ESG Report

2025

Syngenta Group

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1. Overview

1.1 About this report

This document is the 2025 Environmental, Social and Governance Report ('ESG Report' or 'Report') for Syngenta Group ('we'), also referred to as 'Syngenta', 'Group' or 'the company' in this report.

Syngenta Group encompasses Syngenta Group Co., Ltd., a company domiciled in Shanghai, China, with management headquarters in Basel, Switzerland and its consolidated subsidiaries. Syngenta Group is made up of four operational Business Units: Syngenta Crop Protection (headquartered in Basel, Switzerland), Syngenta Seeds (headquartered in Chicago, United States), ADAMA (headquartered in Tel Aviv, Israel) and Syngenta Group China (headquartered in Shanghai, China). The information and data contained in this ESG Report relate to the activities within this scope unless specified otherwise.

This ESG Report constitutes Syngenta Group's ESG Report and progress against Syngenta Group's non-financial performance. It includes Group level Key Performance Indicators (KPIs) on several Environmental areas, Social Responsibility and Corporate Governance related matters. Due to rounding of key performance indicators numbers, there may be slight discrepancies in the reconciliation of figures presented in this Report.

This ESG Report has been prepared based on the Guidelines on ESG Reporting for Chinese Enterprises (CASS ESG 6.0) and the Greenhouse Gas Protocol Corporate Standard (Revised edition). It also references the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards 2021) through content index tables to meet external stakeholder expectations on transparency.

Detailed information about KPI definitions, reporting periods and data collection processes are included in the Non-Financial Data Table section of this Report, in the subsequent notes and throughout the Report. KPMG AG (Switzerland) is the independent limited assurance provider for Syngenta Group's selected KPIs. The non-financial performance KPIs presented in the Non-Financial Data Table for the period ended December 31, 2025, have been externally assured by KPMG AG as to the KPIs' preparation based on Global Reporting Initiative Sustainability Reporting Standards (GRI Standards 2021), the Greenhouse Gas Protocol Corporate Standard (Revised edition) and entity developed criteria. The Independent Limited Assurance Report issued by KPMG AG is included as an Appendix to this Report.

This Report has been approved and authorized for issue by the Syngenta Group Board of Directors.

The publication date of this Syngenta Group ESG Report is April 30, 2026. This Report has been officially published in English, which is the authoritative version. In case of any discrepancies between the English text and versions translated into other languages, the English version shall prevail. Translations into other languages from English have been made available at Syngenta Group website for convenience purposes only.

For inquiries, please contact Syngenta Group at: sustainability.syngenta@syngenta.com

1.2 Statement of the Chief Executive Officer

By mid-century, our planet will be home to almost 10 billion people. Feeding everyone while protecting the planet presents an agricultural challenge and touches every aspect of society. Farmers face increasingly complex conditions including volatile weather patterns intensified by climate change, resource constraints and economic pressures. Yet they persist, innovate and adapt.

At Syngenta Group, we place farmers at the center. By combining scientific expertise with on-the-ground agronomic knowledge, we translate pioneering science into solutions that enable higher yields with lower impact.

2025 reinforced the fact that innovation, sustainability and collaboration are not nice-to-haves. They are necessities for food security and environmental protection. Around the world, farmers have shown extraordinary resilience, embracing advanced technologies that would have seemed impossible just a generation ago.

What inspires me the most, though, is not the technology itself, but the potential it unlocks for farmers. We need to grow what the world needs, yet we cannot simply cultivate more land. This means farming smarter on existing land. It means advancing practices that increase productivity while regenerating resources and restoring degraded soils to health. And it means developing breakthroughs for farmers in every field – especially in sustainability, turning them into practical tools farmers can use.

Syngenta Group's sustainability strategy is built on this reality and guided by one conviction: innovation must reach all who can benefit from it. This includes advanced seeds and crop protection solutions, formulations tailored to local conditions, precision application technologies and Agricultural Intelligence tools that combine cutting-edge AI with decades of agronomic knowledge. It also extends beyond the farm to new technologies that protect the landscapes and green spaces where we live, work and play.

Transparency and accountability form the bedrock of this approach. The Syngenta Group Environmental, Social and Governance 2025 Report celebrates achievements while highlighting opportunities for further progress. As we grow through innovation, we hold the health and safety of our people and communities as a core value, a principle grounded in openness and essential for building trust with stakeholders.

Looking ahead, we must continue accelerating the pace of innovation, expand access to proven solutions and ensure breakthroughs are made where most needed. An equitable and sustainable agricultural future is the only viable one.

Jeff Rowe

Chief Executive Officer

Syngenta Group

1.3 Agriculture in context

The future of agriculture

Innovations in agricultural technology have led to improvements in agricultural productivity. The proprietary crop protection and seed technologies developed by Syngenta have contributed to these improvements.

These successes, however, do not ensure that agriculture is entirely prepared to meet the new challenges it now faces, primarily the need to increase yields further on existing farmland to produce safe and nutritious food, while keeping soils and the environment healthy.

To achieve this, Syngenta Group is committed to driving major change in agriculture. Syngenta Group is investing in the development of a range of innovative technologies and practices that will enable farmers to adapt to changing conditions and meet growing demand. The new agronomic technologies, tools and solutions that are emerging will be central to the sector's efforts to meet the world's future needs.

Agriculture faces multiple challenges

In the recent past, agriculture, through technological innovations, was able to increase yields with limited expansion of land under cultivation. Productivity gains of the future must be achieved without opening up new land for agriculture. Additionally, new strategies are needed to address several challenges, including, but not limited to, weather extremes, pest resistance, soil degradation, biodiversity loss, changing consumer preferences, evolving regulatory requirements, labor shortages, geopolitical conflict and population increase.

Sustainably increasing yield on existing agricultural land offers the clearest path to addressing the growing demand for food, fuel and fiber, the planetary impact of climate change and the loss of natural ecosystems. However, present conditions are not conducive to achieving substantial productivity increases, partly because agriculture itself has been contributing to many of the challenges that threaten its future productivity, including the use of freshwater, deforestation, greenhouse gas emissions and biodiversity loss.

A strategic shift is underway

The agricultural sector is leveraging new approaches to plant breeding and crop protection that will be needed to contribute to securing the world's food supply. For example, genome editing tools have the potential to bring forward the development of new crop varieties with benefits such as higher yields, increased nutritional content, longer shelf life and greater resilience to weather extremes, pests and diseases. The development and application of biological inputs is another important area that is already fully embedded in the Syngenta Group portfolio.

Combining the benefits of novel technologies and modern agronomic science with traditional farming practices, regenerative agriculture is an outcome-based food production system that nurtures and restores soil health, protects the climate and water resources and biodiversity and has the potential to enhance farm productivity and profitability. It revolves around five core principles: minimizing soil disturbance, year-round planting, crop diversification, precision application of inputs and integration of livestock where possible.

Investing in innovation to sustainably boost productivity

In addition to facilitating modernization efforts and efficiency improvements in farming, Syngenta Group is actively engaged in developing breakthrough technologies that may serve as the basis for future advances in agriculture. Many of these novel technologies leverage digital tools to allow for more precise application of inputs, thereby reducing the total use of water, fertilizers and crop protection products. Putting mobile technologies, data analytics, artificial intelligence, digitally delivered services and applications (apps) into the hands of more farmers faster will enable them to make more precise decisions to improve yields and profitability.

Adapting to new consumer preferences

Recent years have seen a societal shift, in many countries, from a concern about growing "enough food" to growing "enough good food." There is increased pressure to limit the impact of farming on the environment and to reduce the use of agricultural inputs, while at the same time producing high-quality, nutritional food year-round.

Agricultural policies have sometimes shifted in response to public opinion, promoting the uptake of organic farming and transition to more plant-based food in some regions. However, the overall global demand for meat has continued to grow steadily. Syngenta Group's Vegetable Seeds business supports growers in delivering high-quality produce as well as providing varieties that meet evolving consumption habits.

Consumer trends and policy developments will continue to impact global agricultural production and shape agriculture's essential role: feeding more than 8 billion people in a reliable and sustainable way.

New paths for collaboration

The global food system needs to adapt to these developments in ways that increase agricultural productivity, reduce emissions and suit changing consumer preferences, while providing accessible and affordable food for all. Accomplishing this will require wide-ranging collaboration across the agriculture and food value chain. To this end, Syngenta Group partners with organizations around the world. Strategic partnerships are also being formed with greater frequency between the private sector and leading agricultural research institutes.

2. Syngenta Group

2.1 Business model

Resources

Financial capital	Chemical, biological, genetic and computational sciences	Partners	Natural resources
People and the intellectual property they create		Laws and regulations	Facilities and services

What we do

Research and development	**Production**	**Commercial**	**Supporting activities**
Crop protection chemistry research	Active ingredients	Product management	Product stewardship
Biologicals research and soil science	Biologicals	Marketing and sales	Health, safety and environment management
Seed genetics and traits research	Formulation, Fill and Pack (FF&P)	Distribution	Employee engagement
Development, trialing and registration	Seeds	Digital agronomy	Business integrity and human rights
			Multi-stakeholder dialogue

What we create

Crop protection and enhancement		**Seeds**	**Grower services**
Herbicides	Seed treatment	Hybrids	Digital solutions
Insecticides	Biologicals	Varieties	Modern Agriculture Platform (MAP)
Fungicides	Crop enhancement	Traits	

The value we provide

FOR FARMERS AND GROWERS	**FOR STAKEHOLDERS**	**FOR SOCIETY**
Innovative solutions and products	Economic shared value	Affordable and nutritious food and feed
Return on investment	Individual and societal well-being	Stimulated research, shared data and knowledge
Adaptation to climate change		Sustainable food production systems

2.2 Business Units

Comprising four Business Units – Syngenta Crop Protection, Syngenta Seeds, ADAMA and Syngenta Group China – Syngenta Group has a broad portfolio of products and services that cover crop protection, seeds and modern agricultural services. Syngenta Crop Protection and Syngenta Seeds form Syngenta AG. On December 23, 2025, Syngenta Group (HK) Holdings Co., Ltd ('Syngenta HK'[1]) completed the transfer of its equity interest in Sinofert Holdings Ltd. ('Sinofert'[2]) to Sinochem Hong Kong (Group) Co., Ltd. ('Sinochem HK'[2]). Unless expressly stated otherwise, Sinofert is deemed to be included within the scope, boundaries and metrics of this Report for the relevant reporting periods.

Syngenta Crop Protection

This Business Unit offers farmers a range of new and innovative solutions to counter the threats of pests and diseases, ensuring the availability of safe, nutritious and affordable food while minimizing the use of land and other agricultural inputs and strengthening plant resilience against increasingly volatile weather patterns. Alongside the main business (Weed Control, Disease Control, Insect Control), Syngenta Crop Protection (CP) operates three specialist businesses: Seedcare, Biologicals and Professional Solutions. Syngenta CP's portfolio also includes new monitoring techniques and precision application of fast-developing digital technologies. The Business Unit seeks to capitalize on a combination of innovative chemistry and biologicals and their integration with digital tools and agronomic services for large-scale and smallholder farmers.

Syngenta Seeds

Syngenta Seeds activities include research and development, production, logistics and sales and marketing, serving farmers worldwide in field crops, vegetable seeds and flowers. The Business Unit has a global network of R&D sites and collaborates with universities, incubators, farmers and scientists, to bring next-generation innovations to the farm and greenhouse. It applies technologies such as genotyping, molecular applications, trait discovery, gene editing and technology discovery together with data science, automation, engineering and product placement agronomy to develop products with higher resilience, enhanced yield potential, improved produce quality traits and resistance to pests, diseases and droughts. Syngenta Seeds partners with production growers in all key farming regions across the world to produce high-quality seeds.

ADAMA

ADAMA is a global provider of off-patent crop protection products, providing practical solutions to farmers worldwide. Leveraging its technology platforms, the company enhances the efficacy and usability profile of off-patent active ingredients, transforming them into differentiated, patented products. ADAMA offers a broad portfolio including Weed Control, Disease Control, Insect Control, Consumer and Professional Solutions, and Ingredients and Intermediates.

Syngenta Group China

Syngenta Group China's (SGC) activities include seeds, crop protection, crop nutrition[3] and modern agriculture services. Its crop protection business offers production and compounding capabilities, as well as benefits in the local production of active ingredients and crop protection formulations. Its seed business includes both processing and R&D innovation centers. A nationwide network of Modern Agriculture Platform (MAP) centers provides agricultural services and digital agriculture. MAP supports growers and food value chain partners by offering services that combine online and offline elements.

[1] Syngenta HK is a subsidiary of Syngenta Group Co., Ltd. (Syngenta Group).
[2] Both Syngenta HK and Sinochem HK are indirectly wholly owned subsidiaries of Sinochem Holdings Corporation Ltd. ("Sinochem Holdings").
[3] Starting from January 1, 2026, the crop nutrition activities of Sinofert are directly managed by SinoChem Holdings.

2.3 Syngenta Group Sustainability Priorities

Agriculture creates the foundation to feed people every day. To sustain the expected increase in population and the growing demand for food, fuel and fiber, the sector needs to grow faster. Simultaneously, the impact of climate change is evident around the world, with weather extremes, pest pressure and crop failures on the rise. Farmers need greater support to adapt to these challenges, and to move agriculture from being a major emitter to becoming a solution that can mitigate climate change.

The approach

Assessing the company's impact from all perspectives, listening to stakeholders and identifying areas where a meaningful difference can be made while capitalizing on opportunities, has enabled Syngenta Group to place sustainability at the core of its strategy. Setting clear targets and an ambition that guides innovation will help integrate sustainability on a strategic and operational level while creating long-term value.

This Report presents Syngenta Group's sustainability strategy and targets as structured under four strategic pillars, reflecting the framework in effect for the 2025 reporting period. Effective April 2026, the Group's sustainability approach will transition to a new framework centered on a single overarching goal: **higher yields, lower impact**. Under this updated approach, the Group's sustainability efforts will be organized around three business imperatives: industry-leading products, farmer reach and impact, and sustainable operations. The sustainability targets outlined in this report will be reorganized under these imperatives beginning with the ESG Report 2026.

Priority 1: Higher yields, lower impact

Any kind of agriculture has an impact on the environment. While negative impacts are serious and can include land use change and degradation of soil, water and air, agriculture can also positively impact the environment, for instance by trapping greenhouse gases within crops and soils or mitigating flood risks through the adoption of certain farming practices.

Across the world, the agriculture sector needs to boost crop productivity while lowering its environmental impact. For Syngenta this means bringing more sustainable crop protection solutions to the market that require smaller amounts of product, are more effective and highly targeted and have increased benefits for nature, farmers and consumers.

Crop protection products play a critical role in ensuring that farmers can maximize yields by protecting their crops from pests and diseases. Syngenta Group conducts extensive testing on all products to ensure they can be used safely and all products undergo detailed scrutiny by regulatory authorities. In addition, further optimization of molecules has the potential to improve product profiles, including better attending to grower and general societal expectations.

The concept of "safe by design" is embedded in all stages of the product lifecycle to continuously improve crop protection products. From the discovery stage, product candidates are selected that leave no or very low levels of residue, are biodegradable in soil and have a profile that is not detrimental to human and environmental health. Syngenta provides training to ensure farmers use products correctly. Syngenta set a target in 2024 to reach 18 million farm workers per year by 2030. Meanwhile, Syngenta divested its Sinofert equity interest at the end of 2025. Sinofert's contribution to the Syngenta Group training target will subsequently be removed from Syngenta's operational control. Going forward the Group accordingly adjusts its target to 17 million farm workers per year by 2030. For avoidance of doubt, in 2025, trainings provided by Sinofert are included in the reported figure.

Syngenta also seeks to develop formulations and use patterns that minimize potential for exposure by, among other things, further minimizing the potential for residues in treated crops or by using innovative formulation and application technologies that ensure the product is more precisely applied only where it is needed. In addition, biological controls and biostimulants are becoming an increasingly important and complementary part of the portfolio.

Syngenta Group harnesses innovations in plant breeding, predictive analytics and sustainable seed traits and technologies to accelerate product development across all Vegetable Seeds and Field Crop Seeds portfolios. The Group's state-of-the-art approach integrates advanced plant breeding techniques such as precision genome editing, high-throughput phenotyping and rapid generation advancement with powerful predictive analytics and computational biology tools. By leveraging these technologies, Syngenta Group develops climate-resilient crop varieties with enhanced biotic and abiotic stress tolerance. This innovative approach enables the Group to rapidly identify and develop varieties and hybrids with improved genetic tolerances, enhancing overall crop resilience and geographic adaptability in the face of changing global climatic conditions. By harnessing the power of genomics, computational biology and machine learning, Syngenta Group not only leverages structural biological data to discover new genes but also designs novel traits that boost crop resilience and output quality.

Digital technologies such as precision agriculture and remote monitoring are important components for a more sustainable agriculture, which is why two of Syngenta Group's operational Business Units (Syngenta Crop Protection and Syngenta Seeds), plan to connect 100 million hectares of farmland to digital technologies by the end of 2030.

Targets:

- By the end of 2030, **train 17 million farm workers** per year on safe and responsible use of Syngenta products.
- Connect **100 million hectares** of farmland to **CROPWISE® digital platform** by the end of 2030.
- Capture progress on portfolio sustainability through continued implementation of **Portfolio Sustainability Framework (PSF),** with a Syngenta Crop Protection target of 43% of the portfolio in Tier 1 by 2030.

Priority 2: Regenerate soil and nature

Regenerative agriculture practices such as crop rotation, cover crops, no-till techniques and the precision application of chemical and biological inputs can help to mitigate the impact of climate change by sequestering carbon in soil and reducing greenhouse gas emissions. By sustainably increasing productivity on existing farmland, they also protect biodiversity and natural habitats.

By 2030, Syngenta Group aims to enable the adoption of regenerative agriculture practices on 50 million hectares of farmland and to produce 85 percent of its seeds through regenerative agriculture practices.

