

GROWING
RESPONSIBLY



SUSTAINABILITY REPORT

2020-2021

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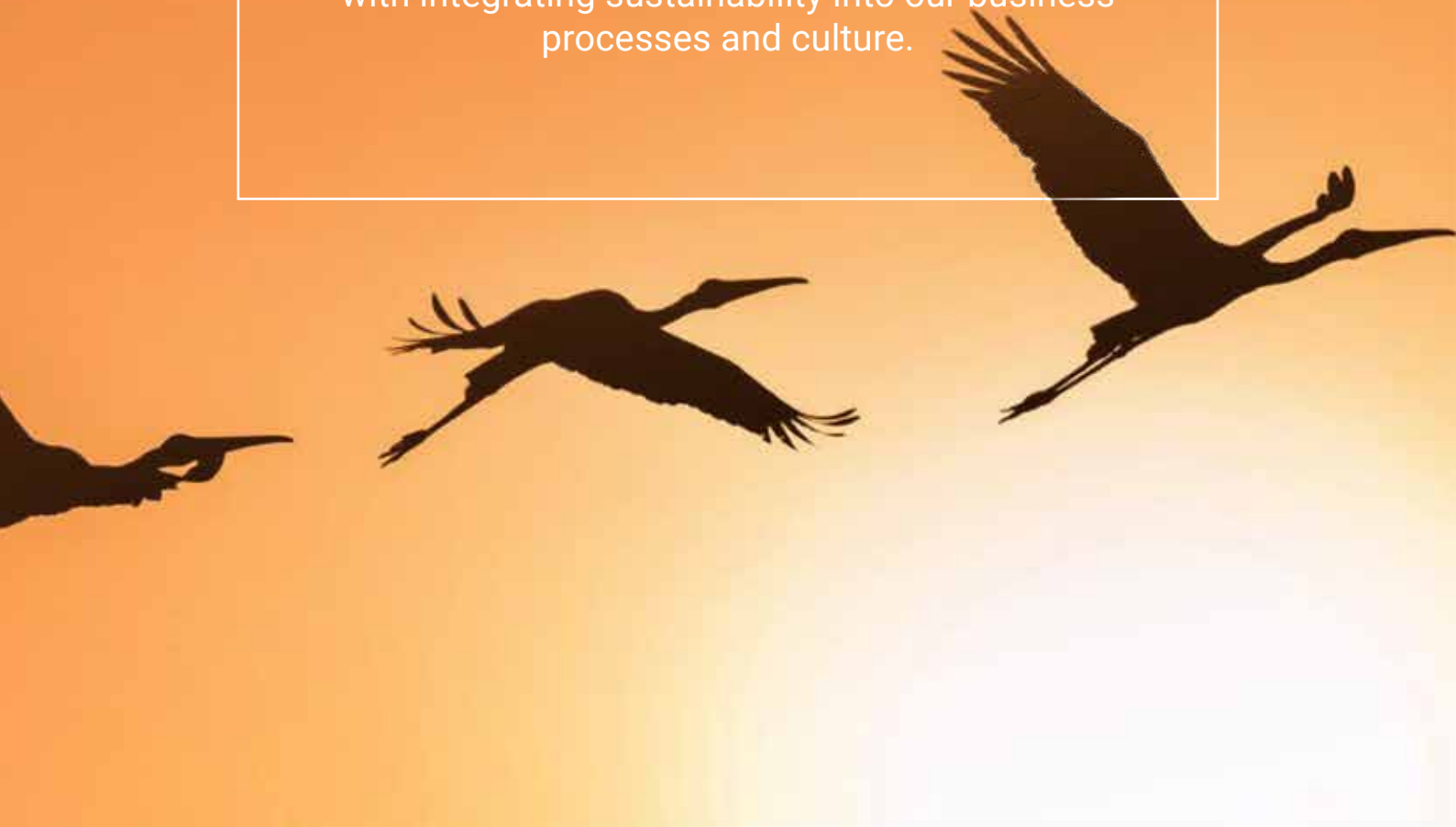
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Growing Responsibly



As the world enters the 'decade of action' to achieve the Global UN Sustainable Development Goals by 2030, we at Coromandel understand our impact and responsibility, and believe in the principle of 'Growing Responsibly'. We are committed to enabling the transition to sustainable food systems by enhancing agricultural sustainability and productivity through our crop solutions along with integrating sustainability into our business processes and culture.





Chairman's Message



Dear Stakeholders,

The evolution and success of Coromandel are underpinned by our strong founding philosophy – “The fundamental principle of economic activity is that if no man you transact with shall lose, then you shall not”. The essence of sustainability is enshrined in this credo and permeates every dimension of our business as well. We understand that being amongst the largest agri solutions company in India, it is our responsibility to contribute towards the livelihood and prosperity of a wide farmer base in a meaningful way. We have, over the years steered with agility to address dynamic market requirements and evolving customer needs.

Living in times where nature and the environment demand our attention, we at Coromandel have looked ahead, keeping in clear view the future of the business, influenced by the pressures of the climate crisis and scarcity of natural resources. Continuing to nurture our markets, we have at the same time invested in sustainable manufacturing practices, R&D partnerships and collaborations to develop water efficient nutrients, organic fertilizers and bio-based crop protection products, with the promise of promoting sustainable farming practices for the dual benefit of farmers as well as the ecosystem in which we sustain. Over the last decade, we have been making significant investments in our operations in order to make our processes more efficient, flexible and sustainable in the areas of safety,

environment and people well-being. It is matter of pride that our Company continued to support its stakeholders in various ways that sustained livelihoods as well as addressed the urgent demands brought on by the pandemic. I congratulate all at Coromandel for their unwavering focus on the health of the Company, the environment and all our stakeholders.

The success of students at the Udbhav School in Hyderabad and the Balavidyalaya for children with special needs serve as a reminder for us to continue to support and encourage the persistence and aspirations of those who are underserved. Further, medical needs of the community are serviced through the Coromandel Medical Centers. During the year, Coromandel created a new out-patient facility 'Coromandel Hospital' at Kakinada to offer high-end medical services at subsidised cost to the community.

During the past year, despite the many challenges posed by pandemic and lockdowns, Coromandel ensured sustained production and last mile supply of agri-inputs to support the farmers when they needed it. Coromandel feels a sense of responsibility in supplying agri-inputs in order to ensure self-sufficiency in food for the country. The Company's efforts extended to the medical sphere

as well. District administrations received essential health equipments such as pulse oximeters and blood pressure monitor and notably, Coromandel supported the Government General Hospital in Kakinada by equipping a medical ward for the treatment of COVID -19 patients. In addition, the Company made contributions of Rs 10 crores towards the PM CARES Fund and CM Relief fund during the year to support the relief activities by the Government relating to the public health emergency.

While sustainability is well seeded in all aspects of the Company's business, we have taken a step forward by sharing Coromandel's sustainability performance through our first Sustainability Report, developed in accordance with globally established standards. I assure that we will continue to deepen our commitment to sustainable development and work to establish higher standards of performance.

Best wishes,
A. Vellayan



Figure 1: Contributing towards healthcare: Coromandel Hospital

Executive Vice Chairman's Message



Dear Stakeholders,

It goes without saying that the past year was defined by the worldwide covid pandemic. Coromandel International's response to the crisis is something we are very proud of. The company created and implemented a detailed Covid-19 Protocol to ensure we have a very safe work environment. Against the demanding backdrop of the pandemic, the company also instituted efficient supply chain processes to ensure availability of materials for the farmers at the points of sale.

During the past year, the company continued to make steady progress towards its Environmental, Social and Corporate Governance goals. Presently at Coromandel, the business need for sustainability is acknowledged across the organisation, actions are being taken towards sustainability performance improvement and data tracking systems are in place to monitor our performance as well. As we look ahead, we as a company aspire to go beyond the basic elements of ESG and have sustainability as a core business philosophy with clearly defined targets, strategy, and public disclosures. The Sustainability Report

2021 is one of the many first steps in this regard and has been prepared adhering to the Global Reporting Initiative (GRI) Standards.

Coromandel CARES

During the year gone by, Coromandel undertook sustainability initiatives across all segments of its businesses. The company's core operating principles are Knows, Cares and Fulfils, wherein CARE stands for the importance we give to environment, community, partners, employees and stakeholders. On these lines, to help our people during Covid-19, the company extended several social security measures beyond the statutory requirements, including monthly pay-outs of last drawn salary to bereaved families of employees for 2 years, extended insurance coverage towards medical expenses and life cover of employees, setting up isolation and hospital bed facilities to name a few. Coromandel has also supported the development of Covid ward at Government General Hospital, Kakinada to reach out to the extended communities.

Responsibility towards safeguarding environment

While Coromandel has over the years undertaken several measures to ensure environment friendliness and sustainability in business, there is a lot more that we aspire to do in the future. Some of the focus initiatives that the company has embarked on and completed during the past year gives us confidence to take up stiffer targets. A few of the improvement initiatives undertaken at Coromandel over the past year include implementation of zero liquid discharge systems, securing water from alternate sources such as tertiary treated wastewater plants and desalinated sea water. Additionally, Coromandel has been pioneering efficient fertilization practices among the farmers through water soluble fertiliser application.

Energy efficiency measures have been implemented at plants which aims at reducing relative consumption of fuel. The fertiliser manufacturing operations at Vishakhapatnam and Ennore have been accessing 50% of their energy requirements from waste heat recovered from captive Sulphuric acid plants. Its plant in Kakinada uses solar energy to heat water for boilers, thus reducing its dependence on natural gas. Installation of modernised

electrical low-tension switch gears, energy efficient motors and cooling tower pumps, LED lighting throughout plant, setting up ENCON teams to oversee energy conservation, and other improvement measures have resulted in considerable energy savings.

The Company is adopting bio-remediation technology to convert waste land into green belt. Coromandel has also tied up with approved and competent plastic recyclers and has recycled around 2000 metric tonnes of Plastic waste. Since having forayed into organic fertiliser business in 2006, Coromandel has marketed more than a million ton of organic fertiliser across India and has effectively converted Organic Waste into Farm Prosperity.

Corporate Governance continues to be a cornerstone at Coromandel

Coromandel's Corporate Governance practices are guided by the values and beliefs of the 5 Lights of "Integrity, Passion, Quality, Respect and Responsibility". The company's eminent and diversified Board drives transparency and accountability and focuses on the sustainable growth over the long-term. Coromandel's commitment to ethical and lawful business conduct is a fundamental value shared by the Board of Directors, the Senior Management and the employees of the Company. The Company has a strong Internal Audit function to monitor and assess the adequacy and effectiveness of the Internal Controls and System across all the key processes. It has a strong Risk Management framework, Internal controls and an Audit Committee to ensure compliance. It promotes a transparent work environment and encourages active participation of employees.

Ensuring sustainable practices is a responsibility that is shared by each and every individual and organisation in our ecosystem. While Coromandel cannot always control the actions of all, we firmly believe that as a company, we have the potential to lead by example and make a real difference for our farmers, the environment and the society.

Best wishes,

Arun Alagappan

Managing Director's Message



1. In the backdrop of the Covid-19 pandemic, how does Coromandel view the Environment, Social and Governance (ESG) aspects?

As a responsible corporate, ESG forms the core of our overall business philosophy and is closely integrated with our operational strategy. The challenges we are confronted with have propelled the importance of sustainable growth further into the forefront of our business priorities and reinforced our commitment. Although sustainability has long been embedded across our businesses, in FY 2020-21 we have taken a step forward by releasing this Sustainability Report with the theme 'Growing Responsibly'.

In keeping with our environmental commitment, we keep our sights on resource efficiency in our operations and are amongst the greenest companies in fertiliser. Our manufacturing units have been focusing on improving water efficiency by treating, recycling and utilizing the wastewater and our major plants have implemented Zero Liquid Discharge (ZLD) programmes. We are amongst the first few companies in the fertiliser industry to implement Plastic waste Management rules to manage plastic waste responsibly. The Birds' Paradise at Kakinada is a testimony to the Company's commitment to its environment. In collaboration with the EGREE foundation, our Kakinada plant surroundings have become the largest breeding site in the East Godavari district for a variety of

bird species and has been recognised by global agencies like UNDP and Discovery. We are bringing wasteland under green coverage through land remediation and neem plantation.

Our social commitments span in the areas of education, health and community development. During FY20-21, we touched upon ~3.6 lakh lives directly through our various initiatives. It is also heartening to see our unions, employees and their families voluntarily participating in these initiatives.

Our Corporate Governance practices are based on transparency and accountability. The Company's commitment to ethical and lawful conduct of business is shared by all members across the organization. The Company's Board, comprising of 50% independent members, drives highest standards of corporate behaviour and oversees the short and long-term interests of shareholders and other stakeholders. The internal audit function provides independent assurance on the risk management, governance and internal control processes.

2. With the increasing pressure on natural resources like land and water, how do you see the agriculture evolving in the coming years to meet the global food security goals?

Resource efficiency will be a major factor that will shape future farming practices. The pressure on resources like land, water and labour are giving way to efficient practices such as micro-irrigation and farm mechanization especially in the areas of transplanting, harvesting and spraying services.

Going forward, R&D will act as a key enabler for creating unique product solutions to meet the farmer expectations. The first green revolution was driven by adoption of modern techniques and superior Agri inputs and helped in quadrupling the food grain output, making India self-sufficient for its food needs. I believe that the second green revolution is not far off, and superior products, smarter delivery mechanisms and agri-technologies will have a big influence in nurturing the farms of the future. As a leading Agri solution provider, Coromandel is actively working towards driving farm productivity by developing technologically superior Agri solutions and will continue to bring prosperity and smiles to millions of farmers.

3. Given the chemical nature of its products, how is Coromandel responding to the increased consumer consciousness towards greener solutions?

Staying true to its mission to enhance prosperity of farmers through quality farm solutions with sustainable value for all stakeholders, Coromandel is connecting with over 20 million farmers to build capacity for sustainable farming. Maintaining its focus on Integrated Crop

Management, we promote balanced crop application recommendations to the farmers including Organic Fertiliser, Speciality Nutrients and biologicals, in addition to the conventional inputs. We are the largest neem based biopesticide manufacturer globally and are leading marketers of Organic fertilisers in India. We are leveraging technology to promote data driven decision making and precision farming. We have collaborated with premier research institutions to develop novel nutrient and crop protection solutions for improving the bio-efficacy and use efficiency of the products. During the year, we also partnered with the Government towards controlling the locust infestation by offering products like Malathion and Neemazal. We are continuously upgrading our product portfolio towards greener chemistries and during the year have introduced 10 new products.

4. What has been the Company's response on Covid-19?

2020-21 has been a black swan event wherein businesses across the world and in India have been adversely impacted due to the Covid-19 pandemic. However, thanks to the indomitable spirit of the Indian farmers, the agriculture sector has been resilient during the pandemic. Thanks to the proactiveness by Centre and various State governments, agriculture inputs were designated as essential products and services which helped the Company to operate throughout the year and serve the farmer community to ensure maximum benefit of a good season. Its manufacturing units ensured continuous production of Agri inputs and its Retail Centers provided products and services to the farming communities with the necessary health precautions in place.

We swiftly implemented COVID-19 safety protocols across our operations to help protect and support the employees, customers and suppliers. The company is actively promoting the immunization drive for the employees and their families across the manufacturing units and regional offices and have introduced Covid-19 specific policies like Pandemic leave, Compassionate Pay-outs, free vaccinations to support its employees. The crisis management team and leadership continue to monitor the COVID-19 situation and adjust plans accordingly. The Company worked closely with the local administration, State and Central government including creating awareness, distributing masks, sanitizers and free meals to the needy. Coromandel set up Covid Care Centres and set up a COVID -19 ward at the Government General Hospital in Kakinada.

