



Coromandel International Investor Presentation

01 Dec 2025

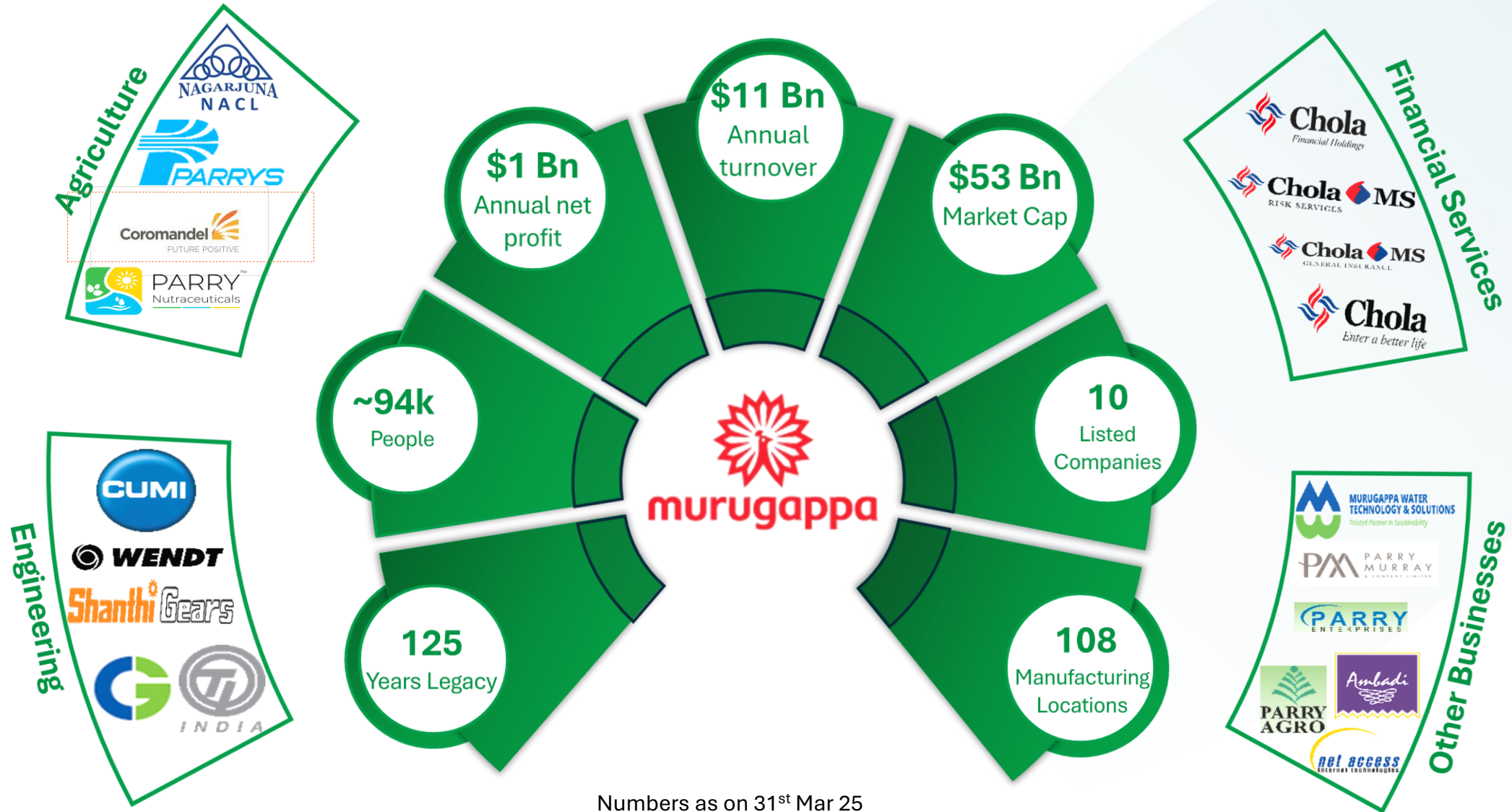
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Numbers as on 31st Mar 25
*Market cap as on 31st Oct 25



“The fundamental principle of economic activity is that no man you transact with will lose, then you shall not.”

