based on kilograms of CO_2 equivalents per dollar of operational income (kg CO_2e/$EBIT). In 2010, we emitted 0.66 kg CO_2e/$EBIT. Our target is to reduce this figure to 0.56 by 2012, a 40 percent reduction compared with the 2006 baseline.

Intellectual property

The protection of intellectual property (IP) is essential to any research-based business with long-term investment. An efficient and fair IP system helps to balance the interests of the inventor and society by helping to pay for research costs and contributing to sharing knowledge which stimulates further research and innovation.

It is our policy not to execute our patent rights where agriculture is undertaken for subsistence purposes and we do not enforce patents and applications in seeds or biotechnology in Least Developed Countries (LDCs) for private and non-commercial use.

CO_2e emissions

0.66

CO_2e kg /$EBIT

Illness and injury rate[1]

0.39

0.42 2009

Watch video and find out more www.syngenta.com/ar2010

Improving working conditions in India

For many children in rural India, the need to work to help provide food for their families is a reality. As a result, they never get the education that could help them break the cycle of poverty.

Syngenta first started partnering with the Fair Labor Association (FLA) to develop a new approach to the issue of child labor in 2004. In 2009, it launched the "me & mine" program nationwide in collaboration with the FLA.

"me & mine" established a code of acceptable labor standards for seed farms supplying Syngenta. It prohibits the use of child labor, while it also reaches out to adults locally – especially women – to create awareness and provide incentives.

These efforts are now bearing fruit. To date, "me & mine" has reached out to nearly 13,000 growers and their families, and has monitored 13,000 farms with nearly 40,000 laborers.

"Over the years, Syngenta has continued to refine its Corporate Responsibility policy to address issues that emerged in the seed supply chain. With the involvement of all stakeholders, the company has already brought about significant changes in working conditions in what is a socially challenging environment. And I am confident that with time and persistence, it will continue to make a difference here."

Pramod Kulkarni
Regional Production Manager, Syngenta India

Featured above: participants in the "me & mine" program: Sk. Hassina, Technical Farm Laborer (left); Mathurabai Shankar Wagh, Farm Owner (middle); and Mangalabal Sonavane, Technical Farm Laborer (right).

1 Recordable injury and illness rate (IIR) per 200,000 hours according to US OHSA definition

Creating our offer

Stewardship

For Syngenta, the responsible and ethical management of all our products – from discovery through to use and ultimate disposal or discontinuation – is a top priority.

For example, over the past nine years, the Small Farmer Syngenta (PAS) Program has been making an impact in the Andean, Caribbean and Central American (ACC) region. In collaboration with local authorities, it has provided over 270,000 small potato and vegetable farmers with basic training in obtaining and sowing the best seeds, using crop protection products safely and effectively, and adopting better agricultural practices.

In June 2010, we collaborated on a training session for medical staff in Laikipia East – a district in Kenya with 60,000 farmers. Conducted by the Head of the National Poison Center, the session was supported by the Syngenta Foundation for Sustainable Agriculture through the Agriculture Agri-chemicals Association of Kenya and the Government of Kenya National Poison Centre (Ministry of Health).

The Seeds business actively applies the Excellence Through Stewardship (ETS) program to our operations. The program promotes responsible management of plant biotechnology, primarily by developing and implementing stewardship practices across the entire life cycle of a product and educating the public about these practices. Syngenta is a founding member of ETS and on the board of directors.

Beyond the safe handling of our products, Syngenta stewardship encompasses making agriculture more sustainable by investing in the environment. We lead many projects that help protect biodiversity and precious natural resources such as water and soil. We comply with all government requirements regarding the management and use of our products, including the International Code of Conduct on the Distribution and Use of Pesticides

Another important area of stewardship is application technology, where product safety and the preservation of the environment remain top priorities. To prevent potential problems with application, customers need to know as much as possible about the interaction between our products, plants, the application devices, and environmental factors like temperature, humidity and wind. We have begun to integrate our expertise into product and service strategies. And we are working closely with many external partners, including spray equipment manufacturers, universities and distributors.

Compliance and risk management

Compliance and risk management are at the heart of protecting the ongoing value of our business and the safety of our people, our business partners and the communities in which we operate. Syngenta has a formal, coordinated process for actively identifying, mapping, monitoring and controlling risk – whether it is financial, operational, or strategic.

The Syngenta Code of Conduct sets our commitment to ethical, legal, social and environmental responsibility. It outlines our commitment to build and maintain trust in Syngenta, and to integrate our responsibilities in everything we do. We comply with all laws, as well as national and international codes and conventions, and uphold the principles set out in the Universal Declaration of Human Rights and the International Labor Organization's Core Conventions.

Compliance and risk management are everybody's responsibility. We have established processes to train and support our employees on compliance matters. Employees are encouraged to report any suspected breaches. Local laws and regulations govern our social and environmental behavior. We set the highest standards for compliance, which are overseen by the Compliance and Risk Management Committee.

Engaging with stakeholders

We are committed to meeting the expectations we have set for ourselves, as well as delivering on what society expects of us. It matters that our employees and other stakeholders have confidence in us as a worthy partner that can genuinely make a difference by contributing to rural economies and food security.

Syngenta aims to create value with our stakeholders. From a business perspective, we believe that our success depends on honest, open dialogue and collaboration – with other companies, with research institutions, with governments and NGOs.

Most people today agree on the issues around agriculture; the debate centers around the solutions. Syngenta is actively engaged in this debate, both internally and externally, on the way food is produced, stored, processed, distributed and accessed. We believe that clarity and frank discussion – even around difficult questions – is key to affecting change. We are members of the Sustainability Consortium and the Keystone Field to Market Initiative, as well as a range of other sustainability round tables. We are also a member of the World Economic Forum and we actively participate in its work groups for the "New Vision for Agriculture," and the "Water Initiative." As a global science-based company, we are increasingly engaged in international forums related to food security, resource efficiency, and the development of rural economies.