Best wishes,
Sameer Goel

Key Highlights

of FY 2020-21



Economic Highlights



Revenue

₹ 14, 205 Cr (+8%)



PAT

₹ 1312 Cr (+24%)



Market capitalization
(As on 31st Mar, 2021)

₹ 22, 700 Cr (+42%)



Zero

debt company
(As on 31st Mar, 2021)



New product registration

10+



New agri technologies in progress

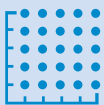
Liquid Fertilisers, Tree Injections, Micro emulsion formulations, Microbials, Drones, Sensors

Environmental and Social Highlights



Lives impacted through
CSR activities in FY20-21

3.6 lakh



Plantation outside
plant premises:

1100+ acres



~ 44 %

of the area added
under Green belt



Implemented

**Plastic Waste
Management Program**

Employee Wellbeing



Employee Turnover¹

11.3% (16.3% in FY 20)



Average Training Manhours per employee

23.96 hrs



TRIR

0.88

1. *Includes voluntary separation or due to dismissal, retirement or death in service



Performance at a Glance

Key Indicator	UoM	FY17	FY18	FY19	FY20	FY21
Gross Revenue	Rs Cr	10239	11168	13240	13155	14205
EBITDA	Rs Cr	1036	1305	1450	1763	2043
EBITDA %	%	10.1%	11.7%	11.0%	13.4%	14.4%
Net Worth	Rs Cr	2812	2927	3434	4389	5200
RoCE	%	18%	21%	21%	25%	32%
Debt/Equity	#	0.79	0.93	0.86	0.37	0.00
Earning per share	Rs	16	23	24	36	45
NPK Sales	lakh ton	24.9	27.7	30.3	31.4	33.5
NPK Production	lakh ton	24.1	28.7	29.4	29.8	28.4
NPK Market Share	%	14.7%	15.8%	16.3%	15.7%	15.3%
Nutrient & other allied business- Sales	Rs Cr	8913	9602	11505	11550	12207
Crop Protection-Sales	Rs Cr	1398	1506	1781	1666	2058
TRIR	#	0.74	0.79	0.90	0.71	0.88
No. of Employees (on roll)	#	4309	4472	4764	4894	5031
No. of Employees (Contract)	#	6017	7454	6932	6786	8619
Employee turnover ²	#	17.5%	17.4%	16.1%	16.3%	11.3%
Independent Directors	%	50%	50%	50%	50%	50%
Women representation in Board	%	13%	13%	13%	13%	13%
CSR Spend	Rs Cr	11	14	14	21	23
Impact (no. of beneficiaries)	# lakh	2.0	1.4	1.5	3.8	3.6

In a year marked with the Covid-19 pandemic-related uncertainties, Coromandel delivered an all-round performance, strengthening its market and financial position, improving its operating efficiencies, product mix and pipeline while also deepening its farmer engagement and digital footprint.

- Coromandel continued to deliver a **top quartile Total Shareholder's Return (TSR)**, driven by stable growth and a strong balance sheet.
- Major investment made towards Liquid Fertilizer plant, Sea water pipeline, capacity debottlenecking, storage, **environment and safety infrastructure**

- Coromandel adopted the **Plastic Waste Management Program** to manage waste responsibly
- The CSR initiatives touched 3.6 lakh lives in the areas of education, health, community development and Pandemic relief. Overall, CSR spend on the company increased by **12% to Rs 23 Cr during the year**. In addition, made **contribution of Rs 10 Cr** under **PM Cares and CM Relief Fund**.
- **86%** of the Company's employees met their **learning & development needs**, with an average **3 mandays of training** per employee.

2. Including separations due to dismissal, retirement or death in service.

About US



Coromandel ranks amongst India's pioneers and leading Agri solutions provider, offering diverse products and services across the farming value chain. The Company has been evolving and is offering customized farm solutions and advisory services. Its 'Farmer First' approach, quality focus and consumer connect initiatives have helped in gaining farmers' trust and has established 'Gromor' amongst the most trusted brands in the country.



India's largest private sector Phosphatic Fertilizer company



World's largest Neem based Bio pesticide manufacturer



No. 1 Organic Fertiliser player in India



Pioneers & market leaders in Speciality Nutrients



India's largest Single Super Phosphate (SSP) company



5th largest Crop Protection Indian company



Largest Agri Retail chain in India with ~750 stores



Importance of Agri Inputs

India has laid emphasis on self-sufficiency and self-reliance in food grain production and concerted efforts in this direction have resulted in a significant increase in agriculture production and productivity. As part of the agriculture value chain, agri inputs provide a strong linkage in achieving nation's food self-sufficiency goals. The first green revolution adopted in 1965 was driven by adoption of modern techniques and superior agri inputs and helped in quadrupling the food grain output to ~300 million tons, making India self-sufficient for its food needs.

Agri nutrients are food for the crops and replenish the soil's nutrient reserve with minerals that can be quickly absorbed and used by the crops. Plants require 16 essential nutrients for growth — balanced fertiliser application helps in supplementing the nutrient stocks. Besides, it also enhances the nutrient availability in human food.

The role of Crop Protection in food production is usually underestimated. As per the report by FICCI, every year in India pests and diseases eat away on an average 15-25% of food produced by the farmers. The increased damage to crops from pests and subsequent losses poses a serious threat to food security and further underscores the importance of agrochemicals.

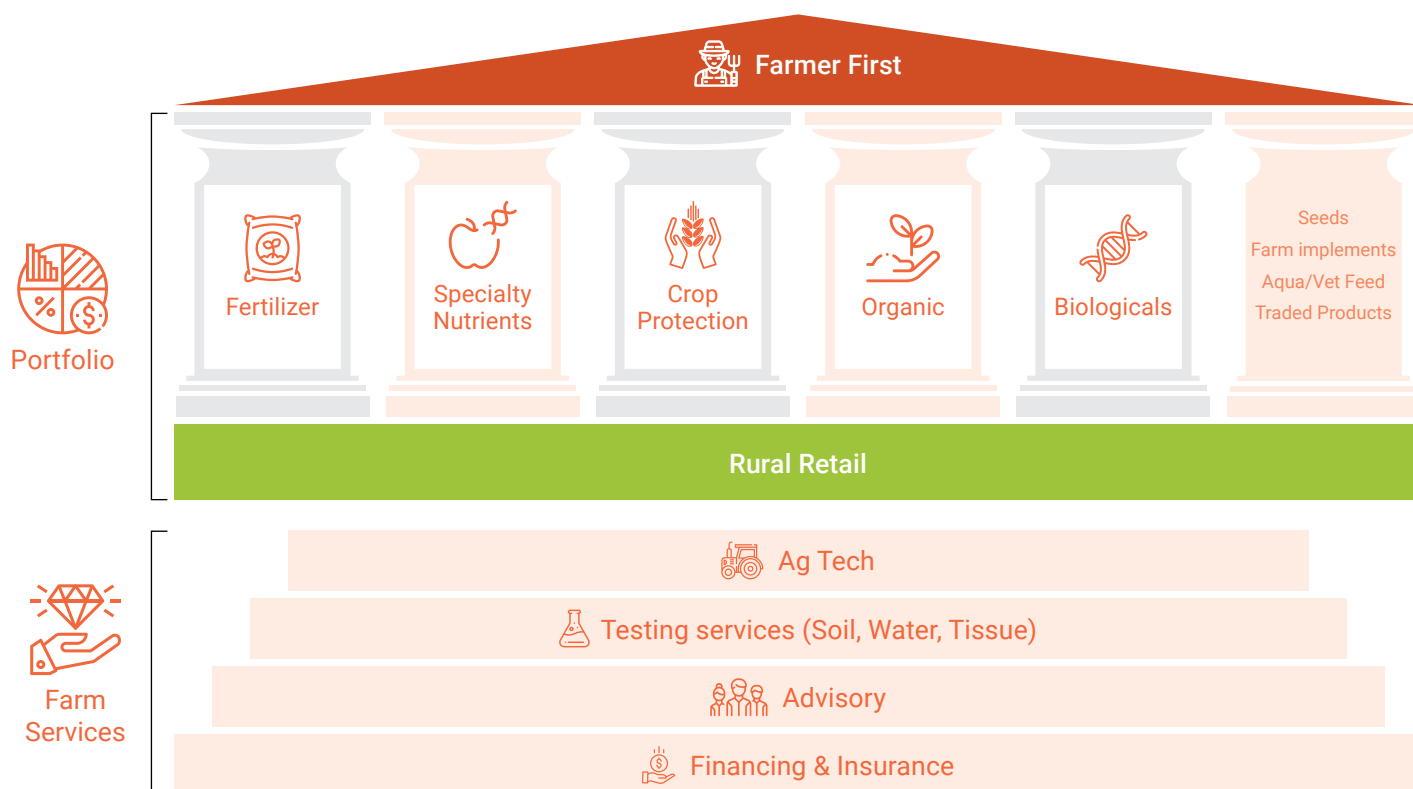
Agri inputs are critical to preserving and catalyzing economic, social and environmental dimensions of development. In India, with more than 50% of the populace dependent upon agriculture, these inputs help in improving livelihoods, provides environmental balance and supports food security challenges.



Company Brief

The Company is the 2nd largest manufacturer and marketer of Phosphatic fertiliser in India. The Company's Crop Protection products are marketed in India as well as in international geographies, offering wide range of technical and formulation products. The Speciality Nutrients business of the Company focuses on water soluble fertiliser and secondary & micronutrients segments. The Company is the leading marketer of Organic fertiliser in India and has recently added bio

pesticide solutions to its portfolio. It also operates a network of around 750 rural retail outlets across Andhra Pradesh, Telangana, Karnataka and Maharashtra. Through these Retail outlets, the Company offers farming services including crop advisory, soil testing and farm mechanization to around 3 million farmers. The Company has a strong R&D and Regulatory setup, supporting the businesses in process development and new product introduction. The Company has 16 manufacturing facilities, producing wide range of Nutrient and Crop Protection products, which are marketed through an extensive network of dealers and its own retail centres.



Manufacturing

Coromandel manufactures wide range of primary, secondary and micro-nutrients and crop care solutions. Its fertiliser manufacturing units located at Vizag, Kakinada and Ennore, have the flexibility to operate with multiple rock and acid combinations and can produce 13 products. Further, its seven Single Super Phosphate (SSP) plants spread across the country strengthen its product offering and provides diversified market access. The Company is continuously reducing its carbon footprint by creating best in class manufacturing infrastructure with focus on promoting safe operations. Further, backward integrated operations helps the Company to maximize the value generation and improve scope of customization. Coromandel is the fifth largest Crop protection player in the country, having three technical and three formulation manufacturing facilities across India. It has a strong

portfolio of bio pesticides and is the largest Azadirachtin manufacturer in the world with a state-of-the-art manufacturing facility in Cuddalore, Tamil Nadu.



Figure 2: Sarigam Plant



Farmer Engagement

From soil health diagnostics to advisory services on crop selection, nutrient recommendations, use of farm mechanisation and drip irrigation, Coromandel's agri experts work in direct collaboration with millions of farmers to develop customised solutions and products based on regional trends to bring out the best farm yields and improve farmer prosperity. Its focused approach to converting farmer insights coupled with predictive analysis of crop, land patterns and pest threats has helped Coromandel become the preferred partner for farmers.

Through its 750 retail centers, the Company is directly connecting with 3 million farmers. These centers are acting as 'One Stop Solution' for the farmer needs offering entire range of agri input products, services and farm advisory. The Agronomists and the Nutriclinics offer farm advisory services and promote balanced nutrition.

The long association with the Indian farmers and its relentless pursuit towards quality delivery has built Coromandel amongst the most trusted names in Agri solutions space in the country. Its umbrella brand 'Gromor' resonates well with its customers and has consistently scored high on brand equity index. Today, 'Gromor Chacha' has become synonymous with Quality, Care and Farm Advisory and continues to strengthen the trust bestowed by the farmers.



Figure 3: Gromor Nutriclinic-Providing soil testing and agri advisory



Research

Innovation and Technology hold the key for unlocking the growth potential of Indian farms. 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.



Figure 4: R&D facility, Crop Protection, Hyderabad

Our Vision and Mission



Vision

To be the leader in farm solutions business in geography of choice, consistently delivering superior value to stakeholders through highly engaged employees, with a strong commitment towards sustainability and our values.



Mission

To enhance prosperity of farmers through quality farm solutions with sustainable value for all stakeholders.

Our Values

Coromandel is committed to the highest standards of performance and governance as inspired by the founding philosophy of the Murugappa Group, drawn from the Arthashastra - "The fundamental principle of economic activity is that if no man you transact with shall lose, then you shall not". Accordingly, our work and decisions are guided by the following 5 Lights:

The Spirit of the Murugappa Group

These **five lights** guide us as we navigate through professional and personal decisions.

The light of
INTEGRITY
that gives us the courage to
always do the right thing

The light of
RESPONSIBILITY
that gives us the humility to
think about the world around us

The light of
PASSION
that provides us with
the desire to win

The light of
RESPECT
that inspires people
around us to perform

The light of
QUALITY
which makes us
dream of excellence



Our Presence

Coromandel is amongst the leading Agri solutions company in India, having a wide coverage through its channel partners and own Retail stores. It provides farm advisory and services through 2000+ marketing and agronomist teams and its solutions reach to ~2 crore+ farmers annually.

Wide reach and exposure



The Company is widening its marketing footprint across the geographies and has presence in 80+ countries. Its global subsidiaries and regional offices have strengthened its presence and it exports ~USD 100 million worth of Crop Protection including Bio pesticides and Crop Nutrition products.

Coromandel, headquartered in Secunderabad, Telangana has divisional offices in Bangalore, Vijayawada, Pune, Indore, Noida and Kolkata to service the customer needs. Further, the Company has subsidiaries, strategic investments/ JVs and sourcing offices in multiple geographies globally.



Figure 5: Kakinada Plant~54% area under green belt

Collaborations

Coromandel is continuously collaborating and expanding its engagement with the leading organizations globally in the areas of technology, research, sourcing and farm mechanization. These partnerships give the Company a unique edge to differentiate its solutions and complement its strengths across our value chain.

Winning collaborations

Shell Technology

Sulphur enhanced fertilisers

Yanmar, Japan

Farm mechanisation JV

Research tie-ups

IIT Kharagpur, PAU, TNAU, ICAR, CROs

TIFERT, Foskor

Strategic Investment for phosphoric acid sourcing

Marketing tie-ups

Corteva, FMC, Bayer, Nisso, ISK, Kao

Associations

Fertiliser Association of India, International Fertilizer Association, Crop Care Federation of India, Pesticide Manufacturers and Formulators Association of India, Southern Indian Chamber of Commerce and Industry, Confederation of Indian Industry, National Safety Council



Figure 6: Polyhouse at TNAU

During the year, the Company's Bio pesticide business supported the development of Walk-in plant growth chamber and Polyhouse facility at Tamil Nadu Agriculture University (TNAU). Company has collaborated with TNAU on multiple projects for research and product development.



Figure 7: Joint trials with leading innovators - Virtual Field Tour

Company's Crop Protection business is collaborating with leading MNCs and innovator companies for introducing new technologies and innovative solutions. During the year, Coromandel organised virtual field tours to showcase product performance to its partners.

Awards and Recognition

Over the years, Coromandel has been recognized by reputed organizations in the area of Operations, Governance, Sustainability, Social contributions and Employee & Communication. Major honors received by the Company in last five years are included below:



Operations

- a. Platinum Award for Business Excellence – CII Exim Bank
- b. CII Energy Efficient Unit Award – Coromandel Vizag unit – CII
- c. Best Operating Phosphoric Acid Plant 2018 – 17 times in the past 24 years – Fertiliser Association of India
- d. 'Best Management Award' for harmonious Industrial Relations, Industrial Productivity and commendable contribution for the welfare of workers – Coromandel Kakinada & Visakhapatnam Units – Labour Department, Govt of AP.



Governance

- a. Corporate Award – Dun & Bradstreet
- b. 'Silver Shield – ICAI Awards' for Excellence in Financial Reporting for 2016-17
- c. 'Certificate of Merit' to Coromandel's Annual Report 2017 – SAFA (South Asian Federation of Accountants)



Environment

- a. Documentary film 'Turning a factory into Bird Sanctuary' covering Kakinada plant - Recognition by United Nations Development Programme (UNDP) - on UNDP website
- b. Documentary titled "Between Soil and Sky – The Coromandel Story" – Covered by Discovery Channel
- c. 'Sustainable Waste & Resource Management' award - India Sustainability Leadership Summit
- d. CSR Best corporate - Health & Green & Environment Stewardship category - CSR times



Social contributions

- a. CSR Leadership Awards for Best Social Responsibility Practices - ET Now
- b. CSR Best overall excellence – Zee
- c. CSR Leadership Awards for Best Covid 19 Solutions for Community care - World CSR Day Congress



Employee & Communication

- a. Vidhya Online – e learning initiative – Excellence in Practice Silver Award by European Foundation for Management Development
- b. Award of Excellence for Voice Magazine and CSR Brochure - Academy of Interactive and Visual Arts, New York
- c. Best Corporate in Women Empowerment - CSR Times award 2020, National CSR Summit

About the Report

This report highlights Coromandel's environmental, social and economic performance for the period April 1, 2020 to 31 March 2021. It has been prepared in accordance with the 'core' criteria of the Global Reporting Initiative (GRI) Standards. The GRI Content Index is provided at the end of the report.

The GRI Standards constitute a set of globally established sustainability reporting requirements, that enable businesses to report sustainability performance and

impacts in a consistent manner. They also allow comparability across businesses and support organizations to make sustainability disclosures with credibility and transparency. Comprising Universal standards and specific standards for Economic, Environmental and Social impacts, the GRI standards represent the requirements of multiple stakeholder groups such as investors, regulatory bodies and governments, industry bodies, policy framers etc.

Reporting Boundary

This is Coromandel's first year of sustainability reporting and covers all the facilities owned by Coromandel across fertilizer, SSP, Bio and Crop protection.