An excerpt from the Arthashastra

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
PAS2ION
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 Beginning....



Coromandel, incorporated in 1961

Synergistic efforts of

- Chevron Chemical Company
- International Minerals & Chemicals Corporation
- EID Parry

Pivotal role in driving Green revolution in India

Based on Consolidated numbers

Rs Cr

Details	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	CAGR
Revenue	11,634	10,195	11,127	13,225	13,137	14,182	19,111	29,628	22,058	24,085	8%
EBITDA ^	767	983	1,256	1,443	1,731	1,984	2,150	2,926	2,399	2,628	15%
EBITDA %	7%	10%	11%	11%	13%	14%	11%	10%	11%	11%	
PAT	357	477	691	720	1,065	1,329	1,528	2,013	1,641	2,055	21%
Total equity	2,634	2,891	2,896	3,358	4,317	5,150	6,358	7,907	9,419	11,088	17%
Net Cash/(Borrowings)	-1,540	-1,538	-1,770	-2,367	-1,118	2,234	3,693	3,053	3,544	4,952	
Net Debt: Equity ratio	0.58	0.53	0.61	0.70	0.26	0	0	0	0	0	
Dividend per share (Rs/share)	4.0	5.0	6.5	6.5	12.0	12.0	12.0	12.0	6.0	12.0	

^Excludes other income, exceptional items, share of profit/loss in JV & Associates

Revenue driver

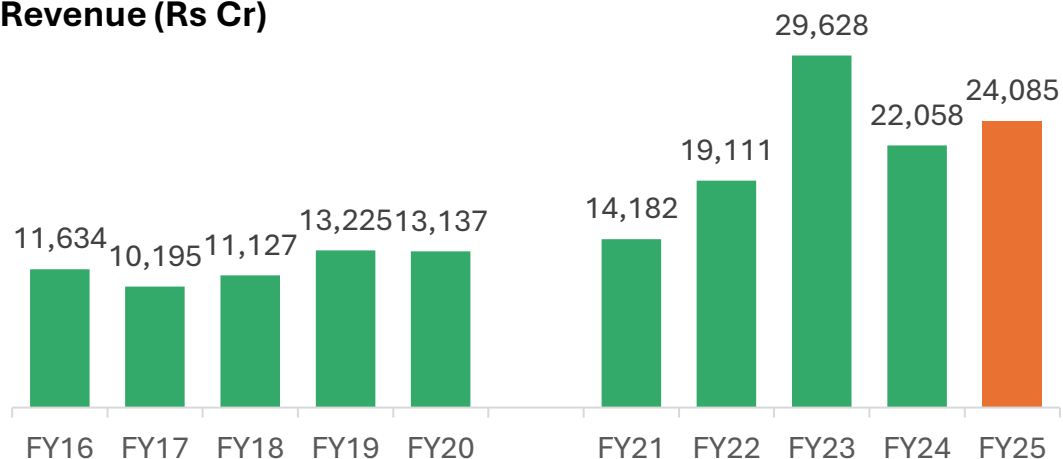
- Volume expansion in Fertilisers
- Scale-up of acquired biz: Sabero, Liberty, & Biopesticides
- Organic play : Retail & Specialty Nutrients expansion