Product line performance

Crop Protection

Selective Herbicides

Sales

$m

Major brands

AXIAL®, CALLISTO® family, DUAL®/BICEP® MAGNUM, FUSILADE®MAX, TOPIK®

Volume growth was driven in particular by corn herbicides and more than offset lower prices. The CALLISTO® family of products showed growth in all regions, with the main contribution coming from the USA, where early purchases in advance of the 2011 season were testimony to our strong market position. Soybean herbicides also showed a good performance, reflecting their value in combating glyphosate-resistant weeds.

Non-selective Herbicides

Sales

$m

Major brands

GRAMOXONE®, TOUCHDOWN®

Sales were lower mainly due to lower prices for TOUCHDOWN®, in line with developments in the glyphosate market. TOUCHDOWN® volumes, while slightly lower for the full year, recovered sharply in the second half with strong demand in Latin America. GRAMOXONE® volumes also improved in the second half with good growth in Asia Pacific.

Fungicides

Sales

$m

Major brands

ALTO®, AMISTAR®, BRAVO®, REVUS®, RIDOMIL GOLD®, SCORE®, TILT®, UNIX®

Growth in fungicides was driven by AMISTAR®, up 20 percent on the previous year. The main driver was Latin America, where applications on soybean increased. Our market share in Latin America was reinforced with the opening of new azoxystrobin capacity allowing us to satisfy growing demand. In Asia Pacific AMISTAR® sales exceeded $100 million for the first time, with significant further potential as the product's yield and vigor benefit are increasingly recognized. Strong volume growth in North America almost offset lower prices in the region.

Product line performance

Insecticides

Sales

$m

Major brands

ACTARA®, DURIVO®, FORCE®, KARATE®, PROCLAIM®, VERTIMEC®

The broad spectrum insecticide ACTARA®, used on multiple crops worldwide, continues to grow ten years after its launch; sales in 2010 increased by 25 percent. Sales of the new product DURIVO® more than doubled with its expansion on rice and vegetables in a number of Asian markets and a successful launch on corn and soybean in Brazil.

Seed Care

Sales

$m

Major brands

AVICTA®, CRUISER®, DIVIDEND®, MAXIM®

Seed Care showed strong volume growth particularly in emerging markets, where adoption of the technology is increasing. Sales were lower in North America, where high channel inventories of treated seed and a competitive environment affected CRUISER® and MAXIM®. This was offset by the introduction of AVICTA® on corn in the USA and by growth in Brazil.

Professional Products

Sales

$m

Major brands

FAFARD®, HERITAGE®, ICON®

Improving consumer demand led to a recovery in the garden and ornamentals segments with new registrations in Europe also contributing to a strong performance in the region. Turf sales were lower in a competitive North American market.

Seeds

Corn and Soybean

Sales

$m

Major brands

AGRISURE®, GARST®, GOLDEN HARVEST®, NK®

Corn and soybean sales were up by 16 percent adjusting for the impact of advanced sales in the fourth quarter of 2009. Fourth quarter growth, which was on a comparable basis, reflects strong early orders in the USA. Evidence of Syngenta's product performance and innovation is boosting growth in a buoyant market. Full year sales expanded in all other regions, with particularly strong performances in Eastern Europe and Asia Pacific.

Diverse Field Crops

Sales

$m

Major brands

NK® oilseeds, HILLESHÖG® sugar beet

Diverse Field Crop sales increased significantly on good underlying growth supplemented by acquisitions, which added nine percent to sales. Growth was particularly strong in Eastern Europe, with expansion in Russia and Ukraine on higher sunflower acreage.

Vegetables

Sales

$m

Major brands

DULCINEA®, ROGERS®, S&G®, Zeraim Gedera

A strong start to the year accelerated in the second half, with all regions showing double digit growth. In Europe, the expansion of fresh vegetable sales more than offset a decline in the processing market. Growth in emerging markets was broad based, reflecting the breadth of the portfolio and increased demand for high quality produce.

Flowers

Sales

$m

Major brands

GoldFisch®, Goldsmith Seeds, Yoder®

Flowers showed moderate growth in the two main regions of Europe and North America. This reflected advances in genetics as well as some improvement in the economic environment.

Board of Directors

at December 31, 2010

From left to right
Peggy Bruzelius, Jacques Vincent, Peter Thompson, Martin Taylor, Felix Weber, Michael Mack, Pierre Landolt, Jürg Witmer, David Lawrence, Rolf Watter and Stefan Borgas at Syngenta's global R&D center for flowers and vegetables in Enkhuizen, The Netherlands.

Membership and qualification

Syngenta is led by a strong and experienced Board. The Board includes representatives from six 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.

Martin Taylor

Chairman of the Board, non-executive Director. Chairman of 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

Age: 58. Nationality: British. Appointed: 2000. Term of office: 2011.

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). He is a member of the British government's Independent Banking Commission.

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

Michael Mack

Chief Executive Officer (CEO), executive Director. Member of the Chairman's Committee and the Corporate Responsibility Committee

Age: 50. Nationality: American. Appointed: 2008. Term of office: 2013.

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. Michael Mack is also Chairman of the Board of the Swiss-American Chamber of Commerce.

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

Jürg Witmer

Vice Chairman, non-executive Director. Member of the Chairman's Committee and of the Compensation Committee

Age: 62. Nationality: Swiss. Appointed: 2006. Term of office: 2012.

Jürg Witmer is currently Chairman of Givaudan SA and Clariant AG. He joined Roche (1978) in the legal department and subsequently held a number of positions including Assistant to the CEO, General Manager of Roche Far East based in Hong Kong, Head of Corporate Communications and Public Affairs at Roche headquarters in Basel, Switzerland, and General Manager of Roche Austria. He became CEO of Givaudan Roure (1999) and then Chairman of the Board of Directors of Givaudan (2005).