To support farmers in addressing soil degradation and on-farm emissions while increasing yields on existing land, Syngenta Group invests in research to understand how beneficial practices can be applied efficiently in local settings and into products that farmers can employ in varying climatic conditions to maximize soil health, yields and carbon capture. Biostimulants play a particularly important role in this context. They target the physiology of the plant, stabilizing the cells and strengthening the roots, which improves carbon sequestering capacity, nutrient uptake and overall resilience to climatic factors such as heat and drought.

Agriculture depends on biodiversity in many ways, yet its impact can also threaten the habitat and livelihoods of many species above and below ground. Each unique context and ecosystem requires a different set of farming approaches to sustainably improve yields while reducing impacts on biodiversity. Syngenta Group together with its respective local partners, supports soil health by promoting regenerative agriculture,

encouraging soil testing and more targeted input use. Syngenta Group also draws data on biodiversity across various habitats and soil types to inform its understanding of local conditions.

Syngenta works with farmers across all continents to implement regenerative agriculture practices adapted to the seed production requirements, while keeping or increasing the yield and seed quality. Doing so, Syngenta Group contributes to reducing the carbon footprint of these growers and of its own operations, but also to improving soil fertility, biodiversity, water optimization and soil retention.

Targets:

- Enable the adoption of **regenerative agriculture** practices across **50 million hectares** by the end of 2030.
- 85% of **seed production** through **regenerative agriculture** practices by the end of 2030.

Priority 3: Improve rural prosperity

Rural prosperity is dependent upon improving the quality of life and economic well-being of populations in rural areas. Smallholder farmers are central to achieving this objective, yet they frequently encounter barriers to accessing know-how on modern agricultural practices, quality inputs and the resources necessary for a successful harvest.

Periodic evaluation of the operational impact of its activities forms an important part of Syngenta Group's commitment to responsible and sustainable business practices. Following its latest review, Syngenta Group has adjusted its reporting approach under Priority 3 to focus on one of the three original targets assessed as having the most direct impact. As part of this, the Group determined to discontinue measuring two of the three original targets under this Priority:

- Expand farmer service centers to 1000 by 2028 and increase the income of served farmers vs. non-served farmers by 8%.
- Through the launch of innovative new programs for vegetable farmers, increase profit by 10% for participating smallholder customers by 2030.

Farmer service centers serve an important role in supporting smallholder farmers by providing centralized access to comprehensive agronomic advisory services, quality inputs and other essential resources. Syngenta Group maintains its commitment to supporting farmers through its existing network of centers. The planned expansion of service centers has been revised to align with the Group’s updated business strategy and to optimize resource allocation.

Notwithstanding the discontinuation of external reporting on these initiatives, Syngenta Group continues to support smallholder farmers through its ongoing global projects and operations across more than 120 countries. These include the provision of scalable digital solutions that equip smallholder farmers with data-driven insights for crop protection disease and adverse weather conditions.

The third target under Priority 3 concerns the implementation of the Fair Labor program across all seed production and processing countries by 2025. While the program has been successfully launched across all countries, the extension of the target completion date from 2025 to 2030 reflects the operational complexity inherent in global supply chains and the Group’s commitment to establishing sustainable improvements in fair labor practices. The program has been redesignated as the “Labor Care Program” to more accurately reflect the Group's commitment to supporting rural communities.

The Group aims to report on progress against the Labor Care Program on an annual basis in the Group’s ESG Report, including disclosure of the percentage of countries implementing the program requirements across both seed production and seed processing operations.

Target:

- **Labor Care program** implemented in all seed production and processing countries by 2030.

Priority 4: Sustainable operations

As a global leader in seeds and crop protection, Syngenta Group is striving to reduce its climate footprint. The goal is to reduce Scope 1 (own operations) and Scope 2 (energy purchases) by 28 percent by 2030 compared to a 2022 baseline. In addition, Syngenta Group is working with suppliers to better understand their emissions and identify decarbonization opportunities. Further details can be found under the Climate change and greenhouse gases section.

Across the Group's production sites, the focus is on transitioning to renewable energy and implementing operational excellence measures that support decarbonization as well as improve resource and energy efficiency.

The safety of our staff and contractors, farmers, partners and local communities is fully embedded in Syngenta Group's sustainability strategy. Upholding high standards of health and safety across the Group is a top priority. It is essential to ensure that every employee understands their individual responsibilities and maintains awareness around health and safety.

In addition, Syngenta Group aims to build a more inclusive and equal opportunity business culture by ensuring equity of treatment and targeting equal pay for equal work. The objective is to accelerate implementation of consistent equal pay practices to keep narrowing the pay gap until pay parity is achieved.

Targets:

- Syngenta Group to **reduce scope 1 and 2 emissions by 28%** by the end of 2030 compared to 2022 baseline.
- Syngenta AG has set a **Scope 3.1 reduction target range of 10 to 15%** by 2030 compared to a 2022 baseline, excluding trading. For comprehensive disclosure, refer to the Syngenta AG ESG Report 2025, as published on the Syngenta AG website.
- **Average Lost Time Injury Rate (LTIR)** less than or equal to **0.15** for Syngenta Group in the period 2025–2030.

OUTLOOK: Turning our priorities into action

Syngenta Group is in a new phase of its sustainability journey. Two strong levers enable our Sustainability Priorities:

Leveraging the power of innovation

Innovation will be central to achieving the Group's Sustainability Priorities and advancing sustainable agriculture. Syngenta Group's innovation capabilities have been built on the back of research and development: approximately 6,500 employees work in R&D, in more than 150 R&D hubs worldwide. Concretely, the Group seeks to direct resources toward products, services, programs, partnerships and capital expenditures that offer a clearly differentiated sustainability benefit.

Working in partnership with others

To address future challenges, collaboration with all stakeholders is required, including but not limited to farmers, supply and food value chains, academia and local communities. Syngenta Group has sustainability projects and partnerships across all regions and Business Units that demonstrate this commitment. A number of Syngenta Group's conservation collaborators, including the Nature Conservancy (TNC), provided insights to inform sustainability commitments. Syngenta collaborates with Together for Sustainability (TfS) and the World Business Council for Sustainable Development (WBCSD) to drive change in the climate and nature agenda.

2.4 Engagement and collaboration

Syngenta Group engages with various stakeholders on an ongoing basis to understand their concerns and expectations, contribute with knowledge to relevant discussions and provide perspectives on important issues to the sector.

As illustrated in the Business model section of this Report, Syngenta Group's stakeholders encompass a diverse array of entities and interactions occur in multiple forms:

- **Growers:** Through surveys and direct interactions with farmers, the Group ensures that growers fully benefit from its products and use them correctly.
- **Industry:** Engagement with industry peers occurs through participation in industry associations.
- **Suppliers**: The Group and its subsidiaries maintain procurement processes fostering ethical and responsible business conduct which advance responsible sourcing and operational practices.
- **Capital Markets:** Regular communications and meetings are held with investors, bondholders and rating agencies.
- **Non-Governmental Organizations (NGOs):** Partnerships with NGOs at local, regional and global levels are formed to address specific issues.
- **Employees:** The Group maintains regular communication with employees, utilizing local workshops and surveys to gather their perspectives.
- **Governments:** Involvement in consultations and positioning on relevant issues are key engagement areas.
- **International organizations, institutions and multilateral fora:** Involvement in consultations and positioning on relevant issues are key engagement areas.
- **Communities:** Syngenta Group and its subsidiaries support and partner with communities in its operational areas.

Gathering stakeholder Input

Stakeholder research is conducted to gauge consumer perceptions of agriculture and related industry topics. Syngenta Group engaged in global forums to help showcase how agricultural innovation can contribute to a sustainable future for climate change, nature and food security. To do so, Group executives were present at international negotiations, such as Climate COP30 and international gatherings of decision-makers throughout 2025, including the World Economic Forum. They met with representatives from the private sector, NGOs and governments to present work on agricultural innovation, inform discussions and discuss further existing or potential partnerships with key stakeholders.

Membership associations and organizations

Syngenta Group's involvement with various industries and membership associations is crucial to its business activities. The Group participates in governance bodies, projects and committees and provides funding beyond routine membership duties in several associations and organizations relevant to the Group and its Business Units.

List of membership associations and organizations (Syngenta Group) as of December 31, 2025

Avenir Suisse	Business at OECD[4]
Economiesuisse	ICC Switzerland
International Seed Federation	Scienceindustries
Sustainable Agriculture Initiative (SAI) Platform	SwissHoldings
The International Agri-Food Network (IAFN)	Together for Sustainability (TfS)
Wageningen Economic Research	World Business Council for Sustainable Development (WBCSD)
World Economic Forum	

Syngenta Group, through its various subsidiaries, actively engages with numerous local organizations and national industry associations. The Group's subsidiaries partner and work closely with NGOs and other civil society organizations, such as The Nature Conservancy (TNC), contributing significantly to various external initiatives focused on climate, soil health, sustainability and general industry transparency. For more detailed information on these partnerships and initiatives, please refer to the respective websites of Syngenta AG (including both Syngenta Crop Protection and Syngenta Seeds), ADAMA and Syngenta Group China.

[4] Non-member, nominated by economiesuisse.

2.5 Materiality assessment

Assessment Overview

Syngenta Group completed its latest Group-led materiality assessment in 2023, identifying key areas of impact and informing the Group's Sustainability Priorities and external reporting. The assessment was conducted in partnership with a third party to provide independent expertise and facilitate the process in alignment with current and emerging reporting frameworks and standards.

The assessment evaluated both the impact Syngenta Group has on people and the environment and the impact that sustainability matters have on Syngenta Group's business performance. Following a comprehensive internal and external review, 20 topics with potential relevance to Syngenta Group were identified. The topics were weighted and prioritized across a set of qualitative and quantitative criteria based on desk research and inputs from internal subject matter experts and senior leaders.

Topic Classification

As illustrated in the list below, topics classified as Tier 1 represent Syngenta Group's material sustainability topics, namely topics identified as material under the applicable reporting framework, against which the Group actively measures and evaluates performance. Tier 2 and Tier 3 topics are those that the Group monitors to maintain the trust and confidence of its stakeholders and reinforce its standing as a responsible business. Topics reflected in Syngenta Group's Sustainability Priorities are represented with their corresponding priority color from the Syngenta Group Sustainability Priorities section at the bottom of the table.

Syngenta Group materiality assessment topics

Tier 1	Agricultural technology
	Biodiversity
	Climate change and greenhouse gases
	Product safety and responsibility
Tier 2	Business ethics and corporate governance
	Community and stakeholder relations
	Economic and geopolitical pressures
	Employee empowerment
	Employee health, safety and well-being
	Food security
	Labor standards and human rights
	Natural ecosystem conversion
	Regenerative agriculture and soil health
	Resource efficiency and waste management
	Rural prosperity and poverty reduction
	Water conservation and management
Tier 3	Animal welfare
	Consumer demand shifts
	Policy and regulations on agricultural inputs
	Security management
Syngenta Group Sustainability Priorities	
Priority 1: Higher yields, lower impact	**Priority 2: Regenerate soil and nature**
Priority 3: Improve rural prosperity	**Priority 4: Sustainable Operations**

Business Unit Assessments

Syngenta Group's Business Units undertake their own sustainability materiality assessment in accordance with applicable legislation, regulations, standards and frameworks in the jurisdictions in which they operate. The scope, methodology, criteria and outcomes of Business Unit-level assessments may differ from those of the Group-level assessment and from those of other Business Units, reflecting, among other things, differences in applicable legal and regulatory requirements and stakeholder engagement processes. The methodologies employed and the resulting outcomes are set forth in detail in the respective annual ESG Reports of each Business Unit.

Assessment Convergence and Update

Having initiated and completed the materiality assessment in 2023, the Group intends to bring this cycle to completion during 2026 by undertaking a comprehensive update of its Group-level materiality assessment. This assessment aims, among other things, to consolidate the outcomes of Business Unit-level assessments undertaken during the 2024-2025 period into a unified Group-wide materiality assessment that seeks to reflect developments in applicable sustainability reporting legislation, regulations and standards.

Disclaimer

This chapter contains a sustainability materiality assessment prepared in alignment with current and emerging sustainability reporting frameworks and standards. The materiality thresholds and criteria applied in this assessment are exclusive to this Report and are not equivalent to those applicable under other securities law and capital markets disclosure regulations. Refer to the “Important Notice Regarding Sustainability Materiality Assessment” for more information.

3. Non-financial disclosures

3.1 Sustainability Priorities: Report on progress

In this section, the 2025 progress against the Sustainability Priorities is disclosed. For progress on Priority 4: Sustainable Operations, refer to Climate Change and Greenhouse Gases and Health and Safety chapters.

Portfolio Sustainability Framework

Syngenta Group developed a Portfolio Sustainability Framework (PSF) to provide increased transparency to external stakeholders on the ongoing sustainability profile of the portfolio and capture internal progress on portfolio sustainability.

Implementation of the PSF started in 2024 with the Syngenta Crop Protection Business Unit. This was complemented with the addition of Syngenta Seeds Field Crops in 2025. The PSF covers 58 percent of Syngenta Group sales, which includes 94 percent of total Syngenta AG sales, 100 percent of crop protection sales from Syngenta (Shanghai) Crop Protection Technology Company Limited and 100 percent of seed field crop sales from Sanbei Seeds Co., Ltd. The remaining Syngenta AG sales are from the Syngenta Vegetable Seeds and Flowers businesses, currently not in scope for the PSF. Adaptation and implementation across additional Syngenta Group Business Units is considered going forward.

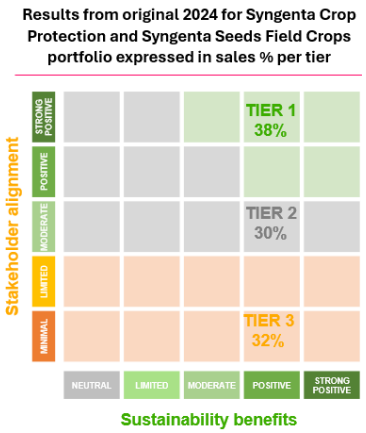
The PSF methodology is outlined in the Portfolio Sustainability Framework handbook available on the Syngenta Group website. The PSF is a scalable and data-driven framework, designed to rate a given formulated product or seed variety for a specific crop and geography.

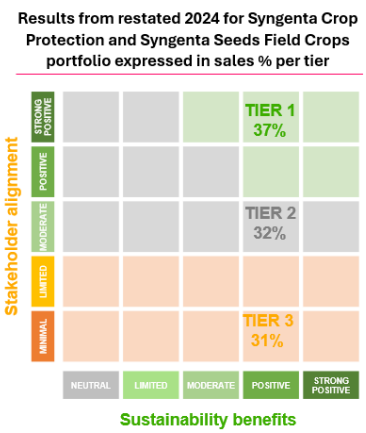
The PSF was developed considering characteristics and requirements specific to the sector, inspired by the Portfolio Sustainability Assessment guidelines set forth by the World Business Council for Sustainable Development (WBCSD), a framework widely embraced by many chemical companies, reporting tangible business benefits and progress.

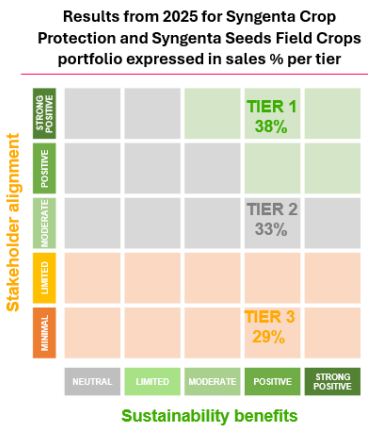
To ensure methodological rigor, the overall methodology and a sample of products undergo annual review by external consultants, Arthur D. Little (ADL). ADL was one of the co-authors of the WBCSD Portfolio Sustainability Assessment methodology published in 2018.

Measuring what matters

Consistent with 2024, the 2025 Syngenta PSF results reflect a combined profile capturing both the Syngenta Crop Protection and Syngenta Seeds Field Crops portfolios. The 2024 combined PSF profile was restated to capture additional sustainability benefits and refined estimates, including updates related to carbon emissions.







The improvement in the PSF profile year over year is driven by an increased proportion of sales from our innovation and biologicals portfolio and an improvement in carbon intensity.

As the framework becomes further embedded into the business strategy, data quality will continue to be refined and additional sustainability benefits are expected to be captured.

Target

Based on current business plans, Syngenta Group expects the proportion of tier 1 products in its Syngenta Crop Protection portfolio to reach 43 percent by 2030.

This target is based on the expected launch of new active ingredients, improvements in product mixes, new products with lower dose rates and reduction of key product carbon footprints, particularly for our proprietary compounds. All of which aligns the Group's growth and investment strategy with external stakeholder expectations, including consideration of future regulatory requirements and secondary value chain standards. The development of differentiated sustainability benefits offers further growth opportunities.

Syngenta's internal decision criteria give overall preference to parameters that typically lead to products with higher tier positioning in the PSF. New active ingredients introduced or planned for introduction between 2022-2030 are positioned in the top tiers. The Group's approach to sustainability is in line with our business targets, with higher-tier products often being more profitable overall. Syngenta aims to set targets for the combined Crop Protection and Seeds Field Crops portfolio in the second half of 2026 after the first year of including Seeds Field Crops.

Arthur D. Little's audit statement regarding Syngenta's Portfolio Sustainability Framework (PSF) methodology and results for CP and Seeds Field Crops

Audit Statement

Arthur D. Little conducted an independent audit of Syngenta's Portfolio Sustainability Framework (PSF), reviewing the methodology and results for 2025, as well as the restated 2024 results, in both Crop Protection (CP) and Field Crops Seeds. The review covered sustainability KPIs, the scoring mechanism, and the PSF tool implementation.

The audit confirmed that Syngenta's PSF is a robust, transparent, and well-balanced methodology tailored to the agricultural inputs industry, adhering to the principles of the WBCSD PSA framework while accounting for sector-specific differences. The framework supports portfolio steering and credible sustainability reporting, ensuring that products with minimal or limited stakeholder alignment are automatically excluded from Tier 1 classification.

