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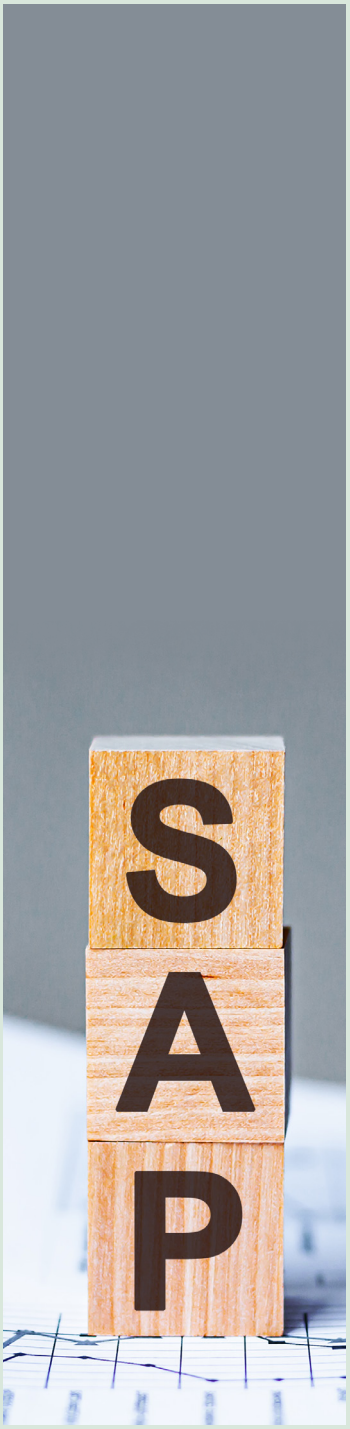

TURNING COMPLEXITY INTO CONFIDENCE: INDUSTRIALIZED TESTING AT THE HEART OF SAP S/4HANA SELECTIVE DATA TRANSITION

A JOINT WHITE PAPER BY SYNGENTA GROUP AND INFOSYS

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1. Executive Summary

SAP S/4HANA Selective Data Transition (SDT) programs are among the most complex and high-risk enterprise transformations, particularly when executed using a big bang approach. At this scale, success depends not only on technical migration, but on an industrialized testing capability that can validate business readiness, reduce risk, and enable a stable transition to production.

This joint white paper by Syngenta Group and Infosys presents a **proven testing approach for large-scale SAP S/4HANA SDT migration.** It draws on Syngenta Group's global transformation program, one of the largest of its kind, involving the simultaneous migration of more than 120 company codes across five geographic regions.

The approach described in this paper is distinguished by **three core differentiators.**

- **Testing was designed as an industrialized capability rather than a project phase, with clear governance, reusable assets, and continuous execution embedded across the program lifecycle.**
- **A risk-driven, automation-led strategy guided the program execution. Early validation, continuous testing, and real-time execution visibility enabled on-time completion of Integrated System Testing (IST) and Should be User Acceptance Testing (UAT) with no open conditions.**
- **A strategic partnership model combined technology innovation, specialized testing expertise at scale, and sustained delivery commitment.**

This allowed testing to operate on a global scale while remaining closely aligned with business priorities.

Drawing on this experience, the paper demonstrates how disciplined and Industrialized testing can shift from a downstream quality checkpoint to a strategic enabler of transformation success. It offers practical insights for organizations undertaking large-scale SAP S/4HANA SDT programs, showing how deliberate choices in testing strategy, automation, and partnership can convert complexity into clarity, confidence, and lasting operational stability.

2. Introduction: Why SAP S/4HANA Selective Data Transition Matters

Digital transformation has become a core business strategy for global enterprises. SAP S/4HANA migration plays a central role in enabling simplified architectures, real-time insights, and more resilient business processes. Yet, for organizations with complex legacy landscapes and regionally diverse operations, the path to S/4HANA is far from straightforward.