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.

Stefan Borgas

Non-executive Director. Member of the Audit Committee

Age: 46. Nationality: German. Appointed: 2009. Term of office: 2012.

Stefan Borgas has been President and Chief Executive Officer of Lonza since June 2004. Prior to joining Lonza, he spent 14 years with BASF Group where he held various leadership positions in Fine Chemicals and Engineering Plastics in the USA, Germany, Ireland and China.

Stefan Borgas holds a degree in Business Administration from the University of Saarbrücken and a Master of Business Administration from the University of St. Gallen. He is member of the Board of SGCI Chemie Pharma Schweiz, the association of Swiss chemical and pharmaceutical industries, of the Swiss-American Chamber of Commerce and of the Swiss Management Gesellschaft (SMG).

Peggy Bruzelius

Non-executive Director. Chairman of the Audit Committee

Age: 61. Nationality: Swedish. Appointed: 2000. Term of office: 2012.

Peggy Bruzelius is currently Chairman of Lancelot Holding AB. In addition she serves as Vice Chairman of Electrolux AB and as a Director of Husqvarna AB, Akzo Nobel NV, Axfood AB and Diageo plc. Peggy Bruzelius is 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.

Pierre Landolt

Non-executive Director. Member of the Corporate Responsibility Committee. He is also a member of the Board of the Syngenta Foundation for Sustainable Agriculture

Age: 63. Nationality: Swiss. Appointed: 2000. Term of office: 2012.

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 SAS, France, and Amazentis SA, Switzerland. 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.

David Lawrence

Non-executive Director. Member of the Corporate Responsibility Committee and Chairman of the Science and Technology Advisory Board

Age: 61. Nationality: British. Appointed: 2009. Term of office: 2012.

David Lawrence was Head of Research & Development at Syngenta from September 1, 2002 until the end of September, 2008. Prior to this role, David Lawrence was Head Research & Technology Projects (2000–2002) for Syngenta. Prior to this, he was Head International R&D Projects for Zeneca Agrochemicals, having previously held several senior scientific roles. He is also a member of the BBSRC Council and a Board member for Rothamsted Research, Plastid AS and the UK Biosciences Knowledge Transfer Network for which he chairs the Industrial Biotechnology Group. He is a member of the UK Foresight Lead Expert Group on Food and Farming, and of the UK Industrial Biotechnology Leadership Team.

David Lawrence graduated in chemistry from Oxford University with an MA and DPhil in chemical pharmacology.

Peter Thompson

Non-executive Director. Member of the Audit Committee

Age: 64. Nationality: American. Appointed: 2000. Term of office: 2011.

Peter Thompson is currently a Director of Sodexo 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). He is also Chairman of the Vero Beach Museum of Art.

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

Jacques Vincent

Non-executive Director. Member of the Compensation Committee

Age: 64. Nationality: French. Appointed: 2005. Term of office: 2013.

Jacques Vincent has been Vice Chairman and Chief Operating Officer of the Danone Group, Paris, from 1998 until 2008. He retired from this company in 2010 and sits on the board of various companies, among them Danone, Yakult, Cereplast and Mediaperformance. 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. He holds a bachelor in Economics from Paris University and a Master of Science from Stanford University.

Rolf Watter

Non-executive Director. Member of the Chairman's Committee

Age: 52. Nationality: Swiss. Appointed: 2000. Term of office: 2011.

Rolf Watter has been a partner in the law firm Bär & Karrer in Zurich since 1994. He was a member of its executive board and later an executive Director from 2000 until 2009. 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 was formerly 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 Regulatory 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

Non-executive Director. Chairman of the Compensation Committee

Age: 60. Nationality: Swiss. Appointed: 2000. Term of office: 2011.

Felix A. Weber is currently Executive Committee Co-Chairman of Nomura Switzerland and a Managing Director of Nomura International Ltd. Previously, he was a Director of Publigroupe (2005–2009), a Director of Valora (2006–2008), a Director of Glacier Holdings GP SA and Glacier Holdings S.C.A (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 A. Weber graduated from the University of St. Gallen with an MBA in operations research and finance and a PhD in marketing.

Executive Committee

at December 31, 2010

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.








Michael Mack

Chief Executive Officer (CEO), executive Director. Member of the Chairman's Committee and the Corporate Responsibility Committee

Age: 50. Nationality: American. Appointed: 2008.

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. Michael Mack is also Chairman of the Board of the Swiss-American Chamber of Commerce.

Michael Mack 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

Age: 51. Nationality: Italian/American. Appointed: 2008.

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

Age: 57. Nationality: British. Appointed: 2000.

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 for Research on Environment and Sustainability (IRES) at the University of Newcastle upon Tyne. He is also Chairman of CropLife's Crop Protection Strategy Council (global industry association).

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

Age: 45. Nationality: German. Appointed: 2007.

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.

Christoph Mäder

Head of Legal & Taxes and Company Secretary

Age: 51. Nationality: Swiss. Appointed: 2000.

Christoph Mäder was Head of Legal & Public Affairs for Novartis Crop Protection (1999–2000) and Senior Corporate Counsel for Novartis International AG (1992–1998). He 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 and of the Executive Board of the Business and Industry Advisory Committee (BIAC) to the Organization for Economic Co-operation and Development (OECD).

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

Mark Peacock

Head of Global Operations

Age: 49. Nationality: British. Appointed: 2007.

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

Age: 52. Nationality: British. Appointed: 2008.

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

Age: 53. Nationality: British. Appointed: 2007.

John Ramsay was Group Financial Controller (2000–2007) 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). Before joining ICI in 1984, he worked in Audit and Tax at KPMG.

