

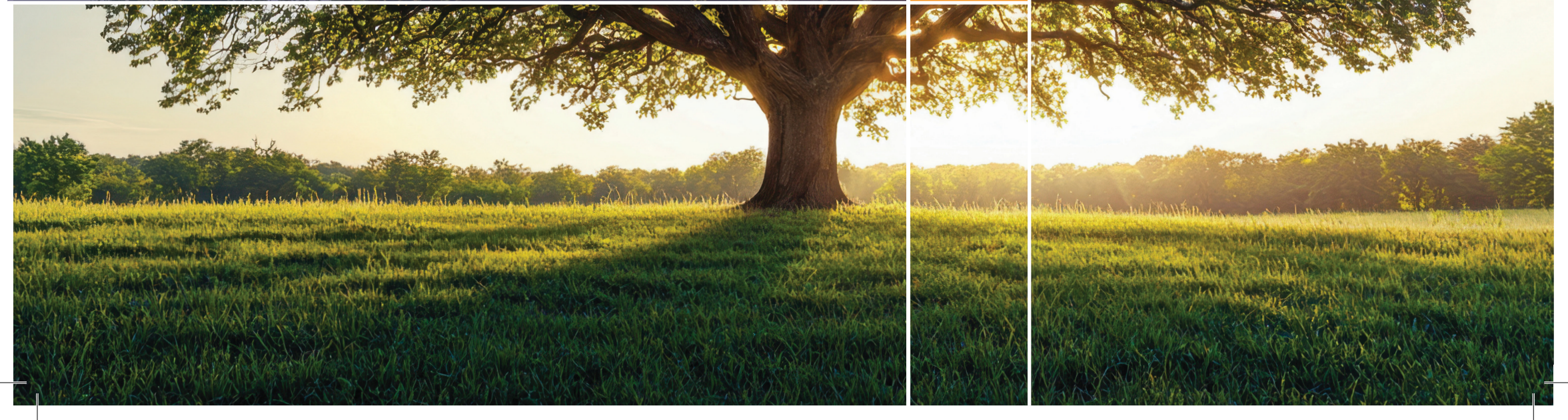


15
YEARS

Purpose,
Partnership
& Prosperity

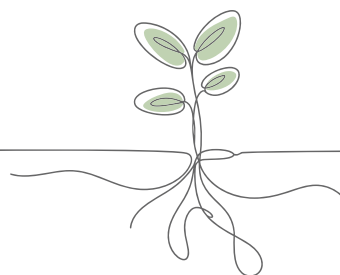
Yara India Sustainability Report 2025

15 Years of Responsible Growth



Content

01 Introduction	3
▪ About the Publication	3
02 Company Overview	8
▪ Yara India Value Chain	10
▪ Our Product and Services	10
▪ Agronomy Support	12
▪ Agronomy Services	12
▪ Digital Farming Solutions	12
▪ Farmers' Toolbox	14
▪ Member of Associations and Partnerships	15
▪ Awards and Recognition	16
03 Sustainability Strategy	19
▪ Stakeholder Engagement	20
▪ Materiality Assessment	21
04 Commit: Responsible Governance as a Business Foundation	24
▪ Ethics and Integrity	25
▪ Our Policies and guiding principles	25
▪ Governance Independence	27
▪ Risk Identification and Assessment	27
▪ Economic Performance	32
05 Care: Building Value Through Responsible Action	33
▪ Energy Management	33
▪ Emissions Management and Climate Impact	34
▪ Water Management	40
▪ Waste Management	44
▪ Biodiversity	49
▪ Human Rights	51



Content

▪ Occupational Health & Safety	53
▪ Performance snapshot: work-related injury	60
▪ People & Culture	63
▪ Employee Well-being	69
▪ Channel Partners	74
06 Concern: Sustaining Trust Beyond Operations	83
07 Connect: Responsible Product and Supply Chain Integrity	94
▪ Sustainable Supply Chain	94
▪ Product Stewardship and Innovation	98
08 Contribute: Deepening Community Trust	101
▪ CSR Policy and Governance	101
▪ Thematic Areas and CSR Activities	102



CHAPTER

01

Introduction



About the Publication

For several years, Yara Fertilisers India Private Limited (Yara India) has embedded sustainability as a core principle guiding its business strategy, decision-making, and day-to-day operations. Since the launch of our sustainability reporting journey in 2022, we have continued to strengthen our approach to responsible growth by integrating environmental stewardship, social responsibility, and sound governance across our value chain.

The 2025 Sustainability Publication reflects our ongoing efforts to align business performance with long-term sustainability objectives, with a focus on climate action, water stewardship, employee well-being, farmer prosperity, and community development. The report presents data driven insights, key metrics, and qualitative disclosures that capture the environmental and social impacts of our operations, along with the progress achieved during the reporting year. Disclosures included in this report, particularly relating to energy consumption, greenhouse gas emissions, water management, occupational health and safety, and other material topics, are also consolidated and incorporated into the Yara International Annual Report, which is prepared in alignment with the European Sustainability Reporting Standards (ESRS). Through this report, Yara India reaffirms its commitment to building a resilient and inclusive agricultural ecosystem that contributes meaningfully to India's sustainable development priorities.

Reporting Framework

We are pleased to present Yara Fertilisers India Private Limited's sustainability Publication for the year 2025, prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021. This publication marks the continued evolution of Yara India's sustainability journey and demonstrates our sustained commitment to strong Environmental, Social, and Governance (ESG) practices across our operations and value chain. To guide our sustainability priorities and structure our actions, we continue to adopt the 5Cs framework - Commit, Connect, Care, Concern, and Contribute - which serves as Yara India's localized sustainability approach. While aligned with Yara International's global sustainability vision and principles, the 5Cs framework reflects India-specific priorities, risks, and opportunities within the agricultural ecosystem. It enables a structured and outcome-oriented approach to addressing environmental stewardship, farmer and community well-being, employee safety and inclusion, and responsible business conduct in the Indian context.

Reporting Boundary

This publication covers Yara India's manufacturing facility at Babrala, Uttar Pradesh; the Kiran A Yara India Community Initiative; the corporate office in Gurugram, Haryana and the registered office in Pune, Maharashtra. Environmental performance data have been consolidated from all operational locations,

including the Babrala plant, while social performance disclosures pertain to the Babrala facility, the Kiran initiative, and the Gurugram office. Unless otherwise stated, the information presented in this publication corresponds to the reporting period from January 1, 2025, to December 31, 2025.

Your Feedback

We value your feedback and suggestions, which are crucial for our continuous improvement. Please share your insights by contacting us at:

Head - Public Affairs & Communications,
Yara Fertilisers India Private Limited, 502, Global Business Square Gurugram 122003, Haryana.
E-mail: corporatecommunications.india@yara.com

Message from the Managing Director

Dear Stakeholders,

As we present Yara India's 2025 Sustainability Report, we are also celebrating a significant milestone: 15 years of growing alongside Indian agriculture. For us, this milestone is measured less by the passage of time and more by the deep trust we have earned working closely with farmers, partners, and communities through seasons of change. Our journey has been guided by a simple belief: agriculture must grow in ways that sustain both people and the planet. Farmers are at the heart of everything we do. Amid growing climate change challenges and increasing pressure on soil and water resources, we have scaled our efforts to build agricultural resilience:

- **On-Ground Engagement:** We conducted over 35,000 farmer meetings and crop seminars last year to drive informed decision-making on the ground.
- **Agronomy Footprint:** Our agronomic advisory now spans over 15 million acres, anchored by 1,219 Knowledge Grow Farms that serve as localized hubs for experiential learning.
- **Digital Ecosystems:** We continue to bridge the physical and digital worlds. Our Yara Farmcare app has achieved 12 million downloads, while YaraConnect has successfully onboarded 20,000 retailers, delivering timely, location-specific, and data-driven insights directly to the ecosystem.

Our close engagement with the agri-ecosystem has helped farmers improve nutrient efficiency, align crop planning with water availability, and adopt practices that build resilience - deepening trust one season at a time.

Operational Excellence: Safety and Science-Led Innovation

- **Safety as a Core Value:** Operational safety remains non-negotiable. Through rigorous systems, leadership accountability, and a deeply ingrained safety culture, we have sustained improvements in our safety metrics, including zero Lost Time Injury Frequency Rates (LTIFR) and the continued achievement of zero harm. Leaders "Walk the Talk", reinforcing that protecting our people is the foundation of responsible growth.
- **Science-Backed Partnerships:** To ensure our agronomy remains cutting-edge yet practical across India's diverse agro-climatic zones, we collaborate with premier institutions, including the International Rice Research Institute (IRRI), the AVRDC - World Vegetable Center, and the Indian Institute of Maize Research. These partnerships ensure our agronomy is grounded in robust science while remaining practical and relevant across India's diverse farming systems.
- **The Next Frontier:** Looking ahead, we are rapidly advancing our biostimulants and nature-based portfolio. By integrating these biological solutions with conventional crop nutrition, we are championing a holistic approach that restores soil health and enhances nutrient-use efficiency.

Decarbonizing the Value Chain and Driving Inclusion

Our commitment to responsible growth extends beyond the farm gates, helping drive progress across two critical pillars:

Low-Carbon Logistics

We believe that climate action must encompass the entire value chain. This year, Yara India significantly reduced its logistics emissions transitioning to rail and vessel-based transportation for our premium crop nutrition products, resulting in a 52.41% reduction in logistics emissions. Notably, we celebrated the arrival of India's first-ever vessel shipment of premium crop nutrition products, setting a new benchmark for low-carbon, high-efficiency distribution at scale.

Inclusive Growth & Women in Agronomy

Inclusive growth is central to our vision. Women play vital roles in agriculture - as farmers, scientists, entrepreneurs, and community leaders. In 2025-26, we launched the Women in Agronomy Scholar Award to address barriers to research-intensive, field-based careers. In its inaugural year, five women PhD scholars received financial support, structured mentoring, and exposure to Yara's technical expertise, helping bridge the gap between research and real-world impact.