Selective Data Transition (SDT) has emerged as a pragmatic approach, allowing enterprises to retain critical historical data and proven processes while redesigning non-critical processes for future needs. When executed through **a big bang deployment, SDT accelerates transformation timelines and eliminates prolonged dual maintenance. However, it also significantly amplifies risk, as all users, processes, and integrations transition simultaneously.**

These programs follow a transition from SAP ERP Central Component (ECC), SAP's legacy enterprise resource planning platform, to SAP S/4HANA, a next-generation digital core built on High-performance Analytic Appliance (HANA) technology. SAP S/4HANA introduces simplified data models, real-time processing, and modern user experiences. At this scale, testing shifts from a downstream quality checkpoint to a strategic enabler of business readiness. Through close collaboration, agricultural technology leader **Syngenta Group** and IT giant **Infosys** have developed a risk-driven, automation-led testing strategy. This strategy enables early validation, accelerated execution, quality assurance and unconditional exit from critical testing phases. Achieving this level of business readiness without conditional exits in a global SDT big bang program remains uncommon, underscoring the importance of disciplined testing design and execution. The insights shared in this white paper offer practical guidance to organizations seeking to balance speed, scale, and confidence in complex SAP S/4HANA transformations.

3. Program at Scale: Inside the Syngenta Group SAP S/4HANA Journey

The SAP S/4HANA SDT program at Syngenta Group spanned multiple business functions, regions, and technology landscapes. It called for a testing strategy designed for scale and complexity.

- **Business scope:** The program covered Production and Supply chain (P&S) as well as Finance. It included end-to-end processes such as order to cash (O2C), procurement, manufacturing, logistics, quality management, warehousing, central finance, integrated business planning, and master data governance.
- **Geographic footprint:** The deployment extended across Asia, including the Middle East, Japan, India, and China, as well as Africa, Australia, New Zealand, the Americas, Europe, and the global headquarters in Basel, Switzerland.
- **Program scale:** The program involved over **2,500** Level 5 Business Process Master List (BPML) requirements, more than **250** satellite applications, approximately **10,000** users, and over **1,500** active business participants.
- **Implementation phases:** The transformation was delivered in two phases, with Phase 1 of the program was focusing on Commercial Operations and Productions sites for Crop Protection, Phase 2 target is system consolidation and move to S/4 HANA

Testing coverage:

- The testing scope included migrated data validation, test automation, functional, integration, regression and user acceptance testing across the heterogenous application landscape covering SAP applications, interfaces, forms, non-SAP applications and peripherals.
- Selected key roles were identified for persona and role-based authorization testing using Fiori tiles.
- End-to end business process testing spans across SAP, non-SAP, and third-party applications.
- Continuous testing was executed through daily batch runs.
- Non-Functional testing covered key performance testing aspects of application load and stress testing across different geos.

Testing execution at a glance

To manage the scale and complexity of the SAP S/4HANA SDT program, testing was structured across clearly defined phases with varying execution volumes and levels of automation. Table 1 summarizes the program's testing phases, execution cycles, test volumes, and automation levels.

Table 1: Overview of testing execution

Test phase	Cycles	Total tests (TCs- Test cases)	Automation achieved (TCs- Test cases)
Data mock validation	4	10,200	N/A
Unit testing (UT)	1	3,600	N/A
Integrated system testing (IST)	1	5,000	3,600+
User acceptance testing (UAT)	1	7,500	3,600+
Continuous automated testing (CAT)	1 batch daily	5,000+	100%
Performance Testing (Load and Stress)	2	1400+ User load	100%

4. Understanding SDT Migration: Scope, Approach, and Risk Considerations

SDT fundamentally changes how SAP S/4HANA migrations are validated. It selectively carries forward historical data and processes while introducing redesigned future state capabilities through a combination of greenfield implementations and brownfield system conversions. However, this **hybrid nature increases the risk of data inconsistencies, process breaks, and integration failures unless validation is adequately comprehensive.**

In a big-bang SDT deployment, these risks converge at go-live. All users, business units, and processes transition to the new SAP S/4HANA environment simultaneously, rather than through a phased rollout. As mentioned before, while this approach shortens the overall transition period and eliminates prolonged dual maintenance, it significantly amplifies risk exposure. Unforeseen system failures, data inconsistencies, or integration issues can lead to widespread business disruption once the new environment is live. Therefore, **testing becomes the primary pre-transition mechanism for validating system stability and business continuity under realistic operating conditions.**

5. Testing Challenges in SDT Programs: Where Scale and Complexity Converge

Big-bang SAP S/4HANA SDT transformation programs introduce testing challenges that extend beyond traditional system validation. Driven by scale, integration density, and compressed timelines, these challenges directly affect business readiness, demanding close collaboration between technology partners and business stakeholders.

