



Coromandel International Limited

Factsheet for FY 2024-25



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1. Governance & Economic dimension

1.1. Transparency & Reporting

1.1.1. Sustainability Reporting Boundaries

The Report covers all facilities operated by Coromandel across its business, including Fertilizers, Specialty Nutrients, Crop Protection, Retail, and Bioproducts. Unless otherwise specified, the disclosures pertain to Coromandel's operations within India. The scope of the Report extends to economic, social, and environmental performance. The reporting boundary further extends to include factors that impact the Company's ability to create value. This Report covers the period from April 1, 2024, to March 31, 2025.

The Company operates through the following segment

S.No	Product/Service	NIC Code	% of total Turnover contributed
1.	Nutrients & Crop Protection	20122, 20211	100%

(Data reference: [Integrated Annual Report FY 2024 - 25 – Pages: 03, 218 \(PDF Page no. 03, 111\)](#))

1.1.2. Sustainability Reporting Assurance

The Integrated Annual Report FY 2024 - 25 of Coromandel International Limited has been subjected to third-party assurance conducted by TUV India Private Limited (TUVI) in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised). The assurance covered BRSR Core and GRI-based disclosures across Environmental, Social, and Governance (ESG) parameters. The assurance process included review and verification of the company's management and process disclosures, evaluation of attributes under the BRSR Core framework (including greenhouse gas emissions, energy consumption, water footprint, and waste generation), and assessment of the accuracy and reliability of ESG data and statements. TUV India Private Limited (TUVI) performed both onsite and online verification at Coromandel's manufacturing facilities across its Fertilizer, Single Super Phosphate, and Crop Protection Chemical plants. The engagement provided reasonable assurance for BRSR Core disclosures and limited assurance for GRI-based disclosures.

(Data reference: [Integrated Annual Report FY 2024 - 25 – 259 to 264 \(PDF page 131 to 134\)](#))

1.2. Corporate Governance

1.2.1. Board Independence

Coromandel International Limited's Board brings together a diverse and accomplished group of professionals, combining deep industry knowledge, global exposure, and strategic foresight. The Company's Board represents an appropriate mix of Executive Directors and Independent Directors, which is compliant with the Companies Act, 2013 ('the Act') and the SEBI Listing Regulations and is also aligned with the best practices of Corporate Governance. As on April 30, 2025, the Board comprised of 12 Members, consisting of 6 Executive Directors, and 6 Independent Directors. The Board comprises 50% independent directors and is committed to upholding the highest standards of governance, transparency, and ethical leadership. Their collective experience strengthens Coromandel's ability to navigate complexities and deliver sustainable growth.

In compliance with Indian regulatory requirements, CIL's Board of Directors are obligated to hold a minimum of four meetings each year, ensuring that the interval between two successive meetings does not exceed 120 days. It is also incumbent upon each director to participate in at least one meeting during the financial year, effectively mandating a minimum attendance rate of 25%. In the reporting year, the Company demonstrated an exemplary commitment to governance, with an average attendance rate exceeding 92% at these meetings.

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 52 \(PDF Page no. 28\)](#))

1.2.2. Board Accountability

Coromandel ensures strong accountability of its Board of Directors through clear governance practices, structured oversight mechanisms, and transparent engagement with shareholders. The Company's governance framework follows SEBI (LODR) Regulations and the Companies Act, reinforcing independence, ethical conduct, and responsible decision-making at the Board level.

The Company complies with Indian regulatory requirements by ensuring that its Board of Directors meets at least four times annually, with a minimum attendance rate of 25%. In FY2024-25, the Board recorded an impressive average attendance exceeding 92%, reflecting its strong governance commitment.

In addition, key changes to the Company's bylaws and governance provisions require shareholder approval, ensuring alignment of Board actions with shareholder expectations and long-term value creation. These practices collectively support a disciplined governance culture and maintain strong accountability across Board processes.

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 52, 190, 191, 201 \(PDF page 28, 97, 102\)](#))

1.2.3. Board Average Tenure

Name	In years
Arun Alagappan	4.386301
Sudarshan Venu	3.156164
S Sankarasubramanian	2.161644
Raghuram Devarakonda	2.161644
Deepali Pant Joshi	2.161644
Adnan Wajhat Ahmad	1.49863
Aditya Himatsingka	1.49863
Suresh Subramanian	0.99726
Narayanan Vellayan	0.90137
Arunachalam Vellayan	0.90137
Durgashankar Subramaniam	0.613699
Average Tenure	1.858032

The average Board tenure till FY 2024 – 25 stood at ~2 years.