The True Measure of Progress

Ultimately, our journey is defined not by metrics alone, but by the tangible transformation of human lives. We are reminded of a vegetable farmer in Maharashtra who shared a hand-drawn sketch of his dream home with our team. A few years later, he sent a photograph of the completed house with a simple note: *"Thank you for making my dream come true."* For us, this was not about a product or a yield number, but about stability, dignity, and a future secured.

As we reflect on 15 years in India, our mandate remains clear. Built on a foundation of trust, propelled by strategic partnerships, and guided by deep responsibility, we stand fully committed to pioneering a resilient, inclusive, and low-carbon agricultural future for India.

Thank you for your continued partnership on this journey.

Sanjiv Kanwar
Managing Director, Yara South Asia



Message from the Plant Manager, Babrala

Dear Stakeholders,

At the Babrala Plant, safety is the foundation of everything we do. Our operations are guided by disciplined systems, strong leadership accountability, and a culture where every individual takes responsibility for safety. Through continuous training, regular audits, and consistent engagement, we have sustained improvements in safety performance, reflected in zero LTIFR in 2025 and the continued achievement of zero harm. Protecting our employees, contractors, and partners remains non-negotiable. Operating in a region facing extremely high-water stress, sustainability at Babrala is equally anchored in responsible resource stewardship and operational resilience. Water management remains a key priority. This year, we enhanced rainwater harvesting and upgraded demineralisation regeneration systems, improving efficiency while reducing effluent and raw water use. Continued reuse of treated sewage and stormwater in operations has further reduced groundwater dependence, supported by stronger monitoring and process controls.

Energy efficiency and emissions reduction remain central to our operations. In 2025, the Babrala Plant delivered steady gains through targeted upgrades, including new turbines, cooling tower pump enhancements, process air turbine improvements, and equipment modernisation. These efforts reduced energy consumption to ~5.09 Gcal per metric tonne of urea, while GHG intensity improved to ~2.52 tCO₂ per tonne of nitrogen, aligning with Yara International's global targets without compromising reliability. Beyond operations, the plant continues its community commitment through Kiran – A Yara India Community Initiative. Programs across education, healthcare, agriculture, water access, women's empowerment, and skill development are closely aligned with local needs. We strengthened 353 women Self Help Groups across 55 villages, reaching 4,700+ women, supporting savings, livelihoods, and access to institutional credit, and reinforcing resilience in a resource-stressed region.

Looking ahead, we are advancing initiatives such as enhanced flow metering, reverse osmosis systems, and Zero Effluent Discharge (ZED) projects, supporting our ambition to progress toward water neutrality by 2028. Alongside continued focus on safety, energy efficiency, and community engagement, these actions reflect our commitment to operating responsibly while contributing to Yara India's broader sustainability goals.

Thank you for your continued trust and partnership.

Maya Shanker Prasad
Plant Manager - Yara Babrala



Key Sustainability Highlights

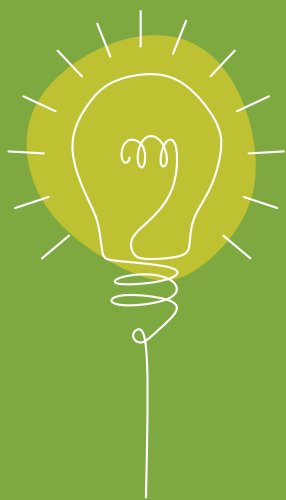
- 3.4% reduction in Scope 1 greenhouse gas emissions in 2025 compared to 2024.
- 0 harm and Lost Time Injury Frequency Rate (LTIFR) achieved in 2025.
- 52.41% reduction in emissions due to use of vessel for transportation of goods.
- 71,000+ agronomy-led farmer engagement activities across India in 2025
- 5 women PhD scholars selected to receive a one-time financial grant as part of Women in Agronomy program.

ISO Certifications



CHAPTER 02

Company Overview



About Yara International

Yara is a global leader in crop nutrition and ammonia with a mission to responsibly feed the world and protect the planet.

Yara operates a global, flexible production system that delivers a diversified portfolio of nitrogen-based products. With our extensive global market reach and more than a century of agronomic knowledge and continuous innovation, we partner across the value chain to improve crop yields, optimize resource use, and reduce environmental impact.

Through diversified energy exposure and profitable decarbonization efforts, Yara is uniquely positioned to strengthen industrial competitiveness and create long-term value for customers, shareholders, employees, and society at large.

Founded in Norway in 1905, Yara operates in over 60 countries and serves more than 140 markets, employing about 15,700 people.

About Yara India

Yara Fertilisers India Private Limited (Yara India), a wholly owned subsidiary of Yara International ASA, is a leading player in India's fertilizer sector, with a strong presence in the premium crop nutrition segment. Within two decades of operations, Yara India has established itself as a trusted partner to Indian farmers, reflecting a sustained commitment to agronomic excellence, innovation, and productivity enhancement across the agricultural value chain.

Yara India's presence in the country evolved from its establishment in 1993 and early product trials and third-party marketing, to the launch of its own operations in 2011, culminating in the acquisition of Tata Chemicals' fertilizer business in 2018 for USD 421 million, the largest standalone foreign direct investment in India's fertilizer sector.

Today, Yara India holds over *one-third market share* in the premium crop nutrients segment, underscoring its leadership position and strong market acceptance. The Company operates a state of the art manufacturing facility at Babrala, Uttar Pradesh, which exemplifies operational efficiency and technological advancement. Yara India's corporate headquarters are located in Gurugram, Haryana, supporting nationwide operations and stakeholder engagement.

In total, Yara India employs **623 people** across its corporate offices and Babrala plant.

Our Vision

A COLLABORATIVE SOCIETY;
A WORLD WITHOUT HUNGER;
A PLANET RESPECTED.

Our Mission

RESPONSIBLY FEED THE WORLD
AND PROTECT THE PLANET.



Ambition

*Taking the initiative,
exceeding expectations.*



Curiosity

*Inquiry is our origin,
and it powers our future.*



Collaboration

*Amplifying our
collective knowledge.*



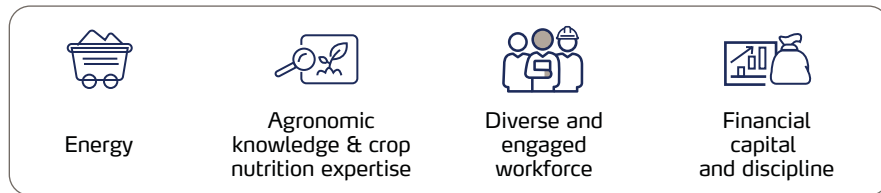
Accountability

*Earning trust through
responsibility and reliability.*

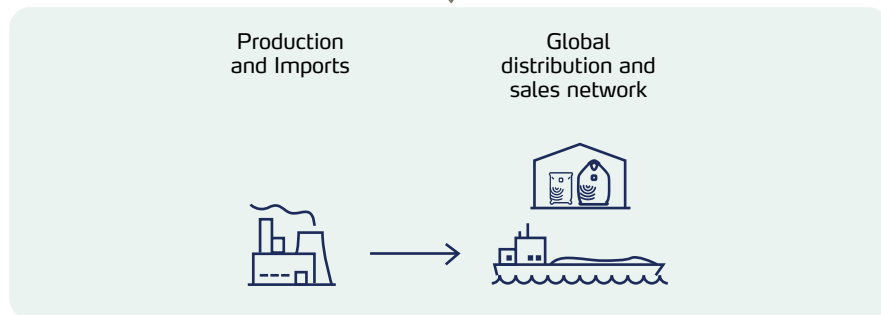


Yara India Value Chain

What we employ



What we do



What we create



Our Product and Services

Yara India provides Indian farmers with high-quality crop nutrition solutions built to globally recognized standards. Its portfolio includes six master brands - YaraMila, YaraLiva, YaraTera, YaraRega, YaraVita, and Bharat Urea (formerly YaraVera), offering 30 product variants designed to address diverse crop and soil needs.

The range covers primary, secondary, and micronutrients, along with crop care solutions that support efficient nutrient use and healthier crop growth. Yara India also manufactures neem-coated urea with 46% nitrogen content at its energy-efficient Babrala facility in Uttar Pradesh, reinforcing its commitment to responsible production and agronomic excellence.

Our Product Portfolio



YaraMila



YaraLiva



YaraTera



YaraRega



YaraVita



Advancing Biological and Nature-Based Solutions

In 2025, Yara India strengthened its focus on biological and nature-based solutions as a key complement to conventional crop nutrition. Products under YaraVita and YaraAmplix increasingly support precise nutrient delivery, improved nutrient-use efficiency, enhanced resilience to abiotic stress, and long-term soil health, particularly as Indian agriculture faces growing climate variability.

Improving Precision and Confidence in Micronutrient Delivery

A key milestone during the year was the advancement of Procote® Zinc technology to address zinc deficiency with greater precision and visibility at the farm level. Building on the introduction of YaraVita Procote Zinc (White), Yara India developed and field-tested YaraVita Procote Zinc Blue, designed to make micronutrient coating visibly identifiable on every fertilizer granule.

Targeted at smallholder cereal farmers in Eastern India, the solution enables uniform zinc application, prevents segregation, and improves nutrient-use efficiency while remaining fully FCO compliant. Field trials conducted during 2025 validated its performance under real farming conditions, strengthening farmer and channel confidence. Initial market placements toward the end of the reporting period received encouraging response, particularly in West Bengal.

These updates to our products further reinforced our commitment to customer satisfaction by ensuring consistent product quality and delivering on its promise of uniform coating across every granule.

Establishing Yara's Biostimulants Platform in India

During the year, Yara India made significant progress toward introducing its first proprietary biostimulant under the global YaraAmplix® brand. Following multi-year, university-led bio-efficacy trials conducted in line with regulatory guidelines, Yara submitted a complete dossier for YaraAmplix Optimaris, a seaweed based biostimulant derived from *Ascophyllum nodosum*, for which central govt permission has been secured.