Infosys and Syngenta Group jointly identified the following critical testing challenges:

1. **Technical and organizational complexity:** The program faced significant technical and organizational complexity due to **legacy technical debt, the absence of an updated test repository, variations across global, regional, and local business processes,** as well as the organization's first experience with test automation at this scale.
2. **Landscape and integration challenges:** The IT ecosystem was highly complex, with over 250+ satellite systems interfacing with the SAP S/4HANA core, which required extensive integration testing. Incomplete or missing documentation for existing interfaces and integrations increased delivery risk. Additionally, **not all testing environments were connected to every application interface, making end-to-end validation even more difficult.**

"By industrializing our approach, implementing the right tools, a robust reporting framework, meticulous UAT planning, and strategic investment in test automation for IST and UAT, we did not just meet expectations, we exceeded them. ***Completing program testing ahead of schedule was a first for Syngenta Group and set a new benchmark for excellence!***

The success of our IST and UAT was not just about defect closure. It was about building trust. In an ***SAP S/4HANA program of this scale, we treated testing as a strategic rehearsal for business continuity.*** *By aligning real-world scenarios with future-state processes, we did not just validate the system, we validated confidence across the enterprise."*

Harald Metzger, Program IT Lead, Syngenta Group

3. **Change management and business engagement constraints:** The **transition from the SAP graphical user interface (GUI) to the WebGUI and SAP Fiori required significant user adaptation.** Securing time and effort from business teams to define test requirements and participate in UAT was challenging. In addition, IST and UAT windows were available to validate over 120 company codes, increasing pressure on delivery teams.

6. Industrializing Testing: From Strategy to Execution at Scale

To address the complexity of Syngenta Group's SDT migration, an integrated testing strategy and execution framework was defined. It balanced global consistency with local business realities, while accounting for scale, integration density, and constrained delivery timelines. The testing strategy was implemented through defined principles and structured governance, planning, execution, and reporting practices across the program lifecycle. Figure 1 illustrates how structured technical, data, testing, and change management activities are sequenced to progressively mitigate implementation risk.

Key Components of the Realize, Build, and Test Phase to Manage Risk Profile

System creation and configuration
- Based on SAP's proven methodology, with S/4HANA system creation supported by the SAP team.
- Simplification and reduction of technical debt by retiring approx. 70% of custom code.

Data migration and validation
- Multiple mock data loads and validations to ensure the right data, at the right quality, ahead of testing.
- Data cleansing to reduce volume and optimize data loads.

Testing
- Multiple testing types to identify issues early and gain experience of S/4HANA.
- Testing scope defined using agreed principles to ensure business continuity, supported by a high level of automation.
- Leverage AI to identify right test data across countries/products from Process mining extract generated by Celonis.

Organizational change management (OCM)
- Change impact assessment to identify and address the transformation effort.
- Targeted training materials and a sustainable enablement approach.
- Engagement and communication across global, regional, and country sites.

Figure 1: Risk reduction across the build, and test phases

Testing strategy overview

The testing approach shifted from defining constraints to operationalizing solutions—directly supporting business readiness. The emphasis was on early alignment, execution discipline, and traceability to ensure that testing could scale across regions and compressed delivery timelines without compromising quality. From the outset, the strategy was designed to support not just go-live readiness, but also to establish repeatable capabilities that could be sustained across future roll-outs and steady-state operations.

Core testing principles and their application

Risk-driven and modular testing design:

A risk-driven approach prioritized validation of high-impact scenarios for major revenue regions. It ensured that **critical processes were tested across all geographies.** Test cases were designed in a modular manner, enabling reuse, easy maintenance, as well as efficient scaling across business units and releases.