In 2025, Syngenta improved data quality and refined its methodology, enhancing accuracy and reliability. Arthur D. Little reviewed and validated these amendments, finding that the updated PSF resulted in consistent, verifiable, and data-driven assessments.

The PSF's quantitative scoring approach covers carbon footprint, ecology scores, crop yield resilience, and additional sustainability benefits, leveraging credible external sources and internationally accepted standards. Sustainability benefits within the PSF follow a similar approach as downstream sustainability signals in the WBCSD PSA, requiring them to be direct, measurable, and significant.

A limited sample review confirmed that PSF scores were applied in accordance with the methodology.

Arthur D. Little recognizes the framework's strengths and has provided recommendations for further enhancement.

ARTHUR D LITTLE

Note: Arthur D. Little has not validated the calculations of underlying data of the PSF signals (e.g., pest pressure, traits, seed treatment, carbon footprint, EIQ, second CO_2 scale normalization factor calculation, or regenerative agriculture practices) and PAC chemical composition (e.g., active ingredient composition, product label database)

Safe and responsible use of products

Syngenta Group has pledged to obtain higher yields and lower impacts by accelerating crop productivity in the agricultural sector while reducing the impact on the planet through more sustainable technologies. As part of Sustainability Priority 1, Syngenta Group has set a target to train 17 million farm workers per year on the safe and responsible use of products by 2030.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024
Safe and responsible use of products		
Number of people trained on safe and responsible use (million)[5]	16.9	14.1

Syngenta Group reports on the number of people trained on the safe and responsible use of its products and services. The training audience is focused on farm workers. Farm workers can be defined as (but not limited to) farm employees, farm owners, smallholders, product distributors, stakeholders with relevant influence on the agricultural community (e.g., students, medical staff) and other people who may be exposed to crop protection and crop nutrition products. Training sessions cover the safe and responsible use of Syngenta Group's products and services.

In 2025, 16.9 million people attended Syngenta Group's safe and responsible use trainings, up from 14.1 million in 2024. The number of participants trained increased across all regions in 2025 compared to 2024. Contributing factors to the increase included strengthened collaboration with sales and marketing colleagues, further scaling of training programs and the introduction of new training materials. New product launches also created the opportunity to run additional trainings. Adama reported trainings for the first time in 2025.

Digital agriculture

Syngenta Group is embracing digital technologies, including precision agriculture and remote monitoring, to foster more sustainable agricultural practices. As part of Sustainability Priority 1, Syngenta Group aims to connect 100 million hectares of farmland to CROPWISE® digital platform by the end of 2030.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024
Digital agriculture		
Hectares of farmland connected to digital technologies (million)	75.9	69.4

Syngenta Group reports on the number of licensed hectares of farmland connected to digital technologies. This is made up of the sum of unique hectares licensed within the reporting period. The following categories of hectare measures are considered: unique field or unique farm identifier or coverage of physical product with digital component where the first two are not available. This number excludes all fields that are greater than 5,000 hectares due to inherent limitations in being able to verify the accurate size of the farmland.

In 2025, Syngenta's digital footprint reached 75.9 million hectares, representing a 9 percent increase in digitally connected hectares compared to 2024. While Syngenta's digital solutions continue to be adopted across all regions where its core business operates, the key contributors to growth in 2025 were Brazil, the United States and the AMEA region. Further adoption and scale-up of flagship products, including CROPWISE® Protector, CROPWISE® Operations and CROPWISE® Grower, were the main drivers of this footprint expansion.

[5] Year-on-year values are not directly comparable as a result of the inclusion of Adama trainings.

Regenerative agriculture

Regenerative agriculture is an evolution of conventional agriculture, optimizing the use of water and other inputs and preventing land degradation and deforestation. It protects and improves soil, biodiversity, climate resilience and water resources while making farming more productive and profitable.

In Sustainability Priority 2, Syngenta Group is committed to regenerate soil and nature by enabling regenerative agriculture practices on 50 million hectares of farmland and to produce 85 percent of its seeds through regenerative agriculture practices by 2030.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024
Regenerative agriculture practices		
Hectares of farmland benefited by regenerative agriculture practices (million)	41.4	16.4
Percentage of Seed production hectares with regenerative agriculture practices (%)	88	89

Syngenta Group reports on the number of hectares of farmland benefited by regenerative agriculture practices. This is defined as the farmland benefited by the provision of products, services and projects that support positive impact in the core environmental impact areas of biodiversity, climate, soil and water through implementation of regenerative agriculture practices. Key practices include minimizing soil disturbance, maintaining vegetative ground cover, precision application and optimization of crop inputs and integrated pest management, among others.

Recognizing evolving industry alignment in regenerative agriculture, Syngenta Group updated its Regenerative Agriculture Framework for 2025 reporting. These improvements reinforce the Group's strategy, affirming regenerative agriculture as a core component of its sustainability commitments.

In 2025, 41.4 million hectares of farmland benefited from regenerative agricultural practices. A total of 36.6 million hectares benefited from the provision of products. The remaining 4.8 million hectares of farmland benefited from the implementation of regenerative agriculture projects. The scope of core environmental impact areas was expanded from biodiversity and soil to also include climate and water. In an effort toward continuous improvement in reporting, digital technologies are now reported as products rather than under projects. These reporting improvements have resulted in further inclusion of biological and digital product hectares. As these changes were implemented in 2025, the figures are not directly comparable to the prior year.

Syngenta Seeds measures the proportion of seed production hectares with regenerative agriculture practices out of the total number of seed production hectares. Syngenta considers the seed production hectares where at least one of the following carbon mitigation practices is implemented: cover crops (excluding crop residues), minimum or no tillage, crop rotation or precision application of fertilizers.

In 2025, with Syngenta's support, farmers implemented regenerative agriculture practices on around 230 thousand hectares of seed production. The constant progress against the 2022 baseline was mainly driven through the implementation of crop rotation practices on 88 percent of these hectares, enabling Syngenta to surpass the 85 percent adoption target in most of the production areas. This progress was supplemented through the adoption of minimum or no till practices in 53 percent of the total seed production land planted . Looking ahead and as part of Syngenta Group's ongoing commitment, while continuing to reduce tillage and increasing use of cover crops, there will be a strong focus for the next five years on precision application of fertilizers and further scaling of regenerative agriculture practices in all production locations, including China.

Seeds Fair Labor Program

People working in agricultural production can be particularly vulnerable to exploitation and unfair labor practices. To address this, Syngenta Seeds implemented the Fair Labor Program (FLP) in 2004, starting in India. Developed in partnership with the Fair Labor Association (FLA), the program aims to ensure fair labor standards throughout the seed supply farm network, seeking to eliminate abusive child labor, harassment, abuse and other exploitative practices. Since its inception, the program has expanded to cover nearly all our seed producing countries.

A central component of the program today is the Internal Monitoring System (IMS), through which Syngenta assesses fieldwork compliance with labor standards on a sample basis. In 2025, Syngenta Seeds introduced a risk-based approach for implementation in seeds field production. Countries and crops were classified based on their risk levels using labor intensity and type of activities as well as national labor risk scores. For high-risk crops in medium- and high-risk countries, Syngenta representatives visit a random selection of farms, aiming to cover 20 and 5 percent, respectively of the contracted seed supply farms per year. The use of standardized checklists ensures consistency and one-to-one interactions give farm workers the opportunity to speak up.

If violations or non-compliance are discovered, remediation plans are developed and implemented to address the issue. Additionally, mitigation measures are put in place to prevent future incidents. Syngenta collaborates with internal and external stakeholders to determine the root causes of non-compliance. Syngenta representatives verify that corrective actions have been completed, ensuring that the non-compliance has been addressed.

Syngenta understands that working in isolation does not address multi-faceted labor rights challenges. Where appropriate, the company works with partners and civil society to promote respect for human rights. The multistakeholder collaboration, Wage Improvement in Seed Hybrids (WISH), is gaining further momentum: launched in 2023 by Syngenta, BASF and the NGO Arisa to improve labor standards with regard to child labor issues and minimum wage compliance in the vegetables sector in India, the initiative welcomed three new partners in 2024 and expanded further in 2025 to include additional partners and thematic focus areas. WISH implements a range of interventions, from awareness raising and training to stakeholder engagement and scaling up best practices. It demonstrates growing industry collaboration and a shared commitment to advancing labor rights in India.

The introduction of risk-based prioritization for evaluating control effectiveness resulted in continuous improvement in high-risk segments. In 2025, 35 out of 37 Syngenta seed production countries covered under the Fair Labor Program achieved full implementation, with the program continuing to expand across the Group’s wider seed production and processing footprint. Based on the evaluation and considering the operational complexities inherent in global supply chains, Syngenta Group decided to extend the target completion date from 2025 to 2030, reflecting the Group's commitment to establishing sustainable improvements in fair labor practices. The program has also been redesignated as the "Labor Care Program” to more accurately reflect the Group's commitment to supporting rural communities. (see Syngenta AG ESG Report 2025).

Beyond field production, Syngenta also advanced its seed processing labor standards by implementing site self-evaluations and corrective action plans, while integrating fair labor questions into the Health, Safety and Environment (HSE) management systems used to assess third-party processors.

3.2 Environmental areas

Climate change and greenhouse gases

Climate change represents a significant challenge that affects society, the environment and business performance. Syngenta Group recognizes that its activities produce greenhouse gas emissions and it is actively working to decarbonize its operations and value chain. The Sustainability Committee of Syngenta Group's Board of Directors is responsible for overseeing sustainability-related matters including, but not limited to, climate change related topics. See the Group Governance section for detailed information.

Climate Governance

Syngenta Group's climate change policy framework addresses the prevention and mitigation of climate-related impacts and dependencies, as well as the management of climate-related risks and opportunities, across its operations and selected parts of the value chain.

Syngenta Group's Climate Operating Model provides a comprehensive structure that serves two main purposes. First, it defines clear responsibilities by establishing specific roles and accountabilities for climate-related activities, outlining how Group functions and Business Units work together and detailing who is responsible for key decisions and actions. Second, it sets operating standards that govern climate-related decision-making, guide the setting of emission reduction targets, direct the development of Climate Transition Plans (CTP) and aim to ensure consistent measurement and reporting of greenhouse Gas (GHG) emissions (Scopes 1 and 2).

The Group HSE Policy establishes a commitment to proactively manage risks and operate sustainably to minimize its environmental impact. This is achieved by implementing and maintaining robust controls that minimize pollution and promote conservation. In this context, Syngenta Group ensures cohesive alignment of environmental management system information across its Business Units. This approach seeks to balance the autonomy of individual Business Units with adherence to Group guidelines, thereby fostering a culture of accountability and continuous improvement within the Group framework.

As described in Enterprise risk management, the Syngenta Group Enterprise Risk Management (ERM) framework outlined by the Group Risk Management Policy provides a common basis for managing risks and opportunities related to key ESG matters including, but not limited to climate change mitigation and adaptation and visibility at the Syngenta Group level, including roles and responsibilities.

Syngenta Group aligns its climate policy framework with recognized third-party standards, like the GHG Protocol for emissions accounting and reporting and applies relevant sector standards such as the Together for Sustainability (TfS) Product Carbon Footprint Guideline and the WBCSD Partnership for Carbon Transparency (PACT) methodology.

Climate Targets

As part of its climate strategy, Syngenta Group has committed to reducing emissions from its operations and purchased energy (Scopes 1 and 2). Enhancements to corporate carbon accounting have strengthened the consistency and transparency of reporting. Integrated climate transition plans across Business Units, supported by an updated growth forecast, have improved alignment and effectiveness of the company's decarbonization pathway. These improvements provide a more robust foundation for defining clear and measurable emissions-reduction targets. In line with this enhanced framework, Syngenta Group has updated its Scope 1 and Scope 2 emissions reduction target to 28 percent by 2030, measured against a 2022 baseline.

The reduction target excludes Sinofert business since Syngenta Group transferred its equity interest in Sinofert to Sinochem Holdings (as explained in the Re-baselining and Re-statement of emissions for previous years section).

Syngenta Group is taking a gradual approach to setting Scope 3 targets across the Group. In 2025, Syngenta AG, comprising the Syngenta Crop Protection and Syngenta Seeds Business Units, set a new target to reduce its value chain emissions (Scope 3.1 – Purchased goods and services), excluding trading activities, by 10 to 15 percent, by 2030 against a 2022 baseline. During 2025, Group Business Units continued their joint work to establish a unified Group-wide measurement and reporting standards for Scope 3 emissions. Syngenta Group supports remaining Business Units in their Scope 3 target-setting process, ensuring alignment with the wider Group. This staged implementation strategy enables the establishment of Group-wide targets in the future while allowing a tailored approach for Syngenta Group's operationally and commercially diverse Business Units.

Climate Transition Plan

The Climate Transition Plan (CTP) sets out the roadmap for Syngenta Group to systematically reduce its GHG emissions and integrate climate-related considerations into its operational management, investment decisions and technological development. The aim is to deliver a sustainable reduction in the emissions footprint of its business activities while supporting the transformation of the agricultural system towards low-carbon emissions. In 2025, the CTP was thoroughly revised and validated within the organization. The updated version summarizes site-specific reduction measures and translates ambitions into a clearly structured, implementation-oriented action plan. Syngenta prioritizes three different levers for reducing Scope 1 and Scope 2 emissions, namely renewable electricity, operational excellence and low-emissions steam and utility systems.

Renewable electricity

Electricity consumption accounts for a significant proportion of Syngenta's Scope 2 emissions and is a key area of focus in its climate transition plan. The Group employs a diversified sourcing strategy, combining on-site generation, long-term procurement and certified renewable electricity. This strategy is adapted to local market and regulatory conditions. Existing and planned agreements are expected to increase the share of renewable electricity further over time.

Syngenta AG is implementing a global renewable electricity approach which deploys a variety of measures, as appropriate to different local contexts. For example, in 2025 Syngenta AG entered into a Europe-wide Virtual Power Purchase Agreement (VPPA) intended to cover 125 GWh of annual consumption and supported a partner organization in developing what is currently Switzerland's largest solar field. This installation is expected to generate 11.8 GWh of electricity annually, of which approximately 20 percent will be used by Syngenta.

Operational excellence

Syngenta is committed to enhancing the energy and resource efficiency of its manufacturing and processing sites to reduce emissions and strengthen operational performance. Structured operational excellence programs focus on process optimization, loss reduction and improved resource utilization, supported by energy management systems. These initiatives contribute to emissions reduction and long-term cost competitiveness.

Syngenta Group has made progress in sustainability across multiple sites. In Israel, the Makhteshim Ne'ot Hovav (MCW NH) facility introduced advanced membrane cell technology for chlor-alkali production, improving efficiency by up to 40 percent while eliminating mercury use for safer, more sustainable operations.

In China, the Sanonda site transitioned from an on-site coal-fired power plant to the national grid's more diverse and efficient energy mix, significantly reducing annual greenhouse gas emissions.

Syngenta Group continues to enhance its environmental performance through operational excellence programs. The St Gabriel manufacturing site in the US has implemented an ongoing boiler efficiency program, while the Monthey site in Switzerland has increased its solvent recycling capabilities and improved waste stream revalorization.

Low-emissions steam and utility systems

Steam generation and utility systems, such as those used for process heat, cooling and compressed air, are further major sources of Scopes 1 and 2 emissions. Syngenta is progressively assessing and deploying decarbonization measures, including efficiency improvements, waste heat utilization and selective electrification. The feasibility of each measure is evaluated on a site-specific basis, taking technical, economic and regulatory conditions into account.

At the Group's Youth Site in China, steam efficiency was enhanced through the use of reboiler surplus capacity and new pressure boosters. These improvements allowed the dilute alcohol tower to run on low-pressure steam, reducing high-pressure steam consumption by 12 tonnes per hour. The site also achieved significant water conservation by reusing clean condensate water, which saved 17,000 m^3 of water annually and reduced the need to draw water from the Yangtze River. These combined initiatives delivered energy and water savings for the facility.

In addition to reducing energy input requirements through process efficiency improvements, Syngenta Group is investing in low-emissions approaches to heat generation. For example, at the company's manufacturing site in Kaisten, Switzerland, a series of investments in heat recovery have contributed to the site halving its steam-related emissions over the last 10 years while significantly growing volume output. Potential opportunities to utilize alternative generation technologies such as heat pumps are currently under investigation. In parallel, the Kaisten site is developing a digital twin model integrating AI to simulate, monitor and optimize energy consumption, enabling more precise identification of inefficiencies and further reduction of its overall energy footprint.

The Group replaced the on-site combustion of fuel oil in its steam boiler in the Makhteshim Beer Sheva (MCW-BS) site in Israel with the purchase of steam from a neighboring plant, which operates a more efficient natural gas–fired boiler. This has resulted in lower energy consumption per unit of steam produced.

The Enkhuizen site in the Netherlands is implementing a two-phase energy solution project to reduce carbon emissions. Phase 1, which has been completed, introduced Combined Heat and Power (CHP) technology along with hot water tank installation for heat production. Phase 2, targeted for completion by 2030, aims to introduce heat pumps, a cold-water tank system and LED lighting throughout the facility. These improvements are expected to reduce carbon emissions by 1,750 tonnes CO_2e annually.

The Dahej site in India replaced the existing fixed pressure process air compressor with a modern Variable Speed Drive (VSD) compressor. Unlike the fixed pressure unit, the new VSD compressor adjusts motor speed to real-time air demand, reducing energy consumption, lowering operating costs and emissions and enhancing overall reliability and operational control.

Metrics and Performance

Syngenta reports emissions on CO_2 equivalent (CO_2e) using Global Warming Potential (GWP) values from the Intergovernmental Panel on Climate Change (IPCC) (AR6). To measure progress toward Syngenta's climate targets, emissions within the Scope of the defined targets are reported on an absolute CO_2e basis.

