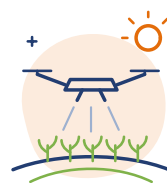


# Sustainability Performance Report



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## About This Sustainability Performance Report

### Responsible Growth. Transparent Disclosure. Sustainable Value.

Coromandel International Limited's Sustainability Performance Report for FY2025-26 brings together the Company's environmental, social and governance priorities, practices and performance. It provides stakeholders with a consolidated view of how Coromandel approaches responsible business conduct, manages sustainability-related risks and opportunities, and connects its growth ambitions with its responsibilities towards people and the environment. As an agricultural solutions provider, Coromandel's business is closely connected to the productivity of farmland, the availability of natural resources and the prosperity of farming communities. Its sustainability priorities extend across manufacturing operations, products, services and stakeholder relationships. These encompass resource efficiency, environmental protection, employee health and safety, responsible sourcing, product stewardship and ethical governance. Understanding these connections is essential to assessing the Company's approach to long-term value creation.

### Purpose and Scope

This Sustainability Performance Report complements Coromandel's Integrated Annual Report and Business Responsibility and Sustainability Report (BRSR). It brings selected ESG disclosures into a structured reference document, combining information on governance arrangements, policies and management processes with quantitative performance indicators and stated commitments. The document is intended to support investors, customers, business partners and other stakeholders in understanding Coromandel's sustainability approach and evaluating its progress.

### Connecting ESG Priorities with Business Direction

During FY2025-26, Coromandel articulated its ESG roadmap under the theme "**Consolidate to Accelerate.**" This approach connects the strengthening of existing programmes, systems and partnerships with the expansion of initiatives intended to deliver measurable environmental and social outcomes. The roadmap brings together priorities across climate, water, waste, safety, farmer engagement, community development, digitalisation, supplier responsibility and governance.

### The Sustainability Performance Report presents these priorities through three dimensions:

- **Governance & Economic:** Board oversight, accountability, ethical conduct, materiality, risk management, responsible supply-chain practices and other relevant business disclosures.
- **Environmental Management:** Management of energy, emissions, water, waste and product-related environmental impacts, alongside relevant performance measures and targets.
- **Social Wellbeing:** Employee development and well-being, inclusion, occupational health and safety, and engagement with communities and other stakeholders.

Together, these dimensions provide a basis for understanding how sustainability considerations are reflected in Coromandel's management practices and business priorities.

### Reporting Period and Basis of Presentation

Unless otherwise stated, this Sustainability Performance Report covers the financial year from 1 April 2025 to 31 March 2026. Historical information is provided where relevant to support comparison, while forward-looking commitments are distinguished from performance achieved during the reporting year. The Sustainability Performance Report draws on Coromandel's Integrated Annual Report FY2025-26, including its BRSR, GRI and other identified Company disclosures.

Through this document, Coromandel seeks to provide a clear and accessible account of its ESG priorities and performance, supporting informed stakeholder dialogue and accountability for progress.

## Reporting Boundaries

Coromandel communicates its sustainability performance through its Integrated Annual Report and Business Responsibility and Sustainability Report (BRSR). Defined reporting boundaries and independent assurance provide stakeholders with clarity on the operations covered, the indicators verified and the level of assurance obtained. The Company's sustainability disclosures cover Coromandel International Limited on a standalone basis, which represents 96.99% of consolidated revenue in FY 2025-26. The boundary includes all facilities operated by the Company across Fertilisers, Specialty Nutrients, Crop Protection, Retail and Specialty Chemicals. Unless otherwise specified, disclosures relate to operations in India, for the period 1 April 2025 to 31 March 2026. The Integrated Annual Report identifies the reporting period, geographical scope and businesses covered. Its disclosures align with the Global Reporting Initiative (GRI) Standards and incorporate the BRSR framework. Internal controls, periodic reviews and defined audit trails support the preparation and reliability of the reported information.

| Item                                         | FY 2025-26                                                |
|----------------------------------------------|-----------------------------------------------------------|
| Reporting boundary                           | Standalone (Coromandel International Limited)             |
| Operating locations                          | 18 plants and 8 offices in India; 7 international offices |
| Standalone revenue from operations           | ₹30,53,089 lakh                                           |
| Consolidated revenue from operations         | ₹31,47,954 lakh                                           |
| Revenue covered by sustainability disclosure | 96.99%                                                    |

### The Company operates through the following segment:

| S. No. | Product / Service           | NIC Code       | % of total turnover |
|--------|-----------------------------|----------------|---------------------|
| 1      | Nutrients & Crop Protection | 201203, 202101 | 100%                |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 04-05, 305-307, 371, 453 (PDF Page no. 3, 153-154, 186, 227)

## Reporting Assurance

TÜV India Private Limited (TUVI) provided independent external assurance of the FY 2025-26 sustainability information under ISAE 3000 (Revised). BRSR Core disclosures received **reasonable assurance**; GRI disclosures and Scope 3 emissions received **limited assurance**.

| Assurance element                 | Coverage                                                                                                                                                                                                            |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard</b>                   | ISAE 3000 (Revised)                                                                                                                                                                                                 |
| <b>Environmental KPIs assured</b> | Scope 1 and 2 GHG emissions and intensity; energy consumed and % renewable; water consumption and discharge; waste generated, recovered and disposed; GRI 301, 302, 303, 305 (incl. Scope 3 and air emissions), 306 |
| <b>Social KPIs assured</b>        | LTIFR, fatalities, permanent disabilities; employee wellbeing spend; wages paid to females; POSH complaints; GRI 401, 403, 404, 405, 408, 409, 413, 416, 417, 418                                                   |
| <b>Assured boundary</b>           | Corporate Office, Registered Office and all 18 manufacturing plants (site, remote and desk verification, 6 May to 16 June 2026)                                                                                     |

Verification included examination of supporting records, interviews with data owners and responsible personnel, assessment of reporting processes and internal controls, and sample-based checks through on-site visits, remote assessments and desk reviews.

### Independence and assurance conclusions

TUV India's assurance statement includes an explicit declaration of independence and impartiality and confirms that there was no conflict of interest with Coromandel. The provider states that it was not involved in preparing the reported content or data, other than the assurance statement, and undertook no assignments during the reporting period that could compromise its objectivity. The statement, dated 29 June 2026, provides separate conclusions for each assurance level. For BRSR Core, TUV India concludes that the disclosures within the engagement scope fairly represent the nine attributes and meet the applicable reporting requirements.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 354-359 (PDF Page no. 178-180)

## Materiality Assessment

### Determining priorities for business and stakeholders

Coromandel's materiality assessment connects the issues that matter to its stakeholders with the decisions that shape business performance. As an agri-input company, its long-term prospects are closely linked to soil health, farm productivity, the availability of natural resources and responsible manufacturing. The assessment brings these relationships into the Company's sustainability priorities, risk management and performance reporting.

The FY2025-26 assessment considered perspectives across the agricultural value chain and evaluated topics against stakeholder importance and business impact. Coromandel reviews its material topics annually to reflect evolving stakeholder expectations, regulatory developments and operating conditions. The assessment identified 16 ranked topics, subsequently consolidated into 12 material themes to support coordinated action and monitoring.

|                                              |                                                              |                                                          |                                                                 |                                                          |                                                 |
|----------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------|
| <b>Annual</b><br>Assessment and review cycle | <b>16 → 12</b><br>Topics prioritised → final material topics | <b>Internal + External</b><br>Stakeholder groups engaged | <b>ERM-linked</b><br>Integrated with enterprise risk management | <b>Assured</b><br>Third-party assurance (GRI 3-1 to 3-3) | <b>Board</b><br>Results signed off by the Board |
|----------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------|

### Materiality Analysis

Coromandel conducts and reviews its materiality assessment every year. The FY 2025-26 assessment builds on the FY 2024-25 exercise and was undertaken with a wider value-chain perspective, embedding stakeholder relevance and business impact at the core of the evaluation. It follows six steps.

| 01 Building the universe of topics                                                                                                                                                                                                                                                                                               | 02 Contextualisation and refinement                                                                                                                                                                        | 03 Stakeholder-centric validation                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Peer benchmarking in agri-inputs and chemicals</li> <li>▶ Global frameworks: GRI, SASB, S&amp;P Global CSA, MSCI, TCFD/IFRS S2, TNFD</li> <li>▶ Review of internal policies, risk registers and strategy documents</li> <li>▶ Sector risks across the agri-input value chain</li> </ul> | <ul style="list-style-type: none"> <li>▶ Topics tested against Coromandel's business model, footprint and strategy</li> <li>▶ Overlapping themes consolidated; non-relevant topics filtered out</li> </ul> | <ul style="list-style-type: none"> <li>▶ Structured engagement with internal and external stakeholders</li> <li>▶ Captures alignment, divergence and emerging concerns</li> </ul>                                                   |
| 04 Dual-lens prioritisation                                                                                                                                                                                                                                                                                                      | 05 Materiality matrix development                                                                                                                                                                          | 06 Finalisation and sign-off                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>▶ Stakeholder importance</li> <li>▶ Business impact on financial performance, operations, risk exposure and strategy</li> </ul>                                                                                                                                                           | <ul style="list-style-type: none"> <li>▶ 16 topics plotted and ranked as High, Medium or Low priority</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>▶ 16 ranked topics consolidated into 12 final material topics</li> <li>▶ Verified by a third-party assurance provider</li> <li>▶ Results presented to and signed off by the Board</li> </ul> |

### Stakeholder engagement

External stakeholders are directly involved in identifying and prioritising material topics. Engagement is continuous rather than periodic, so the assessment reflects evolving expectations, emerging risks and opportunities. The engagement process is designed to go beyond periodic consultations and instead function as an ongoing mechanism to capture evolving expectations, identify emerging risks and opportunities, and strengthen alignment between business priorities and stakeholder interests. By systematically engaging with stakeholders across the value chain, Coromandel can enhance decision making, improve responsiveness and build long-term, trust-based relationships.

| Stakeholder group                       | How Coromandel engages                                                                            | Type     |
|-----------------------------------------|---------------------------------------------------------------------------------------------------|----------|
| Farmers and farming community           | Field visits, crop demonstrations, Gromor retail stores, digital platforms and agronomic advisory | External |
| Dealers, channel partners and customers | Business meets, feedback surveys, grievance channels                                              | External |
| Suppliers and value-chain partners      | Supplier meets, assessments, Sustainable Supply Chain Policy engagement                           | External |
| Investors and shareholders              | Investor calls, AGM, analyst meets, ESG rating interactions                                       | External |
| Communities and NGOs                    | CSR programmes, community meetings, needs assessments                                             | External |
| Government and regulators               | Regulatory visits, consultations, industry associations                                           | External |
| Employees and workers                   | Townhalls, surveys, unit-level Safety & Sustainability Committees                                 | Internal |

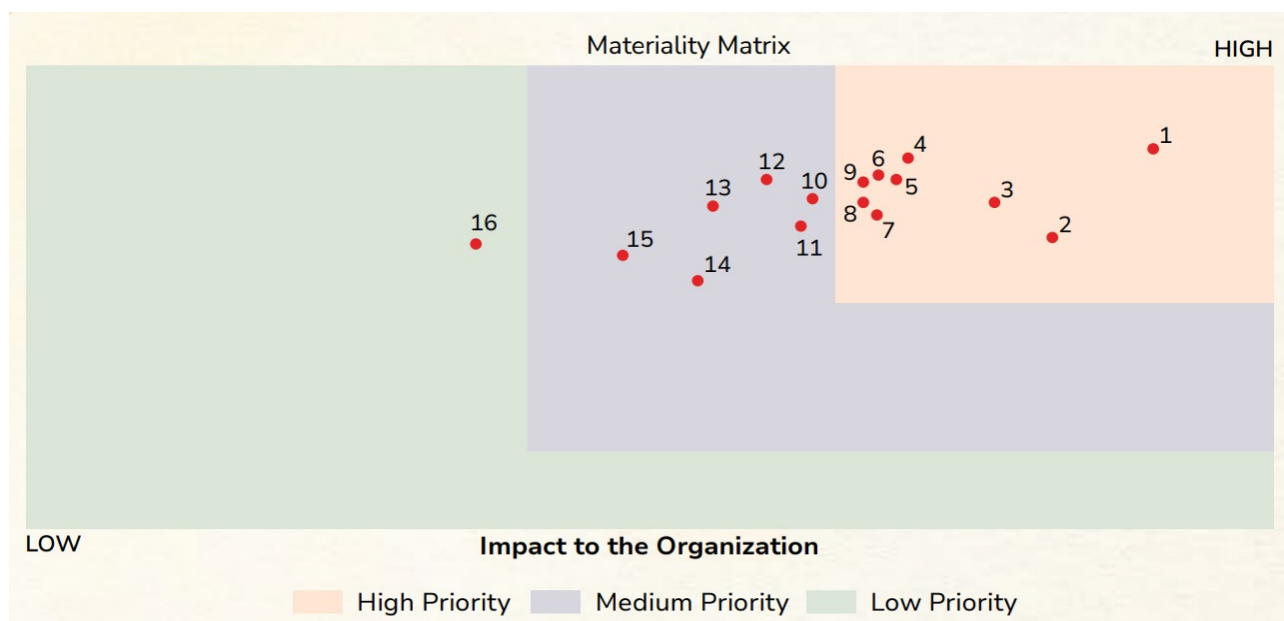
## Two lenses: impact on the business and impact on society and the environment

Each topic is assessed on two dimensions:

- **Business impact (financial materiality):** the potential effect on financial performance, operational continuity, risk exposure and long-term strategy.
- **Stakeholder importance and external impact (impact materiality):** the significance stakeholders attach to each topic, informed by Coromandel's actual and potential impacts on people, communities and the environment.

The external-impact lens is supported by two dedicated assessments. The TNFD LEAP assessment of 16 manufacturing sites maps Coromandel's impacts and dependencies on nature, informing the Water & Waste Stewardship, Biodiversity Management and GHG Emissions & Air Quality topics. The IFRS S2 climate scenario analysis quantifies physical and transition risks to the business under three climate pathways.

## Materiality matrix and prioritisation



| Rank | Pillar      | Material topic                             | Rank | Pillar      | Material topic                             |
|------|-------------|--------------------------------------------|------|-------------|--------------------------------------------|
| 1    | Environment | Sustainable Agriculture & Soil Health      | 9    | Social      | Community Development & Farmer Welfare     |
| 2    | Environment | Air Quality                                | 10   | Environment | Biodiversity Management                    |
| 3    | Environment | Water Stewardship                          | 11   | Environment | GHG Emissions                              |
| 4    | Environment | Waste & Circular Economy                   | 12   | Social      | Human Rights                               |
| 5    | Governance  | Ethics, Governance & Compliance            | 13   | Social      | Consumer Health & Nutrition                |
| 6    | Social      | Employee Health, Safety & Development      | 14   | Social      | Product Quality (LCA), Safety & Innovation |
| 7    | Governance  | Data Privacy, Cybersecurity & Digitization | 15   | Social      | Responsible & Sustainable Supply Chain     |
| 8    | Governance  | Public Policy, Risk & Transparency         | 16   | Social      | Diversity & Inclusion                      |

The ranked topics were then consolidated into 12 final material topics to avoid fragmentation and align with common strategic interventions:

| Pillar      | Final material topics (FY 2025-26)                                                                                                                                                                                                                                                                                                       |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment | <ol style="list-style-type: none"> <li>1. Sustainable Agriculture &amp; Soil Health</li> <li>2. Water &amp; Waste Stewardship</li> <li>3. GHG Emissions &amp; Air Quality</li> <li>4. Biodiversity Management</li> </ol>                                                                                                                 |
| Social      | <ol style="list-style-type: none"> <li>5. Community Development &amp; Farmer Welfare</li> <li>6. Human Rights</li> <li>7. Consumer Health &amp; Nutrition</li> <li>8. Product Quality (LCA), Safety &amp; Innovation</li> <li>9. Responsible &amp; Sustainable Supply Chain</li> <li>10. Employee Development &amp; Inclusion</li> </ol> |
| Governance  | <ol style="list-style-type: none"> <li>11. Ethics, Governance &amp; Compliance</li> <li>12. Risk &amp; Transparency</li> </ol>                                                                                                                                                                                                           |

### Integration with enterprise risk management

- Risk registers are an input to building the universe of topics.
- Each material topic is mapped to the enterprise risk register, with its risk or opportunity, mitigation approach and financial implication disclosed in BRSR Section A, item 26.
- Material topics shape risk identification and mitigation planning, and are reviewed in the biannual risk reviews led by the Chief Risk Officer and the Risk Management Committee.

### Assurance and governance

- **Third-party assurance:** TÜV India Private Limited verified the materiality assessment process under ISAE 3000 (Revised), covering GRI 3-1 (process to determine material topics), 3-2 (list of material topics) and 3-3 (management of material topics), and reviewed Coromandel's stakeholder engagement and materiality determination.
- **Board sign-off:** The results are formally presented to and signed off by the Board of Directors, and shared with shareholders at the Annual General Meeting as part of the Annual Report Disclosure Cycle. This keeps ESG priorities aligned with long-term sustainability goals and demonstrates transparency and accountability.
- **Oversight:** The CSR & Sustainability Committee oversees implementation of the material topics through the ESG 2.0 agenda; the VP - EHS & ESG leads the assessment.

Source: [Integrated Annual Report FY 2025-26](#) - Pages 102-109, 308-311, 355-358 (PDF p. 52-55, 155-156, 178-180); [Integrated Annual Report FY 2024-25](#) - Pages 84-85 (PDF p. 44); [TNFD Report FY 2025-26](#) - PDF p. 12-13; [Climate Action Report \(IFRS S2\) FY 2025-26](#) - PDF p. 15-34.

**Top 3 High Material Issues for Business Value Generation:** The three highest-priority topics have the greatest impact on Coromandel's business and are significant drivers of long-term value creation.

| Sustainable Agriculture & Soil Health<br>Rank #1   Opportunity   Products & services                                                                                                                                                                                                                                                      | GHG Emissions & Air Quality<br>Rank #2   Risk   Operations                                                                                                                                                                                                  | Water & Waste Stewardship<br>Rank #3   Risk   Operations                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business case:</b> Soil degradation and inefficient nutrient use threaten farm productivity. Demand for products and services that improve soil health and nutrient-use efficiency is a growing revenue opportunity, strengthening Coromandel's position as a solutions-oriented agri-input provider (positive financial implication). | <b>Business case:</b> Energy-intensive fertiliser and chemical operations face tightening emission norms, carbon pricing and transition risk, with implications for regulatory compliance, cost efficiency and reputation (negative financial implication). | <b>Business case:</b> Manufacturing is water-intensive, and several plants are in water-stressed basins. Water scarcity, effluent management and regulation can disrupt operational continuity, affect compliance and raise costs (negative financial implication). |
| <b>Type of impact</b><br><b>Opportunity</b> - revenue growth                                                                                                                                                                                                                                                                              | <b>Type of impact</b><br><b>Risk</b> - compliance, cost and transition                                                                                                                                                                                      | <b>Type of impact</b><br><b>Risk</b> - operational continuity and cost                                                                                                                                                                                              |
| <b>Business strategies</b><br>• Nano fertilisers (EBITDA +76% in FY 2025-                                                                                                                                                                                                                                                                 | <b>Business strategies</b><br>• Waste heat recovery (21% of energy mix)                                                                                                                                                                                     | <b>Business strategies</b><br>• Desalination: 32% of site water at Vizag                                                                                                                                                                                            |

|                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 26) and Bio products (EBITDA +27%)<br><ul style="list-style-type: none"> <li>Gromor Drive drone spraying: 275 pilots, 249 drones, 95 clusters in 7 states</li> <li>Soil and leaf testing, including a soil-testing lab at Kakinada</li> <li>Agronomic advisory through Gromor retail stores</li> </ul> | and clean energy at 25% of the mix<br><ul style="list-style-type: none"> <li>Renewable electricity up 145% to 48,381 GJ; bio-briquettes at 52% of fuel at Nandesari</li> <li>Energy efficiency: 55.39 lakh kWh saved</li> <li>Online Continuous Emission Monitoring on all process stacks</li> </ul> | from desalinated water<br><ul style="list-style-type: none"> <li>Zero Liquid Discharge at 12 sites</li> <li>Water recycled and reused up 57% to 6,23,921 kL</li> <li>Plant-level water-stress adaptation plans from climate scenario analysis</li> </ul> |
| <b>Target</b><br>Increase soil and organic carbon testing to 6.5 lakh tests (from 1.7 lakh) by FY2030                                                                                                                                                                                                  | <b>Target</b><br>Hold Scope 1+2 CO <sub>2</sub> emissions near the FY 2024-25 baseline despite growth; renewable energy to 60% and clean energy to 30% of the energy mix by FY2030                                                                                                                   | <b>Target</b><br>Extend Zero Liquid Discharge from 12 to 18 sites; increase non-conventional water share by 40%; zero waste to landfill by FY2030                                                                                                        |
| <b>Achievement in Current Reporting Year</b><br>94,935 soil tests, including 11,000+ SBZ tests; soil health interventions across about 1.5 crore acres                                                                                                                                                 | <b>Achievement in Current Reporting Year</b><br>Scope 1+2 emissions of 2,78,564 tCO <sub>2</sub> e (FY 2024-25: 247,612); intensity improved to 0.057 tCO <sub>2</sub> e/MT (0.060); clean energy at 25%                                                                                             | <b>Achievement in Current Reporting Year</b><br>ZLD at 12 sites; 32% of site water at Vizag from desalination; water recycled up 57%; landfilled waste down 45% to 15,282 MT                                                                             |

**Compensation Linkage:** To reinforce accountability for sustainability outcomes, the compensation and performance review frameworks for the MD, CEO, and senior leadership are linked to three priority topics: Sustainable Agriculture & Soil Health, GHG Emissions & Air Quality, and Water & Waste Stewardship assigning a 10% weightage to each. These are embedded within the annual balanced scorecard, directly tying executive variable remuneration to ESG delivery at the highest organizational level.

Source: *Integrated Annual Report FY 2025-26* - Pages 08-09, 94-99, 184-185, 218-219 (PDF p. 5, 48-50, 93, 110); *Climate Action Report (IFRS S2) FY 2025-26* - printed p. 13-14, 19-20, 89-90 (PDF p. 10, 13, 48).

**Material Issues for External Stakeholders:** Coromandel assesses the positive impacts of its operations and products on farmers, communities and the environment.

|                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Impact 1: Watershed development and livelihoods</b><br>Udaipur, Rajasthan, with WOTR   Positive                                                                                                                                                                               | <b>Impact 2: Gromor Drive drone spraying</b><br>Commercial farm service   Positive                                                                                                                                                                       |
| <b>Material issue: Community Development &amp; Farmer Welfare</b>                                                                                                                                                                                                                | <b>Material issue: Sustainable Agriculture &amp; Soil Health</b>                                                                                                                                                                                         |
| <b>Cause of the impact:</b> Operations (community investment programme); Business activity coverage: less than 50%.                                                                                                                                                              | <b>Cause of the impact:</b> Products and services (commercial drone-spraying service); Business activity coverage: less than 50%.                                                                                                                        |
| <b>Stakeholders evaluated</b> <ul style="list-style-type: none"> <li>Society - 1,908 predominantly tribal households (about 9,610 people) in five villages</li> <li>Environment - local watershed</li> </ul>                                                                     | <b>Stakeholders evaluated</b> <ul style="list-style-type: none"> <li>Consumers / end-users - farmers and farm workers</li> <li>Environment - water resources and surrounding ecosystems</li> </ul>                                                       |
| <b>Topic relevance:</b> The villages depend on rainfed farming with erratic rainfall (637 mm), leading to low productivity, unstable incomes and seasonal migration. Water harvesting and assured irrigation directly improve water security, productivity and household income. | <b>Topic relevance:</b> Manual knapsack spraying exposes farmers and labourers to crop-protection chemicals, uses large volumes of water and depends on scarce labour. Contactless drone spraying reduces water use, chemical drift and direct exposure. |
| <b>Type of impact: Positive</b>                                                                                                                                                                                                                                                  | <b>Type of impact: Positive</b>                                                                                                                                                                                                                          |
| <b>Output metric:</b> 52 thousand m <sup>3</sup> of water storage created; 57 hectares brought under assured irrigation; 355 tribal beneficiaries                                                                                                                                | <b>Output metric:</b> Close to 0.3 million acres of farmland sprayed by drone in FY 2025-26                                                                                                                                                              |
| <b>Impact valuation</b><br><b>Increase in household-level income:</b> Change in household income and farm productivity of participating tribal farming families after water-harvesting and climate-resilient agriculture interventions                                           | <b>Impact valuation</b><br><b>Environmental value gained (water saved):</b> Water saved versus conventional manual spraying, plus reduced chemical exposure for farmers and farm workers                                                                 |
| <b>Impact metric</b><br>Household income up an estimated 20-40%; crop productivity up an estimated 20-30%; reduced seasonal out-migration                                                                                                                                        | <b>Impact metric</b><br>An estimated 30 million litres of water saved (90% less than manual spraying)                                                                                                                                                    |

Source: *Integrated Annual Report FY 2025-26* - Pages 10-11, 188-189, 204-205 (PDF p. 6, 95, 103); *Climate Action Report (IFRS S2) FY 2025-26* - printed p. 11-14 (PDF p. 9-10).

## Risk & Crisis Management

Coromandel's business spans import-dependent raw materials, large-scale chemical manufacturing, regulated products, monsoon-linked demand and a nationwide farmer network. Its Enterprise Risk Management (ERM) framework identifies, assesses and manages these risks in an integrated way, and links ERM with business continuity, crisis preparedness and climate and nature-related risk assessment.

|                                           |                                                        |                                                                         |                                                                        |                                                           |
|-------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------|
| <b>ISO 31000</b><br>Aligned ERM framework | <b>3 lines</b><br>Defined risk ownership and assurance | <b>2x a year</b><br>Risk reviews at corporate, division and plant level | <b>3 scenarios</b><br>Climate pathways assessed (SSP1-2.6 to SSP5-8.5) | <b>Playbooks</b><br>Crisis protocols for six crisis types |
|-------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------|

### Risk Management

Risk governance follows a three-lines model under Board oversight. The Board-approved Risk Management Policy defines the risk structure, categories, reporting expectations and review responsibilities.

| Level       | Body / Role                                                                                                        | Responsibility                                                                                                                                                                          |
|-------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Board       | Board of Directors, supported by the Risk Management Committee, Audit Committee and CSR & Sustainability Committee | Oversight of the risk management framework, risk appetite and material risks                                                                                                            |
| First line  | Business heads, corporate functions, EHS leadership, risk owners; unit-level Safety & Sustainability Committees    | Own and manage risks, implement mitigation, monitor controls and escalate exceptions                                                                                                    |
| Second line | Mr. Venkateswaran TS, Vice President & Head - Internal Audit & Chief Risk Officer; Executive Management Team       | Set the ERM structure, risk categories and reporting standards; lead biannual risk reviews                                                                                              |
| Third line  | Internal Audit                                                                                                     | Periodic independent review of controls and risk processes across finance, compliance, procurement, manufacturing, IT, environment and safety; findings reviewed by the Audit Committee |

### Risk Management Committee

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.

| Risk Management Committee member | Designation | Category                    |
|----------------------------------|-------------|-----------------------------|
| Mr. Adnan Ahmad                  | Chairman    | Non-Executive & Independent |
| Mr. S Sankarasubramanian         | Member      | Executive (MD & CEO)        |
| Mr. Deepak Natarajan             | Member      | Chief Financial Officer     |

The Committee reviews major risks, including cyber security and climate and nature-related risks, assesses mitigation plans and approves risk management policies. It met twice in FY 2025-26 (10 July 2025 and 23 January 2026).

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 74-75, 82-83, 92-93, 288-291 (PDF Page no. 38, 42, 47, 145-146); [Climate Action Report \(IFRS S2\) FY 2025-26](#) - printed p. 19-20 (PDF p. 13); [TNFD Report FY 2025-26](#) - PDF p. 10.

### Risk Management Processes

Risks are managed through a six-step cycle covering strategic, operational, financial, regulatory, environmental, safety, technology, human capital, climate and emerging risks. Each risk is assessed on likelihood and potential impact, considering existing controls. Risks are prioritised by inherent risk rating and shown on a risk heat map. Risk exposure is reviewed at least twice a year at corporate, divisional and plant levels, and by the Risk Management Committee.

| 01 Identify                                                                                                                                                                                            | 02 Assess                                                                                                                                                                                                                | 03 Prioritise                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>► Risk registers at corporate, divisional, functional and plant levels</li> <li>► Inputs from strategy, audits, incidents and stakeholder engagement</li> </ul> | <ul style="list-style-type: none"> <li>► Likelihood and potential impact</li> <li>► Existing controls and adequacy of mitigation</li> <li>► Effect on operations, safety, compliance, finances and reputation</li> </ul> | <ul style="list-style-type: none"> <li>► Inherent risk rating</li> <li>► Risk heat map showing severity</li> <li>► Strategic relevance</li> </ul>                                           |
| 04 Mitigate                                                                                                                                                                                            | 05 Monitor                                                                                                                                                                                                               | 06 Review                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>► Risk owners define actions, responsibilities and timelines</li> <li>► Mitigation action trackers</li> </ul>                                                   | <ul style="list-style-type: none"> <li>► Key risk indicators and changes in exposure</li> <li>► ERM digital platform and activity calendar</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>► Biannual reviews at corporate, divisional and plant levels</li> <li>► Biannual evaluation by the Risk Management Committee with the CRO</li> </ul> |

### Key risks: exposure and mitigation

| Risk                                     | Impact (1-5) | Likelihood (1-5) | Company-specific exposure                                                                                                                                                                         | Mitigation                                                                                                                                                                                                                                                                       |
|------------------------------------------|--------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Supply chain and raw materials</b>    | 5            | 4                | Dependence on imported ammonia, sulphur, phosphoric acid, rock phosphate and potash; supplier concentration, port congestion and freight volatility affect costs, production planning and margins | Tracking of global supply, price and freight conditions; supplier diversification and alternate sourcing; inventory planning; review of long-term supply options; backward integration in sulphuric and phosphoric acid; coverage under crisis and business continuity protocols |
| <b>Operational and process safety</b>    | 4            | 3                | Hazardous materials, high-temperature processes and complex assets across 18 plants; a serious incident could affect people, production, assets, environment, permits and reputation              | Process safety management, preventive maintenance and inspections, emergency response and business continuity plans, unit-level Safety Committees, insurance, ISO 14001 systems                                                                                                  |
| <b>Policy, regulatory and compliance</b> | 4            | 3                | Changes to Fertiliser Control Order requirements, subsidy policy, product registrations, environmental norms and permits could affect production, market access, pricing and working capital      | Regulatory monitoring by business, legal and technical teams; product approval processes; industry engagement; compliance reviews and audits                                                                                                                                     |

### Quantified climate exposure (scenario analysis)

Climate and nature-related risks are integrated into ERM and assessed alongside operational and business risks. The climate scenario analysis quantifies physical risk exposure plant by plant:

| Hazard              | Projected exposure                                                                                                                                                                             | Adaptation response                                                                                                                                             |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Heat stress</b>  | Worker productivity loss of up to 12.6 percentage points at Kota, 12.4 at Nimrani and 11.3 at Ennore by 2100 under SSP5-8.5; 65-93% of workers heat-exposed at SSP plants                      | Short term: work-rest scheduling, cooling PPE and hydration. Medium term: insulated roofing and cool-roof coatings. Long term: automated bagging and dispatch   |
| <b>Water stress</b> | Water-related operational risk at Udaipur (77% groundwater dependence) projected to rise about 261% by 2100 under SSP2-4.5; Kota (92% groundwater dependence) faces the most severe escalation | Water-balance studies, leak detection, Zero Liquid Discharge with RO recycling, recharge shafts, replacing groundwater with surface water or treated wastewater |
| <b>Acute events</b> | Cyclone risk at Thyagavalli (2.06-9.84%) and riverine flood risk at Dahej                                                                                                                      | Stormwater drainage upgrades, flood barriers, elevating critical equipment                                                                                      |

## Risk appetite and culture:

- **Risk appetite:** Coromandel has zero tolerance for risks to safety, health, environmental compliance and ethics; a low appetite for regulatory and product-quality risks; and a moderate appetite for commodity, market and growth-related risks within limits approved by the Committee. The CRO monitors exposures against these limits and reports breaches.
- **Audit of the risk management process:** Internal Audit periodically reviews controls, processes and corrective actions. Findings are considered by relevant leadership teams and Board Committees, while mitigation trackers record responsibilities, timelines and closure status. Together, these mechanisms support review of control adequacy, visibility over unresolved exposures and timely corrective action.
- Regular **ERM training** for plant teams and all non-executive directors; Independent Directors' familiarisation programme covers climate and sustainability risks.
- **Risk criteria in product development:** fertiliser formulations are designed Safe by Design to minimise dusting, caking and operator exposure from the outset.
- **Incentives:** the MD & CEO's and senior leadership's incentives include ESG 2.0 delivery as part of their balanced scorecard performance, emissions reduction and water stewardship; business heads' and EHS leaders' performance objectives include EHS compliance and environmental KPIs. The balanced scorecard integrates financial incentives tied to risk management metrics. This includes initiatives like:
  - Conducting Cyber audits & IT security infrastructure 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

Source: *Integrated Annual Report FY 2025-26* - Pages 80-89, 206-207 (PDF p. 41-45, 104); *Climate Action Report (IFRS S2) FY 2025-26* - printed p. 19-20, 55-62 (PDF p. 13, 31-34).