Shift-left validation and intelligent automation:

Early validation was enabled through a shift-left approach, initiating SAP transaction validation and automation in sandbox and development environments. A hybrid model maximized automation coverage for SAP systems, while manual validation was applied where third-party applications limited automation feasibility. **IST was run exactly as how the UAT was supposed to be executed with similar data volumes, roles, environment and test scope which ensured early defect detection in IST.**

Realistic and efficient UAT:

UAT leveraged prefilled, production-referenced data to reflect real business scenarios and improve test reliability. **Automation generated prerequisite transactional records such as purchase orders and sales orders, accelerating execution and reducing manual effort.**

Data integrity and access controls:

Reference master and transactional data were extracted using the Celonis tool, reducing errors during integration and UAT phases. Key personas and authorization roles were embedded into automation scripts to enable early detection of access, governance, risk, and compliance (GRC) issues.

Requirements governance and test planning

Testing preparation focused on improving the quality, clarity, and traceability of requirements across global, regional, and local processes. Requirements were baselined to ensure consistent interpretation across regions. Scope, priorities, and ownership were established with co-location of all key stakeholders and decision makers through in-person workshops. These workshops involved process owners, business users, functional and testing teams, program leadership, change managers, and regional leads. All requirements and existing test cases were categorized by business scope (global, regional, and local) and explicitly linked to guarantee complete traceability and coverage.

Test planning was streamlined through enhancements to the BPML. **At program initiation, the BPML lacked a standardized format and final requirements, resulting in frequent changes. Migrating the BPML from MS Excel to Smartsheet improved version control and sign-off discipline.** Additional enhancements, including links to manual and automated test evidence, review status tracking, and dashboards, supported planning and readiness monitoring.

Test tooling and automation setup

A unified test script template with mandatory approval from subject matter experts (SMEs) was introduced to ensure consistency and traceability. **Panaya was adopted as the primary test management platform, supporting collaboration, evidence management, and real-time reporting.**

Test Automation followed a layered approach with Initial SAP transaction automations were developed in **Worksoft** and validated early in sandbox and development environments following the shift-left principle. Unit-level automation components were later combined into end-to-end scenarios post business approval and automation scripts were reviewed and signed off by Process owners.

Performance testing was carried out using **LoadRunner** to scale the system with virtual user for conducting Load and Stress testing.

Utilization of AI across the SDLC

Artificial intelligence (AI) was applied throughout the software development lifecycle (SDLC) to enhance test design and planning. AI was used to analyze historical process data across regions to support test design during the IST and UAT phases. **Process mining outputs were converted into test scenarios** and process coverage matrices. In addition, **hotspot analysis drawing on past releases, incidents, defects, and usage data supported risk-based test scope prioritization.**

Test execution phase: focus areas and highlights

Building on earlier preparation, the test execution phase focused on disciplined delivery across IST and UAT, with emphasis on coordination, realism, and visibility:

Collaborative operational protocols: Execution protocols were jointly defined with Syngenta Group stakeholders to align daily activities across IST and UAT. **Critical global business processes were prioritized across key sites in the first week, enabling early defect identification and faster resolution.**

Realistic test environment: IST and UAT leveraged production-quality test data to ensure reliable execution. Test processes and scripts were logically sequenced to ensure end-to-end coverage of critical business flows.

Automation and evidence management: Automation test results were reviewed collaboratively with UAT testers, accelerating completion while maintaining quality. Weekly regression testing was executed across IST and UAT to ensure solution stability.

User training and UAT readiness: Business users were enabled through structured UAT training, ensuring readiness alongside ongoing execution efforts. This included **hands-on sessions with the Panaya test management tool and SAP Fiori applications.** A risk-based handshake principle guided UAT execution, balancing coverage with controlled scope.

Real-time reporting through Panaya and leadership insights: Testing progress was tracked and reported in real time through Panaya, providing clear execution visibility. Leadership teams accessed consolidated dashboards and live updates via Power BI and Power Automate for timely decision making.

Co-location of teams and Application Management Services (AMS) team inclusion: During the peak cycle of IST, UAT and Cutover, all critical team members were co-located to ensure seamless collaboration and resolution with no delays/time zone impact. Also, AMS team was included in the IST, UAT and cutover phases to ensure that no KT and handover is needed for the Hyper care team as it is a combination of steady state and program team.