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

Financial information

A summary of Syngenta's consolidated financial statements is provided on pages 42 to 49. 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/ir

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

Summarized financial information 2010 and 2009

	Excluding restructuring and impairment[1]		Restructuring and impairment		As reported under IFRS	
For the year ended December 31 ($m, except per share amounts)	**2010**	2009	**2010**	2009	**2010**	2009
Sales	**11,641**	10,992	**–**	–	**11,641**	10,992
Gross profit	**5,793**	5,437	**(18)**	(17)	**5,775**	5,420
Marketing and distribution	**(1,892)**	(1,805)	**–**	–	**(1,892)**	(1,805)
Research and development	**(1,032)**	(952)	**–**	–	**(1,032)**	(952)
General and administrative	**(899)**	(714)	**–**	–	**(899)**	(714)
Restructuring and impairment	**–**	–	**(159)**	(130)	**(159)**	(130)
Operating income	**1,970**	1,966	**(177)**	(147)	**1,793**	1,819
Income before taxes	**1,855**	1,843	**(178)**	(149)	**1,677**	1,694
Income tax expense	**(317)**	(325)	**42**	42	**(275)**	(283)
Net income	**1,538**	1,518	**(136)**	(107)	**1,402**	1,411
Attributable to minority interests	**(5)**	(3)	**–**	–	**(5)**	(3)
Attributable to Syngenta AG shareholders:	**1,533**	1,515	**(136)**	(107)	**1,397**	1,408
Earnings/(loss) per share ($)[2]						
– Basic	**16.54**	16.26	**(1.47)**	(1.15)	**15.07**	15.11
– Diluted	**16.44**	16.15	**(1.45)**	(1.14)	**14.99**	15.01

	2010	2009	**2010 CER[3]**
Gross profit margin excluding restructuring and impairment	**49.8%**	49.5%	**49.7%**
EBITDA[4]	**2,505**	2,427	
EBITDA margin	**21.5%**	22.1%	**21.9%**
Tax rate on results excluding restructuring and impairment	**17.1%**	17.6%	
Free cash flow[5]	**1,129**	528	
Trade working capital as a percentage of 12-month sales	**33%**	36%	
Debt/Equity gearing[6]	**20%**	28%	
Net debt[6]	**1,473**	1,802	
Cash flow return on investment[7]	**13%**	13%	

1 For further discussion of restructuring and impairment charges, see page 48. 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 The weighted average number of ordinary shares in issue used to calculate the earnings per share were as follows: For 2010 basic EPS 92,687,903 and diluted 93,225,303; for 2009 basic EPS 93,154,537 and diluted 93,760,196

3 For a description of CER, see page 48

4 EBITDA is defined on page 48

5 2009 free cash flow has been restated to reflect the change in definition of free cash flow implemented by Syngenta during 2010. For a description of free cash flow and details of the change in definition, page 48

6 For a description of net debt and the calculation of debt/equity gearing, see page 48

7 Syngenta has implemented the cash flow return on investment measure for the first time in 2010. For a description of the calculation, see page 48

Full year product line and regional sales

Year ended December 31	2010 $m	2009 $m	Actual %	CER[1] %
Syngenta				
Crop Protection	**8,878**	8,491	+5	+3
Seeds	**2,805**	2,564	+9	+8
Business Development	**23**	8	+197	+197
Inter-segment elimination	**(65)**	(71)	n/a	n/a
Third Party Sales	**11,641**	10,992	+6	+4
Crop Protection				
Product line				
Selective Herbicides	**2,308**	2,221	+4	+1
Non-selective Herbicides	**987**	1,141	-13	-16
Fungicides	**2,662**	2,442	+9	+7
Insecticides	**1,475**	1,312	+12	+11
Seed Care	**838**	821	+2	+2
Professional Products	**470**	458	+3	–
Others	**138**	96	+43	+43
Total	**8,878**	8,491	+5	+3
Regional				
Europe, Africa and Middle East	**2,649**	2,667	-1	-1
NAFTA	**2,383**	2,567	-7	-10
Latin America	**2,300**	1,907	+21	+21
Asia Pacific	**1,546**	1,350	+15	+8
Total	**8,878**	8,491	+5	+3
Seeds				
Product line				
Corn and Soybean	**1,281**	1,210	+6	+4
Diverse Field Crops	**524**	429	+22	+18
Vegetables	**663**	594	+12	+11
Flowers	**337**	331	+2	+2
Total	**2,805**	2,564	+9	+8
Regional				
Europe, Africa and Middle East	**1,047**	933	+12	+10
NAFTA	**1,234**	1,187	+4	+3
Latin America	**275**	243	+13	+13
Asia Pacific	**249**	201	+24	+18
Total	**2,805**	2,564	+9	+8

1 For a description of CER, see page 48

Financial information

Condensed consolidated income statement

Year ended December 31 ($m, except share and per share amounts)	2010	2009[1]
Sales	**11,641**	10,992
Cost of goods sold	**(5,866)**	(5,572)
Gross profit	**5,775**	5,420
Marketing and distribution	**(1,892)**	(1,805)
Research and development	**(1,032)**	(952)
General and administrative	**(899)**	(714)
Restructuring and impairment	**(159)**	(130)
Operating income	**1,793**	1,819
Income/(loss) from associates and joint ventures	**25**	(3)
Financial expenses, net	**(141)**	(122)
Income before taxes	**1,677**	1,694
Income tax expense	**(275)**	(283)
Net income	**1,402**	1,411
Attributable to:		
– Minority interests	**5**	3
– Syngenta AG shareholders	**1,397**	1,408
Net income	**1,402**	1,411
Earnings per share (US$):		
– Basic	**15.07**	15.11
– Diluted	**14.99**	15.01
Weighted average number of shares:		
– Basic	**92,687,903**	93,154,537
– Diluted	**93,225,303**	93,760,196