## Emerging Risk

Emerging risks are identified through the cross-functional ERM process as a distinct risk category: external, long-term risks that have not yet materialised significantly but could require Coromandel to adapt its strategy or business model. The three most significant are set out below.

| Emerging risk 1: Fragmentation of global phosphate and nitrogen trade                                                                                                                                                                                                                                                                                                                                                                                                       | Emerging risk 2: Long-term soil degradation in Indian farmland                                                                                                                                                                                                                                                                                      | Emerging risk 3: Water Shortage                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b><br>Global markets for phosphate rock, phosphoric acid, ammonia and sulphur are concentrated in a few producing countries and shipping routes. Rising geopolitical tension, export restrictions by producing nations and disruption at maritime chokepoints are fragmenting this trade. For Coromandel, which sources a significant share of these inputs from international markets, this is a structural shift rather than a short-term price movement. | <b>Description</b><br>Declining soil organic carbon, erosion and nutrient imbalance, accelerated by climate variability and intensive farming, are progressively reducing the productivity of Indian farmland. This is a slow-moving external risk outside Coromandel's direct control, but it determines the productivity of its farmer customers. | <b>Description</b><br>Water scarcity and non-availability for human consumption and agricultural purposes.                                                                                                    |
| <b>Potential impact</b><br>Prolonged unavailability or rationing of critical inputs could constrain output at phosphatic fertiliser plants, raise input and freight costs beyond what subsidy mechanisms recover, increase working capital through higher safety stocks, and force changes to sourcing strategy and product mix.                                                                                                                                            | <b>Potential impact</b><br>Falling yields and crop failures would weaken farm incomes and fertiliser demand, increase the vulnerability of the farming communities Coromandel serves, and shift demand towards soil-health and specialty products. That would require the Company to adapt its product portfolio and go-to-market model.            | <b>Potential impact</b><br>Water scarcity poses significant risks to agriculture, impacting various aspects of food production and sustainability which would ultimately impact the company's business model. |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Mitigating actions</b></p> <ul style="list-style-type: none"> <li>• Backward integration: new 1,800 TPD sulphuric acid plant at Kakinada and expanded phosphoric acid capacity</li> <li>• Strategic equity in raw-material sources, including the Baobab Mining and Chemicals phosphate mine in Senegal</li> <li>• Supplier diversification, sourcing from geopolitically stable regions, inventory planning and review of long-term supply options</li> <li>• Continuous monitoring of trade policy and political developments; crisis playbooks for supply disruption</li> </ul> | <p><b>Mitigating actions</b></p> <ul style="list-style-type: none"> <li>• Soil testing and nutrient recommendations through retail outlets, Nutri clinics and a new soil-testing lab at Kakinada (94,935 soil tests in FY 2025-26)</li> <li>• Growth of organic fertilisers, bio-products and Nano fertilisers that support balanced nutrition</li> <li>• FY 2030 target to increase soil and organic carbon testing to 6.5 lakh</li> <li>• Field demonstrations, integrated pest management and farm mechanisation services</li> </ul> | <p><b>Mitigating actions</b></p> <ul style="list-style-type: none"> <li>• Responsible management and use of water resources in a sustainable manner essential to balance environmental, social, and economic needs.</li> <li>• Coromandel undertakes initiatives aimed at decreasing the use of freshwater.</li> <li>• The Company has also invested in Desalination plants in one of the large manufacturing units to reduce the dependency on fresh water supplies from the municipality.</li> <li>• Emphasis on usage of recycled water</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Other emerging risks tracked in ERM:** restrictions on crop-protection molecules under evolving Indian and international regulation; AI-related risks; nature-related dependencies; rising expectations for responsible agriculture; and evolving global trade conditions.



## Business Continuity and Crisis Management

A defined resilience framework connects ERM, emergency response, crisis management and business continuity, so that the response is proportionate to the severity of an event and escalates when impact moves beyond routine operational control.

| Event type      | Description                                                                                                                        | Response                                                                                       |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Risk</b>     | A potential event or exposure that may affect performance, safety, compliance, continuity or reputation                            | ERM framework, risk registers, mitigation plans and periodic review                            |
| <b>Incident</b> | An unexpected event, such as equipment failure or a localised disruption, manageable through standard protocols                    | Site-level response plans, functional escalation and corrective action                         |
| <b>Crisis</b>   | A high-impact event affecting people, operations, environment, assets, reputation or continuity that needs leadership coordination | Crisis protocols, Crisis Management Team oversight, business response teams and recovery plans |

- Crisis management playbooks cover six scenario types: demand, operations, logistics, legal and regulatory, technology, and human resources.
- Business continuity and disaster management procedures prepare sites for operational disruption, extreme weather and site-level incidents, informed by plant-level climate risk findings.
- Emergency response plans are maintained at every plant and tested through mock drills, supported by insurance cover for assets and public liability.

Source: [Integrated Annual Report FY 2025-26](#) - Pages 80-85, 90-93, 184-185 (PDF p. 42-43, 46-47, 93); [Climate Action Report \(IFRS S2\) FY 2025-26](#) - printed p. 13-14 (PDF p. 10).



# Governance

## IN THIS SECTION

- Corporate Governance: Accountability at the Core of Sustainable Growth
- Business Ethics & Management
- Whistleblowing and Management
- Policy Influence
- Tax Management and Strategy
- Information Security and Cybersecurity



## Governance

### Corporate Governance: Accountability at the Core of Sustainable Growth

At Coromandel, corporate governance provides the foundation for responsible growth, stakeholder trust and long-term value creation. Built on transparency, integrity and accountability, the Company's governance framework connects strategic direction with management responsibility and operational execution. Coromandel operates through a one-tier Board structure, bringing executive leadership and independent non-executive oversight together within one Board of Directors. The Board sets strategic direction and monitors management performance, supported by committees with defined responsibilities for audit, nomination and remuneration, risk management, stakeholder relations, corporate social responsibility and sustainability, and banking and borrowing. Internal controls, review mechanisms and ethical business standards reinforce accountability across the organisation. The Board-level Corporate Social Responsibility & Sustainability Committee provides strategic direction for the sustainability roadmap and advises management on aligning environmental and social priorities with business objectives. Executive management translates Board priorities into business action, while business heads, corporate functions, EHS leadership and unit-level Safety and Sustainability Committees support implementation and risk management across operations.

#### Board Composition



| Board KPI                                               | FY 2025-26                       |
|---------------------------------------------------------|----------------------------------|
| Board size                                              | 10                               |
| Executive / Independent / Other Non-Executive Directors | 4 / 6 / 0                        |
| Share of Independent Directors                          | 60%                              |
| Women on the Board                                      | 1 (10%)                          |
| Average Board tenure                                    | 2.83 years (as at 31 March 2026) |
| Board meetings held / average attendance                | 8 / 97.7%                        |

Coromandel's Board of Directors brings together executive leadership and independent professional experience to guide the Company's strategic direction and oversee management performance. Its one-tier structure combines knowledge of the business with independent perspectives, supporting informed deliberation, accountability and consideration of stakeholder interests. As of 31 March 2026, the Board comprised of 10 Directors: four Executive Directors and six Non-Executive Independent Directors. Independent Directors therefore constituted 60% of the Board, providing a majority independent presence. The Board was chaired by Mr. Arun Alagappan, Executive Chairman, with Mr. S. Sankarasubramanian serving as Managing Director & CEO.

## Board Composition

As at 31 March 2026



## Board Oversight



The Board's collective expertise spans financial management, governance, corporate strategy, agri-chemicals, business strategy and general management. Independent Directors contribute objective judgment to Board deliberations and serve on committees responsible for specialised areas of oversight. Relevant and material information is circulated to Directors to facilitate informed decision-making, supported by familiarisation programmes on the Company's operations and business. 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 FY2025-26, the Board recorded an impressive average attendance of 97.7%. In line with SEBI's Listing Obligations and Disclosure Requirements (LODR), Coromandel ensures that the appointment and number of directorships held by its Board members comply with prescribed limits. Directors are elected individually by a majority vote of shareholders at the General Meeting or through Postal Ballot.

All Independent Directors submitted declarations confirming that they met the applicable independence criteria under the Companies Act, 2013 and the SEBI Listing Regulations. Independent Directors are appointed and assessed under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI (LODR) Regulations, 2015. All six Independent Directors submitted declarations of independence, which the Board took on record on 7 May 2026. Independent oversight is also supported by a separate meeting of the Independent Directors. During FY2025-26, this meeting was held on 24 March 2026, chaired by Dr. Deepali Pant Joshi, with all Independent Directors participating. They evaluated the performance of the Non-Independent Directors, the Board as a whole and the Chairman, and the outcomes were communicated to the Board. These arrangements support independent scrutiny of leadership and performance while retaining the executive experience needed to guide Coromandel's business and long-term priorities.

**Share of Independent Directors.** Regulation 17(1)(b) of the SEBI (LODR) Regulations requires at least one-third Independent Directors where the Chairperson is non-executive, and at least half where the Chairperson is executive. As Coromandel's Chairperson is an Executive Director, the Company targets a minimum of 50% Independent Directors on its Board. As on 31 March 2026, Independent Directors constituted 60% of the Board.

Source: *Integrated Annual Report FY2025-26; Report on Corporate Governance, printed pages 267-277, 287-289 (PDF pages 139, 144-145).*

## Board Committees: Focused Oversight, Clear Accountability

As of 31<sup>st</sup> March 2026, Coromandel's Board is supported by six committees with defined mandates that bring focused oversight to key areas of governance. These committees support the Board in reviewing financial reporting and internal controls, leadership appointments and remuneration, enterprise risks, shareholder matters, sustainability and financing decisions. The committee framework connects corporate governance with the Company's environmental and social responsibilities. The Corporate Social Responsibility & Sustainability Committee guides the sustainability roadmap, while the Risk Management and Audit Committees provide complementary oversight of business risks and internal controls. Together, these committees strengthen informed decision-making, management accountability and the Board's oversight of long-term value creation.



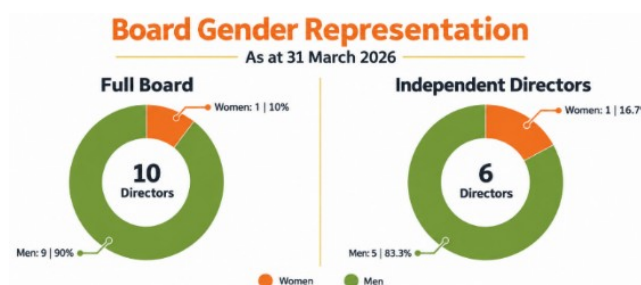
Source: *Integrated Annual Report FY2025-26; Board Committees, printed pages 76-77 (PDF pages 39)*

## Board Diversity

### Bringing Complementary Perspectives to Board Decisions

Coromandel's Board Diversity Policy, adopted and effective from 25 April 2024, sets out the Company's approach to diversity within its Board of Directors. It recognizes the contribution of an inclusive Board with complementary capabilities and perspectives to effective governance and sustainable business success. The policy expressly recognizes differences in gender, race and ethnicity, alongside skills, experience, education, age, nationality, country of origin or cultural background. It seeks a Board whose collective capabilities cover areas relevant to the business, including governance, strategy, finance, accounting, legal, marketing, manufacturing and technology. The Nomination and Remuneration Committee leads the Board appointment process, identifying and nominating candidates for approval by the Board and shareholders. Candidate selection is merit-based and assessed against objective criteria, including skills, knowledge, personal traits, experience, background and functional expertise. The balance of skills, experience, knowledge and independence is also considered during the annual evaluation of Board performance.

**Women's Representation in Board Oversight** As of 31 March 2026, Coromandel's Board comprised 10 Directors, including one woman Director, representing 10% of total Board membership. Dr. Deepali Pant Joshi served as a Non-Executive Independent Director. Women therefore represented 16.7% of the six Independent Directors. Dr. Joshi also chaired the Nomination and Remuneration Committee and served on the Audit Committee and the Corporate Social Responsibility & Sustainability Committee. Her participation extended across leadership appointments, financial oversight and sustainability governance.



Source: Board Diversity Policy, Integrated Annual Report FY2025-26; Report on Corporate Governance, printed pages 287 and 290-291 (PDF pages 144 and 146); BRSR, Section A, Question 21 (PDF page 154). The share of women among Independent Directors is calculated as  $1 \div 6 \times 100$ .

## Board Accountability

### Active Participation, Performance Review and Shareholder Oversight

Coromandel's approach to Board accountability combines regular participation, structured performance evaluation and shareholder oversight of key governance decisions. These mechanisms support scrutiny of management, effective discharge of Directors' responsibilities and alignment with shareholders' long-term interests. The Board held eight meetings during FY2025-26, with no interval between consecutive meetings exceeding 120 days. Aggregate attendance was 97.7%, calculated from 86 attendances against 88 eligible attendance opportunities across the year, including Directors who served for part of the reporting period. The Company publicly discloses individual Directors' attendance at Board meetings and the Annual General Meeting, providing shareholders with visibility into their participation.

Coromandel discloses Directors' external appointments to support transparency regarding their professional commitments. Based on the listed-company directorships disclosed as of 31 March 2026, each of the six Non-Executive Independent Directors held no more than two other listed-company directorships, excluding Coromandel. Listed-company directorships of the Independent Directors (other than Coromandel): Aditya Himatsingka: none; Adnan Ahmad: DIC India Limited; Deepali Pant Joshi: LMW Limited; Sudarshan Venu: TVS Motor Company Limited, TVS Holdings Limited; Suresh Subramanian: NACL Industries Limited, Saksoft Limited; Durgashankar Subramaniam: Seshasayee Paper and Boards Limited, EID Parry (India) Limited.

### Annual Performance Evaluation

During FY2025-26, the Board undertook an annual evaluation of its own performance, individual Directors and its committees. Structured questionnaires addressed Board and committee composition, Board culture, execution of roles, discharge of duties and governance practices. Individual evaluations considered participation in meetings, contributions to deliberations and the exercise of independent judgment in protecting the interests of the Company and its stakeholders. The Board evaluated Independent Directors without the participation of the Director concerned. Independent Directors assessed the Chairman and Non-Independent Directors. A separate meeting of all Independent Directors, chaired by Dr. Deepali Pant Joshi, was held on 24 March 2026. Its deliberations and outcomes were communicated to the Board.

### Shareholder Oversight of Constitutional Changes

Changes to the Company's Articles of Association are subject to shareholder approval through the applicable resolution process. The Annual Report records shareholder approval of an alteration to the Articles through postal ballot on 12 June 2024, demonstrating the operation of this governance mechanism. This historical approval is distinguished from developments during FY2025-26. 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. Coromandel's Articles of Association provide for indemnification of Directors and officers, subject to applicable law and the conditions specified in the Articles. These provisions include exceptions relating to their own willful neglect or default. The Articles also permit the Company to maintain Directors' and Officers' insurance for specified liabilities arising from acts undertaken honestly and reasonably.

### CEO Succession Planning

Coromandel maintains a structured succession plan for the Managing Director & Chief Executive Officer to support continuity of leadership, business operations and strategic direction. The Board oversees the plan, supported by the Nomination and Remuneration Committee, covering both planned leadership transitions and unexpected departures or incapacity. The succession process identifies potential successors and assesses their suitability against the Company's strategic priorities and the capabilities required for the role. Assessments consider business and industry experience, leadership effectiveness, financial and risk-management capabilities, ethical judgment and the ability to deliver long-term value. The plan records candidate readiness and the expected timeframe for assuming the role, supported by individual development actions. For planned transitions, succession arrangements provide for successor development, knowledge transfer and an orderly handover. For unexpected vacancies, the plan establishes interim leadership arrangements, delegated responsibilities and a process for appointing a permanent successor.

The Nomination and Remuneration Committee reviews the plan at least annually and following material changes in leadership or business requirements, recommending updates to the Board. Candidate identities and individual assessments are maintained confidentially, while the Company communicates its succession-governance approach through public disclosures.

Source: [Integrated Annual Report FY2025-26](#); Report on Corporate Governance, Pages:167, 276-277, 288-289, 298-299, 352-353 (PDF Page no. 84, 139, 145, 150, 177).

## Board Industry Experience

Coromandel's Board brings together professional expertise and industry experience to support strategic oversight and informed decision-making. Its collective competencies span financial management, governance practices, corporate strategy, business strategy and general management. The director-wise skills matrix outlines the expertise available to the Board in evaluating business priorities, overseeing performance and assessing risks and opportunities.

| Director                 | Financial Management | Governance Practices | Corporate Strategy | Business Strategy | General Management | Industry Experience |
|--------------------------|----------------------|----------------------|--------------------|-------------------|--------------------|---------------------|
| Arun Alagappan           | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |
| S. Sankarasubramanian    | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |
| Narayanan Vellayan       | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |
| Arunachalam Vellayan     | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |
| Sudarshan Venu           | ●                    | ●                    | ●                  | ●                 | ●                  |                     |
| Dr. Deepali Pant Joshi   | ●                    | ●                    | ●                  |                   | ●                  |                     |
| Aditya Himatsingka       | ●                    | ●                    | ●                  | ●                 | ●                  |                     |
| Adnan Wajhat Ahmad       | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |
| Suresh Subramanian       | ●                    | ●                    | ●                  |                   | ●                  | ●                   |
| Durgashankar Subramaniam | ●                    | ●                    | ●                  | ●                 | ●                  | ●                   |

● Experience indicated

| Metric                                                                 | FY 2025-26                                                               |
|------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Independent / Non-Executive Directors with Materials sector experience | 3                                                                        |
| Names                                                                  | Mr. Adnan Wajhat Ahmad, Mr. Suresh Subramanian, Durgashankar Subramaniam |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 70-71 (PDF Page no. 36); [Board of Directors page](#)

## CEO Compensation

Coromandel's remuneration framework links executive reward to Company and individual performance through fixed compensation, performance-linked annual incentives, and participation in equity plans. The Nomination and Remuneration Committee oversees remuneration for the Managing Director & Chief Executive Officer, with

responsibilities including incentive determination, periodic reviews, and administration of employee stock option plans. The framework is guided by the Company's Remuneration Policy, designed to attract and retain leadership talent while balancing short-term performance with long-term value creation. The policy, available on the Company's website, has been framed on the Board's recommendation in accordance with the Companies Act, 2013 and relevant rules.

### Variable Compensation Structure

The Chief Executive Officer's variable compensation is assessed through the Company's Balanced Scorecard, combining financial measures with strategic objectives. These measures provide a basis for evaluating profitability, capital efficiency, cost discipline and working capital management. They include:

- Profit Before Tax (PBT)
- Return on Capital Employed (ROCE)
- Corporate Cash Fixed Cost-to-Contribution ratio



The assessment also incorporates performance inputs from individual Strategic Business Units, bringing business level results into the evaluation of CEO performance. The Nomination and Remuneration Committee oversees executive remuneration and determines annual variable compensation against pre-agreed Company and individual objectives. On the Committee's recommendation, the Board has adopted a [Remuneration Policy](#) governing the selection, appointment and remuneration of Directors and Senior Management.

### Long-term Alignment through Equity Participation

Share-based incentives strengthen the connection between executive reward and shareholder value creation. The Managing Director & Chief Executive Officer participates in the Company's employee stock option plans, with equity grants vesting over one to four years from grant date. As of 31 March 2026, Mr. S. Sankarasubramanian held 2,01,000 outstanding options under the 2023 plan, including 80,400 vested options.



**Non-Executive Director Compensation:** The compensation of the Non-Executive Directors is in the form of commission paid out of profits. Though the shareholders have approved payment of commission upto 1% of net profits of the Company for each year calculated as per the provisions of Sections 197, 198 and all other applicable provisions of the Act and the rules made thereunder, the commission paid to the Directors is usually restricted to a fixed sum, which is within the limits. Actual commission payments remain within approved limits and are detailed in the remuneration disclosure.

Source: [Integrated Annual Report FY 2025-26](#) - printed pages 290-293 / PDF pages 146-147 and printed pages 426-427 / PDF page 214.

### CEO-to-Employee Pay Ratio

| Metric                                                                                                                                                                                                                                                          | FY 2024-25                          |                                   | FY 2025-26                          |                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|-----------------------------------|
| <b>Total annual compensation of the CEO</b><br><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 according to national accounting standards</i> | INR 7,00,97,000                     |                                   | INR 11,99,66,000                    |                                   |
| <b>Employee Compensation</b>                                                                                                                                                                                                                                    | <b>Median Employee Compensation</b> | <b>Mean Employee Compensation</b> | <b>Median Employee Compensation</b> | <b>Mean Employee Compensation</b> |

|                                                                                                                     |              |               |                 |               |
|---------------------------------------------------------------------------------------------------------------------|--------------|---------------|-----------------|---------------|
| Median & mean annual compensation of all employees, except the Chief Executive Officer (or any equivalent position) | INR 7,05,494 | INR 12,32,583 | INR 7,32,437.87 | INR 12,67,216 |
| <b>CEO-to-Employee Pay Ratio</b>                                                                                    | <b>99.36</b> | <b>56.87</b>  | <b>163.79</b>   | <b>94.67</b>  |

The FY 2025-26 increase in CEO remuneration is primarily due to the ESOP exercise perquisite.

Source: *Integrated Annual Report FY 2025-26* - Pages: 292-293, 352-353 (PDF Page no. 147, 177)

## Management Ownership

Equity ownership gives executives a direct financial interest in the Company's performance and long-term shareholder value. Coromandel publicly discloses the shareholdings of its Directors and Key Managerial Personnel through its Annual Return, providing transparency on management's ownership interests.

As of 31 March 2026, the following equity shareholdings were reported for the Managing Director & Chief Executive Officer and other Executive Directors:

| Type                | Name                     | Shares held directly at 31 Mar 2026 | Multiple of base salary FY 2024-25 | Multiple of base salary FY 2025-26 |
|---------------------|--------------------------|-------------------------------------|------------------------------------|------------------------------------|
| CEO                 | Mr. S Sankarasubramanian | 59,048                              | 2.193                              | 2.625                              |
| Executive Chairman  | Mr. Arun Alagappan       | 1,03,340                            | 2.203                              | 1.697                              |
| Whole-time Director | Mr. Arunachalam Vellayan | 2,05,912                            | 7.677                              | 9.481                              |
| Executive Director  | Mr. Narayanan Vellayan   | 2,11,512                            | 8.198                              | 10.868                             |

**Average of other executives (excluding CEO) is 7.349**

These holdings represent equity shares reported as owned at the financial year-end. They are distinct from outstanding stock options, which provide an opportunity to acquire shares subject to the applicable plan terms.

Source: *Integrated Annual Report FY 2025-26* - Pages: 268-269, 292-293, 402-405 (PDF Page no. 135, 147, 202); *Annual Return FY 2025-26* - 15,16

## Ownership Structure

Coromandel's ownership structure combines a controlling promoter shareholding with participation from institutional and individual investors. As of 31 March 2026, the promoter category held 56.35% of the Company's equity. E.I.D. Parry (India) Limited, the holding company, accounted for 55.58% of total equity, forming the principal shareholding within the promoter category.

| Shareholder                                               | Holding at 31 Mar 2026                                               |
|-----------------------------------------------------------|----------------------------------------------------------------------|
| E.I.D.-Parry (India) Limited (Parent Company)             | 55.58%                                                               |
| Any other single shareholder                              | Below 5%                                                             |
| Governmental institutions holding more than 5%            | None                                                                 |
| Individual founding / family members holding more than 5% | None (each promoter individual and family trust holds 0.07% or less) |

The shareholder base also includes mutual funds, foreign portfolio investors, insurance companies, pension funds, individual investors and other shareholders. This structure brings together a controlling shareholder and a wider investment community with an interest in the Company's performance and long-term development. Coromandel provides transparency on its ownership through its Annual Report, Annual Return and shareholding disclosures. These disclosures identify the principal shareholders and investor categories, alongside the equity interests held by Directors and Key Managerial Personnel. Coromandel has one class of equity shares, each carrying one vote; there are no golden shares.

Source: *Integrated Annual Report FY 2025-26* - Pages:298-299, 402-405 (PDF Page no. 150, 202-203); *Annual Return FY 2025-26* - Pages 3,4, 10-12

## Governance Oversight

Coromandel's ESG governance framework connects Board oversight with management accountability and implementation across its operating units. Environmental, social and governance considerations are addressed through the Company's strategy, risk management, policies and performance reviews. This structure assigns responsibility for

translating sustainability priorities into business action and provides reporting channels through which operational developments and material concerns reach senior leadership and the Board.

**Board oversight and strategic direction:** The Board of Directors provides overall oversight of sustainability performance, climate-related risks and ESG priorities within its responsibility for the Company's strategy and long-term value creation. Supported by its committees, the Board reviews matters relevant to responsible business conduct, regulatory compliance and stakeholder interests. The Board-level Corporate Social Responsibility & Sustainability Committee provides dedicated oversight of sustainability-related matters. The BRSR identifies this Committee as the highest authority responsible for implementing and overseeing the Company's Business Responsibility policies. It guides the sustainability roadmap and advises management on aligning environmental and social considerations with business objectives. The Committee's responsibilities include recommending CSR and business responsibility and sustainability policies to the Board, recommending CSR expenditure and monitoring policy implementation. It also reviews sustainability initiatives and their progress, providing a forum for management to present developments and seek direction.

### Integration with risk management and internal controls

ESG oversight is supported by the Company's wider Board committee structure. The Risk Management Committee reviews the enterprise risk profile, mitigation plans and emerging concerns, while the CSR & Sustainability Committee reviews sustainability-related risks, including climate and nature matters. The Audit Committee supports oversight through its review of internal controls, audit observations and corrective actions. This allocation of responsibilities brings sustainability considerations into the broader assessment of strategic, operational, financial and compliance risks. Climate and nature-related risks are considered within the enterprise risk framework, enabling physical, transition and ecosystem-related exposures to be reviewed alongside other business risks. Material matters are escalated through the relevant committees to the Board.

### Management accountability and implementation

The Executive Management Team, comprising the Managing Director, Executive Directors and CXOs, translates Board priorities into business action. Business Heads and functional leaders implement sustainability initiatives, monitor performance, identify areas for improvement and report significant findings to senior leadership and the relevant Board committees. Responsibilities are distributed across business and corporate functions so that ESG implementation remains connected to operational decisions. The EHS leadership team leads safety, environmental, climate and sustainability-related risk actions, while functional teams manage matters within their respective areas, including finance, human resources, legal, information technology and supply chain.

### Oversight at operating units

Unit-level Safety and Sustainability Committees, led by the Unit Head and supported by representatives from key functions, oversee implementation at operating sites. These committees identify operational issues, monitor action plans and review progress on safety and sustainability measures. Regular site-level reviews support the identification of deviations and the implementation of corrective actions. Significant findings are escalated to Business Heads for further review, linking operating-level performance with management oversight and Board-level direction.

| Level      | Body / Role                                            | Members / Holder                                                                                                          |
|------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Board      | CSR & Sustainability Committee                         | Mr. Arun Alagappan (Chairman), Dr. Deepali Pant Joshi (Independent Director), Mr. S Sankarasubramanian (MD & CEO)         |
| Executive  | Executive Management Team                              | Managing Director & CEO, Executive Directors, and Mr. Sharad Kalghatgi, responsible for driving the sustainability agenda |
| Management | Business Heads, Corporate Functions and EHS leadership | Respective Business Heads and functional leaders; EHS Head                                                                |
| Site       | Unit-level Safety & Sustainability Committees          | Unit Head, supported by representatives from key functions                                                                |

### Performance review and reporting

Business and functional teams monitor sustainability performance through operational plans, performance reviews and corrective-action processes. The Board reviews performance against Business Responsibility policies, follow-up actions and relevant statutory compliance at regular intervals, as disclosed in the BRSR. Public reporting through the Integrated

Annual Report and BRSR provides visibility into governance responsibilities, material sustainability priorities and performance. Specified sustainability disclosures are also subject to independent external assurance.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 74-77, 82-83, 100-101, 290-291, 314-315 (PDF Page no. 38-39, 42, 51, 146, 158)

## Business Ethics & Management

Integrity is the first of the Murugappa Group's "Five Lights" - Integrity, Passion, Quality, Respect and Responsibility - that guide every decision at Coromandel. These values are set out in the Coromandel Guide to Business Conduct (CGBC), reinforced by a zero-tolerance approach to bribery and corruption, a protected whistleblowing channel and transparent reporting of breaches.

|                                                                                    |                                                      |                                                       |                                                                      |                                              |
|------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------|
| <b>100%</b><br>Employees and workers trained on the CGBC and Whistle Blower Policy | <b>100%</b><br>Employees signed the CGBC declaration | <b>0</b><br>Corruption or bribery cases in FY 2025-26 | <b>0</b><br>Conflict-of-interest complaints against Directors or KMP | <b>₹0</b><br>Fines for corruption or bribery |
|------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------|

Coromandel has been a participant of the UN Global Compact since 26 September 2013 and has re-joined the UNGC commitment in FY 2025-26 and is listed as an active participant, committed to the Ten Principles on human rights, labour, environment and anti-corruption. Its next Communication on Progress is due on 31 July 2027.

| UNGC area                             | Coromandel policies and practices                                                                                                               |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Human rights (Principles 1-2)</b>  | Human Rights Policy based on the Universal Declaration of Human Rights; human rights due diligence in supplier and contractor agreements        |
| <b>Labour (Principles 3-6)</b>        | Freedom of association and collective bargaining; prohibition of child, forced and compulsory labour; equal remuneration and non-discrimination |
| <b>Environment (Principles 7-9)</b>   | Environment Policy, EHS Policy, Biodiversity and No-Deforestation Policy; ESG 2.0 targets on emissions, water and waste                         |
| <b>Anti-corruption (Principle 10)</b> | Zero-tolerance approach under the CGBC; Whistle Blower Policy; 100% training coverage                                                           |

Source: [Integrated Annual Report FY 2025-26](#) - Pages 174-177 (PDF p. 88-89); [UN Global Compact participant profile](#).