Data Management

The Company has internal mechanisms to ensure that this report presents valid and accurate information. Its efforts include an examination of conversion factors and assumptions made as well as periodic reviews and audit trails.

Approach to Materiality

Coromandel presents its sustainability performance taking into account the topics most material to creating sustainable value for its business as well as for all its stakeholders. The most material topics were identified based on engagement with internal and external stakeholders and ESG indices like DJSI, MSCI and SASB.

We appreciate your interest in Coromandel's sustainability performance for the year 2020 -21. We would be happy to hear from you and to respond to any feedback and /or queries you have for us.

Contact information for queries:

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Sustainability at Coromandel



The UN Sustainable Development Goals (SDGs) have been formulated by the international community and the United Nations, with the aim of enhancing global prosperity, equality and security by 2030. The 17 goals and 169 targets therein align with key international concerns, that require to be addressed to fulfil the aim of a more just and better world for all.

India is among the 195 signatories to the SDGs and has committed to achieve 450 gigawatts of renewable energy capacity by 2030, among other commitments. Coromandel stands in support of India's commitments and to the larger aim of the SDGs and it contributes to several different SDGs through its businesses.



Zero Hunger

- Promoting sustainable farming practices among farmers with the aim of nurturing ecosystems, increasing productivity and enhancing livelihoods for farmers



Good Health

Healthcare – a key pillar of Company's CSR initiatives

- Established and support a pediatric ward at Government hospital, Kakinada. Covid-19 ward to support medical treatment
- 3 Coromandel Medical Centres and Coromandel Hospital established to promote and provide access to preventive health among communities surrounding our operations.



Inclusive and Equitable Quality Education

Education – a key pillar of Company's CSR initiatives

- Educating first generation learners among underserved sections of society through Udbhav School, Hyderabad
- Girl Child Scholarship program to provide educational assistance to girls in class IX to XII and encourage them to continue their education
- Supporting education of children with special needs at Balavidyalaya



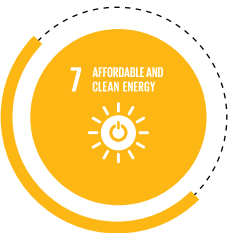
Gender Equality

- Diversity and equal opportunities at the workplace
- Similar scale of remunerations for female and male employees



Clean Water and Sanitation

- Promoting efficient use of water in nutrient application – Water soluble fertilisers
- Monitoring of water withdrawal and reduced water footprint through efforts aimed at zero liquid discharge/ ETP compliance at manufacturing plants



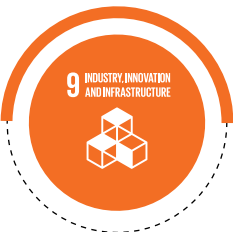
Affordable and Clean Energy

- Energy efficiency measures implemented across the organization.



Good Jobs and Economic Growth

- Promoting safe work environment at workplace with a Zero-Harm policy
- Compliance with Labour Laws, Whistle Blower and Anti Sexual Harassment Policy
- Supporting the sustenance of farmer livelihoods through farm and retail advisories and products that improve yields



Industry, Innovation and Infrastructure

- R&D to enhance use efficiency of products
- Developing innovative solutions including slow release fertiliser, customized crop specific nutrients, bio injectable, drone based advisory



Responsible Consumption

- Promoting usage of Organic fertiliser and bio pesticide as part of integrated crop management
- Efficient use of water and energy
- Sustainability report disclosure according to GRI Standards, Business Responsibility Reporting



Life on Land

- Enhancing biodiversity through the Bird's Paradise at Kakinada plant premises
- Transformation of phospho gypsum heaps into a greenbelt
- Expansion of Green belt under Project Visakha
- Neem Plantations at Thiyyagavalli, Cuddalore and other areas – converting under utilized land to Green Neem vegetation



Figure 8: Black-Crowned Night Heron at Kakinada Birds Paradise

Our Approach

Coromandel, is committed to making food systems more sustainable and enable farmers to improve productivity and address food security. Its business solutions are closely integrated to drive sustainability across the farming value chain by balancing nutrient needs, improving pest management practices, and adopting technology to maximize resource use efficiency and drive farm profitability. The Company engages with the communities to build stronger linkages and carefully foster its environment and ecosystem. It promotes an inclusive and equitable organizational culture to nurture talent.

Coromandel has seeded sustainability in all aspects of its businesses and Health, Safety, and Environment aspects are integral to its operating philosophy. Its core operating principles are Knows, Cares and Fulfils, wherein CARE stands for the importance we give to environment, community, partners, employees and stakeholders.

The sustainability objectives of the company are implemented through a multi-dimensional approach, catering to the customers, environment, society and its employees.



Feeding the Planet, the right way: Product Responsibility

As a leading Agri inputs provider in India, Coromandel remains committed in delivering environmentally stable crop solutions. It follows a balanced nutrition approach customized to crop and soil needs including providing organic, primary, secondary, and micro-nutrients. Considering the resource constraints of Indian farms, the Company is continuously improving the use efficiency of nutrients and water through technology and research interventions. It is amongst India's largest water-soluble fertiliser and organic fertiliser player, carefully addressing the soil health and crop nutrient needs. Its micro-nutrient fortified fertilisers are enriching for the human food and supplement the availability of essential nutrients in humans.

Coromandel also follows an integrated pest management approach that enables enhancing crop yields through the combined use of biological, local/ traditional and chemical practices. The Company is the world's largest manufacturer of neem based biopesticide and perseveres to upgrade its product portfolio. Additionally, it works towards providing farmers with superior delivery mechanisms that improve both application efficiency as well as product efficacy.

Through its operations and conduct of business, the Company strives to minimize the adverse impact of its products, spanning the different stages of their life cycle. To minimize the plastic waste mainly associated with the product packaging, Coromandel has tied up with approved and competent plastic recyclers and has recycled around 2000 metric tonnes of plastic waste during the year.



Protecting the Earth: Environment Care

Coromandel constantly operates and transacts in an environment that closely impacts the ecology and touches the society at large. It understands its responsibility towards maintaining the ecological balance and remains committed towards maintaining a sustainable ecosystem. It continuously endeavour to ensure optimal utilization of resources, keeping in mind its impact on the environment as well as communities.

The Company follows strict environment management practices and is committed to reduce its carbon and water footprint by increasing alternate energy usage and bringing technological interventions. Energy efficient lighting systems are installed across the organization. All of Fertiliser and SSP manufacturing units recycle and re - use waste water and it aims to maintain operations with zero liquid discharge. Further, to bring transparency in its environmental compliance processes, the Company has deployed online emission monitoring systems at its manufacturing units which are connected to Pollution Control Board systems.

Coromandel places high importance on encouraging biodiversity in the vicinity of its factories and has initiated greening measures at its plants including projects like land reclamation, Neem plantation, Birds Paradise and Green Visakha.



Societal Engagement

Coromandel's commitment to creating social value lies at the heart of its business philosophy. It firmly believes in and acts on the principle of sustainable social development and accords high importance to the communities it interacts with. The Company's approach to Corporate Social Responsibility (CSR) is fuelled by twin needs of sustainable growth along with

co-creating better lives for communities. With a strong insight into some of the most pressing issues in the country, the Company focuses its CSR efforts in areas of Education, Health, Environment & Sustainability and Community Development, and through its work, supports the initiatives of the Government. The interventions are taken up through a partnership mode with government agencies, community-based organizations, and the local community.

The CSR initiatives are overseen by the CSR Committee and regular monitoring and impact assessments are carried out to enhance the impact of its efforts.



Employee Wellbeing

Coromandel recognizes its employees as pivotal to achieving the Company's goals and growth objectives and invests in their wellbeing and capability development. The

Company invests strongly in its people through varied initiatives in Learning and Development, many of which are delivered in collaboration with reputed academic and professional institutes.

Employees' Health and Safety is of the highest priority and Coromandel has instituted globally established standards such as ISO 45001, ISO 14001, OHSAS 18001 and Process Safety Management System at its key locations. These are supplemented by regular Quantitative Risk Assessment (QRA) studies that enables to continuously strengthen its culture of safety at work.

Employees' freedom to voice their concerns and opinions is enabled by policy framework like the Whistle Blower Policy, HR Policy, Prevention of Sexual Harassment Policy etc. Its internal communication program 'Chronicle' enables employees to engage with Senior Management on the Company's business priorities and plans for growth.

Stakeholder Engagement

The Company engages with its stakeholders through a variety of formal as well as informal channels that includes the agri-solutions to the farming community, Corporate Social Responsibility (CSR) initiatives, statutory reports and events and platforms for internal communications. Its key stakeholder groups have been identified on the basis of 2 criteria, namely:

- The impact that stakeholders have on the value it creates
- The impact of its business on stakeholders

The key stakeholder groups, the channels of communication with them and the key areas / and topics of concern for each are shown in the table below.

Stakeholder group	Engagement channels	Main concerns and topics
Farmers	Retail centers, Nutri clinics, agronomists – soil testing, nutrient and pesticide recommendation, field demonstrations, farm mechanization services	<ul style="list-style-type: none"> • Improved and sustainable crop yields • Balanced nutrition & pest management • Quality and reliability • Affordability
Local communities	Corporate Social Responsibility initiatives	<ul style="list-style-type: none"> • Community development • Community Awareness • Improved quality of life • Environmental preservation
NGO partners	Corporate Social Responsibility initiatives, outreach programs for women farmers	<ul style="list-style-type: none"> • Skill enhancement • Market linkages • Managerial support
Investors	<ul style="list-style-type: none"> • Press releases and publications • Investor conferences • Annual General Meeting 	<ul style="list-style-type: none"> • Financial performance • ESG performance • Growth plans and product pipeline • Business updates
Regulators	Mandatory compliance reports	Safety, environmental and social compliance
Supply partners	Procurement channels	Capacity building for sustainably sourced/ developed material
Distributors	<ul style="list-style-type: none"> • Sales channels • Channel Partner Meet 	<ul style="list-style-type: none"> • Assurance of timely supplies • Product quality • Incentives • Communication and marketing support
Employees	<ul style="list-style-type: none"> • Internal communication platforms • E-learning platforms & capability development programs • Engagement initiatives 	<ul style="list-style-type: none"> • Fulfilment of company's vision, mission and achieving sustainability objectives • Capacity building

Materiality

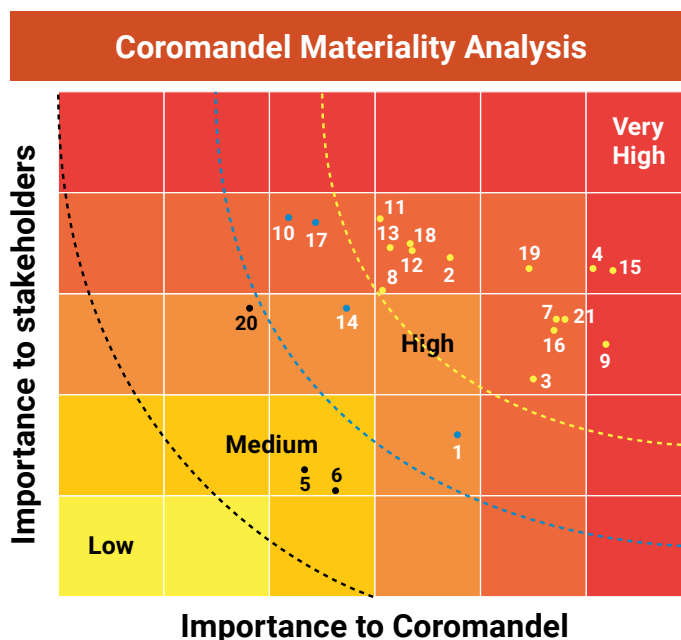
Coromandel creates value by continuously striving to enhance its performance on topics that are most material to its various stakeholders and to the organization.

Material issues are those which have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large. The process of determining material issues is systematic and robust. It involves two key steps: identification, followed by prioritization. The figure below outlines the process followed in identifying and prioritizing material issues addressed in this report.



* Sustainability Accounting Standards Board, Dow Jones Sustainability Index

Subsequently, the Company's Sustainability Materiality Matrix was developed, which maps the various material issues on 2 dimensions, namely, Importance to Coromandel's stakeholders and Importance to Coromandel.



Dimension	S. No.	Material issue
Economic	1	Market penetration & expansion
	2	Innovation and R&D
	3	Customer centricity
	4	Ethics & governance
	5	Digitisation
	6	Data integrity & privacy
	7	Product quality
	8	Public policy advocacy
	9	Regulatory compliance
Environmental	10	Energy management
	11	GHG and air emissions in the value chain
	12	Water stewardship
	13	Waste management
	14	Sustainable & resilient supply chain
	15	Enabling sustainable agriculture (Soil health, land use, biodiversity, nutrient stewardship etc.)
Social	16	Product & chemical safety
	17	Human rights in the value chain
	18	Community development
	19	Occupational health and safety
	20	Diversity & inclusion
	21	Human capital

Top material issues



Figure 9: Grey Plover at Kakinada Birds' Paradise

Key material issues identified for Coromandel as follows:

Key material issue	Why is it material	Ref. Pg. No.
Innovation and R&D	Develop and improve products and processes to address existing and future needs of the farmers	37
Customer centricity	Providing the highest standard of quality, farm services and advisory to our farmers	38
Ethics & governance	Central to the values & beliefs of doing business at Coromandel	30-33
Product quality	Developing products that provide essential nutritional requirements as well as protect the crops	45-47
Public policy advocacy	Engaging with regulators and policymakers on fertilizer and agricultural policy – both to share insights as well as respond to policy shifts	18, 28-29
Regulatory compliance	Ensuring adherence to all applicable regulations as well as constant monitoring of upcoming regulations	28-29, 30-33
GHG and air emissions in the value chain	Managing impact on the climate and on the quality of air due to our business activities	48-51
Water stewardship	Critical input to the processes and an increasingly scarce resource	51-52
Waste management	Responsibly managing and disposing hazardous and non-hazardous waste in line with applicable regulations	52-53
Enabling sustainable agriculture (Soil health, land use, biodiversity, nutrient stewardship etc.)	Creating products to minimize their environmental impact, conserve the quality of the soil and provide adequate nutrients to support farmer livelihoods	54
Product & chemical safety	Adherence to high standards of chemical handling and safety for its people and customers	45
Community development	Leverage Coromandel's brand as a force for good to support communities around the plants	66
Occupational health and safety	Ensuring the occupational safety and wellbeing of its people through robust safety management systems	62-63
Human capital	Catalysing the talent, drive and motivation of our employees by providing a conducive work environment that is fair, diverse and engages its people to bring out their potential	57-60

Risk Management

Coromandel integrates its robust Enterprise Risk Management framework with sustainability. Risk teams maintain its core focus on short term quantifiable risks as well as emerging external environmental concerns impacting large societal shifts. The collaborative approach, helps in driving the business to be more resilient to such changes and ensuring sustainable strategies are in place.