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 216 \(PDF Page no. 110\)](#))

1.2.4. CEO Compensation

The variable compensation of Chief Executive Officer is determined through a comprehensive evaluation of various financial metrics in addition to meeting strategic objectives of the company, as set out in the

Balanced Score Card. These metrics not only measure the company's performance but also reflect the CEO's strategic progress and operational effectiveness. Some of the key financial metrics used in Balanced Scorecard includes Profit Before Tax (PBT), demonstrating the profitability of its operations before tax obligations; Return on Capital Employed (ROCE), a ratio that indicates efficiency in capital utilization; the ratio of Corporate Cash Fixed Cost to Contribution, which assesses the financial efficiency of operations.

On the recommendation of the Nomination and Remuneration Committee, the Board has framed a policy for selection and appointment of Directors, Senior Management and their remuneration. Salient features of the Remuneration Policy are set out in the Corporate Governance Report. The Remuneration Policy is available on the Company's website at <https://www.coromandel.biz/wp-content/uploads/2025/02/5-RemunerationPolicy.pdf>

(Data reference: Integrated Annual Report FY 2024 - 25 – Page: 190 (PDF page 97))

1.2.5. Management Ownership

Details regarding the shareholding of the Company's CEO and other executive committee members:

Type	Name	Multiple of Base Salary
CEO	Mr. S. Sankarasubramanian	2.193
Whole Time Director	Mr. Arun Alagappan	2.203
Whole Time Director	Mr. Raghuram Devarakonda	2.206
Whole Time Director	Mr. Vellayan Narayanan	8.198
Whole Time Director	Mr. Arunachalam Vellayan	7.677

(Data reference: Annual Return FY 2024-25 – Page: 15 & 16 (PDF page 15 & 16))

1.2.6. CEO to Employee Pay Ratio

CEO Compensation	Total CEO Compensation (in INR)	
Total annual compensation of the CEO (or any equivalent position): <i>Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards</i>	INR 70,097,000	
Employee Compensation	Median Employee Compensation (in INR)	Mean Employee Compensation (in INR)
Median & mean annual compensation of all employees, except the Chief Executive Officer (or any equivalent position)	INR 7,05,494	INR 12,32,583

(Data reference: Integrated Annual Report FY 2024 - 25 - Page: 205 (PDF page 104))

1.3. Materiality Assessment

1.3.1. Materiality Analysis

The Company conducts materiality assessment every 2 years or more which is reviewed by the Senior Management. The materiality assessment process is closely intertwined with the Enterprise Risk Management (ERM), underscoring the interconnection between risks and material issues. Stakeholder engagement forms a critical part of the process as well, as the company recognizes the value of both internal and external stakeholders' viewpoints in identifying and prioritizing material aspects.

1.3.2. Materiality Issues for External Stakeholders

	Material Issue 1	Material Issue 2
Material Issue for External Stakeholders	Community Development / CSR Engagement	Enabling Sustainable Agriculture
Cause of the Impact	Category – Society & community relations	Category – Sustainable products & services
External Stakeholder(s)/Impact Area(s) Evaluated	<ul style="list-style-type: none"> • Operations 	<ul style="list-style-type: none"> • Products/services • Supply chain
Topic Relevance on External Stakeholders	<p>Coromandel’s community development initiatives have a direct and positive influence on societal well-being across the regions where the company operates.</p> <p>The Company’s CSR programmes covering education, healthcare, environmental conservation, farmer capability-building and women-centric entrepreneurship contribute to improved quality of life in rural and peri-urban communities.</p> <p>As publicly reported, CSR efforts in FY24-25 positively impacted 7 lakh lives against a target of 6 lakhs by 2025, supported critical healthcare access, strengthened educational outcomes, enhanced farmer productivity through advisory services, and advanced women’s economic empowerment.</p>	<p>Coromandel’s portfolio of sustainable and resource-efficient agri-solutions directly influences farming communities, agricultural ecosystems, and rural livelihoods. Through the development of new crop solutions, drone-based spraying services, green chemistry products, nutrient-efficient formulations, and microbial/bioproduct innovations, the Company helps farmers improve productivity while reducing water, nutrient, and chemical intensity.</p> <p>During FY 2024-25, Coromandel introduced 19 new sustainable crop solutions aimed at enhancing nutrient-use efficiency, reducing environmental footprint, and improving farm resilience. Additionally, the Company advanced large-scale sustainable farm practices through drone spraying,</p>