1 After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010, which is available on our website at www.syngenta.com/ir

All amounts relate to continuing operations

Restructuring and impairment before taxes

Year ended December 31 ($m)	**2010**	2009
Cash costs:		
Operational efficiency programs	**101**	98
Integration and acquisition costs	**19**	28
Other restructuring costs	**14**	–
	134	126
Non-cash restructuring and impairment, net	**44**	23
Total restructuring and impairment before taxes[1]	**178**	149

1 $18 million (2009: $17 million) is included within cost of goods sold and $1 million (2009: $2 million) is included within income/(loss) from associates and joint ventures

Financial information

Condensed consolidated balance sheet

At December 31 ($m)	2010	2009[1]
Assets		
Current assets:		
Cash and cash equivalents	**1,967**	1,552
Trade receivables	**2,554**	2,506
Other accounts receivable	**626**	558
Inventories	**3,844**	3,922
Derivative and other financial assets	**502**	156
Other current assets	**223**	200
Total current assets	**9,716**	8,894
Non-current assets:		
Property, plant and equipment	**2,964**	2,738
Intangible assets	**3,087**	3,102
Deferred tax assets	**824**	747
Derivative financial assets	**176**	248
Other non-current financial assets	**518**	400
Total non-current assets	**7,569**	7,235
Total assets	**17,285**	16,129
Liabilities and equity		
Current liabilities:		
Trade accounts payable	**(2,590)**	(2,468)
Current financial debt	**(992)**	(281)
Income taxes payable	**(406)**	(376)
Derivative financial liabilities	**(291)**	(145)
Other current liabilities	**(846)**	(827)
Provisions	**(228)**	(214)
Total current liabilities	**(5,353)**	(4,311)
Non-current liabilities:		
Financial debt and other non-current liabilities	**(2,786)**	(3,527)
Deferred tax liabilities	**(813)**	(688)
Provisions	**(884)**	(1,116)
Total non-current liabilities	**(4,483)**	(5,331)
Total liabilities	**(9,836)**	(9,642)
Equity:		
Shareholders' equity	**(7,439)**	(6,473)
Minority interests	**(10)**	(14)
Total equity	**(7,449)**	(6,487)
Total liabilities and equity	**(17,285)**	(16,129)

1 After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010, which is available on our website at www.syngenta.com/ir

Condensed consolidated cash flow statement

Year ended December 31 ($m)	2010	2009[1]
Income before taxes	**1,677**	1,694
Reversal of non-cash items	**805**	615
Cash (paid)/received in respect of:		
Interest and other financial receipts	**144**	96
Interest and other financial payments	**(308)**	(380)
Income taxes	**(268)**	(165)
Restructuring costs	**(38)**	(79)
Contributions to pension plans, excluding restructuring costs	**(335)**	(125)
Other provisions	**(95)**	(81)
Cash flow before change in net working capital	**1,582**	1,575
Change in net working capital:		
Change in inventories	**108**	(178)
Change in trade and other accounts receivable and other net current assets	**(129)**	55
Change in trade and other accounts payable	**146**	(33)
Cash flow from operating activities	**1,707**	1,419
Additions to property, plant and equipment	**(396)**	(652)
Proceeds from disposals of property, plant and equipment	**13**	33
Purchases of intangible assets	**(118)**	(97)
Purchases of investments in associates and other financial assets	**(12)**	(22)
Proceeds from disposals of financial assets	**42**	87
Net cash flows from (purchases)/disposals of marketable securities	**31**	(41)
Acquisitions and divestments	**(10)**	(188)
Cash flow used for investing activities	**(450)**	(880)
Increases in third party interest-bearing debt	**139**	926
Repayments of third party interest-bearing debt	**(165)**	(183)
Sale/(purchase) of treasury shares and options over own shares	**(246)**	(79)
Acquisitions of non-controlling interests	**(48)**	–
Dividends paid	**(524)**	(494)
Cash flow from financing activities	**(844)**	170
Net effect of currency translation on cash and cash equivalents	**2**	40
Net change in cash and cash equivalents	**415**	749
Cash and cash equivalents at the beginning of the year	**1,552**	803
Cash and cash equivalents at the end of the year	**1,967**	1,552

1 After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010, which is available on our website at www.syngenta.com/ir

Free cash flow

Year ended December 31 ($m)	2010	2009
Cash flow from operating activities	**1,707**	1,419
Cash flow used for investing activities	**(450)**	(880)
Cash flow (from)/used for marketable securities	**(31)**	41
Cash flow used for acquisitions of non-controlling interests	**(48)**	–
Cash flow from foreign exchange movements and settlement of hedges of inter-company loans	**(49)**	(52)
Free cash flow	**1,129**	528

Financial information

Constant exchange rates (CER)

Results in this report 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 requires separate disclosure to provide a more thorough understanding of business performance. Restructuring includes the effects of completing and integrating significant business combinations and divestments. 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.

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 plans. Syngenta's definition of restructuring and impairment may not be comparable to similarly titled line items in financial statements of other companies.

Free cash flow

Free cash flow comprises cash flow from operating and investing activities: excluding investments in and proceeds from marketable securities, which are included in investing activities; excluding cash flows from and used for foreign exchange movements and settlement of related hedges on inter-company loans, which are included in operating activities; and including cash flows from acquisitions of non-controlling interests, which are included in financing activities.

During 2010, Syngenta changed its definition of free cash flow to exclude cash flows from or used for foreign exchange movements and settlement of hedges of inter-company loans because it believes this revised free cash flow measure is more independent of a group's internal funding structure and therefore more easily comparable with that of companies with less centralized funding structures than Syngenta's. 2009 free cash flow has been restated.