Risk	Risk Assessment	Mitigation Plan
Environmental / Economic / Regulatory Risks		
Handling and storage of chemical materials incl., ammonia, sulphuric acid, etc.	<ul style="list-style-type: none"> Impact on operations Stoppage of production Accidents resulting from the release of the hazardous materials and consequent claims 	<ul style="list-style-type: none"> Strict PSMS Implementation <ul style="list-style-type: none"> Risk profiling Strict adherence to maintenance/ inspection schedules, training and emergency /disaster management plans. Public Liability Insurance Policy Comply with ISO 14001, ISO 45001 & OHSAS 18001 guidelines.
Emission / Un-treated effluents causing pollution	<ul style="list-style-type: none"> Revocation of factory license Levy of penalties Civil/criminal action 	<ul style="list-style-type: none"> Augmenting ETP facilities. Strict adherence to environmental standards Installation & effective maintenance of pollution controls equipment/
Non-Compliance with Legal / Regulatory / Tax Compliance – including other countries	<ul style="list-style-type: none"> Disruption of operations Legal proceedings against the Company and its officials. 	<ul style="list-style-type: none"> Understanding/awareness of regulations and statutes Engagement/advice by renowned lawyers and experts Monitoring regulatory changes
Non-Compliance with FCO Standards & Specifications	<ul style="list-style-type: none"> Civil/criminal proceedings Production stoppages Disallowance of subsidy claims 	<ul style="list-style-type: none"> Rigid quality checks at Plants Test verification of bags Reprocessing of non-standard materials Better bags handling procedures
Change in Government Subsidy Policies	<ul style="list-style-type: none"> Impact on turnover/working capital 	<ul style="list-style-type: none"> Increased focus on non-subsidy Business <ul style="list-style-type: none"> Policy advocacy for Direct Transfer of subsidy to Farmers
Restriction on sale/ usage of some crop protection products in India / abroad	<ul style="list-style-type: none"> Impact on turnover/profitability 	<ul style="list-style-type: none"> Portfolio enrichment with the development of newer and safer products. Extension of the product lifecycle.
Change in climate / Monsoon failure in the target market	<ul style="list-style-type: none"> Impact on turnover/profitability 	<ul style="list-style-type: none"> Diversified Market / High Margin Products Promoting efficient crop management practices through Integrated Nutrient & Agronomist Structure
Operational Risks		
Availability and timely supply of key raw materials High RM prices	<ul style="list-style-type: none"> Impact on turnover/profitability Increase in working capital requirement Volume shrinkage 	<ul style="list-style-type: none"> Forecasting Close monitoring of the international price of raw materials. Diversified sourcing & Strategic tie-up Manufacturing Flexibility

Risk	Risk Assessment	Mitigation Plan
Operational Risks		
Safe manufacturing operations	<ul style="list-style-type: none"> Casualty/ Loss of life Loss of production 	<ul style="list-style-type: none"> Strict adherence to safety protocols Asset lifecycle management
High dependence on certain product categories		
Product obsolescence	<ul style="list-style-type: none"> Impact on turnover/profitability 	<ul style="list-style-type: none"> Faster new product pipeline & Registration Combination molecules -Co-marketing arrangements with leading agrochemical Companies
The slow pace of new product/molecules introduction		
Financial Risks		
Currency and exchange fluctuation risk	<ul style="list-style-type: none"> Impact on profitability 	<ul style="list-style-type: none"> Close monitoring of exchange trend Forward covers at appropriate time and Level
Credit risk	<ul style="list-style-type: none"> Impact on working capital Dues becoming bad 	<ul style="list-style-type: none"> Review of credit evaluation and limits Close monitoring of receivables
Liquidity risk	<ul style="list-style-type: none"> Impact on working capital Impact on interest 	<ul style="list-style-type: none"> Close monitoring of trade receivables. Timely submission and follow-through of subsidy receivables.
Legal & Human Resource		
Contractual Liability Risk	<ul style="list-style-type: none"> Disruption of operations IP infringement related disputes 	<ul style="list-style-type: none"> Contract Management Policy Standardization of Contract templates Legal to approve Changes in contract clauses if any Monitoring strict adherence Monitoring patent filing
Attrition of skilled / trained Manpower	<ul style="list-style-type: none"> Disruption of operations Knowledge dissipation 	<ul style="list-style-type: none"> Compensation revision in line with market Succession Planning Career planning and training
Pandemic Risks		
Pandemic Risks	<ul style="list-style-type: none"> Health & Safety of Employees Safeguarding the assets of the Company and safe operations Stoppage of Production and despatch activities Disruption to business in both demand and supply-side activities. 	<ul style="list-style-type: none"> Regular Advisories/Communications to all employees Monitoring employee health status Strengthen security & safety procedures Strict Compliance to the policies laid down for shutdown and restarting the production activities. Long-term contracts with Suppliers to ensure continuous availability of key raw materials. Identification of Critical Activities and ensure actions are taken Establish Business Continuity Plans

Corporate Governance



Coromandel's Corporate Governance practices are guided by the values and beliefs of the 5 Lights of "Integrity, Passion, Quality, Respect and Responsibility". The company has an eminent and diversified Board to drive transparency and accountability and focus on the sustainable growth over the long-term. Coromandel's commitment to ethical and lawful business conduct is a fundamental value shared by the Board of Directors, the Senior Management and the employees of the Company. The Company has a strong Internal Audit function to monitor and assess the adequacy and effectiveness of the Internal Controls and System across all the key processes. It has a strong Risk Management framework, Internal controls and an Audit Committee to ensure compliance. It promotes a transparent work environment and encourage active participation of employees.

Coromandel's Corporate Governance rests on 7 key elements.



Six Board Committees, each with clear responsibilities, oversee the Company's governance to continuously work towards its vision of creating value for all its stakeholders and staying committed to sustainability and its values.

Audit Committee

The Audit Committee oversees the Company's financial reporting process and disclosure of its financial information in compliance with regulatory requirements and in a timely manner. It oversees the appointment or re-appointment of statutory auditors and for fixing the fees paid to them, as well as reviews financial statements before they are submitted to the Board. The Committee is in charge of reviewing the sufficiency of internal control systems, the whistle blower mechanism, findings of the internal audit, and is also involved in major financial transactions that the Company undertakes.

Along with the Internal Audit Department, the Audit Committee assesses and promotes strong ethics

and values within the organisation and serves as an educational resource for changes and trends in the business and regulatory environment.

Nomination and Remuneration Committee

This committee has responsibility to formulate the criteria for the appointment of Directors and Senior Management. Members of this committee advise the Board on the persons to be appointed or re-appointed as Directors and also recommend the remuneration and commissions to be paid to them.

The committee also oversees the Employee Stock Option Plan(s) of the Company. Further, it advises on diversity of the Board and also formulates criteria to evaluate the performance of Board members.

Stakeholders Relationship Committee

The committee is accountable for overseeing the redressal of investor complaints, for formulating policies to service this stakeholder group and for ensuring that investors requests are appropriately addressed. Members also undertake other functions that the Board delegates to them from time to time.

Risk Management Committee

Coromandel's Risk Management Committee has charge of reviewing and assessing all business risks identified by the management, including those pertaining to the environment and cyber security. It is closely involved in formulating plans for risk mitigation and periodically reviews and amends the Company's policies with respect to risk assessment and management.

Corporate Social Responsibility (CSR) Committee

The CSR Committee has the responsibility of formulating and amending (as needed) the Company's CSR policy and to identify the CSR programs and related expenditure for the Company to undertake. This committee also oversees the monitoring of CSR projects implemented, including the financials involved and keeps the Board apprised of the Company's CSR activities.

Banking and Borrowing Committee

The Banking and Borrowing Committee is authorized to review and approve the Company's borrowings up to Rs 500 crores.

Our Policies and guiding principles

Apart from the various Committees that are closely involved with and oversee governance of the Company, it is guided in its everyday functioning and engagement with internal and external stakeholders by several well formulated and well established policies.

5 Lights:

The Values of the Murugappa Group which underpin all actions and engagements that comprise the conduct of the Company's employees, across functions, business departments and levels of experience. This includes Integrity, Passion, Quality, Respect and Responsibility.

Code of Conduct:

The Company's commitment to ethical and lawful conduct of business is shared by all members across the organization. The Code of Conduct serves as guide for the Company's management to take positive actions that are perceived to be aligned with the organization's Values and Beliefs.

Environment, Quality, Occupational Health and Safety Policy:

At Coromandel, the Company is highly cognizant that given the nature of its work which involves handling chemical products, the health and safety of its employees and associates as well as that of the environment cannot be compromised. The Company accords the highest importance to Safety, Health and Environment (SHE) at all its plants. Its comprehensive Quality and SHE policy ensure the highest standards in these respects and guides in regularly monitoring the impacts of its business on the environment and striking a balance between profitability and wellbeing of people and Nature.

Human Resources (HR) Policy:

The HR focus is firmly placed on its employees' wellbeing and convenience. Coromandel's HR Policy guides to take steps that enable employees across all locations of the Company to manage and access HR processes and information conveniently and in a transparent manner. Various Health and Wellbeing initiatives (including for emotional health for employees and their families) as well as showcasing of skills and sharing of best practices e.g., on the Murugappa Group's Pride of Murugappa platform are guided by this policy.

Communication Policy:

It ensures that the employees abide by the regulations and standards applicable towards corporate communication as well as product information

Prevention of Sexual Harassment Policy:

Coromandel has a Policy of Prevention of Sexual Harassment (POSH) to ensure a harassment-free workplace for employees. Harassment cases are dealt with as per the Company's zero-tolerance policy. It regularly disseminate information on sexual harassment to its employees through online and other channels of communication. In accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal Act), Coromandel has an Internal Complaints Committee (ICC) with a designated independent Chairperson to look into complaints raised.

Whistle Blower Policy and Vigil Mechanism:

This policy provides Directors, Employees, customers and vendors an avenue to register concerns and violations of Coromandel's standards of ethical, moral and legal business conduct and its commitment to open communication.

Training Policy:

A focus on continuous skill and competency development is integral to its employees' career growth. The Training Policy ensures that all at Coromandel have access to necessary learning opportunities, without any form of discrimination or bias.

5S Policy:

It ensures that the Company promotes a safe, efficient and clean working environment by aligning to and monitoring its performance under 5S

CSR Policy:

It represents Coromandel's belief that social responsibility is not just a corporate obligation but is one's dharma and the Company's commitment to ongoing community service through its core focus areas of education, healthcare and community development.

Remuneration Policy:

This policy provides the framework for remuneration of members of the Board of Directors, Key Managerial Personnel, Senior Management and other employees of the Company. It is a reflection of the remuneration philosophy and principles of the Murugappa Group and takes into consideration the pay and employment conditions with peers/ competitors to ensure that Coromandel's pay structures are appropriately aligned.

Doing Business Ethically

Coromandel is committed to conducting business in adherence to lawful and ethical business practices. Guided by the Murugappa Group's philosophy embodied in the 5 Lights, Coromandel has also adopted the **Coromandel Guide to Business Conduct (CGBC)**, which outlines principles which guide its transactions with customers, external business associates, governments, communities and shareholders.

The **Code of Conduct (Code)** requires that all business transactions be conducted transparently and with ownership, and that Coromandel create value for all stakeholders in a sustainable fashion. The Company's work culture accordingly encourages employees to conduct business within and outside the Company with integrity, commitment and accountability. In keeping with the Code, all internal stakeholders at Coromandel are

provided with avenues to register concerns of violations of ethical business conduct and standards through the **Whistle Blower Policy and Vigil Mechanism**.

The Company takes a serious view of violations of dignity and privacy against individuals and groups and have adopted the Prevention of Sexual Harassment Policy, which enables all employees to register complaints of discrimination or violation of Human Rights.

All policies are disseminated to employees through online and other channels of communication, when they join the organization as well as through periodic refresher sessions.

In FY 2020 – 21, Coromandel registered and resolved complaints under its key policies as follows:

Policy	No. of complaints registered	No. of complaints resolved
Whistle Blower and Vigil Mechanism	2	2
Prevention of Sexual Harassment Policy	0	0



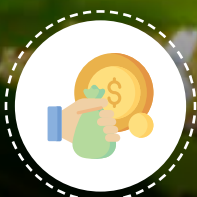
Figure 10: Focus on Soil Health

A Sustainable Business



Rs. 14,205

Crores
turnover



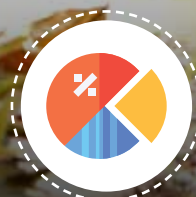
Rs. 22,700

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.

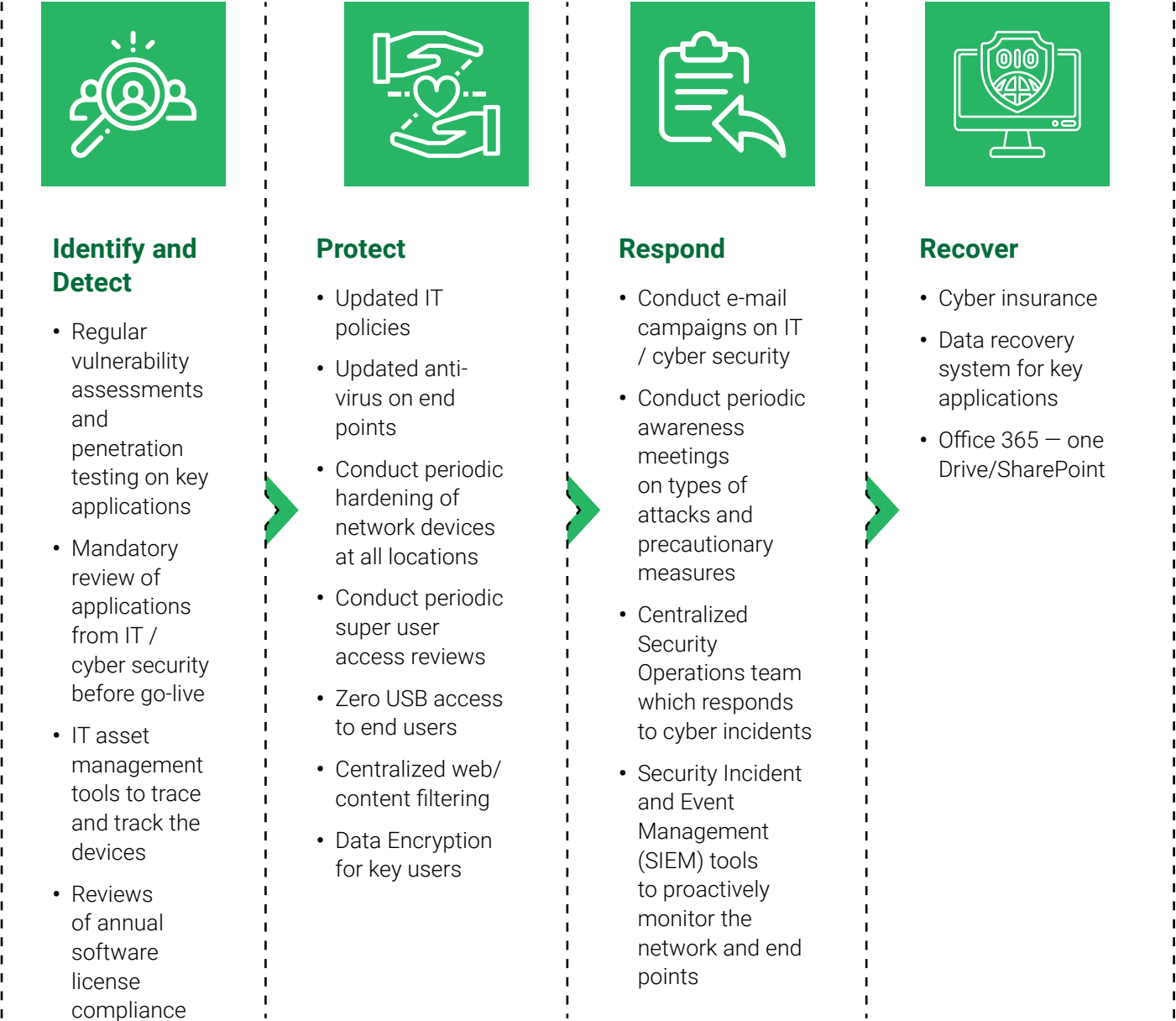




Figure 24: Bringing Prosperity to farmers fields

A Sustainable Environment



44%

plant area under
green cover



100+

species of birds in the
Kakinada Birds Paradise



3.5%

reduction in water withdrawal

Contribution to the SDGs



Water and Effluents

Implementing zero liquid discharge programme
R&D to enhance water efficiency of products and promoting water efficient crop management practices among farmers



Energy and Emissions

Energy efficiency measures implemented at plants



Waste

Responsible disposal of hazardous waste
Adoption of circular economy principles in packaging waste



Biodiversity

Development of the Birds Paradise and development of green belts
Green Visakha-urban environmental greening in collaboration with state and district administrations

Product Responsibility

The agriculture sector is central to the well-being of the planet and its people. While the sector is critical to feeding a rising global population, it also places pressure on the planetary boundaries. Coromandel is cognizant of the risks, opportunities and responsibility to develop products that enable the transition to sustainable agriculture. It acts towards minimizing the product's environmental impact throughout the various stages of the product's life cycle.

The Company promotes a balanced nutrient application approach customized to crop and soil needs including organic, primary, secondary, and micro-nutrients. Considering the resource constraints of Indian farms, it is continuously improving the use efficiency of nutrients and water through technology and research interventions. Coromandel is amongst India's largest water-soluble fertiliser and organic fertiliser player, carefully addressing the soil health and crop nutrient needs.

It follows an integrated pest management approach to improve crop yields by combining the use of biological, cultural and chemical practices to control pests. The Company is globally the largest neem based biopesticide manufacturer and is continuously upgrading its product portfolio towards greener chemistries. It is introducing superior delivery mechanisms to improve product efficacy and application efficiency.

Coromandel lays high emphasis on efficient processes in the manufacture of new and existing products, including efficient use of resources. For example, the Fertiliser Technology Plant (FTC) in Vishakhapatnam drives the development of efficient processes in the manufacture of new fertilisers and enhancing efficiency of producing existing products. These processes are not limited to the manufacturing process alone, but also extend to ensuring efficient nutrient delivery in end use, thereby keeping environmental needs in the forefront of the advances made.



Figure 25: Stewardship: Sustaining the greenery



Figure 26: Soil testing

Healing soils, balancing nutrition

Coromandel has pioneered efforts to enrich soil by promoting city compost and pressmud (made of sugarcane waste), both of which are rich in organic carbon. Further, oilseed cakes, molasses-based Potash and gypsum based products offer rich source of organic nutrients to improve soil health. The company undertakes soil tests through its Retail centers and Agronomists on farmer fields to determine organic carbon content and accordingly promote the benefits organic products.



