ADAMA

ADAMA ESG Report 2025

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Table of Contents

Introduction

Message from ADAMA's President and CEO

2025 remained a challenging year for the global crop protection industry, with pricing pressure and cautious channel demand shaping market conditions. Against this backdrop, ADAMA remained focused on executing our Fight Forward transformation plan, improving efficiency, strengthening our portfolio and focusing on differentiated solutions that deliver value to farmers.

Through our transformation program, Fight Forward, ADAMA has become a stronger, more efficient organization and continues to build on this foundation with a clear focus on performance and discipline. Many of the actions implemented as part of this journey also contribute to improved environmental performance. By enhancing efficiency and modernizing our manufacturing processes, we are reducing our environmental footprint while strengthening the long-term sustainability of our business.

Throughout the year we made meaningful progress across key environmental priorities. As of Q3 2025, we completed the elimination of coal as a fuel in our on-site operations, marking a shift toward cleaner energy across our manufacturing footprint. Alongside these efforts, we achieved a 21% reduction in Scope 1 and Scope 2 greenhouse gas emissions in 2025, driven by energy transition initiatives, efficiency improvements and operational measures. We also reached our 75% hazardous waste recycling target ahead of schedule.

Safety remains our highest priority. Every person who works at ADAMA should return home safely. In 2025, we recorded zero significant injuries or fatalities for the second consecutive year. At the same time, we recognize that maintaining a strong safety culture requires constant attention. During the year we introduced a global digital Health and Safety system to strengthen reporting and oversight across our production sites.

Our progress is driven by our people. In 2025, ADAMA reached a record level of female representation, including in management positions. This is meaningful progress, but we are not where we want to be. Increasing female representation in senior leadership remains a clear priority shared by every leader at ADAMA.

Beyond our own operations, we continue to support farmers in using crop protection products responsibly. Through our global stewardship programs, more than 680,000 farmers and agricultural workers were trained in 2025 on safe and responsible use.

In 2025, ADAMA also improved its ESG ratings across several agencies, including EcoVadis, GreenEye and Wind ESG Rating, providing external validation of our efforts.

This report provides a transparent view of our progress and the areas where we continue to improve. Sustainability is embedded in how we operate, how we innovate and how we support farmers.

Thank you for your continued partnership as we work together to build a more resilient and sustainable future for agriculture.

Gaël Hili , **President and CEO**

About This Report

This report is the 2025 Environmental, Social and Governance Report ("ESG Report") for ADAMA Ltd. ('we', 'our'), also referred to as 'ADAMA' or 'the Company' in this report. Unless otherwise specified, the information and data presented pertain to activities within this scope.

This ESG report has been prepared in accordance with the Shenzhen Stock Exchange Self-disciplinary Regulatory Guidelines for Listed Companies No. 3 – Sustainable Development Report.

The report also references the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) through content index tables to support transparency and comparability for external stakeholders.

The disclosures and performance data presented in this report cover ADAMA's globally owned and operated facilities and assets for the fiscal year 2025, corresponding to the period between January 1, 2025 through December 31, 2025.

ADAMA has conducted both internal reviews and third-party verifications to ensure the accuracy and reliability of the data presented. While the Company has a high level of confidence in all published figures and practices, this document may contain generalizations, inaccuracies, errors or omissions. Any forward-looking statements reflect the Company's current intentions but are subject to change due to various factors. In the event of any discrepancies between this report and the Company's publicly available financial statements, the information in the financial statements should be considered the definitive source.

As part of ADAMA's commitment to open dialogue, we welcome any feedback or comments from the various stakeholders. Should you have any questions, please contact us at: Sustainability@adama.com

Internal data collection and controls

ADAMA has established internal processes and related controls for reporting non-financial information. These internal controls are designed to ensure the reliability of the Company's non-financial reporting, and the fair presentation of the information published in this report. 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.

ADAMA corporate functions including but not limited to HSE (Health, Safety & Environment), HR (Human Resources), Legal and Compliance are responsible for data collection, consolidation, and quality control. Each function has its own reporting processes, systems, and SOPs. Functions report on selected KPIs for inclusion in the ESG Report once a year. Data is reviewed and approved by each function before submission and consolidation in the report. Additional data quality reviews are also conducted by the ESG team before data is submitted for external assurance.

In the reporting year, changes were made to the preparation of individual indicators to improve the informative value, accuracy and comparability of the reporting. These changes mainly relate to methodological adjustments, refined data collection and updates to calculation methods. Where necessary and practicable, comparative figures from previous periods have been adjusted or

corresponding explanations have been provided in the relevant sections of this report. Restatements occur when there are significant changes in reporting standards and methodologies or when previously reported values require correction or reclassification. Reportable health and safety incidents may be reclassified based on findings from internal investigations that conclude after the data collection deadline. The materiality of a restatement is assessed for each key performance indicator based on professional judgement of what is believed to impact the decision of the users of the data.

External assurance

ADAMA seeks external assurance for selected non-financial information published in this ESG Report.

External assurance provides external and internal stakeholders with additional confidence that the data disclosed by ADAMA is reliable, accurate, and relevant. KPMG Somekh Chaikin Israel, an independent assurance provider, issued a limited assurance opinion on ADAMA's selected non-financial performance indicators disclosed in Annex (see Independent Assurance Report).

Company Overview

ADAMA Ltd. is a global crop protection company providing solutions that help farmers protect crops from weeds, insects, and diseases. The Company traces its origins to two Israeli crop protection companies, Agan (1945) and Makhteshim (1952), which merged in 1997 to form Makhteshim Agan. In 2014, the Company adopted the global brand name ADAMA.

Today, ADAMA is a member of the Syngenta Group, one of the world's leading agricultural technology companies. ADAMA operates globally, with research and development, manufacturing, and formulation facilities that support the development and supply of crop protection products for farmers and agricultural partners in many regions.

The Company offers an extensive portfolio of crop protection solutions based on hundreds of active ingredients. These products are developed and manufactured through ADAMA's global network of synthesis, formulation, and R&D capabilities, including proprietary formulation technology platforms designed to improve product performance and usability.

ADAMA works closely with farmers, distributors, and other agricultural stakeholders to develop practical and accessible solutions tailored to local agronomic conditions. Through its activities, the Company aims to support efficient agricultural production while promoting responsible product use and contributing to sustainable farming practices.

As part of the Syngenta Group, ADAMA operates within a broader agricultural innovation ecosystem focused on advancing agricultural productivity while supporting environmental stewardship and responsible business practices.

ADAMA at a Glance (2025)

- $4.05 billion in sales
- More than 7,000 employees worldwide
- Direct commercial presence in 20 key markets

- Operations serving farmers in dozens of countries globally

Operational Footprint

- 21 synthesis and formulation facilities worldwide
- 2 backward-integrated production hubs in Israel and China
- 4 research and development centers

Product Portfolio

- More than 300 active ingredients forming the basis of ADAMA's crop protection portfolio
- Product solutions focused on key global crops including soybean, corn, cereals, cotton, and fruits and vegetables

More information about ADAMA Ltd. group, including ownership, products and services, markets served, significant changes in the organization and activities and financial performance for fiscal year 2025, can be found in ADAMA Ltd. group's Financial Report 2025, available on the ADAMA Ltd. website.

ADAMA's Sustainability Governance

Sustainability at ADAMA is governed at multiple levels, ensuring strategic oversight and operational execution. The Board of Directors approves the annual ESG report, reflecting ADAMA's commitment to transparency and accountability. The Chief Executive Officer (CEO) oversees global sustainability activities, directing the Head of Corporate Strategy & Communications, who together with the ESG and Social Responsibility Manager sets the Company's sustainability direction, identifies targets in collaboration with relevant functions, supports global and local initiatives, and monitors overall progress. The Corporate ESG and Social Responsibility Manager tracks sustainability performance, promotes local initiatives and community engagement, publishes the annual sustainability report, and supports responses to selected ESG ratings. Additionally, ADAMA's Sustainability Network, composed of representatives from all regions and global functions, plays a key role in developing, implementing, and communicating sustainability initiatives across the Company.

As part of Syngenta Group, ADAMA's sustainability governance operates within the broader governance framework of the Group. Sustainability governance at the Group level is led by the Syngenta Group Board of Directors, which provides strategic direction on sustainability matters and oversees the Group Leadership Team (GLT), of which ADAMA's President and CEO is a member. The Board delegates certain responsibilities related to sustainability to its Sustainability Committee, whose proposals are submitted to the Board for deliberation and decision.

The Syngenta Group Leadership Team steers sustainability-related standards across the Group, including strategy, objectives and partnerships, and reviews the effectiveness of internal sustainability policies. Each member of the Group Leadership Team is responsible for embedding sustainability within their respective areas of responsibility. The Executive Vice President (EVP) Sustainability, Corporate Affairs and Transformation leads the Syngenta Group Sustainability and Corporate Affairs function, oversees sustainability activities across the Group's businesses, including ADAMA, and provides regular updates on sustainability matters to the Group Leadership Team and the Sustainability Committee of the 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. 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, including ADAMA.

Further details on Syngenta Group's sustainability governance framework are available in the Syngenta Group ESG Report 2025.

Engaging with stakeholders

ADAMA engages in frequent and structured dialogue with stakeholders to understand their expectations, concerns and perspectives, as well as to contribute technical expertise to relevant discussions and present its positions on issues that are important to the Company and the agricultural sector. Stakeholder engagement forms an integral part of ADAMA's due diligence processes, materiality assessment and the development of its sustainability strategy. Engagement activities are designed to be regular and tailored to the needs and roles of each stakeholder group. ADAMA engages a broad spectrum of stakeholders across the agricultural value chain and beyond, including:

- **Farmers:** ADAMA teams work closely with farmers to understand agronomic needs, ensure access to effective solutions and support them to realize the full benefits of ADAMA's products and services in order to use them most effectively. Farmers are a core group of stakeholders whose insights inform innovation and product stewardship.
- **Channel partners:** ADAMA works closely with its channel partners, including distributors and agricultural retailers who serve as the Company's direct customers. Through regular dialogue and collaboration, ADAMA supports partners in providing farmers with access to effective crop protection solutions, technical knowledge and stewardship guidance. Engagement with channel partners helps ensure responsible product distribution and supports the effective and compliant use of ADAMA's products in local markets.
- **Employees:** ADAMA maintains ongoing engagement with employers through regular communications, local workshops and surveys. Employee input informs culture, capability development and workplace-related impact management.
- **Communities**: ADAMA applies its listening approach to the communities it operates in and builds personal, lasting relationships with the Company's partners. With each collaboration that it initiates or engages in, ADAMA takes time in advance to understand the needs of those involved, whether they are local authorities, welfare departments, NGOs, or other local organizations. Engagement with community stakeholders helps identify potential social and environmental impacts and informs community investment priorities
- **Capital markets:** ADAMA regularly communicates and meets with investors, bondholders and rating agencies to provide updates on financial performance and sustainability-related activities.
- **Industry:** ADAMA engages with peers through industry associations to contribute to sector-wide discussions on relevant issues.

- **Regulators and government authorities:** ADAMA keeps an open, direct, and transparent dialogue with relevant regulators. ADAMA makes sure to present its position on relevant issues and seek dialogue.
- **Suppliers:** ADAMA is in continuous contact and dialogue with its suppliers, who are the Company's business partners. Together, we both explore opportunities for innovation and improvement and promote mutual business success.

ADAMA conducts regular materiality analyses and targeted stakeholder studies to assess the expectations and concerns of stakeholders and to understand perceptions of topics associated with the agribusiness industry. The insights gained from these processes inform the further development of ADAMA's sustainability strategy, the prioritization of material topics and related operational measures (see Double materiality assessment).

Industry Memberships

ADAMA recognizes the importance of participating in international and local committees and organizations to achieve improvement in industry-related issues. This activity allows the Company to create a dialogue and share knowledge with other industry members and with governmental and non-governmental organizations, to benefit all stakeholders. ADAMA believes that the ability of farmers to meet the needs of a growing global population while using fewer natural resources and reducing greenhouse gas emissions depends on collaboration across the agricultural community.

- CropLife International
- China Crop Protection Industry Association (CCPIA)
- The Manufacturers' Association of Israel (MAI)
- China Petroleum and Chemical Industry Federation (CPCIF)
- MAALA (CSR in Israel)
- The International Association for the Protection of Intellectual Property (AIPPI)

Double-materiality assessment

Methodology

ADAMA conducted a Double Materiality Assessment (DMA) for the fiscal year 2025 report. The process was initiated in 2024 and subsequently revised and finalized in 2025, in alignment with the Shenzhen Stock Exchange's Guidelines for Self-Regulation of Listed Companies (No. 17 – Sustainability Report) ("SZSE Sustainability Reporting"). The objective of the DMA was to identify those sustainability matters that are material to ADAMA for reporting purposes based on an evaluation of (i) potential and actual impact on people and the environment, and (ii) significance of sustainability-related risks and opportunities that may affect ADAMA's development and financial conditions.

The methodology integrates the specific characteristics of ADAMA's business model and key SZSE sustainability reporting related requirements. The scope covers entities under ADAMA's control as of the start of the calendar year, including relevant value chain elements and primary business models.

The assessment was led by the ADAMA Global ESG team in collaboration with Syngenta Group, and was carried out with an independent third-party to provide external expertise and ensure objectivity in the process. Senior management, operational functions, and subject-matter experts contributed with both bottom-up and top-down perspectives.

The DMA was performed in a three-phased process:

1. Baseline assessment and value chain mapping

As a first step, ADAMA undertook a comprehensive review of its business model and value chain, mapping core business activities, defining operational and value chain boundaries, and identifying key stakeholders across the six capitals – financial, manufactured, intellectual, human, social, and natural. This review also examined key themes and trends from relevant internal and external sources, covering the regulatory landscape, applicable reporting frameworks, and stakeholder perspectives, with the objective of compiling a list of relevant sustainability matters and their associated impacts, risks, and opportunities (IROs).

The results were consolidated in the IRO register, which is updated annually. ADAMA consulted the following sources to identify IROs:

- **External sources:** sustainability standards and frameworks; regulatory and policy documents, sector-relevant guidance and industry body studies; market intelligence reports; selected topical resources and scientific evidence.
- **Internal sources:** previous materiality assessments; sustainability strategy and corporate policies; due diligence and audit outcomes; climate-scenario results.
- **Affected Stakeholder consultation:** engagement through stakeholder-facing functions towards employees and other workers, regulators, customers, suppliers, and other potentially affected stakeholder groups; review of civil society reports and ESG ratings.

2. Scoring and prioritization of IROs

The identified IROs were validated and assessed on a gross basis without planned actions across the short, medium and long-term in working sessions with subject-matter experts. They used predefined ordinal scoring and assessment criteria to ensure a consistent and comparable approach.

Impacts were reviewed for severity – considering their scale (seriousness of the impact), scope (extent of affected stakeholders or areas), and the irremediable nature of negative impacts – alongside their likelihood of occurrence.

Risks and opportunities were assessed for likelihood and magnitude in terms of potential financial effects. All IROs scoring above the defined threshold were classified as material, and those near the threshold were classified as emerging matters to be monitored.

3. Validation of results

Through an iterative process, structured cross-functional workshops were convened to review and validate material and emerging IROs. These sessions brought together expertise from across the business to challenge assumptions, confirm relevance, and ensure alignment.

Following the workshops, the Global ESG team engaged with relevant internal stakeholders, to further examine the shortlisted IROs. This step focused on calibrating and refining the IRO register

and ensuring that each entry was accurately defined, supported by evidence, and assessed using a consistent methodology across all topics.

The final assessment results were presented to ADAMA's Global Leadership Team.

Material topics

The DMA process involved a comprehensive review of actual and potential matters from an environmental, social, and governance perspective. ADAMA identified the following sustainability topics as material for purposes of this Report: Climate, Pollution, Ecosystems and Biodiversity, Workforce: Fair and Inclusive Workplace; Health, Safety and Welfare, Supply Chain, Product Safety and Quality, Corruption and Bribery and Innovation in Agriculture. All of these material topics are also included in the sustainability related SZSE baseline list of reporting topics.

The material sustainability topics through the DMA span across the three environmental, social and governance dimensions, and are relevant across all the Company's business models and value chain activities.

In alignment with the Shenzhen Stock Exchange's applicable guidelines, the Company identified the following material topics as having a financial impact: Climate Change, Pollution, Bribery and Corruption, and Innovation in Agriculture.

Description of Impacts, Risks and Opportunities

Value chain: U – Upstream, O – Own operations, D – Downstream

Time horizon: S – Short-term, M – Medium-term, L – Long-term

Topic Sub-topic	Value chain			Description	Time horizon		
	U	O	D		S	M	L
Environment							
Climate	X	X		*Negative impact:* Procurement activities, particularly the sourcing of raw materials from suppliers within the chemical sector, give rise to Scope 3 greenhouse gas (GHG) emissions.	X	X	X
		X		*Risk*: Evolving, increasingly stringent and complex regulations on emissions may result in non-compliance gaps, increased operational expenses and potential imposition of regulatory fines.	X	X	
		X		*Opportunity:* Preparedness for evolving climate regulations may mitigate compliance risk and give rise to potential competitive advantages.	X	X	X
			X	*Positive impact:* Development of technologies and sustainable farming practices facilitate climate change adaptation, support the protection of crop yields and contributes to the strengthening of global food security.	X	X	X
	X	X	X	*Risk*: Increased frequency, intensity and altered timing of extreme weather events may disrupt operations and result in lower revenues.	X		
Energy		X		*Negative impact:* Consumption of primary and secondary energy sources contributes to Scope 1 and Scope 2 GHG emissions.	X	X	X
Pollution		X		*Potential negative impact:* Unforeseen manufacturing incidents may lead to residues that could result in reduced water and soil quality.	X	X	X
	X	X	X	*Risk*: Increasingly stringent regulations on pesticide use may lead to operational constraints and increased regulatory costs.	X	X	X

Topic Sub-topic	Value chain			Description	Time horizon		
	U	O	D		S	M	L
		X		*Risk*: Environmental pollution from chemical production and related incidents may induce reputational, financial and legal risks and associated increases in remediation, compliance and litigation costs.	X	X	X
Ecosystems and Biodiversity			X	*Potential negative impact*: Misuse of crop protection products within the downstream value chain may give rise to adverse effects on biodiversity.	X	X	X
		X		*Potential positive impact:* Advancement and deployment of precision application technologies serve to mitigate off-target impacts, helping protect pollinators, beneficial species and adjacent habitats and supporting land use efficiency and biodiversity at both farm and landscape levels.		X	X
Social							
Workforce: Health, safety and Welfare		X		*Potential negative impact:* Work-related incidents may result in employee injury, illness or loss of life.	X	X	X
		X		*Potential positive impact:* Implementation of a systematic safety culture and risk management training framework may reduce the frequency and severity of health and safety incidents.	X	X	X
Workforce: Fair and Inclusive Workplace		X		*Potential positive impact:* Promoting inclusion, diversity and equity in own workforce, may lead to increased sense of belonging among employees.	X	X	X
Supply Chain	X			*Potential negative impact:* Non-compliance with the supplier code of conduct by suppliers operating in high-risk geographies may give rise to instances of child labor.	X	X	X
Product Safety and Quality			X	*Potential negative impact:* Non-compliant use of pesticides by farmers may lead to negative human health impacts.	X	X	X
Sustainability-related governance							
Corruption and Bribery	X	X	X	*Potential negative impact:* Breaches of anti-corruption and anti-bribery regulations may undermine fair competition and equal treatment in the markets.	X	X	X
	X	X	X	*Risk:* Instances of corruption and bribery cases may lead to reputational damage, financial losses and exposure to regulatory sanctions.	X	X	X
	X	X		*Potential positive impact*: Robust compliance training programs and the promotion of ethical leadership practices may foster a culture of integrity, safe operations and responsible business practices among employees and within the supply chain.	X	X	X
Entity-specific: Innovation in agriculture							
Food Security			X	*Potential positive impact:* Facilitating access to agricultural solutions for underserved, resource-constrained farming populations may improve food safety and security and the livelihoods of smallholder farmers and rural communities.	X	X	X
Product Innovation		X	X	*Opportunity*: Investment in and support for agricultural research and development has the potential to drive innovation, improve crop yields and reduce food loss and waste.	X	X	X

Innovation in Agriculture

Topic description

The crop protection market is rapidly evolving, driven by global trends that demand both innovation and adaptability. Growers today face numerous challenges, including tighter profit margins, increasing agronomic complexities, climate change and a more stringent regulatory environment. Compounding these pressures is the slowdown in new molecule development, which increases the need for solutions that maximize the effectiveness of existing Active Ingredients.