## Code of Conduct

The [Coromandel Guide to Business Conduct \(CGBC\)](#) applies to all employees across all locations worldwide. Directors and senior management are also bound by the [Code of Conduct for the Board and Senior Management](#). All employees signed a declaration of conformance with the CGBC, and all Directors and senior management affirmed compliance with their Code for FY 2025-26.

| Topic                                   | What it means for Coromandel                                                                                                                                                 |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corruption and bribery</b>           | No bribes to government officials; no gifts or illegal payments to suppliers, vendors, contractors or competitors; no accepting money, gifts, donations or personal benefits |
| <b>Discrimination and harassment</b>    | Equal opportunity regardless of race, religion, gender, age, caste, region, marital status or disability; harassment of any kind prohibited                                  |
| <b>Confidentiality and data privacy</b> | Protection of trade secrets and proprietary information; confidentiality agreements; privacy of farmer, dealer and customer data                                             |
| <b>Conflicts of interest</b>            | Disclosure of family interests in suppliers, customers or competitors; prior approval of related transactions; no competing activities                                       |
| <b>Insider trading</b>                  | Compliance with the insider trading code and SEBI rules; no trading in blackout periods or tipping                                                                           |
| <b>Environment, health and safety</b>   | Health and safety policies, safety equipment in plants, emissions and effluents within norms, safe hazardous-waste disposal, energy efficiency                               |
| <b>Whistleblowing</b>                   | Report violations to superiors or HR; adhere to the Whistle Blower Policy                                                                                                    |
| <b>Anti-Competition law</b>             | Prohibits price-fixing, market or customer allocation, bid-rigging and exchange of competitively sensitive information                                                       |
| <b>Insider Trading</b>                  | Coromandel International and its associated entities follow standard SEBI regulations regarding                                                                              |

|                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | insider trading, including periodic trading window closures for designated persons ahead of quarterly financial results. |
| <ul style="list-style-type: none"> <li>All employees signed a declaration acknowledging and conforming to the CGBC, and all Directors and senior management affirmed compliance with their Code for FY 2025-26.</li> <li>Every employee is accountable for upholding the CGBC; HR reviews it annually and provides compliance training.</li> <li>Violations lead to corrective or disciplinary action, irrespective of grade.</li> </ul> |                                                                                                                          |

Source: [Coromandel Guide to Business Conduct \(CGBC\) Ver 4.0](#) - PDF p. 3-29; [Code of Conduct for Board & Senior Management](#) - PDF p. 1-3; [Integrated Annual Report FY 2025-26](#) - Pages 78-79, 176-177, 302-303, 316-317, 320-321 (PDF p. 40, 89, 152, 159, 161)

## Anti-Bribery and Anti-Corruption

The Company addresses anti-corruption and anti-bribery commitments through its Coromandel Guide to Business Conduct, which is applicable to all employees across the organisation. The framework sets out clear expectations on ethical behaviour, integrity, and compliance, reinforcing a zero-tolerance approach towards unethical practices. To further strengthen its governance framework, the Company has established a Whistle-blower Policy and Vigil Mechanism, providing a structured and secure channel for Directors, employees, customers, and vendors to report concerns.

| Aspect                                       | Coromandel's approach                                                                                                                                                                                                                                    |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Prevention of bribery and corruption</b>  | Employees must not offer, give or receive bribes, illegal payments or improper benefits - to or from government officials, suppliers, contractors, competitors or customers, directly or through family members                                          |
| <b>Gifts</b>                                 | Only business courtesies that cannot improperly influence decisions are acceptable; Directors and senior management may accept non-cash gifts only up to ₹2,000, and gifts above this are surrendered to the Company                                     |
| <b>Political contributions</b>               | Political contributions may be made only with Board approval under Section 182 of the Companies Act, 2013, only through lawful and transparent channels, and never to obtain a business advantage. All contributions are disclosed in the Annual Report. |
| <b>Charitable donations and sponsorships</b> | Donations and sponsorships are made only to eligible organisations after due diligence, and never at the request of a public official or linked to a business decision.                                                                                  |
| <b>Training</b>                              | 100% of employees and workers trained on the CGBC and Whistle Blower Policy in FY 2025-26, including a dedicated anti-bribery and anti-corruption module.                                                                                                |
| <b>Handling breaches</b>                     | Allegations are investigated under the Whistle Blower Policy by the Ombudsperson or an independent committee, with quarterly reports to the Audit Committee                                                                                              |
| <b>Disciplinary action</b>                   | Violations lead to corrective or disciplinary action, including dismissal                                                                                                                                                                                |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 314-317 (PDF Page no. 158-159); [CGBC PDF](#) pages 5, 8-11; [Whistle Blower Policy](#) pages 3-8

## Whistleblowing and Management

The [Whistle Blower Policy](#) established under Section 177 of the Companies Act, 2013 and Regulation 22 of the SEBI Listing Regulations, gives Directors, employees, customers and vendors a secure channel to report suspected wrongdoing, including bribery, fraud, misuse of information and breaches of the code of conduct.

| Feature                      | Coromandel's mechanism                                                                                                                                                                                                                  |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Responsible person</b>    | Board-authorised Ombudsperson reporting directly to the Audit Committee; Chairman of the Audit Committee for complaints involving Directors                                                                                             |
| <b>Confidentiality</b>       | Identities of the whistleblower and the subject are kept strictly confidential, with access restricted to authorised personnel. Additionally, the reports may be submitted anonymously and are investigated                             |
| <b>Non-retaliation</b>       | Zero tolerance for retaliation; harassment or victimisation of a whistleblower is grounds for dismissal                                                                                                                                 |
| <b>Training</b>              | 100% of employees and workers trained on the Whistle Blower Policy in FY 2025-26                                                                                                                                                        |
| <b>Investigation process</b> | Acknowledgement, initial enquiry, investigation by an independent committee free of conflicts, written report, recommended action to the MD or Audit Committee, quarterly reporting and right of appeal to the Audit Committee Chairman |

## How a report is handled

|                                                                                                                                                                                                                                   |                                                                                                                                                                      |                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>01 Report</b>                                                                                                                                                                                                                  | <b>02 Acknowledge and record</b>                                                                                                                                     | <b>03 Investigate</b>                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>▶ Concern raised in writing with the Ombudsperson, or with the Audit Committee Chairman for Directors</li> <li>▶ Customers and vendors may also refer allegations of corruption</li> </ul> | <ul style="list-style-type: none"> <li>▶ Complaint recorded and acknowledged</li> <li>▶ Initial enquiry by the Ombudsperson</li> </ul>                               | <ul style="list-style-type: none"> <li>▶ Independent, conflict-free committee or the Ombudsperson</li> <li>▶ Neutral fact-finding; conflicted persons recuse themselves</li> </ul>                 |
| <b>04 Report findings</b>                                                                                                                                                                                                         | <b>05 Act</b>                                                                                                                                                        | <b>06 Close and oversee</b>                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>▶ Written report of findings</li> <li>▶ Recommended disciplinary, corrective and preventive action to the MD or Audit Committee</li> </ul>                                                 | <ul style="list-style-type: none"> <li>▶ Disciplinary action up to dismissal where proven</li> <li>▶ MD &amp; CEO ensures recommendations are implemented</li> </ul> | <ul style="list-style-type: none"> <li>▶ Outcome communicated to the whistleblower; right of appeal to the Audit Committee Chairman</li> <li>▶ Quarterly reports to the Audit Committee</li> </ul> |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 176-177, 294-295, 314-315, 328-329 (PDF Page no. 89, 148, 158, 166); [Whistle Blower Policy](#) PDF pages 2-10

## Reporting on Breaches

| Code of conduct breaches (number)             | FY 2024-25 | FY 2025-26 |
|-----------------------------------------------|------------|------------|
| Corruption or bribery                         | 0          | 0          |
| Discrimination or harassment                  | 3          | 1          |
| Customer privacy data                         | 1          | 0          |
| Conflicts of interest                         | 0          | 0          |
| Money laundering or insider trading           | 0          | 0          |
| Fines related to corruption and bribery (₹)   | 0          | 0          |
| Convictions related to corruption and bribery | 0          | 0          |

The FY 2025-26 case under discrimination or harassment was a complaint under the POSH Act (0.38% of female employees and workers); no complaints of discrimination were received. No disciplinary action was taken by any law enforcement agency for bribery or corruption against any Director, KMP, employee or worker.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 316-317, 328-329, 340-341 (PDF Page no. 159, 166, 171)

## Policy Influence

Coromandel engages with governments, regulators and industry bodies to support policies that strengthen Indian agriculture, food security and responsible manufacturing. Engagement is carried out responsibly and transparently, in line with Principle 7 of the National Guidelines on Responsible Business Conduct, through industry associations, seminars, publications and meetings. The Board reviews the Company's public policy positions quarterly.

|                                                         |                                                             |                                                      |                                                          |
|---------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------|
| <b>12</b><br>Trade and industry association memberships | <b>8</b><br>Public policy positions advocated in FY 2025-26 | <b>Quarterly</b><br>Board review of policy positions | <b>Nil</b><br>Adverse orders on anti-competitive conduct |
|---------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------|

## Governance of Public Policy Engagement

| Element                        | Coromandel's approach                                                                                                                                                      |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board oversight</b>         | The Board reviews public policy positions advocated by the Company on a quarterly basis                                                                                    |
| <b>Political contributions</b> | Made only through lawful and transparent channels; the FY 2025-26 contribution was made to a registered electoral trust and disclosed in the audited financial statements. |
| <b>Ethics</b>                  | Advocacy is conducted in line with the Coromandel Guide to Business Conduct and its zero-tolerance                                                                         |

|                   |                                                                                                                                                                         |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | approach to bribery and corruption; no adverse orders on anti-competitive conduct were received in FY 2025-26                                                           |
| <b>Disclosure</b> | Policy positions, association memberships and contributions are disclosed annually in the BRSR, the Integrated Annual Report and this Sustainability Performance Report |

## Contributions & Other Spending

Coromandel tracks its annual contributions to political organisations, trade associations, lobbying and other tax-exempt groups. Coverage: Coromandel International Limited (standalone), representing 96.99% of consolidated revenue.

| Contributions (₹)                                        | FY 2022-23       | FY 2023-24          | FY 2024-25         | FY 2025-26          |
|----------------------------------------------------------|------------------|---------------------|--------------------|---------------------|
| Political contributions                                  | 40,00,000        | 25,50,00,000        | 2,00,00,000        | 15,00,00,000        |
| Trade associations and industry bodies (membership fees) | 0                | 0                   | 0                  | 0                   |
| Lobbying, interest representation or similar             | 0                | 0                   | 0                  | 0                   |
| <b>Total</b>                                             | <b>40,00,000</b> | <b>25,50,00,000</b> | <b>2,00,00,000</b> | <b>15,00,00,000</b> |

Source: [Integrated Annual Report FY 2025-26 - Note 30, Pages 414-415 \(PDF p. 208\)](#); [ESG Factsheet FY 2024-25](#).

## Largest contributions and expenditures

| Organisation                   | Type                                                         | Amount FY 2025-26 (₹) |
|--------------------------------|--------------------------------------------------------------|-----------------------|
| <b>Triumph Electoral Trust</b> | National political organisation (registered electoral trust) | 15,00,00,000          |

## Policy Position

| Issue or topic                                            | Corporate position | Description of position and engagement                                                                                                                                                            |
|-----------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indigenous production of P and K fertilisers</b>       | Support            | Advocates policies that strengthen domestic production of phosphatic and potassic fertilisers and reduce import dependence; paper and presentation at the Fertiliser Association of India seminar |
| <b>Nutrient Based Subsidy</b>                             | Support            | Engagement on a predictable, balanced nutrient-based subsidy framework that encourages balanced fertiliser use                                                                                    |
| <b>Raw material security and overseas joint ventures</b>  | Support            | Advocates government support for long-term raw-material security and overseas joint ventures for phosphates and other inputs                                                                      |
| <b>Green ammonia for fertiliser manufacturing</b>         | Support            | Engagement on enabling the use of green ammonia in fertiliser production to decarbonise nitrogen supply                                                                                           |
| <b>Phosphogypsum management</b>                           | Support            | Engagement on measures for the safe management and productive use of phosphogypsum                                                                                                                |
| <b>Integrated nutrient management and drone ecosystem</b> | Support            | Advocates integrated nutrient management and an enabling framework for agricultural drones, through publications and meetings                                                                     |

## Trade Association and Climate Alignment

Coromandel is affiliated with 12 trade and industry associations, including:

| #  | Association                                                                  | Reach         |
|----|------------------------------------------------------------------------------|---------------|
| 1  | International Fertilizer Association                                         | International |
| 2  | International Zinc Association                                               | International |
| 3  | British Safety Council                                                       | International |
| 4  | Fertilizer Association of India                                              | National      |
| 5  | Pesticide Manufacturers and Formulators Association of India                 | National      |
| 6  | Confederation of Indian Industry                                             | National      |
| 7  | Indian Chemical Council                                                      | National      |
| 8  | Southern Indian Chamber of Commerce and Industry                             | National      |
| 9  | Biological Agri Solutions Association of India                               | National      |
| 10 | National Human Resource Development Network                                  | National      |
| 11 | Indian Academy of Horticultural Sciences                                     | National      |
| 12 | Federation of Telangana and Andhra Pradesh Chambers of Commerce and Industry | State         |

Coromandel's climate position is set out in its ESG 2.0 agenda and Climate Action Report: keeping Scope 1 and 2 emissions near the FY 2024-25 baseline despite growth, raising renewable energy to 60% of the energy mix by FY 2029-30, and decarbonising nitrogen supply through green ammonia. Its direct climate-related advocacy in FY 2025-26 supported the use of green ammonia in fertiliser manufacturing.

Source: *Integrated Annual Report FY 2025-26* - Pages 96-97, 336-337 (PDF Page no. 49, 170); *ESG Factsheet FY 2024-25*; *Climate Action Report (IFRS S2) FY 2025-26* - printed p. 13-14 (PDF p. 10).

## Tax Management and Strategy

Coromandel views tax payments as a key part of its economic and social responsibility: they fund development in the regions where it operates and reflect its commitment to social inclusion and sustainability. Its decisions on tax, like all others, are guided by the Murugappa Group's Five Lights - Integrity, Passion, Quality, Respect and Responsibility.

### Tax Strategy and Governance

| Commitment                                                   | Coromandel's position                                                                                                                                                                                                                                   |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Compliance with the spirit and the letter of tax laws</b> | Committed to compliance with the spirit and the letter of tax laws and regulations in the countries where it operates through subsidiaries, joint ventures and associates; non-negotiable stance against non-compliance or delays                       |
| <b>No transfer of value to low-tax jurisdictions</b>         | Committed not to transfer value created to low-tax jurisdictions                                                                                                                                                                                        |
| <b>No artificial tax structures</b>                          | Does not use artificial tax structures lacking commercial rationale; tax positions must have underlying substance and commercial rationale; aggressive positions are not advocated                                                                      |
| <b>Arm's-length transfer pricing</b>                         | Transfer pricing follows the arm's-length principle, supported by functions, assets and risks analysis and benchmarking, under the Companies Act, SEBI LODR, the Income-Tax Act and OECD Guidelines; cross-border operations follow OECD BEPS standards |
| <b>No use of tax havens</b>                                  | Committed not to use tax havens for tax avoidance                                                                                                                                                                                                       |

### Relationships with revenue authorities

| Principle            | In practice                                                                                                                                                                    |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Compliance</b>    | Statutory filings: adherence to government laws and regulations, with all tax practices aligned to legislation; returns and tax audit reports filed within statutory due dates |
| <b>Collaboration</b> | Open communication: constructive dialogue with tax authorities to build cooperative, trusted relationships                                                                     |
| <b>Initiative</b>    | Proactive engagement: where appropriate, engaging with tax authorities to resolve tax matters efficiently and maintain compliance                                              |
| <b>Integrity</b>     | Transparency: complete, accurate and timely information to tax authorities and accurate reporting to stakeholders                                                              |

### Governance and management of tax risk

Coromandel strictly prohibits any form of tax evasion or avoidance and upholds a zero-tolerance stance towards it. The Chief Financial Officer and the Taxation Head are responsible for the Tax Strategy, which is regularly reviewed and approved by the management; the Taxation Head and a dedicated in-house team implement it. Significant tax matters are reported to the Audit Committee and the Board every quarter.

| #  | Tax risk management practice                                                                                                                      |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 | A clear framework of tax policies aligned with regulatory requirements                                                                            |
| 02 | Management oversees the Tax Strategy and governance framework; significant tax matters are updated to the Audit Committee and the Board quarterly |
| 03 | A dedicated tax team manages compliance and mitigates tax risks                                                                                   |
| 04 | Internal controls minimise tax risk, including a four-eye review mechanism and a system to track pending tax litigation                           |
| 05 | Agreed tax policies and processes are documented, with SOPs for direct tax, transfer pricing, GST and customs                                     |
| 06 | Proposed changes in tax legislation are monitored and factored into tax planning                                                                  |
| 07 | Training and guidance on the link between tax strategy and business strategy for relevant employees, including non-tax finance personnel          |
| 08 | Recognition and incentives for employees responsible for implementing the Tax Strategy                                                            |
| 09 | Succession planning for positions responsible for tax                                                                                             |

|           |                                                                                          |
|-----------|------------------------------------------------------------------------------------------|
| <b>10</b> | Advice from external consultants on significant transactions and litigation, as required |
|-----------|------------------------------------------------------------------------------------------|

- Tax planning is aligned with Coromandel's business and sustainability goals and its commitment to the agricultural community; significant positions are supported by experts or senior counsel and approved by management.
- Government tax incentives, exemptions and deductions are claimed only within statutory and regulatory frameworks.
- The in-house tax team advises businesses on the tax implications of decisions, agreements, transactions and mergers and acquisitions, and shares regular tax updates internally.
- Concerns about unethical or unlawful tax behaviour can be raised through the Whistle Blower Policy.

## Information Security and Cybersecurity

Coromandel's operations increasingly run on connected systems - SAP and enterprise platforms, plant automation and operational technology (OT), the Integrated Command and Control Centre, and farmer and dealer platforms such as MyGromor. Protecting the confidentiality, integrity and availability of these systems and the data they hold is therefore a core business priority, covering both digital systems and physical operations.

|                                                                 |                                         |                                                           |                                                                         |
|-----------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------|
| <b>24/7</b><br>Security Operations Centre<br>monitoring threats | <b>0</b><br>Data breaches in FY 2025-26 | <b>0%</b><br>Breaches involving customer<br>personal data | <b>Board</b><br>Cyber risk overseen by the Risk<br>Management Committee |
|-----------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------|

### Information Security Management

| Level              | Body / role                                                                                  | Responsibility                                                                                                                                                                                                         |
|--------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board</b>       | Risk Management Committee                                                                    | Its terms of reference explicitly include reviewing management's identification of major risks, including cyber security, and assessing mitigation plans; cyber and technology risk is a key risk in the ERM framework |
| <b>Executive</b>   | Chief Information Officer (Mr. Sanjay Sinha) and Chief Technology Officer (Dr. Amit Rastogi) | Lead the IT and cybersecurity framework, IT-OT security, disaster recovery and data governance                                                                                                                         |
| <b>Operational</b> | 24/7 Security Operations Centre; plant IT and OT teams                                       | Monitor and respond to threats across plants, supply chain and customer platforms                                                                                                                                      |

Source: [Integrated Annual Report FY 2025-26 - Pages 26-27, 88-89, 144-145, 290-291 \(PDF p. 14, 45, 73, 146\)](#); [Top Management page, coromandel.biz](#).

### Information Security Policy

Coromandel's Information Security Policy defines the principles and controls for safeguarding information assets: it ensures data confidentiality, integrity and secure system access, defines acceptable use of information resources, and establishes controls to identify, prevent and mitigate risks, including unauthorised access. The policy is published on the Company website.

| Policy aspect                                               | Coromandel's commitment                                                                                                                                                          |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Continuously improving information security systems</b>  | Policy reviewed and strengthened under the ESG 2.0 governance roadmap; security architecture upgraded from reactive recovery to proactive risk management                        |
| <b>Ensuring integrity and protection of data</b>            | Confidentiality, integrity and availability of information assets; secure, role-based system access and protection against unauthorised access                                   |
| <b>Monitoring and responding to threats</b>                 | Continuous monitoring and early detection through the 24/7 Security Operations Centre and OT threat monitoring; defined incident escalation and response                         |
| <b>Individual responsibilities for the entire workforce</b> | Acceptable-use rules for information resources apply to all users; employees must protect confidential information under the Coromandel Guide to Business Conduct                |
| <b>Requirements for third parties</b>                       | Suppliers and service providers with access to Coromandel systems or data must meet the policy's security and confidentiality requirements, including confidentiality agreements |

Source: [IT / Information Security Policy \(coromandel.biz Policies page\)](#); [Integrated Annual Report FY 2025-26- Pages 26-27, 78-79, 96-97, 340-341 \(PDF p. 14, 40, 49, 171\)](#); [CGBC - PDF p. 26-28](#).

## Management Process:

| Programme element                             | How Coromandel delivers it                                                                                                                                                                                                                                                     |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business continuity</b>                    | Critical systems are secured and isolated to prevent disruption; disaster recovery capability strengthened in FY 2025-26; cyber incidents are covered within the technology crisis category of the crisis management framework, with defined escalation and response protocols |
| <b>Vulnerability analysis</b>                 | Regular system reviews, vulnerability assessments and penetration testing, access controls and logical security checks                                                                                                                                                         |
| <b>Threat monitoring and network security</b> | 24/7 Security Operations Centre; next-generation firewalls (Cisco Firepower) across all fertiliser complexes; Cisco Cyber Vision for continuous OT asset visibility and real-time threat monitoring; redundant ring networks                                                   |
| <b>Awareness training</b>                     | User awareness initiatives on cyber security for employees                                                                                                                                                                                                                     |
| <b>Internal audits</b>                        | Internal Audit periodically reviews the adequacy of controls over information systems, alongside system and access reviews                                                                                                                                                     |
| <b>Independent external audit</b>             | External audit / certification of the information security management system: ISO 27001 is implemented with 100% coverage with certification across the sites.                                                                                                                 |
| <b>Breaches disclosed</b>                     | 0 data breaches and 0% involving customers' personally identifiable information in FY 2025-26; no consumer complaints on data privacy or cyber security                                                                                                                        |

Source: [Integrated Annual Report FY 2025-26](#) - Pages 26-27, 88-89, 92-93, 134-135, 144-145, 340-341 (PDF p. 14, 45, 47, 68, 73, 171).

## Responsible Use of Artificial Intelligence

Coromandel uses artificial intelligence to make its operations safer, more efficient and more sustainable, and to serve farmers better. It is committed to using AI responsibly, lawfully and in line with its values, and tracks AI-related risks as emerging risks in its ERM framework.

|                                                                |                                                                   |                                                           |
|----------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|
| <b>6</b><br>Industrial AI models predicting process parameters | <b>5</b><br>AI application areas across operations, safety and HR | <b>All</b><br>Employees with access to AI courses on YOLO |
|----------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|

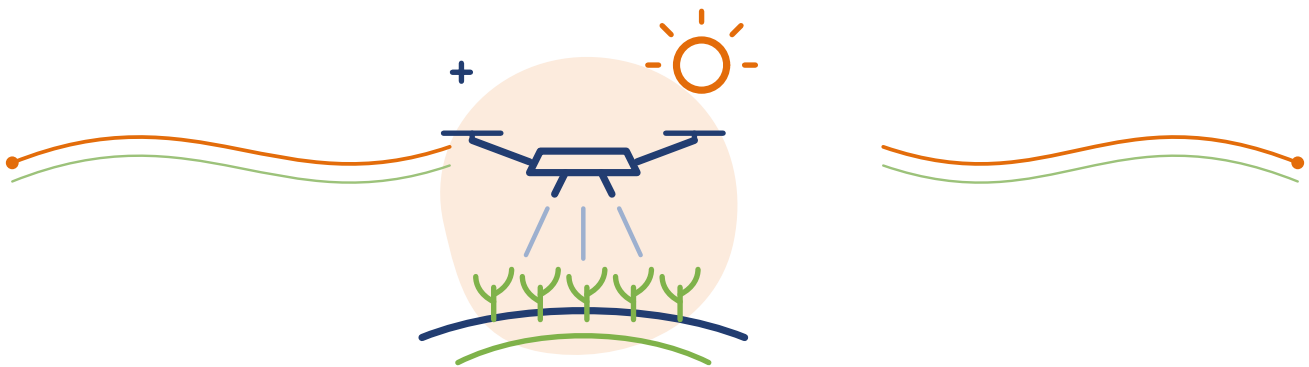
## How Coromandel Uses AI

| AI application                                | How it is used                                                                                                                               |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Industrial AI models and digital twins</b> | Six AI models predict critical process parameters in real time, ahead of laboratory confirmation; digital twins run on key process equipment |
| <b>Predictive asset and energy analytics</b>  | AI and machine learning optimise fertiliser production, energy efficiency and asset health, and predict equipment breakdowns                 |
| <b>Shop-floor safety analytics</b>            | Video analytics and automated monitoring support safety oversight                                                                            |
| <b>CASPER HR chatbot</b>                      | AI-powered chatbot gives employees policy guidance                                                                                           |
| <b>AI capability building</b>                 | AI workshops for leadership; AI courses on the YOLO platform for all employees; an AI steering committee and work teams in HR                |

Coromandel is committed to using artificial intelligence responsibly, lawfully and in line with its values. Its Responsible AI framework applies to every AI system the Company develops, buys or uses, including third-party and generative AI tools. Under the policy, personal data is used in AI only for clear and lawful purposes, in line with the Digital Personal Data Protection Act, 2023, and AI systems and their data are protected under the Company's Information Security Policy. AI used in decisions about people is checked for bias. Important decisions affecting people, safety or the environment are always made or approved by a person, who can override or stop the AI. Coromandel tells people when they are dealing with AI, makes sure AI-supported decisions can be explained, and assigns a named owner who is accountable for each AI system. Every system has a defined purpose and limits, and any use beyond them needs fresh approval. The Company considers energy efficiency and renewable energy when choosing AI models and cloud providers. It does not use AI for manipulation, exploiting vulnerable people, social scoring or unauthorised biometric surveillance, in line with practices prohibited under the EU AI Act. **Managing AI Responsibly:** Coromandel uses AI across its operations: six industrial AI models predict critical process parameters in real time, and predictive analytics improve energy efficiency and equipment reliability. Video analytics support shop-floor safety, and the CASPER chatbot helps employees with HR policy questions. AI-related risks are tracked as emerging risks in the Company's enterprise risk management framework. Access to sensitive capabilities such as video analytics is limited to authorised personnel, and no facial recognition is

used. The CASPER chatbot identifies itself as an AI assistant. Industrial AI models are regularly checked against laboratory results and retrained when accuracy drops. Anyone affected by an AI-supported decision can ask for a human review through the HR or customer grievance channels. Coromandel builds AI awareness through leadership workshops and AI courses for all employees on its YOLO learning platform, and is adding a module on the ethical and secure use of AI. It also tracks the efficiency and energy savings its AI and analytics deliver.

Source: [Integrated Annual Report FY 2025-26](#) - Pages 86-87, 132-133, 140-141, 146-147, 162-163, 170-171, 256-257 (PDF p. 44, 67, 71, 74, 82, 86, 129)



# Environment

## IN THIS SECTION

- Environmental Policy & Management
- Energy
- Waste & Pollutants
- Water
- Climate Strategy
- Biodiversity
- Product Stewardship



## Environmental Dimension

### Environmental Policy & Management

#### Environmental Policy

Coromandel's **Environmental Policy** commits the Company to organising its activities on the best practical means for minimising adverse environmental impacts and to continuously improving its environmental performance. The Policy addresses climate change through the efficient use of energy and natural resources, the prevention and reduction of emissions, the promotion of waste avoidance and recycling, and product stewardship. It sets out specific commitments for energy management, water management, waste management, and biodiversity and no deforestation, and is complemented by the **Environmental Health & Safety (EHS) Policy**, signed by the Managing Director & CEO, which commits the Company to managing EHS through an effective, measured and continually improved management system and to responsible resource stewardship under the principle of 4 R's (Refrain, Reduce, Reuse and Recycle).

Both policies apply across the value chain. The Environmental Policy extends to all business units, including subsidiaries, joint ventures, acquisitions and mergers, and applies to all employees, business partners, contractors and suppliers. The EHS Policy applies to employees, contractors, partners, customers, visitors, suppliers and others within the Company's operational scope.

| Policy element                           | How it is addressed                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accountability for implementation</b> | The Corporate Head of EHS and Sustainability is responsible for effective implementation, monitoring and review of the Policy. The Management Committee nominates a senior line manager responsible for environmental performance at each site, together with an environmental coordinator. At Board level, the CSR and Sustainability Committee provides strategic direction, approves sustainability strategy and oversees its implementation. |
| <b>Continuous improvement</b>            | The Company assesses the environmental impact of all its activities, sets continual improvement objectives and reviews them periodically at unit and corporate level. Each corporate policy is implemented with a focus on continuous improvement, and ISO 14001 certification provides an audited basis for environmental planning, control and continual improvement.                                                                          |
| <b>Targets and objectives</b>            | The Management Committee sets mandatory standards and environmental improvement objectives and targets for the Company and for individual units and includes them in annual operating plans. Environmental performance is formally reviewed every quarter. Time-bound FY30 environmental goals are published in the Integrated Annual Report.                                                                                                    |
| <b>Stakeholder consultation</b>          | The Policy commits the Company to communicate the Policy, engage with stakeholders to ensure proper implementation, and partner with external bodies and Government agencies to promote environmental care. It also commits to identify, engage and collaborate with key biodiversity stakeholders and incorporate their knowledge and guidance into biodiversity management.                                                                    |
| <b>Training</b>                          | The environmental coordinator ensures that employees, service providers, contractors and suppliers receive the technical, analytical and educational training needed to understand the environmental impacts of their work activities.                                                                                                                                                                                                           |
| <b>Scope</b>                             | Own operations (all business units, subsidiaries, joint ventures, acquisitions and mergers), suppliers and business partners.                                                                                                                                                                                                                                                                                                                    |
| <b>Endorsement</b>                       | The Board of Directors has approved the policies covering Principle 6 of the National Guidelines on Responsible Business Conduct (Environment Policy and EHS Policy).                                                                                                                                                                                                                                                                            |

The Environmental Policy is publicly available at Link : <https://www.coromandel.biz/wp-content/uploads/2026/01/Environmental-Policy.pdf>

Source: *Integrated Annual Report FY 2025-26* - Pages: 77, 78, 219, 313 (PDF Page no. 39, 40, 110, 157); *Environmental Policy* - Pages: 1, 3, 4, 5; *EHS Policy* - Page: 1

#### Environmental Management Systems Verification

Coromandel's environmental management approach is supported by certified management systems, defined accountability and systematic oversight across its manufacturing operations. The Company maintains ISO 14001 Environmental Management System certification across its CPC and fertiliser manufacturing sites, achieving 100% coverage. In addition, all fertiliser manufacturing sites are certified to ISO 50001 for Energy Management. During FY

2025-26, the Company also completed Integrated Management System (IMS) re-certification covering ISO 9001, ISO 14001, ISO 45001 and ISO 50001 across applicable manufacturing sites, including the Specialty Nutrients unit at Vizag.

| Certification                                    | Applicability / coverage                                      |
|--------------------------------------------------|---------------------------------------------------------------|
| ISO 14001:2015 - Environmental Management System | CPC and Fertiliser units                                      |
| ISO 50001 - Energy Management System             | Fertiliser units (as part of IMS re-certification)            |
| ISO 45001:2018 - Occupational Health & Safety    | CPC and Fertiliser units                                      |
| ISO 9001:2015 - Quality Management System        | All CPC, SND, Fertiliser and SSP units                        |
| ISO 17025:2017 (NABL) - Laboratory Accreditation | CPC - Sarigam; Fertiliser - Vizag and Ennore; SSP - all sites |
| Integrated Management System (IMS)               | Fertiliser and SSP units and Crop Protection units            |

These certifications are sustained through regular internal and external audits, structured documentation and defined corrective and preventive action mechanisms. During FY 2025-26, external audits at the SSP business covered NABL, IMS, Responsible Care, ESG assurance, energy, safety and water, supported by 12 IMS, 7 NABL, 2 PSMS and 1 Responsible Care internal audits. Environmental data is independently verified: TÜV India Private Limited provided reasonable assurance on BRSR Core disclosures and limited assurance on GRI disclosures and Scope 3 emissions for FY 2025-26.

| Verification element | FY 2025-26                                                                                     |
|----------------------|------------------------------------------------------------------------------------------------|
| EMS standard         | ISO 14001:2015                                                                                 |
| Type of verification | Third-party certification and external surveillance / re-certification audits; internal audits |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 123, 128, 129, 132, 219, 354 (PDF Page no. 62, 65, 67, 110, 178)

## Return on Environmental Investments

Coromandel's environmental management systems enable it to track capital investments, operating expenses and the savings generated by environmental projects. Environmental performance is monitored through plant-level reviews, digital monitoring systems and periodic third-party assessment, and environmental improvement objectives and targets are built into the annual operating plans reviewed each quarter by the Management Committee.

During FY 2025-26, environmental investments included a new 400 KLD Effluent Treatment Plant at Ankleshwar incorporating SCADA, the Fenton process, an anoxic unit and a turbo blower; hybrid renewable power at Ankleshwar; higher use of bio-briquettes in SSP operations; rooftop solar installations at selected locations; and investment in turbine upgrades, variable frequency drives (VFDs), energy management systems and other high-efficiency equipment. Energy conservation initiatives alone delivered estimated direct energy savings of 55.39 lakh kWh (19,942 GJ), identified direct cost savings of ₹2.76 crore and additional operational and process efficiency savings of ₹15.50 crore. At the SSP plants, technology adoption measures generated combined savings of ₹3 crore, and the migration to PLC and DCS-based operations delivered savings of ₹12.5 crore.

| Parameter (INR Crores)                          | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|-------------------------------------------------|---------|---------|---------|---------|
| Capital investments                             | 41.32   | 59.93   | 42.76   | 34.47   |
| Operating expenses                              | 84.46   | 79.78   | 63.52   | 50.35   |
| Savings, cost avoidance, income, tax incentives | 1.287   | 9.85    | 2.13    | 3.75    |
| Percentage of operations covered                | 100     | 100     | 100     | 100     |

## Environmental Violations

Coromandel complies with all applicable environmental laws and regulations, including the Water (Prevention and Control of Pollution) Act, the Air (Prevention and Control of Pollution) Act and the Environment (Protection) Act. During FY 2025-26, there were no instances of environmental violation penalties across the Company's operations, and no fines, penalties, settlements or compounding fees were paid to regulators, law enforcement agencies or judicial institutions.

| Parameter                                               | FY 2025-26 |
|---------------------------------------------------------|------------|
| Number of violations of legal obligations / regulations | 0          |

| Parameter                                         | FY 2025-26 |
|---------------------------------------------------|------------|
| Amount of fines / penalties (INR)                 | 0          |
| Environmental liability accrued at year end (INR) | 0          |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 219, 315-316, 334 (PDF Page no. 110, 158-159, 168)

## Energy

### Energy Management Programs

Energy management is a priority given the energy-intensive nature of Coromandel's manufacturing operations. The Environmental Policy commits the Company to global best practice in carbon and energy management, year-on-year reduction of energy intensity, research into better resource utilisation and investment in clean energy and waste heat recovery. All fertiliser sites are certified to ISO 50001, and energy management is recognised as an enabler within the Enterprise Risk Management framework.

| Programme element                                   | How Coromandel addresses it                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Energy audits and opportunity identification</b> | Manufacturing teams review energy performance at plant and process levels to identify high-consumption areas and improvement opportunities. External audits at SSP operations covered energy, and an Energy Management System supported by 300 energy meters provides real-time monitoring and identification of energy conservation opportunities. AVEVA PI dashboards give real-time visibility of power, steam and water consumption.                                                                                                                                                                                                              |
| <b>Quantified targets</b>                           | FY30 targets: increase the renewable energy footprint by 22%, increase clean energy from waste heat and gas to 30%, and increase the share of renewable energy to 60%.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Actions to reduce energy use</b>                 | Conservation measures, technology absorption and cleaner energy initiatives covering electrical systems, steam and heat utilisation, equipment upgrades, renewable power integration, process controls and digital monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Evaluation of progress</b>                       | Energy consumption is monitored by source (thermal, electrical, renewable and waste heat recovery) and by business segment (Fertiliser, SSP, Crop Protection and Bio-products), allowing the Company to separate the effects of production mix, plant utilisation, process changes and efficiency initiatives on energy performance. Plant-level reviews, real-time Energy Management Systems and AVEVA PI dashboards, ISO 50001 energy reviews at fertiliser sites and the Management Committee's quarterly review of environmental performance support timely corrective action. Energy data is independently assured by TÜV India Private Limited. |
| <b>Clean and green energy</b>                       | Hybrid renewable power at Ankleshwar, bio-briquettes in SSP operations, rooftop solar at selected locations and waste heat recovery. Clean energy accounted for 25% of the energy mix in FY 2025-26, with waste heat recovery contributing 21%.                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Innovation and R&amp;D</b>                       | A Centre of Excellence applies video analytics, IIoT 4.0-enabled smart sensors, artificial intelligence and machine learning to energy efficiency; capital investments in turbine upgrades, VFDs, EMS and high-efficiency equipment.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Training and awareness</b>                       | Employee awareness, technical training and energy efficiency programmes build workforce capability and encourage environment-conscious behaviour across sites. 100% employees were provided training on the same.                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### Key energy performance outcomes in FY 2025-26

- Estimated direct energy savings of **55.39 lakh kWh** (19,942 GJ), additional transformer efficiency savings of 12.02 lakh kWh, identified direct cost savings of ₹2.76 crore and additional operational and process efficiency savings of ₹15.50 crore.
- Overall energy intensity improved to **0.59 GJ/MT** from 0.62 GJ/MT in FY 2024-25.
- Renewable electricity consumption rose by about 146% to 48,381 GJ, and renewable fuel energy, largely from bio-briquettes, rose by about 166% to 55,607 GJ.
- At the SSP plants, sulphuric acid power consumption fell from 17 kWh to 15 kWh per tonne through enhanced internal power generation at Ranipet, Variable Frequency Drive installations and reduction in unproductive consumption, biofuel usage rose from 7% to 20%, and energy use per MT of SSP fell by 0.07 GJ.
- At Ennore, wind energy met about 20% of total energy consumption and an Energy Management System with 300 energy meters enabled real-time monitoring. At Ankleshwar, hybrid wind and solar power met about 25% of power

requirements, delivering power savings of 23.24 lakh kWh, cost savings of ₹23.70 lakh and an estimated reduction of about 1,905 tCO<sub>2</sub>.