Figure 27: Bio-pesticide facility at Thyagavalli

Biopesticide development through neem

Reducing the adverse environmental impact while meeting the steadily growing demand for food and fabric is paving the way for biological products. Being target specific, biologicals are derived from natural sources like plants, microbes and minerals. Spearheading this shift from the forefront, Coromandel is fast evolving its product-mix to support sustainable farming. Having ventured into bio-pesticide segment in 2018, Coromandel has become the largest manufacturer of neem seed extract-based bio products. Its state-of-the-art manufacturing facility at Cuddalore, Tamil Nadu converts neem seed to highest purity Azadirachtin through a patented extraction process. These products are Organic certified (IMO, DNV) and marketed in more than 40 countries.



Figure 28: Gromor Suraksha

Gromor Suraksha – Doing it the Right Way

Through its Gromor Suraksha “STARS” (Safety Training for Awareness on Responsible Spraying) initiative, Coromandel is conducting farmer awareness sessions for promoting the use of safety gears and safe practices in agriculture. It includes aspects like:

- Safe use of Crop Protection products
- Using safety kits
- Disposing the empty containers after use
- Do's & Don'ts of using pesticides
- Right way of storage and handling the Crop Protection products

During the year, the Company set up a Liquid Fertiliser pilot plant at its Vizag facility. Liquid fertilisers have high nutrient uptake efficiency and can significantly reduce the water needs and minimize nutrient losses. The company is testing out in-vitro delivery of biopesticide in trees through injectables and has received EPA registration of the related neem formulation. Crop specific Speciality nutrients product portfolio was further strengthened through introduction of new products targeting sugarcane and flower segment. The Crop Protection business is upgrading its products to safer chemistries and has been partnering with leading innovators. The company has a rich product pipeline backed by strong R&D capabilities and tie-ups with major research organizations.

Product Stewardship

To promote responsible crop care practices, Coromandel is partnering with leading agricultural universities in India on 'Stewardship program on Responsible use of Crop protection Chemicals' to the agriculture graduates.

In the last 3 years, the Company has collaborated with Prof Jayashankar Telangana State Agricultural University (PJTSAU), Hyderabad, University of Agricultural Sciences, Raichur (UASR), Chaudhary Charan Singh Haryana Agricultural University (CCSHAU), Hisar, and Gobind Ballabh Pant University of Agriculture and Technology (GBPUAT). Under its certification program, the company interacts with the students to improve awareness on responsible use including Dos & Don'ts on handling pesticides, importance of product label, usage of PPEs, first aid precautions and safe disposal of pesticide containers. The Company plans to expand the coverage of this program and work with more universities to improve the awareness on the product stewardship aspect.



Figure 29: Stewardship program at UAS, Raichur

Packaging and Labelling

Coromandel is focused on providing clear information to farmers on the responsible use of its products. The Company focuses on improving and optimizing packaging of existing products to address the requirements of customers as well as regulatory agencies. The department also carries out Container Content Compatibility (CCC) studies with the end goal of enhancing efficiency in the packaging process.

Considering its inert nature, being lightweight and cost effective, the Agri inputs industry largely employs Plastic for packaging its products. Coromandel understands the

growing global concern with single-use plastics and has adopted the Plastic Waste Management (PWM) Rules to improve sustenance of its operations.

In Crop Protection, the Company follows the standards set by the Crop Care Federation of India (CCFI) in addition to other applicable regulatory requirements so as to disclose necessary and relevant information on safe use. Crop protection chemicals and specialty nutrients are supported with information on safe handling, dosages, time and method of application, and enables its customers to use the products safely and for the best outcomes.

Automation

In the last two years, Coromandel has undertaken a digital transformation journey for its key manufacturing processes. Following major initiatives have been implemented to improve process efficiencies through application of automation and technology:

- 1. Manufacturing execution systems (MESs):** The system helps in online monitoring and control for plant operations based on real time DCS data. This included installation of servers and software and configuration of about 10,000 tags of all fertilizer plants (Vizag, KKD & Ennore). The company has built dashboards, KPIs event alerts, plant graphics and logbooks.
- 2. Energy Management System (EMS):** The system helps in monitoring, controlling, and optimizing the performance of generation and transmission systems. The Project involved over 144 energy meters connection and covering the cabling length of over 3000 metres.
- 3. Condition Monitoring:** Vibration sensors (over 60 installations) and IIOT installation (20 Installations) has been made for remote viewing and are configured to software and MES projects through MES project dashboards which helps in breakdown maintenance.
- 4. Water Management:** Water flowmeters and level sensors for water management has been installed for live value monitoring.
- 5. Process Automation:** This included automation projects such as pipe reactor sensors for better accuracy, moisture analyser for the products, bag counting automation, online density measurement for process control at Complex and Phosphoric acid plants.

Energy & Emissions

The contribution of the chemical sector to global emissions is about 2.2% and that of the agriculture sector is 18.4%⁶. As a manufacturer of chemical and organic products for the agricultural sector, Coromandel is conscious of its twin responsibilities. While the Company is focused on developing environmentally responsible products as covered in the product responsibility section, it is also committed to reducing the carbon footprint of its operations where it has direct operational control across our manufacturing sites.

Coromandel is focusing on enhancing its share of renewable energy in its energy mix as well as achieving greater efficiencies in energy use.

The fertiliser manufacturing operations at Vishakhapatnam and Ennore have been accessing 50% of its energy requirements from waste heat recovered from captive Sulphuric acid plants. Its plant in Kakinada uses solar energy to heat water for boilers, thus reducing its dependence on natural gas.



Figure 30: Solar power generation at Kakinada plant

6. <https://ourworldindata.org/emissions-by-sector>

The fuel and electricity consumption data for a 3-year period is shown in the table below:

Energy Consumption by the Organisation			
Fuel based-Energy Source	FY 2018-19	FY 2019-20	FY 2020-21
Furnace oil (GJ)	86,733	68,609	70,657
Diesel (GJ)	20,324	22,557	29,855
Coking Coal (Bituminous) (GJ)	1,33,202	1,31,332	1,76,499
Coal steam (Non-coking coal) (GJ)	—	1,99,408	1,65,275
LSHS (GJ)	21,493	22,097	21,562
S. Kerosene Oil (GJ)	13,98,558	12,33,683	20,69,995
PNG (GJ)	59,576	14,795	11,500
LPG (GJ)	2,074	1,991	1,953
Natural Gas (GJ)	8,22,011	7,47,665	8,58,797
Total fuel-based energy (GJ)	25,43,971	24,42,136	34,06,093
Electricity based-Energy Source (In GJ)	FY 2018-19	FY 2019-20	FY 2020-21
Electricity Purchased from Grid	3,98,447	4,14,169	4,01,900
Electricity Wheeled from renewable energy plant	7,362	12,702	21,534
Electricity Purchased from third party	3,12,817	3,29,825	3,70,378
Total electricity-based energy (GJ)	7,18,626	7,56,696	7,93,812

Higher fuel consumption in FY 20-21 is primarily due to increased consumption of Kerosene oil at its Vizag plant. The Plant undertook advanced annual turnaround in March 2021 leading to restart of its Sulphuric acid (SA) plant, a high energy consuming process. Also the SA unit underwent a cold shutdown during the year. Increase in electricity consumption was primarily driven by increased production in the CPC and SSP plants.

In recent years, the Company has deployed various initiatives at its Fertiliser, CPC and SSP plants that have resulted in considerable energy efficiencies and reduced consumption of grid-based power. A few of these steps are shown below:

Fertiliser plants	CPC plants	SSP plants
Modernized electrical low-tension switch gear	Energy efficient motors and cooling tower pumps	Replaced old motors with energy efficient motors
Installed LED lighting systems	Installed energy efficient motors and cooling tower pumps	Improved monitoring of energy consumption through digital monitoring meters
ENCON and Small Group Activity teams to oversee energy conservation, and other improvement measures have resulted in considerable energy savings.	Installed LED streetlights and solar lights	



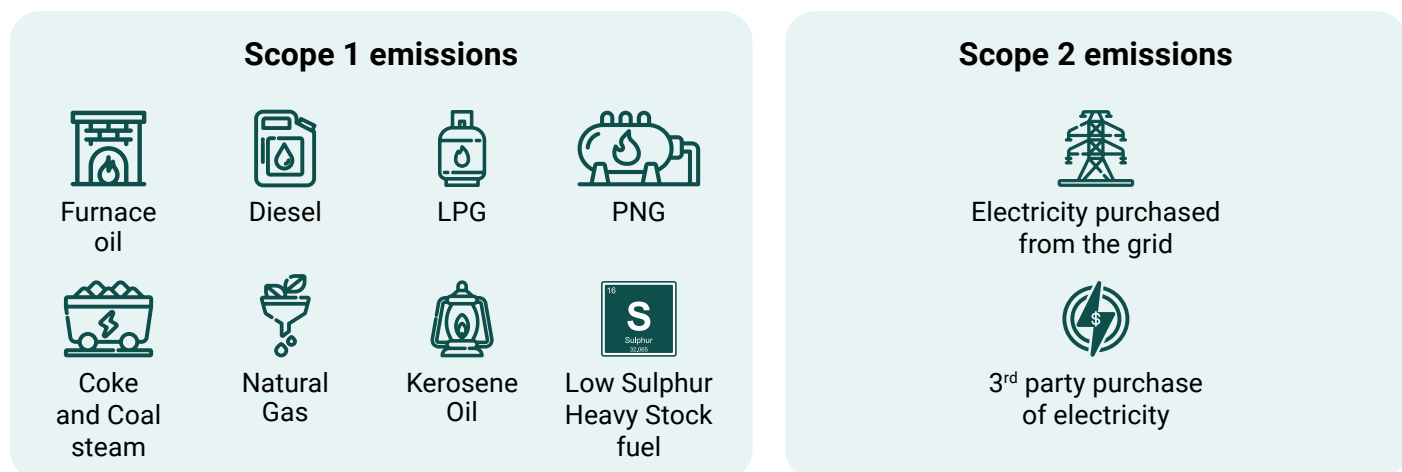
Figure 31: Smart operations leading to energy savings

Some of our noteworthy initiatives across the Company's plants during the year are shown below:

Description	Annual Energy Savings (GJ)	Key benefits
Direct loading of gypsum on to trucks in Vizag plant	2,949	No use excavators and a safer operational process
Optimization of plant layout and installation of 35,000 MT raw material internal godown in Vizag plant	2,091	Direct transfer of raw material from port to internal godown Transport fuel savings by avoiding multiple handling points for raw material
Removal of decanter machine and replacement with natural gravity flow column in Thyagavalli plant	1,356	Electricity saved through utilization of gravity
Installation of steam flow control valve to control LSHS* fuel oil storage temperature in Vizag plant * Low Sulphur Heavy Stock	1,083	Minimize wastage of steam Better control of LSHS fuel oil storage temperature
Generation of electricity through induction generators in waste heat turbine in Sarigam plant	932	Utilization of waste heat
Use of Electric Hot Water Bath Instead of 500 Kg Boiler for Heating of Tech. Drums in Jammu plant	797	Fuel savings achieved through use of electric bath

The Company's GHG emissions arise primarily from the use of fuel and electricity. The emissions are as per the guidelines of the GHG protocol.

Scope 1 emissions – Direct emissions from company-owned and controlled resources. Scope 2 -Emissions from the consumption of purchased electricity and steam.



The table below showcases Scope 1, Scope 2 and total emissions over a 3-year period. As referred to in the energy section, Scope 1 emissions increased owing to higher kerosene oil consumption in Vizag, and Scope 2 emissions due to increased production volumes in CPC and SSP plants. . On the whole, while Coromandel's overall emissions increased in FY 20-21 due to higher production, emissions intensity on the basis of revenue from operations reduced by 3.8% (i.e. from 130.9 tCO₂/lakh INR to 125.89 tCO₂/lakh INR).

Emissions (tCO ₂ e)	FY 2018-19	FY 2019-20	FY 2020-21
Scope-1	1,69,804	1,71,352	2,39,635
Scope-2	16,39,85,880	17,15,31,997	17,80,53,055
Total	16,41,55,684	17,17,03,348	17,82,92,690

In addition to the GHG emissions, the Company also monitor the emissions to air. It carries out periodic testing of ambient air quality and provide data to the Pollution Control Boards in real time. The primary sources of non-GHG emissions are from its stacks attached to the DG

sets and boilers. The emissions to air are computed on the basis of the concentration, flow rate and running hours of the equipment in question. The table below showcases the Company's total emissions to air for a 3-year period.

Emissions (In MT)	FY 2018-19	FY 2019-20	FY 2020-21
Particulate Matter (PM) Emissions	795	796	782
Sulphur Dioxide (SO ₂) Emissions	466	505	406
Ammonia (NH ₃) Emissions	614	574	633
Hydrogen Fluoride (HF) emissions	30	14	9

Water & Effluents

According to a report released by Niti Aayog in 2018, 600 million Indians face high to extreme water stress. India will be home to an estimated 1.5 billion people by 2030 and addressing the food, health and water requirements of this population will pose a challenge of immense proportions. Moreover, it has been estimated that 80% of India's freshwater is used in agriculture⁷.



Figure 32: Installation of Sea water pipeline at Ennore Plantkits

Further, with more than 50% of the Indian farms being rainfed in nature, Coromandel is committed towards developing solutions to address the water related challenges.

To maximize judicious usage of water resources along with providing high nutrient use efficiency, Coromandel has been pioneering efficient fertilization practices among the farmers through water soluble fertiliser application. The fertigation and foliar application not only conserves water usage, but also improves nutrient uptake by plants upto 90% from conventional levels of 40%-50%.

Furthermore, giving centrality to farmer's needs, Coromandel is deploying smart technology in agriculture, and is testing out soil moisture sensors that enable farmers to assess water requirements for their crops.

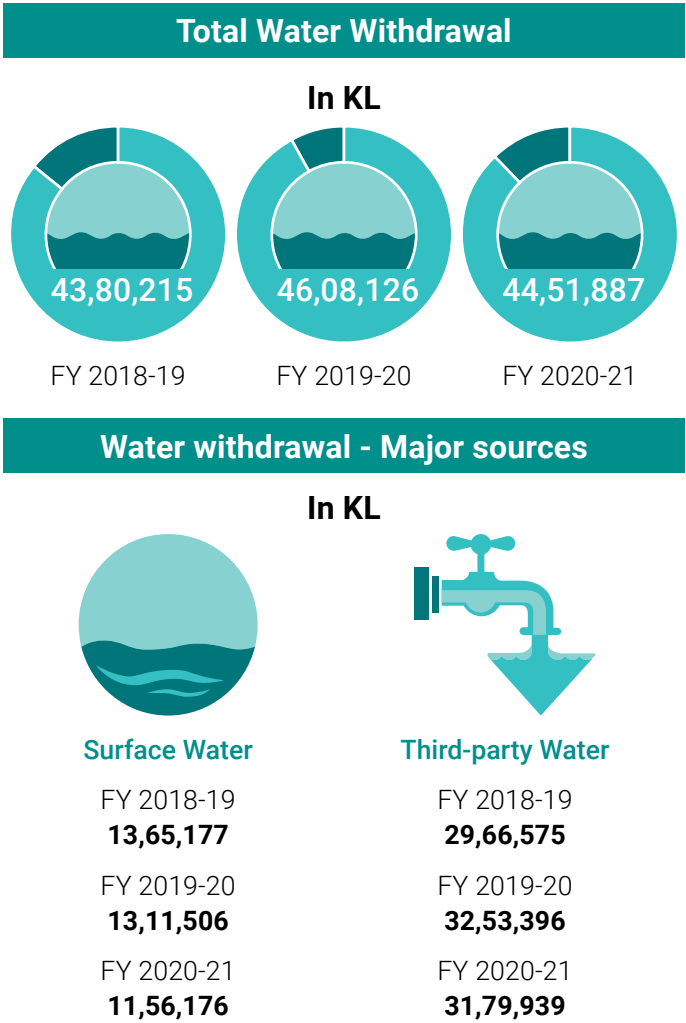
During the year, the Company has instituted measures to secure water from alternate sources such as tertiary treated wastewater plants and desalinated sea water, thus making fresh water available for consumption and agricultural purposes.

Its major Plants are fully reprocessing/treating the wastewater, while others have achieved steady reduction in the generation of wastewater. The Company's Fertilizer and SSP plants have implemented Zero Liquid Discharge systems which help in recycling and reusing the water for its processes. The CPC plants have been efficiently

7. https://www.oav.de/fileadmin/user_upload/5_Publikationen/5_Studien/170118_Study_Water_Agriculture_India.pdf

treating the effluents through its ETP facilities and is fully compliant as per the pollution control norms. During the year, it closed the outlets of delay ponds and installed recovery pits in the delay ponds enabling water to be recovered and reused, thus leading to its conservation. In FY 20-21, the water withdrawal reduced by 3.4% owing to the afore mentioned conservation methods. Furthermore, water intensity computed based on revenue from operations reduced by 10.5% (i.e. from 3.51 KL/Lakh INR to 3.14 KL/Lakh INR). The Reduced water consumption is primarily driven by a decrease in production in its fertilizer plants, which comprise the highest share of water consumption across its business segments. The plants also started the use of sea water in their operations.