The regulatory process advanced substantially during 2025, positioning the product for market introduction following the reporting period. In parallel, regulatory submissions for YaraAmplix Optivi and YaraAmplix Procote Optimize continued, supporting the development of a diversified biological portfolio tailored to different crops and regions.

Global Capacity Supporting Local Needs

At a global level, Yara continued to invest in biological solutions to meet growing demand. A major infrastructure milestone during the year was progress on a new biologicals production plant in Howden, UK, designed to more than double production capacity to 76 million units annually. This investment strengthens supply resilience for key markets, including India, and supports the expansion of YaraVita® and YaraAmplix® product ranges.

Building a Future Ready Product Pipeline

Alongside regulatory progress, Yara India continued to build a robust biological and specialty nutrition pipeline aligned with India's diverse cropping

systems and increasing focus on balanced fertilisation. Advanced foliar solutions such as YaraVita Agripotash and YaraVita Caltrac, designed to improve nutrient efficiency and crop quality in horticulture systems, progressed through internal development and validation during the year.

Accelerating Adoption Through Field Engagement

Growth in biological solutions during 2025 was underpinned by intensive field engagement across Western and Eastern India. Demonstrations, on-farm trials, and continuous technical support helped validate product performance and refine recommendations. This learning led approach strengthened farmer and channel confidence, resulting in nearly 50% growth in the biologicals segment across these regions, with increasing repeat usage and demand momentum.

Supporting Crop Energy at Critical Growth Stages

Yara India also continued to develop YaraVita Seniphos as a differentiated solution positioned to support crop energy requirements at critical growth stages. Extensive field trials and collaborations during the year helped establish its role in supporting early crop establishment, vegetative growth, and yield enhancement. Adoption expanded steadily across northern India, supported by field validated performance and targeted agronomic recommendations.

Looking ahead, Yara India remains committed to expanding biological and specialty nutrition solutions as part of an integrated approach to crop nutrition. By combining global science, local agronomy, and farmer centric innovation, biological solutions will continue to support resilient farming systems, improved resource efficiency, and sustainable agricultural outcomes.

Agronomy Support

Yara India leverages multiple channels to share its agronomic knowledge and promote the adoption of sustainable and modern farming practices. In India, an in-house team of 33 agronomists, with an average of 14 years of relevant experience, provides crop-specific guidance across the entire cultivation cycle, from pre-sowing to harvest. This support also addresses challenges related to pest management, crop protection, and adverse weather conditions, enabling farmers to make informed decisions and improve farm outcomes.

Agronomy Services

Yara extends its engagement with farmers beyond product supply by focusing on long term partnerships and sustained value creation for farming communities. Through a range of services, including agronomy support, digital farming solutions, and the Farmer's Toolbox, Yara tailors its offerings to address the specific needs and challenges of Indian farmers. By combining technical expertise with practical, field level support, the Company seeks to strengthen farm performance and support the long term resilience and prosperity of the agricultural ecosystem.

Digital Farming Solutions

Yara's digital platforms continue to enhance farmers' access to timely, actionable insights, supporting improved input efficiency, decision making, and farm profitability. In India, Yara operates two core digital solutions tailored to different stakeholders: farmers and Agri retailers.

The YaraFarmcare App recorded over 650,000 new installs in 2025, taking total downloads to 6.15 million. Usage patterns indicate strong adoption of agronomic tools during the year, with 66% of users accessing crop advisory services, 22% using fertilizer calculators, 20% engaging with hyperlocal weather updates, 10% using NutriCheck, and 6% leveraging spray and spread guidance. Collectively, these tools support right time, right dose nutrient application, helping improve productivity while reducing the risk of over application.

On the channel side, the YaraConnect App added 2,000 new installs, reaching over 19,000 registered channel partners by year end. Adoption reached 45% of active YaraConnect retailers, with more than 4,000 retailers registered on ROS, strengthening ordering efficiency, transparency, and coordination across the distribution network.

The simultaneous launch of the User 360 Dashboard enhanced tracking of user behavior and engagement, enabling deeper visibility and faster, data driven decision making across teams. In parallel, Yara continued to scale digital knowledge sharing through WhatsApp, Facebook, and YouTube, enabling real time interaction between agronomists and farmers.

Together, these initiatives have strengthened farmer–retailer connectivity, expanded advisory reach, and established a scalable digital foundation to support future growth, innovation, and more outcome based sustainability reporting.

Digital Presence – Social Media

Yara India actively leverages social media platforms to strengthen digital outreach and agronomic knowledge-sharing with farmers. During the reporting year, the Company conducted 20 Facebook Live sessions, enabling real-time interaction between agronomists and farmers on crop nutrition and best practices. In addition, 30 expert-led agronomy videos were published on YouTube, expanding access to credible, on-demand technical guidance and supporting informed decision-making at the farm level.



Farmers' Toolbox

Yara's suite of decision-support tools is designed to help farmers make informed choices on nutrient management, supporting selection of appropriate fertilizers and guiding their application at the right rate, time, and place, enabling improved crop yield and quality while managing input costs effectively. By promoting precise and balanced nutrient use, the tools help reduce the risk of over-fertilization, supporting responsible farming practices.



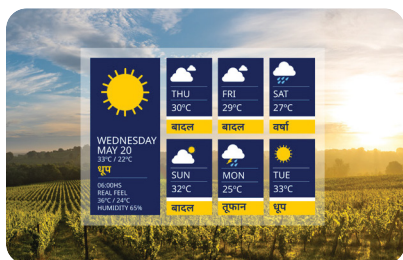
Soil Analysis: Identify Limiting Factors

Soil analysis helps understand the chemical, physical, and biological condition of soil, forming the foundation for effective crop and nutrient management.



Leaf Analysis: Detect Nutrient Deficiencies

Leaf analysis accurately assesses a plant's nutrient status, helping identify deficiencies and determine specific crop nutrition needs.



Weather Forecast

Hyper-local, farm-level weather forecasts that help reduce weather-related risks and improve decision-making across the crop cycle.



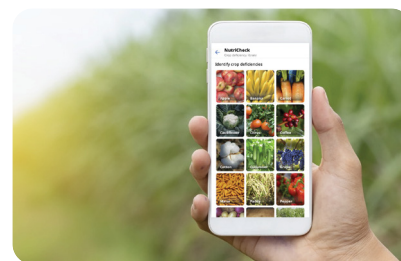
Fertilizer Calculator

This tool recommends the right type and quantity of fertilizer for your crops, preventing over/underuse, reducing costs, and improving productivity.



Field Mapping (Map My Farm)

Allows farmers to digitally map field boundaries or walk their fields to measure area, enabling more precise input planning and application.



Nutricheck

A visual tool that diagnoses crop nutrient deficiencies using image references by growth stage. It offers insights on causes, risks, and corrective actions, along with product guidance.



Digital Leaf Color Chart (DLCC)

Enables farmers to compare leaf colour via mobile to assess nitrogen levels, guiding timely fertilizer application for better yields.





Member of Associations and Partnerships

Yara India engages with key industry associations, chambers of commerce, and policy forums to advance sustainable agriculture, responsible fertilizer use, and farmer welfare. Through participation in national and international councils and committees, the company contributes technical expertise, supports evidence-based policymaking, and promotes best practices across the agri-food value chain while strengthening collaboration, knowledge exchange, and trade relations.

 Confederation of Indian Industry	Confederation of Indian Industry (CII)
	Federation of Indian Chamber of Commerce and Industry (FICCI)
 Fertiliser Association of India	Fertiliser Association of India
 Public Affairs Forum of India	Public Affairs Forum of India
	Micronutrient Advisory Core Group
 Norwegian Business Association India	Norwegian Business Association India
	Norwegian-Indian Chamber of Commerce & Industry (NICCI)

Key Research Collaborations include:

In addition to the above partnerships, Yara India collaborates with leading national and international agricultural research institutions to co-develop crop-specific, science-based solutions that improve productivity, nutrient-use efficiency, soil health, and climate resilience while enhancing farmer profitability.

	International Rice Research Institute (IRRI)
	AVRDC – The World Vegetable Center
	Banana Research Station (BRS)
 INTERNATIONAL POTATO CENTER A CGIAR RESEARCH CENTER	Crop Productivity Initiative – Potato (CPI)
 maize for prosperity	Indian Institute of Maize Research (IIMR)
	Indian Institute of Sugarcane Research (IISR)

Awards and Recognition

During 2025, Yara India received several national and sector level recognitions that reflect its strong performance across environmental stewardship, social responsibility, workplace safety, and governance. These awards reinforce the Company's commitment to sustainable agriculture, responsible operations, stakeholder engagement and ethical business conduct.

Environmental Excellence

FAI Environment Protection Award 2024–25

Yara Babrala Plant was honored with the FAI Environment Protection Award, recognizing its unwavering commitment to environmental sustainability and excellence in nitrogenous fertilizer production. The award acknowledges the plant's consistent efforts to protect the environment while maintaining high standards of operational performance.



FAI Technical Innovation Award 2025

Yara Babrala Plant received the FAI Award for Best Technical Innovation for enhancing urea product quality during dry weather conditions. The plant implemented a high pressure water mist system at the prilling tower air inlet louvers to increase air humidity during low humidity months. This innovation reduced off spec production, lowered recycling costs, and eliminated safety risks associated with manual handling.



ASSOCHAM National Water Award 2025 – Water for Community (CSR Initiatives by Industry)

Yara Babrala was honored at the ASSOCHAM India Water Leadership Conclave 2025 for its CSR initiative, Soil and Water Conservation. The award recognizes Yara India's contribution to sustainable water stewardship and community development under the Water for Community category.



ASSOCHAM Awards for Excellence in Water Management 2025 – Noteworthy Unit

Yara Babrala's in-plant water management practices received Noteworthy Unit recognition, highlighting efficient and responsible water use practices within the plant premises.