Growers require innovative, high-quality products that address these challenges while delivering strong returns on investment. They need tools that boost productivity, enhance sustainability and simplify farm operations – all tailored to their unique needs. ADAMA's Value Innovation strategy is specifically designed to meet these demands.

Management approach

ADAMA's value innovation strategy is designed to support farmers by maximizing their productivity without compromising economic viability. By emphasizing differentiated products powered by proprietary formulation technologies, ADAMA delivers tangible benefits such as resistance management, rainfastness, improved leaf penetration, and ease of use – all contributing to increased profitability and sustainable farming practices.

Recognizing that sustainability must align with economic realities, ADAMA continues to invest significant resources in developing proprietary, advanced Formulation Technology platforms to optimize the performance of existing molecules. This approach enables the creation of innovative, cost-effective solutions that help farmers achieve both productivity and economic goals in an environmentally sustainable way.

Some examples of ADAMA's leading formulation technologies:

- **T.O.V.® Technology:** This oil-based formulation technology combines a contact fungicide with systemic Active Ingredients dissolved in oil, enhancing rainfastness and penetration. It delivers a user-friendly liquid pre-mix for broad-spectrum disease control and robust long-term management. Additionally, over 50% of the non-active ingredients in these formulations are derived from renewable resources.
- **Sesgama® Technology:** Built on a unique polymeric surfactant, this platform creates high-load suspensions with excellent stability, reduces packaging waste and minimizes environmental impact while improving usability by preventing nozzle clogging.
- **Asorbital® Technology:** Optimizing penetration into cereal leaves, this solubilizing system optimizes Active Ingredient uptake and efficacy, ensuring long-lasting protection and targeted delivery.

- **Desidro® Technology:** Used in the production of molluscicide products, this technology ensures superior pellet attractiveness – making the bait more appealing to slugs and snails - and maintains pellet integrity, helping the pellets withstand moisture and handling without breaking down.
- **Ayalon technology:** A proprietary technology developed for enhanced biological efficacy of water-based formulations. This technology improves spreading, rain fastness, and penetration, ensuring superior performance while reducing reliance on organic solvents for a more sustainable solution.

Resistance Management

Resistance management is a key focus of ADAMA's product innovation and an important contributor to sustainable agriculture. Over time, weeds, insects, and diseases can develop resistance to specific active ingredients when the same mode of action is used repeatedly. ADAMA addresses this challenge by developing and offering solutions that combine or rotate different modes of action, helping growers maintain effective control while slowing the development of resistance. These approaches improve crop protection outcomes and help preserve yields while avoiding unnecessary or repeated applications of products that may no longer be effective. By enabling more targeted and effective pest management, resistance management contributes to more efficient use of crop protection products and helps reduce avoidable environmental load in the field.

ADAMA's broad portfolio of active ingredients and formulation capabilities provides a strong foundation for this approach, allowing the Company to combine multiple modes of action and deliver practical resistance-management tools to growers. This breadth of options supports long-term product effectiveness while helping farmers protect productivity in a more resource-efficient and sustainable way.

Increased Use of Biodegradable Components

ADAMA is dedicated to incorporating biodegradable and renewable materials into its formulations to promote sustainability, improve agronomic efficiency, and ensure safe handling.

Over **50%** of the co-formulants used in the Company's recent launches of oil-based products are already biodegradable. ADAMA aims to extend this approach across the entire pipeline of oil-based products.

In parallel, our innovative water-based formulation technologies reflect our ongoing efforts to transition toward more efficient water-based solutions, reducing reliance on conventional organic solvents.

Complementary technologies

In addition to advancing formulations technologies, ADAMA integrates biological solutions and AgTech to complement its portfolio and further support farmers in achieving sustainable agriculture. Through biological solutions, ADAMA invests in biocontrol and biostimulants that enhance soil and plant health, improve nutrient uptake and stress tolerance, and reduce chemical load, providing farmers with effective, environmentally friendly alternatives. At the same time, ADAMA embraces AgTech, taking a customer-focused, tech-neutral approach by collaborating with local AgTech companies to deliver tailored solutions that optimize agricultural productivity and sustainability.

Environment

Environmental Management Infrastructure

Topic description

At ADAMA, promoting environmental sustainability is imperative given the urgent challenges posed by climate change, water scarcity and hazardous waste disposal, and the increasing expectations of the Company's stakeholders. The global need to mitigate environmental impact alongside adapting to the emerging risks, demands that ADAMA lead with innovative, sustainable solutions grounded in clear, comprehensive methodologies and standards, ensuring compliance with both global and local regulations across all operations.

Management approach

ADAMA takes a comprehensive, methodical approach to monitoring its environmental impact and mitigating risks, from raw material sourcing to production, transportation and product application. ADAMA's Health, Safety and Environment (HSE) Policy and the ADAMA HSE Management System (HSE-MS) outline this approach, enabling the Company to continuously improve its performance while focusing efforts on mitigating its environmental footprint.

ADAMA's HSE policy and HSE-MS were crafted through engagement with farmers, employees, surrounding communities, environmental organizations, regulators, and other stakeholders. By listening to their input, ADAMA gained insight into their expectations. ADAMA also adopted innovative technologies and approaches that enable it to effectively manage and reduce the Company's environmental impact.

ADAMA is dedicated to managing climate and environmental impacts in alignment with internationally recognized standards. The Company adheres to frameworks such as ISO 14001 for environmental management systems and continuously implements internal standards across its operations. Through these measures, ADAMA systematically identifies, monitors, and reduces its environmental impact while fostering a culture of continuous improvement. This approach underscores ADAMA's commitment to responsible resource management, climate action, and compliance with global environmental regulations, while also supporting broader sustainability goals.

ADAMA conducts environmental self-assessments based on seven internal standards covering air emissions, waste handling, water use & discharge and energy management, and performs cross-site audits to ensure consistent implementation across the organization. In 2025, certified internal auditors carried out audits at twelve ADAMA production sites, each conducted over a period of three to five days.

Fostering Environmental Community Engagement

ADAMA actively engages with communities living near its manufacturing sites to develop projects that minimize potential nuisances. ADAMA participates in regular community dialogues to learn of and address public concerns. This proactive approach fosters strong relationships, aligns interests, enhances mutual understanding, and promotes joint action for shared benefits.

Raising Environmental Awareness

ADAMA holds open discussions focusing on environmental issues, including circular economy, energy use, and the importance of safeguarding the environment within local communities and sector-specific forums.

The Company also provides employee training on principles of the circular economy, covering reuse, recycling, and energy recovery of waste and used raw materials. These sessions further address broader environmental issues and explore ways to improve the Company's environmental practices. The trainings are conducted at various sites to address local environmental challenges relevant to each location.

Elimination of mercury use

In line with ADAMA's commitment to phasing out hazardous substances and adopting best available technologies, the Company fully eliminated the use of mercury in production processes. In 2022, ADAMA permanently shut down its mercury based chlor-alkali plant. A comprehensive demolition and remediation plan was developed – including certified handling and disposal of all mercury residues at authorized facilities – and implementation began in 2025 with specialized external contractors. In 2024, ADAMA opened a new chlor-alkali plant in Neot Hovav that uses advanced membrane cell technology, fully replacing the former mercury-based system while significantly improving environmental performance and energy efficiency.

Key performance indicators

As of December 2025, **65%** of ADAMA's production sites are ISO 14001 certified.

Environmental compliance indicators	2023	2024	2025
Environmental fines (million USD)	0	0[(1)]	0
Significant environmental incidents	1	0	0

(1) In 2024, the Company received one environmental fine in the amount of $4,000.

As a testament to ADAMA's ongoing efforts to improve environmental management and internal learning, ADAMA recorded zero significant environmental incidents in 2025.

Investing in environmental initiatives

Key Environmental Investments in 2025:

- Wastewater treatment plant upgrade (MCW-NH, Israel) – on-going
- Thermal air emission systems (MCW-NH, Taquari, Brazil and Agan site in Israel) – finalized in 2025
- Soil and groundwater remediation (Agan, Israel; and MCW-BS, Israel) – on-going

Investments in environmental initiatives (million USD)	2023	2024	2025
Capital investment	46	45	21
Operating expenditure	65	65	90

Environmental capital expenditure decreased significantly in 2025, from USD 45 million to USD 21 million. This change reflects the completion of two major multi-year projects that required substantial investment in previous years. First, the relocation projects in China, including the construction of new production units and associated environmental infrastructure, were largely finalized by 2024,

reducing the level of required environmental CapEx in 2025. Second, the new chlor-alkali plant in Neot Hovav, classified as an environmental investment due to its complete elimination of mercury use and its substantially higher energy efficiency, was completed and commissioned in 2024. As these major projects came to an end, 2025 capital expenditure naturally returned to more routine levels, without affecting ADAMA's ongoing commitment to environmental performance and continuous improvement.

Environmental OpEx increased to USD 90 million in 2025 due to improved reporting completeness. This year, ADAMA incorporated the operating costs of its wastewater treatment plant in China, which had not been fully captured in previous years. The updated figure reflects more accurate and transparent reporting rather than a material increase in environmental expenditure.

Climate change and GHG emissions

Topic description

Climate change is one of the most pressing global challenges, with its impacts already evident through irregularity of weather patterns, increased frequency of extreme weather events and accelerating environmental degradation. By reducing greenhouse gas (GHG) emissions, conserving resources, and adopting eco-friendly practices, ADAMA not only addresses the critical climate crisis but also upholds its responsibility to stakeholders who expect balancing growth with environmental stewardship.

Management approach

ADAMA is committed to reducing its environmental impact through a comprehensive approach to GHG management.

Climate Policy and Governance

Syngenta Group's Climate Operating Model provides a structural foundation 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 (CTPs), and ensure consistent measurement and reporting of GHG emissions across Scopes 1, 2, and 3.

The ADAMA HSE Policy establishes the Company's overall approach to managing environmental impact, promoting conservation, and ensuring employees and contractors have the necessary skills to undertake their work. At an operational level, climate-related requirements are embedded in the Climate Change and Carbon Footprint Standard, which applies to all ADAMA operations. The Standard covers GHG emissions reduction, energy efficiency, and the implementation of site-specific measures to reduce environmental impacts.

Climate Related Risks and Opportunities Management

ADAMA's climate risk assessment follows international standards set by the Intergovernmental Panel on Climate Change (IPCC). The assessment examines two possible future scenarios: a low-carbon future (RCP2.6) where global efforts successfully reduce emissions, and a high-carbon future (RCP8.5) where emissions continue to rise.

Physical risks

The physical risk assessment evaluates all ADAMA's main production locations worldwide. The Company uses specialized tools to analyze site locations under future climate scenarios and examines all 28 hazards recommended by the Task Force on Climate-related Financial Disclosures (TCFD).

The analysis follows IPCC-aligned timeframes: short-term (2021-2040), medium-term (2041-2060), and long-term (2061-2100), recognizing that environmental changes and their impacts require extended monitoring periods to fully understand their progression.

While the various scenarios outlined above are thoroughly analyzed, for physical risks, the Company prioritized planning for the high-carbon scenario in the short term to address the most immediate and severe potential climate risks. All ADAMA sites are first assessed to identify relevant risks. The list is then prioritized to key sites with the most significant material impact to establish and monitor adaptation plans.

The assessment indicates that risk exposure varies significantly by geographic location, with sites outside China showing higher vulnerability. Most locations face medium exposure to temperature-related risks, while location-specific risks include water-related risks. The analysis identified acute risks including wildfires, droughts and water stress.

ADAMA focuses its climate adaptation efforts on material sites where operational disruptions would most severely impact the business. The Company has already implemented protective measures for many identified climate risks at its sites. For newly identified risks, ADAMA is conducting a further assessment to determine their relevance at the site. Where risks are deemed relevant, sites are expected to develop appropriate actions to strengthen business resilience.

Transitional Risks and Opportunities

Transitional risks and opportunities are assessed through a structured internal review, supported by an internal expert group and, when relevant, external specialists. This evaluation focuses on how the transition affects business operations and strategy, identifying priority areas with potential material impacts.

The analysis was made using timeframes: short-term (2025-2030), medium-term (2030-2040), and long-term (2040-2050). The timeframes are shorter than those used for physical risks, recognizing that transitional risks and opportunities are likely to occur more rapidly than physical risks and would require more immediate attention.

The analysis was made using a low-carbon scenario in the short term, where the need for a rapid transition would create significant regulatory and compliance requirements as well as shifting the market conditions. The use of this scenario helps ensure the organization is prepared for any level of regulatory and market changes that might occur in the future.

Out of a long list of potentially relevant transition risks and opportunities, priority risks and opportunities were identified. Impact and likelihood were assessed qualitatively for priority risks based on available literature and considering ADAMA’s business operations.

Key transition risks include increasing climate regulation, enhanced reporting requirements, carbon tax and growing public scrutiny regarding biodiversity, land use, and deforestation.

Climate change presents significant challenges to agriculture, including unpredictable weather patterns, extreme temperatures, droughts, and floods that can devastate crops and threaten food

security. ADAMA supports farmers to build resilience and improve profitability, recognizing that addressing climate change is essential to securing sustainable growth in agriculture.

Climate targets

Following the 2015 Paris Agreement, ADAMA committed to reducing its Scope 1 and Scope 2 greenhouse gas emissions in absolute terms. The Company initially set a target to reduce Scope 1 and Scope 2 emissions by more than 50% by 2030 compared with a 2015 baseline. This target, however, did not include emissions from ADAMA's Chinese manufacturing sites, which were integrated into the business at a later stage.

Since 2015, ADAMA has achieved substantial progress in reducing emissions through operational improvements and energy management. By 2025, the Company had reduced Scope 1 and Scope 2 emissions outside of China by 44% compared with the 2015 baseline.

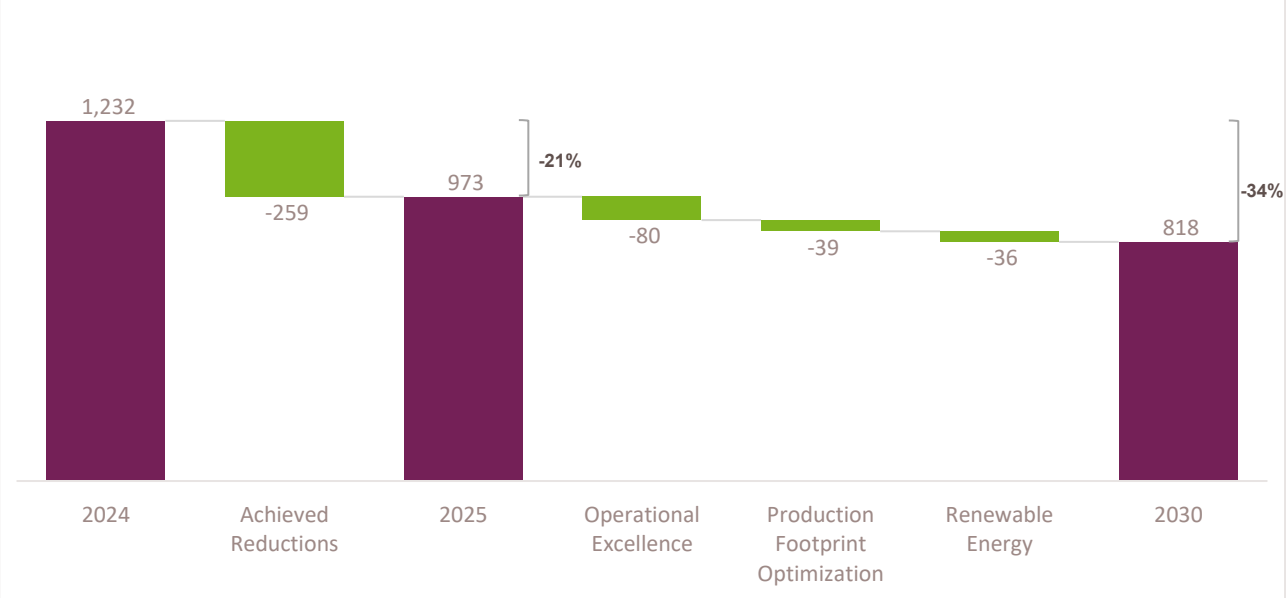
Following a review of its Climate Transition Plan in 2025, ADAMA updated its Scope 1 and Scope 2 emissions reduction plan to reflect the full operational footprint of the Company, including China. The updated target aims to reduce Scope 1 and Scope 2 emissions by 34% by 2030 compared with a 2024 baseline, replacing the previously stated 20% reduction target.

ADAMA's Climate Transition Plan forms part of the broader Syngenta Group Climate Transition Plan framework and contributes directly to the Group's climate objectives. The plan outlines the actions required to reduce operational emissions and integrates climate considerations into operational management, capital investment, and innovation processes. It consolidates existing and planned mitigation measures across sites and provides a structured pathway for achieving the Company's climate targets.

The Climate Transition Plan for Scope 1 and Scope 2 emissions reduction focuses on three primary decarbonization levers:

1. Operational excellence
2. Production footprint optimization
3. Renewable electricity

ADAMA Scope 1 and Scope 2 Climate Transition Plan (in thousand tonnes of CO2e)



Current emissions reductions indicate that ADAMA is on track to meet its Scope 1 and Scope 2 target. In 2025, Scope 1 and Scope 2 GHG emissions were reduced by **21%** compared with the 2024 baseline. This reduction exceeded the level anticipated in ADAMA's decarbonization pathway for this stage. Based on current implementation progress, reductions achieved in 2026 may also exceed the planned trajectory. The Company's emissions reduction plan is designed to deliver these reductions while accommodating expected business growth. ADAMA is therefore maintaining its existing 2030 target at this stage, while continuing to implement the additional actions expected to deliver at least a further 16% reduction by 2030.

The successful execution of the Climate Transition Plan relies on a well-defined governance structure with clear accountability. ADAMA's CEO has overall accountability for implementing climate actions within ADAMA. At the Syngenta Group level, the Chief Sustainability Officer maintains ownership of the overall Climate Transition Plan, receiving regular progress updates every six months from the Group Climate and Nature team. The Syngenta Group Climate Transition Plan is approved by the Global Leadership Team (GLT), which holds ultimate responsibility, ensures strategic alignment, reviews significant updates in case of material changes, and monitors progress. ADAMA's CEO is part of the Group's GLT.