Profitability driver

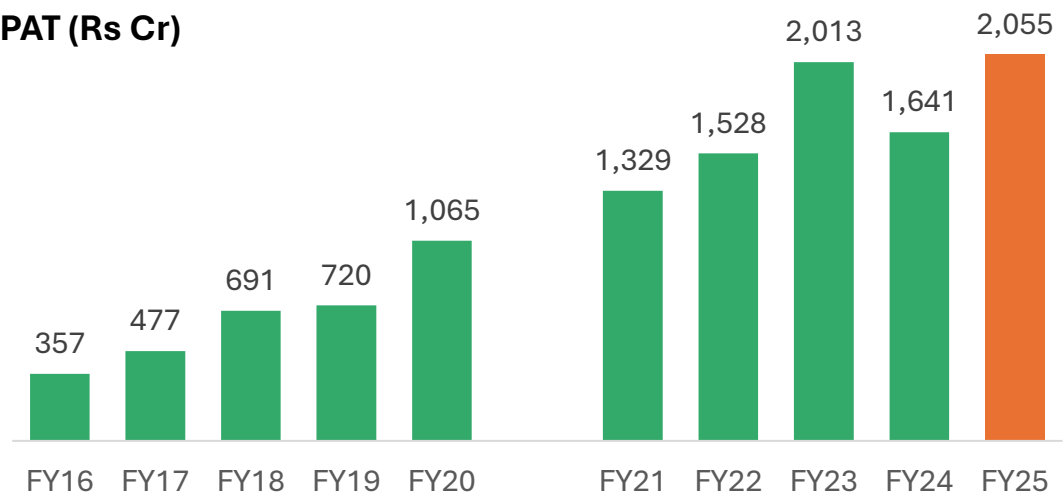
- Value capture through Backward integration
- Smart sourcing capabilities
- Operational efficiencies & sweating of assets
- Strong brand with unique blends of NPKs
- Efficient Working capital management & robust cash generation

Based on Consolidated numbers

Revenue (Rs Cr)



PAT (Rs Cr)

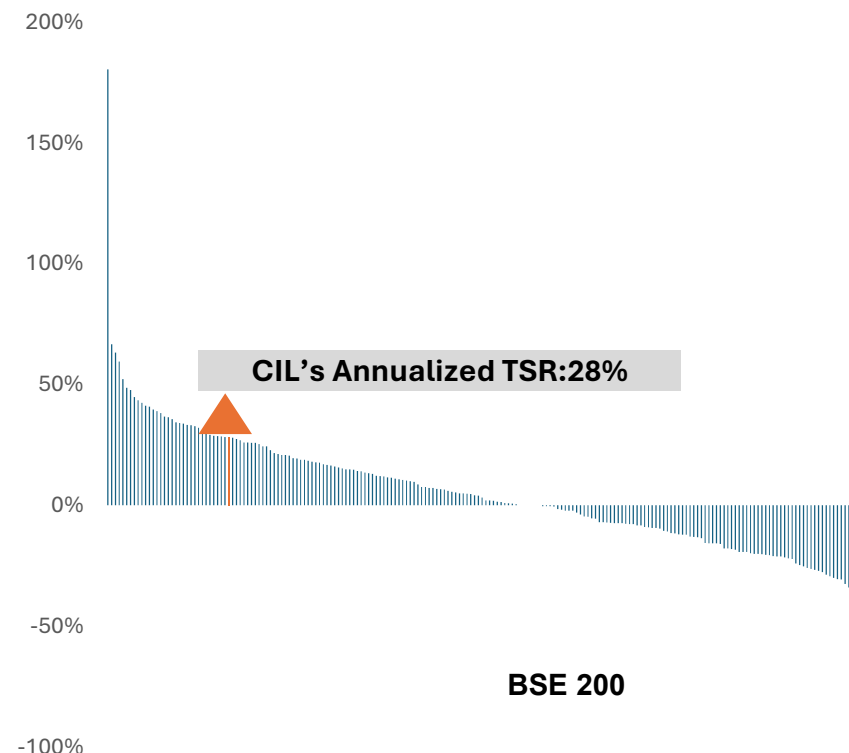


	2016-20	2021-25
Revenue cagr	3%	14%
EBITDA - Rs Cr (cagr)	767 → 1731 (23%)	1984 → 2628 (7%)
PAT – Rs Cr (cagr)	357 → 1065 (31%)	1329 → 2055 (12%)
Investment [#] – Rs Cr	848	2970
Market Cap [^] – Rs Cr	~15,000	~58,000
Credit rating [^]	AA+	AAA

[^]Represents last year's performance, [#] Standalone basis

Total Shareholders Return of BSE 200^

Annualized TSR - 1 yr



Source: S&P Capital IQ

Amongst the **Top value creators**

- Total Shareholders Return (TSR): Amongst **Top Quartile companies** in BSE200
- Track record of stable dividend payout

Market capitalization (30 Nov 25): **USD 7.8 billion**

4th largest Fertiliser company globally in Market capitalization

Strong **Balance Sheet**

- Zero Net Debt
- Credit rating: Crisil AAA/Stable; IND AAA/Stable – **Best rated Indian company in our Industry**
- Consistent returns: **RoCE & RoE**