FICCI Sustainable Agriculture Award 2025

Yara India secured second rank at FICCI's 5th Sustainable Agriculture Awards 2025 under the Sustainable Farmer Income Enhancement category for the third consecutive time. The award recognizes the impact of the Nurturing Prosperity through Vegetables program, which supports smallholder farmers through sustainable agricultural practices and livelihood enhancement.



Social and Safety Excellence

CII-ITC Sustainability Commendation Award 2025 (CSR Excellence)

Yara India received the CII-ITC Sustainability Commendation Award under the CSR Excellence category, recognizing its structured and impactful corporate social responsibility and sustainability initiatives.



NSCI Safety Awards 2024

Yara India received multiple recognitions at the National Safety Council of India (NSCI) Safety Awards 2024, acknowledging its strong safety culture and effective occupational health and safety practices across operations. (Award received in January, 2025).



Award for Excellence in Public Affairs & Communication – e4m Women Achiever's Awards

Yara India received external recognition for excellence in Public Affairs and Communication at the e4m Women Achiever's Awards. Vaishali Chopra, Head of Public Affairs & Communications, was honored as Public Affairs Professional of the Year, reinforcing the Company's credibility in stakeholder engagement and responsible communication.



CSR & Sustainability award from ASSOCHAM at Hyderabad 2025

Governance and Ethical Business Practices

Tax Leader of the Year FY 2024–25 – UBS Forum

Yara India was recognized as Tax Leader of the Year by UBS Forum. The recognition was awarded following a rigorous evaluation process and reflects strong leadership, technical expertise, and consistent adherence to regulatory and governance standards.

Highest Taxpayer and Most GST Compliant Organization FY 2024–25

The Department of Commercial Taxes, Uttar Pradesh recognized Yara India as the Highest Taxpayer and Most GST-Compliant Organization in the Moradabad Zone for FY 2024–25. This recognition acknowledges Yara India's timely and transparent tax compliance and its contribution to public finances through ethical business practices. The award was conferred in the presence of senior officials from the GST Department, including representatives from the Government of Uttar Pradesh and the District Administration.

CII Southern Region's 4th CFO Excellence Awards 2024–25

Yara India is proud to have its leadership recognised at national platforms, with Ms. Rachna Jindal, CFO, receiving the 'CFO of the Year - Pharma & Chemicals' award at the CII Southern Region's 4th CFO Excellence Awards 2024–25 in Hyderabad. This recognition reflects Yara India's continued focus on strong financial governance, strategic leadership, and sustainable business growth.



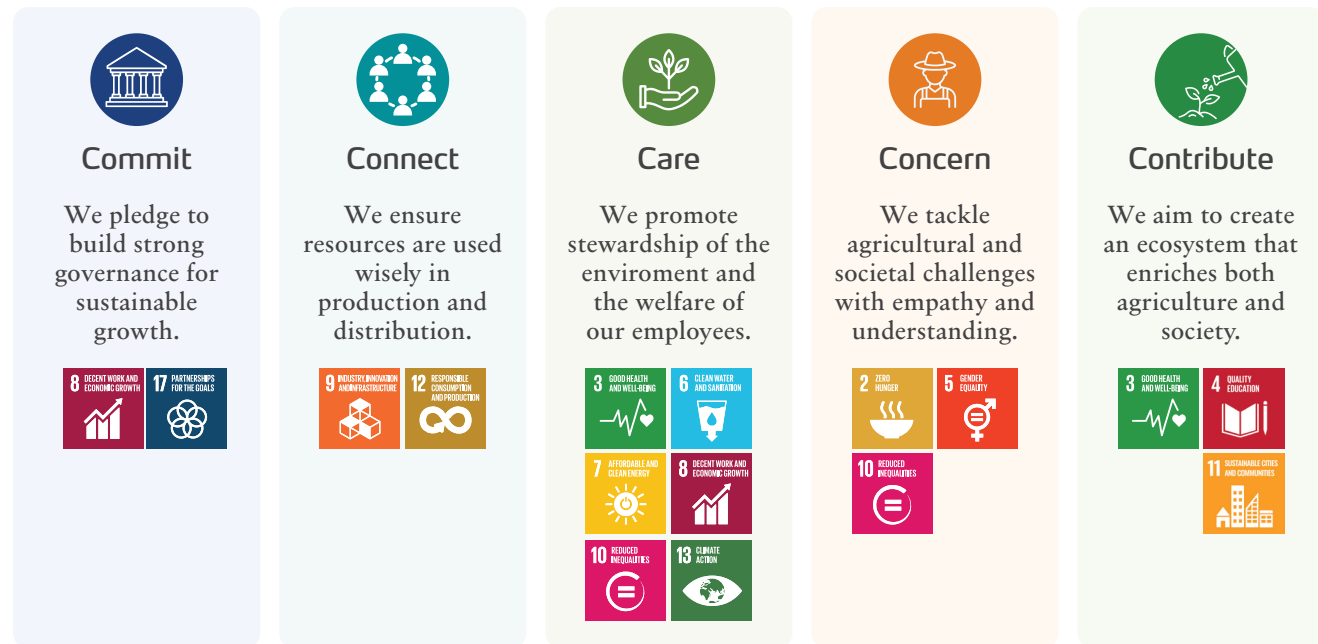
CHAPTER 03

Sustainability Strategy

At Yara India, our sustainability strategy is rooted in advancing agricultural productivity while safeguarding ecosystems and supporting community well-being. Guided by our 5C pillars, we commit to strong governance and responsible business practices that enable sustainable growth across our operations and value chain.

Through close engagement with farming communities, we connect resources, knowledge, and solutions to promote efficient production, responsible distribution, and sustainable farming practices. Our approach emphasizes care for the environment and the welfare of our employees by strengthening stewardship of natural resources, improving safety standards, and supporting long-term soil and ecosystem health.

We address broader agricultural and societal challenges with concern and empathy, responding to stakeholder needs and evolving risks such as climate change, resource efficiency, and social well-being. By contributing to an ecosystem that supports farmer prosperity, community development, and inclusive growth, we aim to build resilient agricultural systems that align business performance with long-term sustainability outcomes.







These guiding principles underpin our efforts to strengthen the resilience and prosperity of India's agri-food system. This Sustainability Publication reflects Yara India's continued commitment to these principles and our role in advancing agriculture towards a nature-positive and inclusive future.

Stakeholder Engagement

Yara India recognizes effective stakeholder engagement as a core enabler of sustainable value creation. Through structured and ongoing engagement with stakeholders, we seek to understand expectations, identify material issues, and incorporate stakeholder perspectives into our decision-making processes. This approach ensures that our sustainability initiatives remain aligned with business priorities while addressing social, environmental, and economic impacts across communities, customers, and ecosystems connected to our operations.

Approach

Stakeholder Group	Engagement Channels	Frequency of Engagement	Value Creation
 Farmers	Retail centers, clinics, agronomists - soil testing, nutrient recommendation, field demonstrations.	Retail centers, clinics, agronomists - soil testing, nutrient recommendation, field demonstrations.	<ul style="list-style-type: none"> Improved and sustainable crop yields Balanced nutrition & pest management Quality and reliability
 Local Communities	Corporate Social Responsibility Initiatives, local community-focused engagement programs, need-based assessment surveys	On demand, quarterly, project and event-based interactions	<ul style="list-style-type: none"> Community development Community awareness
 Research Institutions	Collaborative research projects, technical workshops, conferences, expert consultations	Ongoing and project-based	<ul style="list-style-type: none"> Science-based innovation Development of locally relevant, scalable solutions Trials and pilot-testing of products and services
 Financial Institutions	Publications, website	Quarterly, annually, on demand	<ul style="list-style-type: none"> Financial performance ESG performance Business updates and growth plans

 Regulators	Mandatory compliance reports	Quarterly, annually (as required)	<ul style="list-style-type: none"> ▪ Safety, environmental and social compliance
 Industry Association	Press releases and publications, industry events	Event-based (quarterly, annually – as required)	<ul style="list-style-type: none"> ▪ Knowledge sharing and innovation ▪ Policy alignment
 Media and Public	Press releases, social media, op-eds	Quarterly, annually, ongoing	<ul style="list-style-type: none"> ▪ Awareness ▪ Reputation and trust building
 Suppliers	Procurement channels, supplier visits and meets	Quarterly, annually, ongoing	<ul style="list-style-type: none"> ▪ Sustainable procurement
 Employees and Workers	Internal communication platforms, e-learning platforms & capability development programs, personal interactions	Quarterly, annually, ongoing	<ul style="list-style-type: none"> ▪ Fulfilment of company’s vision, mission and achieving sustainability objectives ▪ Capacity building

Materiality Assessment

In line with the GRI Standards, Yara India applies the principle of materiality to identify and prioritize environmental, social, and governance topics that influence our ability to create long-term value for the business and our stakeholders. The materiality assessment is designed to identify issues of significance across short-, medium-, and long-term horizons, helping to validate our sustainability strategy, manage risks, and focus efforts where we can deliver the greatest impact. The process incorporates inputs from a broad group of internal and external stakeholders, ensuring alignment with stakeholder expectations and evolving business and societal priorities.

The materiality assessment was conducted in 2024, and the material topics identified continue to remain relevant. Yara India conducts periodic internal reviews of these topics to assess progress and reprioritize initiatives, as required.

Process of Materiality Assessment

Identification

The Identification process involves structured engagement with key internal and external stakeholders, combined with an analysis of global and regional industry trends, peer performance, and leading practices. The assessment also considers relevant international frameworks and benchmarks, including the GRI Sustainability Reporting Standards (2021 and revisions), the United Nations Sustainable Development Goals (SDGs), and ESG rating methodologies such as S&P CSA and MSCI, to determine the ESG topics most relevant to Yara India and its stakeholders.

Prioritization

The Prioritization process involves gathering input from internal (senior leadership, employees) and external stakeholders (suppliers, customers, industry associations, etc.), analyzing and ranking material issues by priority, and determining the material topics to disclose.