Source: *Integrated Annual Report FY 2025-26* - Pages: 84, 98, 128, 212, 218, 219, 220, 224, 226, 228, 348, 349 (PDF Page no. 43, 50, 65, 107, 110, 111, 113, 114, 115, 175); *Environmental Policy* - Page: 1

## Energy Consumption

Coromandel tracks energy consumption across all manufacturing locations by source, covering thermal energy, electricity, renewable energy and energy recovered through waste heat recovery systems. Total energy consumption in FY 2025-26 was 7,38,576.94 MWh, compared with 7,06,313.89 MWh in FY 2024-25, while energy intensity per tonne of production improved from 0.62 GJ/MT to 0.59 GJ/MT. Renewable energy consumption more than doubled to 28,885.56 MWh. The target for total non-renewable energy consumption for FY 2025 is 7,50,083.69 MWh.

| Parameter (MWh)                               | FY 2022      | FY 2023     | FY 2024     | FY 2025     |
|-----------------------------------------------|--------------|-------------|-------------|-------------|
| <b>Total non-renewable energy consumption</b> | 10,28,921.38 | 7,46,879.72 | 6,95,041.67 | 7,09,691.39 |
| <b>Total renewable energy consumption</b>     | 6,232.44     | 7,085.46    | 11,272.22   | 28,885.56   |
| <b>Coverage (% of operations)</b>             | 100          | 100         | 100         | 100         |

Energy data for FY 2025-26 has been independently assured by TÜV India Private Limited as part of the BRSR Core reasonable assurance engagement.

Source: *Integrated Annual Report FY 2025-26* - Pages: 212, 220, 223, 224, 330, 354 (PDF Page no. 107, 111, 112, 113, 166, 178)

## Waste & Pollutants

### Waste Management Programs

Coromandel's manufacturing operations generate hazardous and non-hazardous waste, plastic waste, e-waste, biomedical waste, battery waste and construction and demolition waste, each managed through specific systems for segregation, storage, treatment, recovery and disposal. The Company follows a waste hierarchy-led approach: recycling, reuse, co-processing and other recovery options are evaluated before any waste is routed for final disposal. The Environmental Policy commits the Company to eliminate, reduce, reuse and recycle all forms of waste from its operations and marketing, to apply the 3R's across operations, to convert waste into useful by-products wherever feasible, and to use recyclable or reusable packaging to minimise single-use plastic.

The Company's waste strategy is guided by two forward-looking commitments. First, it is working towards zero hazardous waste, with emphasis on reducing hazardous waste generation at source, improving process efficiency, strengthening material recovery and ensuring that all hazardous waste is managed through authorised and traceable pathways. Second, it is progressing towards zero waste to landfill across all sites by FY 2030, by increasing reuse, recycling, co-processing and other approved recovery options, supported by improved waste classification, stronger recovery partnerships, employee awareness and periodic monitoring of site-wise landfill trends.

| Programme element   | How Coromandel addresses it                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Waste audits</b> | Waste generation, movement, recovery and disposal are tracked at each site to improve traceability, data quality and reporting accuracy, and waste streams are classified into hazardous, non-hazardous and other regulated categories to ensure appropriate handling, storage, treatment, recovery and disposal. ISO 14001-certified sites are subject to regular internal and external audits, and site-wise landfill trends are monitored periodically. Structured internal assessments are also used to identify waste reduction opportunities: at Dahej, an internal assessment of the Multiple Effect Evaporator (MEE) traced avoidable hazardous solid waste to excessive Clean-in-Place cycle frequency, leading to a process optimisation programme. |

| Programme element                              | How Coromandel addresses it                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action plans to reduce waste generation</b> | The Company is working towards zero hazardous waste, with emphasis on reducing hazardous waste generation at source, improving process efficiency, strengthening material recovery and managing all hazardous waste through authorised and traceable pathways. The Environmental Policy commits the Company to apply the 3Rs across operations, convert waste into useful by-products wherever feasible, use recyclable or reusable packaging to minimise single-use plastic, and extend the useful life of IT assets to minimise e-waste. At Dahej, reducing the MEE Clean-in-Place frequency, with no capital expenditure, cut hazardous waste generation by 240 MT a year and pretreatment load by 1,320 KL a year, and delivered annual savings of ₹18.22 lakh (₹14.34 lakh from lower landfilling costs and ₹3.88 lakh from reduced pretreatment).                       |
| <b>Quantified targets</b>                      | The Company's published FY30 waste goals are to move towards zero waste to landfill across all sites by FY30, increase landfill waste diversion from FY27 onwards, and achieve 125% EPR compliance for plastic waste by FY30, with an interim FY27 action-plan milestone of 110% EPR compliance. The Environmental Policy commits to 100% Extended Producer Responsibility for plastic waste generated from its operations. Progress in FY 2025-26: <ul style="list-style-type: none"> <li>Waste sent to landfill fell from 27,756 MT to 15,282 MT;</li> <li>Total waste disposed fell from 34,576 MT to 15,643 MT;</li> <li>18,433 MT of plastic waste was managed under the EPR obligation.</li> </ul>                                                                                                                                                                      |
| <b>Investment in innovation or R&amp;D</b>     | R&D and technology investments focus on turning process residues into usable products: <ul style="list-style-type: none"> <li><b>Phosphate recovery:</b> the Technology Centre at Visakhapatnam supported the implementation of a process to recover phosphate from rejects generated during ore processing at the Company's phosphate mine in Senegal.</li> <li><b>By-product fluosilicic acid:</b> process improvements in the phosphoric acid plant enabled the use of this by-product.</li> <li><b>Gypsum:</b> technologies for Gypsum Plaster production were evaluated for potential in-licensing.</li> <li><b>StuccoEdge joint venture:</b> through a wholly owned subsidiary, the Company formed Stuccoedge India Private Limited to manufacture and sell phospho-gypsum-based products, creating value from by-product streams and improving circularity.</li> </ul> |
| <b>Waste reduction training</b>                | Training and awareness initiatives are conducted across sites to 100% of employees to improve segregation practices and promote responsible waste handling. Safe waste handling forms part of the technical training that builds workforce capability. The Environmental Policy commits the Company to identify and implement waste reduction opportunities through the encouragement and involvement of employees. It also commits to provide employees, service providers, contractors and suppliers with the training needed to understand the environmental impacts of their work.                                                                                                                                                                                                                                                                                        |
| <b>Integration of recycling programmes</b>     | The Company follows a waste hierarchy-led approach in which recycling, reuse, co-processing and other recovery options are evaluated before waste is routed for final disposal. The Company works with: <ul style="list-style-type: none"> <li>Authorised recyclers, recovery partners and specialised waste management agencies, to divert eligible waste from disposal and to expand co-processing and upcycling;</li> <li>Authorised recyclers and handlers, for e-waste and battery waste;</li> <li>Authorised agencies across multiple states under its EPR programme, to channel plastic waste to approved recycling pathways.</li> </ul> <p>As a result, waste recycled rose from 21,494 MT in FY 2024-25 to 66,012 MT in FY 2025-26, and total waste recovered increased to 89,889 MT.</p>                                                                            |
| <b>Certification of landfill diversion</b>     | The Company manages waste at all its manufacturing sites in compliance with applicable waste management regulations, with no environmental violation penalties in FY 2025-26. All hazardous and regulated waste is handled through authorised agencies, recyclers and PCB-authorised vendors, and waste management is governed through ISO 14001-certified systems with regular internal and external audits. Waste data is independently assured each year by TÜV India Private Limited. On this foundation, the Company has set a roadmap to achieve zero waste to landfill (ZWL) across all sites by FY30. 32% of sites had achieved ZWL in FY 2025-26, up from 5% in FY 2024-25.                                                                                                                                                                                          |

### Extended Producer Responsibility

As a registered Brand Owner and Importer under the Plastic Waste Management Rules, 2016, Coromandel ensures that plastic waste equivalent to its packaging footprint is collected, recycled or responsibly managed through authorised

channels. During FY 2025-26, the Company ensured the responsible management of 18,433 MT of plastic waste under its EPR obligation, through authorised agencies operating across multiple states.

Source: *Integrated Annual Report FY 2025-26* - Pages: 12, 95, 96, 98, 236, 237, 238, 239, 251, 351, 357 (PDF Page no. 7, 48, 49, 50, 119, 120, 126, 176, 179); *Environmental Policy* - Pages: 2-3

## Waste Disposal

Total waste generated in FY 2025-26 was 1,05,532.31 MT, compared with 95,159.69 MT in FY 2024-25, mainly because of higher non-hazardous waste volumes. At the same time, recovery rose sharply: total waste recovered increased to 89,889 MT, led by recycling, which grew from 21,494 MT to 66,012 MT. Waste disposed fell by more than half, from 34,576 MT to 15,643 MT, and landfilling fell from 27,756 MT to 15,282 MT.

The target for total waste disposed for FY 2025 is 17,825 metric tonnes.

| Waste (metric tonnes)                            | FY 2022          | FY 2023          | FY 2024          | FY 2025            |
|--------------------------------------------------|------------------|------------------|------------------|--------------------|
| <b>Total waste generated</b>                     | <b>66,862.36</b> | <b>64,892.96</b> | <b>95,159.69</b> | <b>1,05,532.31</b> |
| <b>Total waste recycled / reused / recovered</b> | <b>58,415.64</b> | <b>51,801.08</b> | <b>60,582.93</b> | <b>89,889.48</b>   |
| <b>Total waste disposed</b>                      | <b>5,553</b>     | <b>16,844</b>    | <b>34,576.8</b>  | <b>15,643</b>      |
| - Landfilled                                     | 4780             | 11,752           | 27,756           | 15,282.05          |
| - Incinerated with energy recovery               | 0                | 0                | 0                | 0                  |
| - Incinerated without energy recovery            | 169              | 543              | 199              | 311                |
| - Other disposal operations                      | 604              | 4,549            | 6,621.80         | 50                 |
| <b>Coverage (% of operations)</b>                | <b>100</b>       | <b>100</b>       | <b>100</b>       | <b>100</b>         |

Source: *Integrated Annual Report FY 2025-26* - Pages: 236, 237, 238, 333 (PDF Page no. 119, 120, 167)

### Data Comparability and Methodology

Coromandel has progressively strengthened the way it tracks, classifies and reports waste across its manufacturing network. During the period under review, the Company improved the tracking of waste generation, movement, recovery and disposal, and refined the classification of waste streams into hazardous, non-hazardous and other regulated categories. It also aligned the categorisation of disposal routes more closely with the treatment pathways actually used by its authorised recyclers, co-processors and disposal facilities. These enhancements were introduced to improve traceability, data quality and reporting accuracy.

As a result of these methodological refinements, waste data for previous years has been restated where required, so that figures across the four-year period are reported on a consistent and more accurate basis:

- FY 2023-24 waste recovery and disposal have been restated from the values originally reported in the BRSR FY 2023-24, and disposal quantities have been reallocated across disposal methods to reflect the revised classification.
- Waste generated for FY 2022-23 has also been updated in line with the refined classification of waste streams.

## Hazardous Waste

Hazardous waste, mainly process-linked streams from fertiliser and crop protection manufacturing, is stored safely within plant premises and handled in line with regulatory requirements through authorised and traceable channels, including co-processing and PCB-authorised recyclers. Hazardous waste generation (other hazardous waste, excluding e-waste and biomedical waste) fell to 68,840.38 MT in FY 2025-26 from 90,759.71 MT in FY 2024-25.

| Hazardous waste (MT)                     | FY 2022       | FY 2023       | FY 2024          | FY 2025           |
|------------------------------------------|---------------|---------------|------------------|-------------------|
| <b>Hazardous waste recycled / reused</b> | <b>38,737</b> | <b>39,484</b> | <b>56,708.93</b> | <b>89,396.09</b>  |
| <b>Hazardous waste disposed</b>          | <b>3,394</b>  | <b>11,472</b> | <b>34,050.78</b> | <b>15,642.837</b> |
| <b>Coverage (% of operations)</b>        | <b>100</b>    | <b>100</b>    | <b>100</b>       | <b>100</b>        |

The target for hazardous waste disposed 17'025.39 metric tonnes.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 237, 238, 239, 240, 333 (PDF Page no. 119, 120, 121, 167); Coromandel Factsheet FY 2023-24 - Section 2.4

## Chemical Oxygen Demand

Coromandel manages effluent quality across its sites through Effluent Treatment Plants, Sewage Treatment Plants and Zero Liquid Discharge systems, which ensure that wastewater is treated before it is reused or discharged within prescribed standards. Effluent parameters are monitored at site level. Where discharge occurs, it is limited to authorised pathways, such as treated effluent sent to authorised third-party treatment facilities, or controlled discharge during the rainy season at the Ennore and Vizag plants in line with regulatory approvals. To further strengthen oversight of effluent quality, the Company plans to introduce third-party verification of COD and set continuous-improvement goals, and to develop a VOC inventory across its manufacturing sites.

| Direct COD (metric tonnes)    | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2025 target |
|-------------------------------|---------|---------|---------|---------|----------------|
| Direct chemical oxygen demand | 26.04   | 40.56   | 53.54   | 41.73   | 44.23          |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 89, 141, 234, 235, 331 (PDF Page no. 45, 71, 118, 166)

## NOx, SOx and VOC Emissions

Coromandel monitors air emissions from its manufacturing processes, utilities and material handling operations, including particulate matter, sulphur oxides, nitrogen oxides and other process-specific parameters. Pollution control systems such as scrubbers, bag filters, dust collection systems and stack monitoring are installed across relevant locations, supported by preventive maintenance and periodic review of emission trends. Online Continuous Emission Monitoring Systems (OCEMS) operate at plant process stacks in compliance with CPCB norms, with continuous SOx and NOx monitoring at applicable stacks. From FY 2025-26, the Company has also started disclosing ammonia (NH<sub>3</sub>) and hydrogen fluoride (HF) emissions. The target for NOx emissions for FY 2025 is 50 MT and for SOx is 200 MT.

| Air emissions (MT)         | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|----------------------------|---------|---------|---------|---------|
| NOx                        | 45.90   | 51.27   | 7.67    | 89.78   |
| SOx                        | 169.45  | 199.49  | 113.10  | 175.84  |
| Particulate matter (PM)    | 552.46  | 568.7   | 454.76  | 586.39  |
| Coverage (% of operations) | 100     | 100     | 100     | 100     |

Air emissions data for FY 2025-26 has been assured by TÜV India Private Limited. Looking ahead, the Company plans to develop a comprehensive VOC inventory across all manufacturing sites.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 141, 232, 233, 332 (PDF Page no. 71, 117, 167); BRSR FY 2023-24 (NSE filing) - Page 226

## Water

### Water Efficiency Management Programs

Coromandel focuses on responsible water withdrawal, improved water-use efficiency, reuse and recycling of treated water, and safe management of wastewater. A key element of its approach is reducing dependence on freshwater, supported by seawater and desalinated water at Vizag. The Environmental Policy commits the Company to efficient water use, collecting water performance data, using recycled and alternative water, fully treating and reusing wastewater to the greatest extent possible, implementing water stewardship programmes in water-stressed areas, abiding by the AWS International Water Stewardship Standard, and auditing water stewardship performance internally and externally.

| Programme element                            | How Coromandel addresses it                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Water use assessment</b>                  | The Company tracks water withdrawal, consumption, discharge, recycling and reuse at every operating location to understand site-level water requirements and identify conservation opportunities. Water use and effluent quality are monitored through site-level environmental management systems. Water meters, pipeline checks and preventive maintenance of storage and treatment systems help identify losses and enable timely corrective action, and AVEVA PI dashboards provide real-time monitoring of water consumption alongside power and steam. External audits during the year at the SSP business covered water, among other areas. The Environmental Policy commits the Company to measure, monitor and review water stewardship performance at regular intervals and to audit it internally and externally before communicating it to stakeholders.                                                                         |
| <b>Actions to reduce water consumption</b>   | A key element of the Company's approach is reducing dependence on freshwater: <ul style="list-style-type: none"> <li>▪ <b>Seawater and desalinated water:</b> Vizag, supported by its desalination facility, uses these alternate sources.</li> <li>▪ <b>Groundwater:</b> Total Groundwater withdrawal halved, from 4,04,176 KL to 2,02,431 KL.</li> <li>▪ <b>Rainwater harvesting:</b> Installed at selected locations, contributing 5,754 KL in FY 2025-26. At Udaipur, check dams harvested 51,000 KL of rainwater.</li> <li>▪ <b>Efficiency measures:</b> Better metering, preventive maintenance of storage and treatment systems, and targeted site-specific interventions improve the productivity of every unit of water withdrawn.</li> </ul>                                                                                                                                                                                       |
| <b>Actions to improve wastewater quality</b> | Effluent treatment capability was strengthened across sites during the year: <ul style="list-style-type: none"> <li>▪ <b>Ankleshwar:</b> A new 400 KLD Effluent Treatment Plant was commissioned with advanced technologies (SCADA, Fenton process, anoxic unit and turbo blower), materially enhancing treatment capacity and strengthening regulatory compliance.</li> <li>▪ <b>Sarigam:</b> Higher-density lamella packs improved ETP retention time and extended MEE cleaning cycles from 30 to 45 days. An upgraded MEE-4 cooling tower increased treatment capacity by 3.5 KL per hour, and pre-treatment ETP systems were automated.</li> <li>▪ <b>Dahej:</b> MEE process optimisation reduced pretreatment load by 1,320 KL a year.</li> <li>▪ <b>Ennore and Vizag:</b> effluents are treated on site, with controlled discharge only during the rainy season in line with regulatory approvals and prescribed standards.</li> </ul> |
| <b>Targets to reduce water use</b>           | Coromandel has set the following FY30 water targets: <ul style="list-style-type: none"> <li>▪ <b>Zero Liquid Discharge:</b> extend ZLD from 12 to 18 sites and move towards all sites.</li> <li>▪ <b>Water stewardship:</b> increase the share of non-conventional water sources by 40%.</li> <li>▪ <b>Water neutrality:</b> progress towards water neutrality, with the SSP business targeting water neutrality by 2030.</li> <li>▪ <b>Water audits:</b> complete water audits at 100% of sites.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Water recycling</b>                       | Treated water from ETPs and STPs, together with sump water and leachate, is reused for cooling, greenbelt development, dust suppression and other non-potable purposes. Zero Liquid Discharge systems operate at all SSP plants, the Bio and Crop Protection formulation units and the Kakinada fertiliser plant, where wastewater is treated, recycled and reused within the facility.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Employee awareness training</b>           | Training and awareness on responsible water use encourages conservation-oriented behaviour among operating teams, and water conservation practices form part of the technical training that builds workforce capability across sites. 100% employees have been trained on the same. The Environmental Policy commits the Company to ensure that employees, service providers, contractors and suppliers receive training to understand the environmental impacts of their work.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Total water recycled and reused rose by 57.4%, from 3,96,356 KL in FY 2024-25 to 6,23,921 KL in FY 2025-26, driven mainly by higher reuse in the Fertiliser (4,63,537 KL) and Crop Protection (1,05,183 KL) businesses.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 12, 89, 96, 98, 128, 218, 226, 227, 234, 235, 236, 240, 279, 331, 349, 350 (PDF Page no. 7, 45, 49, 50, 65, 110, 114, 118, 119, 121, 140, 166, 175, 176); [Environmental Policy](#) - Pages: 2, 4

## Water Consumption

Total water withdrawal in FY 2025-26 was 86,32,487 KL (8.63 million m<sup>3</sup>), of which 28,09,037 KL (32.5%) came from seawater and desalinated sources. Water consumption was 78,59,251 KL, and water intensity per unit of physical output was 1.76 KL/MT, compared with 1.70 KL/MT in FY 2024-25. The target for Total net freshwater consumption for FY 2025 is 4.8 Million cubic meters.

| Million m <sup>3</sup>                                 | FY 2022  | FY 2023  | FY 2024  | FY 2025  |
|--------------------------------------------------------|----------|----------|----------|----------|
| A. Water withdrawal (excluding seawater / desalinated) | 5.948111 | 5.621025 | 4.982526 | 5.823450 |
| B. Water discharge (excluding to seawater)             | 0.394145 | 0.239609 | 0.225541 | 0.259997 |
| Total net freshwater consumption (A - B)               | 5.553966 | 5.381416 | 4.756985 | 5.563453 |
| Coverage (% of operations)                             | 100      | 100      | 100      | 100      |

Source: *Integrated Annual Report FY 2025-26* - Pages: 235, 331 (PDF Page no. 118, 166)

## Water Consumption in Water-Stressed Areas

The Company's Single Super Phosphate plant at Udaipur (Block Girwa, Rajasthan) is located in a water-stressed area. It withdraws only groundwater and has no discharge, so its withdrawal equals its consumption. Consumption at the site fell to 46,335 KL in FY 2025-26 from 50,545 KL in FY 2024-25. A watershed programme around Udaipur, including check dams that harvested 51,000 KL of rainwater, supports the SSP business's water neutrality target for 2030. The target for net freshwater consumption in water-stressed areas for FY 2025 is 0.051 Million cubic meters.

| Net freshwater consumption in water-stressed areas | FY 2022  | FY 2023  | FY 2024  | FY 2025  |
|----------------------------------------------------|----------|----------|----------|----------|
| Udaipur SSP (KL)                                   | 59,411   | 42,552   | 50,545   | 46,335   |
| Million m <sup>3</sup>                             | 0.059411 | 0.042552 | 0.050545 | 0.046335 |

Source: *Integrated Annual Report FY 2025-26* - Pages: 236, 279, 334, 335 (PDF Page no. 119, 140, 168); BRSR FY 2023-24 (NSE filing) - Page 229

## Exposure to Water-Stressed Areas

Coromandel systematically tracks and maps plant water use against local water stress. The Climate Action Report FY 2025-26 assesses basin-level water stress at each assessed manufacturing location using the **Aqueduct Water Stress indicator** (withdrawal relative to renewable supply). A **Water Dependency Index**, the groundwater share of total consumption multiplied by the projected water-stress level, isolates the demand that is both groundwater-sourced and stress-exposed. Applied to total water consumption, it gives the **At-Risk Volume**; the increase in At-Risk Volume between the baseline and the 2030, 2050 and 2100 horizons, valued at the unit cost of replacement water, gives the projected increase in operational cost for each plant (Table 9 of the report). Withdrawal, consumption, discharge, recycling and reuse are tracked at every operating location (see Section 2.4.2), and water-stress findings are integrated into the Enterprise Risk Management framework and reviewed by the Board-level Risk Management Committee.

Baseline water stress (30-year annual average, Table 4 of the Climate Action Report) is rated Very High at 10 sites (Ennore, Ranipet SSP, Udaipur, Kota, Nandesari, Ennore SSP, Dahej, Ranipet CPC, Jammu and Thyagavalli), High at 3 sites (Nimrani, Ankleshwar and Sarigam) and Moderate at Vizag, Kakinada and Hospet. Pali and Raebareli were not part of the assessment. In the BRSR, which follows the CGWA groundwater block classification, the Udaipur SSP plant (Block Girwa, Rajasthan) is reported as the facility located in an area of water stress (see Section 2.4.3).

| Indicator (last FY)                                                                | Value                                                                                                       |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| No. of production plants in water-stressed areas                                   | 13 (High or Very High baseline water stress, Climate Action Report Table 4). BRSR (CGWA) basis: 1 (Udaipur) |
| Total no. of production plants                                                     | 18                                                                                                          |
| Percentage of production plants in the last financial year in water-stressed areas | 77.22% (13 of 18; 81.25% of the 16 assessed sites). BRSR (CGWA) basis: 5.56%                                |
| Percentage of cost of goods sold (COGS) in the last financial year                 | 72% (indicative; not separately disclosed)                                                                  |

COGS is not disclosed as a separate line item in the Integrated Annual Report FY 2025-26. The figure is an indicative estimate derived from audited revenue and expense data:

- Revenue from operations (FY 2025-26, audited standalone): ₹30,530.89 Cr — Integrated Annual Report FY 2025-26, PDF page 136.
- EBITDA: ₹3,452.19 Cr — Integrated Annual Report FY 2025-26, PDF page 136.
- Total operating cost excluding interest, depreciation and tax: ₹30,530.89 Cr – ₹3,452.19 Cr = ₹27,078.70 Cr.

- Employee benefits expense: ₹907.00 Cr (₹90,686 lakhs) — Integrated Annual Report FY 2025-26, PDF page 207.
- Other expenses: ₹3,186.72 Cr (₹3,18,672 lakhs) — Integrated Annual Report FY 2025-26, PDF page 208.
- Indicative COGS: ₹27,078.70 Cr – ₹907.00 Cr – ₹3,186.72 Cr = ₹22,984.98 Cr.
- COGS as % of revenue: ₹22,984.98 Cr ÷ ₹30,530.89 Cr = 75.3% ≈ 75%.

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 33, 35, 47-50, 60 (PDF Page no. 20, 21, 27, 28, 33); *Integrated Annual Report FY 2025-26* - Pages: 270, 412 - 415 (PDF Page no. 136, 207, 208)

## Water Risk Management Programs

Water-related risks are integrated into Coromandel's Enterprise Risk Management framework under the "Water, Emissions, Effluents and Waste" and "Climate Physical Risk" categories. Water availability, effluent treatment and emissions control are recognised as critical to manufacturing continuity, regulatory compliance and community trust. The Climate Action Report FY 2025-26 assesses water risk at plant level using the Aqueduct Water Stress indicator, a Water Dependency Index and the resulting At-Risk Volume, and its water programmes are integrated into the ERM framework, with risk ownership at plant level and biannual review by the Board-level Risk Management Committee.

| Aspect                                   | Coverage in Coromandel's assessment                                                                                                                                                                      |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dependency-related water risks</b>    | Dependence on adequate process, cooling and boiler water; groundwater dependency assessed at each plant through the Water Dependency Index and At-Risk Volume.                                           |
| <b>Impact-related water risks</b>        | Effluent quality, discharge compliance and community concerns about environmental impacts, managed through ETPs, STPs, Zero Liquid Discharge (operational at 12 units) and monitoring.                   |
| <b>Future water availability</b>         | Basin-level water stress projected under SSP1-2.6, SSP2-4.5 and SSP5-8.5 for 2030, 2050 and 2100; under SSP2-4.5, operational risk from water stress at Udaipur is projected to rise by 261.27% by 2100. |
| <b>Future water quality</b>              | Lower water volumes affecting ETP / RO stability; potential tightening of industrial discharge standards.                                                                                                |
| <b>Impacts on local stakeholders</b>     | Rising competition for water between agriculture, industry and domestic use; community watershed programmes in water-stressed catchments, such as the Udaipur watershed project with WOTR.               |
| <b>Regulatory changes at local level</b> | Possible stricter enforcement of water-use norms and tighter discharge standards.                                                                                                                        |
| <b>Scope</b>                             | Own operations, including community watershed programmes around water-stressed sites.                                                                                                                    |

## Water risk management programmes

| Programme                                | Detail                                                                                                                                                                                                                         |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Zero Liquid Discharge</b>             | Operational at 12 units, with a FY30 target to extend ZLD to 18 sites.                                                                                                                                                         |
| <b>Alternate water sources</b>           | Seawater and desalinated water at Vizag (28,09,037 KL in FY 2025-26); desalinated water accounts for 32% of total site water consumption at Vizag. FY30 target to increase the share of non-conventional water sources by 40%. |
| <b>Recycling and reuse</b>               | ETP- and STP-treated water, sump water and leachate reused for non-potable purposes; total water recycled and reused rose 57.4% to 6,23,921 KL in FY 2025-26.                                                                  |
| <b>Rainwater harvesting and recharge</b> | Rainwater harvesting at selected locations, recharge shafts and percolation ponds; Udaipur watershed programme with WOTR.                                                                                                      |
| <b>Water efficiency and loss control</b> | Water sub-metering, pipeline checks, leak detection and repair, preventive maintenance and comprehensive water-balance studies.                                                                                                |
| <b>Source diversification</b>            | Site-level plans to shift from groundwater to surface water or tertiary-treated municipal wastewater (Climate Action Report, Table 13).                                                                                        |
| <b>Water neutrality</b>                  | SSP business targets water neutrality by 2030.                                                                                                                                                                                 |
| <b>Awareness</b>                         | Employee training and awareness on responsible water use.                                                                                                                                                                      |

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 8, 19, 47-50, 59-80, 89 (PDF Page no. 7, 13, 27, 28, 33-43, 48); *Integrated Annual Report FY 2025-26* - Pages: 88, 89, 92, 234, 235, 236 (PDF Page no. 45, 47, 118, 119); *Environmental Policy* - Page: 2

## Climate Strategy

Coromandel tracks its greenhouse gas emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard, covering Scope 1 (stationary combustion and process emissions), Scope 2 (purchased electricity) and, since FY

2024-25, Scope 3 (value chain emissions). Emission management is closely linked to the Company's energy efficiency, renewable energy and resource productivity programmes. Scope 1 and Scope 2 emissions for FY 2025-26 received reasonable assurance, and Scope 3 emissions received limited assurance, from TÜV India Private Limited under ISAE 3000 (Revised).

### Direct Greenhouse Gas Emissions (Scope 1)

Scope 1 emissions increased to 1,00,392 tCO<sub>2</sub>e in FY 2025-26 from 82,938 tCO<sub>2</sub>e in FY 2024-25, mainly because of changes in fuel consumption, production requirements and operating conditions across manufacturing locations. Over the four-year period, Scope 1 emissions remain 44% below the FY 2022-23 level, reflecting the expansion of waste heat recovery, the substitution of steam coal with bio-briquettes and energy efficiency measures.

| Scope 1 (tCO <sub>2</sub> e)      | FY 2022  | FY 2023  | FY 2024 | FY 2025  | FY 2025 target |
|-----------------------------------|----------|----------|---------|----------|----------------|
| <b>Total direct GHG emissions</b> | 1,80,122 | 1,17,103 | 82,938  | 1,00,392 | 1,26,720       |
| <b>Coverage (% of operations)</b> | 100      | 100      | 100     | 100      |                |

Source: *Integrated Annual Report FY 2025-26* - Pages: 228, 229, 332, 354 (PDF Page no. 115, 167, 178); CIL TCFD Report FY 2024-25 - Page: 45

### Indirect Greenhouse Gas Emissions (Scope 2)

Scope 2 emissions rose to 1,78,172 tCO<sub>2</sub>e in FY 2025-26 from 1,64,674 tCO<sub>2</sub>e in FY 2024-25, in line with higher electricity consumption. Increased renewable electricity through hybrid wind and solar contracts, rooftop solar and in-house power generation from waste heat moderated the increase. Combined Scope 1 and Scope 2 emissions were 2,78,564 tCO<sub>2</sub>e, and emission intensity was 0.062 tCO<sub>2</sub>e per MT of production (FY 2024-25: 0.060).

| Scope 2 (tCO <sub>2</sub> e)                     | FY 2022  | FY 2023  | FY 2024  | FY 2025  | FY 2025 target |
|--------------------------------------------------|----------|----------|----------|----------|----------------|
| <b>Market-based</b>                              | 1,67,471 | 1,67,508 | 1,64,674 | 1,61,596 | 1,71,347       |
| <b>Coverage (as a percentage of denominator)</b> | 100      | 100      | 100      | 100      |                |
| <b>Location-based</b>                            | 1,71,757 | 1,71,739 | 1,68,337 | 1,78,172 | 1,72,423       |
| <b>Coverage (as a percentage of denominator)</b> | 100      | 100      | 100      | 100      |                |

Source: *Integrated Annual Report FY 2025-26* - Pages: 229, 230, 231, 332 (PDF Page no. 115, 116, 167); CIL TCFD Report FY 2024-25 - Page: 45

### Indirect Greenhouse Gas Emissions (Scope 3)

Coromandel began assessing Scope 3 emissions in FY 2024-25 to understand emissions across its value chain. During FY 2025-26, the Company reviewed and strengthened its calculation approach, including assumptions, activity data and emission factors, and identified that the Scope 3 figure disclosed for FY 2024-25 required methodological correction. Total Scope 3 emissions for FY 2025-26 were 51,59,431 tCO<sub>2</sub>e, with purchased goods and services and the use of sold products the largest categories. Including Scope 1 and 2, total emissions were 54,37,995 tCO<sub>2</sub>e, a combined intensity of 1.220 tCO<sub>2</sub>e/MT.

| Scope 3 category                                   | FY 2025 (tCO <sub>2</sub> e) | Method / emission factor source                                                                                                                                                                   |
|----------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Purchased goods and services</b>             | 31,93,391                    | <b>Spend-based method using USEEIO emission factors</b> , with procurement expenditure mapped to the most appropriate USEEIO commodity/industry categories.                                       |
| <b>2. Capital goods</b>                            | 99,351                       | <b>Spend-based method using USEEIO emission factors</b> , with capital expenditure mapped to the most appropriate USEEIO commodity/industry categories.                                           |
| <b>3. Fuel- and energy-related activities</b>      | 71,373                       | <b>Activity-based method</b> using fuel and electricity consumption data, with relevant <b>UK Government GHG Conversion Factors 2025 (DEFRA)</b> and applicable upstream energy emission factors. |
| <b>4. Upstream transportation and distribution</b> | 49,128                       | <b>Distance/activity-based method</b> using transportation quantities, distances and transport modes, with <b>UK Government GHG Conversion Factors 2025 (DEFRA)</b> transport emission factors.   |

| Scope 3 category                                         | FY 2025 (tCO <sub>2</sub> e) | Method / emission factor source                                                                                                                                                                                                                           |
|----------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Waste generated in operations                         | 17,735                       | <b>Activity-based method</b> using waste quantities and treatment/disposal pathways, with relevant <b>UK Government GHG Conversion Factors 2025 (DEFRA)</b> waste emission factors.                                                                       |
| 6. Business travel                                       | 536                          | <b>Activity-based method</b> using business travel activity by mode, with <b>UK Government GHG Conversion Factors 2025 (DEFRA)</b> travel emission factors.                                                                                               |
| 7. Employee commuting                                    | 8,074                        | Activity/distance-based method using commuting patterns, travel modes and distances, with UK Government GHG Conversion Factors 2025 (DEFRA) passenger-transport emission factors.                                                                         |
| 8. Upstream leased assets                                | 935                          | <b>Activity-based method</b> using relevant fuel and electricity consumption, with applicable <b>UK Government GHG Conversion Factors 2025 (DEFRA)</b> .                                                                                                  |
| 9. Downstream transportation and distribution            | 70,419                       | Distance/activity-based method using quantities transported, distances and transport modes, with UK Government GHG Conversion Factors 2025 (DEFRA) transport emission factors.                                                                            |
| 10. Processing of sold products                          | Not applicable               | Not applicable to Coromandel's business model.                                                                                                                                                                                                            |
| 11. Use of sold products                                 | 16,48,402                    | <b>Product life-cycle assessment-based method</b> , using product-specific use-phase assumptions, activity data and applicable emission factors.                                                                                                          |
| 12. End-of-life treatment of sold products               | 86                           | <b>Activity/LCA-based method</b> using quantities of products sold, relevant end-of-life treatment pathways and applicable emission factors.                                                                                                              |
| 13-15. Downstream leased assets, franchises, investments | Not applicable               | Not applicable to Coromandel's business model.                                                                                                                                                                                                            |
| <b>Total Scope 3</b>                                     | <b>51,59,431</b>             | <b>Calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard, using USEEIO spend-based emission factors, UK Government GHG Conversion Factors 2025 (DEFRA), activity-based factors and product LCA data, as applicable.</b> |
| <b>Assurance</b>                                         |                              | <b>Limited assurance by TÜV India Private Limited</b>                                                                                                                                                                                                     |

**Note:** The sum of the reported emission categories is 51,59,430 tCO<sub>2</sub>e. The 1 tCO<sub>2</sub>e difference from the stated total is attributable to rounding. FY 2025 represents the first year of the Company's GHG accounting exercise; accordingly, the reported emissions serve as the baseline for establishing future reduction targets.