Decarbonization strategy and implementation

ADAMA's climate transition strategy is built on multiple interconnected decarbonization levers that address emissions across its operations and relevant parts of its value chain. These measures are implemented through a structured approach combining short-, medium-, and long-term actions that may be adapted based on technological developments, market conditions, and regulatory requirements. The Company maintains rigorous oversight through monitoring at both business unit and site levels, with progress consolidated and evaluated at least annually as part of Syngenta Group CTP governance processes. All monitoring and reporting activities are conducted in line with the relevant GHG Protocol guidance. The following sections outline the key decarbonization levers and their implementation across ADAMA's operations and supply chains.

Operational Excellence

ADAMA continues to improve the energy efficiency of its operations through a combination of structural energy system changes and ongoing operational improvements. A major milestone in this effort was achieved in 2025 with the shutdown of the coal-fired power plant at the Sanonda site. The site transitioned to electricity and steam supplied by a regional provider, completing the elimination of coal from ADAMA’s Scope 1 energy sources.

Beyond this structural change, ADAMA systematically improves energy performance through equipment upgrades, process optimization, and strengthened site-level energy management. The Company reduces energy demand by replacing inefficient motors, compressors, and lighting systems with high-efficiency alternatives, accelerating the transition to LED lighting, and upgrading medium and large motors. Production processes are continuously optimized to lower energy consumption per unit of output, while site-level energy assessments identify targeted opportunities for improvement and strengthen local energy management capabilities.

In 2025, ADAMA conducted a structured energy assessment at its operations in Colombia, working with local authorities, academic experts, and industry partners to identify opportunities for optimized energy use. In India, operational optimization initiatives, including warehouse space utilization analysis, helped reduce energy demand associated with material handling and storage activities.

ADAMA is also advancing process-level efficiency improvements in critical treatment systems. At the MCW NH site, the operating temperature of the thermal oxidizer will be lowered from 1,100°C to 950°C, delivering meaningful energy savings while maintaining treatment effectiveness. In parallel, the Company is expanding the use of hydrogen produced at the site's new chlor-alkali plant to power key air treatment systems in place of natural gas. Hydrogen, a zero-GHG fuel with significantly higher energy density than natural gas, represents an important opportunity for further decarbonization of high-temperature processes.

The Company also continues to promote electrification and lower-carbon mobility across its operations. Diesel-powered forklifts are being replaced with electric alternatives, and vehicle fleets at production and commercial sites are gradually transitioning toward lower-emission technologies. In India, diesel forklifts were replaced with electric models in 2025, while in South Korea selected LPG vehicles were converted to hybrid models as part of fleet optimization efforts. In Israel, where ADAMA operates 300 vehicles, hybrid and electric vehicles accounted for 52% of the fleet in 2025, up from 39% in 2023, with a target of reaching 62% in 2026.

Energy efficiency is further supported by improvements in how generated heat and power are utilized. Major production sites operate cogeneration systems that simultaneously produce electricity and recover residual heat for steam generation, reducing the need for separate generation systems. Several facilities also use organic waste as a substitute fuel in thermal oxidizers, reducing both waste volumes and fossil fuel consumption. In 2025, 3,610 metric tonnes of organic waste were used for this purpose.

Production Footprint Optimization

ADAMA continues to refine its global production footprint to structurally reduce energy demand and improve long-term operational efficiency. This includes optimizing production processes, adjusting site configurations where appropriate, and gradually shifting the product portfolio toward lower energy-intensive production routes.

A major milestone in this area was the shutdown of the chlor-alkali production process at the Anpon site in 2025. Chlor-alkali production is highly electricity-intensive, and the closure significantly reduced electricity consumption associated with chlorine production at the site.

These structural adjustments contribute to lowering the overall energy intensity of ADAMA's manufacturing network while improving the efficiency and resilience of its global production footprint.

Renewable Electricity and Carbon-Free Energy Integration

To further decarbonize its operations, ADAMA continues to increase the share of renewable and carbon free energy in its energy mix. This includes onsite renewable generation, renewable electricity procurement where available, and reliance on local grid mixes that incorporate increasing amounts of renewable and low carbon power.

Production sites in India, China, Spain, the United States, and Israel operate onsite photovoltaic systems that provide renewable electricity directly to manufacturing operations. In 2025, ADAMA expanded its photovoltaic capacity across several sites, including Huifeng, China (+1,300 kW), Agan, Israel (+565 kW), and Dahej, India (+60 kW). Together with the first full year of operation of the new solar field in Sanonda, China (+1,960 kW), this resulted in a significant increase in on-site solar energy generation, supporting the Company's efforts to strengthen local renewable energy production. The Company also incorporates alternative fuels such as biomass and hydrogen,

alongside renewable heat and steam generated from solar, water, and biomass sources at selected locations.

Together, these initiatives demonstrate ADAMA's commitment to a more efficient, lower carbon production system and accelerate the Company's transition toward renewable and carbon free energy.

By advancing operational excellence, optimizing its production footprint, and integrating renewable electricity solutions, ADAMA strengthens its ability to achieve meaningful emissions reductions while enhancing resilience and resource efficiency across its global operations.

Scope 3

ADAMA is working to measure and refine its Scope 3 carbon emissions across its value chain. Current analysis indicates that these emissions dominate the Company's GHG profile, with purchased goods and services (Category 1) accounting for approximately 80% of total emissions. ADAMA continues to enhance its methodologies and data quality to support more accurate disclosure in the 2026 ESG report.

As part of our efforts to increase logistics efficiency and reduce greenhouse gas emissions, we implemented several initiatives across our global supply chain. First, following the supply chain disruption of recent years, during which air freight volumes increased significantly, we undertook a structured program to sharply reduce reliance on air shipments. By optimizing safety stock levels, improving planning, and producing local formulations closer to key markets, we substantially cut the need for urgent air deliveries, resulting in meaningful emissions reductions. In parallel, we introduced systematic consolidation of outbound shipments. Orders from different sites that were previously shipped in separate containers are now combined, reducing the total number of containers transported by sea and lowering associated emissions from ocean freight, as well as from truck movements at origin and destination. Additionally, we improved container utilization by maximizing load capacity and minimizing empty space, enabling us to move the same volumes with fewer shipments and therefore lower total logistics-related emissions.

As a pilot, ADAMA France launched a targeted transport optimization initiative that has already delivered tangible results, reducing total delivery distances, lowering fuel consumption, and achieving measurable CO_2 reductions. The success of this data driven approach demonstrates its potential to be scaled across additional countries, offering a replicable model for further improving logistics efficiency and reducing emissions throughout our distribution network.

Key performance indicators

All 2025 environmental data covers the full year performance of most production sites, except MCW-NH and Agan which are calculated based on actual January-September performance data, plus estimates for October-December, adjusted for production.

To measure GHG emissions, ADAMA uses the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard for Scope 1, 2, and 3 emissions calculations. The calculation includes GHG emissions from the Company's manufacturing sites (fuels, electricity and heat consumption, refrigerants, biological wastewater treatment and defused emissions) as well as GHG emissions generated by the Company's car fleet.

The emission factors used to calculate greenhouse gas (GHG) emissions from electricity consumption are based on International Energy Agency (IEA) data. For sites operating private power plants (MCW-NH and Agan), site-specific local emission factors are applied. For fuels and other

energy sources, the Company applies emission factors published by the UK Department for Environment, Food & Rural Affairs (DEFRA).

Scope 2 emissions are reported in line with the market-based hierarchy of emission factors as set out in the GHG Protocol Scope 2 Guidance. Hydrogen is considered as a zero GHG emission energy source, and biomass is regarded as carbon neutral. As such, neither is included in ADAMA's direct energy use calculations. All of ADAMA's coal use is derived from Sanonda site in China.

Total Scope 1 and Scope 2 Greenhouse Gas emissions and intensity	**2023**	**2024**	**2025**
Scope 1 and Scope 2 GHG Emissions (thousand tonnes of CO_2e)	1,215	1,232	973
Scope 1 and Scope 2 GHG intensity (g CO2e/USD sales)	265	303	240
Scope 1 and Scope 2 GHG intensity (tonne CO2e/tonne production)	1.12	1.02	0.73
Total Scope 1 emissions (thousand tonnes of CO_2e)	330	334	269
Own operations [(1)]	315	324	258
Company vehicles	15	10	11
Total Scope 2 emissions (thousand tonnes of CO_2e)	885	898	704

(1) 2024 own operations Scope 1 value restated to better reflect process emissions as well as the usage of a more accurate emission factor. The restatement led also to a change in value to Total Scope 1 emissions and to Scope 1 and Scope 2 GHG emissions

In 2025, Scope 1 and Scope 2 emissions decreased by 21% compared to 2024. Scope 1 emissions declined by 19.5% driven mainly by the shutdown of the coal-based power plant at Sanonda site and the transition to sourcing energy from the regional power station which is more energy efficient. Scope 2 emissions decreased by 22% as a result of the closure of the energy-intensive chlor-alkali process at the Anpon site. Both initiatives were implemented in the second half of 2025, and therefore their full impact on Scope 1 and Scope 2 emission reduction is expected to materialize in 2026.

This positive change reflects the transition from fossil fuel-based energy to energy generated from a diverse mix of sources, including renewable energy.

Scope 1 and Scope 2 emissions sales-based intensity decreased by 21% while production-based Scope 1 and Scope 2 emissions intensity decreased by 28% despite a higher production volume, due to the decrease in Scope 1 and Scope 2 emissions.

Energy

Topic description

Reducing energy use is material to ADAMA due to its direct influence on operating costs, environmental impact, and regulatory exposure. Energy consumption is a key driver of production efficiency and competitiveness in a market characterized by tight margins. In addition, energy use is closely linked to greenhouse gas emissions, making it a central factor in meeting regulatory requirements and contributing to global climate objectives.

Management approach

ADAMA manages energy use as a core operational and environmental priority. The Company’s approach focuses on reducing energy consumption through efficiency measures, improving energy

intensity across operations, and progressively shifting toward lower-carbon and carbon-free energy sources.

Energy management is implemented through a combination of group-level direction and decentralized execution. While strategic priorities and frameworks are defined centrally, production, logistics, and commercial sites are responsible for identifying and implementing energy optimization measures relevant to their operational context. This approach is intended to ensure that energy efficiency and decarbonization are embedded across all parts of the business, regardless of site size or geography. Dedicated budgets are allocated to support energy-related environmental initiatives, including equipment upgrades, process improvements, and pilot projects.

Key performance indicators

ADAMA measures its efforts to reduce energy consumption by tracking energy source data and aligning performance with key performance indicators (KPIs) to ensure progress and accountability.

Breakdown of energy consumption by source (%)	**2023**	**2024**	**2025**
Purchased electricity	48%	50%	52%
Purchased steam	15%	15%	18%
Fuel consumption	37%	35%	30%

Energy consumption and intensity	**2023**	**2024**	**2025**
Total energy consumption (TJ)	10,446	10,336	9,620
Total energy intensity (MJ/ USD sales)	2.28	2.22	2.37
Total energy intensity (GJ/ tonne production)	9.7	9.08	7.21
Scope 1 energy consumption (TJ)	3,831	3,551	2,916
Coal	2,662	2,463	1,715
Natural gas	854[(1)]	809[(1)]	851
Fuel oil	78	45	33
Diesel	30	23	47
LPG	22	16	25
Other fossil fuels	92	108	149
Self-generated solar energy	-	6	16
Biomass	83	78	76
Hydrogen [(2)]	10	3	4
Scope 2 consumption of purchased energy (TJ)	**6,615**	**6,785**	**6,703**
Electricity	5,035	5,179	4,998
Of which renewable electricity (location-based)	1,198	1,232	1,500
Steam	1,580	1,606	1,705
Energy consumed from renewable & carbon free sources (TJ)	**1,291**	**1,318**	**1,596**
Renewable and carbon free energy ratio (%)	**12%**	**14%**	**17%**

[(1)] Natural gas figures restated due to a clerical error that fell in the previous report. This restatement affects other figures in the table.

(2) Hydrogen is not renewable but is included in the carbon-free category

In 2025, total energy use decreased by 9%. Energy intensity per tonne of production improved due to efficiency measures, despite the higher production volume.

Scope 1 energy consumption decreased by 18% due to the shutdown of the Sanonda power plant. Scope 2 energy consumption from purchased energy decreased by 1%. Increased electricity purchases at Sanonda following the shutdown of the on-site power plant were offset by reduced energy consumption resulting from the closure of the chlor-alkali facility in Anpon.

Self-generated solar energy increased by 175% in 2025, driven by the expansion of photovoltaic capacity.

Air Quality

Topic description

Air emissions from chemical manufacturing may contain substances that could negatively impact both people and the environment. ADAMA is committed to safeguarding the health and safety of its employees and all individuals potentially affected by its activities.

Management approach

ADAMA's objective is to operate all sites with air emissions controlled within permitted limits and in full compliance with applicable laws, regulations and permits. In practice, ADAMA sites frequently apply controls and operating practices that go beyond regulatory requirements to further reduce impacts. The Company takes all necessary measures to prevent any adverse impact on employees, surrounding communities, and other stakeholders. Odor-control measures are also implemented to minimize nuisance impacts on employees and surrounding communities.

To achieve this, ADAMA follows the internal Air Emissions Management Standard that sets requirements to prevent and control air pollutants and odors. The Company deploys a range of technologies to control air emissions and odors, including thermal oxidizers, scrubbers, carbon filters, strippers, bag filters and HEPA filters, selected based on site needs and emission sources. Key parameters are monitored online, and monitoring data is reviewed by an independent third party, with detailed monthly reports issued.

Across all areas of air quality, ADAMA is committed to going beyond compliance by actively reducing environmental risks through continuous improvement and investment in cleaner technologies.

Key performance indicators

Air Quality (tonnes)	2023	2024[(1)]	2025
Particulate Matter	34	31	24
NOx emissions	162	126	134
SOx emissions	44	32	21
VOC emissions	108	109	167

[(1)] *A clerical error in the 2024 air emissions figures has been corrected*

Particulate Matter (PM) emissions, which stem from both fossil fuel combustion and production of solid products, declined by 23%. In 2025 ADAMA achieved a 34% reduction in sulfur oxides (SOx) emissions due to the reduction in coal consumption for steam and electricity generation at the Sanonda site in China. The nitrogen oxides (NOx) emissions saw a small increase. Volatile Organic

Compound (VOC) emissions, which originate from ADAMA's production processes, are subject to strict regulations. To manage them, the Company employs robust control technologies such as thermal oxidizers and carbon adsorption systems. In addition, ADAMA conducts an annual Leak Detection and Repair (LDAR) survey in its operational sites to control VOCs. VOC emissions increased by 52% due to a temporary operational variance at the Londrina site in Brazil, captured during a localized technical malfunction during the annual sampling window. Because the report utilizes point-in-time sampling, the data reflects this isolated event rather than a year-long trend. Corrective actions and technical repairs are currently in progress to address the root cause.

Water

Topic description

Water is a critical resource for ADAMA's operations and for the agricultural communities the Company serves. Efficient water management reduces operational costs, minimizes wastewater generation, and reinforces compliance with environmental regulations. Beyond industrial needs, water availability plays a central role in supporting rural economies, where agriculture is the main source of livelihood. By reducing effluent loads and improving the quality of treated wastewater, ADAMA protects local water bodies, safeguards ecosystems, and upholds its responsibility to neighboring communities.

Management approach

ADAMA's approach to responsible water management is embedded in the Company's HSE Policy and implemented through its global HSE Management System. Sites monitor water use and wastewater performance regularly, identify improvement opportunities, and integrate water stewardship into operational planning. As part of this approach, ADAMA is committed to safeguarding freshwater and marine environments across all its sites, ensuring that water resources are managed responsibly and that treated effluents meet strict environmental requirements before discharge or reuse.

ADAMA is committed to **reducing water consumption by 5% by 2030**, using 2024 as the baseline year. This target is supported by the Company's Water Resources Management Standard, which guides site level assessments, including analysis of water demand, the identification of water stressed regions, and the evaluation of water availability and scarcity risks.

ADAMA implements a range of measures to reduce water consumption and improve water use efficiency across its manufacturing sites. Closed loop cooling systems regulated by salinity meters help minimize freshwater withdrawals, while rainwater harvesting systems are deployed where feasible. For example at ADAMA's production site in India, where harvested rainwater accounts for approximately 20% of total site water consumption.

Routine water audits and annual improvement targets support efficient use of resources, and several sites implement water reuse practices where feasible. In 2025, for example, a production site in India optimized its Clean-in-Place (CIP) procedures to enable safe reuse of wash water following laboratory verification, reducing freshwater demand by approximately 500 liters per cleaning cycle. The initiative also avoided the need for wastewater incineration, illustrating how site level operational adjustments can deliver meaningful environmental benefits while maintaining product quality and safety.

ADAMA treats all wastewater in accordance with strict environmental standards before discharge or reuse. Across its global footprint, the Company operates multi-stage effluent treatment systems that integrate physical, chemical, and biological technologies. Control processes include online monitoring, composite sampling, and regular environmental impact assessments.

ADAMA operates a desalination unit at its MCW-NH site which is located in and industrial park in southern Israel, an arid region facing significant water scarcity. The unit enables the desalination of effluents and the reuse of treated water, reducing the need to withdraw fresh water from a public desalination facility located several kilometers away. In 2025, this unit desalinated 339.5 thousand cubic meters of effluents. This initiative supports ADAMA's efforts to reduce freshwater consumption and reflects the Company's focus on water efficiency across its operations.

At the Agan site in Israel, treated effluents are discharged into the Mediterranean Sea, with biannual environmental assessments conducted by the Israeli Oceanographic and Limnological Research Institute and submitted to the Ministry of Environmental Protection.

At the Sanonda site in China, a dedicated monitoring station along the Yangtze River continuously tracks effluent quality and volume, transmitting real-time data to local authorities to ensure compliance with stringent regulatory requirements.

Across all sites, monitoring to date has found no evidence of adverse environmental impacts on marine or freshwater ecosystems resulting from ADAMA's operations.

Key performance indicators

ADAMA measures and monitors its efforts to reduce water withdrawal, water consumption, and effluents indicators by tracking data across water sources and wastewater discharges.

In 2025, ADAMA had zero incidents of non-compliance associated with water quality permits (above permissible level).

Water	2023	2024	2025
Total water consumption (million cubic meter)	**9.8**	**9.0**	**9.0**
Water usage intensity (liters/USD sales)	2.1	2.2	2.2

Water consumption remained stable in 2025 versus 2024, as increased production volume was offset by the shutdown of the Sanonda power plant.

Wastewater effluents	2023	2024	2025
Total wastewater discharged (million cubic meter)	**7.3**	**7.1**	**6.4**
Total wastewater reclaimed (million cubic meter) [(1)]	0.2	0.3	0.3
TOC in effluents (tonnes)	177	117	136
COD in effluents (tonnes)	531	351	408
TSS in effluents (tonnes)	95	87	115

[(1)] Data only represents MCW-NH site

Total wastewater discharge declined by **10%** due to the shutdown of the Sanonda power plant.

Waste

Topic description

Effective waste management significantly reduces environmental impact, benefiting the environment and aligning with sustainable business practices. ADAMA aims to maximize resource efficiency, reduce waste generation, and minimize the environmental footprint of its production processes.