Based on this systematic process, Yara India identified 15 material topics across environmental, social, and governance dimensions. These topics inform strategic planning, performance measurement, and sustainability disclosures, supporting responsible growth and consistent stakeholder value creation.

Environment

Energy Management

Water Management

Emissions and Climate Change

Waste Management

Social

Occupational Health & Safety

Human Rights

Diversity & Inclusion

Customer Data Privacy

Employee Training

Community Engagement

Crop Nutrition

Governance

Governance & Business Ethics

Sustainable Supply chain

Product Stewardship and Innovation

Information Security

Top material issues identified for Yara India are as follows:

Key material issue	Why is it an important material issue
Energy Management	Managing energy use across our operations to minimize environmental impacts
Water Management	Critical input to the processes and an increasingly scarce resource
Emissions and Climate Change	Managing impact on the climate and on the quality of air due to our business activities
Occupational Health & Safety	Ensuring the occupational safety and well-being of its people through robust safety management systems
Human Rights	Managing human rights risks to protect dignity, safety, and equality across our business activities
Governance & Business Ethics	Central to the values and beliefs of doing business
Sustainable Supply Chain	Managing supply chain impacts through responsible sourcing and supplier engagement

CHAPTER

04

Commit



Commit: Responsible Governance as a Business Foundation

Strong governance is central to Yara India’s commitment to ethical, responsible, and transparent business practices and underpins our sustainability and long-term value creation approach across the organization, from the Board to leadership and employees.

Yara India operates under a structured three-tier governance model that ensures clear oversight, accountability, and effective execution. The Board of Directors provides strategic guidance and governance oversight, drawing on diverse expertise and experience. The Management Team, led by the Managing Director and comprising leaders from Commercial, Human Resources, Public Affairs and Communications, Finance, and Business Excellence, translates strategy into actionable priorities. Execution is driven by the Operational Team, including workstream heads and extended teams across corporate, field, and plant operations, embedding sustainability into everyday decision-making.

This governance framework supports informed decisions, strengthens accountability at every level, and enables the consistent integration of sustainability across Yara India’s operations and business strategy.

1. Board of Directors



Sanjiv Kanwar
Managing Director



Soon Hee
Managing Director



Ola Helge Gjerde
Director

2. Management Team

Commercial, Human Resources, Public Affairs & Communications, Finance and Business Excellence

3. Operating Team and External Audit

Ethics and Integrity

Yara’s Code of Conduct sets the foundation for transparent, accountable, and ethically responsible business practices, ensuring sustainable value creation for all stakeholders. The organization fosters a culture of integrity and accountability, encouraging employees to uphold ethical standards in all internal and external engagements.

In line with this commitment, Yara India provides structured mechanisms, including the Whistleblower Policy and Vigil Mechanism, for reporting ethical concerns. The Prevention of Sexual Harassment (POSH) Policy further safeguards employee dignity and human rights by enabling the confidential reporting of inappropriate behavior. All policies are communicated to employees at onboarding and reinforced through periodic awareness and refresher programs.

For 2025, **99%** of employees completed the **Code of Conduct**, and the **Anti-Bribery and Anti-Corruption** training.

Our Policies and guiding principles

In addition to the committees overseeing the Company’s governance, Yara India’s day-to-day operations and engagement with internal and external stakeholders are guided by a suite of well-formulated and established policies.

Policy	Objective	Applicability	Senior Accountability	External frameworks/ regulations	Accessibility
Code of Conduct	To establish a clear framework for ethical, lawful, and responsible behavior by embedding Yara’s core values into everyday business practices and ensuring consistent standards of integrity, human rights, and accountability across employees and leadership. The Code of Conduct also includes guidelines for business partners and employees to follow regarding Conflicts of Interest, Anti-Bribery, Anti-Corruption, Hospitality and Gifting, Human Rights, etc.	Employees and activities	Chief Compliance Officer	United Nations Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Corporations, United Nations Global Compact	www.yara.com

<p>Whistleblower Policy and Reporting Mechanism</p>	<p>Provide a secure, confidential, and trustworthy framework for employees to report unethical, illegal, or improper conduct, while ensuring protection against retaliation, promoting transparency, and strengthening ethical governance across the organization.</p>	<p>Employees, workers, suppliers and partners</p>	<p>Chief Compliance Officer</p>	<p>Section 177(9) of the Indian Companies Act, 2013</p>	<p>www.yara.com</p>
<p>Health, Environment, Safety and Quality (HESQ) Policy</p>	<p>Ensuring safe, environmentally responsible, and high-quality operations by minimizing health, safety, environmental, and product risks, supporting sustainable and climate-smart food production, and advancing the company's ambition of Zero Harm across its operations and value chain, in line with its UN Global Impact commitments.</p>	<p>Employees and workers</p>	<p>HESQ and Security Manager (Corporate) Senior Manager, Fire & Safety (Babralla)</p>	<p>United Nations Global Compact</p>	<p>www.yara.com</p>
<p>Human Resource Policy: Leave Policy, Payment of Gratuity Guidelines</p>	<p>Creating a safe, inclusive, and supportive workplace by ensuring equal employment opportunities, safeguarding employee health and well-being by offering leaves, promoting long-term career development, and recognizing employee commitment through structured benefits, including gratuity payments.</p>	<p>Employees</p>	<p>Senior People Business Partner</p>	<p>Shops & Establishment Act, 1948; Factories Act, 1948; Maternity Act, 1961; Payment of Gratuity Act, 197</p>	<p>Internal employee portal</p>

Prevention of Sexual Harassment (POSH) Committee

Yara India's POSH Committee oversees the prevention, reporting, and resolution of workplace sexual harassment in line with applicable guidelines. Comprising trained members, the committee ensures complaints are handled with confidentiality and sensitivity, supported by mandatory annual POSH training for all employees to promote a safe, respectful, and inclusive work environment.

Committee composition - Age & Gender

Particulars	January 2025 - December 2025				
	< 30 years	30 - 50 years	> 50 years	Male	Female
POSH Committee	0	5	1	1	5

Governance Independence

The nomination and selection of Yara India's highest governance body are aligned with Yara International's governance framework and routed through the **SVP Finance and Business Excellence of Yara Asia, Ola Helge**, ensuring consistency with global standards and strategic direction. As a wholly owned subsidiary, Yara India operates with functional independence while maintaining robust mechanisms to identify and manage conflicts of interest, reinforcing transparency and accountability across the organization.

Risk Identification and Assessment

Operating in a dynamic agricultural environment, Yara India proactively identifies and manages strategic, operational, and external risks across its value chain. Effective risk management strengthens operational resilience, minimizes disruptions, and supports the delivery of sustainable crop nutrition solutions and long-term value creation.

Strategic Risk Management Framework

A structured four-step risk management framework has been implemented to systematically identify, assess, mitigate, and monitor risks across the value chain. Integrated into strategic planning and daily operations, this framework supports timely decision-making, strengthens resilience, safeguards business continuity, and enables sustainable growth.

Management Committee Oversight

Yara India's Management Committee, comprising seven senior leaders, provides oversight of strategic risk management through monthly reviews and assessments. Representing Finance, Business Intelligence, HR, Commercial, Public Affairs and Communications, Digital, and the Managing Director, the Committee works with cross-functional teams to evaluate risks and implement timely mitigation measures. This disciplined governance approach strengthens operational resilience, business continuity, and the delivery of sustainable solutions across the value chain.

Risk	Description	Mitigation Plan	Time Horizon
Environmental Risks			
Greenhouse Gases Emissions (GHGs)	The urea industry is currently compliant with the energy standards set by the Government of India. However, there's increasing acknowledgment of the industry's significant contribution to GHG emissions, which may lead to the adoption of stricter regulations and standards in the near future. This shift necessitates proactive measures to address environmental impacts.	Develop a comprehensive decarbonization strategy to systematically reduce emissions across operations, while exploring technological innovations that support energy efficiency.	Short - long term
Water Management	The Babrala plant operates in an area with high water stress, due to which the No Objection Certificate (NOC) for operations requires reducing groundwater extraction by 20%.	Implement water-use efficiency measures, increased reuse of treated effluent, and operational optimization to progressively reduce groundwater abstraction in line with the mandated 20% reduction under the NOC.	Short - medium term

Economic/Market/Regulatory Risks

<p>Economically unviable price of fertilizers</p>	<p>The government's regulation of fertilizer retail prices can impact profitability, necessitating strategies to adapt to potential pricing constraints.</p>	<p>Advocate for cost-indexed pricing through government sensitization and collaboration with industry associations, seeking a balanced approach that supports both farmer needs and business viability.</p>	<p>Short - medium term</p>
<p>Lack of predictable policy environment</p>	<p>Immediate changes to the regulatory and policy environment impacts sales of products.</p>	<p>Government sensitization and collaboration with industry associations, seeking a balanced approach.</p>	<p>Short-long term</p>

Financial Risks

<p>Downturn in farm economy</p>	<p>The farm economy faces threats from harsh climatic events, international trade issues, and other factors, impacting farmers' purchasing power and business sustainability.</p>	<p>Ensure Yara India's financial resilience through diversified revenue streams and maintain strong relationships with distributors and retailers to support business continuity during downturns.</p>	<p>Long term</p>
<p>Currency Appreciation</p>	<p>Rising import costs due to currency appreciation may increase the prices of imported premium products, potentially reducing demand and affecting market competitiveness.</p>	<p>Implement currency hedging strategies to mitigate the impacts of currency fluctuations and optimize cost management.</p>	<p>Short-long term</p>
<p>Fluctuation in natural gas availability and prices</p>	<p>Volatility in natural gas availability and prices can impact profitability and complicate business planning, requiring adaptive strategies to manage cost variations.</p>	<p>Improve long-term contracting conditions with natural gas suppliers to stabilize price risks and enhance predictability in operational costs.</p>	<p>Short-medium term</p>

Operational Risks

<p>Hazardous Leakage</p>	<p>Negligence at manufacturing facilities may lead to leaks of hazardous substances, posing significant environmental and safety hazards.</p>	<p>Conduct regular safety checks, prepare emergency response plans, and conduct mock drills to ensure readiness and minimize risks.</p>	<p>Medium term</p>
<p>Health and safety across value chain</p>	<p>Inadequate health and safety practices at Yara India's own operations or at business partners' workplaces may lead to accidents, operational disruptions, employee welfare concerns, and reputational damage.</p>	<p>Strengthen health and safety due diligence for business partners, establish issue-reporting and corrective action mechanisms, communicate clear standard operating procedures, and provide regular health and safety training to promote safe working conditions.</p>	<p>Medium term</p>
<p>Disruption in supply chain</p>	<p>Unforeseen events such as pandemics or geopolitical conflicts can affect raw material availability, challenging supply chain stability.</p>	<p>Foster strong vendor relationships and adopt multi-vendor strategies where possible to enhance resilience and adaptability in supply chain management.</p>	<p>Short-long term</p>

Human Resource Risks

<p>Talent readiness and diversity</p>	<p>Skill gaps and limited workforce diversity may constrain effective adoption of new technologies and reduce innovation and organizational agility.</p>	<p>Conduct regular skill assessments, deliver targeted upskilling programs, and strengthen inclusive hiring and diversity monitoring to build a capable, future-ready workforce.</p>	<p>Short-medium term</p>
--	--	--	--------------------------

Geopolitical Risk

Geopolitical Sanctions

International sanctions and geopolitical tensions can impact business operations and profitability.