*"**Thank you again, and let us keep pushing to make this the most successful UAT program Syngenta Group has ever delivered with Infosys.***

*As Syngenta Group entered the crop protection core testing phases with diverse requirements, multiple tools, and test automation being adopted at scale for the first time, there was an initial sense of apprehension among business users. However, through **meticulous planning and the guiding principle of 'One Team, One Plan',** the Syngenta Group and Infosys partnership ensured that all challenges were addressed, enabling an unconditional exit from IST and UAT testing cycles."*

Mike Hassett, Global Testing Lead, Syngenta Group

7. Value Delivered: Measurable Business Outcomes

The testing approach played a critical role in enabling a stable and timely SAP S/4HANA SDT go-live for Syngenta Group. Close collaboration between Syngenta Group and Infosys helped testing evolve from a validation activity into a key enabler of productivity, quality, and business readiness across the program.

*Across IST and UAT, the combined team executed 12,567 test cases and raised 11,486 defects before production with **98% defects resolved ensuring right quality testing upfront in IST for defect detection and UAT as business acceptance phase.** As a result, all markets completed IST and UAT unconditionally, with no open items at completion.*

*Testing execution spanned more than 80 countries, 20 AI sites, 3 finance centers, and approximately 10,000 users, reflecting the scale and operational criticality of the program. **Panaya-enabled dashboards, powered by application programming interface (API) integrations, provided structured review mechanisms, live execution tracking, and real-time visibility. This supported timely, data-driven decision making throughout IST and UAT.***

Program outcomes

The testing strategy was designed to not merely validate system readiness but also to deliver measurable improvements in execution efficiency, timelines, and quality outcomes. Table 2 lists the key outcomes delivered through the testing approach and the corresponding measurable impact.

Parameters	Outcome Delivered	Measured Impact
Productivity and efficiency	Improved execution efficiency through automation, AI, and optimized testing processes	24% improvement in team productivity
UAT cycle time	Accelerated execution through automation and streamlined collaboration	UAT completed in 10 weeks versus the planned 12 weeks
Time-to-market	Integrated test and defect management using Panaya	30% faster delivery timelines
IST automation	Automation of critical IST scenarios across markets and product data sets	Over 70% of critical IST suites automated
End-to-end process automation	Automation of prerequisite steps and test data creation using Worksoft	Achieved test coverage by 100% and reduced risk
UAT automation	Automation of global and local business process validations	More than 40% of UAT executions automated
Continuous testing	Daily batch execution of automated test suites	Reduced impact of configuration, data, and transport changes and mitigated program schedule risk

Table 2: Key testing outcomes and business impact

Critical success factors enabling condition-free delivery

- Worksoft test automation platform: **Enabled approximately 70% automation coverage,** supporting 6,937 automated test executions during IST and continuous regression testing, **reducing manual effort and allowing teams to focus on complex, high-risk scenarios.**
- **Panaya test and defect management platform: Provided a centralized system of record for global defect tracking, enabling real-time triage, prioritization, trend analysis, and end-to-end traceability of defects across IST and UAT**
- Microsoft Power BI execution analytics: Delivered **real-time visibility into test progress, defect trends, and regional performance through dashboards and heat maps**, enabling proactive intervention and data-driven decision making.
- Syngenta Group–Infosys partnership for delivery and business alignment: **Combined automation, defect governance, execution coordination, and global testing leadership** with strong business ownership, ensuring testing reflected operational reality and **UAT functioned as true business acceptance.**
- **Running IST just like UAT:** IST focused for early defect detection, achieving higher test coverage, addressing Should be Non-Functional Requirements(NFRs) and data validation for the application go-live readiness eventually enabling business acceptance seamlessly during UAT.
- **Enhanced Test Coverage: The ability to Test ALL BUSINESS CRITICAL scenarios for all locations using the power of AI and automation** assured that on day 1 all locations could use the standard SAP functionality for the key process as Selling, manufacturing etc.