	<p>The Voluntary employee participation in CSR activities also exceeded the target, recording 4,200 hours against the target of 3000 hours by 2025.</p> <p>These interventions reinforce trust with local communities, reduce socio-economic vulnerabilities, and create long-term shared value.</p> <p>Impact: Positive</p>	<p>covering 2.2 lakh acres (target: 2 lakh acres by 2025).</p> <p>Given the scale of agricultural dependence in India, enabling sustainable farming remains a critical and highly material issue for external stakeholders.</p> <p>Impact: Positive</p>
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(Data reference: [Integrated Annual Report FY 2024 - 25 - Page 78, 136 to 139 \(PDF Page no. 41, 78 & 79\) \(CSR\) & 76, 113, 114 \(PDF Page no. 40, 58 & 59\)\(Sustainable Agriculture\)](#))

1.3.3. Materiality Issues for External Stakeholders - Metrics

	Material Issue 1	Material Issue 2
Output Metric	People impacted & voluntary participation	Sustainable crop solutions & Area covered
Impact Metric	No. of beneficiaries impacted & No. of volunteering hours	<ul style="list-style-type: none"> • Products/services • Supply chain

(Data reference: [Integrated Annual Report FY 2024 - 25 - Page 78 \(PDF Page no. 41\) \(CSR\) & 76 \(PDF Page no. 40\) \(Sustainable Agriculture\)](#))

1.4. Risk & Crises Management

1.4.1. Risk Governance

The Coromandel has a comprehensive risk governance framework in place that is anchored in its Enterprise Risk Management (ERM) Policy and aligned with ISO 31000: Risk Management international standards. The framework provides a structured approach for identifying, assessing, evaluating, and mitigating risks across multiple levels of the organization.

Risk governance is overseen by the Risk Management Committee (RMC) of the Board, chaired by an Independent Director, reinforcing independent judgment and Board-level accountability. The RMC comprises a mix of independent and executive members and operates autonomously from business operations. Its responsibilities include reviewing the enterprise risk register, assessing key and emerging risks, monitoring mitigation progress, and ensuring alignment with strategic objectives.

Name of the member	Designation	Function
Mr. Adnan Ahmad	Chairman	Non-Executive & Independent
Mr. S. Sankarasubramanian	Member	Executive
Mr. Deepak Natarajan	Member	Executive

Mr. Venkateswaran TS is the Head – Internal Audit & Chief Risk Officer. Operational risk ownership lies with front-line functions and business units, forming the first line of defence. The second line comprises the Internal Audit & Chief Risk Officer, who monitors risk performance, ensures adherence to risk policies, and coordinates the ERM process across corporate, divisional, and plant levels. The third line consists of

periodic internal audits that independently evaluate the effectiveness of risk controls and compliance processes.

Risk reviews are conducted biannually at corporate and plant levels. ERM practices include cross-functional workshops, capacity-building programs, and leadership-driven risk dialogues to foster a strong risk-aware culture. The ERM tool “CURA” supports real-time tracking and actioning of risks.

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 64 to 71 \(PDF page no. 34 to 37\)](#))

1.4.2. Risk Management Processes

Below mentioned are the details of the top two risks identified as part of the risk management process.

Name of the member	Impact (Score 1 to 5)	Likelihood (Score 1 to 5)	Function
Gaseous emission during production/ Leakage of hazardous chemicals	4	3	<ul style="list-style-type: none"> Proper follow up of safety critical equipment Inspection Schedules / Calibration of sensors at periodical intervals etc. Close loop handling systems in place.
Non-Disposal of hazardous waste as required by law	4	3	<ul style="list-style-type: none"> GPS Tracking of vehicles / Disposal to authorized vendors / Online manifest system / Periodical audits of the TSDF Vendor. Enhancing additional monitoring controls

Risk Culture

Our balanced scorecard integrates financial incentives tied to risk management metrics. This includes initiatives like:

- Conducting Cyber audits & IT security infra to address risks related to Data security
- New product development to diversify product concentration risk
- Strengthening backward integration capabilities to mitigate supply chain related risks
- Safety KPIs to drive safe material handling related risks