Source: *Integrated Annual Report FY 2025-26* - Pages: 228, 229, 230, 354 (PDF Page no. 115, 116, 178)

## Climate Governance

Climate-related issues are overseen through a four-level governance structure covering the Board, its committees, executive management and operations. Climate considerations are embedded into policy formulation, budgeting, capital allocation and business continuity planning, and climate and nature-related risks are reviewed alongside operational and business risks. The Board comprises 10 members (4 Executive and 6 Independent), including the Executive Chairman and the MD & CEO.

| Level                  | Body / role                                                                      |
|------------------------|----------------------------------------------------------------------------------|
| <b>Board</b>           | Board of Directors                                                               |
| <b>Board committee</b> | CSR and Sustainability Committee                                                 |
| <b>Board committee</b> | Risk Management Committee                                                        |
| <b>Board committee</b> | Audit Committee                                                                  |
| <b>Board committee</b> | Nomination and Remuneration Committee                                            |
| <b>Executive</b>       | MD & CEO, Executive Directors and CXOs                                           |
| <b>Management</b>      | Vice President - EHS & ESG                                                       |
| <b>Operations</b>      | Business Heads, EHS leadership and Unit-level Safety & Sustainability Committees |

| Committee                                                    | Primary Role                                   | Climate Focus Areas                                                                      | Meeting Cadence                                    |
|--------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------|
| Corporate Social Responsibility and Sustainability Committee | Strategic direction for ESG and sustainability | Climate strategy, sustainability targets, ESG implementation, nature-related initiatives | Periodic reviews as per regulatory requirements    |
| Risk Management Committee                                    | Enterprise risk oversight                      | Climate and nature-related risk assessment, mitigation strategies, risk culture          | Biannual comprehensive reviews; ongoing monitoring |
| Audit Committee                                              | Financial governance and internal controls     | Environmental compliance, audit observations, ESG assurance review                       | At least four times annually                       |
| Nomination and Remuneration Committee                        | Leadership and remuneration                    | Performance alignment, talent retention, long-term value creation                        | Periodic as required                               |

Board and executive competencies relevant to climate include chemical engineering and manufacturing (emissions, process safety and compliance across 18 sites), finance and accounting (climate risk quantification and decarbonisation capital allocation), risk oversight (ERM integration aligned with ISO 31000), agri-input sector expertise (drought, monsoon variability and water scarcity), regulatory expertise (TCFD, IFRS S2 and BRSR), technology and innovation (IoT and digital tools for emissions monitoring), EHS leadership (ISO 14001 and ISO 50001 certified sites) and ESG strategy. Independent Directors receive a familiarisation programme covering operations, industry context and governance, including climate and sustainability matters.

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 19, 20 (PDF Page no. 13); *Integrated Annual Report FY 2025-26* - Pages: 74, 77, 82, 83 (PDF Page no. 38, 39, 42)

## TCFD Disclosure

Coromandel's Climate Action Report FY 2025-26 presents the Company's climate-related disclosures in accordance with IFRS S2 Climate-related Disclosures, read with IFRS S1, and with reference to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD). Its climate governance mechanisms are aligned with TCFD and IFRS S2, the ESG 2.0 agenda commits the Company to aligning its disclosures with TCFD, IFRS S2 and TNFD, and the FY 2030 targets include aligning disclosures with TCFD and TNFD. The report includes a dedicated TCFD Index and an IFRS S2 Disclosure Index.

| TCFD pillar                | Recommended disclosure                                                                                                                                                                | Where addressed                        |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| <b>Governance</b>          | a) Board oversight; b) Management's role                                                                                                                                              | Climate Action Report pp. 19-20        |
| <b>Strategy</b>            | a) Risks and opportunities over short, medium and long term; b) Impact on business, strategy and financial planning; c) Resilience under scenarios, including a 2°C or lower scenario | Climate Action Report pp. 21-58, 93-94 |
| <b>Risk management</b>     | a) Identifying and assessing; b) Managing; c) Integration into overall risk management                                                                                                | Climate Action Report pp. 59-88        |
| <b>Metrics and targets</b> | a) Metrics; b) Scope 1, 2 and 3 emissions; c) Targets and performance                                                                                                                 | Climate Action Report pp. 89-92, 95    |

TCFD Index: Climate Action Report FY 2025-26, p. 98; IFRS S2 Disclosure Index: from p. 99. Climate Action Report URL: [https://www.coromandel.biz/wp-content/uploads/2026/09/Coromandel\\_IFRS\\_S2\\_FY-2025-2026.pdf](https://www.coromandel.biz/wp-content/uploads/2026/09/Coromandel_IFRS_S2_FY-2025-2026.pdf)

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 17, 19, 21, 90, 98, 99 (PDF Page no. 12, 13, 14, 48, 52, 53)

## Climate-Related Management Incentives

Coromandel's Remuneration Policy links pay to performance, market standards and regulatory requirements, with sustainability accountability, including climate-related targets, embedded at three levels of the organisation. The Nomination and Remuneration Committee ensures consistent application across the organisation.

| Who is entitled                                         | Type of incentive                                          |
|---------------------------------------------------------|------------------------------------------------------------|
| Board / executive level: Senior Leadership and MD & CEO | Monetary - long-term and short-term performance incentives |

| Who is entitled                                                 | Type of incentive                                                                  |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------|
| Senior and middle management: Business Heads and EHS Leadership | Monetary - performance objectives linked to operational and sustainability targets |
| Employees and project teams                                     | Monetary - performance-linked rewards and project-level KRAs                       |

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Page: 20 (PDF Page no. 13)

## Climate Risk Management

Climate risks are integrated into Coromandel's multi-disciplinary, company-wide Enterprise Risk Management (ERM) framework, which is aligned with ISO 31000. Climate and nature-related risks are assessed alongside strategic, operational, regulatory and financial risks using the Company's standard likelihood and impact criteria, covering operational disruption, safety, compliance, supply chain continuity and financial exposure. Risk identification combines a top-down review of regulatory, policy, market and industry developments with bottom-up identification of site-specific exposures by plant and business-unit teams. Site risks are consolidated into divisional and corporate risk registers, reviewed for consistency and overseen by the Risk Management Committee, with Internal Audit periodically evaluating the process.

The Climate Action Report FY 2025-26 sets out the climate risk management process in detail. Physical risks are screened for 16 manufacturing sites across 12 climate hazards under SSP1-2.6, SSP2-4.5 and SSP5-8.5 for 2030, 2050 and 2100, and transition risks are assessed under the IEA STEPS, APS and NZE scenarios across policy and legal, market, technology and reputational categories. Risk and opportunity ratings are converted into short-, medium- and long-term actions through a **Physical Risk - Adaptation Strategy** (site-specific measures, Table 13) and a **Transition Risk - Mitigation Strategy** (Table 14), embedded in the ERM framework with risk ownership at plant level and biannual review by the Risk Management Committee.

| Risk type                        | Examples considered                                                                          | Management response                                                                                                                                                  |
|----------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy and legal</b>          | Carbon pricing / carbon tax; compliance under the Carbon Credit Trading Scheme (CCTS)        | Plant-wise Scope 1 and 2 emissions baselines for CCTS readiness; internal shadow carbon price of EUR 75.36 per tCO <sub>2</sub> e applied to Scope 1 and 2 emissions |
| <b>Market</b>                    | Price fluctuation under the NZE scenario; shifts in demand for low-carbon products           | Renewable energy, waste heat recovery and fuel switching to bio-briquettes to reduce cost exposure                                                                   |
| <b>Technology and reputation</b> | Failure to achieve the decarbonisation plan; stakeholder expectations on climate performance | ESG 2.0 decarbonisation roadmap and FY 2030 targets                                                                                                                  |
| <b>Acute physical</b>            | Extreme precipitation, cyclones and floods                                                   | Site-specific adaptation measures (Table 13); moderate risk, mainly at coastal facilities                                                                            |
| <b>Chronic physical</b>          | Heat stress, water stress and sea-level rise                                                 | Three-horizon adaptation strategy for heat and water stress                                                                                                          |

Time horizons: short term up to FY 2030, medium term FY 2030-FY 2050 and long-term FY 2050-FY 2100. Adaptation measures are scheduled as short (0-3 years), medium (3-10 years) and long term (more than 10 years). The scenario analysis covers fertiliser manufacturing facilities, crop protection plants, warehousing infrastructure and supply chain operations.

Source: *Integrated Annual Report FY 2025-26* - Pages: 80, 81, 82, 83, 88, 92 (PDF Page no. 41, 42, 45, 47); *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 23, 24, 37-42, 51-58, 59-88 (PDF Page no. 15, 22-24, 29-32, 33-47)

## Financial Risks of Climate Change

Coromandel has identified and quantified its most significant transition and physical climate risks in the Climate Action Report FY 2025-26. Financial implications below are illustrative estimates based on standalone revenue from operations of ₹30,530.89 crore in FY 2025-26.

### Most significant regulatory (transition) risk

| Element                                              | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk</b>                                          | Carbon pricing / carbon tax, including compliance under the Carbon Credit Trading Scheme (CCTS)                                                                                                                                                                                                                                                                                                                                                     |
| <b>Scenarios</b>                                     | IEA Stated Policies (STEPS), Announced Pledges (APS) and Net Zero Emissions 2050 (NZE)                                                                                                                                                                                                                                                                                                                                                              |
| <b>Revenue impact</b>                                | 0.005%-0.014% of revenue by 2050                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Estimated financial implication before action</b> | ₹1.53 crore to ₹4.27 crore (INR 4,27,43,246 at the upper bound)                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Time frame</b>                                    | Long term, to 2050 (about 25 years)                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Management actions</b>                            | Plant-wise Scope 1 and 2 emissions baselines across all 18 sites for CCTS readiness (implemented); internal carbon price for product cost models and investment appraisal (Internal shadow carbon price of EUR 75.36 per tCO <sub>2</sub> e applied to Scope 1 and 2 emissions); renewable energy to 60% of the energy mix by FY 2030; waste heat recovery to a 30% clean energy share by FY 2030; substitution of fossil fuels with bio-briquettes |
| <b>Cost of actions</b>                               | Not disclosed in absolute terms; part of ESG 2.0 capital and operating budgets                                                                                                                                                                                                                                                                                                                                                                      |

### Most significant physical risk

| Element                                              | Detail                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk</b>                                          | Heat stress affecting workforce productivity                                                                                                                                                                                                                                                                   |
| <b>Scenario</b>                                      | SSP5-8.5 (high emissions)                                                                                                                                                                                                                                                                                      |
| <b>Impact</b>                                        | 12.6% workforce productivity loss at Kota by 2100, driven by a high heat-exposed worker fraction (about 89%) and uninsulated GI sheet roofing that amplifies internal Wet Bulb Globe Temperature                                                                                                               |
| <b>Estimated financial implication before action</b> | ₹3,846.89 crore (illustrative; 12.6% of standalone revenue from operations)                                                                                                                                                                                                                                    |
| <b>Time frame</b>                                    | Long term, to 2100 (about 75 years)                                                                                                                                                                                                                                                                            |
| <b>Management actions</b>                            | Short term: WBGT-based work-rest scheduling, cooling PPE, hydration stations and HVLS / mist-cooling fans. Medium term: solar-reflective cool-roof coatings and replacement of GI roofing with insulated PUF panels. Long term: automation of bagging and dispatch lines and air-conditioning of bagging halls |
| <b>Cost of actions</b>                               | Not disclosed in absolute terms; part of ESG 2.0 capital and operating budgets                                                                                                                                                                                                                                 |

Water stress is the other most significant physical hazard: operational risk from water stress at Udaipur is projected to rise by 261.27% by 2100 under SSP2-4.5. The Company states that quantitative financial estimates of physical risk impacts are not yet fully developed. Water stress is managed through Zero Liquid Discharge with RO recycling, rainwater harvesting, recharge shafts and percolation ponds, and community watershed programmes. Extreme precipitation, cyclones and sea-level rise present moderate risks, particularly for coastal facilities.

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 44-46, 49-50, 53-56, 59-88, 94 (PDF Page no. 25, 26, 28, 30, 31, 33-47, 50); *Integrated Annual Report FY 2025-26* - Pages: 270, 371 (PDF Page no. 136, 186)

## Climate-Related Scenario Analysis

Coromandel conducts climate-related scenario analysis across its fertiliser manufacturing facilities, crop protection plants, warehousing infrastructure and supply chain operations. Physical risks are assessed using CMIP6-based Shared Socioeconomic Pathways and transition risks using IEA scenarios, over short-term (up to FY 2030), medium-term (FY 2030-FY 2050) and long-term (FY 2050-FY 2100) horizons. The insights inform risk management, investment planning, adaptation measures and resilience enhancements.

| Scenario                             | Type              | Use                                                                         |
|--------------------------------------|-------------------|-----------------------------------------------------------------------------|
| IEA Net Zero Emissions 2050 (NZE)    | Transition, 1.5°C | Stress test of accelerated climate policy, carbon pricing and market shifts |
| IEA Announced Pledges Scenario (APS) | Transition, ≤2°C  | Delivery of announced national climate pledges                              |

| Scenario                             | Type             | Use                                      |
|--------------------------------------|------------------|------------------------------------------|
| IEA Stated Policies Scenario (STEPS) | Transition, >2°C | Current and stated policies              |
| SSP1-2.6                             | Physical, ≤2°C   | Low-emission (optimistic) pathway        |
| SSP2-4.5                             | Physical, >2°C   | Intermediate (business-as-usual) pathway |
| SSP5-8.5                             | Physical, >2°C   | High-emission (pessimistic) pathway      |

The analysis is quantitative. Under the transition scenarios, projected revenue impacts by 2050 are 65.38% from price fluctuation under NZE, 17.13%-18.55% from failure to achieve the decarbonisation plan and 0.005%-0.014% from carbon pricing. Under the physical scenarios, heat stress is projected to cause a 12.6% workforce productivity loss at Kota by 2100 (SSP5-8.5), and operational risk from water stress at Udaipur is projected to rise by 261.27% by 2100 (SSP2-4.5).

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 23, 24, 37-42, 44, 50, 53-56, 94 (PDF Page no. 15, 22-24, 25, 28, 30, 31, 50); *Integrated Annual Report FY 2025-26* - Page: 219 (PDF Page no. 110)

## Physical Climate Risk Adaptation

Coromandel has a context-specific plan to adapt to physical climate risks, set out in the Climate Action Report FY 2025-26. The plan follows a three-horizon response to the two most material physical risks, heat stress and water stress, and is tailored to each assessed site, including Kota, Udaipur, Nimrani and others. Table 13 of the report sets out site-by-site adaptation strategies with implementation timelines and status. The plan is integrated into the ERM framework, with risk ownership at plant level and biannual review by the Board-level Risk Management Committee.

| Hazard                    | Adaptation measures                                                                                                                                                                    |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Heat stress - short term  | WBGT-based work-rest scheduling, cooling PPE, hydration stations and HVLS / mist-cooling fans                                                                                          |
| Heat stress - medium term | Solar-reflective cool-roof coatings and replacement of GI roofing with insulated PUF panels                                                                                            |
| Heat stress - long term   | Automation of bagging and dispatch lines and air-conditioning of bagging halls                                                                                                         |
| Water stress              | Zero Liquid Discharge with RO recycling, rainwater harvesting, recharge shafts and percolation ponds, community watershed programmes, and source diversification away from groundwater |
| Other hazards             | Extreme precipitation, cyclones and sea-level rise are assessed as moderate risks, particularly for coastal facilities                                                                 |

| Plan coverage           | Position                                                                                                        |
|-------------------------|-----------------------------------------------------------------------------------------------------------------|
| Existing operations     | 16 of 18 manufacturing sites (88.89% by number of sites; revenue by site is not disclosed)                      |
| Implementation timeline | Each site has short-term (0-3 years), medium-term (3-10 years) and long-term (more than 10 years) measures      |
| New operations          | The brownfield NPK granulation expansion at Kakinada, expected in FY27, is at a site covered by the assessment. |
| Public availability     | Published in the Climate Action Report FY 2025-26, available on the Company's website                           |

Source: *Climate Action Report (IFRS S2) FY 2025-26* - Pages: 17, 59-80 (PDF Page no. 12, 33-43); *Integrated Annual Report FY 2025-26* - Pages: 20, 219 (PDF Page no. 11, 110)

## Emissions Reduction Targets

Coromandel International has established time-bound greenhouse gas emission reduction targets covering its operations and value chain, with **FY 2025-26 as the base year**. The Company's near-term targets comprise a production-based Scope 1 and 2 emission intensity target for FY 2029-30 and absolute Scope 1, 2 and 3 reduction targets for FY 2034-35.

**By FY 2029-30**, Coromandel aims to reduce **Scope 1 and Scope 2 GHG emission intensity by 17.3%**, from **0.0625 tCO<sub>2</sub>e per tonne of production in FY 2025-26 to 0.0517 tCO<sub>2</sub>e per tonne of production**. This target is intended to support the decoupling of operational emissions from business growth.

**By FY 2034-35**, Coromandel aims to reduce its absolute **Scope 1 and Scope 2 emissions by 55.6%**, from the FY 2025-26 baseline of **2,78,564 tCO<sub>2</sub>e to approximately 1,23,642 tCO<sub>2</sub>e**. Over the same period, the Company aims to reduce **Scope**

**3 emissions by 42%**, from **51,59,134 tCO<sub>2</sub>e** to **approximately 29,92,470 tCO<sub>2</sub>e**. The FY2025-26 Scope 1 and Scope 2 baseline comprises **1,00,392 tCO<sub>2</sub>e** and **1,78,172 tCO<sub>2</sub>e**, respectively.

The targets are supported by Coromandel's operational decarbonisation programme, including **energy efficiency, increased renewable electricity, waste-heat recovery, fuel switching, electrification and low-carbon energy sourcing**, together with value-chain interventions focused on **supplier engagement, lower-carbon sourcing and reduction of Scope 3 emissions**. The Company's FY2030 energy objectives include increasing renewable energy to **60%** and clean energy to **30%** of the energy mix.

Progress against these targets is **tracked annually using absolute GHG emissions and production-based emission intensity**, enabling the Company to monitor both absolute decarbonisation and emissions performance relative to production. The FY2035 pathway also incorporates an interim FY2030 Scope 1 and 2 emissions marker of approximately **2,01,104 tCO<sub>2</sub>e**.

### Internal Carbon Pricing

Coromandel uses an internal carbon price as a planning tool to anticipate the financial impact of carbon regulation and to guide its transition to low-carbon operations. The Company applies a single shadow price of EUR 75.36 per tonne of CO<sub>2</sub>e, equivalent to USD 87.46 and INR 8,170.83 per tCO<sub>2</sub>e at the European Central Bank reference rates of 1 April 2026. This is the price used in its analysis and the only internal carbon price applied across the organisation. The price is applied to the Company's Scope 1 and Scope 2 emissions, which account for its direct operational footprint.

The shadow price attaches a hypothetical cost to each tonne of CO<sub>2</sub>e associated with a project or investment. This reveals hidden climate-related risks and opportunities and supports decisions on future capital investments. The objectives are to:

- **drive energy efficiency** across manufacturing operations;
- **drive low-carbon investments**, such as renewable power, waste heat recovery and the substitution of fossil fuels with bio-briquettes;
- **identify and seize low-carbon opportunities** in processes and products;
- **navigate regulations** by preparing the business for evolving carbon and climate-related requirements;
- **stress-test investments** against a future in which emissions carry a direct financial cost, consistent with the Company's transition risk assessment under the IEA Net Zero Emissions 2050 scenario.

Application of the internal carbon price is mandatory in the evaluation of all capital expenditure and investment proposals across all business units. This ensures that climate-related considerations are systematically integrated into investment appraisal, financial planning and long-term strategy.

### Net-Zero Commitment

Coromandel International has publicly committed to achieving net-zero greenhouse gas emissions across its value chain by 2050, using FY 2025-26 as the base year. The commitment covers Scope 1, Scope 2 and Scope 3 emissions. By 2050, the Company aims to reduce Scope 1 and Scope 2 emissions by 95% each and Scope 3 emissions by 90% from the FY2025-26 base year. Residual emissions will be addressed through permanent carbon removals, while high-quality carbon credits may be used to mitigate emissions beyond the Company's value chain.

The commitment is not currently SBTi-validated; however, the Company's long-term pathway has been developed with reference to the SBTi Target Setting Tool and science-based target-setting approaches.

### Net-Zero Transition Plan

Coromandel International has established a time-bound transition plan from FY2025-26 to 2050, with FY2034-35 as the near-term target horizon and 2050 as the long-term net-zero horizon.

By FY2034-35, the Company aims to reduce absolute Scope 1 and Scope 2 emissions by 55.6%, from 2,78,564 tCO<sub>2</sub>e in FY2025-26 to approximately 1,23,642 tCO<sub>2</sub>e, and reduce Scope 3 emissions by 42%, from 51,59,134 tCO<sub>2</sub>e to approximately 29,92,470 tCO<sub>2</sub>e.

The transition plan is supported by a phased portfolio of decarbonisation measures across the Company's operations and value chain, including renewable electricity and solar power, energy efficiency, waste-heat recovery, N<sub>2</sub>O abatement, biomass and lower-carbon fuel switching, electrification, green and low-carbon ammonia sourcing, supplier decarbonisation, enhanced-efficiency fertilisers, precision agriculture, green hydrogen and carbon capture and storage.

Implementation is structured across FY2025-27, FY2027-35 and FY2035-50, with measures prioritised based on technology maturity, emissions-abatement potential, implementation feasibility and financial considerations. The Company has identified 43 potential decarbonisation levers and developed an indicative investment and abatement portfolio to support implementation.

Progress will be monitored through annual Scope 1, Scope 2 and Scope 3 emissions, performance against the FY2034-35 targets, production-based emissions intensity, implementation of decarbonisation initiatives and progress in value-chain emissions reduction.

## Biodiversity

### Biodiversity Risk Assessment

Coromandel's operations and value chain interact with nature through water, soil, land use, emissions, local habitats and agricultural ecosystems. During FY 2025-26, the Company carried out a desktop-based nature-related risk assessment following the TNFD LEAP (Locate, Evaluate, Assess, Prepare) approach, covering biodiversity screening, an ecosystem services review, and site-level evaluation of dependencies, impacts, risks and opportunities. The results are published in the TNFD Report FY 2025-26. Biodiversity risks are also considered during project planning and site development, informed by periodic assessments that identify ecologically sensitive areas.

| Assessment element                                 | Coromandel's approach                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Locate</b>                                      | ENCORE sector screening; IUCN Global Ecosystem Typology and ecoregions; IBAT screening for Protected Areas (WDPA), Key Biodiversity Areas and IUCN Red List species within a 50 km buffer of each site                                                                                                                                                                                                           |
| <b>Evaluate</b>                                    | WWF Biodiversity Risk Filter at site level; WRI/WBCSD Corporate Ecosystem Services Review scoring across 29 ecosystem services                                                                                                                                                                                                                                                                                   |
| <b>Assess</b>                                      | Identification of physical risks, transition risks and opportunities; risks rated High or Very High on an inherent-with-controls basis are treated as material                                                                                                                                                                                                                                                   |
| <b>Prepare</b>                                     | Findings integrated into strategy, targets and reporting, with site-level action plans (TNFD Report, Table 14) structured on the SBTN AR3T hierarchy                                                                                                                                                                                                                                                             |
| <b>Integration with enterprise risk management</b> | Nature, biodiversity and ecosystem dependency risk is a defined category in the ERM risk universe and is assessed alongside strategic, operational, regulatory and financial risks                                                                                                                                                                                                                               |
| <b>Risks identified</b>                            | Physical: 59 risk items (21 acute, 38 chronic), of which 9 Very High and 25 High, concentrated at Vizag, Nimrani, Ennore Fertiliser, Kakinada, Dahej, Jammu and Thyagavalli. Transition: 73 risk items, of which 7 Very High and 23 High, concentrated at Ennore Fertiliser, Ankleshwar, Udaipur and Dahej. Material: 34 physical and 30 transition risks                                                        |
| <b>Sensitive areas</b>                             | Sites in Coastal Regulation Zones hold CRZ clearances from the relevant authorities; no significant direct or indirect impacts on ecologically sensitive areas were reported                                                                                                                                                                                                                                     |
| <b>Scope</b>                                       | Standalone basis; 16 of 18 manufacturing sites across four business segments in seven states; direct operations. Pali and Raebareli are excluded; upstream sourcing (including rock phosphate mining in Senegal via BMCC) and downstream product use are not yet screened, and no nature-related supplier screening was undertaken in FY 2025-26. Coverage is expected to be extended in future reporting cycles |

The insights are being used to strengthen site-level planning, water management, business continuity, energy efficiency, product development and farmer-focused solutions. TNFD Report FY 2025-26 URL: [https://www.coromandel.biz/wp-content/uploads/2026/09/Coromandel\\_TNFD-Report-FY-2025-26\\_11zon.pdf](https://www.coromandel.biz/wp-content/uploads/2026/09/Coromandel_TNFD-Report-FY-2025-26_11zon.pdf).

Source: *TNFD Report FY 2025-26* - Pages: 7, 13, 19-20, 21-36, 37-64, 65-94, 95-115, 129 (PDF Page no. 6, 9, 12, 13-20, 21-34, 35-49, 50-60, 67);  
*Integrated Annual Report FY 2025-26* - Pages: 85, 89, 92, 243, 244, 310 (PDF Page no. 43, 45, 47, 122, 123, 156)

## Biodiversity Commitment

Coromandel's biodiversity commitment is set out in its Biodiversity and No Deforestation Policy and Environmental Policy, both approved by the Board of Directors. The policies commit the Company to conserving biodiversity, preventing deforestation across its operations and supply chain, and avoiding biodiversity loss while progressively delivering positive outcomes for nature. The Biodiversity and No Deforestation Commitment in the Environmental Policy aims "to protect and create positive impact on biodiversity" through a biodiversity management framework that complies with applicable law. The Company applies a mitigation hierarchy that prioritises avoiding and minimising impacts, supported by restoration and offsetting where required.

| Commitment element                       | Coverage                                                                                                                                                                                                                                                                                                           |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Net positive impact / no net loss</b> | Environmental Policy: strive to ensure no net loss of biodiversity and progress towards a net positive impact within operations by 2070                                                                                                                                                                            |
| <b>Targets for priority areas</b>        | Company-wide and site-specific nature-related targets set for priority sites, with site-level action plans (TNFD Report, Table 14)                                                                                                                                                                                 |
| <b>Value chain and sensitive sites</b>   | Proactively encourage value chain partners and suppliers to follow the Policy and refrain from operating near areas with globally or nationally significant biodiversity; the Sustainable Procurement & Supply Chain Policy places biodiversity and no-deforestation expectations on suppliers                     |
| <b>Mitigation hierarchy</b>              | Avoid, minimise, restore and, if necessary, offset residual impacts; site action plans structured on the SBTN AR3T hierarchy (Avoid, Reduce, Regenerate, Restore, Transform)                                                                                                                                       |
| <b>Biodiversity risk assessment</b>      | TNFD LEAP assessment of 16 manufacturing sites (see Section 2.6.1); biodiversity integrated into strategic and decision-making processes, risk analysis, management and reporting                                                                                                                                  |
| <b>Stakeholder engagement</b>            | Engagement with employees, local communities and value chain partners through the Stakeholder Engagement Policy and site-level mechanisms such as the Birds Conservation Committee; participation in research, preservation, education and awareness projects with government agencies, NGOs and local communities |
| <b>Monitoring</b>                        | Develop strategies to monitor flora and fauna, particularly protected or sensitive species                                                                                                                                                                                                                         |
| <b>Scope</b>                             | Own operations, suppliers and business partners                                                                                                                                                                                                                                                                    |
| <b>Endorsement</b>                       | Board of Directors (Board approved the Biodiversity and No Deforestation Policy and the Environmental Policy)                                                                                                                                                                                                      |

### Biodiversity initiatives during FY 2025-26

- At Dahej, the Bio Shield project is establishing 63,000 mangrove plants along the coast as a natural barrier against soil erosion, air pollution and tidal damage.
- At Kakinada, the Haritha Margam and Sugama initiative converted a legacy waste dumping site into a 1.3 km green corridor along both sides of the road, with the adjoining open drain reconfigured to serve as community parking.
- In partnership with the Forest Department, employee volunteers safeguarded 117 Olive Ridley turtle eggs along Chennai's coast and relocated them to a secure hatchery.
- At Udaipur, earthen nala bunds, wells and rainwater harvesting structures are recharging groundwater and enabling 2,000 farmer families to adopt drip and sprinkler irrigation.
- The Company has a FY30 target to plant 12 million trees.

Source: [TNFD Report FY 2025-26](#) - Pages: 5, 11, 13, 17, 95, 99, 111 (PDF Page no. 5, 8, 9, 11, 50, 52, 58); [Integrated Annual Report FY 2025-26](#) - Pages: 78, 96, 98, 202, 243, 313 (PDF Page no. 40, 49, 50, 102, 122, 157); [Environmental Policy](#) - Pages: 3-4

## No Deforestation Commitment

Coromandel's no-deforestation commitment is set out in its Board-approved Biodiversity and No Deforestation Policy, which commits the Company to preventing deforestation across its operations and supply chain through responsible sourcing and environmental management practices. It is reinforced by the Sustainable Procurement & Supply Chain Policy, which places biodiversity and no-deforestation expectations on suppliers. Through its Environmental Policy, Coromandel also commits to protect forests to the best of its capability, avoid deforestation in all activities in its operations, and work towards no net deforestation by following no-deforestation practices wherever feasible, while actively supporting reforestation.

| Element               | Position                                                                                                                                                                         |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of commitment    | Avoid deforestation in all activities in own operations; work towards no net deforestation, supported by reforestation                                                           |
| Scope                 | Own operations and suppliers (Sustainable Procurement & Supply Chain Policy); value chain partners encouraged. No nature-related supplier screening was undertaken in FY 2025-26 |
| Time-bound target     | No implementation target year disclosed                                                                                                                                          |
| Reforestation support | Target to plant 12 million trees by FY30; 63,000 mangrove plants being established at Dahej                                                                                      |
| Endorsement           | Board of Directors (Board approved the Biodiversity and No Deforestation Policy)                                                                                                 |

Source: [TNFD Report FY 2025-26](#) - Pages: 5, 11, 13, 117 (PDF Page no. 5, 8, 9, 61); [Integrated Annual Report FY 2025-26](#) - Pages: 78, 98, 202, 208, 313 (PDF Page no. 40, 50, 102, 105, 157); [Environmental Policy](#) - Pages: 3-4

## Product Stewardship

### Product Design Criteria

Coromandel integrates environmental considerations into product development, manufacturing practices and operational decision-making. For the Company, responsibility for a product begins at the research and development stage and ends only when the product has been safely used and disposed of. Product stewardship is embedded in the Responsible Care framework and applied across the full product lifecycle, with responsible chemistry considerations increasingly built into the design stage of products and processes.

| Lifecycle stage                     | Environmental criteria applied                                                                                                                                                                                                                                                                                                               |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Raw materials and components        | Progressive reduction and, where feasible, substitution of hazardous substances; R&D into lower-impact alternatives such as biological solutions, neem-based biopesticides and bio and organic products; exploration of low-carbon ammonia alternatives; a new process for manufacturing complex fertilisers without ammonia                 |
| Direct operations and manufacturing | A green synthetic process for the fungicide Boscalid with higher yield and purity and reduced process intensity (Indian patent application filed); phosphate recovery from ore processing rejects; use of by-product fluosilicic acid; R&D focused on process efficiencies and environmentally responsible chemistries                       |
| Distribution, storage and transport | Regular transporter safety audits with driver orientation; safe handling training for dealers, distributors and farmers; SOPs covering procurement, transport, storage, handling and disposal in line with MSDS; local procurement to reduce transport emissions; prioritisation of rail over road (597,563 Rail Green Points since FY 2022) |
| Use phase                           | Water-soluble, secondary and micronutrient, liquid, bio and organic, and nano fertilisers that improve nutrient uptake and water and input efficiency; slow-release formulations; products designed for efficient on-farm application and soil absorption to minimise hazardous waste at consumer level                                      |
| End of life                         | EPR management of 18,433 MT of post-consumer plastic packaging through authorised recycling; lifecycle risk management through to final disposal; evaluation of neem coating for granules                                                                                                                                                    |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 145, 207, 208, 219, 228, 239, 242, 243, 318, 319, 320, 333, 351 (PDF Page no. 73, 104, 105, 110, 115, 120, 122, 160, 161, 167, 176)

### Life Cycle Assessment

Coromandel integrates Life Cycle Assessment (LCA) into its product stewardship approach to assess the environmental impacts associated with its products across their life cycle. During the reporting period, LCA studies were conducted for 13 products, collectively representing 49.42% of total turnover, covering fertilisers, nano-fertilisers, water-soluble fertilisers, crop protection products and bio-based crop protection solutions across multiple manufacturing locations.

