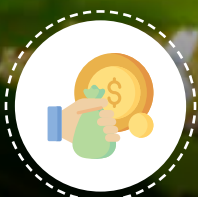


A Sustainable Business



Rs. 14,205

Crores
turnover



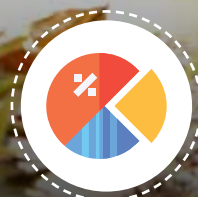
Rs. 22,700

Crore
market cap



AA+

Credit
rating



15.3%

market share
of fertilisers

Contribution to the SDGs



Zero Hunger

Enabling agricultural productivity through Coromandel's products and services and enhancing food security



Decent work and Economic Growth

Supporting the sustenance of farmer livelihoods through farm advisories and products that improve yields



Industry, Innovation and Infrastructure

Products, Processes and Agronomic research through 7 State of the Art R&D labs to introduce new crop solutions and improving resource use efficiency thereby promoting water efficient crop management practices among farmers

Economic performance overview

With the changing agriculture landscape, evolving consumer preferences and digital accessibility, the Indian agriculture is swiftly transforming. The farms input segment can contribute significantly towards promoting integrated crop management, improving soil health through balanced nutrition, developing technologically superior products, improving water efficiency through micro irrigation, offering farm mechanization and promoting sustainable farming practices. This, viewed in conjunction with current global and Indian sectoral trends, offer immense opportunity for Coromandel to create value in the farming sector. As a leading Agri solutions provider, Coromandel is combining local knowledge with new research and technologies to deliver Integrated Crop Management solutions to improve farming practices. Its retail stores and agronomists ensure the last mile advisory and delivery of superior crop management solutions.

The Government's agricultural policies which focus on enhancing farmers' incomes, improving nutrient self – sufficiency, developing and adopting sustainable farming solutions as well as on farmers' welfare hold significant promise for Coromandel's businesses, which align with national priorities. Coromandel is committed towards farmer's prosperity through enhancing crop yield and quality of produce as well as improve their quality of life while adopting resource efficient farming methods and technologies.

In FY 20-21, thanks to the various initiatives taken by the Central and State governments and the favourable monsoon season, India registered a second successive year of record food grain and horticulture production. Coromandel delivered an all-round performance by adopting digital marketing to reach out to the farming community and improving its operational efficiencies through backward integration. Working capital of the Company improved significantly with record market collections and higher subsidy receipt from the Government.



Figure 11: Eco-performance

The Phosphatic fertiliser business achieved its highest ever primary sales volumes of 33.5 lakh tons, registering a growth of 7% over the prior year. Single Super Phosphate (SSP) business sustained its leadership position growing its sales volumes by 17%. The Crop Protection business continued to focus on new generation molecules and has been upgrading its product portfolio with several product introductions. It registered an impressive sales growth of 24% during the year, with expansion across domestic formulation, domestic B2B and exports. The Speciality Nutrition and Organic Fertilizer business delivered a strong performance growing by 17% & 27% respectively. The business has been focusing on crop and soil-specific products. The business is investing in the manufacturing of new generation products and is also expanding its reach in the market. The Company through its large retail network continues to promote integrated crop management practices. During the year, the Retail business strengthened its technology interventions in the areas of crop diagnostics, farm advisory and farm mechanization.

To further improve its business efficiencies, the company has embarked into several Centres of Excellence across its value chain.

The table below showcases the distribution of wealth to its key stakeholders.

Economic Value Generated and Distributed

Source/Recipient of Economic Value	Value (INR Crore) FY 2020 -21
Direct Economic Value Generated	14,205
Revenues	14,205
Direct Economic Value Distributed	13,420
Operating costs	11,767
Employee wages and benefits	534
Payments to providers of capital	633
Payment to Government	453
Community investment	33
Economic Value Retained	785



Figure 12: Coromandel-Contributing to Farmer Prosperity

Research & Development



With the evolving farm practices, Coromandel is continuously innovating its offerings to create unique product and service solutions. The Company is actively collaborating with academia, research and start up ecosystem to accelerate Smart Agri innovations and improving its advisory solutions in the areas of soil health, crop diagnostics, nutrient and crop care recommendations. Its seven state of the art R&D facilities along with the agronomic research farms have been churning out novel agri nutrient, crop protection and bio solutions for the farming community. Further, it is actively partnering with Agri universities and Technology institutions to continuously develop innovative crop solutions for the farming community. The Company is collaborating with premier research institutions like IISc Bangalore, IARI Delhi, IIT Bombay-Monash University and TERI to develop novel nutrient technologies for improving the use efficiency of the fertilisers.