The charts below showcase the total water withdrawal for a 3-year period along with the share of water withdrawal by source.



Accumulation of phosphogypsum heaps not only leads to land losses but also causes dust emissions, soil & ground water contamination which can lead to discontent amongst the community and Government.

In order to overcome such challenges, Coromandel converted its gypsum handling from wet to dry stacking which has reduced the moisture content in the gypsum and eliminated the water requirement to carry the gypsum in the slurry form. Further the gypsum with reduced moisture content is supplied to cement industry and in agriculture / POP manufacturers.

Coromandel is pioneer in taking new initiatives for environmental sustainability and in order to showcase its commitment towards environment, the Company is working on soil remediation initiatives and converting waste land into plantation.



Figure 34: Plantation on gypsum pond



Plastic Waste Management

In March 2016, the Ministry of Environment, Forest, and Climate Change (MoEFCC) published the Plastic Waste Management (PWM) Rules 2016 with the objective of plastic waste minimization in the country and later amended the PWM Rules in 2018.

The provisions of these Rules lay emphasize on plastic waste minimization, source segregation, recycling, involving various stake holders like waste pickers, recyclers, Urban Local Bodies and waste processors in collection of plastic waste fraction either from households or any other source of its generation or intermediate material recovery facility and adopt proper recycling / Co-processing of the plastic waste / waste to energy etc. to help building circular economy for sustainability .

The rule applies to Producers/ Importers/ Brand Owners (PIBOS). As per the provisions of the PWM Rules the PIBOs must work out modalities for waste collection system based on Extended Producers Responsibility (EPR). Coromandel as brand owner is committed to abide by these rules.

As a responsible Corporate, Coromandel immediately started the adoption of the said rules and is one of the first few companies among fertilizers to approach and apply for the registration with CPCB. At the same time Coromandel has tied up with approved and competent

plastic recyclers and started fulfilling its obligation immediately and Coromandel has recycled around 2000 metric tonnes of Plastic waste. The Coromandel looks forward to demonstrate its commitment towards Environment & Sustainability.



Converting City Waste to Wealth

Nearly 70 percent of the Indian arable soil is organic carbon deficient. With an aim to balance nutritional value of soil, the Company forayed into organic fertiliser segment in 2006. Since then, it has introduced multiple variants of organic manure derived from natural sources like city waste (organic portion only), sugarcane molasses and its by-products, oil cakes and gypsum. It is supporting urban cleanliness, while reducing the stress on landfill sites. Over the last decade, Coromandel has marketed more than a million ton of organic fertiliser across India and has effectively convert Organic Waste into Farm Prosperity.



Converting bio-mass waste into bio fertiliser

The farming sector in India generates a large amount of agricultural waste, including crop residues. Owing to a paucity of sustainable management practices, many farmers burn agri waste which has the adverse impacts of excessive air pollution and respiratory ailments among residents living in the area as well as those more distantly located.

Together with Punjab Agricultural University and Aston University, Coromandel is developing technology to convert rice residue to biochar, a product which is akin to charcoal but rich in carbon. This not only contributes to improving soil health, it also supports carbon sequestration in the ground, which is an important step in mitigating the adverse impacts of climate change.



Figure 35: Biochar Pellets

Coromandel has been demonstrating the value of excess biomass to the farmers and initial results have been quite promising. Field trials are also taking place on various crops – rice, wheat, maize, potato and cotton. The commercial benefits of the technology will be huge for the farming community and will create a circular economy and a positive environmental impact.

Sustaining Biodiversity

Coromandel recognizes the importance of preserving and supporting local ecosystems. As a responsible Corporate interacting closely with the biodiversity and involved in agriculture sector, the company takes concerted efforts to sustain biodiversity in the vicinity of its operations.



Figure 36: Shantiniketan, Ankleshwar

Its fertiliser plants are amongst the greenest in India, with ~ 47% of the area under green cover. The Birds Paradise at Kakinada is testimony to the Company's commitment to its environment. In yet another effort to protect environmental bio-diversity, its Ankleshwar plant has developed Shanti Niketan, a green belt covering an area of 4 acres.

Green Visakha Project is an initiative undertaken by the industries in Visakhapatnam under the monitoring of the Standing Committee on Science and Technology, Environment and Forests. It aims for plantation of 40 lakh saplings to reduce pollution and to increase the green cover in the state. The AP Pollution Control Board and Visakhapatnam Metropolitan Region Development Authority (VMRDA) are leading the implementation of the project supported by GVMC and the district administration.



Figure 38: Sapling plantation at Vizag

In the last 10 years, Coromandel has planted ~1.45 lakh saplings, thereby not only increasing the green cover but also helping in reducing the pollution levels in and around Visakhapatnam. The survival rate of more than 85% is ensured with provision of adequate infrastructure and resources prior to handing over to the respective landowners (Andhra university, SEZ Achuthapuram etc.). In its effort, Coromandel has been receiving technical support and guidance from VMRDA and District Forest Officer towards plantation and growing the trees in all the identified areas.



Figure 37: Neem plantation at Thygavalli

Company's biopesticide business has planted more than 1 lakh neem trees at Thygavalli, Pathamadai and Sivaganaga in Tamil Nadu. Plantation is being maintained using the organic farming method and is equipped with drip irrigation systems.



Figure 39: Pelicans around Kakinada Plant

Kakinada Birds' Paradise

Ever heard of factory premises transformed into a breathtakingly beautiful bird's haven? Welcome to Kakinada 'Birds Paradise'. What was once a land with a marshy water-logged area has today transformed into a serene, lush green belt proving to be an ideal habitat for countless diverse species of birds while greatly contributing to biodiversity and conservation of the ecosystem.

In collaboration with the EGREE foundation, the Coromandel's Kakinada plant surroundings have become the largest breeding site in the East Godavari district for a variety of bird species, including the Grey Heron and the Painted Storks. The flora and fauna here are diverse and unique to the eco-system and houses around 100 species of birds mainly Waterfowls, Waders including Flamingos, Raptors, Bustards, Coursers, Cranes, Sandgrouse, Larks, Shrikes, Wheatears, and Chats.

Its efforts at the Kakinada plant have been acknowledged by the United Nations Development Programme (UNDP) and Discovery channel.

<https://www.youtube.com/watch?v=Q0FDLaQUQ18>

<https://www.youtube.com/watch?v=wPd2S4lrFUI>

A Sustainable Society



120,550

hours of training
provided



23 Cr INR

CSR
spend



3.6 Lakh

direct beneficiaries
supported

Contribution to the SDGs



CSR – health

Extensive support to pediatric care at Government General hospital, Kakinada and Community Medical Centers for preventive healthcare



CSR – education

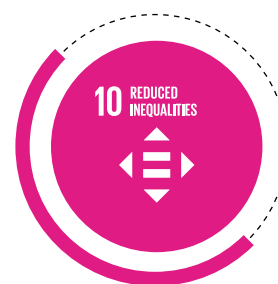
Support first generation learners and inclusiveness of children with special needs



Safety

Continuous emphasis and training for employees on occupational health and safety

Health services extended to employees during the COVID -19 pandemic



Diversity

Hiring practices enabling diversity and inclusion

Coromandel considers the employees as its greatest assets who have been foundational to the organization's past success and will continue to be the driving force for its sustainable future growth.

People well-being and capability development agenda is at the forefront of its business approach and is being recognised as a key component for achieving the organisational goals. The Company believes in supporting its local communities and providing adequate support to address its needs. Healthcare support is provided through

strengthening local medical infrastructure. In addition, it enables holistic educational improvement by supporting few local schools, providing aid for children with special requirements and giving scholarships to girl children.

The Company encourages a strong culture of safety at work and has adopted Safe Start, a Behaviour Based Safety program to help strengthen the culture of safety in the organization. It also conducts an annual Safety Culture Survey to assess the gaps and impact of safety related initiatives.

Employee Engagement

At Coromandel, it is important that its people feel strongly connected to the brand, the business and the Murugappa Group. Over the last few years, the company has implemented several employee engagement initiatives that aim to provide an open and collaborative work environment that nurtures teamwork and sustained career progression. Coromandel's Leadership team plays an active role in reviewing key engagement agendas and setting specific action plans, which focus strongly on the role of managers and developing team effectiveness.

The Company periodically carries out Employee Engagement survey to identify improvement opportunities across systems and practices to help build an engaged organization. Based on the recommendations of the survey, actions are implemented to improve engagement outcomes. The last survey carried out in 2018 reported

significant improvement in the scores across the businesses, driven by its capability enhancement, employee recognition and communication and job rotation initiatives.

Based on the feedback from the past survey, various employee engagement initiatives are being rolled out and the Leadership team at Coromandel continues to review the key engagement agendas for the organisation through specific action plans. A sustained focus on the role of the manager and developing team effectiveness has been at the core of the action plans. Specific initiatives were launched in the area of Leadership development, Communication, Learning and Development and Recognition at Functional, Business and Organisational levels.



Hiring & Employee Turnover

Hiring at Coromandel takes place on the basis of merit, competency and experience. The Company strives to maintain an equitable balance in the diversity in its hiring practices.

In FY 2020-21, Coromandel recruited 736 new employees across its business divisions. This is 14.6% of its total workforce of 5,031. The tables below depict the number of new hires by gender, age and division.

New Hires by age, FY 2020-21

Age category (Years)	Number of New Employee Hires	New Employee Hires (In %) ⁹
Less than 30	468	40.5%
30 – 50	265	8.1%
Above 50	3	0.5%
Total	736	14.6%

New Hires by gender, FY 2020 – 21¹⁰



Number of New Employee Hires
697

New Employee Hires (In %)
14.4%

Total

736

14.6%



Number of New Employee Hires
39

New Employee Hires (In %)
21.2%

New Hires by division FY 2020 – 21

Division	Number of New Employee Hires	New Employee Hires (as % of business strength)
Fertilizer + SSP	220	10.2%
Crop Protection	246	16.1%
Retail	216	19.7%
Speciality Nutrients (SND)	32	25.6%
Organic Fertilizers	3	15.0%
Corporate	19	12.5%
Total	736	14.6%

Company's consistent focus on the development and wellbeing of its employees is reflected in the duration of their employment at Coromandel. In FY 2020 -21, the employee turnover dropped by 29% over the previous year to 566 employees. The tables below represent employee turnover by age, gender and division.

Turnover by age, FY 2020 – 21¹¹

Age category (Years)	Employee Turnover	Employee turnover (as % of Group strength)
Less than 30	301	26.0%
30 – 50	162	4.9%
Above 50	103	17.1%
Total	566	11.3%

Turnover by gender, FY 2020 – 21¹²



Employee Turnover
540

Employee turnover (In %)
11.1%

Total

566

11.3%



Employee Turnover
26

Employee turnover (In %)
14.1%

Turnover by division FY 2020 – 21

Division	Employee Turnover	Employee turnover (In %)
Fertilizer + SSP	172	8.1%
CPC	181	11.9%
Retail	181	16.5%
SND	16	12.8%
Organic Fertilizers	2	10.0%
Corporate	14	9.2%
Total	566	11.3%

9. as % of Group total

10. as % of Group total

11. Turnover percentages are total turnover, which include retirement, dismissal and death

12. as % of Group total



Parity in remuneration

Employee remuneration is influenced by a host of factors such as education, experience, number of years in the organization..



Benefits provided to employees

Employees at Coromandel are provided numerous benefits in compliance with labour laws.

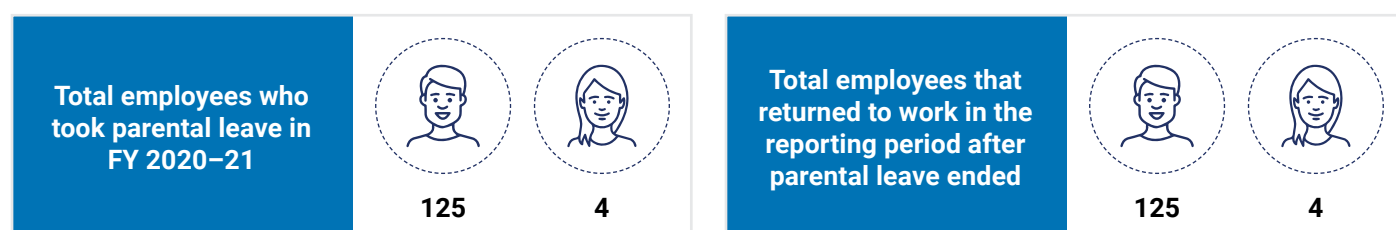
FY 2020-21					
Sr. No	Types of Benefits	Indicate the benefits that are applicable (Yes / No)		Indicate to what extent the benefits provided are beyond regulatory requirements.	
		Permanent Employees	Temporary / Part-time Employees	Is this benefit required by law?	If the benefit is required by law, is the company providing additional benefits to that required by regulations?
1	Life insurance	Yes	Yes (Due to prevailing Covid Pandemic, also have a Life Insurance Policy for Contract Workers)	Yes	Yes, For Ex : EDLI, ESI, Apart from the statutory, Coromandel has covered all its Contract Employees and Field Employees for Covid Hospitalisation and Deaths. All Permanent employees are covered under Group Term Life Insurance where the dependents receive the 50 times the last drawn monthly gross and Group Personal Accident Insurance Policy.
2	Health care	Yes	Yes	No	Apart from the statutory, Coromandel has covered all its Contract Employees and Field Employees for Covid Hospitalisation and Deaths. All Field employees are covered under Group Personal Accident Insurance Policy. All Permanent employees are covered under Group Term Life Insurance where the dependents receive the 50 times the last drawn monthly gross and Group Personal Accident Insurance Policy
3	Disability	NA	NA		
4	Annual Medical Health Check up	Yes	No	No	Once in 2 years for less than 40 years, Annually for 40 Years and above
5	Parental leave (maternity leave or paternity leave)	Yes	As Applicable as per Statutory Norms	Yes	6 Months Maternity Leave +6 Months of Flexi/ half day working, Paternity Leave 5 days
6	Marriage leave (additional to normal leaves allotted)	No	No	No	
7	Bereavement leave (additional to normal leaves allotted)	No	No	No	

8	Accident leave	Yes	Yes As Applicable	No	Apart from the Statutory, All Field Employees are covered under Group Personal Accident Insurance.
9	Pandemic Leave	Yes	Yes	No	Introduced during Covid, additional leave, which can be taken if employee is covid infected
10	Retirement provision	Yes	Yes	Yes	
11	Stock ownership	Vice President and Above		No	Applicable from Vice President and above
12	Transportation	Only Plant Employees as Applicable/ Optional	NA	No	
13	Housing	No	No		Only in Vizag Plant, specific to Grade
14	Food allowance	As Applicable	As Applicable	No	Sodexo in Corporate, Meals are provided in Plants
15	Extra paid holidays	No			
16	Benevolent Fund	Yes	No	No	
17	Funeral Expense	Yes	Yes	No	Under ESI for Contract
18	Higher Education	Yes, As Applicable and as approved			
19	Mobile Set	Yes, As Applicable and per Grade	No	No	
20	Cars and Fuel	Sr. General Manager and above	No	No	
21	Club Membership	Vice President and above	No	No	



Parental leave

The HR policies contain provisions for maternity, paternity and adoption leave. The Company provide 6 months maternity leave, 5 days of paternity leave in addition to supporting its employees to transition back to work post return. Information of employees who availed Parental Leave during the year in FY 2020-21 is given below:



Capability Development

The Company nurtures talent through various capability management programs to hone technical and behavioural skills and meet business specific requirements. The Learning and Development initiatives cater to a wide variety of employee profiles addressing Sales and Marketing, Manufacturing, Operations and Leadership areas.

- a. The Leadership Development initiatives are designed to identify High Potential individuals across Business and Functional areas, who undergo extensive training in preparation to take on roles of greater responsibility and challenges.
- b. Company has put in place strong talent review and succession management processes which include regular review by the Leadership team to nurture and grow future leaders. During the year, 100% of the permanent employees completed the performance reviews and counselling.
- c. The Company's digital learning platform Vidhya online is being used extensively for the learning and development of employees. Since its inception in 2017, ~4000 employees have benefitted through 33 high content modules.

Vidhya Online - Progress in last 5 years



	No. of new modules	No. of Employees benefitted
FY17	1	490
FY18	5	561
FY19	9	653
FY20	9	877
FY21	15	2106

During the year, the initiative received global recognition from the European Foundation for Management Development.

Coromandel has partnered with some of the leading academic institutions such as ISB, Great Lakes, Indian Institute of Management, IIFT, NAARM, Centre for Creative Leadership, SHRM, ANGRAU, etc. The Company also engages specialized consulting firms like BCG and KPMG to offer niche and customized programs to strengthen employee capabilities. These programs include Excel-30, Coromandel Finance Academy, Sales Force Training Academy, Branding and Communication & Corporate Knowledge Centre.