Management approach

ADAMA manages waste in full compliance with all applicable local environmental protection laws and in accordance with its internal Waste Management Standard, which sets detailed requirements for identifying, characterizing, classifying, storing, and handling all waste streams. The standard requires all sites to follow the waste management hierarchy – prioritizing prevention, reduction, preparation for reuse, recycling, and recovery before considering disposal. In addition, the standard ensures accurate designation and tracking of hazardous waste through to its final disposal location, in accordance with environmentally sound management practices.

All production sites implement comprehensive waste stream mapping and maintain annual waste minimization plans with KPIs aligned to ADAMA's long term targets. **The Company has set a 2030 target to achieve and maintain a 75% reuse and recycling rate for hazardous waste**, reflecting its commitment to responsible resource use and environmental protection.

Waste reduction and efficiency initiatives

ADAMA implements a wide range of initiatives to reduce waste generation at the source, increase reuse and recovery of materials, and promote more sustainable treatment options, in alignment with the waste management hierarchy.

Waste prevention at source

ADAMA prioritizes avoiding waste before it is created by improving processes and reducing material losses. In 2025, the Company's manufacturing site in India introduced several enhancements to its Cleaning-in-Place (CIP) procedures, including reducing manual transfers and minimizing leakage and product loss. These improvements lowered waste generation at the source and reduced the use of chemicals. Other sites apply similar approaches; for example, a facility in the United States reduces the volume of aqueous waste requiring transport and treatment through an evaporation-based process.

Reuse and recovery of materials

Across multiple regions, ADAMA recovers valuable materials and reintroduces them into production processes or supplies them to other industries. At sites in Israel, solvents, acids, and bases are regularly recovered for internal reuse, reducing reliance on virgin raw materials. High calorific hazardous waste is used as fuel in thermal oxidizers at some facilities, supporting energy recovery while reducing fossil fuel consumption. These practices strengthen circular economy principles by extending the lifecycle of resources and reducing the environmental burden of waste disposal.

Improved treatment pathways

When waste cannot be prevented or reused, ADAMA pursues more sustainable treatment routes. In 2025, a hazardous effluent stream in Brazil was shifted from incineration to treatment, reducing environmental impact. At the India site, optimization of CIP water management enabled the safe,

laboratory verified reuse of wash water, eliminating the need for incineration and decreasing overall waste volumes.

Extended Producer Responsibility (EPR)

ADAMA recognizes its responsibility across the lifecycle of its products and participates in Extended Producer Responsibility (EPR) programs worldwide. Through national return schemes and local partnerships, the Company supports the collection, recycling, and responsible treatment of post-consumer packaging.

In 2025, ADAMA Iberia expanded the use of packaging incorporating post-consumer recycled content, introducing COEX containers with approximately 45% recycled plastic. The Company also recovers residual materials from drum bottoms and operates internal recycling practices at several sites, helping to reduce virgin plastic use and advance circularity.

ADAMA's past initiatives also demonstrate long term engagement in responsible packaging and circularity. In the Netherlands, the Company participates in an industry program for the collection of empty crop protection containers. In Colombia, returned plastic containers are recycled into durable agricultural products, while metal drum recycling further reduces waste. In India, ADAMA works with recycling partners to collect significant volumes of post-consumer plastic containers from farmers. These activities help reduce packaging waste, support responsible material flows, and extend the useful life of resources.

In recent years, ADAMA has promoted an internal project to reduce virgin plastic use in its packaging through various strategies, including minimalist design. By optimizing packaging design to use fewer materials without compromising functionality or product safety, ADAMA also enhances transportation efficiency. Furthermore, the Company is actively working to incorporate recycled plastic in the production of more of its containers.

Key performance indicators

ADAMA measures and monitors its hazardous and non-hazardous waste by treatment method, while closely tracking its waste management practices to ensure compliance and continuous improvement.

Hazardous and non-hazardous waste by Treatment	**2023**	**2024**	**2025**
Total waste generated (thousand tonnes)	**204**	**184**	**201**
Total waste intensity from own operations (g/USD sales)	**44.5**	**45.3**	**49.4**
Total hazardous waste (thousand tonnes)	**153**	**145**	**159**
of which to landfill/incineration (thousand tonnes)	53	44	38
of which to recycling and reuse (thousand tonnes)	101	101	120
Percent of hazardous waste recycling	**66%**	**70%**	**75%**
Total non-hazardous waste (thousand tonnes)	**51**	**39**	**42**
of which to landfill/incineration	41	33	28
of which to recycling and reuse	10	6	14
Percent of non-hazardous waste recycling	**19.7%**	**15.2%**	**33%**

Unlike energy consumption, waste generation is more directly correlated with production volumes. In 2025, total waste generated increased by 9% as production volume increased during the year. Hazardous waste increased by 10% while the recycling and reuse of hazardous waste increased by

19%. Most hazardous waste sent for reuse consists of solvents, while materials sent for recycling include chemicals used in the fertilizer industry. Contaminated plastic packaging is recycled into construction-related plastic products. In 2025, ADAMA achieved a hazardous waste reuse and recycling rate of 75%, reaching the target level ahead of schedule. The Company's focus going forward is to maintain this level of performance across its operations through 2030.

Although there was an increase in the total volume of non-hazardous waste during 2025, there was also a significant rise in the recycling rate driven by Anpon, China and Georgia, US sites. 33% of the non-hazardous waste was diverted to recycling.

Soil and Ground Water Remediation

Topic description

Thorough monitoring and remediation of contaminated soil and groundwater is part of the Company's commitment to responsible operations by protecting ecosystems, and safeguarding community health.

Management approach

ADAMA continuously monitors groundwater quality at most of its production sites to ensure that no chemicals are leaching into groundwater resources. At several older sites, pollutants have been identified in the soil and groundwater, prompting the Company to actively implement remediation plans to eliminate potential risks.

Key performance indicators

ADAMA conducts annual groundwater monitoring to assess the progress of its remediation efforts.

- A new soil and groundwater remediation project was initiated at MCW-BS after the remediation plans were completed and approved in 2024. ADAMA continued the soil remediation at Agan site that had begun in 2022.
- At Agan site, we pump and treat groundwater for use within the site.
- ADAMA also continued its groundwater remediation activity at a nearby stormwater wetland at its Taquari, Brazil production plant.
- In Vigonovo site in Italy, ADAMA has finalized the groundwater remediation process that started in 2006 and is currently awaiting final approval from the authorities.

Ecosystems and Biodiversity

Topic description

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, ADAMA 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 may give rise to adverse effects on nature.

Management approach

ADAMA works to minimize environmental impacts at its manufacturing and operational sites through environmental management systems, responsible waste and water management and compliance with environmental regulations. ADAMA's manufacturing sites are not located within designated nature reserves or protected areas, and biodiversity considerations are taken into account as part of the Company's environmental management practices.

In the downstream value chain, ADAMA 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 Product Safety and Quality). In addition, ADAMA is investing and exploring opportunities in precision application technologies, remote sensing and biologicals to help farmers sustainably optimize product use and reduce unintended environmental impacts. An example of ADAMA's contribution to this area is given by our active participation in the EU Precision Application task Force (EUPAF) whose objectives are to provide the necessary information to facilitate the recognition of precision applications of crop protection solutions in the future.

ADAMA's efforts to understand and manage its 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 and no-till, 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.

ADAMA's crop protection products are designed to be effective against target pests while minimizing potential impacts on non-target organisms. This is achieved through focused development strategies, efficacy trials, regulatory studies on standard test organisms, chemical analyses of exposure media, modeled exposure predictions (e.g., for surface water, soil, groundwater, and food items), risk assessments, and, in some regions such as the USA, post-authorization monitoring.

ADAMA's Pollinator Testing and Risk Assessment Policy exemplifies our proactive approach to environmental safety. It defines the experimental data required to assess product safety for wild pollinators, using honeybees (*Apis mellifera*) as the main surrogate species. Similar policies exist for all key organism groups including terrestrial vertebrates, aquatic organisms and soil macro- and micro-organisms.

Efficacy trials ensure that products deliver the intended pest control benefits, while regulatory studies evaluate potential toxicity to non-target species. Modeled exposure predictions and risk assessments determine environmental concentrations and assess overall safety to all key non-target organism groups. Monitoring, where applicable, helps identify and address any post-market incidents.

As attention to biodiversity and nature-related risks continues to grow, ADAMA continues to review opportunities to further strengthen its approach to biodiversity management. This includes monitoring emerging frameworks and tools that support biodiversity risk assessment and improved environmental performance across agricultural value chains. This is further achieved, for example in Europe by participation in CropLife Europe where ADAMA supports activities related to biodiversity,

stewardship, sustainable agriculture and the environment. To give an example of our commitment to biodiversity from a global perspective, ADAMA is contributing to activities in Brazil which aims to characterize the soil biodiversity in the Brazilian agri-landscape to ensure that standard European model species used in safety testing are representative of Brazilian conditions.

People and Communities

Employee Engagement and Feedback Mechanisms

Topic description

Creating a work environment and culture where employees feel free to speak up and participate in surveys is crucial for fostering transparency, trust, and collaboration, enabling organizations to identify areas for improvement and drive meaningful change.

Management approach

ADAMA has been listening to its employees for over a decade through organizational surveys. The insights ADAMA has received have enabled the Company to learn more about its people's experience, as well as to better understand what is done well, what can be done better and the overall level of engagement. ADAMA's in-depth analysis of the survey results allows to fine-tune the Company’s efforts and deliver concrete and meaningful actions to create change across the organization.

Key performance indicators

In 2025, ADAMA conducted its annual engagement survey, continuing its long-standing practice of listening to employees. The survey included 40 key questions designed to measure critical aspects of engagement, such as employee satisfaction and the likelihood of recommending ADAMA as an employer. It achieved a strong response rate of over 84%, demonstrating high participation across the organization.

To ensure inclusivity, the survey was accessible to employees at all levels, roles, and locations, offered in multiple languages, and optimized for both desktop and mobile devices. This approach reflects ADAMA’s commitment to fostering open dialogue and using data-driven insights to continually improve organizational culture and effectiveness.

The survey results revealed progress compared to the previous year in areas such as clear and purposeful communication during change, faster and smoother execution, and confident, transparent decision-making. Following the survey, ADAMA’s management identified key areas for behavioral change across the Company. In response, a comprehensive program will be launched in 2026. Regional teams also analyzed their specific results, shared insights locally, and in some cases developed targeted action plans to address improvement areas.

As part of ADAMA's commitment to continuous listening and inclusive leadership, members of the Global ADAMA Leadership Team (GALT) held round-table sessions throughout the year with small groups of employees. These sessions provided an open and informal space for dialogue, enabling

employees to ask questions, share perspectives, and raise ideas directly with senior management. The intent of this practice is to strengthen transparency and trust, foster psychological safety, and ensure leadership remains closely connected to the realities of teams across regions and functions.

Beyond dialogue, these conversations served as a critical feedback mechanism, helping leaders identify emerging needs, understand barriers to employee success, and integrate insights into organizational priorities and decision-making.

Fair and Inclusive Workplace

Topic description

Being a fair employer committed to protecting human rights, treating all employees with respect, and prohibiting any form of discrimination is essential for fostering an inclusive, equitable and safe workplace that values and upholds ethical standards. A diverse workforce enables ADAMA to achieve its ambition of being a collaborative and trusted partner in agriculture and supports the Company's innovation strategy by bringing different perspectives and experiences to the table. ADAMA's employees reflect the diversity of its customers, the markets where ADAMA operates and the communities it serves. ADAMA is dedicated to upholding values of diversity, equity, and inclusion in every aspect of the Company's operations.

Management approach

ADAMA values a fair and inclusive workplace as a core element of its organizational culture. As an equal opportunity employer, ADAMA is committed to ensuring that people are respected and supported regardless of their background. This commitment is embedded in the Syngenta Group Code of Conduct and the Syngenta Group Diversity, Equity and Inclusion Policy.

ADAMA is committed to creating an environment in which everyone is treated in a fair manner. ADAMA strives to support equal opportunities without discrimination in hiring, compensation, access to training, promotion, termination, or retirement for all its people and employee candidates. ADAMA neither distinguishes nor discriminates on any occasion on any basis, including gender, race, sexual orientation, religion, nationality, age, disability, marital status, union membership, or political affiliation. ADAMA is an active human rights supporter and fair employer. ADAMA aims to comply with all relevant labor and employment laws in all countries in which the Company is active, including the payment of the required minimum wage, or above. In many cases, ADAMA has established employment procedures and policies above and beyond the standards required by law. ADAMA sees compliance with the Code of Conduct and applicable laws as everyone's responsibility. The Company invests great efforts in identifying and working with business partners who aspire to conduct their operations in a similar manner.

ADAMA aims to create a workplace where everyone belongs and contributes by combining world-class talent from diverse backgrounds. The fair and inclusive workplace agenda is sponsored by the GLT and the Syngenta Group Board of Directors. 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.

To implement the strategy, ADAMA 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.

Actions and initiatives

ADAMA's initiatives and actions are designed to foster an inclusive workplace, ensure equitable treatment and strengthen employee engagement across all regions. The Company actively recruits people who reflect the broad range of cultures, beliefs and backgrounds of the communities where it operates and the customers it serves and offers flexible working arrangements to support diverse employee needs and promote inclusion.

To strengthen awareness and capability building, ADAMA offers trainings to its leaders and employees on unconscious bias, cultural, gender, generational diversity, inclusive leadership and how to identify and address behaviors that undermine inclusion.

ADAMA actively promotes inclusion and allyship through initiatives such as webinars and awareness-raising activities.

Human Rights

ADAMA is committed to protecting the human rights of all people. Human rights commitments are embedded across multiple policy instruments. Section 22 of the Syngenta Group Code of Conduct, addresses labor rights and commits the organization to compliance with all labor laws, as well as national and international codes and conventions. The policy explicitly prohibits forced, bonded or compulsory labor and refrains from any form of exploitative child labor practices. No child or forced labor incidents have been reported in 2025.

As part of our recruitment process, candidates are required to provide official government-issued identification, such as a passport, national ID card, or birth certificate, which is carefully reviewed to confirm their date of birth. In regions where local regulations require, ADAMA also works with accredited recruitment partners to validate candidate eligibility and compliance with labor laws.

Freedom of Association

ADAMA recognizes the right of employees to join trade unions, conduct collective negotiations, and enjoy all the rights available to them through their membership in those unions. ADAMA has never restricted freedom of association and will continue to support the process of collective negotiations that cover pay rates, working hours, certain benefits, and other terms and conditions of employment.

Fair Remuneration

Adama provides employees with all benefits required by law and, in many cases, extends beyond statutory obligations. To ensure fair and competitive remuneration, the Company conducts annual salary benchmarks across comparable industries and local markets. These benchmarks guide Adama’s global Fair Employment process, the annual compensation review through which salaries and benefits are evaluated and adjusted to match or exceed prevailing market standards in each country.

The Company aims to comply with social security laws and local employment regulations in every jurisdiction where it operates. All statutory social insurance contributions, welfare payments, and mandated benefits are provided in full and on time. ADAMA also monitors employee attendance and working hours in accordance with local legal requirements, ensuring that overtime or atypical working hours are compensated as defined by national legislation. Through these practices, the Company

safeguards employees' rights and maintains fair, transparent, and compliant employment conditions across all business units.

ADAMA maintains a transparent approach to its performance-based remuneration framework. The structure of the Short-Term Incentive (STI) plan, including any changes from the prior year, is communicated to all eligible employees. HR business partners are equipped with guidance materials to ensure consistent and clear communication across the organization.

Eligibility for performance-based bonuses is defined in employment agreements. When modifications to the bonus plan are introduced, ADAMA provides employees with timely and comprehensive explanations of the updated structure and its implications, supporting clarity and understanding.

Anti-Harassment Policy

ADAMA maintains a zero-tolerance policy for discriminatory, harmful, harassing, or humiliating behavior toward its people, regardless of religion, gender, race, nationality, age, or disability. ADAMA conducts training sessions to ensure the requisite respect toward one another, as part of the Code of Conduct local training sessions. ADAMA places great importance on this matter and handles any complaint with immediate attention and the utmost seriousness.

Anti-Discrimination

ADAMA is committed to fostering an environment where everyone is treated fairly and has equal opportunities, without discrimination, in recruitment, promotion, and remuneration. We actively raise awareness on these issues, ensure that all job postings are gender-neutral and written in accessible, non-discriminatory language, and promote equal pay for all employees.

In recruitment, ADAMA implements measures to minimize the risk of discrimination and ensure fairness at every stage of the hiring process. Job postings are carefully reviewed to avoid biased language, and structured interview methods are applied to provide consistent evaluation across all candidates. Hiring managers receive training on inclusive practices, and candidate selection is based solely on qualifications, skills, and experience. These steps help guarantee that recruitment decisions are objective, transparent, and aligned with ADAMA's commitment to equal opportunity.

Equal pay is also part of ADAMA's agenda, ensuring equal pay for work of equal value. The Company conducts an annual compa-ratio review prior to the compensation cycle, during which employee salaries are analyzed against relevant market benchmarks. This process identifies any gaps between current pay levels and market rates, as well as potential gender pay disparities. Findings from this review are used to guide and implement appropriate adjustments during the compensation cycle.

In compliance with Israeli law, the ADAMA Group publishes a salary analysis based on employment contract type, internal rank, field of activity, seniority, and employee groups. The 2024 Equal Pay Report is available on the ADAMA website.

In addition, ADAMA will comply with all applicable local laws and regulations enacted pursuant to the relevant EU Pay Transparency directive, effective from June 2026. Such compliance will include any obligations, standards, or procedures derived from the directive as implemented in the respective member states. Our current efforts focus on preliminary readiness and monitoring the emerging local legislative requirements in each relevant jurisdiction.

Key performance indicators

Employment	2023	2024	2025
Total number of employees on payrolls	8,872	7,819	7,255
Europe, Africa & Middle East	2,487	2,245	2,189
North America	567	521	532
Latin America	1,417	1,193	1,165
Asia Pacific	4,401	3,860	3,369
Total number of full-time employees	**8,846**	**7,793**	7,225
Europe, Africa & Middle East	2,463	2,220	2,159
North America	567	521	532
Latin America	1,417	1,193	1,165
Asia Pacific	4,399	3,859	3,369
Total number of part-time employees	**26**	**26**	30
Europe, Africa & Middle East	24	25	30
North America	0	0	0
Latin America	0	0	0
Asia Pacific	2	1	0
Total number of temporary employees [(1)]	**17**	**16**	20
Europe, Africa & Middle East	0	0	0
North America	0	0	0
Latin America	17	16	20
Asia Pacific	0	0	0
Total rate of employee turnover [(2)]	**15%**	**19%**	**19%**

[(1)] Temporary employees have a temporary contract or are part of an apprenticeship program.
[(2)] The formula used for turnover rate calculation is based on monthly basis data of total leavers, including voluntary leavers, in relation to changes in workforce multiplied by possible working days.

As part of ADAMA's Fight Forward transformation program, the Company has implemented organizational changes to enhance efficiency, streamline operations, and strengthen long-term competitiveness. These changes have included workforce adjustments to better align the Company's structure with evolving business needs. In 2025, the overall turnover rate remained stable, at around 19%.