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 identical 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 reconciliation

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)	**2010**	2009
Net debt	**1,473**	1,802
Shareholders' equity	**7,439**	6,473
Debt/equity gearing ratio (%)	**20%**	28%

Cash flow return on investment

Cash flow return on investment is a new measure implemented by Syngenta in 2010 in order to compare cash returns to average invested capital. Gross cash flow comprises cash flow before change in net working capital, excluding interest and other financial receipts and payments. In 2010, the accelerated contributions to the defined benefit pension plans of US$200 million were also excluded. Invested capital comprises: total current assets, excluding cash and derivative and other financial assets; total non-current assets, excluding non-current derivative and other financial assets and defined benefit pension assets, and adjusted to reflect gross book values of property, plant and equipment and intangible assets; total current liabilities, excluding derivative financial liabilities and current financial debt; and deferred tax liabilities.

Full year segmental results excluding restructuring and impairment

Year ended December 31, 2010 ($m)	Crop Protection	Seeds	Business Development	Inter-segment elimination	Full year 2010
Sales	**8,878**	**2,805**	**23**	**(65)**	**11,641**
Gross profit	4,382	1,373	12	26	5,793
Marketing and distribution	(1,321)	(559)	(12)	–	(1,892)
Research and development	(555)	(410)	(67)	–	(1,032)
General and administrative	(667)	(217)	(15)	–	(899)
Operating income	**1,839**	**187**	**(82)**	**26**	**1,970**
EBITDA	**2,194**	**357**	**(72)**	**26**	**2,505**
EBITDA (%)	**24.7**	**12.7**	**n/a**	**–**	**21.5**

Year ended December 31, 2009 ($m)	Crop Protection	Seeds	Business Development	Inter-segment elimination	Full year 2009
Sales	**8,491**	**2,564**	**8**	**(71)**	**10,992**
Gross profit	4,229	1,220	(7)	(5)	5,437
Marketing and distribution	(1,255)	(540)	(10)	–	(1,805)
Research and development	(508)	(364)	(80)	–	(952)
General and administrative	(496)	(199)	(19)	–	(714)
Operating income	**1,970**	**117**	**(116)**	**(5)**	**1,966**
EBITDA	**2,282**	**256**	**(106)**	**(5)**	**2,427**
EBITDA (%)	**26.9**	**10.0**	**n/a**	**–**	**22.1**

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

Year ended December 31, 2010 ($m)	Crop Protection	Seeds	Business Development	Inter-segment elimination	Total
EBITDA	**2,194**	**357**	**(72)**	**26**	**2,505**
Depreciation, amortization and impairment	(348)	(151)	(10)	–	(509)
Income from associates and joint ventures	(7)	(19)	–	–	(26)
Operating income excluding restructuring and impairment	**1,839**	**187**	**(82)**	**26**	**1,970**

Year ended December 31, 2009 ($m)	Crop Protection	Seeds	Business Development	Inter-segment elimination	Total
EBITDA	**2,282**	**256**	**(106)**	**(5)**	**2,427**
Depreciation, amortization and impairment	(321)	(131)	(10)	–	(462)
Income from associates and joint ventures	9	(8)	–	–	1
Operating income excluding restructuring and impairment	**1,970**	**117**	**(116)**	**(5)**	**1,966**

Corporate Responsibility performance summary

A summary of Syngenta's performance in the areas of resource efficiency, stewardship, people, environment and compliance is presented on pages 50–53. The environmental performance numbers have been normalized to $EBIT[1] to better relate our performance in these areas to value creation. To view a more detailed report, please visit the Annual Report website **www.syngenta.com/ar2010**

Resource efficient programs

Our programs teach growers how to use sustainable agriculture techniques for managing natural resources in the most efficient and responsible way, e.g. reducing the water needed for crop cultivation, minimizing soil erosion and improving productivity for efficient land use.

Soil, water, biodiversity, IPM/ICM, safe use[2]	2010	2009	2008
Total investment ($m)	**7.57**	7.03	8.13
EAME	**41.5%**	29.0%	40.6%
NAFTA	**20.7%**	24.8%	29.0%
LATAM	**19.5%**	26.8%	16.8%
APAC	**18.3%**	19.4%	13.6%
Active programs	**182**	177	163

Read more about resource efficient programs www.syngenta.com/ar2010

Stewardship

Syngenta aims to maximize benefits and minimize negative impacts throughout the lifecycle of its products.

We adopt strict measures to ensure the safety of our chemical products and biotechnology, and we audit suppliers to ensure they meet our HSE and labor standards. Training on the safe and effective use of our products helps growers get the most benefit from them.

Product stewardship	2010	2009	2008
Number of people trained (m)[3]	**4.27**	3.94	2.39
EAME	**0.5%**	0.4%	1.6%
NAFTA	**0.1%**	0.0%	0.2%
LATAM	**4.0%**	8.3%	23.2%
APAC	**95.4%**	91.3%	75.0%
Active training programs	**90**	129	119
Number of countries participating in adverse health incident management system	**84**	50	45
Product stewardship – biotechnology and regulatory compliance			
Number of employees completing regulatory compliance training	**1,593**	1,177	782
Number of trial locations requiring a permit	**435**	471	420
Number of trial inspections performed by Syngenta	**237**	189	168

Read more about stewardship www.syngenta.com/ar2010

1 Excluding restructuring and impairment
2 Starting 2009, reporting year October 1 to September 30
3 In 2010 1.1 million (2009: 1.7 million) from farmer contest televised training

People

Syngenta operates around the globe, and has a rich mix of employees from backgrounds that reflect our diverse markets. We believe this diversity is an asset to the Company, and we have programs to ensure all employees are given an equal opportunity.