Course	Audience	Description
Crisis Management	Leadership team	Management best practices in COVID -19 times
Coromandel Finance Academy	Finance professionals	Enhance financial and general management skills. Conducted in partnership with KPMG.
Salesforce Learning Academy	Frontline and middle management Fertilizers Sales and Marketing team	Augment agri domain capabilities and managerial skills
Coromandel Knowledge Centre (CKC) at Kakinada	Manufacturing	Strengthen manufacturing capability, knowledge, best practices in key areas of Safety, Manufacturing, Production, Operations, Engineering, Technology, 5S, TQM, TPM
Vidhya Online	All employees	e learning module offering technical & behavioural training
Finance Teach back Sessions	Finance executives	Finance sessions conducted by internal Subject Matter Experts
Leadership Development-HiPos	Junior & Middle management	To strengthen the Leadership pipeline across businesses
SPEED (Sales Performance Thru Energy, Execution and Discipline)	Area Manager Retail Operations (AMROs)	To enhance capabilities of Retail Area Managers in delivering their current responsibilities while preparing them for next level.

The table below depicts the hours of training across employee category and genders.

Employee Category	Participants (Unique)	Hours of training	Average training hours
Senior management	24	761	14.63
Middle management	551	22868	35.89
Junior management	2729	77928	25.42
Non-Management Staff	1018	18993	14.87
Total	4322	120550	23.96
	4190	115768	23.88
	132	1074	25.98

Employee Communication

Coromandel's transparent work environment values the diversity of opinions and provides a platform for shaping employee ideas into action. In its endeavour to keep the workforce across geographies connected to the Senior Leadership, the Company conducts enterprise-wide quarterly Communication Program 'Chronicle'. As part of this, the Senior Leadership interacts with the employees across locations through webinars on business priorities and way forward plans.

'Voice', Company's award-winning in-house magazine, shares internal news and keeps the employees updated of the latest events and recognitions. Company carries out a periodic corporate induction program for all the new hires which provides a platform to interact with the Senior Leadership team and get a deeper understanding about the Company's culture, values and goals, businesses and policies.

In 2020, the company launched HRMS module, which has automated majority of the HR processes and brought in uniformity across all locations of Coromandel. Through the module, HR processes like hiring, recruitments, exit etc., which were earlier manual, have been digitalized. Also, a number of mobile applications have been launched like Alt Work life, Zippi Messenger & Jinie Chatbot through which employees can easily manage their attendance, leaves or other HR specific processes.

Occupational Health and Safety

As an industry engaged in complex chemical manufacturing processes, Coromandel gives paramount importance towards ensuring the well-being and safety of its employees, contractors, visitors and local communities around its operational areas. The Company has instituted occupational health and safety management systems aligned with OHSAS/ISO standards that covers 100% of its employees and contract workers. Coromandel has put in place a Hazard Identification and Risk Assessment (HIRA) system and uses the mySetu software platform to manage work-related hazards. The Company has put in robust processes and established safety performance indicators to track its SHE performance. Employees are consistently encouraged to raise safety concerns and these inputs are periodically monitored in various review mechanisms and are timely closed out.

Coromandel follows a zero-harm policy and has established robust processes and safety performance indicators to continuously monitor and evaluate its performance on Safety, Health and Environment (SHE). Safety surveillance measures have also been improved at vulnerable areas at various plants with the installation of CCTVs. Other initiatives such as Safety Week and defensive driving workshops are also part of its steps to sustain a strong emphasis on a safe work environment.

The Company carries out process safety survey periodically (Safety perception survey) and an overall improvement in performance has been observed.

Further, to enhance the process safety culture at its manufacturing sites, external agencies like Dupont, UK-HSL and Chola MS have been engaged. During the year, the Company has upgraded the safety infrastructure its warehouses by installing sprinkler system, Advanced detector system and modernised rack system.

Safety Survey Scores

Plant	Survey Agency	Score FY19	Score FY21
Fert - Vizag	UK-HSL	3.80	4.56
Fert- Kakinada	UK-HSL	3.91	4.30
Fert- Ennore	UK-HSL	3.55	3.86
CPC - Sarigam (Mgmt commitment)*	DuPont	1.50	3.50
CPC - Ankleshwar	Chola MS	Baseline	
CPC - Dahej	Chola MS		

* Improvement across all Safety Mgmt Evaluation parameters

In addition to emphasizing workplace safety, the Company regularly conducts workshops and seminars on health awareness and offer an employee assistance program (EAP) which provides counselling for emotional wellbeing to its people as well as their families.

The key safety metrics for FY 19-20 and FY 20-21 are shown in the table below.

Metric	2019-20	2020-21
Fatalities	2	1
Total Incidences	14	16
Lost Time Accidents	3	3
Total Medical Treatment Case	6	8
Total Recordable Incident Rate	0.71	0.88



Successful adoption of Process Safety Management System

Coromandel has adopted OSHA CFR 1910.119 for Process Safety Management System (PSMS) for over two decades. PSMS involves sound management principles for identification, understanding and controlling the hazard. It builds on the Occupational Health & Safety Policy and is designed to proactively prevent process incidents that could have a harmful impact on employees, community, facility assets and the environment.

PSMS consists of 19 elements including a culture of safety. It applies to specified hazardous chemicals and energy systems such as ammonia, sulfuric acid, high pressure steam, instrument air and vacuum. These elements of PSMS are integrated with the management of process safety design, construction, maintenance, and operation of all process plants.

As part of its commitment to continuous improvement and to further strengthen the PSMS program, Coromandel has adopted five new enablers that drives Risk Based Process Management System (RBPS) at its manufacturing sites.

The drive to roll out Process Safety enablers which include management commitment and involvement, risk-based approach, knowledge management, process safety competency and performance indicators started in the year 2018 with help of a renowned subject matter expert. Today the PSMS is incorporated and successfully operated at all our fertilizer plants.

In light of the COVID – 19 pandemic, Coromandel's units conducted virtual training sessions for employees that included a discussion on symptoms of the disease, preventive measures as well as advice on managing related emotional stress. Coromandel has also developed and implemented SOPs at the plants with respect to COVID safety measures. The Company continues to carry out measures such as screening, testing, social distancing, staggered shifts.



Figure 40: Building a culture of safety



Figure 41: Vaccination drive, Ankleshwar

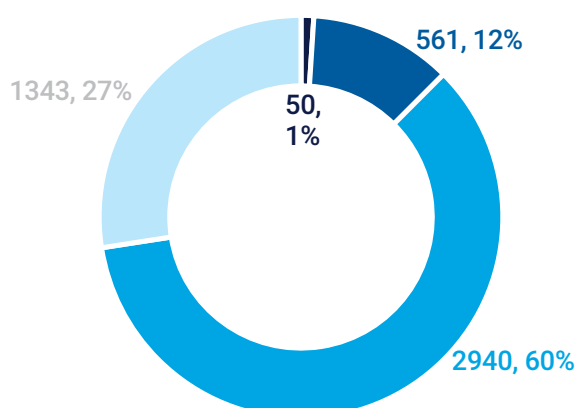
Driving employee well-being initiatives during Covid-19

- Focus on Focus on Employee Health and Safety - Work from Home, Operations with adequate safety measures, SOP implementation across Plants
- Insurance Policies - Covid Term Life Cover, Group Insurance Policy including Covid hospitalisation, and Covid Home Care Treatment
- Compassionate fund, Pandemic Leave Policy
- 24/7 Teleconsultation with Doctors
- Awareness Program with Leading Doctors on Second Wave
- Free vaccination for employees

Diversity and Inclusion

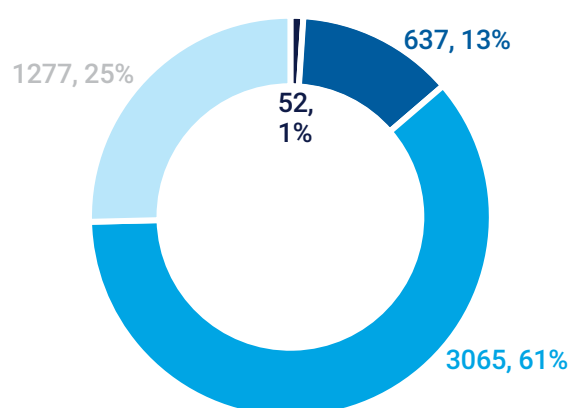
Coromandel is an equal opportunity employer and has undertaken various initiatives to improve age and gender representation and inclusion across all levels of the organization. Its spread across age groups and gender is as shown in the charts below.

Category wise employee distribution - FY 2019-20



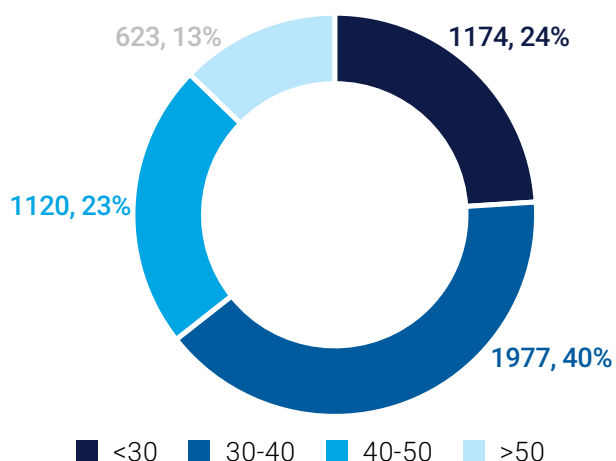
■ Senior management
 ■ Junior management
■ Middle management
 ■ Non-Management Staff

Category wise employee distribution - FY 2020-21



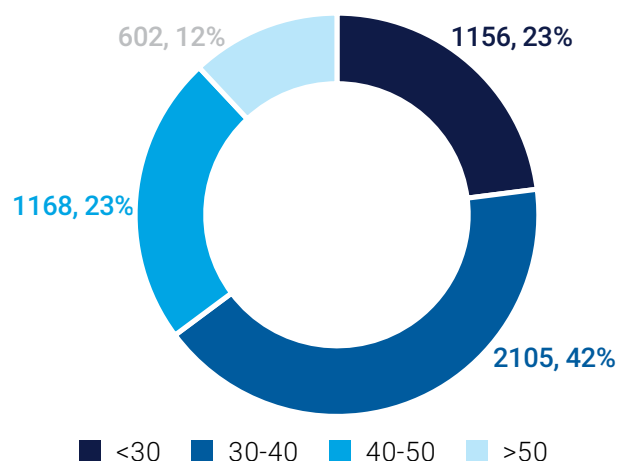
■ Senior management
 ■ Junior management
■ Middle management
 ■ Non-Management Staff

Age wise distribution of employees for - FY 2019-20







■ <30
 ■ 30-40
 ■ 40-50
 ■ >50

Age wise distribution of employees - FY 2020-21



■ <30
 ■ 30-40
 ■ 40-50
 ■ >50

	FY 19-20		FY 20-21	
Employee Category				
Senior management	49	1	51	1
Middle management	535	26	605	32
Junior management	2806	134	2920	145
Non-Management Staff	1336	7	1271	6
Total	4726	168	4847	184

Though the present female representation at Coromandel is low at 3.65%, the Company is committed to improve the gender diversity over a period of time. The remuneration policies are based on merit in line with the performance KPIs. As of FY 20-21, the ratio of basic remuneration of women to men stands at 1.02. Its Policy on Prevention of Sexual Harassment (POSH) ensures a harassment free

workspace. All employees are communicated on regular basis on the various aspects of prevention of sexual harassment at work through e-articles and other means of communication. The Internal Complaints Committee (ICC) investigates and takes action on any reported cases. During the year 2020-21, no case was reported on sexual harassment.



Figure 42: Management Trainee Induction

Freedom of Association & Human Rights

Respect for Human Rights is firmly entrenched in the philosophy of the Murugappa Group. The Coromandel Guide to business Conduct (CGBC) emphasizes respect for Human Rights in all its business engagements including respect for fundamental rights, prevention of sexual harassment, prevention of discriminatory behaviour and adherence to SHE policies. Coromandel has implemented various management systems that ensure protection of Human Rights. These are supplemented by policies such as the HR Policy, Training and Communication Policy, 5S policy.

The Company measures its progress on Human Rights protection through the following metrics:

- Training Mandays and employee coverage for awareness on Policies and CGBC
- Employee engagement Survey outcomes on relevant parameters
- Number of grievances received and addressed
- Internal HR and Management audit points and closures
- 5S audit score for work environment

There are 1,236 workmen on roll across all the manufacturing units of Coromandel. There are 8 workmen unions recognized across Coromandel of which 912 workmen (74%) are the members of the unions and 324 workmen are non-unionized. The company maintains cordial relations and has been awarded 'Best Management Award' by the Labour Department, Government of Andhra Pradesh, for maintenance of harmonious industrial relations, industrial productivity and commendable contribution for the welfare of the workers.

It complies with all applicable laws to uphold the rights of every stakeholder and gives special emphasis to ensuring no child labour is engaged in any of its operations.

There were Nil complaints on violation of human rights in FY 2020-21.

Socio – economic Compliance

Coromandel complies with applicable socio-economic regulations for its employees and contract workers such as payment of wages, minimum wage, overtime, maternity benefits etc. Periodic audits are conducted across the organization to ensure compliance

In this reporting year, there were no instances of non compliance to socio-economic laws or regulations.

Community Engagement

Coromandel has a strong commitment towards societal engagement and is focused towards bringing inclusive growth and development through various need-based interventions across its operating locations. The cornerstone of its CSR approach is to achieve sustained growth while co-creating better socio-economic opportunities in its ecosystem. The Company firmly believe that business and society can strengthen each other when they are integrated in mutually reinforcing partnerships. Its CSR interventions are taken up through a partnership mode with government agencies, community-based organizations, and the local community and its works in area of Education, Healthcare, Environment & Sustainability and Community Development. The spirit of community engagement is integral to the Company culture with active volunteering by the employees, trade unions and Ladies Club. The Company also partners with its parent Murugappa Group through AMM Foundation (an autonomous public charitable trust engaged in philanthropic activities in the field of Education and Healthcare) for contributing towards society's development.



Support during COVID-19

During the year, with the Covid-19 pandemic heightening the vulnerability of the marginalized segments such as children, women, the elderly and those with disabilities, Inclusion became the central theme of its CSR programmes and initiatives. Realizing that the daily wagers, migrant labourers, street dwellers and other socially vulnerable sections were in distress, the Company provided timely help in form of ration and hygiene kits. Many women from the Self Help Groups promoted by Coromandel were actively engaged in stitching facemasks and gloves and making handwash and phenyl. The Company made monetary contributions to the PM CARES Fund and CM Relief fund. To ramp up pandemic-related relief supplies, Coromandel established Covid Care Centres and built facilities in government hospitals including a COVID care ward in Kakinada. The Company also volunteered by joining Covid Warriors in their efforts in providing PPEs and sanitation kits to the local community and workforce. The Company collaborated with the government authorities and communities towards containing the virus spread around its manufacturing locations in Telangana and Andhra Pradesh. Efforts were made to propagate Covid-appropriate behaviour through frequent and effective communication campaigns. The door-to-door program reached a large number of communities and brought about behavioural change around social distancing, mask donning and frequent hand washing.



Figure 44: Supported in developing Covid care Ward at Government General Hospital, Kakinada

CSR Spend FY20-21 (Rs lakhs)

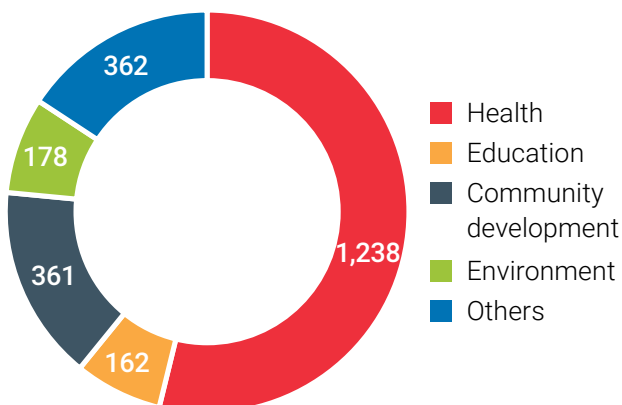


Figure 43: Creating awareness in the communities, Ankleshwar

Swasthya Suraksha Mitra- Awareness and Essential Healthcare during Covid

During the year, Coromandel's Ankleshwar unit extended health awareness campaigns in select villages on a weekly basis through its implementation partner Helpage India. Under this, para medical health staff conducts one-to-one counselling and basic health check-up. Paramedics carry out essential screening for blood sugar, blood pressure, haemoglobin level, Oxygen level and temperature. In addition to counselling, free health check-up is provided to elderly & their community and the team also provide referrals to the Civil hospital Bharuch. The initiative has been appreciated by the government authorities and is driving awareness among the community.