Prudent **Capital Allocation**: Balancing Investment to strengthen the Core & Investing in Future

^ based on market cap as on 31 Oct 25

	FY16	FY25	% chg
Manufacturing locations #	15	21	40%
TRIR – Safety	0.95	0.30	-68%
Fertiliser production – lakh ton	24.1	33.3	38%
Phos acid production - lakh ton	1.9	4.4	127%
Sales vol (NPKs) – lakh ton	26.8	39.9	49%
Nutrients revenue – Rs Cr	10,452	21,652	107%
Crop Protection revenue – Rs Cr	1,282	2,637	106%
Retail stores #	800	1,075^	34%
New businesses added		Bio, Nano, Drones, Mining, Agtech	
Employees~ (P)	4,263	5,540	30%

^As on 30th Nov 25





Nutrients

Fertilizers
Specialty Nutrients
Organic
Nano Ferts



Crop Protection

Crop Protection
Bio Products



Retail

Retail stores
Advisory
Drone spraying



Tech solutions

Drones
Green tech
Agri Robotics

Largest Indian NPK player in Private sector

Leading Speciality & Organic Marketer

Largest Single Super Phosphate player

3rd largest Crop Protection Indian player

Largest Rural Retail store network (1000+)

Largest Neem bioproducts manufacturing

Aiming to be India's leading Agri solutions Player



Integrated farm solutions play



Marketing **~60 lakh ton** Plant Nutrients & Crop Protection products



Delivering solutions to **2 crore farmers**



~13,000 channel partners,
1000+ Retail stores
100k + Retail touchpoints



Pan India presence



21 Manufacturing facilities,
4 JVs with overseas partners



41% area under **Green belt**
Additional **1000+** acres under plantation



~5500 employees &
~11000 contract staff



8 R&D centers
Nutrient, Crop Protection,
Bio, Nano



Farm advisory & Spraying solutions



NPK/ DAP: 36 lakh ton
3 Plants



SSP: 10 lakh ton
7 Plants



Crop Protection: 100,000 ton
8 Plants



Bioproducts: 22.5 ton Aza
1 Plant



Drones
1 Plant

Apart from the plants in India, Coromandel also have 3 strategic investments in Africa for rock & phosphoric acid sourcing

- BMCC, Senegal
- Tifert, Tunisia
- Foskor, South Africa

Major plants



Kakinada

Capacity: **21 lakh tons NPK**
Nano Fertiliser Production – 10000 kl



Vizag

Capacity: **13 lakh tons NPK**
Integrated Phos Acid (4 LMT) &
Sulphuric Acid Plant (11 LMT)



Srikakulam

Sarigam, Ankleshwar, Dahej
Capacity: **1 lakh tons AI & intermediates**



SSP - 7 Plants

Capacity: **10 lakh tons**
Formulation facility



Cuddalore

Bioproducts – Plant extracts & Microbials

Coromandel's R&D Footprint

Coromandel Lab, Mumbai:

Collaborative efforts with IIT Bombay-Monash Academy for New Age Nutrients

Ankleshwar & Sarigam: Process improvement, Tech transfer through Pilot Plant

CPC R&D lab, Hyderabad

Product development

NACL R&D lab, Hyderabad:

Product development

Agronomic R&D farm,

Hyderabad: Product trials

Nano Technology Center, Coimbatore

Driving research in Nano based agri solutions

Fertiliser Technology Center, Vizag

Pilot Plant - Phosphates

Bio R&D lab, Cuddalore

Microbiology, Entomology, Agronomy, Pilot plant



Eight State of the Art R&D Centers, 3 Pilot Plants



R&D farm & Polyhouse for Agronomic trials



R&D team : ~100 Scientists & Researchers



New Products introduced (last 3 years): 40+ no.s



Patents filed: 166, Granted: 55

Heightened focus on quality, ensuring that our farmers receive only the best



Complex

Diversified SND portfolio to meet the macro and micronutrient requirements



Trendsetter in the SSP industry



SSP

Range of Organic products to replenish soil



Diversified Crop Protection portfolio to minimize crop loss and improved productivity