Performance in the industry context

For SAP S/4HANA implementations of comparable scale and complexity, industry experience indicates that UAT typically concludes with open conditions, extended timelines, and partial defect resolution prior to go-live. Against this backdrop, our program delivery demonstrated significantly stronger outcomes. Table 3 highlights how the program exceeded industry norms across delivery timelines, defect resolution, and automation coverage.

Table 3: Program performance vs. industry benchmarks for SAP S/4HANA implementations

Metric	Industry Typical	Our Achievement	Differentiation
UAT Completion with Conditions	20-30%	0% (no conditions)	Exceptional
On-Time Delivery	50–65%	100%	Best-in-class
Defects Resolved Pre-UAT	75–85%	98%	Outstanding
IST Automation Test Coverage	30–50%	70%	Above industry standard

"Right from the start we took a very strategic approach to Testing, as we knew the risk was high for a big bang go live. Infosys Quality Engineering team(IQE) was onboarded to drive industrialization setup and automation acceleration across IST and UAT ensuring end-to-end quality and speed. The use of AI and test automation transformed testing, monitoring, and quality management to the next level. The seamless journey to a successful go-live was the best I have seen in my 20+ years at Syngenta Group."

Christian Bayer, Head of Enterprise Applications & Delivery, Syngenta Group

In addition to measurable productivity and automation gains, the testing framework supported large-scale business participation and change readiness. Faster execution cycles and reduced manual effort enabled engagement from over 1,500 business users with minimal disruption. A consistent testing experience reinforced adoption, compliance, and confidence in the transformed SAP landscape.

Collectively, these testing outcomes delivered clear business impact by reducing go-live risk, protecting transformation timelines, and strengthening organizational readiness.

Zero open conditions at go-live minimized production stability risk, while comprehensive validation ensured that critical business processes, integrations, and data scenarios were production-ready.

On-time delivery protected business case ROI projections by avoiding costly deployment delays and extended parallel operations.

Testing rigor ensured that UAT functioned as true business acceptance rather than defect discovery, supporting a validated and stable production deployment.

Over an eight-month IST and UAT journey, the program further strengthened organizational readiness through capability building, knowledge transfer, and sustained execution discipline across regions.

8. Lessons from the Field: Best Practices and Recommendations

01 Early and continuous engagement of business functions, starting with the prepare phase, is critical for large-scale SAP S/4HANA programs.

02 A one-team, one-plan operating model helps align business, technology, and delivery teams around shared priorities and execution timelines.

03 Sustained investment in test automation is essential to accelerate cycles, expand process coverage, and improve reliability.

04 AI adoption should be approached pragmatically through experimentation and incremental improvement across testing activities.

05 Strong data migration and validation protocols, supported by appropriate tools, are required to safeguard data integrity.

06 Testing should reflect real operational conditions through day-in-the-life simulations, including month-end closure rehearsals during UAT or pre-production phases.

07 During critical periods such as IST, UAT, and cutover, co-location of key team members improves decision making.

08 Contingency and rollback scenarios should be planned and rehearsed to mitigate go-live risk.

9. Beyond the Program: Sustaining Momentum and Maturity

Post go-live, the focus must shift to sustaining and scaling maturity in testing. The testing framework established during the SAP S/4HANA SDT program was designed as a reusable capability rather than a one-time project construct. Establishing a centralized test factory can enable consistent governance and execution across application management services (AMS). Learnings, assets, and processes from the transformation program should be reused to create synergies across future migrations and support both steady-state operations and future S/4HANA roll-ins.

Key priorities include:

- Deeper application of AI across Software Delivery Life Cycle (SDLC) phases
- Expanded automation coverage for peripheral applications integrated with SAP S/4HANA
- Leveraging testing automation and test assets for the upcoming S/4 roll-ins and for steady state operations
- Continuous automated regression testing across releases can further strengthen solution stability and reduce operational risk, helping maintain business continuity as changes are introduced over time in the Operations/AMS track

10. Conclusion: Turning Complexity Around

Large scale SAP S/4HANA SDT programs demand more than technical execution. They require disciplined orchestration across business processes, data, integrations, and people. Testing becomes the central mechanism for validating readiness and safeguarding business continuity. As demonstrated through the Syngenta Group transformation, testing must be designed and executed as an industrialized capability rather than a project phase.