Syngenta uses the GHG Protocol Corporate Accounting and Reporting Standard to prepare its corporate-level emissions inventory. Syngenta reports its GHG emissions using the operational control approach. Scope 1 emissions are calculated in the Syngenta Environmental Reporting and Management (SERAM) tool using data collected from Syngenta sites. Scope 2 emissions are reported in line with the hierarchy of emission factors as set out in the GHG Protocol Scope 2 Guidance.

Re-baselining and Re-statement of emissions for previous years

Accurate greenhouse gas emissions data is the foundation of Syngenta Group's climate strategy, enabling effective management, transparent reporting and informed action to reduce its footprint. High-quality data also enables Syngenta to track progress more effectively over time. Syngenta Group continues to improve the processes, systems and underlying data that inform its emissions calculations to ensure accuracy and completeness.

Through its Re-Baselining Standard Operating Procedure (SOP), Syngenta maintains data consistency by evaluating changes in methodology, reporting boundaries and data quality. The SOP defines which changes warrant re-baselining in alignment with guidance from the GHG Protocol—only those deemed material are considered. Where such changes result in variations that exceed the company's internally established materiality thresholds, emissions data for prior reporting periods are recalculated and restated to ensure meaningful comparisons over time.

In 2025, Syngenta implemented significant enhancements to its data collection and calculation methods, resulting in more accurate emissions measurements. As these improvements resulted in variations exceeding the defined thresholds, Syngenta undertook a comprehensive recalculation exercise, covering Scope 1 and Scope 2 emissions data for the reporting years 2022, 2023 and 2024. The updated 2022 baseline is reported for the first time, the 2023 and 2024 figures are restated.

The key improvements incorporate updated emission factors, adjusted operational boundaries to reflect site transfers within Syngenta Group, revised natural gas and coal emissions calculations and updated methodology to account for fleet emissions. The company has also standardized its reporting timeline to align with a calendar year basis for 2022 data, ensuring consistent reporting periods across years, making emissions data more comparable and easier to track over time.

Scope 1 and Scope 2 emissions for the 2022, 2023 and 2024 reporting periods have been recalculated to reflect these methodological and data quality improvements.

Syngenta Group transferred its equity interest in Sinofert to Sinochem Holdings on December 23, 2025. The table below includes the KPI total pro forma CO_2e emissions from scope 1 and 2 sources excluding Sinofert. This proforma figure, prepared for target setting purposes, illustrate what emissions would have been had Sinofert been outside Syngenta Group's organizational boundaries and operational control for the full periods shown. They do not represent actual reported emissions.

GHG emissions - key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023	2022
Greenhouse gas emissions (000s tonnes)				
CO_2e emissions from scope 1 sources	2,266	2,457	2,323	2,353
CO_2e emissions from scope 2 sources	2,450	2,388	2,336	2,623
Total CO_2e emissions from scope 1 and 2 sources	4,716	4,845	4,659	4,976
Total pro forma CO_2e emissions from scope 1 and 2 sources excluding Sinofert	2,949	2,918	2,858	3,364 ✓
Change since 2022 baseline excluding Sinofert pro forma (%)	-12	-13	-15	

In 2025, Syngenta Group reported combined scope 1 and 2 emissions of 4,716 thousand tonnes of CO_2e in comparison to 4,845 thousand in 2024. Half of the emissions (approximately 2,266 thousand tonnes of CO_2e) represent the Group's direct emissions (scope 1) while the other half (approximately 2,450 thousand tonnes of CO_2e) comes from indirect sources (scope 2). Direct emissions are predominantly the result of on-site fuel combustion for energy generation and process emissions, with each accounting for roughly half of direct emissions. In 2025, direct emissions decreased by 8 percent mainly due to decreased production in some sites (Nantong), but also due to transition to lower emission fuels. For example at the Sanonda site, operations transitioned from an on-site coal-based power plant to grid-supplied electricity.

Most direct emissions come from the Group's crop protection (23 percent) and crop nutrition (74 percent) manufacturing activities. Purchased electricity represents around two-thirds of total indirect emissions, while the remaining third is from externally-sourced steam and heat. Indirect emissions increased by 3 percent due to a combination of increased production and launch of the new Liaoning Youchuang site in China.

Amid market growth and operational expansion, the Group remains focused on meeting its carbon reduction target through a combination of lower carbon energy, investments in energy efficiency across manufacturing sites and lowering process emissions. Syngenta has been increasing its use of renewable energy and procuring low-carbon intensity energy from external sources (11 percent renewable electricity in 2024 to 17 percent in 2025.

Excluding Sinofert's emissions, Syngenta Group's combined scope 1 and 2 emissions during 2025 would be 2,949 thousand tonnes of CO_2e in comparison to 2,918 thousand in 2024. One quarter of the emissions (approximately 689 thousand tonnes of CO_2e) represent the Group's direct emissions (scope 1) while the other three quarters (approximately 2,260 thousand tonnes of CO_2e) come from indirect sources (scope 2). Total scope 1 and 2 emissions increased in 2025 by 1 percent mainly due to the launch the new Liaoning Youchuang site in China.

The absolute scope 1 and 2 emissions for Syngenta Group, excluding Sinofert, have decreased by 12 percent since 2022.

Energy consumption

Syngenta Group is committed to reducing carbon emissions as part of its operational practices according to the Group's Sustainability Priorities, with energy management being a key contributor to this objective.

The Group HSE Policy reflects the commitment to proactively manage risks and thus minimize pollution, promote conservation and address environmental impacts while meeting or exceeding legal requirements.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Energy			
Total energy consumption (TJ)	36,947	34,978	34,439

In 2025, energy consumption increased by 6 percent in comparison to 2024, driven by organic growth due to launch of the new Liaoning Youchuang site in China. In 2025, Syngenta Group consumed 62 percent of its energy from externally-purchased or acquired sources which is a 6 percent increase from 56 percent in 2024, of which electricity was the most used energy source. The Group also relies substantially on energy consumption generated through the combustion of fossil fuels on site, which represented 38 percent of its total energy consumption during 2025, reflecting ongoing task in transitioning away from high-carbon fuels.

Given the critical impact of energy management on its carbon footprint, the Group is exploring opportunities for energy efficiency enhancements across its operations and to increase its use of renewable energy to replace non-renewable sources in its energy mix.

In 2025, the Group's Changshan site's photovoltaic (PV) project was completed and generates electricity. This is in addition to the sites in the Netherlands that have already set up PV systems, which include Enkhuizen and Uberlandia, but also the geothermal system at the De Lier site.

Air emissions

Chemical manufacturing facilities are potential sources of air emissions, which, once emitted, may lead to negative impacts to employees, local communities and the environment.

Managing the Group's environmental impact sustainably, including the control of air pollution, is a management priority and is outlined in the Group HSE Policy. Furthermore, the Syngenta Group HSE Policy underscores the Group's commitment to proactively manage risks and thus minimize the impact of its operations while meeting or exceeding legal requirements and engaging with stakeholders to ensure that its operations support local communities. Monitoring emissions from manufacturing processes is a critical operational practice.

Sites are required to ensure that air emissions are adequately understood and managed to maintain regulatory compliance, minimize potential effects on communities, promote sustainable operations and maintain business continuity. Air emissions sources are identified and treatment or abatement technologies are implemented and maintained to minimize emissions into air. Air emissions are monitored to meet the requirements of site permits and applicable regulations, but additional monitoring may be conducted for improved control or optimization purposes. Opportunities to further reduce respective air emissions are identified through ongoing performance reviews and manufacturing efficiency studies.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Air emissions (tonnes)			
Nitrogen Oxides (NOx)	912	860	917
Sulfur Oxides (SOx)	240	391	374
Non-Methane Volatile Organic Compounds (NMVOCs)	356	416	381
Particulate Matter	336	591	472

The Group's Crop Protection manufacturing processes accounted for 65 percent of the Group's total NOx (nitrogen oxides) emissions. This is largely due to the high-temperature combustion process required for the generation of high-pressure steam at key active ingredient manufacturing sites. The Group's Crop Nutrition operations contributed 20 percent of the Group's NOx emissions, mainly from boiler combustion, release from heating furnaces of nitrogen and compound fertilizers production process. The increase in NOx emissions resulted primarily from the improvements in reporting. Most of the Group's SOx (sulfur oxides) emissions (80 percent) resulted from activities related to the production of fertilizers by the Group's Crop Nutrition manufacturing sites. SOx emissions are typically linked to the use of sulfur-containing feedstock and fuels. The decrease in SOx emissions compared to previous year was caused by operational improvements at the Fuling and Yunlong sites in combination with decreased production at the Fuling site.

The non-methane volatile organic compounds (NMVOCs) emissions of Syngenta Group originated from crop protection manufacturing activities. These emissions are often a byproduct of solvent use and the handling of organic chemicals. The decrease in NMVOCs resulted from process optimizations and decreased production.

The decrease in particulate matter (PM) emissions resulted from the operational improvements at the Formosa site in Argentina and discontinuation of operations at the Ituiutaba site in Brazil. Seeds activities were the major contributor to particulate matter (PM) emissions within Syngenta Group, accounting for one third of the total. Processing dry plants, particularly during cleaning and packaging, can release fine particulates from dry plant materials like husks and chaff. The Crop Nutrition business accounted for half of all particulate matter

emissions. These emissions are often associated with the handling and processing of fertilizers, such as the process of boiler combustion and industrial processing, leading to dust generation.

Due to the implementation of enhancements in monitoring techniques of air emissions and refined data collection methodologies at specific operational sites, direct year-over-year comparisons of certain values may not be representative of actual emissions performance trends.

Water and waste

Water and waste management play a vital role in sustaining ecosystems and ensuring business continuity, throughout the Group's value chain and its manufacturing sites. The Group HSE Policy reflects the commitment to proactively manage risks and thus minimize pollution, promote conservation and address environmental impacts while meeting or exceeding legal requirements.

Water consumption is a crucial component for both the Group's seeds activities and crop protection manufacturing plants, hence the continuous optimization of its use. In Seeds operations, water is used for plant irrigation in R&D fields and greenhouses, as well as for equipment cleaning and the treatment formulation when processing seeds. Formulation, Fill and Pack (FF&P) sites use water to clean tanks and piping during production changeovers between formulations. Cooling constitutes most of the water consumed in the Group's active ingredient plants. For crop nutrition activities, water is mostly used at different stages of the production process, for rehydration following evaporation and to a lesser extent for equipment cleaning. Outside Group operations, water is used throughout the value chain, with suppliers using water to manufacture chemicals and grow seeds, while customers mainly use water for growing crops.

Despite the chemical industry's initiatives to minimize waste through reduction, recycling and reuse, non-recoverable waste is produced during manufacturing and packaging processes, including seed production. The Group seeks to minimize the use of natural resources and manage its environmental impact by implementing effective water and waste management solutions.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Water			
Water consumption from own operations (million cubic meters)	26.6	26.9	28.9
Waste (000s tonnes)			
Total waste	3,727	3,773	3,119
Hazardous waste from own operations	463	395	370
Non-hazardous waste from own operations	3,264	3,378	2,749

In 2025, Syngenta Group's total water consumption from its own operations reached 26.6 million cubic meters, a reduction of 1 percent compared to 2024. This decrease was mainly caused by climate variations. Crop protection manufacturing across the Group accounts for approximately half of total consumption, with crop nutrition and seeds activities accounting for around a quarter each. This consumption by crop protection activities is primarily driven by manufacturing processes requiring water for synthesis, formulation, cooling and cleaning of products and equipment. Crop protection products are manufactured through complex chemical processes that often necessitate precise temperature control, achieved through water-based cooling systems. Additionally, the sector's stringent quality standards require extensive water use for cleaning reactors, vessels and other equipment to prevent cross-contamination between different production batches. Water is also a critical component in the formulation of many crop protection products. By employing a range of water conservation measures and continuously seeking to improve water use efficiency, the Group aims to reduce its consumption rates.

In 2025 the total hazardous waste increased by 17 percent due to increased production and start-up of a new site in China. Crop nutrition accounts for around 20 percent of total hazardous waste generated at Syngenta Group. In terms of waste management, crop protection manufacturing across the Group was responsible for around three quarters of the hazardous waste generated in 2025. This can be attributed to the nature of the crop protection industry, which involves the handling and processing of various chemicals that, after their useful life or in the case of non-conforming batches, become hazardous waste. The manufacturing processes of crop protection products require raw materials that, when combined, can produce by-products that must be carefully managed due to their potential environmental and health impacts. In response, Syngenta Group manufacturing subsidiaries have implemented stringent waste management protocols, focusing on waste minimization at the source and advanced chemical processing methods to reduce by-product generation.

In 2025 total non-hazardous waste decreased by 3 percent due to variations in write-off and production volumes in crop nutrition activities. Crop nutrition activities accounted for 94 percent of all non-hazardous waste generated at Syngenta Group in 2025. This can be attributed to the physical bulk of materials handled and the nature of the production process, which involves the extraction, processing and packaging of mineral-based fertilizers. These processes inherently produce a significant volume of mineral residues, classified as non-hazardous waste. Excluding the Crop nutrition activities, total non-hazardous waste decreased by 6 percent due to annual variations in write-off and production volumes. Crop protection manufacturing across all Syngenta Group Business Units contributed to 3 percent of the total non-hazardous waste generated, while Seeds also accounted for 3 percent, mainly arising from the processing and packaging of seeds, including organic material residues, packaging waste and non-recoverable plant matter.

Biodiversity

Biodiversity is increasingly under threat as habitats are degraded or lost due to climate change, land-use change, urban expansion and the growth of industrial and agricultural activities. As an agricultural input and chemical manufacturing company, Syngenta acknowledges its dependencies on healthy ecosystems and its responsibility to manage and mitigate nature-related impacts across its value chain. Misuse of crop protection products by farmers may give rise to adverse effects on nature. Syngenta is advancing its precision application technologies and stewardship approaches that help mitigate off-target exposure, protect beneficial species and surrounding habitats and support efficient and responsible land use.

In 2025, Syngenta Group advanced its nature agenda through a coordinated set of actions designed to strengthen measurement, management and mitigation of nature-related impacts, dependencies, risks and opportunities. A central element of this work includes progressing toward alignment of activities, strategy and reporting with internationally recognized standards and frameworks like the European Sustainability Report Standard (ESRS) and the Taskforce on Nature-related Financial Disclosures (TNFD), including the application of the LEAP (Locate, Evaluate, Assess, Prepare) methodology.

To better understand potential site-specific risks, Syngenta Group initiated production site-level evaluations across selected Business Units, using established tools such as WWF Biodiversity Risk Filter and the Integrated Biodiversity Assessment Tool (IBAT). To address biodiversity risks across a complex business footprint, the company is conducting structured biodiversity-related risk identification and site prioritization. The resulting preliminary biodiversity and land-risk profiles will be refined during 2026 with input from business teams, deepening the understanding of potential site-specific challenges. Subsequent phases seek to broaden the scope to include all Business Units and extend the assessment beyond the company's own operations to the value chain activities as appropriate. Together, these stages aim to contribute to building a more complete understanding of biodiversity impacts and dependencies as well as risks and opportunities, providing the insight needed to inform the development of a comprehensive biodiversity strategy.

In the downstream value chain, Syngenta further advanced product stewardship and safety initiatives to promote the safe and responsible use of crop protection products, including training farm workers on application, handling and disposal of crop protection products to help mitigate risks of misuse (See Safe and responsible use of products section). In addition, Syngenta is investing in and exploring opportunities in precision application technologies, remote sensing and biologicals to help farmers sustainably optimize product use and reduce unintended environmental impacts.

Syngenta Group's efforts to understand and manage biodiversity-related impacts, dependencies, risks and opportunities are complemented by actions to address the broader drivers of biodiversity loss within agriculture. To reduce the need for agricultural expansion and its associated biodiversity loss, several strategies can be pursued. Improving yields on existing farmland can help reduce pressure to convert natural habitats. Restoring degraded land through soil health enhancement can bring unproductive areas back into use. The promotion of regenerative agricultural practices, such as integrated pest management, no-till and cover crops, can further reduce environmental impacts and support more resilient agroecosystems. Concentrating agricultural activity on existing farmland, combined with these practices, can help safeguard biodiversity-rich landscapes and maintain ecological balance.

Recognizing that these solutions require concrete action to be effective, Syngenta Group has been translating them into operational programs and partnerships that address biodiversity challenges in a measurable way. Under Syngenta Group's Sustainability priorities, Syngenta has continued to promote higher yields on existing farmland through seeds, plant protection products, digital technologies and services.

Syngenta Group maintained investment in regenerative agriculture projects and programs to enhance agroecosystem biodiversity while maintaining productivity, including the REVERTE® initiative with The Nature Conservancy (TNC). This initiative benefits degraded pastureland by transforming it into productive agricultural areas through techniques such as direct planting, cover crop management, crop rotation, precision agriculture and crop-livestock integration, initially targeting the Brazilian Cerrado with its 18 million hectares of degraded land and important opportunities to conserve native habitat. TNC has collaborated with Syngenta since the inception of REVERTE® and is part of the project in the Cerrado. In 2025, REVERTE® benefited 280 thousand hectares of arable land, including 165 thousand in Cerrado, demonstrating the economic viability of land restoration over new land conversion.

Additional milestones around nature protection included the 30th anniversary of the Ecoaguas program in Colombia, which reached a cumulative total of 2 million trees planted and added 43,000 native trees across seven strategic agricultural watersheds, positively impacting 3,660 hectares.

Moreover, Syngenta Group advanced its cooperation with Zhejiang University on projects promoting pollinator conservation and multifunctional field margins. Syngenta continued to contribute to the Group's engagement in the WBCSD Nature Action Imperative, supporting knowledge sharing and exchanges on metrics, strategy and target-setting for nature.

Together, these activities contribute to a more structured approach to biodiversity protection, combining assessments, prioritization of key activities and collaborative initiatives to deliver tangible environmental outcomes.

3.3 Social responsibility

Employment

Syngenta Group's diverse workforce is an important driver in achieving the Group´s goals and ambitions. The achievement of the Group's strategy rests on its ability to attract, develop and engage the right talent. To this end, Syngenta Group is committed to creating an optimal and inclusive work environment, fostering employee belonging, satisfaction, well-being and performance, which are key to the Group´s overall success.