Range of Bio products



Nutrients

- Fertilisers: NPKs & SSP
- Speciality Nutrients & Organic fertilisers



Strong Sourcing Capabilities



- Overseas JVs for Rock phosphate & Phosphoric acid sourcing
 - BMCC Senegal
 - Tifert Tunisia
 - Foskor South Africa
- Long term supply agreements for key raw materials

Integrated Manufacturing Operations



- Presence in Intermediates production & finished product manufacturing
 - 33 lakh ton annual production of NPKs, 7 lakh tons of SSP
 - Vizag & Ennore plants fully integrated
 - Kakinada – Creating intermediate capacities

Strong Consumer Connect



- 1000 Sales & Marketing, Agronomists team promoting balanced nutrient practices
- Strong Brand salience in key geographies
- Well spread out sales covering 16 states, distributing ~62 lakh ton fertilisers annually
- 100k+ dealer-retail connect

- **Strong cost positioning:** Backward integrated complex plants
- **Flexibility to use multiple grades** of rock & acid for NPK production
- World class **Pilot Plant driving research in Phosphates**
- Strong focus on **Analytics:** Digital Data Centers
- Best in Class **Management Systems:** ISO 14001 (Environment), 45001(OHSAS), 9001 (Quality), 50001 (Energy)
- **Zero liquid discharge facilities**, Utilizing waste heat for power generation, Desalination
- Driving safe operations (FY25): **TRIR 0.3**



Capacity



NPK (3 plants): 36 lakh ton



Phosphoric acid: 4.7 lakh ton



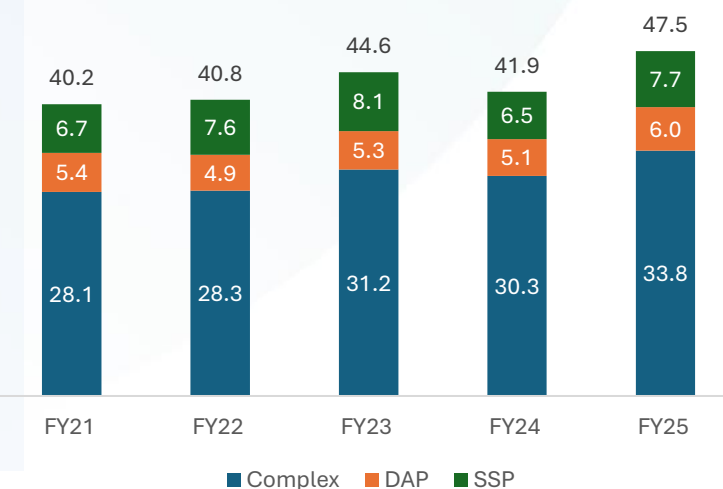
SSP (7 plants): 10 lakh ton

Fertiliser Marketing: Driving Balanced Nutrition

- Largest private NPK player (40 lakh ton), largest SSP (8 lakh ton) producer & marketer in India
- Portfolio: 13 NPK products, 5 SSP variants
- In addition, trading operations in Urea (13 lmt) & Potash (1 lmt)
- Strong presence in key South India markets
- Consumption based market share (FY25) NPK: 18.0%, SSP: 15%
- Unique grade sales share in NPKs (FY25): 35%
- Large distribution reach with over 100k+ dealers & retailer touchpoints
- Strong farmer loyalty through GROMOR brand
- Differentiated offerings: Nutriclinics – Soil/ Leaf/ Water testing & farm advisory
- 100+ customized nutrient advisories based on crop & region



Primary sales - Phosphates (lakh ton)



- Key **segments**: Water Soluble Fert, Secondary & Micro nutrients, Organic
- High Nutrient uptake efficiency: 2x conventional fertilizers – Concept selling through Qualified Agronomists
- Leading **Bentonite sulphur** player. Expanding capacity.
- Largest **Organic marketer** in India >0.25 Mt
- Crop based Water soluble fert- **Cereals, pulses, cotton & horticulture**
- Forayed into Liquid fertilizers, bio stimulants
- **Strong Brands** built over 2 decades with pioneering R&D
- Pan India operations with strong presence in key Northern & Central markets