#### LCA Coverage by Product

| Product           | Manufacturing Site | Share of Turnover |
|-------------------|--------------------|-------------------|
| 20:20:0:13        | Vizag              | 29.30%            |
| Groplus           | Udaipur            | 2.05%             |
| Gromor 16:20:0:13 | Kakinada           | 2.95%             |
| Gromor 14:35:14   | Kakinada           | 8.25%             |

| Product                              | Manufacturing Site | Share of Turnover |
|--------------------------------------|--------------------|-------------------|
| Nano DAP                             | Kakinada (Nano)    | 0.56%             |
| Gromor Nano DAP 8:18                 | Kakinada (Nano)    | 0.53%             |
| Nano Urea (12% N)                    | Kakinada (Nano)    | 0.02%             |
| WSF 28:28:0                          | Vizag              | 0.03%             |
| Sulphamax (Bentonite Sulphur)        | Vizag              | 0.45%             |
| Malathion                            | Ankleshwar         | 0.40%             |
| Mancozeb                             | Dahej              | 4.06%             |
| Bio Azadirachtin                     | Thyagavalli        | 0.59%             |
| Urea SSP (UGSSP)                     | Udaipur            | 0.23%             |
| <b>Total turnover covered by LCA</b> |                    | <b>49.42%</b>     |

Life cycle assessments have been completed for 13 products using two methodologies. Ten products were assessed on a cradle-to-gate basis using openLCA, with life cycle inventory data from ecoinvent v3.12 and environmental impacts characterised using the ReCiPe 2016 Midpoint methodology. Three products (20:20:0:13, Groplus and Nano DAP) were assessed on a cradle-to-grave basis using LCA for Experts (LCA FE) 10.9, with Sphera Managed LCA Content (MLC) 2024.2/2025.2 databases and CML 2001 (August 2016) impact indicators, and a functional unit of 1 kg or 1 litre of product. Both approaches cover a broad range of environmental impacts, not just carbon emissions.

### LCA Impact Categories

| Environmental Aspect | Impact Categories Assessed                                                                                                                    |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Climate              | Climate change & Global Warming                                                                                                               |
| Ozone                | Ozone depletion                                                                                                                               |
| Air quality          | Photochemical oxidant formation - human health; Photochemical oxidant formation - terrestrial ecosystems; Dust & Particulate Matter formation |
| Acidification        | Terrestrial acidification                                                                                                                     |
| Eutrophication       | Freshwater eutrophication; Marine eutrophication                                                                                              |
| Ecotoxicity          | Freshwater ecotoxicity; Marine ecotoxicity; Terrestrial ecotoxicity                                                                           |
| Human health         | Human toxicity - carcinogenic; Human toxicity - non-carcinogenic; Ionising radiation                                                          |
| Land & water         | Land use; Water use                                                                                                                           |
| Resources            | Energy resources - non-renewable, fossil; Material resources - metals/minerals                                                                |

The LCA results are used to identify environmental hotspots across raw materials, energy use, transportation and manufacturing processes, supporting opportunities for resource efficiency, process optimisation and lower-impact product development. The consistent methodology also enables Coromandel to evaluate environmental performance across conventional and emerging product categories.

The portfolio includes Bio Azadirachtin, manufactured at the Thyagavalli facility, extending the Company's LCA approach to botanical crop protection. Derived from neem, a renewable plant-based resource, Bio Azadirachtin is assessed alongside conventional crop protection products such as Malathion and Mancozeb, providing a consistent basis for understanding their environmental profiles across the assessed impact categories. Similarly, the inclusion of Nano DAP and Nano Urea supports the integration of life cycle considerations into Coromandel's evolving nano-fertiliser portfolio.

These insights inform decisions related to raw material sourcing, energy and process efficiency, product development and portfolio management, while supporting science-based communication on the environmental attributes of Coromandel's products.

Going forward, Coromandel intends to progressively expand LCA coverage across its product portfolio, further embedding life cycle thinking into product development, operational decision-making and stakeholder engagement.

### Exposure to Hazardous Substances

Coromandel adopts a precautionary approach to hazardous and toxic chemicals. Banned substances are neither procured nor used, all chemicals in use comply with applicable regulatory standards, and SOPs aligned with Material Safety Data Sheets and regulatory guidelines govern procurement, transportation, storage, handling and disposal. The

Company classifies hazardous substances using Annex XVII of the EU REACH Regulation, and all its products comply with the restrictions set out in it. Products containing substances listed in Annex XVII are part of the Crop Protection Chemicals (CPC) business, which contributed 12.61% of consolidated revenue from operations in FY 2025-26 (₹3,96,825 lakh of ₹31,47,954 lakh). These substances are used only within the conditions the regulation permits.

100% of the Company's products have undergone risk assessment for their potential impact on human health and the environment across the full lifecycle, from research and development through manufacture, transport, customer use and final disposal. This lifecycle-based approach is embedded in the Responsible Care framework and product stewardship programme. It operates at two levels:

- **Operational level:** Hazard Identification and Risk Assessment (HIRA) is undertaken at all operational locations to identify hazards, assess risks and define suitable controls.
- **Product level:** risks are managed through Safety Data Sheets covering all 16 prescribed sections, multilingual labels carrying the Hello Gromor toll-free helpline, field trial safety protocols with PPE guidance, transporter safety audits, and safe-by-design formulations (low-dust granules, anti-caking additives, and controlled particle size and moisture).

Where a hazardous substance cannot yet be substituted or phased out, the Company applies safe-by-design and risk-management measures to minimise exposure and environmental impact. Life cycle assessments completed for key products identified no significant environmental concerns.

| Indicator                                                                | FY 2025-26                            |
|--------------------------------------------------------------------------|---------------------------------------|
| % of revenue from products containing substances classified as hazardous | 12.61%                                |
| Regulatory list(s) used                                                  | Annex XVII of the EU REACH Regulation |
| Products covered by health and environmental risk assessment             | 100%                                  |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 178, 239, 242, 243, 319, 333 (PDF Page no. 90, 120, 122, 160, 167); EHS Policy - Page: 1

## Hazardous Substances Commitment

Coromandel is committed to the responsible management, progressive reduction and, where feasible, substitution of hazardous substances across its product portfolio and manufacturing processes. This commitment is embedded in the Responsible Care framework and product stewardship approach, and covers all hazardous substances. The Company dedicates R&D resources to developing and scaling lower-impact and safer alternatives, including biological solutions, neem-based biopesticides and bio and organic products. Where substitution or phase-out is not yet technically, commercially or regulatorily feasible, it applies a safe-by-design and risk-management approach to minimise exposure and environmental impact.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 239, 333 (PDF Page no. 120, 167)

## Renewable Raw Materials

Coromandel uses renewable, plant-based and natural raw materials across its bio-products and organic portfolio, and tracks the share of raw materials that come from renewable sources. In FY 2025-26, renewable raw materials accounted for approximately 10% of the Company's total raw materials. The Bio Products business offers biopesticides based on Azadirachtin, plant-derived bio-stimulants, anti-transpirants and non-ionic spreaders, manufactured at its Azadirachtin facility at Cuddalore, which is among the largest globally. To deepen value chain integration, the business has in-housed neem processing, including oil and cake production alongside extraction, and works closely with local farming groups to create reliable and eco-friendly raw material chains for its neem-based products. Its organic solutions draw on renewable inputs: Organovita™, for example, is a fermentation-based soil enricher derived from agricultural residues, and the bio and organic range uses biological and plant-based inputs to improve soil health and promote circularity in agriculture. Expanding beyond plant extracts, the Company has built fermentation and microbial processing capabilities and commissioned a GMP-compliant plant for manufacturing plant extract-based APIs. The share of sales from new products stands at approximately 24%.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 57, 208, 242, 255, 350 (PDF Page no. 29, 105, 122, 128, 176)

## Sustainable Revenues

Coromandel tracks revenue from products that deliver measurable environmental benefits, either through more efficient use of agricultural inputs or because they are made from renewable, natural raw materials. Its sustainable portfolio comprises:

- **Bio Aza:** a botanical biopesticide derived from neem, a renewable natural resource, offering farmers a nature-based approach to crop protection. It is manufactured at the Company's Azadirachtin facility at Cuddalore, among the largest globally, where Coromandel has in-housed neem processing and works closely with local farming groups to build reliable and eco-friendly raw material chains.
- **Nano DAP 8:18 and Nano Urea 12% N:** nano fertilisers that use patented nano technology to enhance nutrient uptake and reduce wastage of applied nutrients, helping farmers achieve better productivity with lower input volumes. They are produced at a fully automated, energy-efficient Nano Fertiliser Plant at Kakinada with a capacity of one crore bottles a year. Coromandel leads the Nano DAP segment in India with about 50% market share.

In FY 2025-26, these products generated revenue of **₹349 crore**, about **1.09% of the Company's standalone revenue from operations** of ₹30,530.89 crore.

| Product                                            | Category                          | Revenue FY 2025-26<br>(₹ crore) |
|----------------------------------------------------|-----------------------------------|---------------------------------|
| Bio Aza                                            | Neem-based botanical biopesticide | 181                             |
| Nano DAP 8:18                                      | Nano fertiliser                   | 163                             |
| Nano Urea 12% N                                    | Nano fertiliser                   | 5                               |
| <b>Total sustainable revenue</b>                   |                                   | <b>349</b>                      |
| <b>Share of standalone revenue from operations</b> |                                   | <b>1.09%</b>                    |

The wider sustainable portfolio grew strongly during the year:

- **Bio:** 27% EBITDA growth, with nine new biological products launched.
- **Nano:** 76% EBITDA growth.

Life cycle assessments have been completed for Bio Aza, Nano DAP and Nano Urea, giving a quantified basis for their environmental profile. Coromandel continues to invest in expanding its sustainable portfolio through R&D focused on sustainable product development, slow-release formulations, nano-based products and microbial solutions, alongside new fermentation and microbial processing capabilities for biologicals.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 11, 15, 126, 143, 208, 242, 255, 318, 371 (PDF Page no. 6, 8, 64, 72, 105, 122, 128, 160, 186)

## Sustainable Products Program

Coromandel's sustainable products programme focuses on natural, bio-based and resource-efficient agricultural solutions that help farmers improve productivity while using water, nutrients and other inputs more efficiently.

- **R&D resources:** R&D expenditure of ₹45.49 crore in FY 2025-26 supported sustainable product development, process efficiency and environmentally responsible chemistries. It covered slow-release formulations, nano-based products and microbial solutions aimed at reducing environmental impact.
- **Infrastructure:** the Company commissioned a fully automated, energy-efficient Nano Fertiliser Plant at Kakinada with a capacity of one crore bottles a year, and a GMP-compliant plant for plant extract-based APIs. It also in-housed neem processing at its Azadirachtin facility and built fermentation and microbial processing capabilities for biologicals. Investments in a water-soluble fertiliser plant and seaweed granulation capacity are underway.
- **Sustainable design:** responsible chemistry considerations are integrated at the design stage of products and processes. 100% of employees in product-developing functions, including R&D and innovation, are trained on sustainable design principles. This complements the Company's wider capability programme, under which more than 150 employees were trained through the Coromandel Knowledge Centre.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 15, 126, 145, 147, 242, 255, 318, 350 (PDF Page no. 8, 64, 73, 74, 122, 128, 160, 176)

# Social

## IN THIS SECTION

- Labor Practices
- Human Rights
- Human Capital Management
- Occupational Health & Safety
- Customer Relations
- Community Relations
- Sustainable Supply Chain



## Social Dimension

### Labor Practices

#### Labor Practices Commitment

Coromandel's commitment to labour rights is set out in its Board-recognised **Human Rights Policy**, supported by the Coromandel Guide to Business Conduct (CGBC), the Policy on Prevention of Sexual Harassment (POSH), the Whistle Blower Policy and the Sustainable Procurement & Supply Chain Policy. The Human Rights Policy applies to all Coromandel entities and must be adhered to by employees, customers, contractors, suppliers and all other third-party business associates. It is guided by the Universal Declaration of Human Rights.

| Labor practice commitment                     | How the commitment is expressed                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Freedom of association                        | Employees may join, form or opt out of a labour union without fear of retaliation, intimidation or harassment (Human Rights Policy, principle 4)                                                                 |
| Collective bargaining                         | Employees are compensated in accordance with collective bargaining agreements wherever applicable; settlements under Sections 18(1) and 12(3) of the Industrial Disputes Act, 1947                               |
| Working hours                                 | All laws on working hours and overtime are to be strictly followed (principle 6)                                                                                                                                 |
| Fair / minimum wages                          | Competitive compensation in line with industry and the local labour market; compliance with all applicable wage laws (principles 4 and 6)                                                                        |
| Equal remuneration                            | Equal pay for same work or work of similar nature irrespective of gender, per the Equal Remuneration Act, 1976 (principle 7)                                                                                     |
| Non-discrimination and anti-harassment        | Zero tolerance for discrimination or harassment based on race, gender, age, nationality, social status, disability, ethnicity, religion, sexual orientation, political opinion or any other status (principle 2) |
| Diversity and inclusion                       | Merit-based recruitment, development, compensation and advancement; explicit respect for LGBTQ persons (principle 8)                                                                                             |
| Child labour                                  | Prohibition of child labour in all premises; non-negotiable clause in third-party vendor contracts; periodic inspections (principle 1)                                                                           |
| Forced labour, modern slavery and trafficking | Zero-tolerance policy across business and supply chains (principle 3)                                                                                                                                            |
| Safe and healthy workplace                    | Compliance with all applicable workplace safety laws, regulations and standards (principle 5); EHS Policy                                                                                                        |

| Scope of application                           | Coverage                                                                                                                                                                                   |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Own operations (employees and workers)         | All Coromandel entities                                                                                                                                                                    |
| Contractors and third-party manpower suppliers | Contractual clauses and undertakings on child and forced labour (100% of manpower contractors)                                                                                             |
| Suppliers                                      | Sustainable Procurement & Supply Chain Policy requires suppliers to uphold human rights, prohibit child labour, trafficking and modern slavery, and comply with wage and working-hour laws |
| Customers and other business associates        | Human Rights Policy expects all stakeholders to abide by it                                                                                                                                |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 176-177, 330-331 (PDF Page no. 89, 166); Human Rights Policy; Coromandel Guide to Business Conduct (CGBC)

#### Labor Practices Programs

Coromandel implements its labour commitments through worker representation structures, statutory and internal audits, training, grievance channels and contractor controls. All plants and offices were assessed during FY 2025-26 for child labour, forced labour, sexual harassment, discrimination and wages, and an independent Human Rights Risk Assessment covered all 16 manufacturing sites

| Program / process                  | Description                                                                                                                                                                                                    | FY 2025-26 coverage / outcome                                                                                    |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Worker representation and dialogue | Facilitation of union elections, training of union office bearers on collective bargaining, venues and facilities for bargaining; Works, Welfare, Safety, Canteen, Grievance and Cultural Committees at plants | 8 active unions / worker associations; 872 permanent workers (72%) under collective bargaining agreements        |
| Contract labour bargaining         | Engagement with contract labour unions and facilitation of Long Term Settlements between contractors and labour                                                                                                | In place at applicable plants                                                                                    |
| Notice on operational changes      | Minimum notice of 21 to 42 days depending on the change, employee category and statutory provisions, aligned with union agreements                                                                             | No significant operational changes requiring notice arose                                                        |
| Wage compliance                    | Payroll checks that permanent employees and workers are paid above statutory minimum wage                                                                                                                      | 100% of permanent employees and workers paid more than minimum wage                                              |
| Assessments of plants and offices  | Internal audits, external audits and statutory inspections                                                                                                                                                     | 100% of plants and offices assessed for child labour, forced labour, sexual harassment, discrimination and wages |
| Value chain statutory compliance   | Verification of PF, ESI, GST and labour registrations at onboarding; periodic declarations; risk-based audits; payment withholding for non-compliance                                                          | All key value chain partners                                                                                     |
| Training and awareness             | POSH, CGBC and Five Lights training; human rights training                                                                                                                                                     | 100% of permanent employees and workers, and 100% of contract workers, trained on human rights policies          |
| Grievance and whistle-blowing      | Independent Ombudsperson (not an employee), Whistle Blower Policy, CHORD direct line to MD & CEO, works and welfare committees                                                                                 | 6 complaints from employees and workers via Ombudsperson/POSH channels (2 pending at year end)                   |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 162-163, 174-179, 322-325, 328-331 (PDF Page no. 82, 88-90, 162-163, 165-166)

## Discrimination & Harassment

The Human Rights Policy prohibits discrimination and harassment on any ground and requires all employees to keep workplaces free of it. Sexual harassment is addressed through the POSH Policy and Internal Committees (ICs) constituted under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Chief Human Resource Officer is the nodal authority for human rights issues. Complainants are protected through strict confidentiality and a zero-tolerance approach to retaliation under the Whistle Blower Policy and Vigil Mechanism.

| Measure                                                                       | FY 2025-26                                            |
|-------------------------------------------------------------------------------|-------------------------------------------------------|
| Employees trained on POSH and anti-harassment principles                      | 100%                                                  |
| Employees who signed the annual CGBC and POSH declaration                     | All employees                                         |
| EHS and compliance training participation instances (POSH, CGBC, Five Lights) | 5,898 (5,645 male; 253 female)                        |
| Plants and offices assessed for sexual harassment and discrimination          | 100%                                                  |
| Focal point for human rights issues                                           | Chief Human Resource Officer; POSH Internal Committee |

| Complaints filed by employees and workers          | FY 2025-26 filed | FY 2025-26 pending at year end | FY 2024-25 filed | FY 2024-25 pending |
|----------------------------------------------------|------------------|--------------------------------|------------------|--------------------|
| Sexual harassment (POSH)                           | 1                | 1                              | 3                | 0                  |
| Discrimination at workplace                        | 0                | 0                              | 0                | 0                  |
| Child labour                                       | 0                | 0                              | 0                | 0                  |
| Forced / involuntary labour                        | 0                | 0                              | 0                | 0                  |
| Wages                                              | 0                | 0                              | 0                | 0                  |
| Other human rights issues                          | 0                | 0                              | 0                | 0                  |
| POSH complaints as % of female employees / workers | 0.38%            | -                              | 1.3%             | -                  |
| POSH complaints upheld                             | 1                | -                              | 3                | -                  |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 170-171, 176-177, 330-331 (PDF Page no. 86, 89, 166)

## Workforce Breakdown: Gender

Women make up 4.70% of the permanent workforce, reflecting the manufacturing- and field-intensive nature of the business. Women hold 5.76% of management positions and 7.1% of new hires in FY 2025-26. Women-centric policies launched during the year cover safe travel, post-maternity support, childcare, an Employee Resource Group and leadership development.

| Gender diversity indicator                                             | FY 2025-26 (% women) | Basis                                                                      |
|------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------|
| Share of women in total workforce                                      | 4.70%                | 296 of 6,299 permanent employees and workers                               |
| Share of women in all management positions (junior, middle and top)    | 5.76%                | 293 of 5,085 management staff                                              |
| Share of women in junior management positions (first level)            | 4.89%                | 171 of 3,497 (Band 6 and SU)                                               |
| Share of women in middle management                                    | 8.10%                | 122 of 1,506 (Bands 4 & 5)                                                 |
| Share of women in top management positions                             | 0.00%                | 0 of 82 (Bands 1, 2 & 3)                                                   |
| Share of women in management positions in revenue-generating functions | 4.89%                | 4.89% of women in management positions are in revenue-generating functions |
| Share of women in STEM-related positions                               | 63%                  | 187 women hold STEM-related positions                                      |
| Share of women on the Board                                            | 10.00%               | 1 of 10 Directors                                                          |
| Share of women among new hires                                         | 7.13%                | 115 of 1,612                                                               |

| Category (as at 31 Mar 2026)                    | <30 M        | <30 F      | 30-50 M      | 30-50 F    | >50 M      | >50 F     | Total        |
|-------------------------------------------------|--------------|------------|--------------|------------|------------|-----------|--------------|
| Senior Management (Bands 1-3)                   | -            | -          | 25           | -          | 57         | -         | 82           |
| Middle Management (Bands 4-5)                   | 70           | 43         | 1,030        | 65         | 284        | 14        | 1,506        |
| Junior Management (Band 6 & SU)                 | 1,122        | 107        | 2,061        | 63         | 143        | 1         | 3,497        |
| Associates / Non-management (Permanent Workmen) | 342          | 1          | 623          | 2          | 246        | -         | 1,214        |
| <b>Total</b>                                    | <b>1,534</b> | <b>151</b> | <b>3,739</b> | <b>130</b> | <b>730</b> | <b>15</b> | <b>6,299</b> |

| Women in STEM and revenue-generating roles     | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|------------------------------------------------|------------|------------|------------|
| Women in STEM-related positions (number)       | 153        | 105        | 187        |
| As % of total female workforce                 | 84%        | 47%        | 63%        |
| Women in revenue-generating positions (number) | 101        | 51         | 86         |
| As % of total female workforce                 | 55%        | 23%        | 29%        |

| Workforce (BRSR)                                         | Total  | Male   | Female | % Female |
|----------------------------------------------------------|--------|--------|--------|----------|
| Permanent employees (management staff)                   | 5,085  | 4,792  | 293    | 6%       |
| Permanent workers (non-management staff)                 | 1,214  | 1,211  | 3      | 0.2%     |
| Other than permanent workers (contract labour)           | 15,165 | 14,767 | 398    | 3%       |
| Differently abled employees and workers (incl. contract) | 28     | 26     | 2      | 7%       |
| Key Managerial Personnel (excl. Directors)               | 2      | 2      | 0      | 0%       |

Source: *Integrated Annual Report FY 2025-26* - Pages: 156-157, 170-171, 180-181, 308-309 (PDF Page no. 79, 86, 91, 155)

## Workforce Breakdown: Race/Ethnicity & Nationality

Coromandel operates in India, where collection of race or ethnicity data from employees is not a statutory or customary practice; the Company therefore does not track a race or ethnicity breakdown. Nationality is tracked: 99.8% of the workforce is of Indian nationality.

| Nationality         | Share of total workforce |
|---------------------|--------------------------|
| Indian              | 99.8%                    |
| Other nationalities | 0.2%                     |

Source: *Integrated Annual Report FY 2025-26* - Pages: 154-157, 308-309 (PDF Page no. 78-79, 155)

## Gender Pay Indicators

**Gender Pay Gap Report FY 2025-26.** The analysis covers 6,254 employees on the payroll at the reporting date (5,963 men and 291 women), including management staff, works staff, workers and trainees. This is 99.3% of the Annual Report headcount of 6,299; the difference is overseas employees, retainers/FTEs and offers not yet joined. Fixed and variable remuneration are analysed separately and never combined. Gaps are calculated as (male pay – female pay) ÷ male pay × 100, so a negative value means women are paid more.

| The company tracks the results of its gender pay gap analysis |  |
|---------------------------------------------------------------|--|
| >75% of FTEs (99.3%: 6,254 of 6,299)                          |  |
| Yes - Gender Pay Gap Report FY 2025-26                        |  |
| No                                                            |  |

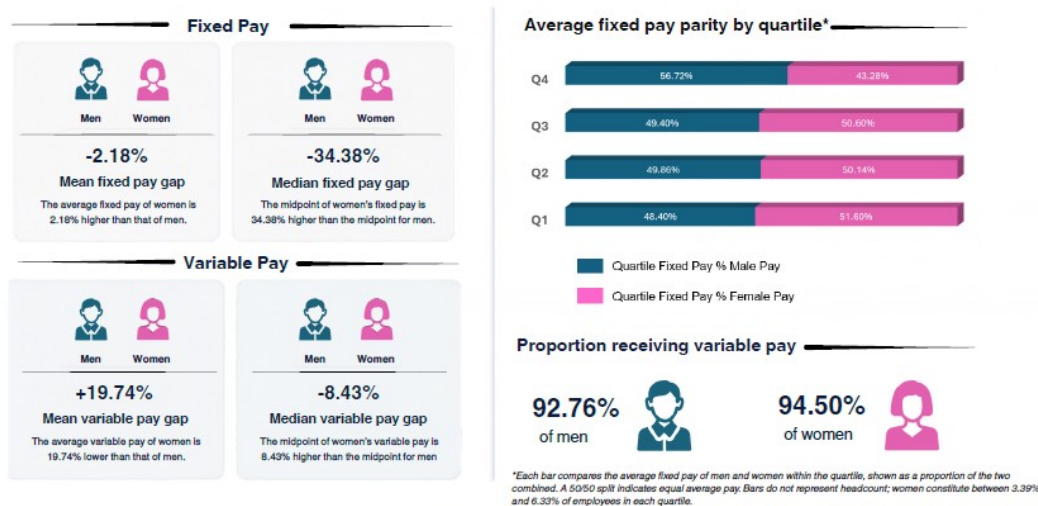
| Indicator                         | Difference between men and women (%) | Meaning                                                       |
|-----------------------------------|--------------------------------------|---------------------------------------------------------------|
| Mean gender pay gap (fixed pay)   | -2.18                                | Average fixed pay of women is 2.18% higher than men's         |
| Median gender pay gap (fixed pay) | -34.38                               | Median woman's fixed pay is 34.38% higher than median man's   |
| Mean bonus gap (variable pay)     | 19.74                                | Average variable pay of women is 19.74% lower than men's      |
| Median bonus gap (variable pay)   | -8.43                                | Median woman's variable pay is 8.43% higher than median man's |

## Pay quartiles and variable pay participation

| Fixed pay quartile | Share of average fixed pay - men | Share of average fixed pay - women | Reading                                                |
|--------------------|----------------------------------|------------------------------------|--------------------------------------------------------|
| Q1 (lowest paid)   | 48.40%                           | 51.60%                             | Women's average pay marginally above men's             |
| Q2                 | 49.86%                           | 50.14%                             | At par                                                 |
| Q3                 | 49.40%                           | 50.60%                             | Women's average pay marginally above men's             |
| Q4 (highest paid)  | 56.72%                           | 43.28%                             | Men's average pay higher - driven by senior leadership |

| Employee level                                         | Average women salary | Average men salary |
|--------------------------------------------------------|----------------------|--------------------|
| Executive level (base salary only)                     | 0                    | 10840197.88        |
| Executive level (base salary + other cash incentives)  | 0                    | 13697940.62        |
| Management level (base salary only)                    | 998992               | 918580.06          |
| Management level (base salary + other cash incentives) | 1166227              | 1062127.52         |
| Non-management level (base salary only)                | 563248               | 556631.21          |

On fixed pay there is no adverse gap against women at the aggregate level, and access to variable pay is equal. The negative median reflects workforce shape: women are concentrated in corporate, professional and mid-level roles, while men span the full range down to junior plant and field roles. The 19.74% mean variable pay gap arises entirely from the 77 senior leadership positions, all held by men; excluding them the gap reverses to 5.38% in favour of women. The gap is therefore one of representation rather than remuneration policy.



## Supporting equal remuneration data (BRSR)

| Category                                        | Male: number | Male: median remuneration | Female: number | Female: median remuneration | Female : male ratio |
|-------------------------------------------------|--------------|---------------------------|----------------|-----------------------------|---------------------|
| Employees other than Board and KMP              | 4,786        | ₹8.12 lakh                | 293            | ₹10.10 lakh                 | 1.24                |
| Permanent workers                               | 1,211        | ₹5.54 lakh                | 3              | ₹3.72 lakh                  | 0.67                |
| Board of Directors*                             | 9            | ₹182.76 lakh              | 1              | ₹32.00 lakh                 | n.m.                |
| Gross wages paid to females as % of total wages |              |                           |                | 3.9% (FY 2024-25: 4.0%)     |                     |

**Methodology limitations and next step.** Senior leadership (Bands 1-3) remuneration was provided on a pooled per-head basis, so distributional measures should be read with this in mind; mean measures are unaffected. With 291 women, mean measures are sensitive to a small number of individuals. The assessment measures gaps at the aggregate level; a like-for-like equal pay analysis by role and grade is planned as the next step.

Source: *Integrated Annual Report FY 2025-26* - Pages: 294-295, 328-329 (PDF Page no. 148, 165)

## Workforce Trade Union and Collective Bargaining

Coromandel respects employees' right to join, form or opt out of unions. Permanent workers (non-management staff) are represented by 8 unions and worker associations, and their terms are governed by Long Term Settlements under the Industrial Disputes Act, 1947. Management staff are not unionised.

| Indicator                                                                      | FY 2024-25            | FY 2025-26           |
|--------------------------------------------------------------------------------|-----------------------|----------------------|
| Permanent workers who are members of recognised unions / associations          | 806 of 1,194 (67.5%)  | 872 of 1,214 (72%)   |
| Male / female permanent workers in unions                                      | 803 / 3               | 870 / 2              |
| Permanent employees (management staff) in unions                               | 806 of 5,540 (14.5%)* | 0 of 5,085 (0%)      |
| Share of total permanent workforce covered by collective bargaining agreements | -                     | 13.8% (872 of 6,299) |
| Active unions / worker associations                                            | -                     | 8                    |

Source: *Integrated Annual Report FY 2025-26* - Pages: 170-171, 176-177, 324-325 (PDF Page no. 86, 89, 163)

## Human Rights

### Human Rights Commitment

The **Human Rights Policy**, adopted in FY 2021-22, is guided by the Universal Declaration of Human Rights and applies to all Coromandel entities and to customers, contractors, suppliers and all third-party business associates. Human rights

requirements are included in business agreements and contracts. Coromandel's human rights due diligence is aligned with the UN Guiding Principles on Business and Human Rights.

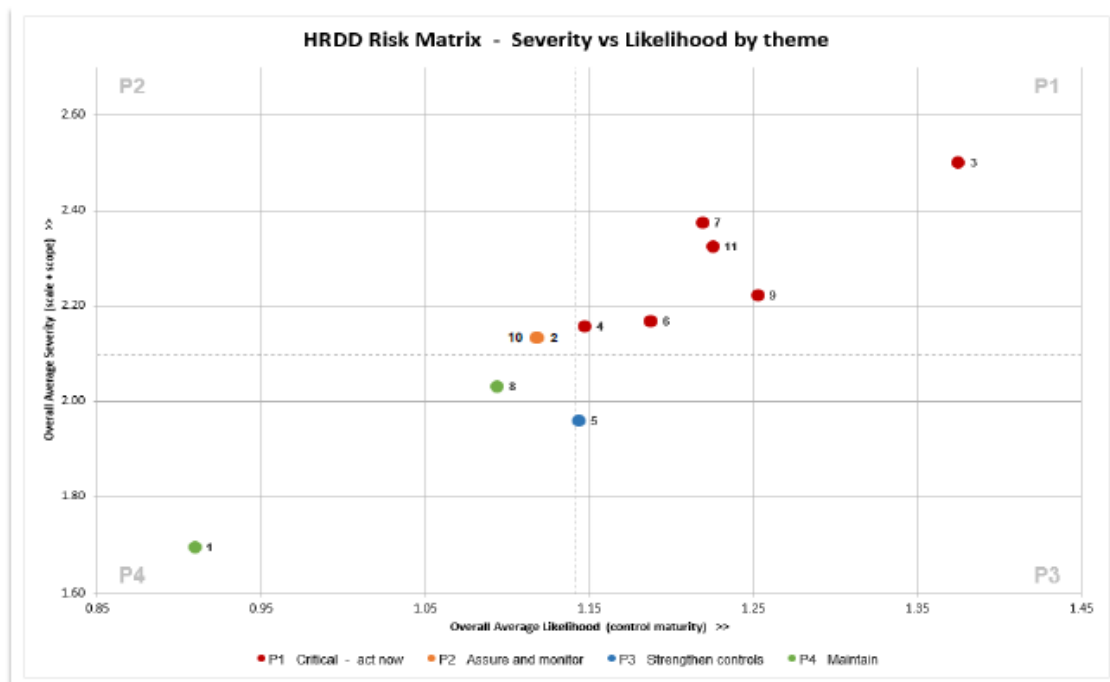
| Commitment element                                                                                                                       | Reference                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Commitment to respect human rights in own operations                                                                                     | Human Rights Policy                                                                  |
| Commitment covers suppliers, contractors and business partners                                                                           | Human Rights Policy; Sustainable Procurement & Supply Chain Policy; contract clauses |
| Reference to the Universal Declaration of Human Rights                                                                                   | Human Rights Policy preamble                                                         |
| Alignment with the UN Guiding Principles on Business and Human Rights                                                                    | Human Rights Due Diligence approach (BRSR P5); HRRRA methodology                     |
| Reference to ILO core labour conventions                                                                                                 | HRRRA benchmarked against ILO Core Conventions                                       |
| Commitment to conduct human rights due diligence                                                                                         | Policy compliance programme; BRSR P5 Leadership Indicator 2                          |
| Commitment to remediation of adverse impacts                                                                                             | Whistle Blower Policy, POSH, Ombudsperson; HRRRA remediation plans                   |
| Specific commitments: child labour, forced labour, trafficking, FoA, non-discrimination, equal pay, safe workplace, wages and hours, D&I | Policy principles 1-8                                                                |

Source: *Integrated Annual Report FY 2025-26* - Pages: 176-177, 330-331 (PDF Page no. 89, 166)

## Human Rights Due Diligence Process

Coromandel follows a structured Human Rights Due Diligence (HRDD) process to identify, prevent, mitigate and account for actual and potential human rights impacts in its operations and value chain. In FY 2025-26 the Company commissioned an independent **Human Rights Risk Assessment (HRRRA)** by Cognitud covering all 16 manufacturing sites. It was benchmarked against the UNGPs, ILO Core Conventions, OECD Due Diligence Guidance for Responsible Business Conduct, the UN Global Compact Ten Principles, the Indian Labour Codes and the National Guidelines on Responsible Business Conduct.

| HRDD step                                           | What Coromandel does                                                                                                                                                                                                  |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Policy commitment                                | Human rights principles embedded in the Human Rights Policy, CGBC, Supply Chain Policy and contracts                                                                                                                  |
| 2. Define boundary and site evaluation              | Analysis of business activities, sites, business relationships and value chain; HRRRA scope set at 16 manufacturing sites including contract and third-party personnel                                                |
| 3. Benchmarking                                     | Existing policies and practices benchmarked against UNGPs, ILO conventions, Indian labour codes and NGRBC to set a baseline                                                                                           |
| 4. Site-level assessment and stakeholder engagement | Site visits, management discussions and document reviews; ~142 questions across 11 human rights themes, answered separately by employees and by workers so management assurance and worker experience can be compared |
| 5. Risk evaluation and prioritisation               | Severity (scale + scope) × likelihood (control maturity) scoring; themes placed in four priority bands P1-P4                                                                                                          |
| 6. Mitigation and remediation                       | Site-wise preventive, corrective and systemic measures; grievance mechanisms, Ombudsperson and POSH IC                                                                                                                |
| 7. Monitoring and review                            | Internal and external audits of all plants and offices; periodic safety, ethics and compliance reviews; corrective action by inquiry committees                                                                       |



**Human rights issues and groups covered.** The process covers forced labour and trafficking, child labour and young workers, freedom of association and collective bargaining, discrimination and harassment, equal remuneration, working conditions and living wage, health and safety, data privacy, security forces, local communities and access to grievance and remedy. Groups considered include employees, contract and third-party workers, women workers, migrant workers, young workers, persons with disabilities, pregnant and nursing workers, and local communities including women, tenants and settlers without formal land title.