Total number of employees, by gender	2023	2024	2025
Total number of employees on payrolls	**8,872**	**7,819**	**7,255**
Female	2,231	2,005	1,929
Male	6,641	5,814	5,326
Total number of full-time employees	**8,846**	**7,793**	**7,225**
Female	2,213	1,986	1,908
Male	6,633	5,807	5,317
Total number of part-time employees	**26**	**26**	**30**
Female	18	19	21
Male	8	7	9

Total number of temporary employees	17	16	20
Female	13	9	13
Male	4	7	7

Employee breakdown by seniority level	**2023**	**2024**	**2025**
Top management	13	12[(1)]	14[(1)]
Senior managers	96	78	71
Mid-level managers	819	738	718
Female employee breakdown by seniority level			
Female top management	1	3	3
Female senior managers	24	19	17
Female mid-level managers	204	192	197
Percentage of female employees (%)			
All employees	25.1%	25.6%	26.6%
Top management roles	7.7%	18.2%	21.4%
Senior management roles	25%	24.4%	23.9%
Mid-level management roles	24.9%	26%	27.4%
All management roles	24.7%	25.8%	27.0%
Employees by age			
Under 30	582	440	564
30-50	5,502	4,860	4,506
Over 50	2,788	2,519	2,185
Percentage of employees over 50 (%)			
All employees	31.4%	32.2%	30.1%
Management roles	39.3%	41.1%	38.9%

[(1)] *The Top Management includes one non-employee management member*

Women's representation at ADAMA continued to strengthen in 2025. Women accounted for 26.6% of the workforce, the highest level recorded, underscoring the Company's efforts to advance gender diversity. Representation of women in management roles rose to 26.6%, reflecting progress in building a more balanced leadership structure.

A notable aspect of this trend is the consistency in women's representation across the different management levels. While many organizations experience a gradual decline in female representation at more senior levels, ADAMA's data shows a relatively steady distribution. This suggests that the Company's practices are supporting more equitable access to leadership pathways and enabling women to advance within the organization at comparable rates.

In 2025, ADAMA introduced a new methodology to assess gender pay equity across the organization. The approach evaluates how each employee's compensation compares to the market median for their specific role, work-level and geography. For each position, a compa-ratio is calculated, reflecting the employee's base salary and bonus target as a percentage of the local market median for comparable roles. This ratio is calculated for all employees and then averaged separately for women and for men. In 2025, the average compa-ratio for women at ADAMA was three percentage points higher than that of men.

Employees covered by collective bargaining agreements	2023	2024	2025
Employees covered by collective bargaining agreements	1,383	1,205	1,217
% of employees covered by collective bargaining agreements	15.6%	15.4%	16.8%

As of 2025, 1,217 employees – representing 16.8% of the total workforce – are covered by collective agreements.

Health, Safety and Welfare

Topic description

At ADAMA, safety is part of the Company's culture and a key element in everything that it is doing. ADAMA takes responsibility for health and safety at every site and place where employees, contractors and partners operate. Health and safety at ADAMA includes occupational safety, process safety, road safety, field safety and office safety. ADAMA's health and safety management system is designed to proactively identify risks and prevent accidents, ensure compliance with local regulations, and align with industry standards.

Management approach

ADAMA is committed to fostering a safe and healthy workplace for everyone. This dedication encompasses proactive initiatives, active management involvement, comprehensive risk assessments, and a commitment to continuous improvement. The Company's HSE program applies to all employees and workers across its operations. In addition, ADAMA provides health and safety training to its subcontractors, ensuring consistent standards and protections for everyone on site. The impact of this approach is reflected in the Company's culture, the adoption of advanced technologies, and the establishment of clear goals, including the use of leading indicators to measure progress. ADAMA's focus on the health and safety of its people is articulated in the Company's Health, Safety and Environment (HSE) Policy and reinforced by the Syngenta Group Code of Conduct.

ADAMA has set a **target of zero Significant Injury or Fatality (SIF) incidents across all sites**, and a **recordable injury rate (RIR) target of ≤0.43 for 2026**.

To support these targets, the Company manages a set of internal leading safety goals, including targets for reporting unsafe conditions and near misses, conducting management safety GEMBA walks, and performing regular self-assessments.

HSE Approach and Governance Structure

Health and safety performance is closely overseen by the Company's senior management, including the Global ADAMA Leadership Team (GALT), which reviews key health and safety indicators on a monthly basis. Day-to-day management and implementation are led by the global HSE organization within Global Operations, which is responsible for defining standards, monitoring performance, and supporting sites in the execution of health and safety programs.

To enable sound governance of health and safety for all people and sites, ADAMA has divided the topic into four key areas.

- **Leadership & Management**
  Managers at all levels actively engage in safety initiatives on the shop floor by conducting and reporting on safety tours and Safety GEMBA walks, as well as reviewing insights from key incidents. In addition, in 2024 we launched our safety leadership and cultural transformation program, a multi-year initiative designed to strengthen the health and safety culture among leaders and employees. The program emphasizes engagement and accountability across all management levels through intensive, role-specific workshops. Since the program's launch, 30 workshops have been conducted across ADAMA's production sites. As part of the 2025 activities, four follow-up workshop sessions were conducted across most production sites, and selected site managers were offered one-on-one coaching with an external expert.
- **Infrastructure & Technical**
  ADAMA has implemented safety programs to ensure that its facilities and infrastructure are safe for operation and comply with industry standards, including the mapping of asset criticality.

  In 2025, ADAMA launched the phased implementation of a new digital platform designed to strengthen site level HSE management and improve the consistency, transparency, and quality of reporting across sites and at the global level. The initial phase focuses on the standardized reporting of unsafe conditions, near misses, injuries, and spill or release incidents, enabling timelier visibility, follow-up, and corrective action. At selected sites, the platform also supports digital permit-to-work (PTW) processes and additional site specific HSE workflows. In parallel, several global HSE processes, including monthly and quarterly reporting and Sustainable Performance Indicator (SPI) reporting, were migrated to the new system, further enhancing data integrity and oversight.

  In addition, during 2025, the Company installed advanced AI-based technology to prevent collisions between pedestrians and forklifts and began a global roll out of a telematics application for drivers to support safer driving behaviors and improve driving skills.
- **Behavior & Discipline**
  Each ADAMA site implements proactive and engaging initiatives to strengthen safety awareness and reinforce safe behaviors. One such initiative is the personal protective equipment (PPE) program, which requires the consistent use of PPE by all employees as a preventive measure, beyond situations of immediate or identified risk. In parallel, ADAMA invests in the continuous development of HSE professional capabilities through ongoing training and knowledge building initiatives, ensuring strong operational support for the Company's safety management system.
- **Administration & Documentation**
  All operational sites conduct regular self-assessments to ensure alignment with ADAMA's global health and safety standards. These assessments are complemented by cross site audits that provide independent verification while enabling knowledge sharing and the dissemination of best practices. In addition, global audits offer an extra layer of oversight, reinforcing consistency, accountability, and continuous improvement across the organization

HSE Management System

ADAMA ensures the implementation of global standards by promoting its Self-Assessment program and performing cross-site audits. In 2025, ten cross-site audits took place and two Global HSE Audits were carried out at the Georgia, US and Londrina, Brazil sites.

ADAMA records and reports every safety incident across all sites and conducts in-depth analyses to prevent recurrence and strengthen risk management. The Company classifies events across a full spectrum of categories – including unsafe conditions, near misses, first aid cases, recordable injuries, and process safety events such as spills, loss of process control, and fires – ensuring that even minor issues are captured. Although many low severity incidents are resolved immediately, ADAMA views the reporting of all safety indicators as essential. This comprehensive approach enhances transparency, supports open learning, and enables early identification of risks before they escalate.

The health and safety programs, systems, and initiatives described above reflect a substantial and ongoing financial investment by the Company in protecting employee health and safety. These investments span digital systems, training and capability building, audits and assessments, and safety-related technologies and infrastructure across global and local operations, and are embedded in the Company's annual planning and resource allocation processes. In 2025, $11.3m were invested in health & safety CAPEX.

HSE Risk Prevention and Control

Through proactive risk prevention and control measures, ADAMA promotes a strong HSE culture while safeguarding employees and operations worldwide.

Process risk assessment

Production processes in the agrochemical sector, including those at ADAMA, involve hazardous materials, extreme temperatures, high pressures, and complex chemical reactions. Process risk assessment is a critical tool used to identify and mitigate potential hazards before and during production operations.

At ADAMA, a process risk assessment is conducted for every new production process, and existing processes are reassessed every five years. These assessments are carried out by multidisciplinary teams within the production environment, including chemical process engineers, safety specialists, and maintenance leaders.

In 2025, ADAMA conducted 65 process risk assessments across 13 production sites, the majority of which were related to the synthesis of active ingredients.

Safe management of hazardous substances

ADAMA's Hazardous Materials Handling and Storage Standard is designed to ensure that risks associated with the storage, handling and use of hazardous materials in the workplace are effectively identified, controlled, and managed, including through clear and compliant labeling practices. Complementing this, ADAMA's Training and Competence Standard ensures that all employees fully understand the safety and health hazards associated with the chemicals and processes they work with, meet required performance standards, and demonstrate the practical application of this knowledge.

ADAMA continuously seeks opportunities to further minimize risk beyond existing controls, as demonstrated by a 2025 project at ADAMA's site in India where a Clean-In-Place (CIP) bucket system was directly connected to a transfer pump, eliminating manual handling and significantly reducing the risk of leakage, contamination, and material loss.

Environmental and Occupational Exposure Controls

ADAMA's approach to environmental and occupational exposure management is anchored in its Health Surveillance Standard, which establishes requirements for identifying, assessing, and managing health risks that may affect employees' and contractors' wellbeing in the short and long term. The standard covers a broad range of health risk factors, including exposure to hazardous chemical substances, noise, temperature extremes, ergonomic stressors, and psychosocial risks, and applies to all employees and contractors operating at ADAMA workplaces.

Under this framework, each site is required to conduct systematic occupational health risk mapping and assessment as part of its Industrial Hygiene (IH) program. This includes identifying physical, chemical, biological, and ergonomic hazards, evaluating residual exposures, and defining targeted health surveillance programs, periodic medical examinations, and fit to work assessments, supported by qualified occupational health professionals.

Where risks are identified, ADAMA implements preventive and protective measures in line with the hierarchy of controls. Occupational noise exposure, for example, is managed through a combination of engineering solutions and health surveillance requirements, including initial and annual audiometric testing for employees exposed to elevated noise levels. To address potential impacts on surrounding communities, noise reduction technologies are also deployed at operational sites where relevant.

Employee exposure to airborne contaminants such as dust, mist, fumes, vapors, and gases is addressed through a dedicated engineering controls standard. These controls prioritize capturing emissions at source and directing them to safe discharge points or appropriate treatment systems, including filters or scrubbers. In addition, odor impacts are mitigated through carbon filtration systems installed at selected facilities.

Together, these measures ensure a consistent, risk-based approach to protecting employee health, preventing occupational illness, and minimizing environmental and community impacts.

Preventive actions for repetitive strain injury (RSI)

ADAMA has an Ergonomics Standard in place relevant to all ADAMA operational sites and offices and covers different types of activities and ergonomics risks, such as repetitive tasks, manual handling, heavy lifting, working environments and psychosocial factors.

HSE emergency measures

ADAMA's Emergency Management internal standard defines emergency response processes, roles and responsibilities, minimum response capabilities, and training requirements for emergency response teams and equipment. All sites are required to conduct emergency drills, including both internal exercises and, where relevant, joint drills with external emergency services such as medical responders and fire authorities.

HSE Training

ADAMA ensures that Health & Safety training at all manufacturing sites is structured, consistent, and competency based. Each site maintains a formal Training and Competence Procedure, beginning with a role specific training needs analysis and supported by an annual HSE training plan. Employees must be trained and validated as competent before performing critical tasks, while all new staff receive mandatory initial safety orientation before working independently. Refresher training and processes for managing missed sessions ensure continuity, and comprehensive documentation supports quality, traceability, and compliance.

In 2025, ADAMA introduced a new Office Safety eLearning module for all employees worldwide. The course is offered in multiple languages and ensures that every office-based employee receives clear, consistent training on maintaining- a safe working environment.

In addition to these global requirements, many sites go further by strengthening safety culture through local initiatives. India's Dahej plant enhanced engagement through an immersive National Safety Week with drills and practical training, while LATAM sites strengthened behavioral safety through the SafeStart program, helping teams better recognize and avoid human factor risks. In Brazil, sites implemented a robust Third-Party Safety Program to address a rise in contractor related incidents, introducing stronger onboarding, 40-hour preparatory training for contractors, closer field supervision, and monthly joint reviews with contractor companies. This program led to a sharp reduction in incidents and significantly improved accountability and risk control among third-party teams. These local initiatives complement the global training framework by promoting practical learning, reinforcing shared responsibility, and embedding a proactive safety mindset across operations.

ADAMA People's Well-Being

ADAMA aims to foster a work environment that supports employee wellbeing, work-life balance, and psychosocial health as an integral part of its Health and Safety approach. Wellbeing initiatives address physical and mental health, safety culture development, and supportive workplace practices. Where roles allow, hybrid work arrangements are applied in many countries to support flexibility and work-life balance. Health insurance, as well as other employee benefits, are managed locally and depending also on collective bargaining agreements.

Employee Assistance Program (EAP)

Life events, whether predictable or unexpected, significantly impact the emotional, psychological, and social well-being of ADAMA's people, shaping their thoughts, feelings, and actions. To support them, the Employee Assistance Program (EAP) offers an independent, 24/7 counseling and resource service, available in local languages to all ADAMA employees and their families. This program provides confidential access to professional counseling and helpful resources. These days, ADAMA is expanding the program to include China, ensuring that employees in this region benefit from the same support framework and access to services as all other ADAMA employees worldwide, under a unified umbrella of care.

ADAMA monitors the overall utilization of the service on an aggregated statistical basis only, without any visibility into individual users or personal information. In addition, the Company promotes internal awareness initiatives to encourage the use of the service and to increase familiarity with the support available, both during times of crisis and in routine circumstances.

Building Resilience and Preventing Psychosocial Risks

In 2024, ADAMA introduced the "Seven Resilience Muscles" model as part of its approach to employee wellbeing and psychosocial risk prevention. The model was rolled out to the Leadership Community through virtual and in-person sessions focused on practical application, helping participants identify resilience strengths and areas for development. To support broader implementation, the model and tools were subsequently integrated into the mid-year performance review process, with HR partners and managers provided guidance to facilitate structured, wellbeing-focused conversations within their teams.

This global approach is complemented by locally tailored initiatives. In France, for example, a dedicated Wellbeing Month was delivered in 2025, featuring activities such as yoga sessions,

psychosocial risk awareness workshops, resilience training, digital wellbeing tools, and reminders of available support services. These initiatives aimed to build individual resilience, reduce stress, and promote sustainable self-care practices in a high intensity work environment.

Family-supportive practices

In addition, ADAMA promotes family-friendly practices at the local level to support work-life balance and reduce work-related stress, particularly during periods that may place additional demands on employees. These initiatives are tailored to local contexts and may include, for example, on-site or office-based programs during school holidays, flexible working arrangements, or family-inclusive activities. Together, these practices contribute to a supportive work environment while allowing sites to respond to local employee needs.

Examples of such initiatives include summer programs organized at selected sites during school holidays, enabling employees to better balance professional and family responsibilities. In Brazil, this approach is reflected in initiatives such as the ADAMA-sponsored Londrina Marathon, which encourages physical activity, stress reduction, and family and community participation, strengthening both employee wellbeing and social connection.

Key performance indicators

All ADAMA employees and contractors are covered by the Company's HSE policy and management system.

Occupational Health and Safety Management	**2023**	**2024**	**2025**
Percentage of sites certified to ISO 45001	43%	50%	65%

The percentage of sites certified to ISO 45001 increased to **65%** in 2025.

Health and Safety	**2023**	**2024**	**2025**
Number of fatalities:	**0**	**0**	**0**
Own employees	0	0	0
Directly supervised contractors	0	0	0
Work-related road safety incidents	**6**	**2**	**2**
Total number of Significant Injury or Fatality (SIF)	**1**	**0**	**0**
Rate of SIF injury per 200,000 hours	0.006	0	0
Total recordable work-related injuries	**48**	**61**	**72**
Recordable injury rate per 200,000 hours[1]	0.31	0.42	0.55
Total number of hours worked (in thousands)	30,551	28,775	26,001
Total number of days missed due to work related injuries[2]	450	550	867
First Aid Injury	108	182	**175**
Fatalities due to occupational illness	0	0	0
Cases of recordable occupational illness	0	0	1
Process Safety Incidents (Medium and High Actual)[3]	**43**	**64**	**148**
Process Safety Events considered - High Actual Severity	7	2	0
Process Safety Events considered - Medium Actual Severity	36	62	148
Significant unplanned releases to the environment	1	0	0

[2] The Recordable Injury Rate for 2023 has been revised as part of a change in methodology. The rate now reflects working hours for all Company employees, rather than only production employees as reported in previous years.

(3) The number of days lost due to work-related injuries for 2023 and 2024 is based on estimations. Beginning with the 2025 reporting cycle, this metric is calculated using verified data from ADAMA's new internal tracking system.
(4) A clerical error in the 2023 Process Safety Events (Medium and High Actual) figure has been corrected.

In 2025, ADAMA met its goal for **zero Significant Injury or Fatality (SIF) incidents, representing two consecutive years with zero SIF incidents**.

Recordable injuries increased to 72 and the recordable injury rate increased as well to 0.55. This year-on-year increase reflects, in part, enhanced incident reporting and classification practices. During the reporting period, ADAMA implemented updated reporting procedures and a dedicated digital reporting system, providing clearer guidance on what constitutes a recordable injury and improving consistency of reporting across sites. At the same time, the trend indicates the need for continued strengthening of health and safety practices in certain operations. In response, management has identified health and safety as a key priority area for 2026.

A gap related to forklift–pedestrian interaction was identified across several sites. In response, all sites were required to implement advanced safety systems on forklifts, such as AI-enabled cameras or proximity tag systems, to help prevent collisions.

Process safety events of medium severity increased significantly versus the previous year. The increase in events is primarily attributable to changes in the event classification methodology. During the reporting period, the criteria distinguishing medium- and low-severity events were refined and applied more stringently, according to the Syngenta Group standard. In addition, the implementation of a digital reporting system improved consistency and completeness of process safety event reporting across sites.

ADAMA implements a global standard for "Health surveillance" including self-assessment for long-term (chronic) health risks with an average score of **80%.**

2025 Self-Assessments According to Global Standards

The Self-Assessment performance of most sites improved. Overall the performance was 77% in 2025 vs 76% in 2024 and 69% in 2023.

ADAMA conducts comprehensive Environmental, Health, and Safety (EHS) audits across all operational sites to ensure compliance and continuous improvement.

- **Self-assessments:** 100% of operational sites performed self-assessments covering all environmental, health, and safety ADAMA global standards.
- **Cross-site audits:** 10 production sites underwent a cross-site audits in 2025.
- **Global audits:** Two sites were audited at the global level in 2025.
- **External audits:** Conducted upon customer request, as applicable.

Given ADAMA's operations in the chemical sector and the presence of hazardous materials at all sites, risk assessments related to safety distances, air quality, water sources, and wastewater management have been conducted at 75% of the sites. Additionally, several sites have carried out risk assessments addressing potential soil and groundwater contamination.

Learning and Development

Topic description

ADAMA recognizes that its employees' skills and knowledge are crucial for implementing its strategy, especially as technological advancements reshape skill requirements and increase competition for talent. The Company is dedicated to creating an environment where employees feel valued, aligned with organizational goals, and motivated to contribute to ADAMA's success.