The Group's management philosophy is encapsulated in several key policies:

- Syngenta Group Code of Conduct lays down the ethical and operational guidelines for employee conduct and organizational practices.
- Learning and Development Group Policy underscores the importance of continuous skill enhancement and professional growth.
- Group Policies supporting employee well-being, belonging and inclusion, and workplace rights are a testament to the Group's commitment to fostering a fair and inclusive work environment.

Recruitment

As a global agricultural science and technology company, Syngenta Group aims to advance sustainable innovation. The Group's diverse teams integrate digital capabilities with ecological awareness, supporting each development with its commitment to responsible agriculture. Through strategic talent development and continuous learning programs, Syngenta invests in its people who transform agriculture while upholding high environmental and social standards.

Performance and development

Syngenta Group employs a wide range of initiatives that are designed to not only attract diverse top talent but also to ensure engagement and retention. Additionally, the Group has established equitable and comprehensive rewards and compensation schemes. These are tailored to recognize and incentivize outstanding performance among employees. This approach is integral to motivating the workforce and aligning employee performance with Group objectives.

Career development within the Group is viewed as a fundamental aspect of the employee journey. The Group emphasizes creating opportunities for career advancement and professional growth, recognizing these opportunities as a key component of its employee value proposition. This focus ensures that employees not only contribute effectively but also grow alongside the organization.

Engagement

Syngenta Group actively engages its workforce through various strategies, balancing respect for labor rights with proactive engagement initiatives. The Group recognizes and respects employees' rights to freedom of association and collective bargaining. These rights are fundamental to maintaining sound labor relations and favorable working conditions. The Syngenta Group Code of Conduct includes this commitment, ensuring no employee faces discrimination, harassment or retaliation for exercising their rights to associate or bargain collectively. The principle of collective bargaining is upheld by Syngenta Group, recognizing the importance of sound labor relations and offering parallel means for independent and free association and bargaining, especially in regions where direct rights to collective bargaining are legally restricted. This approach underscores the Group's commitment to fair and equitable labor practices. The company conducts comprehensive engagement surveys and focus groups to understand the workforce's needs, opinions and suggestions. Survey results are analyzed and action plans are developed at functional, regional and local

levels to address identified areas for improvement. This approach is designed to ensure that employee voices are heard and acted upon across all levels of the organization. Syngenta Group's multi-faceted approach to employee engagement aims to underscore its commitment to fair and equitable labor practices while fostering a culture of open communication and continuous improvement.

Well-being

The Group maintains its commitment to employee well-being, as an example, the 'Ways to well-being' global program covers physical, mental, financial and social well-being, complemented by local resources such as flu vaccinations, gym access and healthy food options. Syngenta Group supports this initiative with ongoing well-being campaigns, webinars, training sessions and assistance from certified Mental Health First Aiders. An example of global campaigns is the Well-being Month, which features numerous global and local events throughout the month of October covering the entire well-being spectrum. In 2025, the focus was financial well-being. Additionally, employees have access to a comprehensive Employee Assistance Program (EAP) for round-the-clock counseling and support.

Inclusion

Syngenta is an equal opportunity workplace and this philosophy means that management respects and supports people no matter what background the employee comes from. Leadership at the highest level, including the Global Leadership Team and Board of Directors, actively sponsors these efforts. The implementation of these initiatives is consulted and approved by a specially appointed Council, which is a cross-functional and geographical advisory and governance body, composed of senior leaders. The company aims to create a workplace where everyone belongs and contributes by combining talent from diverse backgrounds and experiences.

To implement the strategy, the Group focuses on four enablers: communication and learning, governance to balance global and regional needs, measurable metrics with regular reporting, and driving change in key processes. Initiatives in support of this strategy at Syngenta Group include flexible working arrangements, adherence to international standards, voluntary training programs addressing unconscious bias and psychological safety, gender and generational diversity, culture competence, and the establishment of Employee Resource Groups (ERG) to foster exchange and learning among employees.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Permanent employees			
Permanent employees (headcount)	54,798	56,258	60,676
by gender:			
Female	15,775	16,006	16,953
Male	38,798	40,075	43,612
Other or undeclared	225	177	111
by region:			
Europe, Africa and Middle East	16,090	16,305	17,232
North America	4,802	5,109	5,374
Latin America	8,713	8,888	10,073
Asia Pacific	25,193	25,956	27,997
Turnover rate (%)	13	15	11

Temporary employees			
Temporary employees (headcount)	3,042	3,130	3,457
by gender:			
Female	694	646	891
Male	842	764	1.128
Other or undeclared	1,506	1,720	1,438
by region:			
Europe, Africa and Middle East	545	547	670
North America	19	23	43
Latin America	2,098	2,264	2,469
Asia Pacific	380	296	275
Total employees	57,840	59,388	64,133

In 2025, Syngenta Group's total number of employees decreased from 59,388 to 57,840, the majority of which were permanent employees. Syngenta Group's ambition to be a collaborative and trusted partner in agriculture is enabled by its diverse and inclusive workforce, where permanent and temporary employees are spread across 4 regions. The female representation remained stable at 28 percent.

Health and safety

The Group HSE Policy sets foundational principles for ensuring the health and safety of Syngenta Group employees, customers and communities throughout the complete product lifecycle from invention through use to disposal. The policy establishes four core commitments that define how HSE risks are managed to protect people and the environment. First, HSE is treated as a core value by integrating it into all business operations with organization-wide understanding that safety is not just the absence of accidents, but the presence of effective controls. Second, a speak-up culture is promoted where workers are empowered to stop unsafe work, engage in dialogue with all stakeholders and openly communicate HSE performance. Third, proactive risk management ensures that robust controls are implemented and maintained, with everyone equipped with the necessary skills to work safely while operating sustainably to minimize environmental impact. Fourth, the Group commits to continuous learning by learning from events and audits, sharing best practices across Syngenta Group globally and driving continuous improvement in HSE management.

These principles are based on risk management, ongoing improvement and adherence to international standards in health and safety practices. The policy provides a framework that forms the basis of further comprehensive standards at the Business Unit level, ensuring accountability and fostering a culture of continuous improvement across all Syngenta Group operations. This is supported by HSE management systems tailored for agricultural and chemical operations and is internally audited.

The Group HSE Policy sets the commitment for Syngenta Group and its subsidiaries to meet or exceed regulations, legal requirements and international agreements. Adopted by the Global Leadership Team, compliance with the policy is mandatory and applies to all workers and activities globally. Health and safety is an integral part of Syngenta Group's strategy, contributing to sustained improvement in safety performance through the control of safety risks.

Health and safety involve risk assessment, hazard identification, implementation of controls and active audit and inspection programs, creating an environment where everyone has the necessary competencies to work safely. It contributes to a safer work environment for staff, contractors and other key stakeholders through proactive management of risks and transparent stakeholder engagement. In developing and implementing this policy, the Group engages with stakeholders through tier meetings at site level, self-assessment of compliance with the management system, internal and external audits and where possible, community engagement, fostering open dialogue with all interested parties.

Syngenta Group strives to identify and mitigate potential hazards through regular safety audits, employee engagement, continuous training, awareness programs, emergency management and transparent reporting of safety performance. This approach recognizes that excellence in HSE performance is essential to ensure business sustainability and the trust of stakeholders, creating a workplace culture where safety is ingrained in every task and process through effective controls rather than reactive measures.

Health and safety reporting covers all Syngenta employees and directly supervised contractors. The Group also requests information from third parties working on its behalf. The Group tracks all motor vehicle incidents involving one of the Group's drivers that resulted in either injuries or loss of life of a member of the public, demonstrating the commitment to transparent HSE performance communication.

The effectiveness of the Group HSE policy and the Group's performance is reviewed and evaluated using leading and lagging performance data, supporting the continuous learning commitment. A Group safety performance report is presented monthly to the Global Leadership Team (GLT), including but not limited to indicators such as actual Serious Injuries and Fatalities (aSIF), Lost Time Injury Rates (LTIR), Injuries and Illness Rates (IIR), Motor Vehicle Injury Rates (MVInjR), Process Safety and Environmental regulatory events, demonstrating the organization's commitment to open HSE performance communication. Syngenta Group also has the ambition of zero fatalities on any Group site and aims to maintain very high standards of health and safety. The Group has set an average Lost Time Injury Rate (LTIR) target equal to or less than 0.15 in the period 2025-2030 and continues implementing safety programs to reach this target.

HSE management audits are conducted at the Group's facilities and reviews of compliance with the HSE management systems are conducted on a regular basis. Each Business Unit and affiliate maintains defined processes for monitoring compliance with the policy. The results of these activities help identify trends, inform the Group's planning and help develop tailored improvement programs, ensuring learning from events and audits is shared as best practices across the organization. Regular internal safety audits, inspections and reviews are in place to provide assurance of compliance with legal requirements, site HSE management systems and Syngenta Group minimum safety standards around policy commitment, risks, implementation and maintenance of controls.

The health and safety reporting scope encompasses all Syngenta employees and directly supervised contractors and all process safety and environmental incidents related to Syngenta Group facilities. This Report does not include third-party suppliers and sites that have been newly acquired until they have been legally integrated into Syngenta Group.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Occupational Health & Safety			
Lost Time Injury Rate (LTIR) – per 200,000 hours	0.21	0.19	n/a
Recordable Injury and Illness Rate (IIR) - per 200,000 hours	0.30	0.30	n/a
Recordable injury rate - per 200,000 hours	0.29	0.29	0.19
Recordable occupational illness rate - per 200,000 hours	0.006	0.002	n/a
Recordable fatalities	3	0	3
Road safety			
Recordable motor vehicle injuries	92	112	61
Recordable Motor vehicle injury rate - per million kilometers	0.16	0.20	0.11
Process safety			
Medium- and high-severity process safety events	222	119	114
High-severity environmental events	3	1	5

The Report reflects information available and known as of year-end and remains subject to change as additional information becomes available. Furthermore, the analysis below does not reflect any subsequent adjustments to prior year reported data.

Syngenta Group's 2025 safety performance reflected varied performance across key indicators. While recordable injuries decreased compared to prior year, the company recorded three fatalities. Two fatalities resulted from a process safety failure and the other from a forklift incident. The forklift incident prompted an immediate Group-wide response which included mandatory comprehensive forklift risk reassessments and enhanced controls at all facilities using forklifts.

Lost Time Injuries were slightly reduced to 159 in 2025 from 161 in 2024. Main causes of Lost Time Injuries were motor vehicle accidents, slips, trips and falls. Recordable injuries decreased from 256 in 2024 to 223 in 2025. However, the Lost Time Injury Rate increased from 0.19 to 0.21 largely due to reduced working hours in 2025.

Process safety events increased significantly from 119 in 2024 to 222 in 2025, an 87% increase. The largest part of the increase resulted from ADAMA implementing an enhanced reporting system mid-year and aligning their criteria with Group standards, which improved visibility of previously underreported events.

One high-severity process safety event was recorded in 2025, compared to two events in 2024. The single high-severity event, which resulted in an explosion and a subsequent fire, occurred at a manufacturing site in China. The event was contained on-site with no off-site impact or community exposure.

Three high-severity environmental events occurred at two UK manufacturing sites, involving loss of containment through underground drainage systems. Traces of active ingredients were subsequently detected in groundwater. The events were reported to authorities, investigated and appropriate corrective actions implemented.

Recordable Motor Vehicle Injuries decreased by 18% in 2025 from 112 in 2024 to 92. Motorcycles accounted for 38 injuries representing 41% of the total, with four-wheel vehicles comprising the remainder. The improvement is built on a week-long Driving Safety Campaign in May 2025, which included regional training, best practice sharing and reinforcement of Syngenta's Driving Safety Golden Rules.

Community engagement

The Syngenta Group Code of Conduct and Group HSE Policy outline the commitment to be a supportive member of the communities in which Syngenta operates by engaging with all stakeholders. The policies also emphasize making a positive contribution to communities by creating economic, health and social benefits, respecting local customs and traditions and listening and responding to people's concerns. In line with these policies, Syngenta Group's Business Units and its subsidiaries further tailor their approach and processes to better support the communities in their respective contexts.

Reporting on community engagement encompasses aspects such as the monetary value of contributions that are charitable in nature and scope. Investments in community-related activities comprise of philanthropic donations (including humanitarian relief), non-commercial sponsorships and other community engagement activities.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Community engagement			
Corporate community investment (in million USD)	5.9	23.4	27.7

In 2025, Syngenta Group invested USD 5.9 million in corporate community projects, reflecting the Group's commitment to contribute positively and respond to community needs while building mutual understanding

and trust wherever it operates. The investments were shaped by local priorities and the specific context in which the Group's Business Units operate, with main investments in India, Bangladesh, Israel, China, Brazil, the United States and Canada. The 75 percent decrease in community investments was due to the phasing out of financial support of the Syngenta Foundation for Sustainable Agriculture (SFSA). Since 2024, the legacy of the SFSA has been carried forward by the Sustainable Agriculture Foundations International Association, a newly established independent organization.

4.Corporate governance

4.1 Group governance

The company is a joint stock limited company established pursuant to the Company Law of the People's Republic of China. The general governance framework of the **company** consists of the following:

- The **Shareholders' Meeting** is the highest decision-making body of the company and exercises the ultimate discretion over the company and its operations. The Shareholder's Meeting decides, among others, on the company's business operation policies and investment plans, approves the company's annual financial budget plan and the profit distribution plan, approves amendments of the articles of association, decides on the compensation of directors and elects directors and the financial statement auditor.
- The **Board of Directors** is responsible to the Shareholders' Meeting and implements the resolutions made at the Shareholders' Meeting. The Board of Directors reviews and approves the business plans and investment programs of the company, decides upon the establishment of the internal management bodies and the structure of the accounting systems, financial controls, financial planning and other internal controls. It formulates the company's basic management mechanisms, including delegation of authority to the management and decides on finance, investment, human resources, HSE, corporate sustainability, ethics and compliance policies for Syngenta Group as a whole. Particularly, the Board of Directors provides strategic guidance on all corporate sustainability matters. It appoints the CEO and CFO and endorses the appointment of other senior executives that are nominated by the CEO and it oversees the company's management team, the Global Leadership Team (GLT). The Board of Directors has established four board committees, namely an Audit Committee [6], a Compensation Committee, a Governance Committee and a Sustainability Committee.
- The **Global Leadership Team (GLT)**, led by the CEO, manages the operations of Syngenta Group. It is responsible to the Board of Directors and exercises its duties and powers, within the scope authorized by the Board of Directors and provided by the applicable laws, regulations and rules as well as the company's articles of association, including taking care of the company's management of production and operation, organizing the implementation of the resolutions adopted by the Board of Directors and organizing the implementation of the company's annual business plans and investment programs.

[6] Effective March 1, 2026, the Governance Committee was redesignated as the 'Nomination and Strategy Committee' and the Audit Committee was redesignated as the 'Audit and Risk Committee'.

4.2 Board of Directors

Board of Directors of Syngenta Group Co., Ltd. as of December 31, 2025[7]

Name	Nationality	Gender	Age	Status	Last appointed	BoD	GC	CC	AC	SC
Fanrong Li	Chinese	Male	62	Non-I	21 June 2024	C	C			
Jian Jiao	Chinese	Male	58	Non-I	21 June 2024	M		M		
Fuli Li	Chinese	Male	60	Non-I	21 June 2024	M			M	M
Jeff Rowe*	American	Male	52	Non-I	21 June 2024	M				
Hengde Qin*	Chinese	Male	55	Non-I	21 June 2024	M				
Paul Fribourg[8]	American	Male	72	Ind	21 June 2024	M	M	C	M	
Pedro Pullen Parente	Brazilian	Male	73	Ind	21 June 2024	M	M	M	C	M
Louise O. Fresco	Dutch	Female	74	Ind	21 June 2024	M	M			C
Alf Barrios	Spanish	Male	60	Ind	14 Feb 2025	M		M	M	

BoD: Board of Directors / GC: Governance Committee / CC: Compensation Committee / AC: Audit Committee / SC: Sustainability Committee / Non-I: Non-Independent / Ind: Independent / C: Chairman / M: Member / * Executive: Member of Global Leadership Team

The biographies of the members of the Board of Directors (Board) can be found on the Syngenta Group website.

The election of the members of the Board of Directors of the company is driven by the resolutions of the Shareholders' Meeting. Aspects such as diversity and professional experience are considered in the election process. The term of office of each director shall be three years and the directors may, after the expiration of the term of office, be re-elected and re-appointed. The Board of Directors of the company shall hold regular meetings at least twice every year and can hold interim meetings as often as the business of the company requires. Regular Meetings are called and chaired by the Chairperson. The directors accounting for no less than one-third (1/3) of all the board members may propose to hold an interim meeting and the Chairperson shall convene and chair such meetings within a prescribed period after the receipt of the proposal. Meetings may either be held in person, by phone or by video conference.

4.3 Global Leadership Team

Global Leadership Team of Syngenta Group Co., Ltd. as of December 31, 2025

Name	Title
Jeff Rowe	Chief Executive Officer
Hengde Qin[9]	Chief Financial Officer
Lars Benecke	Group General Counsel
Caroline Barth	Chief Human Resources Officer
Alexandra Brand	Executive Vice President Sustainability, Corporate Affairs and Transformation
Steve Hawkins	President Syngenta Crop Protection
Fu Su	President of Syngenta Group China
Justin Wolfe	President Syngenta Seeds
Gaël Hili	President and Chief Executive Officer, ADAMA

[7] Effective March 1, 2026, the following changes to Board and committee composition were approved: Ms. Winnie Tam was appointed as an independent member of the Board and as a member of the Audit and Risk Committee and the Compensation Committee. Mr. Jian Jiao was designated Vice Chairman of the Board and appointed as a member of the Nomination and Strategy Committee. Mr. Alf Barrios stepped down from the Audit and Risk Committee, joined the Nomination and Strategy Committee, and was appointed Chairman of the Compensation Committee. Mr. Pedro Pullen Parente stepped down from the Compensation Committee.