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 64 to 71 \(PDF page no. 34 to 37\)](#))

1.5. Sustainable Supply Chain

1.5.1. Supplier Code of Conduct

In addition to the Sustainable Procurement & Supply Chain Policy (<https://www.coromandel.biz/wpcontent/uploads/2022/12/Sustainable-Procurement-policy.pdf>), Coromandel is committed to drive fair practices across its supply chain. The suppliers are expected to

adhere to the highest standards of fair and ethical labour practices. This includes prohibition against any form of forced or compulsory labour, with all workers retaining the right to terminate their employment freely and at will. The company maintains a zero-tolerance policy towards discrimination and harassment in any form, ensuring that all individuals are treated with the respect and dignity they deserve, irrespective of their background. The company endorses the rights of all workers to join associations and participate in collective bargaining without fear of retaliation. In terms of environmental stewardship, Coromandel expects its suppliers to manage waste responsibly and actively prevent pollution, adopting practices that mitigate environmental damage. The company expects from its suppliers a commitment to conserving biodiversity, preventing deforestation, and promoting responsible land use. Additionally, it expects its suppliers to refrain from engaging in anti-competitive practices to protect the principles of a fair marketplace and uphold the interests of consumers.

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 141 \(PDF page no. 72\)](#))

1.5.2. KPI for Supplier Screening

Suppliers are regularly evaluated through structured review schedules and Key Performance Indicators (KPIs) focused on responsible sourcing, environmental impact, and transparency. These evaluations are used not just for compliance, but also for continuous performance improvement through feedback and support.

Total number of Tier-1 suppliers	417
Total number of significant suppliers* in Tier-1	69
% of total spend on significant suppliers in Tier-1	93%
Total number of significant suppliers (Tier-1 and non-Tier-1)	69

(Data reference: [Integrated Annual Report FY 2024 - 25 – Page: 141 \(PDF page no. 72\)](#))

1.5.3. Supplier Assessment Framework

Systematic implementation of a sustainable supplier assessment framework has been strategically planned, commencing with a prioritized list of suppliers that hold the utmost significance for its operations. All suppliers within this category will be obliged to complete comprehensive sustainability questionnaires, with the outcomes meticulously scrutinized and integrated into the supplier rating mechanism. Subsequently, the business will explore avenues to enhance the environmental, social, and governance (ESG) performance of these critical suppliers based on their respective ratings. This endeavour will encompass workshops and technical interventions as integral components of the process. Furthermore, it will actively encourage these suppliers to extend the breadth of its sustainability interventions by embracing the Company’s ESG principles within their operations.

1.6. Policy Influence

1.6.1. Contributions & Other Spending

Monetary contributions made by the organization during the previous four years have been outlined below:

Currency	FY – 2021-22	FY – 2022-23	FY – 2023-24	FY – 2024-25
INR	-	40,00,000	25,50,00,000	2,00,00,000

2. Environmental dimension

2.1. Transparency & Reporting

2.1.1. Return on Environmental Investments

Details pertaining to the Coromandel's Return on Environmental Investment are provided below:

INR (in Crores)	FY 2021	FY 2022	FY 2023	FY 2024
Capital Investments	39.18	41.32	59.93	42.76
Operating Expenses	64.14	84.46	79.78	63.52
Savings, cost avoidance, income, tax incentives, etc.	28.02	12.87	9.85	2.13
% of operations covered	100	100	100	100

2.1.2. Environmental Violations

There have been no instances of environmental violation penalties for the FY 2024.

2.2. Energy

Coromandel has established a comprehensive Energy Management Program designed to systematically improve energy performance across its operations. The program includes detailed energy audits that identify efficiency enhancement opportunities, followed by the implementation of targeted action plans.

To drive measurable improvements, the company sets quantified energy-reduction and renewable-energy targets and regularly evaluates progress against these commitments. Initiatives include process optimization, deployment of energy-efficient technologies, and investments in clean and renewable energy sources.

Coromandel also promotes a culture of responsible energy use by providing continuous training and awareness programs for employees, reinforcing organization-wide participation in energy conservation.

The total non-renewable energy consumption target for FY 2024 stood at 8,35,426 MWh against which the company consumed 6,95,041.667 MWh.