Management approach

ADAMA's approach to Learning and Development (L&D) is rooted in the belief that excellence requires both high professionalism and a strong Company culture. The Global L&D mission aims to empower employees and leaders to drive their own career paths, take ownership of their development, and achieve business goals. This approach prepares them for success in current roles and future career advancements.

To support this mission, ADAMA offers diverse programs, tools, and platforms to its global workforce, spanning over 50 countries and over 20 languages. These resources cater to various professions, from chemistry and agronomy to marketing, law, finance, and human resources.

ADAMA's L&D strategy includes:

1. Customized solutions aligned with Company strategy
2. Investment in leadership and top talent development
3. Fostering engagement through continuous dialogue (surveys, focus groups, manager-employee interactions)
4. Empowering employees to enhance professional contributions and personal capabilities
5. Nurturing a culture of continuous learning and development

The Company promotes a holistic learning approach, encouraging employees to embrace various learning channels such as digital learning, podcasts, shadowing, coaching, and workshops. ADAMA collaborates with a global L&D forum, comprising representatives from different regions and functions, to implement global programs while addressing local needs with tailored opportunities.

As part of our Artificial Intelligence (AI) adoption efforts, we are investing in broad-based learning and upskilling for employees and managers, helping them strengthen essential capabilities for today’s work and prepare for the future workplace. These initiatives support smarter, more efficient ways of working while empowering people to develop future-ready career assets that benefit both the individual and the organization. We have also established an AI Champions group, bringing together employees from all regions and functions. Their dual role is to share knowledge, guide and mentor colleagues, and to surface real use cases from the field, helping identify where AI can meaningfully improve processes and where to focus organizational effort. Through continuous learning, practical skills, and community leadership, we are building a more adaptive, innovative, and resilient workforce.

The Company is committed to the continuous development and empowerment of its employees through learning initiatives supported by global and local budgets, as well as by additional resources

from the Syngenta Group. Given that these investments are embedded within various funding channels, the total annual training expenditure is not disclosed separately in this report.

Mandatory and Local Training

On a global level, ADAMA's people are required to complete e-learning trainings addressing topics such as ADAMA's Code of Conduct, health and safety, data privacy, sexual harassment, competition law, cybersecurity, respectful workplace and more. These training sessions are automatically assigned through ADAMA's global learning platform at the required frequency, based on role and geographical location, to ensure compliance with internal and external mandatory training needs across the globe. Role-specific mandatory training sessions are assigned to the relevant employees, covering topics such as sales, marketing, and process safety.

To strengthen ADAMA's ability to promote the platform, monitor its progress through clear metrics and empower its HR teams, ADAMA has appointed and trained Learning Edge Administrators across four regions (NA, EAME, APAC, LATAM).

Learning Edge for Online Learning in the Flow of Work

Learning Edge provides a true one-stop-shop for all compliance, internally developed courses, and learning materials through external content providers (e.g. LinkedIn Learning, getAbstract, McKinsey, TED, edX, GlobeSmart, Association of Supply Chain Management, etc.). ADAMA will continue to train its people across the globe on how to leverage the platform to best suit their needs and develop their skills.

Employee Onboarding

ADAMA offers several onboarding and orientation activities to help new employees feel welcomed and smoothly integrate into the organization and to their roles.

ADAMA's Global Onboarding Hub is designed to create a warm and welcoming experience for new joiners, while also providing resources for hiring managers and HR managers to facilitate a seamless onboarding process. The Onboarding Hub is available in eight languages.

Leadership Development and Growth

Leaders across all levels of the organization participate in various leadership development programs, as well as coaching and mentoring processes. ADAMA's programs are developed in line with its Leadership Framework, and several are offered in partnership with Syngenta Group, promoting collaboration, networking and the development of skills needed in today’s world of work. ADAMA has also built a development program for mid-level management, focusing on core managerial topics such as managerial mindset and leadership style, managerial routines and business acumen, leading change and working with internal motivation, effective delegation and employee development.

Talent Mapping and Individual Development Plans

ADAMA's annual “High-Performance: High Potential” (HiPo) mapping process takes place among its Leadership Community and their direct reports. The purpose of this process is to assess ADAMA's bench strength and support its high potential employees (HiPo’s) by creating Individual Development Plans (IDPs), including a variety of learning opportunities through coaching, mentoring, and various training sessions.

Building on this approach, ADAMA embeds career development into its annual performance review process for all employees, ensuring consistent support for professional growth across the organization. Managers conduct structured career conversations during mid-year and year-end

reviews, addressing short- and long-term goals, current strengths, and areas for improvement. These discussions lead to IDPs with clear, actionable steps tailored to employees' potential and priorities. To maintain quality and consistency, managers receive annual training and practical tools for effective feedback and career planning, complemented by HR-led workshops throughout the year. This integrated approach empowers employees to take ownership of their development while aligning with organizational objectives.

Internal Mobility

ADAMA is committed to fostering growth opportunities for its people. ADAMA's internal mobility policy encourages and enables individuals to pursue a long-term career within the organization. ADAMA believes that it is in everybody's best interest to provide full support to team members who want to grow and advance to a different role within ADAMA. For this reason, ADAMA's internal mobility policy sets a clear priority for internal applicants over external applicants for open positions. After working for two years at ADAMA, any employee may apply for a new position within the Company. All relevant job openings are accessible through the Company's internal career portal and are typically published internally for at least two weeks before an external candidate is appointed. 36% of all open positions were filled internally in 2025, the same as in 2024 and up from 32% in 2023.

Key performance indicators

During 2025, 56% of new joiners utilized ADAMA's Global Onboarding Hub. 55% of ADAMA's employees with access to digital learning tools utilized the online learning platforms in 2025.

Percentage of employees receiving regular performance reviews by gender[1]	**2023**	**2024**	**2025**
Percentage of female receiving performance and career development reviews	97%	97%	97%
Percentage of male receiving performance and career development reviews	97%	97%	97%
Percentage of employees who received a regular performance and career development review during the reporting period.	97%	97%	97%

[1] *Employees in scope are employees with dedicated access to an ADAMA computer and email address*

97% of ADAMA's people received a regular performance and career development review.

Community Relations

Topic description

ADAMA manages its community relations through a structured social investment framework that supports long-term business resilience and sustainable growth. Community engagement is approached as a strategic enabler, focused on reinforcing stable operating environments in regions where the Company has a significant presence.

Management approach

ADAMA believes social responsibility is an inseparable part of its business. This means ADAMA continuously listens to its stakeholders, communities, and partners to deepen its understanding of their needs. ADAMA designs programs and initiatives together with surrounding communities to ensure long-lasting relationships that have a positive impact on communities and people

Social investments are directed toward defined focus areas aligned with ADAMA's core activities, including agriculture, science-based education, skills development, and community welfare. Implementation is carried out through local partnerships, employee volunteering, and targeted funding, allowing for adaptation to regional needs while maintaining global governance and oversight.

This approach supports continuity of operations, strengthens stakeholder trust, and contributes to long-term value creation, while reinforcing the link between ADAMA's business objectives and sustained social investment.

ADAMA's External Donation Management Measures as well as the Syngenta Groups Charitable Contributions Policy outlines the minimum standards for philanthropic donations and non-commercial sponsorships, focus areas and governance. The Syngenta Group Humanitarian Donation Policy guides the Company's response to humanitarian crises impacting the health of communities. Both policies provide a framework to bring consistency and transparency to corporate community investments.

The ADAMA's Community Relations guidelines are based on six key principles:

1. Alignment with ADAMA's core business areas.
2. Measurable impact of strategic programs to ensure they meet the set goals.
3. Long-term partnerships with social partners while encouraging their independent continuation.
4. Geographical focus on areas surrounding the Company's sites & multi-sectoral partnerships that include governmental, NGO, and business sectors.
5. Employee engagement prioritization in which ADAMA people can volunteer or mentor. ADAMA believes engagement creates a sense of fulfillment, motivation, and pride for employees.
6. Contribution to ADAMA's reputation and create a sense of pride amongst its people.

The ADAMA Donation Committee oversees the ongoing implementation of the Company's CSR activities and donations. The committee provides guidance, direction, and approval for policies and annual work plans. ADAMA donates at least 1% of its profit before tax each year.

Key performance indicators

Local Community Indicators	2023	2024	2025
Monetary donations (thousand USD)	2,121	1,655	1,516

In 2025, ADAMA monetary donations totaled 1,516 thousand USD. ADAMA's social investments were concentrated mainly around the Company's key production sites in Israel, India and Brazil.

In Israel, ADAMA's community investment strategy emphasizes fostering STEM education for elementary and high school students, while also supporting academic programs in chemistry and

agriculture. Additionally, the Company extends support to local communities, addressing their specific challenges in areas such as health, culture, and welfare. In 2025, ADAMA also provided support to local communities in response to wartime conditions, contributing to initiatives aimed at strengthening community resilience and well-being. In Israel, around 400 employees took part in volunteering activities, contributing 2,150 hours and reflecting strong employee engagement in community initiatives.

ADAMA India's contributions to local communities focus on addressing essential needs, including poverty alleviation, combating malnutrition, improving healthcare, providing access to clean drinking water in rural areas, and supporting children's education.

ADAMA Brazil's social responsibility efforts are centered around Instituto ADAMA, a community center promoting education, culture, sports, and volunteering, and include a broad range of community projects supported by 1,250 employee volunteer hours to improve education for 230 children in 2025.

Promoting Rural Revitalization in China through Agricultural Expertise

In alignment with China's Rural Revitalization Strategy, ADAMA China actively supports agricultural modernization through participation in the National Science and Technology Specialists Program. In 2025, ADAMA specialists provided targeted technical assistance to Jinchuan County (Sichuan Province) and Danfeng County (Shaanxi Province), contributing professional expertise to improve local crop protection practices, water and fertilizer management, and pest control capabilities.

Through field research, on-site training, and direct farmer engagement, ADAMA specialists delivered technical guidance on crop disease identification, integrated pest management, safe pesticide application, irrigation optimization, and cultivation techniques for pear, pepper, grape, and edible mushroom production. These initiatives strengthened local agricultural skills, supported quality and efficiency improvements, and enhanced the sustainability and resilience of rural agricultural industries.

By integrating scientific knowledge with practical field support, ADAMA continues to contribute to rural industrial upgrading and long-term agricultural development, supporting national rural revitalization goals. (for more information see ADAMA LTD group's Financial Report 2025, available on the ADAMA LTD website).

Product Safety and Quality

Topic description

Agriculture sustains the world's food supply, and crop protection products play a role in enabling farmers to meet global food demand. ADAMA's customers and end-users include farmers, farm workers, and distributors who handle and apply our products as part of their daily operations. If not used in accordance with labeled instructions and safety protocols, crop protection products may present health and safety risks arising from accidental exposure, improper handling, or insufficient knowledge of safe use, storage, and disposal requirements.

Management approach

ADAMA recognizes its responsibility to ensure that its products are developed, transported, and used in accordance with applicable safety standards. ADAMA is committed to the responsible

stewardship of its products throughout their lifecycle to protect human health and the environment while enabling sustainable agricultural production.

A potential adverse impact on end-users may arise when crop protection products are not used in accordance with safety instructions. Improper application techniques or insufficient knowledge of safe handling, storage, and disposal practices may result in increased risk of accidental exposure. This potential impact may affect the downstream value chain, where products are distributed, applied, and used in agricultural settings by farmers and other end-users and spans to ADAMA's own operations, such as product development, stewardship, and training activities.

ADAMA's approach to product safety, quality, and stewardship is guided by Syngenta Group Code of Conduct (Principle 19). This principle establishes ADAMA's commitment to ethical behavior, product safety, and environmental protection throughout the product lifecycle.

ADAMA's commitment to safety starts at the initial stages of the product lifecycle, prior to any market introduction. ADAMA conducts human and environmental risk assessments throughout the research and development process, from concept through to final use. Safety assessments address risks to product users and food and feed consumers, as well as potential impacts on soil, water, air, flora, and fauna. Regulatory approval is sought once ADAMA can demonstrate that products are safe for users, the environment, crops, and consumers.

Training and capacity building are central to ADAMA's stewardship efforts. ADAMA provides farm workers, including farm owners, farm employees, product distributors and other stakeholders, with training on application, handling, and disposal of crop protection products to help mitigate risks of misuse. ADAMA employs communication methods, including but not limited to picture-based materials, live demonstrations, and broadcast media programs to ensure training is accessible to users. Safety data sheets and product labels provide information on hazards, safe handling, application instructions, and emergency response in line with applicable regulatory requirements.

ADAMA has processes and communication channels to enable customers and end-users to raise concerns or report incidents. Safety data sheets and product labels include emergency contact details, enabling users to seek assistance if needed.

AgriGuide

ADAMA plays a key role in CropLife Europe's AgriGuide initiative, leading efforts to digitize product labels for safe and sustainable usage of crop protection products. This initiative aims to digitize all product labels in the EU-27 in the coming years. In 2025, pilot countries Italy, Germany, and Romania completed the digitization of nearly all product labels. During 2026, additional EU countries are expected to advance their digitization efforts as the initiative expands.

Product quality

The Company manages product and service quality through a group-wide Quality Management System (QMS), defined in the Global Quality Policy and QMS Requirements procedure. The system assigns management and Quality Assurance (QA) responsibilities, requires local policies and documented processes, and mandates internal reviews and audits. Quality oversight is further supported by a Quality Risk Management procedure that defines planned and triggered risk assessments, risk tools, escalation criteria, and the documentation and follow-up of corrective and preventive actions (CAPA). Quality competence is maintained through a global training procedure requiring regular instruction on QMS topics, including complaint handling, root cause investigation, CAPA and contamination prevention.

After-sales service and complaint handling follow the global Complaints Management procedure and the Grower Complaint Investigation procedure, which govern the receipt, documentation,

investigation, communication and closure of customer, authority and grower complaints. These procedures require use of the global complaint system and link findings to CAPA. Product and service safety or quality crises are managed under the Quality Crisis Management procedure, which describes the identification, assessment, escalation and handling of potential quality crises, including recall or withdrawal, external notifications, compensation handling and documented closure.

All production sites operate under ISO 9001-certified quality management systems. During the reporting period, the Company did not identify any major product or service safety or quality incidents.

Key performance indicators

As part of ADAMA's commitment to the responsible stewardship of its products, ADAMA conducts safe and responsible use of crop protection products globally. 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 products. Training sessions cover the safe and responsible use of ADAMA’s products and services.

Farm workers trained on safe and responsible use	2023	2024	2025
Total number of farm workers trained	-	-	686,713

In 2025, ADAMA introduced a new KPI to monitor the total number of farm workers trained on the safe and responsible use of crop protection products. This metric strengthens the Company’s ability to track and measure the impact of its stewardship activities and reflects an increased focus on responsible product use across key agricultural markets. The majority of trainings in 2025 were conducted in India, with additional trainings delivered in Brazil, Ghana, China and other Latin American countries, where engagement with growers and farm workers plays a critical role in promoting safe handling practices and sustainable agricultural productivity.

Governance and Ethics

Corporate Governance

Topic description

Strong corporate governance is essential for ensuring transparency, accountability, and ethical decision-making within an organization. An experienced Board of Directors and Management team provides strategic oversight and guidance, fostering trust among stakeholders. Well-structured committees enhance efficiency by streamlining decision-making and addressing key areas such as risk management, compliance, and performance. Together, these elements create a robust framework that drives sustainable growth and long-term success.

Management approach

ADAMA's Boards of Directors, **ADAMA Ltd. Board of Directors** and **ADAMA Agricultural Solutions Ltd. (ADAMA Solutions) Board of Directors**, play a pivotal role in overseeing and guiding ADAMA's strategic direction, ensuring it operates in the best interest of shareholders, bondholders and other stakeholders. By providing high-level and experienced oversight, the boards set organizational goals, monitor performance, and evaluate risks to ensure long-term sustainability and growth. It ensures that management adheres to ethical practices and regulatory standards, fostering accountability and transparency. Through its leadership, the boards safeguard ADAMA's integrity and drives value creation.

ADAMA Ltd. and ADAMA Solutions Boards of Directors

Name	Nationality	Gender	Age	Expertise	ADAMA Ltd.			
					BoD	AC	NC	RC
Hengde Qin	Chinese	Male	56	Finance	C	M		
Liu Hongsheng	Chinese	Male	59	Sectorial experience	D		M	
An Liru	Chinese	Male	56	Sectorial experience: Chemistry	D			M
Ge Ming	Chinese	Male	74	Finance	ID	C	M	M
Yang Guangfu	Chinese	Male	56	Sectorial experience	ID	M	M	C
Huang Jingsheng	Chinese	Male	62	ESG	ID	M	C	M
Niu Limin	Chinese	Male	58	Sectorial Experience	ED			
Name	**Nationality**	**Gender**	**Age**	**Expertise**	**ADAMA Solutions**			
					BoD	AC	FC	RC
Hengde Qin	Chinese	Male	56	Finance	C			
An Liru	Chinese	Male	56	Sectorial experience: Chemistry	D			
Gaël Hili[(1)(2)]	French	Male	52	Mechanical Engineering	D			
Alexandra Brand[(1)]	German	Female	55	Sectorial experience: Chemistry	D			
Ron Hyman	Israeli	Male	69	Finance	ED	C	C	M
Jiahong Wu	Chinese	Female	52	Business & Economics/Finance	ID	M	M	M
Haining Auperin	French	Female	50	Human Resources	ED	M	M	C

BoD: Board of Directors /AC: Audit Committee / NC: Nomination Committee / RC: Remuneration Committee / RAC: Remuneration and Appraisal Committee / FC: Financial Statements Review Committee/ D: Director / ID: Independent Director / ED: External Director / C: Chairman / M: Member / ED: Employee Director (1) Executive: Member of Group Leadership Team / (2) CEO

Committees of the Board of Directors

To help the Board of Directors effectively and efficiently fulfill its responsibilities, it has established several standing active committees, among others, in accordance with the requirements of applicable local laws and regulations that mandate the establishment of certain board committees.

Board of Directors' Committees - ADAMA Ltd.

Audit Committee	Nomination Committee	Remuneration and Appraisal Committee
Responsible for monitoring ADAMA's internal control system, financial information, and its disclosure. The Committee consists of four members, three of whom are independent directors.	Responsible for formulating standards and procedures and making recommendations regarding the election of candidates for directors and senior executives. The Committee consists of four members, three of whom are independent directors.	Responsible for reviewing and formulating recommendations regarding remuneration policies for directors and senior management. The Committee consists of four members, three of whom are independent directors.

Board of Directors' Committees - ADAMA Solutions

Audit Committee	Financial Statements Review Committee	Remuneration Committee
Responsible for supervising all ADAMA Solutions' group activities and ensuring that they are conducted in compliance with all legal provisions. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.	Responsible for discussing and formulating recommendations to the board of directors regarding financial statements. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.	Responsible for approving and formulating recommendations regarding the remuneration of officers, based on the adopted governing Remuneration Policy. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.