Figure 13: Biopesticide R&D farm

Twin agricultural challenges of lowering environmental stress and steadily increasing farm yields simultaneously needs a lot of human ingenuity and technological advancements. Given the complexity of the challenge, widespread collaboration among agricultural input companies, academia and farmers can accelerate the speed of discoveries and their subsequent commercial roll-outs. Innovation and Technology hold the key for unlocking the growth potential of Indian farms.



Figure 14: R&D Lab at IIT Bombay-Monash University.

During the year, Coromandel registered 10+ new products to address the farmer needs. Further, the Company is working on new application and product technologies and has set up the Liquid Fertiliser pilot plant at its Vizag facility. The Company is also testing out advanced crop solutions in Micro Emulsion formulation, drones, sensors and farm mechanization space.

Customer Centricity

Coromandel believes that customer-centricity is the key to long-term business sustainability and farmers are centric to company's operating philosophy and drives its actions. Its 'Farmers First' approach aims at addressing the gaps across the agriculture value chain and seeks to convert farmer insights into farm prosperity. This includes developing customized crop offerings, ensuring efficient distribution, providing advisory services and introducing novel technologies for efficiency gains.

Coromandel Retail centers are acting as a one-stop solution for the farming needs, which includes Agri inputs, farm mechanization services, and farm advisory. Retail centers connects directly with ~3 million farmers, offering Agri solutions including their own manufactured as well as traded products. Operating through more than 750 stores, these centres work closely with growers, helping them to optimize crop yields and maximize economic returns on their farms. The centers have been engaging

scientists to connect with the farmers to offer advisory and improve awareness on sustainable farm practices. Coromandel's 60+ Agronomists work across India, to promote Integrated Nutrient Management for diverse regions and crops. These experts engage closely with farmers to build capacity with respect to varied farming inputs and support them in identifying solutions to their specific needs.



Figure 15: Enabling improved yields



Figure 16: Engaging and supporting farmers



Figure 17: Farm Advisory through retail centres

The Company takes customer feedback very seriously and track farmers' grievances related to products and services. These complaints are resolved expeditiously and their feedback is considered in making necessary improvements for enhanced farm productivity. Apart from the calls it receives through Hello Gromor helpline and on the ground feedback through engagements with farmers, it also conducts extensive surveys through external agencies to gauge farmers' acceptance and satisfaction with respect to its different products and services.

Some of the major activities undertaken by Coromandel to improve its farmer centricity includes:

Farm Advisory Services: Coromandel provides agriculture advisory services through numerous channels such as the 'Hello Gromor' Centre, a toll-free helpline for farmers, mobile phone-based voice messages, farmers'

group meetings, seminar and village sessions. Leveraging technology and digitization in agriculture, it conducts webinars and offer services through interactive touch screen kiosks.



Figure 18: Digital solutions by Agronomists

Digital initiatives: Customer connect & farm advisory

With the reduced mobility due to Covid-19, Coromandel was quick to adopt digital tools to reach out to the farming community. The Company introduced multiple initiatives to engage with its customers:



Figure 19: Digital Connect with farmers

Gromor Suraksha Samvaad (Telephonic Conference Call) Concept: The Company used telephonic conference tool where users (Marketing representatives) can connect with more than 20,000 farmers over a single phone call.



Figure 20: Gromor Suraksha Doctor

Gromor Suraksha Doctor: This initiative was used to create awareness about the products, crops, and specific target pest. In this initiative, Marketing managers and Product managers connected with the farming community via Facebook or YouTube live to address farmer concerns on specific topic.

Customer-engagement: Extending Health Insurance coverage for Channel partners: Being a responsible Corporate, Coromandel closely engages with its channel partners to promote health, safety and well-being of its stakeholders. During the year, the Crop Protection business of the Company extended healthcare insurance coverage policy to its Pride dealers and their family

members. Overall, ~100 members have been covered under the Health insurance with a cumulative floater sum insured of INR 5 lakhs. The initiative, first of its kind in the industry, has been well appreciated by the beneficiaries and helps in strengthening the company's trust and engagement with its channel partners.

Crop Diagnostics: The Company is testing out the UAV & GIS platform for the purpose of crop diagnostics. It helps in detecting Crop stress, emergence gaps, crop height, weed location & intensity and water stress in the farmer fields. The Project has the unique distinction of applying latest digital & Geospatial technologies, scientific agronomic practices and precision agriculture in Indian context for small holder farmers growing traditional crops. During the year, the Company has initiated a satellite based agro advisory program. Farmers receive stress maps of their fields along with advisory from the company's trained personnel.