[8] Effective February 28, 2026, Mr. Paul Fribourg resigned from the Board, thereby vacating all committee memberships held by him.

[9] Effective March 1, 2026, Hengde Qin assumed the newly established role of Chief Operating Officer and Nelson Jiang Nan was appointed as the Chief Financial Officer.

4.4 Group Sustainability governance

The sustainability governance is led by the company's Board of Directors, which provides strategic direction regarding all sustainability matters, including but not limited to ESG Report review and climate change and exercises oversight over the GLT. The company's Board of Directors delegates some of its powers and duties regarding sustainability matters to one of its board committees, the Sustainability Committee. Proposals of the Sustainability Committee are submitted to the Board of Directors for its deliberation and decision. The Sustainability Committee consists of at least three directors[10].

Sustainability Committee of Syngenta Group Co., Ltd. Board of Directors as of December 31, 2025

Name	Title
Louise O. Fresco	Chair of the Committee, independent director
Fuli Li	Non-independent director
Pedro Pullen Parente	Independent director

The Executive Vice President (EVP) Sustainability, Corporate Affairs and Transformation is a permanent company representative on the Sustainability Committee, however, without voting rights. The Sustainability Committee of the Board of Directors holds at least two regular meetings per year, complemented by some interim meetings.

As outlined in its charter, the Sustainability Committee is responsible for sustainability matters. It reviews the company's sustainable practices and oversees its sustainability framework and standards, including ESG reporting, the sustainability plan and strategic sustainability partnerships. The committee also advises on the company's stakeholder engagement processes to better understand trade-offs and dilemmas linked to new technologies and its actions in addressing them. Further, the committee reviews the Syngenta Group ESG Report and the external limited assurance report and submits it to the company's Board of Directors for approval.

The Global Leadership Team (GLT) steers business sustainability-related standards, including strategy, objectives and partnerships. It reviews and advises on the effectiveness of the implementation of internal policies. Each member of the GLT is responsible for embedding sustainability in their respective area of responsibility. The EVP Sustainability, Corporate Affairs and Transformation oversees sustainability activities across Syngenta Group, and provides regular updates on sustainability matters to the GLT and the Sustainability Committee of the Company's Board of Directors.

The Group Sustainability and Corporate Affairs function coordinates and channels sustainability initiatives, performance management and policy engagements and monitors sustainability performance. To enable the development of the Group's strategy, implementation and coordination, the EVP Sustainability, Corporate Affairs and Transformation sponsors a Sustainability Leadership Team under the leadership of the Group's Chief Sustainability Officer (CSO). The Sustainability Leadership Team leads the design and supports the adoption of Group-wide sustainability strategy and targets by Business Units and functional strategies. It monitors progress, steers internal and external communication and oversees the function's talent development plans. It is made up of the heads of sustainability of the four Business Units, CSO, Chief Communication Officer (CCO) and EVP Sustainability, Corporate Affairs and Transformation, while chaired by the Group CSO.

[10] The company's Board carries out periodic assessments of the independence and the performance of duties of committee members and may suggest to the Board of Directors to replace unsuitable committee members if necessary. The company organizes trainings for committee members (if needed) to gain professional knowledge of laws and standards required for performing their responsibilities.

4.5 Business integrity

Syngenta Group is committed to operating at the highest standards of ethics and integrity. By fostering a culture of doing the right thing, we aim to earn recognition as a trustworthy and collaborative partner at every level – from farmers, governments and research bodies to our employees, partners, suppliers and the broader society.

Corporate conduct

The Syngenta Group Code of Conduct sets out the Group's commitment to fair labor practice, ethics and integrity. It covers the areas of law, business integrity, society, people, science, products and property rights. Everyone working for Syngenta Group must adhere to the Code of Conduct and violations will result in appropriate disciplinary action under applicable employment laws and practices.

The Code of Conduct and related corporate global policies, codes of practice and standards are available for employees on Group's internal Syngenta Group Policies portal. The Code of Conduct is approved by the Board of Directors. The issuance, storage, accessibility, implementation and lifecycle management of the corporate global policies are governed by the Syngenta Group Policy Framework owned by the Syngenta Group Compliance team. The validity of all policies is confirmed by the respective policy owners annually through an assurance process, which is audited by our statutory auditors as part of the annual company level controls.

All employees with dedicated computer access at Syngenta Group are required to certify their commitment to the Code of Conduct annually. This includes responding to assurance questions related to the Code and relevant policies and practices. New joiners must complete e-learning modules on the Code of Conduct and other key compliance topics including anti-bribery, anti-corruption, competition law, conflict of interest and respectful conduct at the workplace such as sexual harassment prevention.

Embedding ethics and integrity at the core of business

The Syngenta Group Ethics and Compliance Board (ECB) oversees policies, standards and the implementation of the compliance framework. The ECB comprises the Group Chief Financial Officer, the Group General Counsel, the Chief Human Resources Officer, the Head of Group Accounting, Reporting, the Head of Internal Audit as well as the Head Group Compliance and Risk Management. A compliance dashboard, issued biannually, provides a comprehensive overview of ethical compliance across the Group.

The Head Group Compliance and Risk Management and a team of Compliance Officers across all four Business Units are responsible for developing, implementing and monitoring Syngenta's corporate compliance framework and tools. Together, they ensure a holistic review of ethical compliance at Syngenta Group. Compliance Officers work directly with legal counsels and managers globally to ensure consistent implementation of the Code of Conduct as well as other policies and guidelines. Managers within Syngenta Group are pivotal in promoting an ethical culture where they are expected to lead by example, adhering to the Code of Conduct and fostering an environment where employees can freely voice concerns. In addition to mandatory compliance activities for all employees, all people managers in Syngenta Group are required to participate in the Ethical Leadership Program, comprised of trainings and an annual global Ethical Leadership webinar. Employees, in turn, are required to understand and apply the Code of Conduct in their daily activities. Employees who observe a breach of the Code of Conduct are required to speak up.

All Syngenta Group employees must disclose any actual, potential or perceived conflict of interest to Syngenta Group. Once reported, the employee's line manager evaluates the situation and takes the necessary actions to ensure compliance with Syngenta Group´s Conflicts of Interest Policy. In case of doubt whether a situation constitutes a conflict of interest or how to handle it appropriately, the employee's line manager is expected to consult with HR or Legal.

Raising concerns without fear of retaliation

Syngenta Group encourages employees or any stakeholder who may observe or experience a breach of the Code of Conduct to speak up and facilitates this by making the Syngenta Compliance Helpline available in 24 languages and accessible via both the Syngenta intranet and a public internet page. The Group follows clear principles for investigating compliance concerns, emphasizing objectivity, independence and fair treatment of all parties involved. Substantiated violations are addressed with appropriate corrective and disciplinary actions. Importantly, the Group strictly prohibits any form of retaliation against employees who speak up in good faith.

Upon receiving a case report, the Compliance Officer in charge may form an investigation team, which typically includes HR and legal representatives as well as subject matter experts. The primary objective is to assess whether there is sufficient factual evidence to substantiate a violation of the Code of Conduct or related policies. If a breach of the Code of Conduct cannot be proven, but the reported situation nevertheless requires management attention, the Compliance Officer may also decide to delegate the report to another function, e.g. Human Resources or line manager.

In investigating compliance concerns, Syngenta Group adheres to the guiding principles outlined in its Group Code of Practice for Investigating Code of Conduct and Other Policy Violations. Investigations within Syngenta Group China are conducted in accordance with local requirements. These principles include objectivity, independence of the investigation, access to Syngenta records and premises, diligence, compliance with the law, appropriate treatment of evidence, fair treatment of employees involved in the investigation, protection from retaliation and recommending action if a violation is confirmed. If a violation is established or if an intent to violate is identified, corrective and/or disciplinary actions are recommended. This is done in consultation with the Compliance Officer, the investigation team leader, the manager responsible for the area where the incident occurred and the Human Resources business partner.

Syngenta Group maintains a firm stance against any form of retaliation towards employees who report suspected compliance violations in good faith and does not tolerate any abusive accusations.

Key performance indicators

Reporting period: January 1 – December 31	**2025**	2024	2023
Corporate conduct			
Concerns reported	799	734	661
of which substantiated bribery and corruption cases	4	12	6
Employees submitting Code of Conduct commitment (%)	99	70	100
New hires completing compliance onboarding training (%)	92	72	n/a

In 2025, Syngenta Group achieved improvements across key compliance metrics, demonstrating the effectiveness of enhanced processes and upgraded infrastructure.

The completion rate of employees submitting the Code of Conduct commitment improved from 70 percent to 99 percent, reflecting the successful resolution of the technical issues that impacted one reporting region in 2024. The enhanced processes and controls implemented by the Group proved effective in ensuring comprehensive coverage across all regions.

Syngenta Group recorded 799 helpline reports in 2025, representing a 9 percent increase compared to the prior year. This continued upward trend reflects the strength of the Group's speak-up culture and employee confidence in raising concerns without fear of retaliation.

New hires completing compliance onboarding training rates increased to 92 percent in 2025, up from 72 percent in 2024. This increase reflects the successful implementation of enhanced data retrieval processes

and controls following the technical issues experienced in one reporting region during 2024. All new joiners with dedicated computer access continue to complete mandatory Compliance onboarding e-learnings covering the Code of Conduct, Anti-Bribery, Competition Law, Conflict of Interest and Respectful Workplace.

Substantiated cases of bribery and corruption decreased from 12 cases in 2024 to 4 cases in 2025, demonstrating the positive impact of the Group's ongoing compliance training and awareness initiatives.

Enterprise Risk Management

The nature of Syngenta Group's business and its global presence expose it to risks and opportunities, whether economic, legal, political, environmental or social. They are central to Syngenta Group's business and investment strategies.

An effective Enterprise Risk Management (ERM) program helps Syngenta Group identify and measure risks to manage the Group´s risk exposure in the context of its risk profile, long-term business objectives and stakeholder expectations.

The Syngenta Group **Risk Management Policy** outlines the minimum requirements that all companies wholly owned and controlled by Syngenta Group should meet to have a common basis for risk activities and visibility at Syngenta Group level, inclusive of roles and responsibilities. The policy is supplemented by a detailed risk management guideline intended for those involved in risk management activities.

Accountabilities and responsibilities

At Syngenta Group, risk management is everyone's responsibility from leadership teams through to each employee. All must consider and be accountable for risks within their functions and operations. In particular:

- The Syngenta Group Board of Directors reviews Syngenta Group's risk profile and independently reviews the effectiveness of its processes across the Syngenta Group.
- The Global Leadership Team (GLT) has overall responsibility for risk management and reports on the Syngenta Group's risk profile to the Syngenta Group Board of Directors on a regular basis.
- Leadership teams have full ownership of and accountability for risk management activities within their relevant entities.
- Group Risk Management ensures and maintains the risk management framework. Group Risk Management supports the business in the risk policy implementation.

ERM framework

The process of identifying, assessing and responding to risks and opportunities – including ESG-related ones – that could have a substantive financial or strategic impact is integrated into Syngenta's overall multi-disciplinary ERM Framework. Based on the ISO 31000 Risk Management Standard, the framework is governed by the GLT and consists of five steps:

1. Establishing the context: Understanding the uncertainties surrounding the delivery of the strategy, setting the risk appetite and risk tolerance.

2. Risk identification: Identifying, recognizing and describing risks and opportunities (by screening current and emerging trends and ecosystem risks.

3. Risk assessment: Gaining a deeper understanding of risks and opportunities by analyzing their likelihood and potential impact (on people, the environment and business) in accordance with the overall ERM framework.

4. Risk treatment: Actively addressing the risks identified leading to reduce or remove the uncertainty of outcomes.

5. Risk monitoring: Regularly reviewing risks to evaluate the effectiveness of treatment measures and changes within the risk landscape.

ESG matters are considered in the ERM Framework both from a strategic long-term business value impact perspective (e.g., opportunities through changes in regulations and regulatory trends, societal trends and preferences) and a short- and medium-term operational perspective at corporate and Business Unit levels (e.g., socioeconomic trends relevant to Syngenta's business model).

Strategic long-term risks and opportunities are discussed on a regular basis at the global level and inform senior leadership decision-making on significant trends for the next 10 to 20 years. This exercise is conducted with both internal and external experts.

The annual risk identification exercise, which looks at the short- and medium-term risks and opportunities within the next five years, follows the company's strategic planning cycle. Global, regional, Business Unit and country-specific strategic risk identification always involves multi-disciplinary experts from Sustainability, R&D, Production and Supply, IT, Legal, Finance and Commercial teams. Functions and Operations mirror a similar approach to risk identification.

Once risks and opportunities have been identified, they are assessed and prioritized, with the aim of focusing on the risks that could have a substantive impact on the delivery of Syngenta's strategy and objectives, as well as on the opportunities to pursue. Syngenta Group considers both the potential likelihood of the downside risks materializing and its impact in environmental, people and financial terms. Risks with a more aggressive and volatile outlook (often based on expert opinion and discussion) undergo a more frequent assessment (based on their profile) in order to inform the potential impact and time to impact.

Decisions on risk treatment plans (mitigate, transfer, accept or control) are based on and guided by, factors such as risk severity, risk appetite, business case in investment for mitigation, regulations and local conditions affected by such decisions. Once treatment plans have been identified and established, mitigation plans and progress are discussed and continuously monitored and adjusted to the potential changes in the business as required. Risks and opportunities are managed and reported within Business Units and functions and Group Risk Management challenges and consolidates inputs. The risk management process identifies early warnings and resourcing prioritization, spots opportunities and monitors the ongoing mitigation status.

Some risk factors identified through our ERM framework are also reflected in the Group materiality assessment, such as "Biodiversity", "Climate change and greenhouse gases", "Employee health, safety and well-being", "Agricultural technology", "Product safety and responsibility and "Regenerative agriculture and soil health".

Tax governance

Syngenta Group believes that tax is a matter of business integrity and responsibility toward regulatory bodies, shareholders, customers and society at large and that tax compliance and tax performance go hand-in-hand, as the first ensures the sustainability of the second.

In line with the **Syngenta Group Code of Conduct**, Syngenta Group is committed to complying with tax laws and regulations applicable to its business and to ensure tax obligations are fulfilled in a timely and jurisdictionally appropriate manner. Syngenta Group claims reliefs and incentives where available and maintains an open and transparent relationship with tax authorities, disclosing relevant facts and circumstances. Group Tax, led by the Head Group Tax with the support of the Group Tax Leadership Team (including BU Tax Leads), represents the tax organization before the Global Leadership Team (GLT) and Board of Directors and is responsible for designing and driving the Tax Governance Framework.

In this Tax Governance Framework, the **Global Tax Strategy** is the most important document and sets Syngenta Group's management approach to tax. It is supplemented by the **Global Tax Policy**, which outlines key commitments and governance principles. Guidelines, processes and procedures and controls, as well as continuous training and partnering ensure compliance with the policy and strategy. Both the Tax Policy and the Tax Strategy, as well as any changes to these documents, are subject to mandatory review and approval by the Group Tax Leadership Team and the Audit Committee of the Board of Directors.

Key commitments

- Complying with tax laws and regulations wherever Syngenta Group operates. Compliance means paying the right amount of tax, in the right place at the right time, disclosing relevant facts and circumstances to tax authorities and claiming reliefs and incentives where available.
- Undertaking transactions aligned with Syngenta Group's business activities and objectives, which implies that no artificial transactions are carried out.
- Striving for best practice approaches and striving for excellence when dealing with taxes.
- Developing and maintaining constructive, open relationships with tax authorities, based on integrity, mutual trust and respect.

Key governance principles across the tax cycle

- Strategy: Group Tax is accountable and responsible for setting the Tax Strategy, Tax Policy and major related guidelines, processes and controls.
- Operations & Compliance: Finance leads of Syngenta Group companies are accountable for compliance with local tax laws and the Syngenta Group Tax Governance Framework in their local markets.

Controversy & Risk Management: Finance Leads of Syngenta Group companies ensure compliance with the processes and controls designed by Group Tax and BU Tax in their local markets. Risks impacting the Syngenta Group value chain or reputation as well as international tax assurance programs (e.g., Advance Pricing Agreements) are directly managed by Group Tax and BU Tax. Any major tax litigation proceedings or audit settlements are subject to review and approval by Group Tax. Where there is significant uncertainty or complexity in relation to a risk or where a significant amount of tax is at stake, advice is sought from reputable external advisors.

Proper execution of these key commitments and principles is supported by a mix of international and specialized staff from the company and reputable tax advisory firms. It is subject to regular internal audits (in addition to statutory audit procedures). Group Tax also proactively addresses and anticipates key regulatory changes such as the OECD initiatives for the avoidance of base erosion and profit shifting (BEPS) and tax reforms (notably from the US, Brazil, EU, China, Israel and Switzerland or globally Pillar II). The tax team also contributes to national business groups to ensure an aligned engagement with industry peers. Proactive and open discussions with tax authorities are at the core of the Syngenta Group Tax Governance.

5. Appendices

5.1 Internal data collection and controls

Syngenta Group has established internal processes and related controls for reporting non-financial information. These internal controls are designed to help ensure the reliability of the Group's non-financial reporting and the fair presentation of the information published in this Report.

Standard Operating Procedures (SOPs) are in place to outline what needs to be reported (e.g., performance indicator definition and scope), which tasks need to be performed (e.g., measure, gather, transform, consolidate), who performs the tasks, when the tasks are performed and which systems and key internal controls are in place. All internal controls, no matter how well designed, have inherent limitations and may not prevent or detect misstatements. Due to rounding of key performance indicators numbers, there may be slight discrepancies in the reconciliation of figures presented in this Report.

Syngenta Group corporate functions are responsible for data collection, consolidation and quality control. Each function has its own reporting processes, systems and SOPs. Data is used for internal performance management, selected KPIs and external reporting.

Functions report on selected KPIs for inclusion in the Group ESG Report once a year via a data collection tool managed by the ESG team. Data is reviewed and approved by each function before submission in the tool. Additional checks are also conducted by the Group ESG team members before data is submitted for external assurance.