2.3. Waste & Pollutants

Coromandel has implemented a structured Waste Management Program focused on waste minimization, sustainable resource use, and enhanced circularity. The program begins with periodic waste audits to identify improvement areas, followed by targeted action plans to reduce waste generation across facilities.

Quantified waste-reduction targets are defined to track progress, and the company invests in advanced processes and R&D to support waste minimization initiatives. Employee-centric training programs strengthen awareness of responsible waste practices.

In addition, Coromandel incorporates recycling, reuse, and recovery measures to reduce the volume of waste sent to landfills and promote sustainable waste disposal practices.

The total waste disposed target for FY 2024 stood at 17,825 MT against which the company disposed of 34,576.76 MT.

2.3.3. Hazardous Waste

In Metric Tons	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024 Target
Hazardous Waste Recycled	29,464	38,737	39,484	56,708	-
Hazardous Waste Disposed	1,691	3,394	11,472	34,050	11,675

2.3.4. Chemical Oxygen Demand

Direct Chemical Oxygen Demand in Metric Tons	FY 2021	FY 2022	FY 2023	FY 2024
Direct Chemical Oxygen Demand	37.16	26.04	40.56	53.54
Data coverage (as % of denominator)	100	100	100	100

2.4. Water

Coromandel has implemented robust Water Management Programs designed to enhance water efficiency and ensure long-term water sustainability across its operations. The programs include comprehensive water assessments to identify optimization opportunities and drive systematic reduction in water consumption.

Most manufacturing sites operate with Zero Liquid Discharge (ZLD) systems, and where ZLD is not applicable, wastewater is treated thoroughly before safe discharge. The company has established quantified targets for reducing freshwater use and actively increases the adoption of recycled and alternate water sources to maximize resource efficiency. Training and awareness initiatives are regularly conducted to build a strong internal culture of responsible water use, encouraging employees to participate actively in water conservation efforts.

As part of Coromandel's Enterprise Risk Management (ERM) framework and business continuity planning, the company evaluates and manages a wide spectrum of water-related risks. These include dependency risks associated with sourcing adequate water for operations, potential impacts of water scarcity, and risks linked to changing water quality conditions.

Coromandel conducts forward-looking assessments of future water availability, regulatory developments, and local stakeholder concerns, enabling proactive mitigation planning. The company also evaluates potential site-specific vulnerabilities and integrates water risk considerations into operational decision-making.

Through this structured approach, Coromandel strengthens water stewardship, enhances business resilience, and ensures sustainable water management across its value chain.

The total net fresh-water consumption target for FY 2024 stood at 5 million cubic meters against which the company consumed 4.756 million cubic meters.

The total net freshwater consumption in water-stressed areas target for FY 2024 stood at 0.051 million cubic meters against which the company consumed 0.0505 million cubic meters.

2.4.4. Scope Business Impacts of Water Related Incidents

Description	Unit	FY 2021	FY 2022	FY 2023	FY 2024
Total actual & opportunity costs arising out of water-related incidents	INR	0	0	0	0

2.4.5. Exposure to Water Stressed Areas

No. of production plants in last FY in water-stressed areas (e.g. <1700 m3/(person*year))	2
Total No of production plants in last FY	4
% of production plants in last FY in water-stressed areas (e.g. <1700 m3/(person*year))	50%
% of Cost of goods sold (COGS) in last FY (if applicable)	1.3

2.5. Climate Strategy

2.5.1. Scope 1 emissions (in tCO2e)

Emissions	FY 2021	FY 2022	FY 2023	FY 2024	Target FY 2024
Total direct GHG emissions (Scope 1)	1,21,406	1,80,122	1,17,103	82,938	1,40,800
Data coverage (as % of denominator)	100	100	100	100	-

2.5.2. Scope 2 emissions (in tCO2e)

Scope 2 Emissions	FY 2021	FY 2022	FY 2023	FY 2024	Target FY 2024
Location-based	1,34,703	1,71,757	1,71,739	1,68,337	1,72,423
Market-based	1,33,855	1,67,471	1,67,508	1,64,674	1,71,347

Data coverage (as % of denominator)	100	100	100	100	
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2.5.3. Scope 3 emissions (in tCO2e)