Gromor Nutri-Clinics: Nutri-Clinics have been set up to support the growers through farm advisory and services. Presently, 37 Nutri-Clinics are providing advisory services on Soil health, Cropping Practices, Nutrition & Pest Management to benefit the farmers. More than 15,000 farmers have visited Gromor Nutri-Clinics, availing services like Soil Testing, Webinars, Live Demonstrations, Crop Seminars, Water Holding Capacity Tests and for balancing farm needs and improving crop productivity.



Figure 21: Protective Cultivation

Farm mechanization services: At Coromandel, we are spearheading the mechanization mission by forming alliances with global technological leaders and addressing customization and accessibility challenges. Company's joint venture with Yanmar and Mitsui has enabled it to introduce technologically superior

mechanization solutions. Making the machines available on affordable rentals, its Custom Hiring and Service Centres have been acting as farm machinery bank, offering land preparation, transplanting, harvesting and spraying services.

Soil testing services: To improve awareness on balanced nutrition and importance of soil health, Coromandel carries out more than 80,000 free soil tests annually, covering carbon, primary, secondary and micro nutrients (C, N, P, K, S, B, Zn). Based on the soil profile, recommendations are extended to the farming community to address the soil health and productivity aspects.



Figure 22: Mobile soil testing kits

Scientist at Store: Coromandel harnesses the expertise of experienced scientists who provide technical advisory to farmers on various aspects of crop management. This service is available at Retail stores once a week.

Sustainable Procurement

As an organization whose focus is on developing products that are safe, sustainable and effective, Coromandel places a high priority on creating and managing a resilient and sustainable supply chain. COVID – 19 has also reinforced the importance of being resilient and safeguarding against adverse supply disruptions. Coromandel has a global supply chain footprint and is conscious of procuring raw material and managing its logistics so as to reduce its environmental impact.

Coromandel closely monitors the performance of the Partner and Suppliers by defining performance monitors. These processes are anchored by the respective process owners who have the relevant expertise and authority. The process owner defines the review schedule and keeps track of the KPIs, which are used for rating and providing feedback to the suppliers and partners.



Figure 23: Organic fertilisers - Composting in progress

Sourcing Locally

Coromandel gives importance to building the capacity of local communities and businesses by sourcing supplies of consumables, non-critical project requirements, engineering, stores and services from local vendors. This enables better control over quality and environmental fallouts as well as supports local communities to enhance business and livelihoods.

As the world's largest neem-based bio pesticide manufacturer, the Company follows sustainable procurement mechanism for neem seeds. The Bio business has partnered with the local NGOs for sourcing the neem seeds from local communities. In addition, it has set up a neem plantation in Tamil Nadu which helps in diversifying sourcing and enables to sustainably scale up its presence in the Neem based bio products segment. Further, the Company sources 100% of its organic product requirement through local vendors.

Company's Organic fertiliser business works closely with the local vendors and sources majority of its organic product requirements from Micro, Small & Medium Enterprises (MSME). It follows stringent quality related SOPs to ensure product standardization across the vendor base with adherence to the FCO specification. In the last decade, Company has sourced more than a million ton of organic waste and has effectively partnered in India's 'Swachh Bharat' drive.

In the Farm Mechanization space, Coromandel has aligned with its JV partner Yanmar to ensure availability of

localized spare parts. During the year, the JV has set up a facility in Tamil Nadu for manufacturing indigenous spare parts for harvesters and transplanter.

Considering the raw material resource constraints and high dependence on imports for fertiliser, Coromandel has been diversifying its sourcing. The Company has invested in two Phosphoric acid projects in South Africa and Tunisia, which helps in mitigating supply risks. The phosphate rock mining operations in these Plants are committed to high degree of environmental compliance and safety practices.

Data Security and Privacy

While the technological advances have made the businesses highly efficient and connected, it has created vulnerability with respect to potential data breaches. With the quantum of information that the organization generates, the data security and data privacy aspects have become a key focus area for Coromandel.



Cyber Security

Cyber Security has taken a high priority for both management and IT function at Coromandel. During the year, a dedicated team has been set up at Coromandel to constantly keep upgrading its IT assets and implement the latest technologies to keep the environment safe and secure. It conducts awareness campaigns and training sessions for the employees at all locations. Periodic

cyber reviews, Vulnerability Assessments and penetration testing of applications is conducted by authorized third parties. These activities help the Company in understanding the areas of improvement and keep its IT environment safe from both external and internal threats.