The 2025 Syngenta Group ESG Report is reviewed and approved by the function experts and leaders responsible for the respective KPIs reported.

5.2 Non-financial data summary

The data provided in this section is for the Syngenta Group. The non-financial reporting period is from January 1 to December 31. Relevant information about changes in KPI definitions, reporting periods and data collection processes or restatements is included in the Notes on non-financial data table section.

Due to rounding, numbers presented in the data table may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

The Non-financial data table combines the performance data presented in the Non-financial disclosures section of this Report. KPMG AG has issued a limited assurance report on Syngenta Group's selected Non-financial data table, provided under Independent limited Assurance Report.

The Non-financial data table was approved by the Board of Directors of Syngenta Group on April 24, 2026, for publication on April 30, 2026.

5.3 Non-financial data table

	Unit of Measure	2025	2024	2023	Notes
Safe and responsible use of products					
Number of people trained on safe and responsible use	Number in millions	16.9	14.1	n/a	i
Digital agriculture					
Hectares of farmland connected to digital technologies	Million hectares	75.9	69.4	n/a	ii
Regenerative agriculture practices					
Hectares of farmland benefited by regenerative agriculture practices	Million hectares	41.4	16.4	n/a	iii
Percentage of Seed production hectares with Regenerative agriculture practices	%	88	89	n/a	iv
Greenhouse Gas Emissions					v, vi
CO_2e emissions from scope 1 sources	000s tonnes	2,266	2,457	2,323	vii, viii
CO_2e emissions from scope 2 sources	000s tonnes	2,450	2,388	2,336	ix
Total CO_2e emissions from scope 1 and 2 sources	000s tonnes	4,716	4,845	4,659	
Total pro forma CO_2e emissions from scope 1 and 2 sources excluding Sinofert	000s tonnes	2,949	2,918	2,858	x, xi
Change since 2022 baseline excluding Sinofert pro forma	%	-12	-13	-15	x, xi
Energy					
Total energy consumption	TJ	36,947	34,978	34,439	xii, xiii
Air Emissions					xiv, xiii
Nitrogen Oxides (NOx)	Tonnes	912	860	917	xv
Sulfur Oxides (SOx)	Tonnes	240	391	374	xvi
Non-Methane Volatile Organic Compounds (NMVOCs)	Tonnes	356	416	381	xvii
Particulate Matter (PM)	Tonnes	336	591	472	xviii
Water					
Water consumption from own operations	Million cubic meters	26.6	26.9	28.9	xix, xiii
Waste					xiii
Total waste	000s tonnes	3,727	3,773	3,119	xx
Hazardous waste from own operations	000s tonnes	463	395	370	xxi
Non-hazardous waste from own operations	000s tonnes	3,264	3,378	2,749	xxii
Permanent employees	Headcount	54,798	56,258	60,676	xxiii, xxiv
by gender:					xxv
Female	Headcount	15,775	16,006	16,953	
Male	Headcount	38,798	40,075	43,612	
Other or undeclared	Headcount	225	177	111	xxvi
by region:					xxvii
Europe, Africa and Middle East	Headcount	16,090	16,305	17,232	
North America	Headcount	4,802	5,109	5,374	
Latin America	Headcount	8,713	8,888	10,073	
Asia Pacific	Headcount	25,193	25,956	27,997	
Turnover rate	%	13	15	11	xxviii

	Unit of Measure	2025	2024	2023	Notes
Temporary employees	Headcount	3,042	3,130	3,457	xxix
by gender:					xxv
Female	Headcount	694	646	891	
Male	Headcount	842	764	1,128	
Other or undeclared	Headcount	1,506	1,720	1,438	xxvi
by region:					xxvii
Europe, Africa and Middle East	Headcount	545	547	670	
North America	Headcount	19	23	43	
Latin America	Headcount	2,098	2,264	2,469	
Asia Pacific	Headcount	380	296	275	
Total employees	Headcount	57,840	59,388	64,133	
Occupational Health & Safety					
Lost Time Injury Rate (LTIR)	Per 200,000 hours	0.21	0.19	n/a	xxx, xxxi
Recordable Injury and Illness Rate (IIR)	Per 200,000 hours	0.30	0.30	n/a	xxxii
Recordable injury rate	Per 200,000 hours	0.29	0.29	0.19	xxxiii
Recordable occupational illness rate	Per 200,000 hours	0.006	0.002	n/a	
Recordable fatalities	Number	3	0	3	xxxiv
Road safety					xxxv
Recordable motor vehicle injuries	Number	92	112	61	xxxvi
Recordable motor vehicle injury rate	Per million kilometers	0.16	0.20	0.11	xxxvii
Process safety					xxxv
Medium- and high-severity process safety events	Number	222	119	114	xxxviii
High-severity environmental events	Number	3	1	5	xxxix
Community engagement					
Corporate community investment	Million USD	5.9	23.4	27.7	xl
Corporate conduct					
Concerns reported	Number	799	734	661	xli, xlii, xliii
of which substantiated bribery and corruption cases	Number	4	12	6	xliv
Employees submitting Code of Conduct commitment	%	99	70	100	xlv
New hires completing compliance onboarding training	%	92	72	n/a	xlvi, xlvii

5.4 Notes on non-financial data table

[i] Number of people, described in this context as farm workers (e.g. farm employees, farm owners, product distributors and others who may be exposed to crop protection and/or crop nutrition products) who attend training activities addressing the respective Business Units' Safe and Responsible Use Training Framework designed and/or performed by Syngenta Group or with training partners. Total number of people trained on Safe and Responsible Use are calculated as the sum of people trained through Advanced trainings focusing on specialized safe and responsible use topics and people trained through Basic training activities, usually embedded in commercial events. For each training activity reported, teams specify the training type, location and the number of people trained, among other information. For Basic trainings where direct measurements are not available, the number of people trained is estimated using a conservative approach based on reasonable assumptions and historical experience. Assumptions are regularly reviewed to ensure the estimates remain as accurate and reliable as possible.

[ii] A suite of digital products has been developed around Syngenta's core platform CROPWISE®, enabling the optimization of crop production, risk and financial management and sustainability assessment. The KPI measures the licensed hectares of farmland connected to digital technologies and made up of the sum of unique hectares licensed within the reporting period with the following categories of hectares measures being considered: Unique field or unique farm identifier or coverage of physical product with digital component where the first two are not available. This number excludes all fields that are greater than 5,000 hectares due to inherent limitations in being able to verify the accurate size of the farmland.

[iii] Hectares of farmland benefited by regenerative agriculture practices are based on the hectares where at least one regenerative agriculture practice was enabled. The scope of core environmental impact areas was expanded from biodiversity and soil to also include climate and water. These reporting improvements have resulted in further inclusion of biological and digital product hectares. As these changes were implemented in 2025, the figures are not directly comparable to the prior year.

[iv] Percentage of Seed production hectares where at least one of the key carbon mitigation practices is in place: Precision application of fertilizers, cover crops, minimum/no tillage or crop rotation. Percentage of Seed production hectares is calculated as the number of seed production hectares with regenerative agricultural practices over the total number seed production hectares multiplied by 100 and excludes China.

[v] Syngenta Group adheres to the GHG Protocol Corporate Accounting and Reporting Standard (Revised edition) for compiling its corporate-level emissions inventory. The Group reports its greenhouse gas (GHG) emissions using the operational control approach.

[vi] Ozone Depleting Substances (ODS) emissions are not disclosed in this ESG Report. Future disclosure at Group or BU level will be subject to materiality considerations and applicable reporting requirements.

[vii] Scope 1 emissions, which cover direct GHG emissions, are calculated through a harmonized process, drawing on data collected from across Business Units. Scope 1occupational emissions include direct emissions that occur from sources that are operationally owned or controlled by the organization such as combustion of fuels for energy generation on-site; site owned, leased or operated vehicles and manufacturing processes. Scope 1 emissions include direct emissions of CO_2, CH4 (methane), N2O (nitrous oxide) and emissions from specific high Global Warming Potential (GWP) gases converted to CO_2 equivalent.

[viii] Syngenta Group Business Units account for direct (scope 1 sources) emissions from site operations applying the operational control method. Such emissions do not include GHG emissions from operations in which Syngenta Group has an ownership interest but no operational control. A company has operational control over an operation if the same or one of its subsidiaries have the authority to introduce and implement its operating policies at the operation, according to the GHG Protocol definitions.

[ix] Scope 2 emissions are reported prioritizing market-based information when available and using location-based information in its absence. Scope 2 includes emissions from purchased or acquired energy such as electricity, steam, heating and cooling.

[x] The organization boundary for these KPIs has been adjusted to remove emissions from Sinofert entities, for target setting purposes.

[xi] This proforma figure, prepared for target setting purposes, illustrate what emissions would have been had Sinofert been outside Syngenta Group's organizational boundaries and operational control for the full periods shown. They do not represent actual reported emissions.

[xii] Annual reporting on energy consumption is conducted by gathering data through internal reporting mechanisms measuring the total amount of energy a site consumes from all energy generated though combustion of fuels, renewable energy generated at the site or energy purchased or acquired externally.

[xiii] Values in 2025 are not directly comparable with previous years' data as a result of improved data collection methodologies.

[xiv] Due to the implementation of enhanced air emissions monitoring techniques and refined data collection methodologies at specific operational sites, direct year-over-year comparisons of certain values may not be representative of actual emissions performance trends.

[xv] Nitrogen oxides (NOx) emissions are quantified by the total emissions of oxides of nitrogen from all direct emission sources on the site, including the combustion of any fuels as well as any process emissions. NOx is only used for air pollution reporting and not for GHG emissions calculations.

[xvi] Sulfur oxides (SOx) emissions are quantified by the total emissions of sulfur oxides, including emissions from all direct combustion and process sources on the site.

[xvii] Non-Methane Volatile Organic Compound (NMVOC) emissions refer to the total emissions of volatile organic compounds, excluding methane, from different sources at site level. The previous years' total emissions disclosed exclude emissions from general outlets at Anpon, Huifeng and Sino Changshan facilities in China and encompassed only emissions from main outlets at these locations. The 2025 data include the emissions from all outlets.

[xviii] Particulates or Particulate Matter (PM) refers to a mixture of solid and liquid particles suspended in the air, which can originate from various sources such as combustion and industrial processes. These particles can be composed of a variety of chemical species, including but not limited to carbon, sulfur, nitrogen and organic compounds. Total suspended particulate matter can be either measured, calculated or estimated by Syngenta Group sites.

[xix] Water consumption from own operations refers to the amount of water that is taken from surface or groundwater sources into a system, used up by site activities including but not limited to processes, utilities or sanitary and not discharged as wastewater e.g. water used in irrigation and water evaporated from cooling systems. Year-on-year values are not directly comparable as a result of improved air emissions monitoring and data collection methodologies at certain sites.

[xx] Waste includes all materials and items that a site is required to discard or wants to discard. Waste generally includes anything that is scrapped or written off. Year-on-year values are not directly comparable as a result of improved monitoring and data collection methodologies at certain sites.

[xxi] Hazardous waste generally refers to waste that poses substantial or potential threats to public health or the environment, which may be corrosive, reactive, ignitable or exhibit other hazardous properties. The exact composition and classification of hazardous waste can vary based on local regulations and industry practices.

[xxii] Non-hazardous waste includes all waste generated from operations that does not pose significant harm or risk to human health or the environment. This may encompass a wide variety of waste materials, including but not limited to office supplies, paper, cardboard, plastics, non-hazardous chemical waste, food waste, non-contaminated wastewater and construction materials. The exact composition and classification of non-hazardous waste can vary based on local regulations and industry practices.

[xxiii] Employee is referred as the individual who works under a contract of employment on Syngenta payroll.

[xxiv] Permanent employees are defined as individuals who work under a contract of employment with no time limit and who are on the Syngenta payroll or individuals who have a fixed-term contract but are in permanent positions with the intention to become permanent. Excludes employees on unpaid leave, employees who left the company on the date of reporting and third-party employees.

[xxv] Number of employees by gender includes the distribution of employees across gender categories, including male, female and other or undeclared, reported in headcount.

[xxvi] Other or undeclared employee, reported as headcount, is defined as the employee who chose not to disclose their gender.

[xxvii] Number of employees by region, reported as headcount, includes employees categorized by their regional location.

[xxviii] Turnover rate is calculated as the percentage of all Syngenta Group permanent employees who left the company during the calendar year divided by December 31, 2025, employee headcount.
[xxix] Temporary employees are defined as individuals who work under a time-limited contract of employment on Syngenta payroll, including interns and apprentices, excluding third-party workers.
[xxx] Lost Time Injury Rate (LTIR) is the number of Lost Time incidents divided by the number of hours worked and multiplied by 200,000.
[xxxi] The Lost Time Injury (LTI) is defined as any occupational injury or illness which results in the employee's (or direct supervised contractor) inability to return to work for their next scheduled shift or any subsequent shift. If an employee or directly supervised contractor is on restricted duty status, but no job can be found for them, any days that the employee or directly supervised contractor spends away from work as a result of the injury or illness are recorded as LTI. If the employee or direct supervised contractor is only absent from work for the balance of the shift in which the accident occurred, it is not an LTI. If any employee or directly supervised contractor has an occupational injury that is minor in nature and in the opinion of the company doctor, this employee or directly supervised contractor is able to work their next scheduled shift without aggravating the injury but does not come to work per the advice of their doctor, this would not count as a LTI for Syngenta Group recordkeeping purposes.
[xxxii] Recordable Injury and Illness Rate (IIR) is the number of recordable injuries and illnesses (including fatalities) divided by the total number of hours worked by permanent and temporary employees as well as directly supervised contractors and multiplied by 200,000 (number of hours for 100 employees working 40 hours per week, 50 weeks per year).
[xxxiii] Recordable injury rate follows the general criteria of the event that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid and/or loss of consciousness. To be considered an injury case, it must meet the general recording criteria if it involves a significant injury or illness diagnosed by a physician or other licensed health care professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid and/or loss of consciousness. Syngenta Group follows the US Occupational Safety and Health Administration (OSHA) recordkeeping rule. The indicator is calculated as the number of recordable injuries divided by the number of hours worked by Syngenta employees and directly supervised contractors and multiplied by 200,000. Figures have been consolidated to include both own employees and directly supervised contractors.
[xxxiv] Number of work-related recordable fatalities. Work relatedness is defined as an event or exposure in the work environment that either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or occupational illness. Work-relatedness is presumed for injuries, occupational illnesses and fatalities resulting from events or exposures occurring in the work environment.
[xxxv] The KPIs have been renamed but remain consistent with previous years' data.
[xxxvi] Recordable motor vehicle injury is an event involving injuries or fatalities. This covers incidents with Syngenta Group drivers, including employees and supervised contractors or third parties and members of the public during work-related activities, involving passenger vehicles, pick-up trucks, vans and motorcycles. The KPI has been renamed, but it remains consistent with previous years.
[xxxvii] Recordable motor vehicle injury rate is defined as the number of motor vehicle events where there is an injury (recordable or first aid) or a fatality to a Syngenta Group driver (employee or directly supervised contractor) or a third party (i.e. member of the public and the vehicle was on a work-related activity) per one million kilometers driven by Syngenta Group fleet. This includes Syngenta Group fleet (vehicles owned or leased by Syngenta Group or when a private vehicle is used as a working tool under an agreement with Syngenta Group) being passenger vehicles, pick-up trucks, vans and motorcycles. This indicator follows American National Standards Institute (ANSI) standards for motor vehicular events. The indicator is calculated by the number of motor vehicle events with injuries and/or fatalities divided by the number of kilometers driven by Syngenta Group fleet multiplied by one million. The KPI has been renamed, but it remains consistent with previous years.
[xxxviii] Medium- and high-severity process safety events are reported where they are defined as hazardous events, categorized as actual medium- and high-severity, as defined by the International Council of Chemical Associations (ICCA), process safety incident criteria and definitions of process safety events caused by a loss of primary containment of a chemical or a loss of control of a chemical process. The KPI has been renamed, but it remains consistent with previous years.
[xxxix] High-severity environmental events are losses reported as a process safety event which is classified as high according to International Council of Chemical Associations (ICCA) standard for reporting process safety incidents and where the loss leaves secondary containment or is discharged into secondary containment with uncertain integrity. The KPI has been renamed, but it remains consistent with previous years.
[xl] Corporate community investment is comprised of philanthropic donations, which generally take the form of single transactions for charities, not-for-profit organizations or local groups; non-commercial sponsorships, which generally involve a longer-term financial relationship, with benefits to both partners; and other community engagement activities. Philanthropic donations could also be made for humanitarian relief. In this case, if an employee matching program is conducted, only the part contributed by the company is considered. This key performance indicator is reported in USD, being either cash contributions, in-kind contributions or staff time spent. The monetary value of non-cash contributions is supported by reasonable assumptions and estimations.
[xli] The number of compliance cases reported in 2023 has been restated, as the originally reported figure of 723 cases incorrectly included questions submitted to the helpline of one of the Business Units. Reports opened in the "Ask a Question" category are not considered a compliance case as per reporting criteria for Compliance KPIs.
[xlii] The Group reports on cases received through the Compliance Helpline or other channels. All concerns reported by employees, suppliers, contractors, partners and other stakeholders about possible Code of Conduct breaches are in scope. All reports that come to the attention of respective Business Units are tracked in a dedicated case management system.
[xliii]The KPI has been renamed, but it remains consistent with previous years' data.
[xliv] The Group reports the number of substantiated cases of bribery and corruption and is defined, according to the Syngenta Group Code of Conduct, as the act to provide or offer directly or through third parties, any unlawful payment, inducement or item of value, to any public official, supplier or anyone else for the purpose of unduly influencing official action or with the purpose of obtaining a favorable decision. All cases that come to the attention of respective Business Units are tracked in the applicable case management system.
[xlv] Completion rate of employees submitting Code of Conduct commitment describes the percentage of employees that submitted their certification as a share of all mandatory assignees.
[xlvi] Total number of new hires completing compliance onboarding training is the number of new-joiners who completed Ethical compliance e-Learnings.
[xlvii] Completion rate of new hires completing compliance onboarding training is the share of new employees in scope of respective Business Units who completed mandatory training as a percentage of the total number of in-scope employees for respective Business Units.