The SAP S/4HANA IST and UAT outcomes at Syngenta Group represent a benchmark accomplishment in large-scale enterprise transformation. The joint approach adopted by Syngenta Group and Infosys demonstrates how risk-driven design, early automation, realistic validation, and strong governance can convert complexity into confidence. Through a strategic partnership with Infosys, **the deployment of advanced testing and defect management tools, continuous testing, real-time visibility into execution, the program achieved on-time completion of both IST and UAT without open conditions, an outcome that remains challenging at this scale. This success was not accidental, but the result of deliberate choices sustained over the intensive eight-month testing journey.**

This partnership delivered value across three clear dimensions:

Technology innovation: Infosys introduced and operationalized advanced testing and defect management platforms, enabling automation and AI-led execution and scalable testing infrastructure.

Expertise at scale: Specialized capabilities across automation, defect management, manual execution, and analytics supported disciplined delivery under compressed timelines.

Sustained commitment: Continuous engagement throughout the testing period ensured execution stability, knowledge continuity, and momentum.

By embedding testing into the broader transformation lifecycle and aligning it closely with business priorities, the program delivered accelerated timelines, consistent quality outcomes across regions, and a stable production transition. The rigor demonstrated across IST and UAT provides confidence that the SAP S/4HANA platform will support stable, reliable operations from day one. Beyond the immediate program, the assets, automation, and operating models established provide a durable foundation for sustained testing maturity across application management services, future migrations, and continuous change, reinforcing the long-term value of SAP S/4HANA investments. In sum, the strong partnership between Syngenta Group and Infosys is what allowed complexity to give way to clarity and change to endure.

11. The Syngenta Group and Infosys Partnership: A Digital Transformation Journey Shaped Over Time

Syngenta Group is a global agricultural technology company headquartered in Basel, Switzerland, with 56,000 employees across more than 90 countries. Its portfolio spans seeds, crop protection and nutrition products, agronomic solutions, and digital services. Together, these offerings support farmers in addressing challenges related to productivity, sustainability, climate change, and biodiversity while delivering long-term value to society and the environment. Syngenta Group aims to be a trusted and collaborative leader in agriculture, creating long-term sustainable value for its customers, employees, and communities worldwide.

Infosys is a global leader in digital services and consulting, headquartered in Bengaluru, India. Founded in 1981, Infosys serves clients across 59 countries with a talent pool of over 320,000 people. Infosys help enterprises navigate digital transformation through AI-powered solutions, cloud services, and agile methodologies. Its portfolio spans business consulting, IT services, outsourcing, and digital innovation platforms. With a strong ethical foundation and a deep commitment to sustainability, Infosys also advances social responsibility through the Infosys Foundation.

Infosys and Syngenta Group share a partnership that spans over two decades, evolving from early enterprise resource planning (ERP) migrations into a modern, cloud-first, AI-enabled operating model. Infosys has supported Syngenta Group since 2003, delivering ERP and non-ERP migrations, and establishing a global ERP support model. By 2007, Infosys became Syngenta Group's partner of choice for IT transformation initiatives and subsequently set up the Syngenta Group Global Delivery Center in Pune, providing client-embedded roles and managing the Syngenta Group Seeds business clusters.

Between 2012 and 2016, the partnership scaled to support complex programs, including the Nidera acquisition and the Brazil ERP transformation. From 2017 onward, Infosys led the transition to agile and DevOps practices, enabling faster releases and stronger operational resilience.

Today, Infosys supports next-generation initiatives spanning AI and automation, AWS cloud migration, and SAP S/4HANA transformation for crop protection, ensuring Syngenta Group's technology landscape remains robust, scalable, and aligned with its global agribusiness strategy.

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13. Glossary

AMS	Application Management Services
ECC	ERP Central Component
IST	Integrated System Testing
NFR	Non-Functional Requirements
P&S	Production and Supply Chain
SDLC	Software Delivery Lifecycle
SDT	Selective Data Transition
UAT	User Acceptance Testing

For more information, contact askus@infosys.com

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