

Syngenta Limited Section 172 Statement for year ended 31 December 2019

This section 172 statement which is reported for the first time explains how the directors:

- have engaged with employees, suppliers, customers and others; and
- have had regard to employee interests, the need to foster the company's business relationships with suppliers, customers and others and the effect of that, including on the principal decisions taken by the company during the financial year.

The s172 statement focuses on matters of strategic importance to the Company and the level of information disclosed is consistent with the size and complexity of the business

S172a) The likely consequences of any decision in the long term

Syngenta AG Group's purpose is to bring plant potential to life and it invests and innovates to transform the way crops are grown and protected, bringing about positive, lasting change in agriculture. Through innovative technologies Syngenta helps farmers worldwide manage a complex set of challenges from nature, ensure food security and balance agricultural production against environmental considerations and meet societal demands. The approach is to ensure that everybody wins: that farmers are prosperous, agriculture becomes more sustainable, and consumers have safe, healthy and nutritious food.

The Company supports Syngenta AG Group through its main business functions of research and development, manufacturing of agrochemicals and provision of administrative and support services to other Syngenta AG Group companies. The decisions taken in in these functions are long term ones. On average it takes a decade to invent a new novel compound, trial it, and bring it to market. Similarly, the manufacturing facilities required to manufacture these products are major investments which will operate for many years. For example, during 2019 the directors considered and approved a new expansion project at one of its manufacturing sites and a sale and leaseback (with a 40 year term and the right to renew) of certain properties on one site, both of which were decisions for the long term.

Syngenta AG Group's ambition is to provide enough, better food while protecting the environment. The Good Growth Plan was launched in 2013 and set a number of targets in regard to improved performance of crops; better environmental outcomes; and safeguarding safety of customers and employees worldwide. The first iteration of the Good Growth Plan completed in 2020 and was independently audited. Overall, all metrics were met and in a number of instances exceeded.

New Good Growth Plan commitments were launched in June 2020. These new targets focus on reducing climate change and improving biodiversity through actions on farms. Over this new five year plan Syngenta Group aims to play its part in reducing agriculture's carbon footprint and helping farmers deal with the extreme weather patterns caused by climate change. Our new commitments include targets to reduce greenhouse emissions from our own operations.

s172 b) The interests of the Company's employees

Our employees tell us they are proud to work for a Company with the ambition to provide enough, better food while protecting the environment to enable the food chain to feed the world safely and take care of our planet. We invest in the development of our people and we continue to build a diverse and inclusive culture where people feel they can be the best version of themselves. Decisions of the Board give due consideration to the implications for employees where relevant. For example, a site development initiative at one of the Company's sites was approved by the Board which if successful will help ensure the sustainability of the site for the future.

Health, Safety and Ethics discussions are encouraged in all forums. We have a range of leadership development and individual development programmes at all levels within the business and employees are encouraged to proactively drive their own development. Our culture is one of trust and openness.

The Company, either individually or as part of wider Syngenta AG Group activities, regularly engages with its employees via a number of routes and forums. A comprehensive structure of consultation forums are maintained across the Company, and its associated sites and functions, involving union and employee representatives, with two of the Company's directors attending the UK level forum. In addition to this, there are regular communications with all employees regarding

- Syngenta AG Group performance (culminating in annual bonus payments to employees through a profit share plan and performance related bonuses both of which are linked to Syngenta AG group financial performance); and
- other matters that involve employees where we have an inclusive culture which is continuously being developed to ensure open communication through a number of routes, such as in-house intranet, "town hall" meetings, e-mails and online surveys.

s172 c) foster the Company's business relationships with suppliers, customers and others.

The Company's customers are other parts of the Syngenta AG Group. It licenses its R&D inventions and provides manufacturing services, administrative and support services to other group companies.

The Company works with many external suppliers both in the UK and overseas. Clear policies guide all Syngenta's procurement activities. We share our standards and principles with our suppliers and expect them to live up to them when they are working with us. In addition, our minimum requirements for suppliers focus on fair labour practices with special reference to illegal, forced, bonded and compulsory labour. This document forms an integral and binding part of our contractual relationships with our suppliers.

The Company also recognises that the Syngenta UK Pension Fund ("SUKPF") is a key stakeholder which is considered when key relevant decisions are made. For example, the Board considered the financial position of the SUKPF when it met to approve the annual dividend and a board member also had a prior communication with the SUKPF on this matter.

s172 d) the impact of the Company's operations on the community and the environment

As described above in relation to s172a) Syngenta AG Group's ambition is to provide enough, better food while protecting the environment and has made a number of commitments in its Good Growth Plan.

The Company plays a key role in the Syngenta AG Group's ambition through invention of new products, ensuring the human and environmental safety of Syngenta's products and through its HSE's policy (as described above) which is embedded in the way the manufacturing sites operate. The Board actively monitors the Company's HSE performance and reviewed HSE matters at several board meetings during the year. This included the monitoring of the implementation of a new HSE management system.

Syngenta also reaches out to local communities from its key sites. For example, at Jealott's Hill the Company runs a 'landshare' alongside its existing farm, enabling local community groups to grow produce, plants and flowers. At other locations, including Huddersfield, Grangemouth and Manchester there are significant donations and sponsorships awarded to a range of local groups supporting activities including youth sports and local environmental improvement schemes.

s172 e) the desirability of the Company maintaining a reputation like standards of Business Conduct

The Company's stakeholders must have confidence in the Company for our business to remain successful. We can only maintain their trust if we act – and are seen to act – in accordance with the highest standards of ethics and integrity. Syngenta's Code of Conduct is a key part of our compliance framework. It demonstrates our commitment to build and maintain trust in Syngenta and to integrate our business, social and environmental responsibilities into everything we do. It has been adopted by the Board of Directors and is an integral part of daily business life. Every Syngenta employee receives a copy of the Code of Conduct, receives training and is expected to know, understand and apply it without exception.

In addition, during the year the directors approved a statement on modern slavery and its tax strategy both of which are published on Syngenta.co.uk.

Section 172f) the need to act fairly as between members of the Company

The Company's shares are 100% owned by Syngenta Holdings Limited.