5.5 GRI Index

Statement of use	
Syngenta Group has reported the information cited in this GRI content index for the period January 1 to December 31, 2025 with reference to the GRI Standards	
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

General disclosures

GRI 2: General Disclosures 2021	
The organization and its reporting practices	**REPORT LOCATION**
2-1 Organizational details	About this report
2-2 Entities included in the organization's sustainability reporting	Business units
2-3 Reporting period, frequency and contact point	About this report
2-4 Restatements of information	Non-financial data table
2-5 External assurance	Independent Assurance Report
Activities and workers	**REPORT LOCATION**
2-6 Activities, value chain and other business relationships	Business Model
2-7 Employees	Employment
2-8 Workers who are not employees	Employment
Governance	**REPORT LOCATION**
2-9 Governance structure and composition	Group Governance
2-10 Nomination and selection of the highest governance body	Group Governance
2-11 Chair of the highest governance body	Board of Directors
2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors
2-13 Delegation of responsibility for managing impacts	Group Sustainability governance
2-14 Role of the highest governance body in sustainability reporting	Group Sustainability governance
2-15 Conflicts of interest	Corporate conduct
2-16 Communication of critical concerns	Corporate conduct
2-17 Collective knowledge of the highest governance body	Group Sustainability governance
Strategy, policies and practices	**REPORT LOCATION**
2-22 Statement on sustainable development strategy	Statement of the Chief Executive Officer Syngenta Group Sustainability Priorities
2-23 Policy commitments	Corporate conduct
2-24 Embedding policy commitments	Corporate conduct
2-25 Processes to remediate negative impacts	Corporate conduct
2-26 Mechanisms for seeking advice and raising concerns	Corporate conduct
2-27 Compliance with laws and regulations	Corporate conduct
2-28 Membership associations	Membership associations and organizations
Stakeholder engagement	**REPORT LOCATION**
2-29 Approach to stakeholder engagement	Membership associations and organizations

GRI 3: Material Topics 2021	
Material Topics	**REPORT LOCATION**
3-1 Process to determine material topics	Materiality assessment
3-2 List of material topics	Materiality assessment
Climate Change and Greenhouse gases	**REPORT LOCATION**
3-3 Management of material topics	Climate change and greenhouse gases
102-1 Transition plan for climate change mitigation	Climate change and greenhouse gases
102-2 Climate change adaptation plan	Climate change and greenhouse gases
102-3 Just transition	Employment
102-4 GHG emissions reduction targets and progress	Climate change and greenhouse gases
102-5 Scope 1 GHG emissions	Climate change and greenhouse gases
102-6 Scope 2 GHG emissions	Climate change and greenhouse gases

Biodiversity	**REPORT LOCATION**
3-3 Management of material topics	Biodiversity

Product safety and responsibility	**REPORT LOCATION**
3-3 Management of material topics	Syngenta Group Sustainability Priorities

Agricultural technology	**REPORT LOCATION**
3-3 Management of material topics	Syngenta Group Sustainability Priorities

5.6 CASS-ESG 6.0 index

This index constitutes the Group´s reporting against the Guidelines on ESG Reporting for Chinese Enterprises (CASS-ESG 6.0) published by the Chinese Academy of Social Sciences in June 2024. The English translation is not an official translation. Refer to the Chinese version for all official definitions.

ID	CASS-ESG 6.0 Indicator	Report Location
Report Preface (P)		
Report specification (P1)		
P1.1	Quality Assurance	Internal data collection and controls Independent Assurance Report
P1.2	Information Description	About this report
Executive Message (P2)		
P2.1	Executive Message	Statement of the Chief Executive Officer
Enterprise Introduction (P3)		
P3.1	Basic Information	About this report
P3.2	Strategy & Culture	Syngenta Group Sustainability Priorities Corporate governance Group Governance
Company Profile (P3)		
P3.3	Business Overview	Business model Business Units
P3.4	Significant Changes in the Size, Structure, Ownership or Supply Chain of the Organization during the Reporting Period	Business Units
Environment (E)		
Climate Change (E1.1)		
E1.1.1	Governance Mechanisms to Address Climate Change	Climate change and greenhouse gases
E1.1.2	Strategies to Address Climate Change	Syngenta Group Sustainability Priorities Climate change and greenhouse gases
E1.1.3	Climate Change and Related Impacts, Risks and Opportunities Management	Climate change and greenhouse gases Enterprise risk management
E1.1.4	Indicators and Targets for Addressing Climate Change	Syngenta Group Sustainability Priorities Climate change and greenhouse gases
E1.1.5	Climate Change Adaptability	Climate change and greenhouse gases Enterprise risk management
E1.1.6	Measures and Progress to Address Climate-related Risks and Opportunities	Climate change and greenhouse gases Enterprise risk management
E1.1.7	Scope 1 Greenhouse Gas Emissions	Climate change and greenhouse gases
E1.1.8	Scope 2 Greenhouse Gas Emissions	Climate change and greenhouse gases
E1.1.12	Third-party Engagement to Verify Greenhouse Gas Emissions Data	Independent limited assurance report
E1.1.13	Data Collection of Greenhouse Gas Emissions by Type	Climate change and greenhouse gases
E1.1.14	Explanation of Greenhouse Gas Emissions Calculations	Independent limited assurance reportt
E1.1.15	Participation in Decarbonization Procedures	Climate change and greenhouse gases
E1.1.16	Emission Reduction Targets, Measures and Progress	Syngenta Group Sustainability Priorities Climate change and greenhouse gases
E1.1.17	Scope 1 Greenhouse Gas Emission Reduction	Climate change and greenhouse gases
E1.1.18	Scope 2 Greenhouse Gas Emission Reduction	Climate change and greenhouse gases
E1.1.19	Objective Disclosure of Progress in Emission Reduction	Climate change and greenhouse gases
Pollution Prevention and Ecosystem Protection (E2) **Pollutant Emissions (E2.1)**		
E2.1.1	Environmental Management System	Environmental areas
E2.1.2	Total Pollutant Emissions	Air emissions
E2.1.4	Sustainability Performance Level	Air emissions
E2.1.5	Pollutant Emission Data by Type	Air emissions
E2.1.6	Pollution Prevention Technology, Facilities and Performance Results	Air emissions
Waste Disposal (E2.2)		
E2.2.1	Hazardous Waste Emission Quantity	Water & Waste
E2.2.3	Non-Hazardous Waste Emission Quantity	Water & Waste
E2.2.5	Hazardous Waste Processing and Disposal	Water & Waste
E2.2.6	Non-Hazardous Waste Processing and Disposal	Water & Waste
E2.2.7	Waste Reduction Targets and Measures	Water & Waste

ID	CASS-ESG 6.0 Indicator	Report Location
Ecosystem and Biodiversity Protection (E2.3)		
E2.3.2	Ecosystem Protection and Recovery	Biodiversity
E2.3.3	Biodiversity Protection	Biodiversity
Resource Use and Circular Economy (E3) **Energy Use (E3.1)**		
E3.1.1	Total Energy Consumption	Energy Consumption
E3.1.5	Energy Saving Goals and Measures	Energy Consumption
Water Resource Use (E3.2)		
E3.2.1	Total Water Consumption	Water & Waste
Circular Economy (E3.3)		
E3.3.3	Usage of Renewable Resources	Energy Consumption
E3.3.4	Reuse and Recycling of Waste	Water & Waste
E3.3.5	Recycling of Waste	Water & Waste
Social (S)		
Rural Revitalization and Social Contribution (S1) **Rural Revitalization (S1.1)**		
S1.1.1	Integration of Rural Revitalization into Corporate Strategy	Priority 3: Improve rural prosperity
S1.1.2	Measures to Support Rural Revitalization	Priority 3: Improve rural prosperity
S1.1.4	Scope and Number of Communities Benefitted from Rural Revitalization	Priority 3: Improve rural prosperity
S1.1.5	Effect of Involving Rural Revitalization Activities on Corporate Brand and Activities	Priority 3: Improve rural prosperity
Social Contribution (S1.2)		
S1.2.1	Social Contribution Actions and Results	Community engagement
S1.2.2	Funds Invested into Social Contribution	Community engagement
S1.2.6	Effect of Social Contribution Activities on Corporate Brand and Operations	Community engagement
Innovation (S2/S2.1)		
S2.1.1	Technological Innovation Strategy and Goals	Syngenta Group Sustainability Priorities
S2.1.3	Situation Regarding Participation in Innovation and Technological Collaboration Projects	Engagement & collaboration Biodiversity
Supplier and Customer (S3) **Product and Service Safety and Quality (S3.3)**		
S3.3.1	Management System for Product and Service Quality	Priority 1: Higher yields, lower impact
Employee (S4) **Employee Benefit Protection (S4.1)**		
S4.1.3	Composition of Employees	Employment
S4.1.8	Labor Disputes	Employment
S4.1.9	Situations Regarding Change in Employees	Employment
S4.1.10	Protection of Benefits for those with Flexible Employment	Employment
S4.1.11	Guaranteeing Legality, Transparency and Fairness of Employment Programs	Employment
S4.1.12	Construction of Effective Employee Complaint System	Corporate conduct
Occupational Health and Safety in Production (S4.2)		
S4.2.1	Identification and Evaluation of Occupational Safety Risks and Sources	Health & Safety
S4.2.2	Construction and Implementation of Occupational Health and Safety Management Systems	Health & Safety
S4.2.4	Occupational Health and Safety Related Training	Health & Safety
S4.2.6	Safety Accidents and Response	Health & Safety
Professional Development and Training (S4.3)		
S4.3.2	Employee Advancement, Selection and Professional Development System	Employment
S4.3.3	Employee Training Types and Implementation	Employment
S4.3.6	Employee Training Coverage Rate	Employment Corporate conduct

ID	CASS-ESG 6.0 Indicator	Report Location
Governance (G)		
Sustainable Development Governance Systems (G1) **Sustainable Governance Systems (G1.1)**		
G1.1.1	Sustainable Development Governance Structure	Group Sustainability Governance
G1.1.3	Professional Skills and Abilities Relating to Sustainable Development	Group Sustainability Governance
G1.1.5	Monitoring and Assessment of Sustainable Development	Group Sustainability Governance
G1.1.6	Incorporation of Sustainable Development into Decision-Making	Group Sustainability Governance
G1.1.7	Sustainability Strategy Plan	Syngenta Group Sustainability Priorities Group Sustainability Governance
G1.1.8	Effects, Risks and Opportunity Management of Sustainable Development	Group Sustainability Governance Enterprise risk management
G1.1.9	Identification of Material ESG Issues	Materiality assessment
G1.1.11	Sustainability Goals and Progress	Syngenta Group Sustainability Priorities
G1.1.12	Digitalization of Sustainability	Agriculture in context Syngenta Group Sustainability Priorities
Due Diligence (G1.2) **Stakeholder Communication (G1.3)**		
G1.3.2	Stakeholder Communication Channels	Engagement & collaboration
Business Activities (G2) **Anti-Commercial Bribery and Corruption (G2.1)**		
G2.1.1	Anti-Commercial Bribery and Anti-Corruption Risk Management Policy System	Corporate conduct
G2.1.2	Anti-Commercial Bribery and Anti-Corruption Measures	Corporate conduct
G2.1.3	Whistleblower Protection Policy	Corporate conduct
G2.1.7	Number and Proportion of Employees Who Receive Anti-Bribery and Anti-Corruption Training	Corporate conduct
G2.1.8	Bribery and Corruption Cases and Responses	Corporate conduct
Afterword (A)		
A1	Future Plans	Syngenta Group Sustainability Priorities Environmental areas Social Responsibility
A2	Key Performance Sheet	Non-financial data table
A3	Reference Index	GRI Index CASS-ESG 6.0 Index
A5	External Assurance	Independent Assurance Report
A6	Feedback	About this report

5.7 Notice regarding sustainability materiality assessment

The Materiality Assessment chapter contains a sustainability materiality assessment prepared in alignment with current and emerging sustainability reporting frameworks and standards. Readers should note that the concept of "materiality" as applied in this chapter differs in definition, scope and application from the concept of materiality as applied in securities law and capital markets disclosure contexts. For purposes of this chapter, a sustainability topic is considered "material" if it meets the thresholds established under the applicable sustainability reporting framework.

The designation of a sustainability topic as "material" in this chapter does not indicate and should not be construed as indicating, that such topic: (i) constitutes a material risk factor for securities disclosure purposes; (ii) is financially material within the meaning of applicable securities laws or regulations; (iii) meets the probability, magnitude or investor-relevance thresholds applicable to material risk factor disclosure under applicable securities laws or regulations; or (iv) is reasonably likely to have a material adverse effect on Syngenta Group's business, financial condition, results of operations, prospects or the value of its securities.

The criteria employed to identify material sustainability topics under this assessment differ substantively from the criteria applied to identify material risk factors for purposes of securities disclosures. Securities law materiality determinations typically require an assessment of, among other factors, the probability of occurrence, the potential severity of financial impact, near-to-medium-term relevance and whether there is a substantial likelihood that a reasonable investor would consider the information important in making an investment decision. The sustainability materiality assessment, by contrast, evaluates both the impact Syngenta Group has on people and the environment and the impact that sustainability matters have on Syngenta Group's business performance, applying specific thresholds and stakeholder engagement processes prescribed under applicable sustainability reporting frameworks, which may result in the identification of topics that would not satisfy the foregoing securities law materiality standards.

Accordingly, investors and other stakeholders should refer to the Group's regulatory filings and other disclosure documents prepared in accordance with applicable securities laws for information regarding risks that may be material for purposes of making an investment decision. The sustainability topics identified as material in this chapter are presented for sustainability reporting purposes only and should not be relied upon as a basis for any investment decision.

5.8 Independent limited assurance report

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Independent limited assurance report on selected sustainability information of Syngenta Group Co., Ltd.

To the Board of Directors of Syngenta Group Co., Ltd., Shanghai

We have undertaken a limited assurance engagement on the following selected sustainability information (hereinafter "Sustainability Information") in the ESG report (hereinafter "ESG Report 2025") of Syngenta Group Co., Ltd. and its consolidated subsidiaries (hereinafter "Syngenta Group"):

- Information disclosed in Section 5.3, "Non-financial data table" on pages 47 - 48 of the ESG Report 2025, as of and for the year ended December 31, 2025.
- CO2e emissions from scope 1 sources, CO2e emissions from scope 2 sources and Total pro-forma CO2e emissions from scopes 1 and 2 sources excluding Sinofert on page 47 of the ESG Report 2025, as of and for the years ended December 31, 2023 and 2024.
- CO2e emissions from scope 1 sources, CO2e emissions from scope 2 sources and Total pro-forma CO2e emissions from scopes 1 and 2 sources excluding Sinofert marked with " ✓" on page 26 of the ESG Report 2025, as of and for the year ended December 31, 2022.

Understanding how Syngenta Group has Prepared the Sustainability Information

Syngenta Group prepared the Sustainability Information based on entity-developed criteria, Standards of the Global Reporting Initiative (GRI Standard) and the Greenhouse Gas Protocol, as disclosed in section 1.1 "About this report", of the ESG Report 2025. The Sustainability Information is defined in section 5.4 "Notes on non-financial data table" on pages 49 - 50 of the ESG Report 2025 (hereinafter, "Reporting Criteria"). Consequently, the Sustainability Information needs to be read and understood together with these standards and criteria.

Our Limited Assurance Conclusion

Based on the procedures we have performed as described under the *'Summary of the Work We Performed as the Basis for Our Assurance Conclusion'* and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the Reporting Criteria.

We do not express an assurance conclusion on information in respect of earlier periods, unless otherwise stated, or future looking information included in the ESG Report 2025, information linked from the ESG Report 2025 or any images, audio files or embedded videos.

Inherent Limitations in Preparing the Sustainability Information

Due to the inherent limitations of any internal control structure, as well as inherent uncertainty in Greenhouse Gas (GHG) quantification, it is possible that errors or irregularities may occur in disclosures of the Sustainability Information and not be detected. Our engagement is not designed to detect all internal control weaknesses in the preparation of the Sustainability Information because the engagement was not performed on a continuous basis throughout the period and the assurance procedures performed were on a test basis.

Syngenta Group's Responsibilities
The Board of Directors of Syngenta Group is responsible for:

- selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information;
- the preparation of the Sustainability Information in accordance with the Reporting Criteria; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities
We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our independent conclusion to the Board of Directors of Syngenta Group.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by the Board of Directors, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

Professional Standards Applied
We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)* and in respect of greenhouse gas emissions, with the International Standard on Assurance Engagements 3410 *Assurance Engagements on Greenhouse Gas Statements (ISAE 3410)*, issued by the International Auditing and Assurance Standards Board (IAASB).

Our Independence and Quality Control
We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

Summary of the Work We Performed as the Basis for Our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. Carrying out our limited assurance engagement on the Sustainability Information included performing the following procedures, among others:

- evaluation of the design and implementation of systems and processes for the collection, processing, monitoring and validation of the selected Sustainability Information, including the consolidation of data;
- inquiries of Syngenta Group-level personnel who are responsible for determining and consolidating disclosures and for performing internal controls, including the explanatory notes;
- inspection of selected internal and external documents to determine whether quantitative and qualitative information is supported by sufficient evidence and presented in an accurate and balanced manner;
- analytical procedures for the evaluation of data and trends of the quantitative disclosures included in the scope of the limited assurance engagement; and
- assessment of the consistency of the disclosures applicable to Syngenta Group with the other disclosures and key figures and of the overall presentation of the disclosures through critical reading of the ESG Report 2025.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

KPMG AG

Artem Chumakov

Charlotte Beglinger

Basel, April 24, 2026

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Cautionary statement regarding forward-looking statements and linked websites:

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