	FY 2024-25
<i>Category 1: Purchased Goods and Services</i>	0.19
<i>Category 2: Capital Goods</i>	92.28
<i>Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2</i>	16,839.7
<i>Category 4: Upstream Transportation and Distribution</i>	8,380.9
<i>Category 5: Waste Generated in Operations</i>	13,551.6
<i>Category 6: Business Travel</i>	61.39
<i>Category 7: Employee Commuting</i>	84,506.1
<i>Category 8: Upstream Leased Assets</i>	2,135
<i>Category 9: Downstream Transportation and Distribution</i>	4,777.5
<i>Category 10: Processing of Sold Products</i>	NA
<i>Category 11: Use of Sold Products</i>	3,15,218.3
<i>Category 12: End-of-Life Treatment of Sold Products</i>	-871.7
<i>Category 13: Downstream Leased Assets</i>	NA
<i>Category 14: Franchises</i>	NA
<i>Category 15: Investments</i>	NA
Total Emissions	4,44,691.28

2.6. Product Stewardship

2.6.1. Life Cycle Assessment

The Company has undertaken lifecycle assessments (LCA) of two key products covering their entire journey from raw material sourcing to end-use and disposal. These assessments help identify environmental impacts at each stage and enable process improvements in manufacturing, packaging, and transportation. The outcomes of the LCA feed into product design and innovation, supporting Coromandel's drive toward circularity and eco-efficiency.

As part of this commitment to environmental transparency and stewardship, Coromandel has conducted a comprehensive cradle-to-grave LCA of its flagship products - GROMOR 20- 20-0-13 and Nano-DAP in accordance with ISO 14040/44 standards. These products contribute to 27.4% of the company's total revenue, indicating its significance within the company's portfolio. These fertilizer products play a critical role in boosting crop yields and supporting food security. The insights from these LCA studies will shape Coromandel's sustainability strategies and product innovation roadmap, reinforcing its commitment to creating more responsible and future-ready agricultural solutions.

Result - No environmental concerns were observed for the products. As a measure to reduce carbon footprint, it was recommended to use renewable energy, low carbon ammonia and evaluate option of neem coating the granules. None of the company's products are part of the restricted substances in the Annex XVII of REACH Regulation.

(Data reference: [Integrated Annual Report FY 2024 - 25](#) – Page: 140, 231, 232 (PDF page no. 72, 117, 118))

2.6.2. Renewable Raw Material

Coromandel utilizes the natural components found in urban waste and plant remnants to create organic solutions targeting soil health. The Bioproducts business of the company offers a range of biopesticides containing Azadirachtin for safeguarding crops and other bio stimulants derived from plant extracts besides anti-transpirants and non-ionic spreaders. Coromandel's range of biopesticide products are manufactured using plant-based extracts, primarily derived from neem seeds and various other plant sources. These bioproducts noticeably have lower carbon intensity when compared to traditional agrochemical products, due to their naturally derived composition.

As part of its diversification strategy, business expanded its non-Azadirachtin portfolio with entry into microbials and other plant extracts and received good market acceptance. The share of sales from new products stands at 24%. Crop Protection & bioproducts revenue reached ₹2,637 crores constituting 10% share of the total revenue generated.

3. Social dimension

3.1. Human Resource

Coromandel's progress over the past five decades is attributed to the unwavering dedication of its employees, who have consistently worked towards its business objectives and sustainable growth vision. The organization is deeply committed to providing its employees with a supportive and inclusive work environment, prioritizing their safety and well-being in the workplace. 100% of Coromandel's permanent employees are Indians.

3.2. Employee Support Programs

1. The organization hosts diverse sports initiatives such as the Coromandel Badminton League, T10 Cricket tournaments, 10K Challenge, etc.
2. **Comprehensive Health & Financial Security**
All permanent employees are covered under health insurance, life insurance and accidental benefit schemes that go beyond statutory requirements. In addition, 100% of employees are covered under Provident Fund (PF) and gratuity, ensuring long-term financial security.
3. **Holistic Employee Well-being**
The Company has introduced "*Bloom*", a digital well-being platform that provides employees access to professional counselling, nutrition guidance, guided fitness programs and mental health resources. Regular webinars and awareness sessions are conducted on physical, emotional and mental health. Employees also undergo bi-annual comprehensive health check-ups, with additional annual screening for high-risk groups.
4. **Safety-first Workplace Culture**
Safety awareness campaigns and training programs are conducted across all locations to reduce workplace risks and strengthen the safety culture.
5. **Supportive and Flexible Work Policies**
Parental leave is available to both male and female employees. Flexible work arrangements are offered post-childbirth for up to one year to support smooth reintegration into the workplace. Management employees have the option to work from home, and flexible start times are enabled at corporate offices to support work-life balance.
6. **Employee Engagement & Culture Building**
A diverse range of engagement initiatives—including festival celebrations, family events, sports tournaments and team gatherings—helps foster inclusion and team bonding. Key sports initiatives include the Coromandel Badminton League, Box Cricket League, indoor games and a 10K fitness challenge.
7. **Learning & Leadership Development**
Employees benefit from structured learning programs and partnerships with leading academic institutions such as the Indian School of Business. Leadership development initiatives are in place for senior management, supported by career progression policies and internal job posting opportunities. Financial assistance is also provided for external learning programs.
8. **Listening Culture & Social Participation**
The organisation continuously strengthens its people practices through structured employee feedback and engagement surveys, resulting in improved engagement scores. Employees are also encouraged to participate in volunteer and community development initiatives aligned with the Company's CSR priorities.