Plants



WSF: **30k mt**

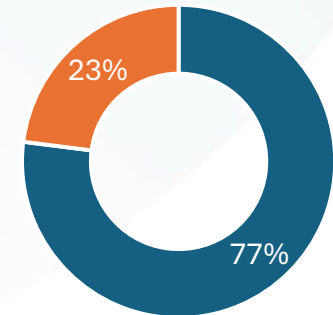


Liquid fertiliser plant



Bentonite Sulphur: **50k mt**

Revenue mix (FY25)



■ Speciality nutrients ■ Organic



Coromandel Retail: India's largest Agri Retail Chain

- Started in 2008. **Presence at mandal/ block level.**
- **One stop shop** for entire farming needs
 - Products: Ag nutrients, crop pesticides, seeds, vet feed, farm implements
- **Crop based packages:** Solutions approach
- Strong farmer connect: **2500+ marketing strength** offering farm advisory & solutions delivery

Key services offered

- Soil testing
- **Precision** farming: Crop diagnostics, Weather monitoring stations
- **Drone** spraying
- **'Scientist at store'** initiative to assist farmers
- **E com sales & product delivery** services

Retail brief



Direct connect with 3.3 mil farmers

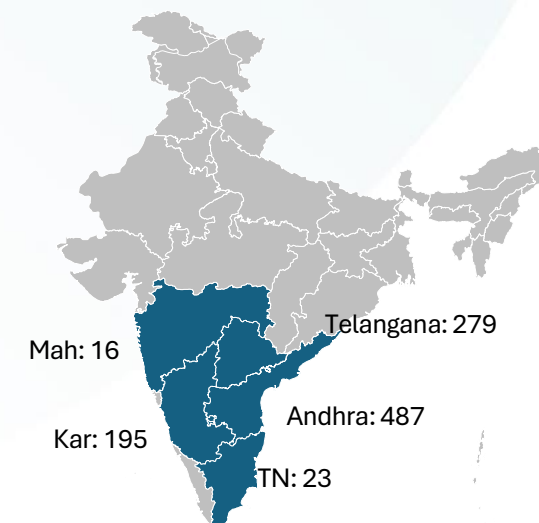


Retail outlets: 1000+ no.



Retail team strength: 3000+

Concentrated presence in key South India markets



A person wearing a full-body yellow protective suit, including a hood and gloves, is walking through a lush green field. They are carrying a backpack sprayer and holding a spray wand that emits a fine mist. The background shows a rural landscape with trees, a small building, and utility poles under a hazy sky.

Crop Protection & Bio Products

- Capability to manufacture 20 Technicals & Intermediates
- Manufacturing infra: 3 technical plants, 2 formulation units
- Responsible Care certification: Safe Chemicals Management & excellence in EHS
- Strong R&D practices: 123 Patents filed, 34 granted
- Key Chemistries - Dithiocarbamates, Organophosphates, Triazoles, Strobilurins



Plant infrastructure



Technical plants: 80k mt



1 Pilot, 2 Formulation plants



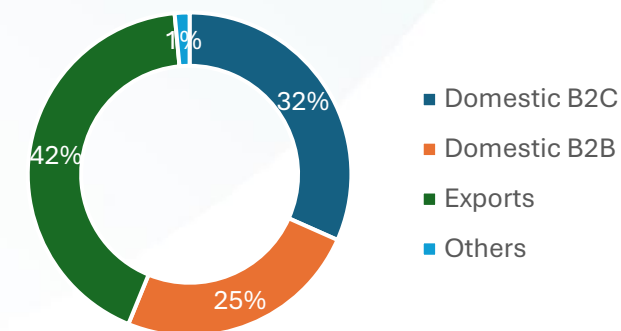
3 NABL approved R&D labs

Crop Protection^: Expanding presence in Domestic & Global market

- Exporting to ~80 nations. ~1000 global registrations
- Nine subsidiaries holding product registrations
- China & Japan desks for partnerships, sourcing & marketing
- Domestic sales thru B2B & B2C: ~20,000 retail touchpoints
- 700+ marketing team
- Promoting safe Agchem application through 'Gromor Suraksha' program – End to end product lifecycle approach
- Wide portfolio comprising ~90 Formulation & Bio products