Extended Global ADAMA Leadership Team

Name	Role	Nationality	Gender	Age
Gaël Hili	President and CEO	French	Male	52
Efrat Nagar	EVP CFO	Israeli	Female	51
Eric Dereudre	EVP CCO	French	Male	54
Elad Shabtai	EVP Formulation Supply	Israeli	Male	59

Florian Wagner	EVP Portfolio & Innovation	German	Male	51
Bruce Fredric Morris	EVP AI Production	American	Male	55
Gigi-Anne Hoh	Chief Legal Advisor to the CEO and Management (external)	Singaporean	Female	53
Liu Hongsheng	Special Advisor to the CEO on China Operations	Chinese	Male	59
Michal Munitz	Head of Corporate Strategy & Communication	Israeli	Female	43
Nir Rehav	Head of Information & Digital Technologies	Israeli	Male	51
Sergio Dedominici Paz	EVP EAME	Spanish	Male	61
Francisco Lopez Aufranc	EVP LATAM	Argentinian	Make	48

** as of April 2026*

The Executive Vice President, Human Resources position has been vacant since December 2025. Until a successor is appointed, the responsibilities of this role are being performed by ADAMA's CEO.

Key performance indicators

Board of Directors	2023	2024	2025
ADAMA Ltd.			
Total number of directors	5	6	7
Number of non-executive Directors on Board	4	5	5
Number of external directors	2	3	2
Number of independent directors	2	3	3
Annual election of directors[1]	2	6	1
Number of female directors	0	0	0
Percentage of female directors	0%	0%	0%
Number of Board meetings	12	13	8
Attendance rate - board meetings (%)	100%	100%	100%
Audit Committee - meetings held	6	5	5
Audit Committee - attendance rate (%)	100%	93%	100%
Nomination Committee - meetings held	4	5	0
Nomination Committee - attendance rate (%)	100%	100%	-
Compensation and Appraisal Committee - meetings held	3	2	5
Compensation and Appraisal Committee - attendance rate (%)	100%	100%	100%
ADAMA Solutions			
Total number of directors	7	7	7
Number of non-executive directors on board	3	6	6
Number of external directors	2	2	2
Number of independent directors	1	1	1
Annual election of directors[2]	No	No	No
Female directors	1	2	3
Percentage of female directors	14.3%	28.6%	42.9%
Number of Board meetings	7	13	7
Attendance rate - board meetings (%)	80%	99%	96%

Audit Committee - meetings held	7	13	5
Audit Committee - attendance rate (%)	95%	100%	100%
Financial Statements Review Committee - meetings held	4	4	4
Financial Statements Review - attendance rate (%)	100%	100%	100%
Remuneration Committee - meetings held	5	10	6
Remuneration Committee - attendance rate (%)	100%	100%	100%

(1) According to Company Law of China, ADAMA Ltd. is not required to elect directors annually.

(2) There is no regulatory nor other need within the Article of Association (AOA) for an annual re-election of the board members, whom are being nominated by the sole shareholder. The external directors and independent directors preside for 3-year terms (for a tenure no longer than nine-year period)

Business Ethics

Topic description

ADAMA believes that building and maintaining a culture of ethics and integrity is key to being a successful business. Syngenta Group's Code of Conduct demonstrates the ambition to build and maintain trust, integrate social and environmental responsibilities and ethical behavior in everything it does. It articulates the values and behaviors the Company expects leaders and employees to exhibit. It serves as a valuable reference to employees and partners to support the day-to-day decision-making.

Management approach

ADAMA continually strives to be a socially responsible and trusted Company that is driven by the highest ethical standards and legal compliance in all ADAMA's business practices. ADAMA views compliance as an essential part of its long-term success. ADAMA's businesses are managed responsibly and in compliance with the statutory and regulatory requirements of local countries. ADAMA states a no tolerance policy for any violation of the law, the Syngenta Group Code of Conduct, or internal regulations. ADAMA has established an ethics committee to examine and review resolution of various ethical issues in a consistent manner, with two senior management members participating and reporting to the ADAMA Global Leadership Team.

Code of Conduct

As of 1 January 2025, ADAMA adopted Syngenta Group's Code of Conduct, further aligning the organizations under a shared framework of ethical standards. Syngenta Group's Code of Conduct is the blueprint by which it ensures ethical practices and integrity. In the Code, the Group outlines its commitment to investors, customers, society and employees. It encompasses the principles and standards governing ethical conduct, legal compliance, and responsible business behavior across Syngenta Group's operations and interactions. The Code of Conduct also addresses ethical considerations related to science and technology, setting clear expectations for responsible innovation, compliance with applicable laws, and the ethical development and use of technologies across the Syngenta Group's operations.

Reporting Concerns

ADAMA operates a global confidential reporting system available 24/7 to all employees and suppliers/service providers. It is operated by an independent external service provider. ADAMA recognizes that sometimes issues are too sensitive to report directly and therefore it encourages the

confidential or anonymous reporting of concerns about ethical issues or breaches of applicable law relating to the Company and its activities.

The Compliance Helpline is a confidential toll-free call or email reporting system. The Helpline is available in all countries where ADAMA operates, and being web-based is not dependent upon location. It is available in 27 languages – all ADAMA's employees' native languages. The system is also available for non-employees, such as service providers, suppliers and customers who may wish to raise ethical concerns. For this population, access to the Helpline is publicized via the ADAMA global website and the Suppliers Code of Conduct.

The reports are recorded by an independent, external third party, translated if needed, and forwarded to the Compliance Officer, for confidential investigation. The person reporting (the "messenger") receives a unique reference number confirming the receipt of the report so that they can call back or log-in to receive feedback or provide further information. Depending on the nature of the complaint, a senior leader is appointed to investigate and resolve it with appropriate action. The investigation and proposed resolution are monitored by senior members of the organization (Ethics Board, which includes the Chief Legal Advisor to the CEO and Management, Global HR Business Partner, and their nominees per investigation).

The Compliance Officer can communicate with the messenger using the system irrespective of language, since the Helpline has a built-in translation service. In addition, the Company uses a case management system (CMS), which supports case management of any ethical complaints received by the Company, whether they are filed via the Helpline or directly to other management team members.

ADAMA encourages its employees to speak up! All HR representatives have been trained on the service and are required to bring the Compliance Helpline to the attention of their employees and in particular to new joiners. Promotional posters are located in office locations. ADAMA's intranet has a Compliance Corner where the Compliance Helpline is highly visible to all employees. Also, an annual report is published on ADAMA's internal messaging service and in its ESG Report.

In addition to the Helpline, compliance incidents or queries that come through managerial levels are reported directly to the Head of Compliance or senior managers.

Syngenta Group's Code of Conduct makes it clear that any reporting of issues must be treated confidentially, and the messenger wishes respected and properly dealt with without fear of recrimination or retaliation.

EU Whistleblowing Directive

In Europe, the EU Whistleblowing Directive (2019/1937) came into force on December 17, 2023, applying to ADAMA entities with 50+ employees. It protects employees and stakeholders who report serious corporate misconduct in areas like financial services, public safety, environmental protection and data security.

ADAMA has a policy, available in local languages, outlining the Directive and compliance measures. Employees can report concerns via the Compliance Helpline Global or locally designated channels. Whistleblowing reports are confidential, retaliation-free, and investigated within three months, with feedback provided to the reporter.

Respect in the Workplace Training

Maintaining a respectful working environment is about being our best selves. In fact, inappropriate behaviors can affect the well-being of employees and subsequently, their professional performance.

Allowing such behavior to persist may serve as a precursor to more serious compliance breaches, including instances of sexual harassment, discrimination, etc. ADAMA implements a mandatory e-learning module about respect in the workplace which addresses issues of harassment, discrimination, and civility in the workplace. ADAMA is committed to providing a work environment free from all forms of discrimination and harassment.

Zero Tolerance for Bribery and Corruption

ADAMA has zero tolerance for bribery and corruption and is fully committed to preventing such practices across its operations. The Company complies with all applicable laws, regulations, and contractual requirements related to anti-bribery and anti-corruption. Syngenta Group's Code of Conduct strictly prohibits offering, giving, or receiving bribes, whether directly or indirectly through third parties and forbids entering into business relationships with individuals or entities that have a history of involvement in bribery or corruption.

ADAMA shares, implements, supervises, and enforces its anti-bribery and anti-corruption principles across the organization. All employees are required to complete online anti-bribery training, with training provided in local languages where necessary. Compliance training is a mandatory annual requirement linked to performance reviews and is also part of the onboarding process for new employees. Each year, ADAMA launches a mandatory compliance e-learning module, which may cover topics such as the Code of Conduct, anti-bribery, conflicts of interest, respectful workplace behavior and competition law.

ADAMA has established specific policies and procedures to support its anti-corruption framework, including the ADAMA Anti-Bribery Compliance Program and Policy, the Gifts and Entertainment Policy, and the ADAMA Travel Policy.

A clear, groupwide zero tolerance policy for bribery and corruption also applies to all third-party business partners, in line with the Code of Conduct and the Anti-Bribery and Corruption Compliance Policy. Before and during engagement, partners receive a notification letter outlining ADAMA’s antibribery requirements and are required to confirm acknowledgement of the policy (or confirm that they maintain an equivalent policy), as well as declare that they are not owned or controlled by, and do not expect to become, government officials. Where a government connection is disclosed, full due diligence is conducted using policy defined questionnaires prior to approval.

ADAMA’s ERP system blocks the activation of new business partners until due diligence has been completed and approved by the CFO. Reactivation of existing partners is subject to the same compliance requirements. Due diligence is also re-performed annually in defined cases, such as threshold exceedance or changes in ownership. Refusal to sign the notification letter is treated as a red flag and triggers enhanced controls and approval requirements to continue the business relationship.

Depending on the function, some employees and all new hires are required to complete the Syngenta Group competition e-learning training program. The e-learning training is accessible to all employees in their local languages.

In addition, ADAMA provides face-to-face anti-trust training (in local languages) to the different departments in ADAMA including Legal, Global Marketing, and Product Strategy departments (those with connections to customers or competitors) to assist employees in making ethically sound decisions when faced with challenging scenarios involving competition or anti-trust matters. By equipping ADAMA employees with the knowledge and resources necessary to navigate competition and anti-trust issues, the Company is actively promoting fair competition and strengthening its

commitment to responsible business practices. In addition, ADAMA circulated its Guide to EU Competition Law policy to all employees engaged in interactions with competitors and customers. This guide offers clear and practical guidance for day-to-day business operations, helping employees understand the rules and comply with all applicable competition and anti-trust laws.

No Political Donations

ADAMA does not use funds or corporate resources to support any political candidate or party. ADAMA recognizes the rights of its employees to participate in the political process, provided they act independently of ADAMA and do not use ADAMA time, property, or equipment in the process.

Conflict of Interests

In 2023, ADAMA launched the Syngenta Group Conflict of Interest e-learning program to emphasize ethical conduct. Trust and integrity are central to ADAMA's success, and strong relationships are vital. Conflicts of interest arise when personal advantages conflict with Company roles. Employees must disclose any actual, potential, or perceived conflicts to their line managers or HR department. Managers assess disclosures and consult with the HR or Legal teams as needed to ensure policy adherence.

Data Privacy

ADAMA's Global Privacy Policy highlights its commitment to protecting personal data and preventing breaches. ADAMA ensures compliance with applicable data protection laws and regulations, including the GDPR, LGPD, POPIA, and other local privacy frameworks while balancing privacy rights with legitimate business needs. To safeguard information assets, ADAMA has strengthened its IT environment with advanced cybersecurity tools, multi-factor authentication, and mandatory vetting for new systems accessing its data. Third-party solutions are audited annually for compliance, and incident response procedures are in place. ADAMA is certified under ISO/IEC 27001, reflecting its adherence to global standards for Information Security Management. In addition, all new employees are required to complete mandatory data privacy training, available in eight languages, which covers applicable data protection laws, individual responsibilities, and incident and breach management.

ADAMA maintains distinct privacy notices and policies depending on the legal entity collecting the information, the purpose for which personal data is processed, and the channel through which the data is collected, ensuring transparency and compliance across its global operations.

In addition to its Employee Privacy Notice, ADAMA implements measures to manage stakeholder consents where required, primarily for marketing-related communications. These measures include clear and accessible privacy notices, purpose-based data collection, defined data retention period, and mechanisms that allow individuals to exercise their data subject rights, including access, correction, and deletion requests with applicable data protection regulations.

ADAMA leverages the OneTrust platform to support its data privacy governance framework. OneTrust enables employees to report potential data protection incidents, supports privacy compliance workflows, and enhances transparency, accountability, and regulatory compliance across the organization.

Information Security

Beyond data privacy, ADAMA manages information security through a centralized, global framework overseen by its headquarters. The Company's ISO/IEC 27001 certification covers 100% of its sites worldwide, reflecting its global approach. A mandatory annual cybersecurity e-learning module is

required for all employees and is supplemented by ongoing awareness activities. Approximately 90.3% of employees successfully passed phishing simulations during the reporting period, reinforcing organizational vigilance. Vendor risk is managed strategically through the Panorays platform, which supports third-party vetting, monitoring, and alignment with international standards. All internally developed or externally procured software is subject to security assessments prior to implementation.

ADAMA also maintains a Cyber Security Incident Response Procedure, conducts ongoing cyber risk assessments, and commissions annual professional penetration tests and risk reviews, with recommendations integrated into annual work plans. Regular audits, including ISOX, CSOX, and internal audits, further strengthen oversight. Employees are supported by dedicated reporting channels with confidentiality and non-retaliation guarantees, ensuring that information security issues are addressed effectively and transparently.

During the reporting period, no confirmed data breaches or information security incidents were detected. All attempted events were successfully blocked, and no data loss, leakage, or impact on clients or operations was identified. No incidents required remediation or corrective action. Our security team continues to review and enhance controls to prevent potential incidents and ensure the ongoing safety of our data.

Responsible Use of Artificial Intelligence

ADAMA operates under the Syngenta Group AI Manifesto, which defines the principles governing the responsible development and use of artificial intelligence across the Group. In line with these commitments, ADAMA ensures that AI systems are designed to augment human judgment rather than replace it, prioritize safety and data protection, and uphold transparency and fairness. In practice, AI is applied to enhance efficiency and decision making within a framework of strong governance, clear accountability, and appropriate safeguards to protect people, customers, and the environment. These principles guide how ADAMA evaluates new technologies, manages data, and integrates AI into its operations.

Remuneration of Directors and Senior Management

Remuneration of ADAMA's officers and certain senior management members is determined by the Company's authorized governing bodies in accordance with ADAMA's Remuneration Policy, as approved and updated from time to time by the Board of Directors, its designated committees, and/or the shareholder, as applicable.

The Remuneration Policy is designed to support ADAMA's strategic objectives and long-term business goals, while taking into account the risk profile of the Company's operations. It aligns the compensation structure with the size, complexity, and global footprint of ADAMA and seeks to create appropriate performance-based incentives. Compensation reflects each individual's role, responsibilities, performance, and contribution to business development and long-term value creation. In determining remuneration, the authorized bodies consider relevant market benchmarks, key performance indicators, and the performance of the individual.

Officers' remuneration is composed of three main elements: a base salary, variable compensation including short- and medium-term incentives such as annual bonuses linked to performance targets and results, and long-term incentive plans. Independent directors receive annual remuneration in accordance with applicable law and do not receive a salary. Non-independent directors, other than those who also hold management positions in ADAMA, may receive monthly remuneration.

Risk Management

The Syngenta Group Risk Management Policy outlines the minimum requirements that all companies wholly owned and controlled by Syngenta Group, including Syngenta AG group, should meet to have a common basis for risk activities and visibility at Syngenta Group level, inclusive of roles and responsibilities.

ADAMA Solutions utilizes a comprehensive risk management methodology that is designed to optimize financial returns for its stakeholders regardless of unavoidable risks and uncertainties in the business environment. This methodology includes a periodic risk assessment survey that maps the key activity areas and processes in which there is risk exposure, such as strategic, operational, legal, financial and regulatory risks. ADAMA Solutions conducts an in-depth analysis of the residual risk level for all risks and prepares a multi-year work plan for internal auditing based on its results.

In addition to the risk assessment survey, ADAMA carry out periodic fraud risk assessments aimed at assessing the overall fraud risk level by evaluating and identifying weaknesses in the work and control processes, which could be exploited for fraudulent or improper activities.

To increase visibility of risk and to assist in management decision making, risks in both the risk assessment survey and fraud risk assessment are mapped and evaluated according to their residual risk based on their inherent risk and the in place internal controls framework. The categories are each defined by five levels ranging from very low to very high.

The Board of Directors has overall responsibility for establishing and monitoring the framework of the risk management policy. The Chief Financial Officer reports on a regular basis regarding these risks.

Key performance indicators

As of April 2024, ADAMA's Head of Compliance has taken on the role of Ethics Officer and is responsible for managing all compliance and ethics matters. All alleged violations of the Code of Conduct are reported to the Head of Compliance, who leads the investigation in coordination with relevant local country teams.

ADAMA’s Ethics Board is composed of senior leaders and relevant functional heads and provides oversight for ethics and compliance matters. Board members are involved when cases fall within their respective areas of responsibility. Investigations are conducted discreetly and independently by a small, specialized team, with support from other functions as required. This process ensures confidentiality, fairness, and consistency, and enables employees and stakeholders to seek guidance or raise concerns anonymously and/or confidentially.

To support consistent oversight and reporting, ADAMA has established a Standard Operating Procedure (SOP) for Legal and Ethical Compliance Key Performance Indicators (KPIs). This SOP provides a common framework for reporting on the performance of the Ethical Compliance Program at the Syngenta Group level.

Compliance Helpline Cases	2023	2024	2025
Total cases reported to the Compliance Helpline	**23**	**46**	**71**
HR matters	5	10	10
Harassment	1	12	7
Conflict of interest	0	0	7

Fraud and other financial compliance issues	0	1	6
Other Legal or Ethical Compliance Concerns	1	2	12
Bribery and corruption	4	0	3
Poor management	3	0	0
Workplace civility	2	1	3
Product safety, quality and stewardship	2	2	1
Labor rights and unfair employment practices	1	2	4
Health, safety and environment	1	0	2
Other people management matters	1	2	3
Discrimination	1	4	1
Sexual Harassment	0	2	6
Auditing and accounting	0	2	0
Misuse of resources	0	2	4
Inappropriate offering or accepting of gifts and entertainment	0	1	0
Contractual obligations and standards of documentation	0	1	0
Data protection violation	0	1	0
Threats of violence	0	0	1
Retaliation	0	0	1
Actions taken (%)	**2023**	**2024**	**2025**
No action necessary	30%	28%	37%
Advice given	22%	13%	13%
Training/coaching	13%	13%	0%
Termination	13%	15%	11%
Ongoing	9%	4%	5%
Discipline (warning notice)	9%	2%	6%
Policy/process review	4%	9%	15%
Referred to HR/Management	0%	11%	13%

In 2025, the compliance cases reported through the Compliance Helpline increased to 71 versus 46 in 2024. ADAMA attributes this increase to the extensive work being done across the Company to promote ethical behavior and reinforce ADAMA's core values. By prioritizing ethics, ADAMA is making it clear that unacceptable behaviors are being addressed, and accountability matters. This increase in the Compliance Helpline cases should be embraced as a sign of progress. It indicates growing trust in the Company's systems and a shared commitment to creating a culture of transparency and accountability. ADAMA will continue to encourage its employees to submit complaints about any concerns that may arise, small as they may be, and will continue to deepen the examination process and internal investigation of these complaints.