The safety of our staff is a priority. We provide a healthy and motivating work environment and offer competitive rewards, which help attract and retain the most talented individuals. To help them achieve their career aspirations, employees are encouraged to fulfill their potential with training/development programs, and regular discussions with line managers.

Responding to feedback from employees helps us improve our business and, in turn, ensures they are proud to work for Syngenta. Sites respond to employee feedback through local programs and share best practices through our online database.

People retention	2010	2009	2008
Employees as of December 31[1]	**26,179**	25,925	24,148
EAME	**12,466**	12,565	11,471
NAFTA	**5,022**	5,214	5,076
LATAM	**4,004**	3,782	3,610
APAC	**4,687**	4,364	3,991
Part-time employees	**850**	763	716
Turnover rate	**9.5%**	9.3%	9.8%
Turnover rate <35 years	**3.6%**	3.2%	3.8%
Turnover rate 35–50 years	**3.7%**	3.2%	3.9%
Turnover rate >50 years	**2.2%**	3.0%	2.0%
Employees entitled to participate in Employee Share Purchase Plan (ESPP)	**16,262**	15,829	13,821
Entitled employees participating in ESPP	**46%**	48%	49%
Employees participating in Long-term Incentive (LTI) plan	**1,031**	1,016	886
Diversity			
Female employees	**32%**	30%	28%
In management roles	**20%**	20%	19%
In senior management	**11%**	11%	12%
Proportion of senior management from each region			
Number of senior managers	**196**	196	190
EAME[2]	**63%**	64%	64%
NAFTA	**19%**	20%	22%
LATAM	**8%**	7%	6%
APAC	**10%**	9%	9%
Number of nationalities in senior management	**24**	24	22
Employee development			
Total training investment ($m)	**29.0**	24.9	27.2
EAME[2]	**18.4**	16.3	16.6
NAFTA	**4.1**	2.5	3.4
LATAM	**3.3**	3.1	3.6
APAC	**3.1**	3.0	3.6
Training investment per employee (US$)	**1,109**	962	1,126
Health and safety			
Recordable injury and illness rate (IIR) per 200,000 hours[3]	**0.39**	0.42	0.50
Recordable injury rate per 200,000 hours[3]	**0.37**	0.38	0.47
EAME	**0.43**	0.47	0.46
NAFTA	**0.66**	0.58	0.98
LATAM	**0.22**	0.19	0.19
APAC	**0.18**	0.19	0.24
Recordable occupational illness rate per 200,000 hours[3]	**0.02**	0.03	0.03
EAME	**0.01**	0.05	0.04
NAFTA	**0.06**	0.06	0.03
LATAM	**0**	0.03	0.06
APAC	**0.01**	0	0
First aid cases	**820**	712	421
Economic value shared			
Corporate community investment ($m)[4]	**16.7**	17.5	10.8
Salaries ($m)[5]	**2,305**	2,176	2,157

Read more about people www.syngenta.com/ar2010

1 Permanent full-time equivalent (FTE)
2 Including Headquarters (Switzerland)
3 According to US OHSA definition for injuries and illness
4 $0.8 million from resource efficient programs
5 After effect of accounting policy change for post-employment benefits described in Note 2 to the Syngenta Group consolidated financial statements in the Financial Report 2010, which is available on our website at www.syngenta.com

Corporate Responsibility performance summary

Environment

Managing the environmental impacts of our operations is a key element of our health, safety and environment (HSE) strategy. The global coordination of our program is supported by local initiatives to minimize the impact of our operations on climate change, air quality and water resources.

We monitor energy use to identify opportunities to improve efficiency. Our energy strategy encourages local teams to select the best ways to reduce energy at local sites. By 2012, we aim to decrease global greenhouse gas emissions by 40 percent relative to EBIT from the 2006 baseline.

Sites also have programs to cut water use and minimize generation of effluent and waste. Local targets aim to increase recycling and cut the amount of waste sent to landfill.

The environmental performance reporting system was updated in 2010. For more information visit www.syngenta.com/ar2010

Energy	**2010**	2009	2008
Energy (TJ)	**8,031**	8,334	8,653
MJ/$EBIT	**4.08**	4.36	4.19
Gas (TJ)	**3,851**	3,675	4,074
Electricity (TJ)	**1,963**	2,096	2,262
Steam (TJ)	**935**	1,153	1,076
Others (TJ)	**652**	775	940
Oil (TJ)	**631**	635	301
Number of sites setting energy targets	**22**	19	20
Greenhouse gases			
Total CO_2e emissions (000's tonnes)	**1,304**	1,452	1,542
kg /$EBIT	**0.66**	0.76	0.75
Within direct control:			
CO_2e emissions from own operations (000's tonnes)	**616**	641	701
of which: CO_2 (000's tonnes)	**329**	426	467
CO_2 emissions from company vehicles (000's tonnes)	**68**	65	54
Within indirect control:			
CO_2e emissions from purchased energy (000's tonnes)	**301**	418	426
CO_2 emissions from business trips (000's tonnes)	**20**	25	32
CO_2 emissions from distribution (000's tonnes)	**299**	303	329
Other air emissions[1]			
Total other air emissions (tonnes)	**1,269**	980	1,100
g/$EBIT	**0.64**	0.51	0.53
NOx (tonnes)	**404**	416	644
Non-halogenated VOCs (tonnes)	**440**	415	308
Halogenated VOCs (tonnes)	**48**	49	23
Particulates (tonnes)	**123**	63	82
SO_2 (tonnes)	**208**	20	20
NH_3 (tonnes)	**23**	7	8
HCL (tonnes)	**23**	10	15
Water			
Water consumption (million cubic meters)	**28.8**	32.0	31.1
liters/$EBIT	**14.6**	16.7	15.1
Cooling (million cubic meters)	**18.6**	21.0	19.5
Processing and washing (million cubic meters)	**8.0**	7.1	8.1
Others (million cubic meters)	**0.9**	2.0	1.5
Product ingredient (million cubic meters)	**0.2**	0.2	0.3
Sewage and sanitary (million cubic meters)	**1.1**	1.7	1.7