Revenue mix (FY25)



- Largest neem based bioproducts producer globally
- Highest purity & best in class stability at plant - 2 yrs shelf life
- Captive neem plantation
- Strong R&D capability driving portfolio expansion
- Pilot plant for Microbials research
- Global Organic certifications: DNV, IMO
- Export markets: US, Canada, Europe
- Product Portfolio - Bio protection & Bio nutrition

Plant infrastructure



1 R&D center
22 patents, 8 granted

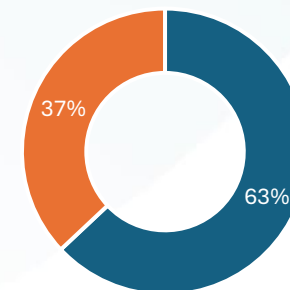


Aza capacity: 22.5 mt



Captive neem plantation: 700 acre

Revenue mix (FY25)



■ Export ■ Domestic

New Businesses



- Pioneers in introducing **patented Nano technology** in agriculture
- **High nutrient use efficiency**: High surface area ensures nutrient taken up through stomata & cuticle as-is and without loss
- 24 Institutional and 14 inhouse R&D trials, 3800+ farmer field demos
- Present portfolio: **Nano DAP, Nano Urea**. Plan to expand nano technology for other applications.
- **Coromandel Nanotechnology Center at Coimbatore** driving research in Nanosolutions
- Nano DAP **market share (H1FY26): 50%+**



Nano particles: Natural polymer cross linking technology

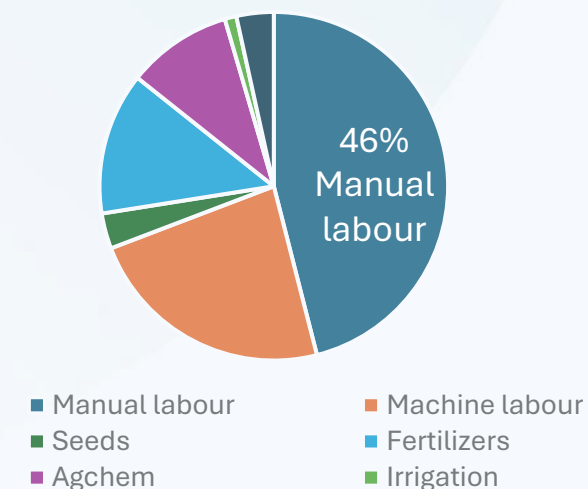


Nano Plant

- Increased labor costs driving shift towards spraying mechanization services
 - Gromor Drive: Offering **Drone based spraying services** to the farmers
 - Higher inputs use efficiency & upto **90% water savings** in applications
 - Value proposition: Cost, Convenience, Savings, Safety
-
- Integrated operations: **Captive OEM**, comprehensive service centers
 - Fleet of **~250 drones driven by DGCA certified pilots**
-
- Acres covered (FY25): **2.2 lakh acres**
 - Tie-up with 15+ institutional partners



Cost of Cultivation[^]



Source: CACP

[^]Paddy in Andhra, FY23-24

- Dhaksha provides complete range of Unmanned Aerial Systems (UAS) technology solutions across **Agriculture, Defense, Surveillance and Counter Surveillance**
- Incorporated in 2019, headquartered in Chennai
- **Coromandel holds 58%** equity in drone company Dhaksha
- Only Player in the country to offer **Petrol Engine based Agri Drones** and only Player in the country to receive type certificates for 3 drone models in medium & small categories
- Manufacturing & R&D facility in Chennai
- Drone Pilot training units in partnership with Anna University: **4500+ drone pilots** trained till date