3.3. Training & Development

The focus on learning and development during FY24–25 witnessed a 12% increase in employee training man-days - 6.5 days per employee. In total, 35,827 learning man-days were recorded across the organisation, covering functional, behavioural, quality, and safety training, delivered both in-person and virtually.

The Average hours per FTE of training and development stood at 52 Hours.

The Average amount spent per FTE on training and development stood at ~ INR 12,700

3.4. Hiring

The Company uses multiple channels to attract skilled professionals, including campus placements, partnerships with leading universities in India, job portals, lateral hires, and employee referral programs. In addition, Coromandel's internal job posting policy ensures that internal opportunities are prioritised and considered before external hiring, reflecting a commitment to nurturing existing talent and fostering career progression from within.

In FY 2024–25, 984 new employees were recruited across various functions and business units, supporting major projects.

3.5. Human Capital Return on Investment

Investments made on Human Capital:	FY 2024-25
a) Total Revenue (In INR)	₹24,42,796 Lakh
b) Total Operating Expenses (In INR)	₹22,00,974 Lakh
c) Total employee-related expenses	₹78,398 Lakh

3.6. Employee Turnover Rate

Turnover rate	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total Voluntary Turnover Rate	18.1	21.9%	25.5%	13.5%

3.7. Gender Diversity Inclusion – Female % of workforce

Diversity Indicator	Percentage (0 - 100 %)
Share of women in total workforce (as % of total workforce)	4.04%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	5.062%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	5.032%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	1.333%
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	23%

Share of women in STEM-related positions (as % of total STEM positions)	47%
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The company has undertaken a public target of Share of women in total workforce as 7.5% by 2030.

3.8. Gender Diversity Inclusion – STEM related female workforce

Financial Year	STEM related positions occupied by female workforce	STEM related positions occupied by female workforce as % of total female workforce	Revenue generating positions occupied by female workforce	Revenue generating positions occupied by female workforce as % of total female workforce
FY – 2024-25	105	47%	51	23%
FY – 2023-24	90	40%	47	21%

3.9. Gender Pay Indicator

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary only)	1110470	320824
Executive level (base salary + other cash incentives)	39562505	10972490
Management level (base salary only)	29980	25527
Management level (base salary + other cash incentives)	1135692	1002905
Non-management level (base salary only)	8983	17740

3.10. Commitment against Discrimination & Harassment

Coromandel is dedicated to fostering an inclusive and respectful workplace environment, free from discrimination and harassment of any kind. The organization strictly enforces a zero-tolerance policy towards all forms of discrimination, including non-sexual harassment, ensuring every employee is treated with dignity and respect. To support this commitment, comprehensive training programs are provided to all employees, raising awareness about discrimination, harassment, and the importance of inclusivity. Prompt corrective and disciplinary actions are implemented whenever discriminatory behaviour is identified, reinforcing a culture of accountability. Coromandel strives to create a workplace where every individual feels valued, safe, and empowered, driving a culture of equality, diversity, and mutual respect.

3.11. Performance Appraisal

The organization adopts the 'Management by Objectives' (MBO) approach for employee performance evaluations. This systematic process involves employees collaboratively setting clear, measurable goals at the beginning of each year in partnership with their immediate and reporting managers. These goals are

regularly monitored to ensure alignment across the organization and to enhance employee engagement and commitment.