Read more about environment www.syngenta.com/ar2010

1 Starting 2010, all 'other air emissions' numbers are based on measurements

Environment continued

Waste water effluents	**2010**	2009	2008
Total industrial waste water discharge (million cubic meters)	**8.8**	10	10.6
liters/$EBIT	**4.5**	5.2	5.1
of which: total organic carbon (TOC) (tonnes)	**769**	783	725
chemical oxygen demand (COD) (tonnes)	**2,336**	2,677	2,358
biological oxygen demand (BOD) (tonnes)	**240**	234	225
total suspended solids (tonnes)	**393**	303	262
soluble salts discharged (000's tonnes)	**114**	123	132
Direct discharge of uncontaminated cooling water (million cubic meters)	**18.5**	20.8	19.3
Waste			
Hazardous waste (000's tonnes)	**198.7**	173.9	153.3
kg/$EBIT	**0.10**	0.09	0.07
of which: recycled/re-used (000's tonnes)	**64.0**	51.4	47.5
incinerated (000's tonnes)	**124.0**	97.1	84.3
landfill (000's tonnes)	**0.4**	0.7	1.5
other (000's tonnes)	**10.3**	24.7	20.0
Non-hazardouse waste (000's tonnes)	**133.7**	124.0	120.2
kg/$EBIT	**0.07**	0.06	0.06
of which: recycled/re-used (000's tonnes)	**76.6**	66.4	72.1
incinerated (000's tonnes)	**18.0**	25.2	19.3
landfill (000's tonnes)	**28.7**	15.5	22.8
other (000's tonnes)	**10.4**	16.9	6.0
Number of sites with reduction programs	**19**	19	19
Environmental compliance			
Significant unplanned releases[1]	**0**	0	2

Read more about environment www.syngenta.com/ar2010

Compliance

The Syngenta Code of Conduct sets our commitment to ethical, social and environmental responsibility, including human rights and fair labor practices. Employees are encouraged to report any suspected breaches. Local laws and regulations govern our environmental behavior, and we have stringent HSE management systems to ensure compliance. We set high standards for animal welfare and audit compliance.

Corporate conduct	**2010**	2009	2008
Cases reported through the compliance helpline	**78**	76	31
EAME	**28%**	17%	19%
NAFTA	**13%**	26%	19%
LATAM	**5%**	15%	23%
APAC	**54%**	42%	39%
Health, safety, environment and social compliance in supply			
Number of seed supply farms included in Syngenta/FLA monitoring	**12,395**	8,169	2,312
Number of HSEQ assessments at chemical suppliers	**70**	65	59
Animal welfare			
Number of audits performed in contract laboratories	**6**	3	6
Number of instances of non-compliance found	**0**	0	0

Read more about compliance www.syngenta.com/ar2010

1 Releases that escape beyond the site boundary and that cause either environmental impact and/or concern from neighbors, regulators, etc

Shareholder information

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

Trading symbols

	SIX Swiss Exchange	New York Stock Exchange
Shares	SYNN	SYT

Shares in issue

At December 31, 2010	Number of shares
Total shares in issue	94,599,849
of which treasury shares	2,392,751

Share price and market capitalization[2]

At December 31, 2010	
Share price (CHF)	273.50
Share price (USD) (ADS)	58.78
Market capitalization (CHF million)	25,219
Market capitalization (USD million)	26,916

Dividend history

	Dividend CHF
2006	3.80
2007	4.80
2008	6.00
2009	6.00
2010[3]	7.00

Total shareholder return[4]

	%
2006	40.7
2007	29.4
2008	–29.5
2009	48.6
2010	–3.9

1 1 share = 5 ADS
2 For the purposes of calculating market capitalization the number of shares stood at 92.207 million
3 To be submitted for shareholder approval at the Annual General Meeting on April 19, 2011
4 Calculated as return on ordinary shares plus reinvested dividends

Syngenta share price performance December 31, 2007 – December 31, 2010

Syngenta ADS price performance December 31, 2007 – December 31, 2010

Reporting dates

First quarter trading statement	April 15, 2011
Annual General Meeting	April 19, 2011
Half-year results	July 22, 2011
Third quarter trading statement	October 14, 2011

A full form 20-F is accessible at: www.syngenta.com/ir
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.com/fyr2010

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 2010 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, 2010 on the following aspects:

– The application of the Syngenta internal Health, Safety and Environment (HSE) and Corporate Community Investment (CCI) reporting guidelines to the CR reporting;

– The internal reporting system and procedures, including the control environment, to collect and aggregate CR data; and

– The CR Performance Summary disclosed on pages 50 to 53 of the Syngenta Annual Review 2010.

Our assurance procedures do not cover the indicator on Salaries in the Performance Summary on page 51 of the Annual Review.

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 the regional site of Syngenta's Crop Protection and Seeds Business Units in Singapore and two selected sites of Syngenta's Seeds Business Unit in Thailand. 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;

– 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
Reviewing the relevant documentation on a sample basis, including 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 2010 does not give a fair picture of Syngenta's performance in the area of Corporate Responsibility.

PricewaterhouseCoopers

PricewaterhouseCoopers AG
Zurich, February 11, 2011

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For the business year 2010, Syngenta has published three reports: Annual Review (incorporating the Corporate Responsibility Report), Financial Report and Corporate Governance and Compensation Report.

All documents were originally published in English. The Annual Review 2010 and the Corporate Governance and Compensation Report 2010 are also available in German.

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

Editorial completion: February 2011.

Design and production:
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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.

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.

Article number 016841.040

Bringing plant potential to life