Develop contingency plans to mitigate the effects of geopolitical risks, including diversifying markets and seeking strategic partnerships to ensure business continuity.

Short-long term



Economic Performance

In 2025, Yara India’s economic performance reflected the strength of a resilient and well-governed financial foundation that has supported 15 years of responsible growth. Anchored in trust and disciplined execution, the company continued to strengthen its ability to deliver sustainable value while advancing priorities aligned with its global sustainability goals. The year was characterized by steady consolidation and targeted progress, with a continued focus on expanding solution-led offerings, including biological and science-based innovations that support sustainable agriculture.

The 5C framework remained central to translating strategic intent into economic outcomes. Through Commit, Yara India reinforced strong governance, financial discipline, and ethical practices. Connect enabled efficient allocation of resources across operations and markets. Care and Concern guided investments in environmental stewardship, agronomic innovation, and farmer-centric solutions, while Contribute embedded sustainability into everyday business decisions. Together, these actions supported economic resilience and long-term value creation while advancing the company’s ambition to build a nature-positive food future.

Direct economic value generated	Amount in INR Millions
Revenues	50,785.5
Economic value distributed	Amount in INR Millions
Employee wages and benefits	1,637.2
Payments to government (Taxes)	674.2
Community investments	CSR: 25.2 Impact: 6.9 Total community investment: 32.1
Operating Costs	Raw material: 42,198.9 Facilities & Services: 163.3 External labour: 3,140.7 Total Operating Costs: 45,502.9
Total economic value distributed	Amount in INR Millions
Total	47,846.0

CHAPTER 05

Care

*Building Value Through
Responsible Action*



Energy Management

Energy management is a critical operational focus for Yara India due to the energy-intensive nature of fertilizer production. At the Babrala plant in Uttar Pradesh, natural gas is used both as a key raw material and as a primary fuel source. This dual dependency makes energy efficiency essential for maintaining operational reliability, managing costs, and reducing environmental impact. As a result, the plant prioritizes systematic improvements in process efficiency and energy performance across its operations.

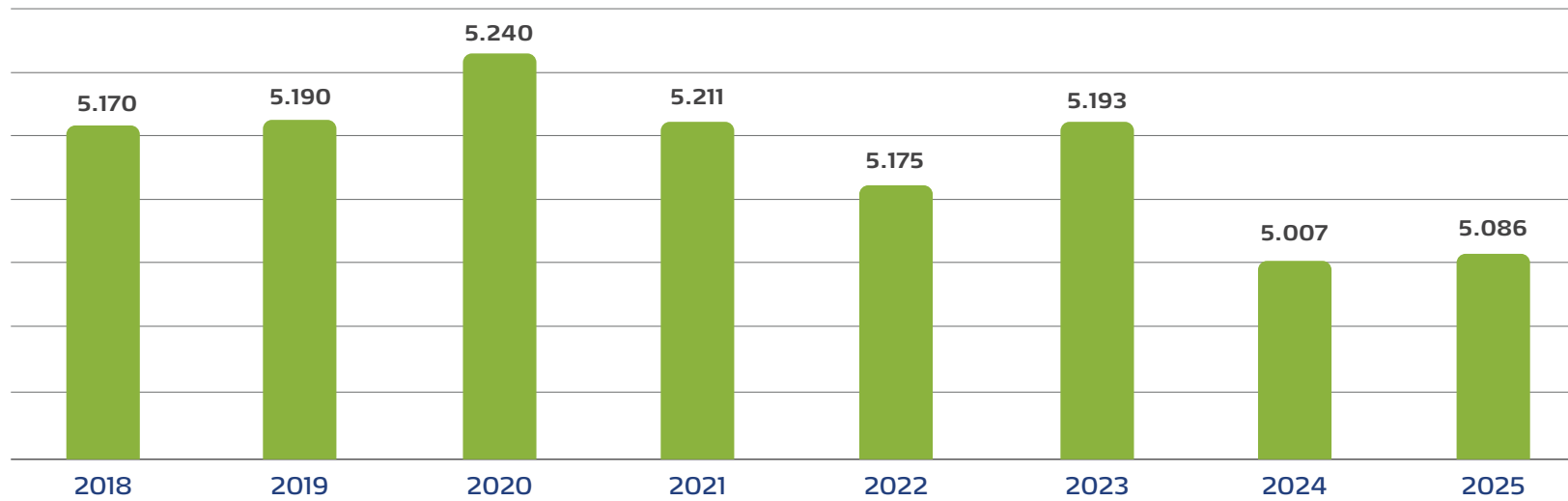
Energy Consumption

Total Energy Consumption	Unit	2024	2025
Total non-renewable energy consumption	Giga Joules	28,492,522	27,520,795
Fuel : Natural Gas	Giga Joules	28,491,046	27,518,457
Fuel : LPG	Giga Joules	476.26	1209.96
Fuel : HSD	Giga Joules	729.88	866.34
Electricity consumed from grid (for offices)	Giga Joules	270.26	261.65
Electricity consumed from grid (for plant)	-	NIL	NIL
Total renewable energy consumption	Giga Joules	995.44	1096.38
Solar power	Giga Joules	995.44	1096.38

Energy Produced

Total Energy Consumption	Unit	2024	2025
Non-renewable sources of energy: Natural Gas	Giga Joules	649,818	634,089.6
Renewable sources of energy: Solar power	Giga Joules	995.44	1096.38

Overall Energy Consumption (GCal / MT of Urea)



2030 Target: Yara India has undertaken a target of bringing down the energy intensity to 4.85 GCal/MT.

To strengthen energy efficiency, resource optimization, and to meet the 2030 target, the Babrala plant has identified several energy saving projects.

Emissions Management and Climate Impact

At Yara India, addressing climate change is a strategic priority, given its direct and far-reaching impacts on agriculture, food security, and natural resources. As a key participant in the agricultural value chain, we are committed to minimizing our environmental footprint while supporting the transition to climate-resilient food systems.

To strengthen energy efficiency and resource optimization, the Babrala plant has identified several planned upgrades across key process and utility systems (highlighted in the Energy Management section).

Scope 1 & 2 emissions

Emissions (tCO2e)	2024	2025
Total Scope 1 emissions	1,598,877	1,544,294
Total Scope 2 emissions	55	52
Total Scope 1+2 emissions	1,598,932	1,544,346

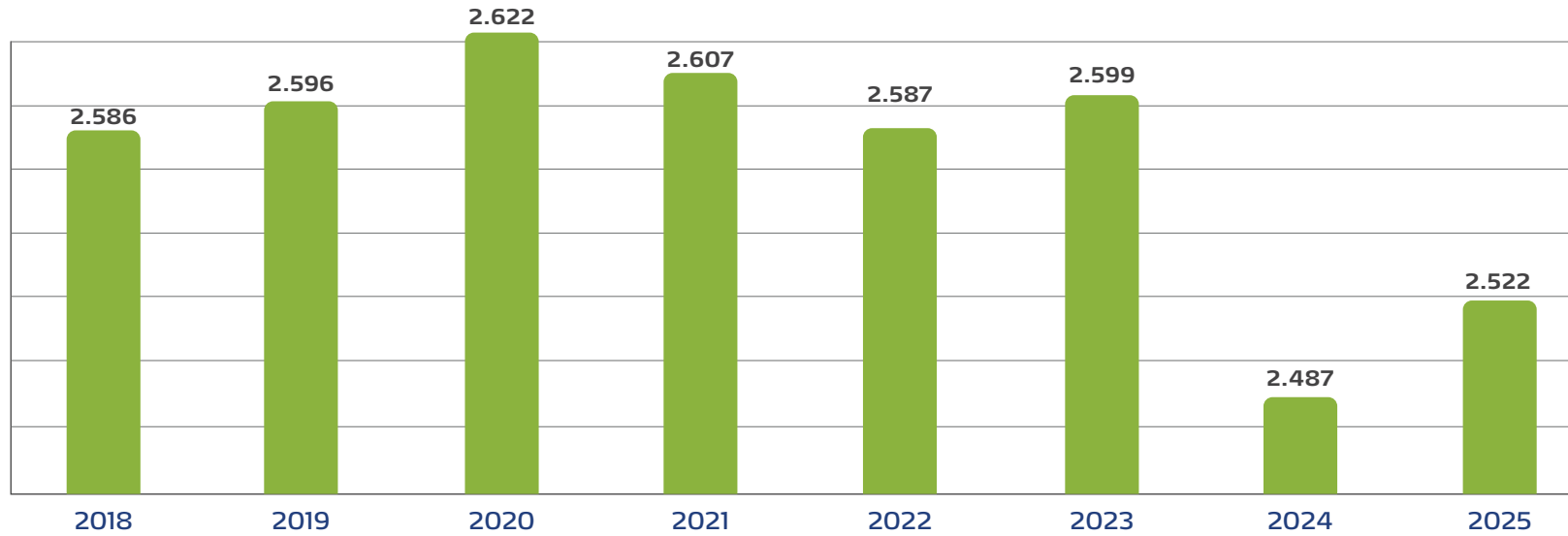
Scope 3 emissions

Emissions (tCO2e)	2024	2025
Total Scope 3 emissions	4,134,695	3,912,723

Scope 3 category-wise breakdown

Category	Name	Emissions in tCO2e 2025	Share in Scope 3 emissions	Emissions in 2024
1	Purchased Goods and Services	84,615	2.16%	69,548
2	Capital Goods	33	-	1,147
3	Fuel- and Energy-Related Activities (not included in Scope 1 or 2)	490,797	12.54%	508,118
5	Waste Generated in Operations	53	-	57.04
6	Business Travel	513	0.01%	942
7	Employee Commute	779	0.02%	611
11	Use of Sold Products	3,335,933	85.26%	3,554,255

GHG Intensity (T-CO₂/T-N)



Yara India achieved a GHG emissions intensity of **2.522 t CO₂e/t N**, surpassing Yara International's target of **2.7 t CO₂e/t N**.