Source: *Integrated Annual Report FY 2025-26* - Pages: 176-177, 330-331 (PDF Page no. 89, 166)

## Human Rights Assessment

All 16 manufacturing sites were assessed in the FY 2025-26 HRRA and risks were identified at every site. In addition, 100% of plants and offices were assessed for child labour, forced labour, sexual harassment, discrimination and wages through internal, external and statutory audits. Formal ESG assessments of suppliers have not yet started; contractors and manpower suppliers provide undertakings on human rights.

| Coverage                                               | Assessed in last 3 years                              | Where risks were identified | Where mitigation actions are in place      |
|--------------------------------------------------------|-------------------------------------------------------|-----------------------------|--------------------------------------------|
| Own operations - manufacturing sites                   | 16 of 16 (100%)                                       | 16 of 16 (100%)             | 16 of 16 (100%) - site-wise plans in HRRA  |
| Own operations - plants and offices (BRSR assessments) | 100%                                                  | -                           | Corrective actions by inquiry / committee  |
| Contractors and manpower suppliers                     | 100% provided undertakings on child and forced labour | -                           | Contract clauses; age verification; audits |
| Value chain partners (formal ESG assessment)           | 0% (planned)                                          | -                           | -                                          |

## Prioritised human rights themes (all sites)

| No. | Human rights theme                             | Severity | Likelihood | Impact | Severity index | Likelihood index | Band |
|-----|------------------------------------------------|----------|------------|--------|----------------|------------------|------|
| 3   | Freedom of Association & Collective Bargaining | 2.50     | 1.38       | 3.44   | 100.0          | 100.0            | P1   |
| 7   | Local Community                                | 2.38     | 1.22       | 2.89   | 84.5           | 66.5             | P1   |
| 11  | Grievance & Remediation                        | 2.33     | 1.23       | 2.85   | 78.3           | 67.8             | P1   |
| 9   | Working Conditions                             | 2.22     | 1.25       | 2.78   | 65.5           | 73.7             | P1   |

| No. | Human rights theme                | Severity | Likelihood | Impact | Severity index | Likelihood index | Band |
|-----|-----------------------------------|----------|------------|--------|----------------|------------------|------|
| 6   | Data Privacy                      | 2.17     | 1.19       | 2.57   | 58.7           | 59.8             | P1   |
| 4   | Discrimination and Harassment     | 2.16     | 1.15       | 2.47   | 57.4           | 51.1             | P1   |
| 10  | Training & Promotion              | 2.13     | 1.12       | 2.38   | 54.4           | 44.9             | P2   |
| 2   | Forced Labour & Human Trafficking | 2.13     | 1.12       | 2.38   | 54.5           | 44.7             | P2   |
| 5   | Health and Safety                 | 1.96     | 1.14       | 2.24   | 33.0           | 50.3             | P3   |
| 8   | Security Forces                   | 2.03     | 1.09       | 2.22   | 41.9           | 39.6             | P4   |
| 1   | Child Labour & Young Worker       | 1.69     | 0.91       | 1.54   | 0.0            | 0.0              | P4   |

### Site-wise risk profile

| Site                 | State                | Risk items | Themes flagged                                                                                                                                                                                              |
|----------------------|----------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ankleshwar           | Gujarat              | 7          | Child labour; discrimination (equal pay, harassment reporting); H&S (accessibility, childcare); living wage; grievance committee                                                                            |
| Dahej                | Gujarat              | 9          | Child labour; FoA; POSH reach; PPE and canteen; childcare; data privacy; living wage; grievance committee; remediation planning                                                                             |
| Ennore (Fertiliser)  | Tamil Nadu           | 3          | Childcare; loan agreements and accommodation; breastfeeding breaks and mentoring                                                                                                                            |
| Ennore SSP           | Tamil Nadu           | 1          | Remediation plans for child and forced labour                                                                                                                                                               |
| Hospet               | Karnataka            | 1          | Communication of complaint outcomes                                                                                                                                                                         |
| Jammu                | Jammu & Kashmir      | 9          | Young worker controls; FoA; equal benefits and disability; nursing; local community; security forces; living wage; HR training; grievance                                                                   |
| Kakinada             | Andhra Pradesh       | 9          | Written contracts; anti-discrimination policy and pregnancy; harassment structure; language of SOPs; PPE and welfare; security; wage parity and loans; training and leave; grievance                        |
| Kota                 | Rajasthan            | 4          | Contractor young worker controls; PPE and accessibility; childcare and nursing; weekly rest day                                                                                                             |
| Nandesari / Vadodara | Gujarat              | 2          | PPE and vulnerable workers; childcare and nursing                                                                                                                                                           |
| Nimrani              | Madhya Pradesh       | 6          | FoA; emergency preparedness and traffic; gender-appropriate PPE; local community (to be verified); loans; breastfeeding and mentoring                                                                       |
| Ranipet CPC          | Tamil Nadu           | 1          | Living wage commitment and benchmarking                                                                                                                                                                     |
| Ranipet SSP          | Tamil Nadu           | 11         | Child labour; forced labour; FoA; anti-discrimination policy; PPE, accessibility and traffic; childcare; data privacy; living wage and loans; HR training and leave parity; grievance committee; POSH reach |
| Sarigam              | Gujarat              | 4          | Pregnant and vulnerable workers; living wage and loans; training and terms of employment; grievance access                                                                                                  |
| Thyagavalli          | Tamil Nadu           | 1          | Living wage commitment and benchmarking                                                                                                                                                                     |
| Udaipur              | Rajasthan            | 4          | Disability support; accessibility and traffic; leave parity; complaint outcomes                                                                                                                             |
| Vizag                | Andhra Pradesh       | 6          | Written terms for contract workmen; pregnancy and harassment awareness; PPE and welfare; loans and parental leave; leave and rest days; grievance committee                                                 |
| <b>Total</b>         | <b>6 states / UT</b> | <b>78</b>  |                                                                                                                                                                                                             |

| Theme                                                                              | Sites where flagged | Most exposed groups                                                          |
|------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------|
| Health and safety (incl. childcare, nursing, PPE, accessibility)                   | 12 of 16            | Women workers, workers with disabilities, pregnant workers, contract workmen |
| Working conditions, wages and benefits (living wage, parity, loans, accommodation) | 11 of 16            | Contract workmen, migrant workers                                            |
| Grievance mechanism and remediation                                                | 10 of 16            | Contract workmen, local communities                                          |
| Training and promotion (leave, rest days, advancement of women)                    | 9 of 16             | Contract workmen, women workers                                              |
| Discrimination and harassment                                                      | 7 of 16             | Contract workmen, women, workers with disabilities                           |
| Child labour and young workers                                                     | 5 of 16             | Young workers in supplier and contractor chain                               |
| Freedom of association and collective bargaining                                   | 4 of 16             | Contract workmen, non-unionised workers                                      |

| Theme                               | Sites where flagged | Most exposed groups                           |
|-------------------------------------|---------------------|-----------------------------------------------|
| Forced labour and human trafficking | 3 of 16             | Contract workmen without written terms        |
| Data privacy                        | 2 of 16             | Employees and contract workmen                |
| Local community                     | 2 of 16             | Women, tenants, settlers without formal title |
| Security forces                     | 2 of 16             | Workers and community members                 |

Source: *Integrated Annual Report FY 2025-26* - Pages: 330-331 (PDF Page no. 166)

## Human Rights Mitigation & Remediation

Mitigation measures were defined for every risk identified in the HRRA, covering 100% of sites where risks were found. Measures are preventive (policies, contract clauses, training), corrective (closing gaps in facilities and documentation) and systemic (grievance committees, registers, annual surveys). Remediation is available through the Whistle Blower Policy and independent Ombudsperson, POSH Internal Committees, works and welfare committees, CHORD (direct access to the MD & CEO) and the Hello Gromor customer line.

| Theme                              | Key mitigation and remediation measures                                                                                                                                                                                                                                                         |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Child labour and young workers     | Documentary age verification for every supplier and contractor retained at the gate; written schedule of tasks prohibited for under-18s (Child and Adolescent Labour Act, ILO C182); young worker register; removal protocol that reassigns rather than dismisses; quarterly coverage reporting |
| Forced labour                      | Written terms of employment for every contract workman in the local language; no retention of identity documents, recruitment fees or resignation penalties; written remediation plans for child and forced labour tested annually                                                              |
| Freedom of association             | Written statement recognising the right of all workers, including contract workmen, to organise and bargain; worker consultation forums with representatives chosen by workers; withdrawal of any restriction on association                                                                    |
| Discrimination and harassment      | Written anti-discrimination policy extended to contractors; annual pay review by grade for direct and contract workmen; in-person POSH induction; offline complaint boxes; IC details displayed at gates; annual anonymous survey                                                               |
| Working conditions and living wage | Benchmark wages by grade against recognised regional living wage estimates with costed closure plans; annual wage parity review; signed loan agreements with deductions capped at statutory limits; minimum accommodation standards; written parental leave entitlements                        |
| Health and safety                  | Gender-appropriate PPE free of charge for all workers; accessibility surveys and costed improvement plans; pregnancy and disability risk-assessment procedure; statutory creche and nursing assessments; traffic management and evacuation plans; safety SOPs in Telugu and Tamil               |
| Training and promotion             | Annual human rights training for all workers in the local language; documented leave entitlements verified through contractor payroll; guaranteed weekly rest day; mentoring for women in worker grades; targets for women in supervisory roles                                                 |
| Grievance and remediation          | Grievance committees with equal management and worker representation (worker members elected, including contract workmen); published response times; grievance registers; external channel for communities; written remediation procedure aligned with UNGP Principle 31                        |
| Data privacy                       | Documented monitoring procedure; data retention schedule; access restrictions and employee data access route                                                                                                                                                                                    |
| Local community and security       | Stakeholder engagement procedure covering women, tenants and informal settlers; perimeter contact route; consistent compensation basis; human rights criteria in security contracts aligned with the Voluntary Principles on Security and Human Rights                                          |

| Remediation indicator                                      | FY 2025-26      |
|------------------------------------------------------------|-----------------|
| Sites with mitigation plans for identified risks           | 16 of 16 (100%) |
| Human rights grievances reported (excl. 1 POSH complaint)  | 0               |
| Security personnel trained on human rights                 | 100%            |
| Incidents involving the rights of indigenous peoples       | 0               |
| Business processes modified due to human rights grievances | None required   |

Source: *Integrated Annual Report FY 2025-26* - Pages: 162-163, 176-177, 322-323, 330-331 (PDF Page no. 82, 89, 162, 166)

## Human Capital Management

### Training & Development Inputs

In FY 2025-26 Coromandel delivered 3,08,383 training hours, an average of 48.95 hours per employee, and invested ₹11.36 crore in training and development across its workforce and value chain partners. Learning man-days rose 7.6% over FY 2024-25 to 38,548 (6 per employee). Delivery combined classroom, virtual and blended formats, and the YOLO learning platform's completion rate rose from 28% in FY 2023-24 to 80%.

| Training input                       | FY 2025-26                                |
|--------------------------------------|-------------------------------------------|
| Total training hours                 | 3,08,383                                  |
| Average hours of training per FTE    | 48.95                                     |
| Total training and development spend | ₹11.36 crore (incl. value chain partners) |
| Average spend per FTE                | ₹18,035 INR                               |
| Learning man-days (per employee)     | 38,548 (6); +7.6% vs FY 2024-25           |
| YOLO course completion rate          | 80% (FY 2023-24: 28%)                     |

| Category          | Male: hours     | Male: employees | Male: avg hrs | Female: hours | Female: employees | Female: avg hrs |
|-------------------|-----------------|-----------------|---------------|---------------|-------------------|-----------------|
| Senior Management | 2,748           | 82              | 34            | NA            | 0                 | NA              |
| Middle Management | 61,218          | 1,384           | 44            | 7,076         | 122               | 58              |
| Junior Management | 1,82,153        | 3,326           | 55            | 13,436        | 171               | 79              |
| Non-Management    | 40,488          | 1,211           | 33            | 1,265         | 3                 | 422             |
| <b>Total</b>      | <b>2,86,606</b> | <b>6,003</b>    | <b>48</b>     | <b>21,777</b> | <b>296</b>        | <b>74</b>       |

| Training type                   | Employees trained (M / F) | Hours    | Content                                                                          |
|---------------------------------|---------------------------|----------|----------------------------------------------------------------------------------|
| Skill upgradation - behavioural | 3,867 / 234               | 48,695   | Communication, collaboration, accountability, problem-solving, workplace conduct |
| Skill upgradation - technical   | 5,008 / 259               | 1,73,460 | Agriculture, products, solutions, manufacturing, ISO 9001 and TQM                |
| Leadership skills               | 86 / 4                    | 1,568    | ELP, TLP, BLAZE and leadership journeys                                          |
| Induction                       | 535 / 39                  | 10,195   | Murugappa Group, Coromandel, business units and functions                        |
| EHS and compliance              | 5,645 / 253               | 74,465   | POSH, CGBC, Five Lights, safety and compliance                                   |

| Training coverage (BRSR) | Skill upgradation FY26 | Health & safety FY26 | Skill upgradation FY25 | Health & safety FY25 |
|--------------------------|------------------------|----------------------|------------------------|----------------------|
| Permanent employees      | 4,454 (88%)            | 3,761 (74%)          | 5,067 (91%)            | 4,603 (83%)          |
| Permanent workers        | 813 (67%)              | 970 (80%)            | 877 (73%)              | 1,013 (85%)          |

Source: *Integrated Annual Report FY 2025-26* - Pages: 164-167, 170-171, 324-325 (PDF Page no. 83-84, 86, 163)

### Employee Development Programs

Coromandel's development programmes are staged by career level and linked to succession planning through the Leadership Acceleration Program, which identifies critical roles, defines success profiles and pairs participants with senior sponsors on action learning projects. Business-specific academies build frontline capability.

| Programme                                   | Target group                   | Partner / format                                       | FY 2025-26 scale and outcomes            |
|---------------------------------------------|--------------------------------|--------------------------------------------------------|------------------------------------------|
| Transformational Leadership Programme (TLP) | Senior executives              | Ivy League universities; international campus exposure | Next batch with 5 senior leaders planned |
| Business Leaders Program (BLP)              | Business leaders               | ISB; biennial                                          | Not held in FY 2025-26 (biennial)        |
| Emerging Leaders Programme (ELP)            | High-potential middle managers | IIM Bangalore; 9 months; action learning projects      | Batch convocation held                   |

| Programme                                        | Target group                                         | Partner / format                                          | FY 2025-26 scale and outcomes                        |
|--------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------|
| BLAZE                                            | Front-line people managers                           | Great Lakes Institute of Management; 9 months             | 2 batches                                            |
| NEAT                                             | New sales and agronomy entrants (Fertiliser BU)      | Structured assimilation, blended                          | 150+ employees; faster time-to-productivity          |
| NEAT and MORE (Nutrient business)                | Sales teams                                          | Blended                                                   | 108 programmes; 1,500+ employees                     |
| Leading High-Performance Teams                   | Sales leaders                                        | IIM Raipur                                                | Delivered                                            |
| EXCEED and functional programmes (CPC)           | Sourcing, exports, institutional and frontline sales | Academic partners                                         | Delivered                                            |
| Retail Store Manager programme                   | New and existing store managers                      | Agri-university experts; 7-day immersion, 3-day refresher | 25 batches                                           |
| CIRCUIT central induction                        | Bands 4 and 5 and trainees                           | Classroom                                                 | 574 employees; 100% of new entrants inducted locally |
| Internal Job Posting (IJP)                       | All permanent employees                              | Launched May 2025                                         | 100+ applications for 50 vacancies                   |
| STEP-UP                                          | Non-management staff                                 | Annual potential and performance assessment               | Pathway to management roles                          |
| Life 2.0 transition assistance                   | Employees nearing retirement                         | Financial, emotional, social and lifestyle planning       | 17 employees (batch 1)                               |
| Financial Assistance Scheme for Higher Education | Employees                                            | Company-supported courses and certifications              | Ongoing                                              |

Source: *Integrated Annual Report FY 2025-26* - Pages: 166-169 (PDF Page no. 84-85)

## Human Capital Return on Investment

Human Capital Return on Investment (HCROI) is calculated on the standalone financial statements as:  $[\text{Revenue} - (\text{Operating expenses} - \text{Employee-related expenses})] \div \text{Employee-related expenses}$ . Operating expenses are total expenses excluding finance costs.

| Item (₹ lakh)                                    | FY 2024-25  | FY 2025-26  |
|--------------------------------------------------|-------------|-------------|
| Revenue from operations (a)                      | 24,06,425   | 30,53,089   |
| Total expenses                                   | 21,94,283   | 28,01,348   |
| Less: finance costs                              | 25,774      | 28,739      |
| Total operating expenses (b)                     | 21,68,509   | 27,72,609   |
| Employee benefits expense (c)                    | 77,023      | 90,686      |
| <b>HCROI = <math>[a - (b - c)] \div c</math></b> | <b>4.09</b> | <b>4.09</b> |

| Employee benefits expense breakdown (₹ lakh) | FY 2024-25    | FY 2025-26    |
|----------------------------------------------|---------------|---------------|
| Salaries, wages and bonus                    | 64,962        | 75,217        |
| Share-based payments                         | 1,061         | 540           |
| Contribution to provident and other funds    | 4,835         | 7,414         |
| Staff welfare expenses                       | 6,165         | 7,515         |
| <b>Total</b>                                 | <b>77,023</b> | <b>90,686</b> |

Source: *Integrated Annual Report FY 2025-26* - Pages: 372-373, 416-417 (PDF Page no. 187, 209)

## Hiring

Coromandel onboarded 1,612 employees in FY 2025-26, up about 64% from 984 in FY 2024-25, with a focus on early-career talent (60% below 30 years). Campus hiring brought 39 young professionals from NIAM, MANAGE, IRMA, XIMB, ICAI and SIIB Pune. The Internal Job Posting Policy requires internal candidates to be considered before external recruitment.

| Hiring indicator                   | FY 2024-25 | FY 2025-26 |
|------------------------------------|------------|------------|
| Total number of new employee hires | 984        | 1,612      |
| Women among new hires              | -          | 115 (7.1%) |
| New hires below 30 years           | -          | 965 (60%)  |

| New hires FY 2025-26        | <30 M      | <30 F     | 30-50 M    | 30-50 F   | >50 M     | >50 F    | Total        |
|-----------------------------|------------|-----------|------------|-----------|-----------|----------|--------------|
| Senior Management           | -          | -         | 5          | -         | 6         | -        | 11           |
| Middle Management           | 35         | 21        | 112        | 13        | 5         | 1        | 187          |
| Junior Management           | 683        | 68        | 428        | 12        | 1         | -        | 1,192        |
| Associates / Non-management | 158        | -         | 61         | -         | 3         | -        | 222          |
| <b>Total</b>                | <b>876</b> | <b>89</b> | <b>606</b> | <b>25</b> | <b>15</b> | <b>1</b> | <b>1,612</b> |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 156-157 (PDF Page no. 79)

## Employee Turnover Rate

Voluntary turnover of permanent employees was 14.2% and involuntary turnover 0.7% in FY 2025-26. In total, 849 permanent employees and workers left the Company during the year.

| Turnover rate (BRSR, total)  | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|------------------------------|------------|------------|------------|
| Permanent employees - male   | 15.5%      | 13.2%      | 14.9%      |
| Permanent employees - female | 24.0%      | 19.2%      | 16.4%      |
| Permanent employees - total  | 15.8%      | 13.5%      | 15.0%      |
| Permanent workers - total    | 9.7%       | 6.5%       | 11.6%      |

| FY 2025-26 turnover split         | Male  | Female | Total |
|-----------------------------------|-------|--------|-------|
| Permanent employees - voluntary   | 14.2% | 15.6%  | 14.2% |
| Permanent employees - involuntary | 0.7%  | 0.8%   | 0.7%  |
| Permanent workers - voluntary     | 8.1%  | 25.0%  | 8.2%  |
| Permanent workers - involuntary   | 3.4%  | 0.0%   | 3.4%  |

| Exits FY 2025-26            | <30 M      | <30 F     | 30-50 M    | 30-50 F   | >50 M     | >50 F    | Total      |
|-----------------------------|------------|-----------|------------|-----------|-----------|----------|------------|
| Senior Management           | -          | -         | 2          | -         | 8         | 1        | 11         |
| Middle Management           | 13         | 3         | 121        | 9         | 16        | 1        | 163        |
| Junior Management           | 261        | 21        | 238        | 7         | 12        | -        | 539        |
| Associates / Non-management | 58         | 1         | 38         | -         | 39        | -        | 136        |
| <b>Total</b>                | <b>332</b> | <b>25</b> | <b>399</b> | <b>16</b> | <b>75</b> | <b>2</b> | <b>849</b> |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 158-159, 308-309 (PDF Page no. 80, 155)

## Type of Performance Appraisal

Performance is managed through an Annual Performance Appraisal anchored in Management by Objectives (MBO), with goals cascaded from the Company's Balanced Scorecard, supplemented by year-round performance conversations recorded in the year-end review. All eligible employees (joined before the 30 September cut-off) and all non-management staff received reviews.

| Type of performance appraisal                                                                | Used (Yes/No) | % of employees covered                    |
|----------------------------------------------------------------------------------------------|---------------|-------------------------------------------|
| Management by objectives (systematic use of measurable targets agreed with the line manager) | Yes           | 100% of eligible management staff (4,486) |
| Ongoing performance feedback / regular performance conversations                             | Yes           | 100% of eligible management staff         |
| Talent review (potential and performance)                                                    | Yes           | Critical roles and talent pools           |
| Non-management staff appraisal (Long Term Settlement / STEP-UP)                              | Yes           | 100% of permanent workers (1,214)         |

| Reviews FY 2025-26          | Male  | Female | Total | % eligible covered |
|-----------------------------|-------|--------|-------|--------------------|
| Senior Management           | 66    | 0      | 66    | 100%               |
| Middle Management           | 1,286 | 99     | 1,385 | 100%               |
| Junior Management           | 2,906 | 129    | 3,035 | 100%               |
| Associates / Non-management | 1,211 | 3      | 1,214 | 100%               |

Source: *Integrated Annual Report FY 2025-26* - Pages: 172-173, 324-325 (PDF Page no. 87, 163)

## Long-Term Incentives for Employees

Coromandel offers equity-based long-term incentives through two shareholder-approved Employee Stock Option Plans administered by the Nomination and Remuneration Committee. Options vest over one to four years from grant, aligning employee reward with long-term value creation.

| Feature                | ESOP 2016                                                                 | ESOP 2023                |
|------------------------|---------------------------------------------------------------------------|--------------------------|
| Shareholder approval   | Postal ballot, 11 January 2017                                            | AGM, 27 July 2023        |
| Maximum shares         | 1,45,81,000                                                               | 58,89,000                |
| Vesting                | On or after 1 year and not later than 4 years from grant                  | As determined by NRC     |
| Activity in FY 2025-26 | 1,71,120 vested options outstanding; 3,78,300 cumulative options allotted | 2,88,400 options granted |

| LTI indicator               | FY 2025-26 |
|-----------------------------|------------|
| Share-based payment expense | ₹540 lakh  |

Source: *Integrated Annual Report FY 2025-26* - Pages: 280-281, 302-303, 428-429 (PDF Page no. 141, 152, 215)

## Employee Support Programs

Coromandel supports employees across life stages through flexible working, enhanced parental and caregiving support, wellness programmes and social security beyond statutory requirements. The women-centric policy launched in FY 2025-26 added return-to-work, childcare and safe travel support.

| Support programme                 | Provision                                                                                                                                                                                    | FY 2025-26 status / uptake                           |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Flexible working hours            | Clock-in flexibility with 8-hour workday                                                                                                                                                     | 100% of eligible employees                           |
| Work from home                    | Up to 10 days a year for eligible roles                                                                                                                                                      | 67% increase in use over launch baseline             |
| Saturday rest policy              | 2nd and 3rd Saturdays off in divisional sales offices; half-day for plant general shift                                                                                                      | Operational since 2024                               |
| Maternity leave                   | Six months                                                                                                                                                                                   | 100% return to work                                  |
| Paternity leave                   | Five days                                                                                                                                                                                    | 100% return to work                                  |
| Returnity programme               | Reduced hours for 6 months after maternity leave                                                                                                                                             | Launched FY 2025-26                                  |
| Post-maternity work from home     | Up to 6 months                                                                                                                                                                               | Launched FY 2025-26                                  |
| Childcare support                 | Company tie-up creches, creche or nanny reimbursement                                                                                                                                        | Launched FY 2025-26                                  |
| Safe travel for women             | A+ city hotel eligibility; hired taxis for late commutes                                                                                                                                     | Launched FY 2025-26                                  |
| Bloom wellness platform           | Nutrition, fitness, stress and mental wellbeing, counselling, pregnancy care                                                                                                                 | ~75% participation; >60% sustained; 100+ initiatives |
| Health check-ups                  | Annual for 40+; biennial for others; unit medical officers                                                                                                                                   | All locations                                        |
| Employee Resource Group for women | Network for mentoring and inclusion                                                                                                                                                          | Established                                          |
| Insurance and social security     | Health, accident and term life (incl. contract labour); GPA at 50x monthly gross; ₹15,000 a week for up to 104 weeks of temporary disablement; PF, gratuity, superannuation; Benevolent Fund | 100% of permanent employees and workers              |
| Transition assistance             | Life 2.0 for retiring employees                                                                                                                                                              | 17 employees                                         |

| Parental leave FY 2025-26             | Male  | Female | Total |
|---------------------------------------|-------|--------|-------|
| Entitled to parental leave            | 4,792 | 296    | 5,088 |
| Took parental leave                   | 174   | 9      | 183   |
| Returned to work after leave          | 174   | 9      | 183   |
| Still employed 12 months after return | -     | 8      | 8     |
| Return to work rate                   | 100%  | 100%   | 100%  |
| Retention rate                        | -     | 89%    | 89%   |

| Wellbeing spend                                                                  | FY 2024-25 | FY 2025-26 |
|----------------------------------------------------------------------------------|------------|------------|
| Cost of wellbeing measures (incl. health and accident insurance) as % of revenue | 0.10%      | 0.08%      |

Source: *Integrated Annual Report FY 2025-26* - Pages: 162-165, 322-323 (PDF Page no. 82-83, 162)

## Trend of Employee Wellbeing

Coromandel measures engagement and wellbeing through the external Great Place to Work (GPTW) Trust Index survey, the Mint Iconic Workplaces survey and a quarterly internal HR Perception Survey (HR-IPS). Results are converted into location-specific action plans tracked by about 30 trained HR SPOCs, and GPTW manager scorecards are published.

| Indicator                                               | Earlier result      | Latest result                                              |
|---------------------------------------------------------|---------------------|------------------------------------------------------------|
| GPTW overall engagement score                           | 75% (2022)          | 83% (2026)                                                 |
| Employees affirming Coromandel is a Great Place to Work | 80%                 | 88%                                                        |
| GPTW dimensions (credibility, respect, fairness, pride) | -                   | +7 to +9 points                                            |
| HR-IPS engagement score (6-point scale)                 | 4.65 (Q1 FY26)      | 4.81 (Q4 FY26)                                             |
| HR-IPS participation                                    | 69% (Q1 FY26)       | 86% (Q4 FY26)                                              |
| Mint Iconic Workplaces participation and rating         | First participation | 81% participation; Platinum; L4-Exemplary on all 6 pillars |
| Bloomathon participation (22-day step challenge)        | -                   | ~75%; >60% sustained                                       |

Recognition in FY 2025-26 included the Golden Peacock Award for HR Excellence, the FTCCI Gold Star Award for Learning and Development, ET Now Best Organisations to Work 2025 (Manufacturing) and the British Safety Council Sword of Honour 2025 for the Kakinada plant.

Source: *Integrated Annual Report FY 2025-26* - Pages: 154-155, 160-161 (PDF Page no. 78, 81)

## Occupational Health & Safety

### OHS Policy

Coromandel's **Environment, Health & Safety (EHS) Policy** (January 2026) is signed by the MD & CEO and applies to all employees, contractors, partners, customers, visitors, suppliers and others in the operational scope, extending the commitment across the value chain. Amendments require approval of the MD & CEO and/or the Board of Directors. The policy states that all injuries and occupational illnesses can and must be prevented and that working safely is a condition of employment.

| Policy element                                  | Policy wording / mechanism                                                                                                                                   |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Commitment to compliance with OHS laws          | Meet and exceed compliance with all applicable EHS regulations, programmes and agreements                                                                    |
| Hazard identification and risk management       | Systematically identify, assess and manage EHS risks, including business continuity and emergency preparedness, along the value chain and product life cycle |
| OHS management system and continual improvement | Establish, measure and continually improve an effective EHS management system (ISO 45001-certified)                                                          |
| Worker consultation and participation           | Encourage active involvement of colleagues and partners through consultation and participation in health and safety matters                                  |
| Training                                        | Each member undergoes regular safety training                                                                                                                |
| Coverage of contractors and suppliers           | Policy applies to contractors, partners, suppliers and visitors                                                                                              |

| Policy element           | Policy wording / mechanism                                                     |
|--------------------------|--------------------------------------------------------------------------------|
| Process safety           | EHS principles integrated in process safety and occupational health and safety |
| Resources and governance | Adequate resources for EHS governance and implementation                       |
| Target of zero harm      | All injuries and occupational illnesses can and must be prevented              |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 176-179 (PDF Page no. 89-90)

## OHS Programs

Coromandel's OHS framework covers employees, contract workers, plant operators, visitors and surrounding communities. It combines ISO 45001-certified management systems, HIRA, a Process Safety Management System based on Risk-Based Process Safety (RBPS), behaviour-based safety and external benchmarking with the International Fertilizer Association and the British Safety Council.

| OHS programme                                    | Description                                                                                                                                                                                          | Coverage / FY 2025-26 outcome                                        |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| ISO 45001 OHS management system                  | Certified management system for identifying, assessing and controlling workplace risks                                                                                                               | All applicable units; 100% of workforce covered by safety programmes |
| Hazard Identification and Risk Assessment (HIRA) | Routine and non-routine hazard identification with defined controls                                                                                                                                  | All operational locations                                            |
| Process Safety Management System (PSMS / RBPS)   | Hazard studies, SOPs, management of change, permit-to-work, inspection and maintenance, incident investigation for ammonia, sulphuric acid, phosphoric acid, high-pressure steam and other utilities | All manufacturing units                                              |
| Life-Saving Rules                                | Standardised rules for chemical handling, confined space, work at height, hot work, electrical, lifting, vehicles, energy isolation and PPE                                                          | All units                                                            |
| Safe Start behaviour-based safety                | Encourages recognition of risk and safer decisions in routine and high-risk work                                                                                                                     | All units                                                            |
| Concern Reporting and right to withdraw          | Reporting of unsafe acts, near misses and risks; workers may remove themselves from imminent danger without reprisal                                                                                 | All employees and workers                                            |
| Unit-level safety committees                     | Unit leadership, functional heads, employee and union representatives review performance and corrective actions                                                                                      | 64 meetings (4 per unit)                                             |
| Training and drills                              | Classroom, practical demonstrations, VR-based training, toolbox talks and mock drills                                                                                                                | H&S training: 74% of employees, 80% of permanent workers             |
| Occupational health                              | Medical check-ups (annual for 40+, biennial for others), hygiene and exposure assessments                                                                                                            | All locations                                                        |
| Contractor safety                                | Life-Saving Rules and permits apply to contractors; Group Term Life Insurance covers contract labour                                                                                                 | All contract workers on site                                         |
| Emergency preparedness                           | On-site Emergency Plan for each manufacturing site                                                                                                                                                   | All manufacturing sites                                              |
| Assessments                                      | Health and safety practices and working conditions assessed                                                                                                                                          | 100% of plants and offices                                           |

| Complaints by employees and workers | FY 2025-26 filed | Pending at year end | FY 2024-25 filed | Pending at year end |
|-------------------------------------|------------------|---------------------|------------------|---------------------|
| Working conditions                  | 82               | 0                   | 0                | 0                   |
| Health & safety                     | 672              | 161                 | 560              | 113                 |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 178-179, 324-325 (PDF Page no. 90, 163)

## Lost-Time Injury Frequency Rate (LTIFR) : Employees

| Employees                                    | FY 2024-25 | FY 2025-26 |
|----------------------------------------------|------------|------------|
| LTIFR (per million hours worked)             | 0          | 0          |
| Total recordable work-related injuries       | 1          | 0          |
| High-consequence injuries (excl. fatalities) | 0          | 0          |

| Employees                      | FY 2024-25 | FY 2025-26 |
|--------------------------------|------------|------------|
| Data coverage (% of employees) | 100%       | 100%       |

### Lost-Time Injury Frequency Rate (LTIFR): Contractors

| Workers (incl. contract labour)               | FY 2024-25 | FY 2025-26 |
|-----------------------------------------------|------------|------------|
| LTIFR (per million hours worked)              | 0.045      | 0.13       |
| Total recordable work-related injuries        | 6          | 6          |
| High-consequence injuries (excl. fatalities)  | 0          | 3          |
| Rehabilitated / placed in suitable employment | 1          | 0          |

### Process Safety Events: Tier 1

| Process Safety Events (Tier 1)         | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|----------------------------------------|------------|------------|------------|
| Number of Tier 1 PSEs                  | 0          | 0          | 0          |
| Tier 1 PSE rate (per million manhours) | 0          | 0          | 0          |
| Data coverage (% of operations)        | 100%       | 100%       | 100%       |

Source: *Integrated Annual Report FY 2025-26* - Pages: 178-179, 324-325 (PDF Page no. 90, 163)

## Customer Relations

### Customer Relations Management

Coromandel serves farmers directly through about 1,200 Gromor retail stores (serving more than 50 lakh farmers), and serves dealers, distributors, co-operatives, FPOs and institutional customers. Customer engagement is anchored in proximity, responsiveness and trust. A Salesforce Cloud CRM connects sales teams (SIGMA app), channel partners (Gromor Mitra portal) and farmers (Customer Data Platform with Salesforce Marketing Cloud) in one view, so that queries and complaints from every channel are captured, routed and tracked to closure.