In addition to the MBO framework, the organization encourages 'agile conversations' between employees and managers throughout the year. These ongoing, dynamic discussions serve to manage performance and support employee development, providing practical, step-by-step guidance on leveraging conversations to build effective, high-performing teams.

3.12. Employee Engagement

The organization fosters camaraderie across teams through a variety of activities, including festival celebrations, sports leagues, annual gatherings, and family picnics. Additionally, the Bloom initiative, focused on employee wellness, was launched alongside a dedicated app that offers services such as counselling, nutritional guidance, exercise routines, and access to expert-led health sessions.

A dipstick engagement survey conducted by Great Place to Work (GPTW) reflected a 7% increase in overall engagement scores, rising to 82% from 75% in 2022. Key areas such as credibility, respect, fairness, and pride experienced improvements of 8–10%, confirming the positive impact of initiatives implemented following the 2022–23 survey. Importantly, 91% of employees now consider Coromandel to be a great place to work.

3.13. Occupational Health and Safety

Coromandel supports the vision of strengthening India's agriculture-based economy and seeks to create and protect long-term shareholder value through the profitable manufacture and sale of phosphatic fertilizers and related products. As one of the leading companies in the industry, Coromandel is committed to safeguarding the environment, health, safety, and well-being of all stakeholders, including employees, contractors, visitors, customers, and the public. The Company has a dedicated policy for upholding the best standards of health and safety across its operations.

Further, to strengthen this commitment, Coromandel has implemented a robust Health and Safety framework across its operations, guided by the following principles:

- **Compliance and Standards** - The Company adheres to all applicable health and safety laws and regulations and strives to maintain the highest standards of safe working practices aligned with recognized international frameworks, including ISO 45001. The Company also conducts independent external verification of health, safety, and well-being to periodically to ensure compliance
- **Stakeholder Engagement** - Clear consultation processes are in place to ensure active participation of employees, contractors, and their representatives in decisions related to health and safety.
- **Continuous Improvement** - Coromandel is dedicated to preventing injury and ill-health by providing safe working conditions, eliminating hazards, and continually improving its EHS performance through measurable objectives and regular reviews.
- **Risk Management and Action Plans** - Health and safety risks are identified, prioritized, and mitigated through systematic inspections, assessments, emergency preparedness programs, and integrated action plans with quantified targets.

- **Capability Building and Awareness** - The Company emphasizes training, skill development, and awareness programs for employees and contract workers, fostering a culture of safety and proactive incident reporting.

Additional measures include regular mock drills, evacuation programs, and audits to prepare for and respond to emergency situations; robust mechanisms for incident reporting and root cause analysis and allocation of resources to support the effective implementation of management systems. Coromandel also integrates OHS criteria in procurement and contractual requirements, ensuring that suppliers and contractors align with the Company's safety standards.

Through these initiatives, Coromandel demonstrates its unwavering commitment to environmental protection, process safety, occupational health, and the well-being of all stakeholders, ensuring high standards of performance and continual improvement across its operations.

3.14. Long-Term Incentives for Employees

The Company recognises long service (> 25 years) and in appreciation presents awards to the employees. Based on the years of service and contribution to the company, the employees are felicitated with silver salver. 100% of the employees are applicable for this award.

Other Long term employee benefit is provided for based on the actuarial valuation carried out as at the end of the year.

3.15. Stakeholder Engagement

Coromandel's approach to community and stakeholder relations is anchored in a set of strong commitments, supported by the implementation of structured, strategic programmes. It prioritises the comprehensive identification of affected communities and a wide range of local stakeholders, ensuring that operations remain considerate of all relevant parties, including vulnerable groups whose needs may require additional attention.

Coromandel's engagement strategy is thoughtfully designed to enable inclusive participation, foster mutual respect, and encourage open dialogue with local stakeholders. A transparent and easily accessible complaints and grievance mechanism is maintained to ensure that concerns can be raised with confidence and are addressed promptly and effectively.

In support of these commitments, Coromandel has established clear communication channels that facilitate direct interaction with stakeholders. Regular surveys and assessments are undertaken to gather stakeholder perceptions, providing meaningful insights that inform ongoing enhancements to engagement practices. These programmes are consistently applied across all local operations, reinforcing Coromandel's commitment to equitable, responsible, and community-centred engagement across its operational geographies.

Collectively, these commitments and initiatives form the foundation of Coromandel's dedication to nurturing positive, enduring relationships with the communities that are integral to its business.