Education

Coromandel supports Government efforts to deliver quality education to children in underserved communities. Through its community initiatives in Education, it encourages families and children to continue schooling, with the aim of lowering the rate of school drop outs and expanding families' vision to the benefits and possibilities that come with education.



Educating First Generation Learners

In partnership with the IIM Ahmedabad Alumni Association, Hyderabad Chapter, Coromandel is supporting the education needs of Udbhav School. Located in Rasoolpura which houses a large population of underserved families, the school runs classes from Classes 1 to 10 and has enrolled ~600 students and employs ~ 30 staff.

It follows the modern methodology of participatory learning and eschews the conventional rote method. The school endeavours to deliver holistic education, for the all-round development of its students and prepare them to negotiate with the larger world.

Coromandel's employees volunteer in this initiative and contribute to different aspects of children's growth and development.



Shaping the Future (Coromandel's Girl Child Scholarship)

The Coromandel Girl Child Education Scheme (CGCES) was conceptualised with the aim of providing educational assistance to girls in class IX-XII and encourages them to continue their education. It sets out to achieve equality of educational opportunities and promotes the development of talent in rural areas by educating talented rural girl children in government schools. In addition to providing scholarships to girl child beneficiaries, career counselling and life skill training programs are also conducted for the girl children, to progress in life. Till date, more than 5000 girls have benefitted from this program.

This programme launched in 2005 has been supporting the educational needs and aims to:

- Reduce the percentage of rural girl child school drop-outs.
- Enthuse the rural girl child to compete for the award.
- Encourage the rural girl child to go for higher education



Figure 45: Girl Child Scholarship



Supporting education of children with special needs

Established in 1969, Balavidyalaya is a non-residential early intervention centre for children aged 0 – 5 years old children with hearing challenges. It is among the first institutions in the country that stressed the need for early mediation in helping children acquire language capabilities.

Balavidyalaya's objective is to help children make the best use of their residual hearing with the aid of hearing devices and to acquire suitable language capabilities. It is to the credit of the school that 100 % of their students learn to communicate through speech.

Coromandel has been supporting this noble cause and has assisted in developing infrastructure to enable the right learning environment. The Company has built an auditorium and contributed learning aids for the development of the children.



Figure 46: Balavidyalaya School

Healthcare



Paediatric Ward at GGH Kakinada, A Model of Care Delivery

Coromandel recognises the need to support the government health delivery system for effective primary healthcare. Within this larger objective, Coromandel undertakes various healthcare initiatives in and around its areas of operations through Coromandel Medical Centres, general & multi-speciality health camps, school camps, and mobile medical van services. Besides this, a number of awareness camps are undertaken to increase knowledge levels and imbibe a healthy approach to life.

During the year, Coromandel established an outpatient hospital to address the healthcare needs of the communities in and around Kakinada. In a recent community perception study, there was an identified need to add more diagnostic services to the Coromandel Medical Centre. The identified needs are being addressed by the health care services at the Coromandel hospital. The hospital offers services of a well-equipped diagnostic laboratory, ophthalmologist, dentist, physiotherapist along with pharmacy services, where medicines are provided on a cost-to-cost basis.

Coromandel has tied up with Hrudaya - Cure a Little Heart Foundation, which treats congenital and acquired heart diseases in children (under 12 years of age) from underserved communities and prevents avoidable mortality. Coromandel has supported heart surgery for over 30 children and continues to provide financial assistance to improve the health of many.

The Company has been associated with the Government General Hospital (GGH) in Kakinada since 2013, where it has supported the refurbishment of the paediatric ward and helped raise the quality of services. Coromandel supported the refurbishment of the ward with the latest equipment, including 4 ventilators. Since being renovated, the ward has played a key role in reducing the mortality rate from 11.4% to 6.6% among infants and young children.

Today, the paediatric ward is held up as a model for other organizations to emulate and is recognized for its care delivery standards. For this initiative at GGH Kakinada, Coromandel has received a prestigious National Award from the Public Relations Society of India (PRSI) in the Best CSR project in Childcare category.



Figure 48: Kakinada Paediatric Ward



Figure 47: Coromandel Hospital, Kakinada

Coromandel Medical Centres

Some years ago, Coromandel conducted a baseline study among the communities near their operating areas. The findings revealed that access to healthcare facilities were a major challenge that community members faced.

Following these learnings, Coromandel Medical Centres (CMCs) were established at Ennore, Vizag and Sarigam for communities around its operating areas to have improved access to preventive healthcare facilities. These centres are manned by qualified healthcare personnel and offer out-patient facilities including injections, IV fluids, nebulisation, and instant testing of blood sugar.

That these facilities address a real need for communities is reflected in the number of people who access health services at these centres. During the year, the CMCs extended medical support to 4194 patients and offered tele counseling to 12423 members.

Community Care and Development

Coromandel endeavours to positively impact underserved communities by supporting a wide range of socio-economic, educational and health initiatives. It works to strengthen community institutions by forging strong partnerships with community and Government bodies, to support communities become self sustaining and for development models to be replicable across locations.

Coromandel supports Government relief efforts during calamities and stands committed to community development. The Company has always stood by the communities in its operations areas, when they have been adversely affected by natural disasters such as floods, cyclones and more recently COVID-19. Its interventions are tailored to support disaster hit communities and provide immediate relief. The Company provides basic amenities like safe drinking water and food to the affected and ensure they receive supplies of essential commodities. The Company also extends assistance and volunteer in relief operations.

Coromandel also provides vocational skill training in Agri-Skilling to the underprivileged sections in rural areas for employment or self-employment, thereby helping them to build confidence and contribute to improving their socio-economic conditions. The training is provided on retail and agri based skills which helps them to economically engage in their respective areas.



Figure 49: Provision of safe drinking water – Sarigam



Figure 50: Livelihood creation

Creating alternate livelihood opportunities

Coromandel initially started out with delivering sessions to create health awareness among women. Subsequently, the women's groups were strengthened, and the livelihood intervention program was initiated. Under this intervention, women's groups are engaged in making gloves that are used by Coromandel's operations team at the Vishakhapatnam plant. At present, the glove production operations are being scaled up to increase the number of women. Many more of them are being trained and additional skills are also being imparted to enhance their opportunities for additional family income and to empower them by building independence and sufficiency.

During the Covid 19 pandemic, these women's groups took lead in developing low-cost masks to improve personal hygiene among the local communities.

Way Forward

Coromandel, guided by the Five Lights of Integrity, Passion, Quality, Respect and Responsibility conducts its business in an ethical and inclusive manner. As a leading agri solutions player interacting closely with the farming community and operating in a chemical industry segment, the Company understands its responsibility towards making its processes, value chain and agricultural systems more sustainable and robust.

Over the years, the Company has taken progressive steps towards energy efficiency and heat recovery, product stewardship, sustainable waste management, biodiversity conservation and in engaging with its farmers and communities.

This year, Coromandel with its first Sustainability Report themed 'Growing Responsibly', has taken a formal approach to engaging with key stakeholders and defining the issues most material to its business. Coromandel acknowledges that there is much more that can be done as an organization to advance its sustainability initiatives. In the coming years, the Company plans to develop a sustainability framework and strategy, clearly outlining its targets and plans to achieve them. Some of the broad contours that Coromandel aims to address as part of its sustainability journey are identified below:

1. The Company is cognizant of the need for a holistic climate change plan, which includes increasing the adoption of renewable energy sources and innovating for climate-resilient agriculture.
2. The Company aims to embed circular economy into the value chain by maximizing nutrient recovery, diverting waste away from landfills and minimizing the plastic footprint
3. Coromandel shall continue to focus on creating green spaces and conserving biodiversity around the areas in which it operates
4. With increasing scarcity of water for the Company, the farmers and communities, Coromandel aims to develop a holistic water management plan that includes formal water risk assessments
5. On the social front, the Company recognizes the need for a greater focus on promoting gender diversity across various levels of management
6. The Company is committed to further streamlining its sustainability data management mechanisms for increased transparency and meeting leading global ESG disclosure requirements.
7. Coromandel aims to build dedicated partnerships to enhance farm yields in a manner that achieves a carbon positive future, equitable distribution of wealth across its value chain and enhanced digitalization of farm practices
8. Finally, a focused approach to integrating sustainability at Coromandel is envisioned that is supported by a robust governance structure and that is aligned with the global agenda on sustainability including the UN Sustainable Development Goals.

Coromandel is driven by the philosophy, *"The fundamental principle of economic activity is that if no man you transact with shall lose, then you shall not."* The Company aims to sow the same into its sustainability agenda and making its stakeholders a part of the sustainability journey. Staying true to its philosophy, Coromandel envisions to build and enhance the prosperity of farmers and all through a sustainable, resilient and healthy agricultural system.

GRI Index

General Disclosures	Description	Status	Cross Reference/Direct Answer	Page number
Organisation Profile				
GRI 102-1	Name of the organisation	Reported	About us	12
GRI 102-2	Activities, brands, products, and services	Reported	About us	12
GRI 102-3	Location of headquarters	Reported	Company brief	14
GRI 102-4	Location of operations	Reported	About us Company Brief Our presence	12-14, 17
GRI 102-5	Ownership and legal form	Reported	About us Company Brief	12-14
GRI 102-6	Markets served	Reported	Our presence	17
GRI 102-7	Scale of the organisation	Reported	About us Company Brief	12-14
GRI 102-8	Information on employees and other workers	Reported	Performance at a glance	11
GRI 102-9	Supply chain	Reported	Sustainable Procurement	41
GRI 102-10	Significant changes to the organisation and its supply chain	Not Applicable	Not Applicable, Since it is the first year of reporting.	
GRI 102-11	Precautionary Principle or approach	Reported	Sustainability at Coromandel	21
GRI 102-12	External initiatives	Reported	Collaborations	18
GRI 102-13	Membership of associations	Reported	Collaborations	18
GRI 102-14	Statement from senior decision-maker	Reported	Leadership Message	5
GRI 102-15	Key impacts, risks, and opportunities	Reported	Risk Management	28
Ethics and Integrity				
GRI 102-16	Values, principles, standards, and norms of behaviour	Reported	Our vision and mission	16
GRI 102-17	Mechanisms for advice and concerns about ethics	Reported	Our policies and guiding principles	32
Governance				
GRI 102-18	Governance structure	Reported	Corporate Governance	30-33
GRI 102-30	Effectiveness of risk management processes	Reported	Corporate Governance	30-33

General Disclosures	Description	Status	Cross Reference/Direct Answer	Page number
Stakeholder engagement				
GRI 102-40	List of stakeholder groups	Reported	Stakeholder Engagement	25
GRI 102-41	Collective bargaining agreements	Reported	900 members, i.e 17.88 % of our employee strength are part of unions	25
GRI 102-42	Identifying and selecting stakeholders	Reported	Stakeholder Engagement	25
GRI 102-43	Approach to stakeholder engagement	Reported	Stakeholder Engagement	25
GRI 102-44	Key topics and concerns raised	Reported	Stakeholder Engagement	25
Reporting practice				
GRI 102-45	Entities included in the consolidated financial statements	Reported	About the report	20
GRI 102-46	Defining report content and topic Boundaries	Reported	About the report	20
GRI 102-47	List of material topics	Reported	Materiality	26
GRI 102-48	Restatements of information	Not Applicable	Not Applicable, Since it is the first year of reporting.	
GRI 102-49	Changes in reporting	Not Applicable	Not Applicable, Since it is the first year of reporting.	
GRI 102-50	Reporting period	Reported	About the report	20
GRI 102-51	Date of most recent report	Not Applicable	Not Applicable, Since it is the first year of reporting.	
GRI 102-52	Reporting cycle	Reported	Financial Year (1st April to 31st March)	
GRI 102-53	Contact point for questions regarding the report	Reported	About the report	20
GRI 102-54	Claims of reporting in accordance with the GRI Standards	Reported	About the report	20
GRI 102-55	GRI content index	Reported	GRI Index	71-77
GRI 102-56	External assurance	Assurance Statement	External assurance has not been obtained for this year's Sustainability Report.	
Economic Disclosures				
GRI 103	Management Approach	Reported	Our Approach	24
GRI 201: A Better Business				
GRI 201-1	Direct economic value generated and distributed	Reported	Economic Performance Overview	35
GRI 205: Anti-Corruption				
GRI 205-2	Communication and training about anti-corruption policies and procedures	Reported	Doing business ethically	33

General Disclosures	Description	Status	Cross Reference/Direct Answer	Page number
GRI 206: Anti-Competitive Behaviour				
GRI 206-1	Legal actions for anti-competitive behaviours, anti-trust, and monopoly practices	Reported	There have been no legal actions or instances of anti-competitive behaviours, anti-trust, and monopoly practices.	
Environmental Disclosures				
GRI 103	Management Approach	Reported	Our Approach	24
GRI 302: Energy and Emissions				
GRI 302-1	Energy consumption within the organisation.	Reported	Energy and Emissions	48-51
GRI 302-4	Reduction of energy consumption	Reported	Energy and Emissions	48-51
GRI 303: Water and Effluent				
GRI 303-1	Interaction with water as a shared resource	Reported	Water and Effluents	47-48
GRI 303-2	Management of water discharge related impacts	Reported	Water and Effluents	47-48
GRI 303-3	Water Withdrawal	Reported	Water and Effluents	47-48
GRI 305: Emissions				
GRI 305-1	Direct (Scope 1) GHG emissions	Reported	Energy and Emissions	48-51
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Reported	Energy and Emissions	48-51
GRI 305-4	GHG emission intensity	Reported	Energy and Emissions	48-51
GRI 305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air	Reported	Energy and Emissions	48-51
GRI 306: Effluents and Waste				
GRI 306-1	Waste generation and significant waste related impacts	Reported	Waste Management	52-53
GRI 306-2	Management of significant waste related impacts	Reported	Waste Management	52-53
GRI 306-3	Waste generated	Reported	Waste Management	52-53
GRI 307: Environmental Compliance				
GRI 307-1	Non-compliance with environmental laws and regulations	Reported	There were no instances of fines and penalties with respect to non-compliance with environmental laws in the reporting year.	
GRI 308: Supplier Environmental Assessment				
GRI 308-1	New suppliers that were screened using environmental criteria	Reported	Sustainable Procurement	41
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Partially Reported	Sustainable Procurement	41

General Disclosures	Description	Status	Cross Reference/Direct Answer	Page number
Social Disclosures				
GRI 103	Management Approach	Reported	Our Approach	24
GRI 401: Employment				
GRI 401-1	New employee hires and employee turnover	Reported	Hiring and Employee Turnover	58
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Reported	Benefits provided to employees	59
GRI 401-3	Parental leave	Reported	Benefits provided to employees	59
GRI 403: Occupational Health and Safety				
GRI 403-1	Occupational health and safety management system	Reported	Occupational health and safety	62-63
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Reported	Occupational health and safety	62-63
GRI 403-3	Occupational health services	Reported	Occupational health and safety	62-63
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Reported	Occupational health and safety	62-63
GRI 403-5	Worker training on occupational health and safety	Reported	Occupational health and safety	62-63
GRI 403-6	Promotion of worker health	Reported	Occupational health and safety	62-63
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Reported	Occupational health and safety	62-63
GRI 403-8	Workers covered by an occupational health and safety management system	Reported	Occupational health and safety	62
GRI 403-9	Work-related injuries	Reported	Performance at a glance Occupational health and safety	11, 62-63
GRI 404: Training and Education				
GRI 404-1	Average hours of training per year per employee	Reported	Key Highlights Capability Development	10, 61
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Reported	Capability Development	61
GRI 404-3	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period	Reported	Capability Development	61

General Disclosures	Description	Status	Cross Reference/Direct Answer	Page number
GRI 405: Diversity and Equal Opportunity				
GRI 405-1	Diversity of governance bodies and employees	Reported	Diversity and Inclusion	64
GRI 405 -2	Ratio of basic salary and remuneration of women to men	Reported	Parity in remuneration	59
GRI 406: Non-discrimination				
GRI 406-1	Incidents of discrimination and corrective actions taken	Reported	Doing business ethically	33
GRI 407: Freedom of Association and Collective Bargaining				
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Reported	Freedom of association and Human Rights	65
GRI 408: Child Labour				
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Reported	Freedom of association and Human Rights	65
GRI 409: Forced or Compulsory Labour				
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Reported	Freedom of association and Human Rights	65
GRI 412: Human Rights				
GRI 412-2	Employee training on human rights policies or procedures	Reported	Performance at a glance Employee well being Corporate Governance	11, 25, 30-33
GRI 413: Local Communities				
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Reported	Employee well being Sustainable procurement Sustaining biodiversity	25, 41, 54-55
GRI 416: Customer Health and Safety				
GRI 416-1	Assessment of the health and safety impacts of product and service category	Reported	Key material issues	27
GRI 417: Marketing and Labelling				
GRI 417-1	Requirements for product and service information and labelling	Reported	Packaging and labelling	47
GRI 419: Socioeconomic Compliance				
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	Reported	Socio-economic compliance	65



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