The increase in GHG emissions intensity in 2025 compared to 2024 was primarily due to unplanned downtime, with a resumption of the downward trend anticipated from 2026.

Air Quality Management

Yara India recognizes that air pollution poses serious risks to environmental and human health, particularly due to particulate matter and gaseous pollutants such as nitrogen oxides (NO_x) and sulfur oxides (SO_x). To minimize our operational impact, we have implemented robust systems to monitor, prevent, and control emissions.

NO_x emissions

Unit	2024	2025
Tonnes	712.5	652.1

During the reporting period, our operations generated 652.1 tonnes of NO_x emissions, an 8.5% reduction compared to previous year. These emissions are primarily from process equipment such as heaters, reformers, heat-recovery units, and boilers, and the NO_x emissions remain within the regulatory limits set by the Government of India.

Case Study : REDUCING NO_x EMISSIONS THROUGH SURPLUS GAS UTILIZATION

To minimize flaring and reduce nitrogen oxides (NO_x) emissions, surplus process gas generated during operations is diverted for the production of technical grade ammonia. Instead of being combusted as fuel in the primary reformer, the surplus gas is converted into a value added product.

This initiative optimizes combustion conditions within the reformer, resulting in lower NO_x formation, while simultaneously improving material and energy efficiency. By productively utilizing surplus gas, the site reduces the loss of processed hydrocarbon feedstock, lowers thermal stress on reforming operations, and strengthens overall environmental performance by closing internal resource loops.

Sulphur oxides (SO_x) emissions from the urea manufacturing process are not significant due to the predominant use of natural gas as the primary fuel and feedstock.

Dust emissions

Unit	2024	2025
Tonnes	NIL	NIL

Precipitator Dust and Ammonia

Pollutant	Unit	2024	2025
Dust (PM)	Tonnes	648.62	619.04
Ammonia	Tonnes	487.20	483.52

Our Emissions Reduction Strategy

Our emissions reduction approach emphasizes:



Energy efficiency improvements in plant operations



Expanded use of renewable energy

Climate Risk Management

In 2025, Yara India undertook a climate risk assessment to evaluate exposure to physical risks across operations and value chain, and transition risks linked to the low-carbon economy. Risks were assessed across three time horizons aligned to planning cycles: short-term (2030), medium-term (2035), and long-term (2040).

For physical risks, three climate scenarios were used: SSP1-2.6: Strong action (~1.5°C warming), SSP2-4.5: Moderate action (~2°C warming), SSP5-8.5: High emissions / business-as-usual. For transition risks, global and national pathways such as India's NDCs, Below 2°C scenarios, and NGFS Current Policy and Net Zero 2050 were used to assess regulatory, market, and technology impacts.

Physical Risks

Yara India's physical risk assessment assessed eight acute and chronic climate hazards and the likelihood of their impacts across various supplier, manufacturing and downstream locations significant to their business.

Physical Risk – Acute

Climate related risk	Time Horizon	Potential Impacts to Business	Mitigation/Opportunities
Extreme Heat	Near-term (2025-2030)	<p>Own operations: Worker heat stress, reduced productivity, equipment overheating.</p> <p>Upstream suppliers: Heat-sensitive materials (plastics, adhesives) may degrade, increasing rejection rates and input costs.</p> <p>Downstream: Crop stress and yield decline reduce demand for fertilisers; heat-related field labour shortages.</p>	<p>Own operations: Heat action plans, cool-rest zones, shift re-scheduling, equipment insulation upgrades.</p> <p>Upstream suppliers: Multi-supplier sourcing strategy, improved storage requirements.</p> <p>Downstream: Promote heat-tolerant crop advisory; agronomy support programmes.</p>
Flooding / Extreme Precipitation	Near-term (2025-2030)	<p>Own operations: Plant inundation risk; damage to raw material and finished goods storage; disruption to rail/road logistics in and out of Babrala.</p> <p>Upstream suppliers: Supplier facility disruptions causing input shortages; transit delays.</p> <p>Downstream: Flooded fields delay fertiliser application; distributorwarehouse damage; road disruption hampering last-mile delivery.</p>	<p>Own operations: Drainage upgrades; elevated storage; business continuity planning.</p> <p>Upstream suppliers: Buffer inventory policy; geographic diversification of suppliers.</p> <p>Downstream: Pre-season stocking incentives; digital order management.</p>

Physical Risk – Chronic

Climate related risk	Time Horizon	Potential Impacts to Business	Mitigation/Opportunities
Rising Mean Temperatures	Medium-term (2030-2035)	<p>Own operations: Sustained increase in cooling energy costs; long-term productivity loss from chronic heat stress; accelerated asset degradation.</p> <p>Downstream: Changes in cropping patterns; shifts in agricultural productivity seasons.</p>	<p>Own operations: Energy efficiency investments; renewable energy transition</p> <p>Downstream: Promote heat-tolerant crop advisory; agronomy support programmes.</p>
Water Stress / Drought	Medium-term (2030-2035)	<p>Own operations: Babrala (UP) is a water-stressed region; constrained process water availability threatens ammonia/urea production continuity and regulatory licence risk.</p> <p>Upstream suppliers: Water-intensive manufacturing (plastics, paper) faces cost escalation and regulatory restriction, increasing input prices for Yara India.</p> <p>Downstream: Persistent water scarcity reduces irrigated farmland and overall crop yields, structurally dampening demand over time.</p>	<p>Own operations: Water recycling and zero liquid discharge systems; rainwater harvesting; groundwater-use audits.</p> <p>Upstream suppliers: Supplier water stewardship requirements; preferential procurement from water-efficient suppliers.</p> <p>Downstream: Promote water-efficient crop nutrition (fertigation); develop drought-resilient product portfolio; farmer advisory on irrigation management.</p>

Transition Risk

Climate related risk	Time Horizon	Potential Impacts to Business	Mitigation/Opportunities
Carbon Pricing / Regulation	Medium-term (2030-2035)	<p>Own operations: Introduction of carbon taxes or India's Carbon Credit Trading Scheme (CCTS) increases operational costs for energy-intensive fertiliser production.</p>	<p>Own operations: GHG inventory and reduction roadmap; energy efficiency investments.</p>
Policy & Subsidy Reform	Near-term (2025-2030)	<p>Own operations & Downstream: Rationalisation of fertiliser subsidies or introduction of mandatory sustainability standards could alter pricing, demand, and competitive dynamics.</p>	<p>Policy engagement and industry advocacy; scenario planning for subsidy reform; product portfolio diversification toward specialty nutrients.</p>

Technology Transition	Long-term (2035-2040)	Own operations: Pressure to adopt low-carbon production technologies (e.g., green/blue ammonia) involves significant capital expenditure and transition risk if deferred.	Phased technology roadmap; R&D partnerships; alignment with Yara's global decarbonisation commitments.
Reputation & Market Expectations	Near-term (2025-2030)	Across the value chain: Increasing ESG scrutiny from institutional investors, buyers, and global parent.	Annual sustainability reporting; stakeholder engagement programme.
Changing Customer Preferences	Medium-term (2030-2035)	Downstream: Growing farmer and institutional demand for sustainable, precision nutrition products may reduce demand for conventional fertilisers.	Invest in precision agriculture and digital agronomy solutions; expand specialty and enhanced-efficiency fertiliser portfolio.

Water Management

Water plays a critical role in fertilizer manufacturing, supporting key processes such as steam generation, equipment cooling, chemical reactions, and heat transfer. At the Babrala facility, located in the water-stressed Sambhal region of Uttar Pradesh, responsible water management is therefore a key business priority. Groundwater is the primary source of fresh water for plant operations and the integrated township, making water availability critical for safe and consistent production as well as for surrounding communities that depend on agriculture for their livelihoods.

In this context, Yara India continues to strengthen its water stewardship efforts by reducing its water footprint, increasing recycling and reuse, supporting groundwater recharge, and collaborating with local communities to promote shared water security.

Water withdrawal by source

Parameter	Unit	2024	2025
Ground Water	Mega Liters	5322.624	5469.44
Rainwater harvested (Collected directly and stored by the organization)	Mega Liters	101.485	90.285
Total	Mega Liters	5424.109	5559.725

Total water discharge by source

Parameter	Unit	2024	2025
Third-party water – reused for green belt development.	Mega Liters	967.576	923.504

The Babrala facility maintains a strict zero external discharge policy, ensuring that no industrial or domestic effluent is released into rivers, ponds, or any surrounding water bodies.