Incidents of corruption and actions taken	**2023**	**2024**	**2025**
Substantiated bribery and corruption cases	1	0	0

Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	0	0	0
Anti-competitive behavior			
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0	0	0
Main outcomes of completed legal actions (regarding anti-competitive behavior and violations of anti-trust and monopoly legislation), including any decisions or judgements	0	0	0
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications (including advertising, promotion, and sponsorship), classified by their result: fine or warning	0	0	0
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	0	0	0

Employee completion rate of ethical trainings (%) [1]	**2023**	**2024**	**2025**
Percentage of employees that the organization's anti-corruption policies and procedures have been communicated to	100%	100%	100%
Percentage of employees submitting Code of Conduct commitment	100%	100%	100%
Percentage of new hires completing compliance onboarding training	-	67%	56%
Percentage of Leaders confirming the CoC	-	100%	100%

[1] *Employees in scope are employees with dedicated access to an ADAMA computer and email address*

Supply Chain

Topic description

Responsible procurement is essential to ensuring that ADAMA's supply chain operates ethically, sustainably, and in alignment with our corporate values. By integrating environmental, social, and governance (ESG) considerations into supplier selection and management, we aim to minimize risks, promote fair labor practices, reduce environmental impacts, and support long-term value creation for our stakeholders.

ADAMA has established a Sustainable Procurement Policy that sets out the principles guiding how sustainability considerations are integrated into procurement activities. The policy emphasizes ethical conduct, protection of labor and human rights, environmental stewardship, and responsible supplier engagement, alongside traditional procurement criteria such as quality, cost, and continuity of supply.

Management approach

These principles are reinforced through ADAMA's Supplier Code of Conduct, which defines the environmental, social, labor, human rights, health and safety, and ethical standards expected of suppliers and subcontractors. The Supplier Code of Conduct addresses, among other topics, business integrity, fair labor practices, avoidance of child and forced labor, occupational health and safety, environmental protection, and the right to report concerns without fear of retaliation.

ADAMA integrates sustainability and ethics requirements into its contractual relationships with suppliers. Contracts include ethics clauses and commitments to comply with the Supplier Code of Conduct. The rollout of these clauses across all supplier contracts is ongoing and continues to be expanded across different categories and regions.

Suppliers are expected to adhere to applicable laws and regulations and to align with ADAMA's ethical and sustainability standards. Where relevant, suppliers may be required to provide confirmations, participate in assessments, or support verification activities to demonstrate compliance.

ADAMA provides a grievance mechanism through its Compliance Helpline, which is accessible to suppliers and other external stakeholders. The helpline allows suppliers, their employees, and subcontractors to confidentially and anonymously report concerns related to ethical conduct, human rights, labor practices, or other compliance matters. This mechanism forms an important part of ADAMA's approach to responsible supply chain management and transparency.

ADAMA conducts supplier assessments and audits that include sustainability related topics. These audits cover areas such as health, safety, and environmental performance, ethical conduct, and labor practices, including questions related to child labor. Audit findings may inform follow-up actions, engagement with suppliers, or further monitoring, depending on the nature and severity of the issues identified.

Recognizing the critical role of procurement teams in implementing sustainable procurement, ADAMA has begun delivering targeted training to procurement professionals on sustainable procurement practices. These trainings aim to strengthen awareness of sustainability risks in the supply chain, enhance understanding of policy requirements, and support consistent application of sustainability principles in supplier selection and management.

ADAMA is in the process of developing an action plan to further strengthen its supply chain due diligence processes. This work focuses on systematically identifying, assessing, and addressing potential sustainability risks, with a particular emphasis on child labor and forced labor. The objective is to enhance risk-based approaches and ensure that potential human rights risks are identified early and managed effectively. In 2025, ADAMA identified a group of strategic suppliers with whom it intends to enhance sustainability engagement. For these targeted suppliers, ADAMA plans to strengthen sustainability related activities, such as deeper assessments, increased dialogue, and focused improvement efforts. This approach is intended to prioritize resources where potential risks,

impacts, or leverage are greatest and to support continuous improvement across key parts of the supply chain.

In addition to ethical, environmental, and human rights considerations, ADAMA's sustainable procurement approach also addresses supply chain risks that may affect business continuity, including risks related to climate-related extreme events.

As part of its ongoing supply chain risk management, ADAMA applies a range of preventive and resilience building measures designed to reduce dependency on single sources, strengthen preparedness for disruptions, and support continuity of supply. These measures include supplier and manufacturing diversification where feasible, qualification of alternative sources for strategic materials and products, inventory and contingency planning, and the use of flexible logistics arrangements. Together, these practices are intended to enhance the resilience of ADAMA's supply chain and enable continued operations in the event of disruptions, including those arising from climate-related impacts.

Appendices

SZSE Guidelines (No. 17)

Shenzhen Stock Exchange's Guidelines for Self-Regulation of Listed Companies (No. 17 – Sustainability Report)	
Topic	**Report Location**
Environment	
Climate	See Environment chapter – 'Climate Change and GHG Emissions' section
Pollution	See Environment chapter – 'Air Quality', 'Water, 'Waste ' and 'Soil and Groundwater Remediation' section
Waste	See Environment chapter – 'Waste' section
Ecosystems and biodiversity	See Environment chapter – 'Ecosystems and Biodiversity' section
Environmental Compliance	See Environment chapter – 'Environmental Management Infrastructure' section
Energy	See Environment chapter - 'Energy' section
Water	See Environment chapter - 'Water' section
Circular Economy	Assessed as not financially or impact material in ADAMA's double materiality assessment
Social	
Social Contribution	See People and Communities chapter – 'Community Relations' section
Innovation	See Innovation in Agriculture chapter
Ethics of science and technology	Assessed as not financially or impact material in ADAMA's double materiality assessment
Supply Chain	See Governance and Ethics chapter – 'Supply Chain' section
Fair play for small and medium-sized enterprises	Assessed as not financially or impact material in ADAMA's double materiality assessment
Product Safety and Quality	See People and Communities chapter – 'Product Safety and Quality' section
Data Security and Customer Privacy Protection	See Governance and Ethics chapter – 'Business Ethics' section ('Information Security' and 'Data Privacy')
Workforce	See People and Communities chapter – 'Fair and Inclusive Workplace', 'Health, Safety and Welfare', 'Learning and Development' sections
Governance	
Due diligence	See Introduction chapter – 'ADAMA"s Sustainability Governance' section
Stakeholder Communication	See Sustainability at ADAMA chapter – 'ADAMA's Stakeholders' section
Bribery and Corruption	See Governance and Ethics chapter – 'Business Ethics' section
Unfair competition	See Governance and Ethics chapter – 'Business Ethics' section
General	See Introduction chapter – 'Double-materiality assessment' section

GRI Index

ADAMA has reported with reference to the GRI Standards for the period January 1 to December 31, 2025.

GRI 2: General Disclosures 2021		
Details	**GRI**	**Reference**
1. The organization and its reporting practices		
Organizational details	2-1	See About ADAMA
Entities included in the organization's sustainability reporting	2-2	ADAMA Ltd.
Reporting period, frequency and contact point	2-3	See About This Report
Restatements of information	2-4	Natural gas figures restated due to a clerical error that fell in the previous report. This restatement affects other figures in related environmental KPI's. A clerical error in the 2024 air emissions figures has been corrected
External assurance	2-5	See Independent Limited Assurance Report
2. Activities and workers		
Activities, value chain and other business relationships	2-6	See About ADAMA
Employees	2-7	See People and Communities chapter – 'Fair and Inclusive Workplace' section
Workers who are not employees	2-8	
3. Governance		
Governance structure and composition	2-9	See Governance and Ethics chapter – 'Corporate Governance' section
Nomination and selection of the highest governance body	2-10	
Chair of the highest governance body	2-11	
Role of the highest governance body in overseeing the management of impacts	2-12	
Delegation of responsibility for managing impacts	2-13	
Role of the highest governance body in sustainability reporting	2-14	The executive board and BOD review and approve the reported information
Conflicts of interest	2-15	See Governance and Ethics chapter – 'Corporate Governance' section
Communication of critical concerns	2-16	
Collective knowledge of the highest governance body	2-17	
Evaluation of the performance of the highest governance body	2-18	
Remuneration policies	2-19	
Process to determine remuneration	2-20	
Annual total compensation ratio	2-21	
4. Strategy, policies and practices		
Statement on sustainable development strategy	2-22	See Introduction chapter
Policy commitments	2-23	
Embedding policy commitments	2-24	
Mechanisms for seeking advice and raising concerns	2-26	
Compliance with laws and regulations	2-27	See Governance and Ethics chapter
Membership associations	2-28	See Introduction chapter – 'Industry Memberships' section
5. Stakeholders engagement		
Approach to stakeholder engagement	2-29	See Introduction chapter – 'ADAMA's Stakeholders' section

Collective bargaining agreements	2-30	See People and Communities chapter – 'Fair and Inclusive Workplace' section

GRI Material Topics	Reference	UN SDGs
GRI 3: Material Topics 2021 3-1, 2	See Introduction chapter – 'Double-materiality assessment' section In addition, an explanation of the materiality of the relevant topics is provided at the beginning of each section.	
GRI 205: Anti-corruption 2016 205-1, 2, 3	See Governance and Ethics chapter – 'Business Ethics' section	SDG 12
GRI 206: Anti-competitive Behavior 2016 206-1	See Governance and Ethics chapter – 'Business Ethics' section	SDG 12
GRI 102: Climate Change 2025 102-1, 2, 4, 5, 6, 8	See Environment chapter - 'Climate Change and GHG Emissions'; 'Air Quality' sections	SDG 12,13
GRI 103: Energy 2025 103-1, 2, 3, 4, 5	See Environment chapter - 'Energy' section	SDG 7,9,12
GRI 303: Water and Effluents 2018 303-1, 2, 4	See Environment chapter - 'Water' section	SDG 6, 12
GRI 306: Waste 2020 306-1, 2, 3, 4, 5	See Environment chapter - 'Waste' section	SDG 12
GRI 401: Employment 2016 401-1, 2, 3	See People and Communities chapter – 'Fair and Inclusive Workplace' section	SDG 8
GRI 403: Occupational Health and Safety 2018 403-1, 2, 3, 4, 5, 6, 7, 8, 9, 10	See People and Communities chapter – 'Health, Safety and Welfare' section	SDG 9
GRI 404: Training and Education 2016 404-1, 2, 3	See People and Communities chapter – 'Learning and Development' section	SDG 4
GRI 405: Diversity and Equal Opportunity 2016 405-1, 2	See People and Communities chapter – 'Fair and Inclusive Workplace' section; See Governance and Ethics chapter – 'Corporate Governance' section	SDG 10
GRI 406: Non-discrimination 2016 406-1	See Governance and Ethics chapter – 'Business Ethics' section	SDG 10
GRI 407: Freedom of Association and Collective Bargaining 2016	See People and Communities chapter – 'Fair and Inclusive Workplace' section	SDG 4,10
GRI 413: Local Communities 2016 413-1	See People and Communities chapter – 'Community Relations' section	SDG 10
GRI 308: Supplier Environmental Assessment 2016 308-1	See Governance and Ethics chapter – 'Business Ethics' section	SDG 12
GRI 414: Supplier Social Assessment 2016 414-1	See Governance and Ethics chapter – 'Business Ethics' section	SDG 12
GRI 416: Customer Health and Safety 2016	See People and Communities chapter – ‘Product Safety and Quality’ section	SDG 1,2,9,12

SASB Index

The sections referenced below comprise ADAMA's disclosure against the Sustainability Accounting Standards Board (SASB) Chemicals Sustainability Accounting Standards. Reporting period from January 1 to December 31, 2025.

Accounting metric	Code	2025 Response
Greenhouse Gas Emissions		
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1	See Environment Chapter - 'Climate Change and GHG Emissions' section
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	See Environment Chapter - 'Climate Change and GHG Emissions' section
Air Quality		
Air emissions of the following pollutants: (1) NOX (excluding N2O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	RT-CH-120a.1	See Environment Chapter - 'Air Quality' section
Energy Management		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	RT-CH-130a.1	See Environment Chapter - 'Energy' section
Water Management		
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1	See Environment Chapter - 'Water' section
Number of incidents of non-compliance associated with water quality permits, standards, and regulations	RT-CH-140a.2	See Environment Chapter - 'Water' section
Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	See Environment Chapter - 'Water' section
Hazardous Waste Management		
(1) Amount of hazardous waste generated (2) percentage recycled	RT-CH-150a.1	See Environment Chapter - 'Waste' section
Community Relations		
Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1	See People and Communities chapter – 'Community Relations' section
Workforce Health & Safety		
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1	See People and Communities chapter – 'Health, Safety and Welfare' section
Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	See People and Communities chapter – 'Health, Safety and Welfare' section
Product Design for Use-phase Efficiency		
Revenue from products designed for use phase resource efficiency	RT-CH-410a.1	Not disclosed
Safety & Environmental Stewardship of Chemicals		
(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1	Not disclosed

Accounting metric	Code	2025 Response
Discussion of strategy to (1) manage chemicals of concern, and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2	Not disclosed
Genetically Modified Organisms		
Percentage of products by revenue that contain genetically modified organisms (GMOs)	RT-CH-410c.1	As far as ADAMA is aware, none of the Company's products contains GMOs.
Management of the Legal & Regulatory Environment		
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1	See Environment Chapter. ADAMA has an environmental management system, including policies, procedures, targets; adhering to all governmental regulations
Operational Safety, Emergency Preparedness & Response		
Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	RT-CH-540a.1	See People and Communities chapter – 'Health, Safety and Welfare' section
Number of transport incidents	RT-CH-540a.2	See People and Communities chapter – 'Health, Safety and Welfare' section

TCFD Index

ADAMA affirms its adherence to the recommendations issued by the Task Force on Climate-related Financial Disclosures and represents that it has undertaken reasonable efforts to ensure that its climate-related disclosures contained herein have been prepared in accordance with the recommendations.

Governance	Reference
a) Describe the board's oversight of climate-related risks and opportunities	See Introduction chapter - 'ADAMA's Sustainability Governance'; 'Climate Change and GHG Emissions' sections
b) Describe management's role in assessing and managing climate-related risks and opportunities	See Introduction chapter - 'ADAMA's Sustainability Governance'; Environment chapter - 'Climate Change and GHG Emissions' sections

Strategy	Reference
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	See Environment chapter - 'Climate Change and GHG Emissions' section
b) Describe the impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning	See Environment chapter - 'Climate Change and GHG Emissions' section
b) Describe the impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning	See Environment chapter - 'Climate Change and GHG Emissions' section

Risk Management	Reference
a) Describe the organization's processes for identifying and assessing climate-related risks	See Environment chapter - 'Climate Change and GHG Emissions' section
b) Describe the organization's processes for managing climate-related risks	See Environment chapter - 'Climate Change and GHG Emissions' section
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	See Environment chapter - 'Climate Change and GHG Emissions' section

Metrics and Targets	Reference
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	See Environment chapter - 'Climate Change and GHG Emissions' section
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	See Environment chapter - 'Climate Change and GHG Emissions' section
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	See Environment chapter - 'Climate Change and GHG Emissions' section

Notice regarding sustainability materiality assess ment

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 ADAMA'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 ADAMA has on people and the environment and the impact that sustainability matters have on ADAMA'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 ADAMA'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.

Independent Assurance Report

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Independent Limited Assurance Report to the users/readers of ADAMA Ltd. 2025 ESG Report

We were engaged by the management of ADAMA Ltd. (further referred to as "**ADAMA**" or "**the company**") to provide limited assurance on the specific topics as mentioned in the table below (further referred to as "**topics**"), regarding the information presented on ADAMA's 2025 ESG Report for the year ended 31 December 2025 (further referred to as "**the report**").

It should be noted that the assurance refers to the information and data included in the specific topics listed in the table below, regarding the reporting year only:

Topic	Subject Matter	Units	2025 data
Permanent employees	Permanent employees - total	#	7,255
	by gender - male	#	5,326
	by gender - female	#	1,929
	by region – Latin America	#	1,165
	by region - Asia Pacific (including China)	#	3,369
	by region - Europe, Africa & Middle East	#	2,189
	by region - North America	#	532
Employees' turnover rate		%	19
Temporary employees	Temporary employees - total	#	20
	by gender - male	#	7
	by gender - female	#	13
	by region – Latin America	#	20
	by region - Asia Pacific (including China)	#	0
	by region - Europe, Africa & Middle East	#	0
	by region - North America	#	0
Occupational health and safety	Recordable injury rate	#	0.55
	Recordable fatalities	#	0
Process safety	Process safety events (Medium and high actual)	#	148
	Significant unplanned releases to the environment	#	0
Corporate conduct	Total cases reported to SpeakUp	#	71
	— of which substantiated bribery and corruption cases	#	0
	Percentage of employees submitting Code of Conduct commitment	%	100
Greenhouse Gas Emissions	Total Scope 1 emissions	thousand tonnes CO2e	269
	Total Scope 2 emissions	thousand tonnes CO2e	704
Energy	Total energy consumption	TJ	9,620
Water	Total water consumption	million cubic meters	9

Waste	Total hazardous waste from own operations	thousand tonnes	159
	Total non-hazardous waste from own operations	thousand tonnes	42
Air Emissions	Nitrogen oxides (Nox)	tonnes	134
	Sulfur oxides (Sox)	tonnes	21
	Volatile Organic Compounds (VOCs)	tonnes	167
	Particulate Matter	tonnes	24

Further information and details, including the scope, content, assumptions, and estimates determined by the company regarding the topics included in the process, can be found in the relevant chapters of the company's ESG Report.

Conclusion

Based on the limited assurance procedures performed and the evidence we have obtained, described in this report, nothing has come to our attention to indicate that the specific topics, as mentioned in the table above, in ADAMA's 2025 ESG Report, are not presented, in all material respects, in accordance with ADAMA's reporting criteria.

Basis for conclusion

Our responsibility is to provide a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with the International Standard on Assurance Engagements *(ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).* The Standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

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).

Our firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard 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

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

A limited assurance engagement, regarding data and information of the specific topics in the ESG report, consists of conducting interviews, primarily of ADAMA's employees responsible for the preparation of information presented in the report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- examination of the topics in the Report, for the purpose of performing a limited assurance, based on public information sources, knowledge of the company business and other comparative information of similar organizations.
- interviews with management and relevant staff of ADAMA to gain an understanding regarding the topics concerning corporate responsibility strategy and policies for the topics, and the implementation of these across the business.
- interviews with relevant staff at corporate and business unit level responsible for providing the information in the report.
- comparing the information regarding the topics presented in the report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the report.
- where relevant, conduct interviews regarding the calculation, aggregation and methods used to collect and report the topics in the report.
- reading the information presented in the report to determine whether it is in line with our overall knowledge of, and experience with, the corporate responsibility performance of ADAMA.

As part of the process of performing a limited assurance, we reviewed the changes made to the draft 2025 ESG Report of ADAMA and reviewed the final version of the report to ensure that it reflects our findings.

ADAMA's management is responsible for:

A. preparing and presenting the report, and the information and assertions contained within it;

B. determining ADAMA's objectives in respect of sustainable development performance and reporting;

C. establishing and maintaining appropriate performance management and internal control systems from which the information is derived, to be free from omissions and material misstatements whether due to fraud or error;

D. the identification of stakeholders and material issues for reporting.

Limited assurance is less than reasonable assurance. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Our limited assurance report is made solely to ADAMA in accordance with the terms of our engagement. Our work has been undertaken so that we might state to ADAMA those topics we have been engaged to state in this limited assurance report and for no other purpose or in any other context. We do not accept or assume responsibility to anyone other than ADAMA for our work, for this limited assurance report, or for the conclusions we have reached.

28 April 2026

KPMG Somekh Chaikin

Tel Aviv, Israel