### Customer complaint and query channels

| Channel type                     | Channel                                                                                       | How it works                                                                                                                                                                      |
|----------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dedicated phone line             | Hello Gromor toll-free contact centre                                                         | Toll-free number printed on all product packaging; primary interface for registering, tracking and resolving customer complaints through a structured grievance redressal process |
| AI-based chatbot                 | AI-enabled WhatsApp assistant                                                                 | Gives farmers instant answers on products, agronomy and offers, and routes complaints and requests to the contact centre and field teams                                          |
| Online submission                | Gromor Mitra dealer portal; MyGromor and Gromor Nutri Connect apps; coromandel.biz            | Dealers raise service requests and confirm deliveries online; farmers access product information, book soil tests and services and submit queries through the apps                |
| In-person resolution             | ~1,200 Gromor stores, Gromor Nutri Clinics, 100+ agronomists and 4,000+ field marketing staff | Farmers raise issues face to face at stores or during field visits; agronomists resolve product-use issues on the farm                                                            |
| Scientist-farmer teleconferences | Expert calls                                                                                  | Direct conversations with agricultural scientists on pests, nutrient schedules and weather                                                                                        |

| Customer complaint indicator                                                                                               | FY 2024-25 | FY 2025-26 |
|----------------------------------------------------------------------------------------------------------------------------|------------|------------|
| Customer complaints received (Hello Gromor)                                                                                | 182        | 274        |
| Complaints pending at year end                                                                                             | 0          | 0          |
| Inbound calls handled                                                                                                      | -          | 4,481      |
| Outbound calls made                                                                                                        | -          | 17,482     |
| Consumer complaints on data privacy, advertising, cybersecurity, essential services, restrictive or unfair trade practices | Nil        | Nil        |
| Product recalls (voluntary / forced)                                                                                       | Nil / Nil  | Nil / Nil  |
| Data breaches involving customer data                                                                                      | -          | 0          |

| Products carrying information on    | % of turnover |
|-------------------------------------|---------------|
| Safe and responsible usage          | 100%          |
| Recycling and / or safe disposal    | 10%           |
| Environmental and social parameters | 0%            |

**Product stewardship and education.** Packs carry usage instructions, safety precautions, crop-specific guidance and compatibility information beyond legal requirements, in line with the Fertilizer Control Order and CIBRC requirements. Gromor Suraksha Day is held every Wednesday across retail outlets and farming clusters, with each field representative reaching 25-30 farmers a week on safe use of agrochemicals and PPE. Kisan Diwas (23 December) is observed as Stewardship Day.

Source: *Integrated Annual Report FY 2025-26* - Pages: 186-189, 340-343 (PDF Page no. 94-95, 171-172)

## Customer Satisfaction Measurement

Coromandel measures customer satisfaction through Net Promoter Score (NPS) studies of the Gromor brand conducted by independent agencies, alongside periodic customer perception surveys. The 2026 study of 1,363 farmers across six states showed NPS rising from 51 in 2024 to 71, driven by more promoters and fewer passives and detractors. Andhra Pradesh and Telangana remain the strongest markets; Maharashtra and Karnataka are priorities for targeted interventions to convert passives to promoters.

| Customer satisfaction metric    | FY 2023-24              | FY 2025-26      |
|---------------------------------|-------------------------|-----------------|
| Gromor brand Net Promoter Score | 51 (2024 study)         | 71 (2026 study) |
| Sample size                     | 1,363 farmers, 6 states |                 |

Source: *Integrated Annual Report FY 2025-26* - Pages: 184-185, 190-191 (PDF Page no. 93, 96)

## Community Relations

### Stakeholder Engagement Policy

Coromandel's approach to community engagement is set out in its **CSR Policy**. Before starting a project the Company engages community members and Panchayati Raj Institution representatives and seeks request or consent letters where applicable. Concerns raised by communities are recorded and addressed by the CSR team, and responsibility for community relations is part of project-level KRAs of relevant executives.

| Stakeholder engagement element                          | How it is applied                                                                                                     |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Identification of stakeholders, incl. vulnerable groups | Based on influence, dependence and relevance; farmers and local communities identified as vulnerable                  |
| Consultation before projects begin                      | Need assessments at plant locations; community and PRI meetings; consent letters                                      |
| Free, prior and informed consent                        | Not applicable to current land use; no R&R or SIA projects in FY 2025-26                                              |
| Community grievance mechanism                           | Grievances recorded and addressed through CSR team and engagement; formal community grievance policy not yet in place |
| Impact assessment                                       | Third-party CSR impact assessments (ISO 26000 based)                                                                  |
| Feedback to Board                                       | Consultation outcomes presented to the CSR & Sustainability Committee                                                 |

| Stakeholder group                | Channels of communication                                       | Purpose / topics                                                        | Frequency  |
|----------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------|------------|
| Farmers and farming community    | Retail outlets, Nutri Clinics, agronomist advisory, field demos | Crop yield, balanced nutrition and IPM, quality, cost-effective farming | Continuous |
| Local communities                | CSR partnerships and projects                                   | Education, health, environment, volunteering, community development     | Continuous |
| Employees                        | Town halls, feedback loops, L&D, safety and wellness            | Career growth, inclusion and fair pay, safety, sustainability alignment | Continuous |
| Supply partners and distributors | Procurement and sales channels, partner meets, surveys          | Timely payments and supply, quality, sustainable sourcing               | Continuous |

| Stakeholder group | Channels of communication                  | Purpose / topics                                        | Frequency   |
|-------------------|--------------------------------------------|---------------------------------------------------------|-------------|
| Investors         | AGMs, investor calls, reports, conferences | Financial performance, risk, sustainable practices      | As required |
| Regulators        | Compliance submissions, meetings, visits   | Safety, environmental and social compliance, governance | As required |

Source: *Integrated Annual Report FY 2025-26* - Pages: 102-109, 192-193, 344-345 (PDF Page no. 52-55, 97, 173)

## Stakeholder Engagement Programs

Coromandel's community programmes are organised under four CSR pillars - CORO Arogya (health), CORO Vidya (education), CORO Bhoomi (environment) and CORO Vikas (community development) - shaped through need assessments and consultations around its plants, markets and retail network. In FY 2025-26 the programmes reached more than 15.28 lakh beneficiaries, 100% from vulnerable and marginalised groups, and 3,745 employees volunteered.

| CSR indicator                                                  | FY 2025-26     |
|----------------------------------------------------------------|----------------|
| CSR obligation (2% of average net profit)                      | ₹4,963 lakh    |
| Total CSR spend (incl. overheads and impact assessment)        | ₹4,883.25 lakh |
| Amount transferred to Unspent CSR Account for ongoing projects | ₹79.75 lakh    |
| Spend in aspirational district (Visakhapatnam)                 | ₹392.38 lakh   |
| Beneficiaries reached                                          | 15.28 lakh+    |
| Employees volunteering                                         | 3,745          |
| Community grievances received / pending                        | 0 / 0          |

| CSR pillar                         | Beneficiaries (BRSR) | Investment     | Key FY 2025-26 outputs                                                                                                                                                                                                                                                   |
|------------------------------------|----------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CORO Arogya - Health               | 3,50,859 (+9% YoY)   | ₹2,475.60 lakh | 60-bed Coromandel Hospital, Kakinada (1.37 lakh patients); 3 medical centres and 2 mobile units (~89,000 patients); 464 children screened for congenital heart disease; 9,500 newborns supported via NICU/PICU; 170 transgender persons screened; 7 Anganwadis renovated |
| CORO Vidya - Education             | 2,36,625             | ₹409.75 lakh   | UDAN learning centres (489 migrant children; 30 mainstreamed); Magic English (5,800 students); Prayog Utsav (2,500 students, 800 projects); 2,000 girls trained in self-defence; skill centre at Kakinada (300 youth a year)                                             |
| CORO Vikas - Community development | 6,20,482             | ₹1,410.03 lakh | Community halls, RO plants, toilets; 400+ women trained in livelihoods (Vizag); jute bag unit employing 50 women; 300-farmer FPO at Ankleshwar; support to fishing communities                                                                                           |
| CORO Bhoomi - Environment          | 3,18,774 (~54% YoY)  | ₹354.13 lakh   | Watershed work for 2,000 farmer families (Udaipur); 63,000 mangroves (Dahej); 1.3 km green corridor (Kakinada); Olive Ridley turtle conservation                                                                                                                         |

| Farmer and community engagement                     | FY 2025-26                                             |
|-----------------------------------------------------|--------------------------------------------------------|
| Soil tests conducted                                | 94,935 (incl. 11,000+ SBZ tests)                       |
| Field visits / farmer meetings                      | 2,24,281 / 9,358                                       |
| Product demonstrations / field days / crop seminars | 32,079 / 3,757 / 879                                   |
| Farmer Producer Organisation partnerships           | 1,104 FPOs; 423 training programmes                    |
| Gromor Gram model villages                          | 102 villages, 92 districts, 12 states; 75,000+ farmers |
| Drone spraying (Gromor Drive / Namu Drone Didi)     | 1.30 lakh acres / 55,000 acres by women-led SHGs       |
| Farmers reached                                     | ~30 lakh                                               |

Source: *Integrated Annual Report FY 2025-26* - Pages: 110-111, 192-211, 348-349 (PDF Page no. 56, 97-106, 175)

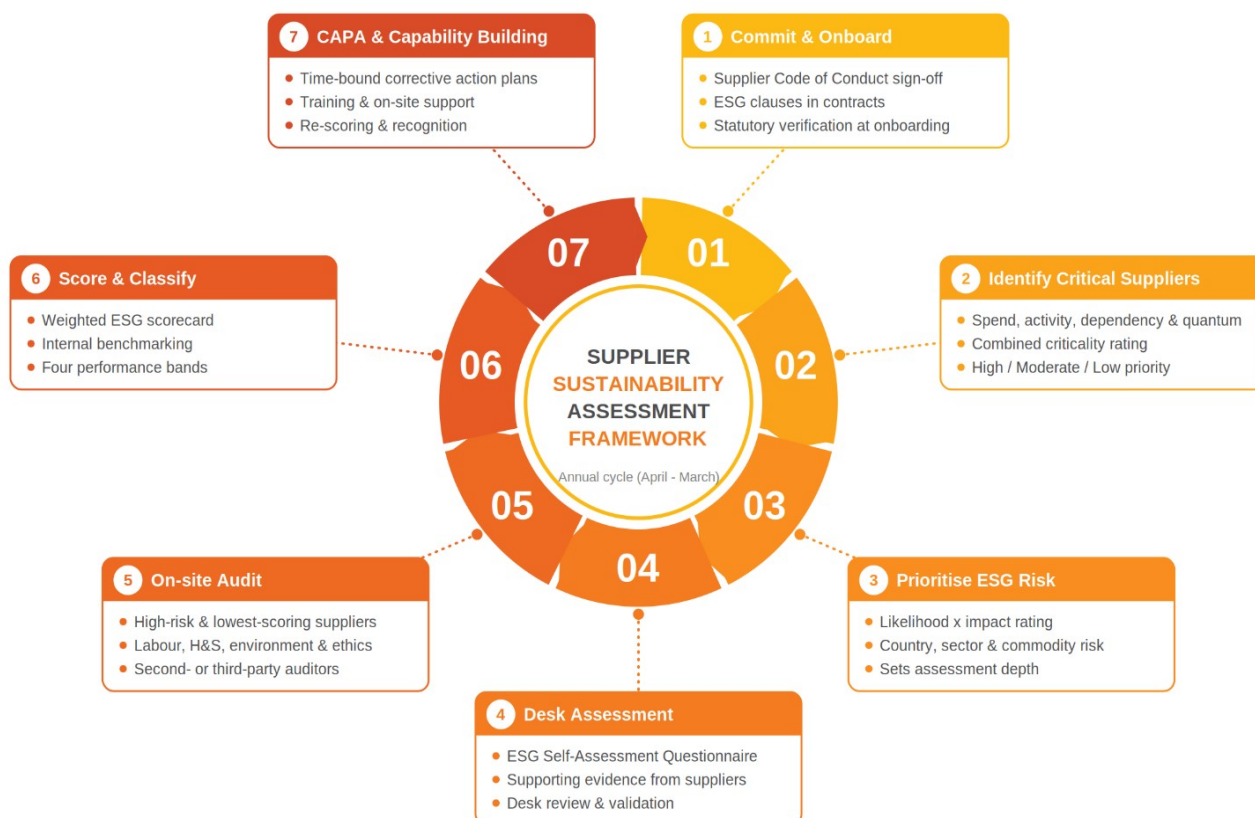
## Sustainable Supply Chain

Coromandel's supply chain spans imported strategic raw materials like rock phosphate, phosphoric acid, ammonia, sulphur and potash from domestic to international suppliers of chemicals, packaging, engineering services and logistics,

local farming groups supplying neem and organic inputs, and a large base of contractors at its plants. A responsible, resilient and transparent supply chain is central to managing ESG risk, securing raw materials and creating shared value with partners.

Coromandel manages supplier sustainability through a Supplier Sustainability Assessment Framework: a single, risk-based, seven-stage cycle running from policy commitment through to corrective action, aligned with GRI 308 and 414.

### Supplier Sustainability Assessment Framework



### Supplier Code of Conduct

Coromandel's Sustainable Supply Chain Policy and Supplier Code of Conduct set out its expectations of suppliers on fair labour practices, prohibition of forced and child labour, non-discrimination, freedom of association, health and safety, pollution prevention and waste management, biodiversity and no-deforestation, and fair competition. Suppliers are selected through competitive processes on objective criteria including quality, reliability and integrity.

| Area                                  | What Coromandel requires of suppliers                                                                                                                                             |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Forced labour</b>                  | Absolute prohibition of forced, compulsory or bonded labour, human trafficking and modern slavery; workers are free to end their employment at will                               |
| <b>Child labour</b>                   | Prohibition of all forms of child labour                                                                                                                                          |
| <b>Working conditions</b>             | Safe and fair working conditions addressing the physical and mental demands of the workplace; wages at least as required by law, with lawful working hours, overtime and benefits |
| <b>Occupational health and safety</b> | An Environment, Occupational Health and Safety (EHS) management system, with legal compliance, training, management reviews and internal audits                                   |
| <b>Discrimination and harassment</b>  | Zero tolerance of discrimination and harassment; dignity and respect for all, irrespective of background                                                                          |
| <b>Freedom of association</b>         | Workers may form and join associations and bargain collectively without discrimination or retaliation                                                                             |
| <b>GHG emissions and energy</b>       | Reduce greenhouse gas emissions and energy consumption, improving energy efficiency and renewable energy use                                                                      |

| Area                                             | What Coromandel requires of suppliers                                                                                                              |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pollution and waste</b>                       | Prevent pollution and accidental releases of hazardous materials; manage waste and wastewater responsibly; avoid harm to local communities         |
| <b>Resource efficiency</b>                       | Use natural resources, materials and water efficiently                                                                                             |
| <b>Biodiversity and no deforestation</b>         | Conserve biodiversity, prevent deforestation and promote responsible land use                                                                      |
| <b>Anti-corruption and conflicts of interest</b> | No bribery or improper practices; prompt disclosure of actual or potential conflicts of interest, including interests held by Coromandel personnel |
| <b>Anti-competitive practices</b>                | No anti-competitive conduct; compliance with fair-competition, fraud, bribery and corruption laws                                                  |

The framework is also anchored in the Coromandel Guide to Business Conduct, the Human Rights Policy, the Biodiversity and No-Deforestation Policy, the EHS Policy and the Whistle Blower Policy, through which suppliers and their workers can raise concerns confidentially.

Source: *Integrated Annual Report FY 2025-26* - Pages: 208-209, 320-321 (PDF Page no. 105, 161)

## ESG Integration in Supply Chain Management Strategy

The Board-level CSR & Sustainability Committee provides oversight of the Company's broader sustainability direction. Within the procurement framework, the Head of Supply Chain Management is assigned responsibility for reviewing policy effectiveness and implementation, with amendments placed before the Board or Executive Management for approval. The Procurement team has an implementation role in communicating expectations and supporting improvements in supplier ESG performance.

Coromandel reports regular reviews of purchasing practices to support alignment with its supplier conduct expectations and ESG standards. It also describes ESG awareness training for internal stakeholders. These practices provide a foundation for embedding sustainability considerations into procurement decisions and supplier relationships.

| Role                                              | Responsibility                                                                                                                                              |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CSR &amp; Sustainability Committee (Board)</b> | Highest accountable body: oversees the programme, reviews supply-chain ESG performance and material risks, and endorses the framework                       |
| <b>Head of Procurement</b>                        | Accountable for implementation and outcomes; allocates resources; escalation point for non-compliance                                                       |
| <b>ESG team (VP - EHS &amp; ESG)</b>              | Owens the methodology, ESG risk rating, questionnaire design, scoring model and reporting                                                                   |
| <b>Procurement and category teams</b>             | Run criticality identification, issue and validate questionnaires, coordinate audits, track corrective actions                                              |
| <b>Buyers and plant procurement</b>               | Obtain Code of Conduct sign-off, embed ESG clauses, apply sustainability criteria in supplier selection, follow up on corrective actions, complete training |
| <b>Suppliers</b>                                  | Accept the Code, complete the questionnaire with evidence, host audits, implement corrective actions and cascade requirements to their own suppliers        |

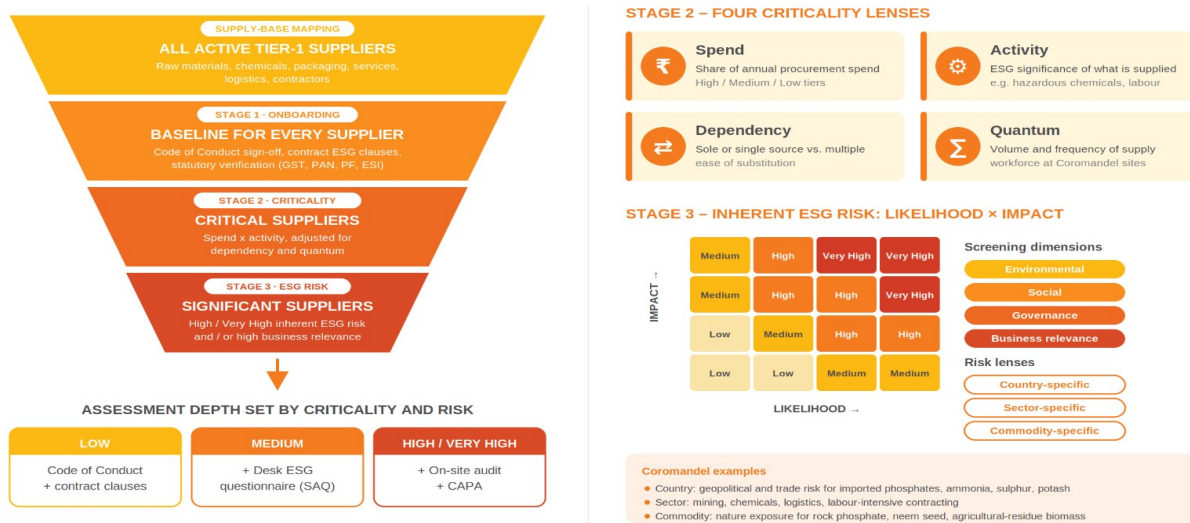
### How the programme is implemented

- **Aligning purchasing practices:** Coromandel regularly reviews its purchasing practices against its Supplier Code of Conduct and ESG standards so they do not create conflicting pressures on suppliers.
- **Minimum requirements and exclusion:** Compliance with labour, social security and statutory obligations is a prerequisite for engagement. Suppliers that decline the Code or fail minimum legal requirements are not onboarded; persistent or serious non-compliance leads to suspension or disengagement.
- **Preferring better ESG performers:** Supplier scorecards feed the supplier rating used in selection and contract awarding, and leading performers are recognised.
- **Training for buyers and internal stakeholders:** Buyers and procurement teams are trained on the Code, sustainability criteria in supplier selection, the assessment process and red-flag recognition. Coromandel also trains internal stakeholders and customers on ESG risks.

Source: *Integrated Annual Report FY 2025-26* - Pages: 208-209, 320-321, 326-327 (PDF Page no. 105, 161, 164)

## Supplier Screening and ESG Risk Exposure

### Supplier screening and risk prioritisation process



### Stage 1 - Onboarding: establishing the baseline

Every supplier is held to baseline expectations from the start. A supplier profile is captured at pre-qualification (sector, materials or services, sites, workforce and certifications such as ISO 14001, or ISO 45001). New suppliers are evaluated on EHS, quality assurance, manufacturing practices, packaging and labelling. Statutory registrations (GST, PAN, PF, ESI and labour law) are verified before onboarding, and environmental, labour, human rights and anti-corruption clauses are embedded in contracts.

### Stage 2 - Identifying critical suppliers

Coromandel combines four lenses to focus assessment effort on the suppliers that matter most:

| Lens              | What is assessed                                                                | Coromandel examples                                                                                                                            |
|-------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Spend</b>      | Share of annual procurement spend, grouped into High, Medium and Low tiers      | Strategic raw materials (rock phosphate, phosphoric acid, ammonia, sulphur, potash); technical-grade crop protection intermediates             |
| <b>Activity</b>   | Sustainability significance of the activity supplied                            | Hazardous chemicals, mining-sourced inputs, contract labour agencies, port handling and logistics, plant maintenance contractors, biomass fuel |
| <b>Dependency</b> | Sole or single-source versus multiple suppliers; ease of substitution           | Concentrated global sources of phosphates and ammonia; specialised technical suppliers                                                         |
| <b>Quantum</b>    | Volume and frequency of supply; scale of workforce deployed at Coromandel sites | Bulk raw-material contracts; labour-intensive contracting at plants                                                                            |

Spend and activity results are combined into an overall criticality rating, adjusted upward for high dependency or quantum:

| Spend ↓ / Activity ESG risk → | Low               | Medium            | High                        |
|-------------------------------|-------------------|-------------------|-----------------------------|
| <b>Spend tier: High</b>       | Moderate priority | Critical          | Critical - highest priority |
| <b>Spend tier: Medium</b>     | Low priority      | Moderate priority | Critical                    |
| <b>Spend tier: Low</b>        | Low priority      | Low priority      | Moderate priority           |

### Stage 3 - ESG risk prioritisation

Each critical supplier's inherent ESG risk is rated on a four-point scale (Very High, High, Medium, Low) by combining likelihood with impact, using the same likelihood x impact logic as Coromandel's ERM framework. The rating draws on country, sector and commodity risk, the activity supplied, certifications, prior findings and adverse-media signals.

| Risk area                            | Example risk factors                                                                                                                                           | Evidence and controls                                                      |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Environment</b>                   | Energy and emissions intensity; water use and discharge; hazardous waste and chemical management; nature and deforestation exposure                            | ISO 14001; emissions and Scope 3 data; consent to operate; waste manifests |
| <b>Labour and human rights</b>       | Child, forced or bonded labour; wages and working hours; freedom of association; migrant and contract workers                                                  | Code sign-off; wage and PF/ESI records; audits                             |
| <b>Health and safety</b>             | Process safety, hazardous-chemical exposure, confined space and work-at-height risks; emergency preparedness                                                   | ISO 45001; PPE and training records; incident data                         |
| <b>Ethics and governance</b>         | Bribery and corruption; conflicts of interest; fair competition; data protection                                                                               | Anti-bribery policy; due-diligence records; declarations                   |
| <b>Transparency and sub-tier</b>     | Undisclosed sub-contracting; weak traceability of mined or agricultural inputs                                                                                 | Sub-tier disclosure; origin and chain-of-custody records                   |
| <b>Country, sector and commodity</b> | Geopolitical and governance risk in source countries; high-risk sectors (mining, chemicals, logistics, contracting); commodity-specific nature and social risk | Country risk indices; sector benchmarks; TNFD commodity mapping            |

| Criticality / risk outcome                       | Assessment depth                                                           |
|--------------------------------------------------|----------------------------------------------------------------------------|
| <b>All suppliers</b>                             | Supplier Code of Conduct, contract ESG clauses, statutory verification     |
| <b>Medium criticality or risk</b>                | Plus desk-based ESG Self-Assessment Questionnaire with evidence validation |
| <b>High criticality or High / Very High risk</b> | Plus on-site audit and a Corrective and Preventive Action Plan (CAPA)      |

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 208-209, 320-321 (PDF Page no. 105, 161)

## Supplier Assessment and Development Programs

### Stage 4 - Desk-based assessment: Supplier ESG Self-Assessment Questionnaire

Critical suppliers complete a Supplier ESG Self-Assessment Questionnaire (SAQ) tailored to Coromandel's material topics and aligned with GRI and EcoVadis.

| Questionnaire module                     | What it assesses                                                                                        | Example evidence                                            |
|------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Governance and management systems</b> | ESG governance, policies, certifications, management-system maturity                                    | ISO 14001 / 45001 / SA 8000 certificates; policies          |
| <b>Human rights and labour</b>           | Child and forced labour controls, recruitment, wages, hours, freedom of association, grievance handling | Age-verification and payroll records; PF/ESI challans       |
| <b>Health and safety</b>                 | Hazard and process-safety controls, PPE, training, incident management                                  | Risk assessments; training logs; incident statistics        |
| <b>Environment</b>                       | Energy, GHG emissions (Scope 1, 2 and 3), water, waste, hazardous chemicals, biodiversity               | Utility and emissions data; waste manifests; MSDS; consents |
| <b>Business ethics</b>                   | Anti-bribery controls, conflicts of interest, fair competition                                          | Anti-bribery policy; training records                       |
| <b>Supply chain transparency</b>         | Sub-tier disclosure, traceability, cascade of requirements                                              | Sub-supplier list; origin records                           |

### Stage 5 - On-site audits

On-site audits verify working conditions and management systems beyond what documents can confirm. They are triggered for suppliers with high criticality or high inherent risk, red flags or unresolved gaps in the questionnaire, and the lowest-scoring suppliers. Audits follow a four-pillar methodology - labour, health and safety, environment and business ethics. High-risk contractors at Coromandel sites are already subject to internal audits and site-level checks.

### Stage 6 - Scoring and classification

| Dimension                      | Weight | Basis                                                               |
|--------------------------------|--------|---------------------------------------------------------------------|
| <b>Environment</b>             | 25%    | Energy, emissions, water, waste, chemicals, sourcing                |
| <b>Labour and human rights</b> | 25%    | Code compliance, wages, working conditions, child and forced labour |
| <b>Health and safety</b>       | 20%    | Process safety, hazard control, ISO 45001, incidents                |

| Dimension                             | Weight | Basis                                           |
|---------------------------------------|--------|-------------------------------------------------|
| Business ethics and governance        | 20%    | Anti-bribery, fair competition, data protection |
| Transparency and sustainable sourcing | 10%    | Sub-tier disclosure, traceability, cascade      |

| Score (out of 100) | Classification       | Next step                                                             |
|--------------------|----------------------|-----------------------------------------------------------------------|
| 75 and above       | Validated / Leader   | Continue as preferred partner; recognition; periodic reassessment     |
| 50-74              | Compliant            | Monitor; targeted improvement recommendations                         |
| 30-49              | Improvement required | Time-bound CAPA; capability-building support                          |
| Below 30           | High risk            | CAPA with on-site verification; escalation to the Head of Procurement |

### Stage 7 - Corrective action and capability building

- A CAPA with time-bound targets, owners and defined evidence of closure is agreed with every supplier classified as Improvement required or High risk; closure is verified by updated evidence or re-audit, and the supplier is re-scored.
- Remediation over de-listing: Coromandel works with suppliers willing to improve. Suspension or disengagement is a last resort for suppliers unable or unwilling to close serious gaps.
- Zero-tolerance findings - child, forced or bonded labour, imminent safety risks, bribery or corruption - are escalated and remediated immediately.
- Capability building: supplier orientation sessions before each assessment cycle, guidance on completing the questionnaire, sector-specific training on topics such as emissions data, chemical management and labour standards, support in implementing corrective actions, and engagement on Scope 3 emissions (51,59,134 tCO<sub>2</sub>e across 10 categories in FY 2025-26).
- Local and inclusive sourcing: procurement from MSMEs and local suppliers, and partnerships with local farming groups for neem-based and organic products.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 208-209 (PDF Page no. 105)

## KPIs for Supplier Assessment and Development

### Phased roll-out

FY 2025-26 was a foundation year: Coromandel strengthened onboarding, statutory verification and contractor risk categorisation, and designed its Supplier Sustainability Assessment Framework. The framework is rolled out in phases towards the ESG 2.0 goal of assessing the top 20 suppliers by value and extending ESG assessment to 10% of vendors by FY 2029-30.

| Phase   | Timing                   | Scope                                                                                                                                                        |
|---------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Phase 1 | FY 2025-26               | Framework design; Code of Conduct and contract clauses; supply-base mapping and criticality identification                                                   |
| Phase 2 | FY 2026-27               | Top 20 suppliers by value plus high-risk suppliers: orientation, ESG questionnaire, validation, scorecards; on-site audits and highest-risk suppliers; CAPAs |
| Phase 3 | FY 2027-28 to FY 2028-29 | All critical suppliers; on-site audit coverage of High and Very High risk suppliers; supplier capability-building programme                                  |
| Phase 4 | FY 2029-30               | ESG assessment of at least 10% of vendors; sub-tier cascade for mined and agricultural inputs; recognition of leading suppliers                              |

### KPIs and targets

| KPI for supplier assessment and development (Tier-1)        | FY 2026-27 target  | FY 2029-30 target       |
|-------------------------------------------------------------|--------------------|-------------------------|
| Significant suppliers supported with development measures   | 100% of assessed   | 100% of assessed        |
| Significant suppliers assessed (desk or on-site)            | Top 20 + high-risk | Top 20 + 10% of vendors |
| Of these, with an agreed CAPA                               | 100%               | 100%                    |
| Critical suppliers that signed the Supplier Code of Conduct | 100%               | 100%                    |
| Buyers trained on sustainable procurement                   | 100%               | 100%                    |

| Local and inclusive sourcing (share of purchases by value) | FY 2024-25 | FY 2025-26 |
|------------------------------------------------------------|------------|------------|
| Directly sourced from MSMEs and small producers            | 2%         | 2%         |
| Directly sourced from within India                         | 16%        | 11%        |

#### Annual assessment cycle (April-March)

| Quarter | Activities                                                                                                         |
|---------|--------------------------------------------------------------------------------------------------------------------|
| Q1      | Refresh supply-base data, criticality and ESG risk ratings; plan the assessment cycle                              |
| Q2      | Supplier orientation; issue questionnaires; collect and validate evidence                                          |
| Q3      | On-site audits; scoring, benchmarking and scorecards                                                               |
| Q4      | Agree and track CAPAs; capability building; report to the CSR & Sustainability Committee and in annual disclosures |

The framework, questionnaire and scoring model are reviewed annually. Records; signed Codes, criticality worksheets, the ESG risk register, questionnaires and evidence, audit reports, scorecards and CAPA trackers are retained to support assurance and disclosure.

Source: [Integrated Annual Report FY 2025-26](#) - Pages: 94-99, 340-341 (PDF Page no. 48-50, 171)