Agility in Action: Delivering on Commitments

Projects delivered on time

Backward Integration



Sulphuric acid plant, Kakinada
Commissioning in Q4FY26



Phos acid plant, Kakinada
Commissioning in Q4FY26



Fixed Processing Plant, Senegal
Stabilized operations



Captive neem plantation
700 acres- On track

Enhancing Capacity



Granulation train, Kakinada
Commissioning in Q4FY27



MPP in CPC
Capacities added for 3 products



SND Expansion
Bentonite Sulphur plant



SSP granulation
Urea SSP, Magnesium sulphate

Projects delivered on time

Novel Solutions



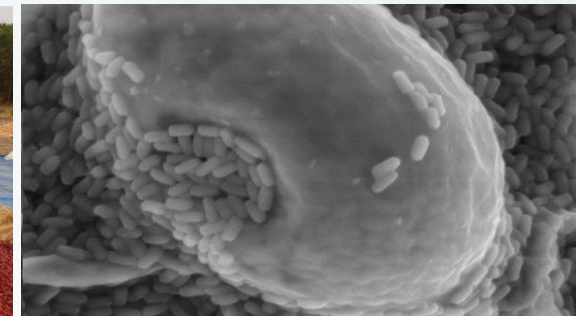
In-licensing & Partnerships
New products turnover index in H1FY26: 28%



Drone spraying
2.2 lakh acres



Product to Solutions approach
Crop based campaigns: Chilli, Paddy, Pulses, Tomato



Biologicals portfolio
5 new microbials – Biofert & biocontrol

New Markets



B2C Exports
LatAm, South East – in progress



Fertilizer – Pan India play
North foray: 2x sales in H1



E Com channel
Rs 100 Cr sales in H1FY26



Retail Store expansion
170 New stores opened in H1FY26

Climate smart solutions



- Ecozen: Climate –smart solutions for agriculture & beyond
 - Solar based cold rooms
 - Solar irrigation solutions

Fermentation technology



- String Bio: Fermentation technology
- Converting green house gases into next generation products for different uses

Agricultural robots



- Xmachines: Autonomous agricultural robots for handling various agricultural activities
- Hardware and AI Based Analytics

Digital platforms for Farm advisory & sales force efficiency



MyGromor app scaling up digital engagement with farmers, offering personalized advisories

Sales force & Dealer portal improving field team efficiency

Manufacturing Analytics for improving productivity and reducing downtime



Scaled manufacturing analytics for higher throughput/recovery and lower utilities and input consumption

Condition Based Monitoring to Predictive Maintenance across our plants



Manual to plant-wide Predictive Maintenance, reducing unplanned breakdowns and improving uptime.

AI in Retail to improve customer retention



360° customer signals used: demographics, transaction history, product mix, and store attributes

Environment



- **Bird's Paradise**, a birds' Sanctuary established at Kakinada plant. Home to 100+ species, Recognized by UNDP
- Afforestation thru **Miyawaki Plantation**

Resource Efficiency



- **Desalination plant** at Vizag – 6 mlpd
- Power generation thru **Waste Heat Recovery** – 20 MW
- **Zero liquid discharge** operations at major units
- **Resource use efficiency** in Agri

Social Impact



- Positively impacting **1 million lives** thru CSR programs
- Focus on **Education, Health & Community** Development

Highlights



41%
Area under green
plantation



62
Dow Jones
Sustainability Index



TRIR : 0.30
(Recordable injuries
per mil man hours)

		<u>Baseline (FY23)</u>	<u>Target</u>	<u>FY25</u>
Protecting the Planet	Reduction in Scope 1 & Scope 2 emissions	0.35 mil ton CO ₂ e	25% reduction (2030)	29% (0.25 mil ton)
	Product LCA	0	4 products (2025)	2 completed
	Coverage under Green triangle & neem-based products	5 million acre	6 mil acre (2025)	8.2 mil acre
Minimizing resource use	Increase the share of renewable energy	2.5%	20% (2030)	2.5% - Initiated
	Share of alternate water source	1.3%	20% (2025)	32%
	Achieve water neutrality in SSP operations	0	100% (2030)	Initiated
	Plastic Waste Management	70%	100% (2025)	100%
	New crop solutions targeting resource use efficiency	New	8	19
	Coverage under Drone spraying	New	0.20 mil ha (2025)	0.22 mil ha
Inclusive growth	Total Recordable Incident Rate (TRIR)	0.35	<0.5	0.3
	Soil and organic carbon testing services	0.13 mil	0.16 mil	0.17 mil
	FPO & SHG connects	500, 10	600, 200	680, 200
	Retail store expansion	750 no.	800 (2025)	866
	Employee Engagement Index	75	>75	82



Thank you

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