Data Privacy

Coromandel is committed to protecting the personal data of all its stakeholders, including employees, business partners, shareholders, suppliers, customers and communities. Company gives periodic communications and training to its employees thus improving awareness on data privacy issues.

The Company has adopted a 4 – step approach towards mitigating threats related to information security.

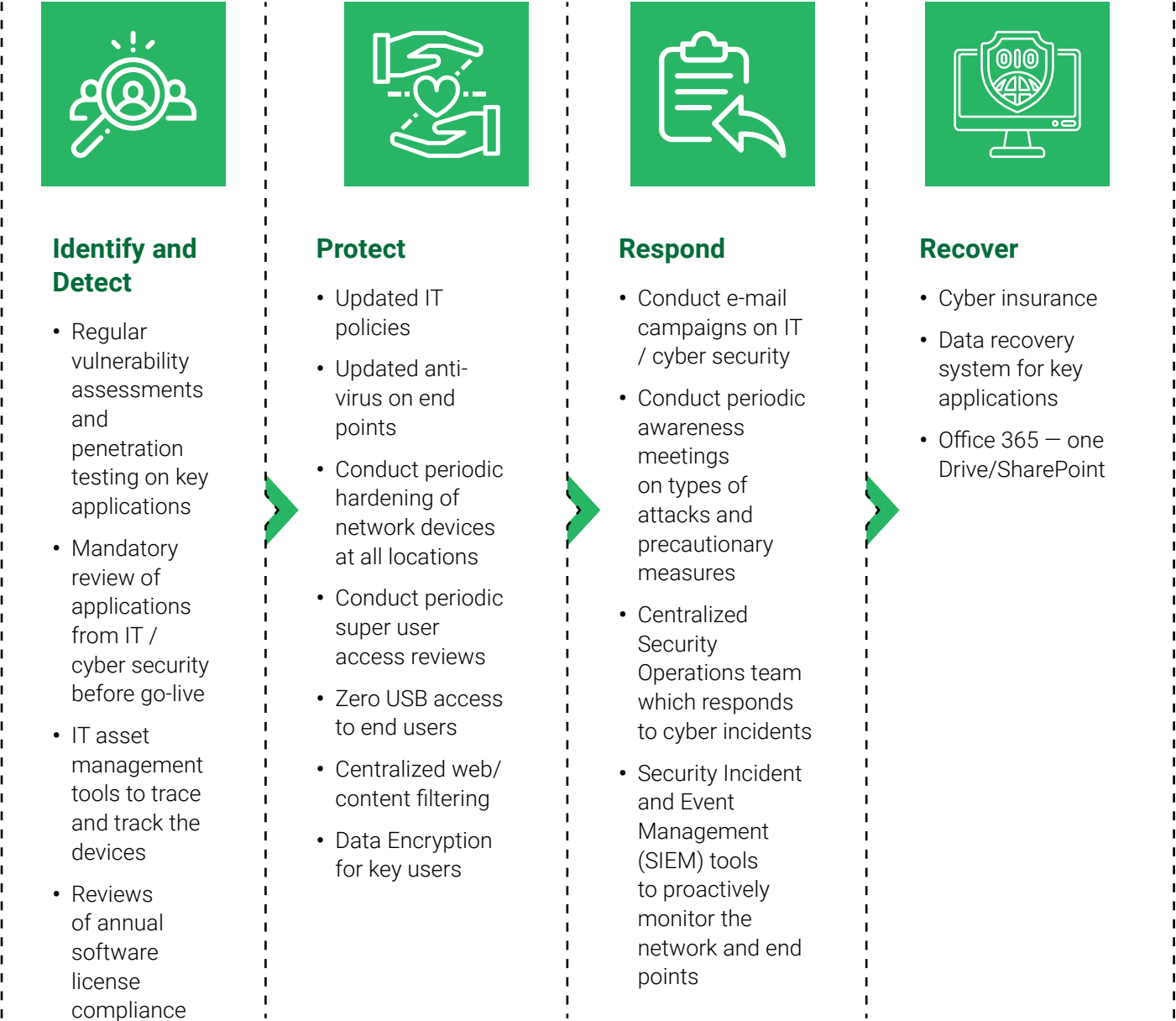




Figure 24: Bringing Prosperity to farmers fields