Industrial effluents generated from the Ammonia and Urea process plants, Demineralization (DM) plant regeneration wastewater, cooling tower blowdown, boiler blowdown, and other related sources are systematically collected in Guard Pond 1 after undergoing appropriate treatment. The treated effluents are then effectively utilized for green belt maintenance and irrigation within the plant premises, contributing to both water conservation and biodiversity enhancement.

Additionally, all domestic effluents generated on-site are treated and repurposed as cooling tower makeup water. During the reporting period, approximately 177.84 Mega Liters of STP-treated water was successfully recycled as cooling tower makeup, significantly reducing freshwater consumption. This closed-loop approach to wastewater management underscores Yara India's commitment to responsible water stewardship, circular water use, and the protection of local aquatic ecosystems.

Water Efficiency Roadmap and Conservation Initiatives

The Babrala site's water management strategy is guided by the 7R principles – Reduce, Reuse, Recycle, Recharge, Revitalize, Restore, and Respect. Aligned to these principles, a comprehensive roadmap has been developed with the central team to reduce freshwater dependence, promote circular water use, and strengthen long-term water resilience across operations.

Strengthening Water Resilience through Integrated Management and Recharge Initiatives

<p>Industrial Effluent Reuse through RO-MVR Technology (Expected to be completed by April 2027, civil work is under progress)</p>	<p>The site has initiated a project to install an RO-MVR system to treat and reuse approximately 2,500 KLD of industrial effluent, enabling reuse for high-end industrial applications and significantly reducing freshwater consumption.</p>
<p>Optimizing Performance of MBR Based Sewage Treatment Plant (Implemented in 2022; ongoing benefit)</p>	<p>Efforts are underway to ensure reliable operation of the 600 KLD MBR-based Sewage Treatment Plant, with treated wastewater consistently reused as cooling tower make-up water, supporting resource efficiency and reducing freshwater withdrawal.</p>

<p>Deployment of Water Efficient Fixtures (Implemented in 2024 and 2025; ongoing benefit)</p>	<p>The site is completing the transition to water efficient fixtures, such as low flow faucets and WCs, across the township and plant facilities. This upgrade contributes to substantial water conservation in domestic and utility areas.</p>
<p>Integrated Rainwater Harvesting from Plant Catchment and Rooftop Areas (Implemented in 2022 and 2023; ongoing benefit)</p>	<p>Rainwater collected from the plant's natural catchment and building rooftops is harvested, treated, and reused as cooling tower make-up water, improving overall rainwater utilisation and reducing dependence on external water sources.</p>
<p>Pond Desilting Study across 34.8 Hectares (for 100% recharge commitment) (Done in 2023 and planned again for 2026)</p>	<p>Supports groundwater recharge obligations, enhances rainwater percolation, restores the water-storage capacity of community ponds allocated by the district administration, and strengthens local water security in nearby communities.</p>
<p>Laser Leveling & Deep Ploughing across 500 Acres (for 100% recharge commitment) (Conducted every year for 500 acre area)</p>	<p>Estimated water savings of approximately 25%–35% per crop compared to conventional farming practices, enhancing irrigation efficiency and significantly reducing water wastage across agricultural land in surrounding communities.</p>
<p>Continuous Water Monitoring & Measurement (Ongoing)</p>	<p>Enables data-driven water management through early identification of inefficiencies and leakages, supporting informed decision-making for ongoing water conservation across the site.</p>
<p>Technology Intervention to Reduce Steam Consumption (Implemented in 2023 and 2026)</p>	<p>Implemented targeted turbine efficiency enhancements, enabled complete shutdown of one boiler, reduced coal and fuel consumption, and minimized GHG and combustion-related emissions while improving overall plant energy performance.</p>

In recognition of its exemplary commitment to water stewardship, the Babrala site was honored by ASSOCHAM with the prestigious "Noteworthy Unit - Water Management: Within the Plant Premises" award — a testament to the site's sustained and impactful water conservation initiatives that set a benchmark for responsible industrial water management.

Engagement with Stakeholders

Government Engagement & Regulatory Compliance

The site maintains transparent and proactive engagement with regulatory authorities through regular submission of compliance reports detailing water withdrawal volumes, reduction initiatives, and progress updates.

In alignment with the conditions stipulated under the No Objection Certificate (NOC) issued for groundwater abstraction, the site is committed to meeting two key mandates:

- 20% reduction in groundwater abstraction over a three-year period commencing 2022
- 100% recharge of groundwater withdrawal to ensure net-zero impact on local aquifers

These commitments reflect the site's dedication to responsible groundwater management and alignment with national water conservation priorities.

Community Engagement & Awareness

The Yara Babrala team conducts periodic interactions with local village communities to foster awareness around efficient water usage and promote agricultural water conservation practices. These engagements serve as a vital platform for understanding community water challenges, sharing best practices, and building collaborative solutions for sustainable water management at the grassroots level.

Educational Outreach & Capacity Building

The site runs ongoing awareness programs on water conservation targeting diverse audience groups, including:

- School children – Nurturing a culture of water consciousness among the next generation
- Township residents – Encouraging responsible water use within the plant community
- Broader community – Extending knowledge and best practices beyond the plant premises

These outreach efforts play a pivotal role in embedding water stewardship as a shared value across all stakeholder groups.

Waste Management

Yara India is committed to robust, compliant, and resource-efficient waste management across its operations. Waste generation is an inherent aspect of fertilizer manufacturing in India, where large-scale chemical processing, high-volume material handling, and energy-intensive operations create multiple waste streams including hazardous residues, plastic packaging waste, wastewater sludge, and metallic scrap. The sector also generates spent catalysts, used oil, and by-products from ammonia and urea synthesis. Effective management of these streams is critical to maintaining environmental protection, regulatory compliance, and operational efficiency. Yara India is a registered entity with the Central Pollution Control Board (CPCB) under the Brand Owner and Importer category, ensuring that our waste management practices align with national compliance requirements.

Waste Generated (By waste type)

Waste type	Unit	Waste generated (MT)
Plastic waste	MT	20.57
E-waste	MT	3.45
Bio-medical waste	MT	0.0863
Construction and demolition waste	MT	-
Battery waste	MT	-
Radioactive waste	MT	0
Other hazardous waste	MT	73.908
Other non-hazardous waste generated	MT	6922.741
Total waste generated	MT	7020.7543

Waste Recovered / Treated

Non-Hazardous Waste

Waste stream	Quantity (MT)	Recovery / disposal operation (as stated)
Metallic waste	4,112.399	Recycled
Plastic waste	20.57	Recycled
Rubber	5.17	Recycled
E-waste / electrical	3.45	Recycled
Wood waste	2,739.6	Incinerated offsite
Swept urea	65.572	Recycled onsite
Alumina balls	0	Landfill offsite
Total (of above streams)	6,946.761	-

Hazardous Waste

Hazardous waste type	Quantity (MT)	Recovery / disposal operation
Used oil	7.3525	Recycled
Used cotton oil soaked	4.485	Incinerated
Used containers of chemicals	9.85	Recycled
Spent resin	16.81	Landfill
Spent carbon	0	Incinerated
Asbestos waste	30.99	Landfill
Chemical sludge	4.42	Incinerated
Total hazardous waste	73.9075	-

Management of Waste Through Authorized Third Parties

Yara India's Babrala site follows a rigorous and fully compliant waste management framework designed to ensure safe handling, responsible recycling, and environmentally sound disposal of all waste streams. The site prioritizes the use of authorized third party agencies for hazardous waste, e-waste and biomedical waste, approved by State Pollution Control Boards (SPCB) and the Central Pollution Control Board (CPCB), to ensure regulatory adherence and promote circularity across its operations. Non-hazardous waste is disposed off through local vendors.

Waste Management Method

Hazardous Waste Diverted from Disposal

Diversion operation	Onsite/Offsite	Quantity (MT)
Recycling	Offsite	17.2025
Reuse	Onsite/Offsite	Not provided
Other recovery operations	Onsite/Offsite	Not provided
Total hazardous waste diverted from disposal (sum of provided values)		17.2025

Non-Hazardous Waste Diverted from Disposal

Diversion operation	Onsite/Offsite	Quantity (MT)
Recycling	Offsite	4207.161
Reuse	Onsite/Offsite	Not provided
Other recovery operations	Onsite/Offsite	Not provided
Total non -hazardous waste diverted from disposal (sum of provided values)		4207.161

Hazardous Waste Directed to Disposal

Disposal operation	Onsite/Offsite	Quantity (MT)
Incineration (without energy recovery)	Offsite	11.7725
Landfilling	Offsite	47.8
Incineration (with energy recovery)	Onsite/Offsite	Not provided
Other disposal operations	Onsite/Offsite	Not provided
Total hazardous waste directed to disposal (sum of provided values)		59.5725

Non-Hazardous Waste Directed to Disposal

Disposal operation	Onsite/Offsite	Quantity (MT)
Incineration (without energy recovery)	Offsite	2739.6
Landfilling	Offsite	0
Incineration (with energy recovery)	Onsite/Offsite	Not provided
Other disposal operations	Onsite/Offsite	Not provided
Total non-hazardous waste directed to disposal (sum of provided values)		2739.6

1. Plastic Waste (Including Packaging Waste)

Yara India, Babrala, has consistently fulfilled its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management since the introduction in 2016. From 2021 to date, the Yara India has recycled and co-processed more than 29,300 MT of plastic waste and met its market-linked EPR obligations. In addition, Yara India has also completed the planned collection and responsible disposal of approximately 3,200 MT of plastic waste for the current compliance period. All activities are executed through authorized waste management agencies with full traceability and statutory compliance, reinforcing Yara India’s commitment to regulatory adherence, circular economy principles, and sustainable environmental stewardship.

2. E-Waste Management

The organization has established an environmentally responsible process for managing end of life (EoL) electronic equipment. All e-waste generated at the site is routed through authorized recyclers who ensure safe dismantling, material recovery, and disposal in accordance with India’s E-Waste Management Rules. These recyclers ensure safe dismantling, material recovery, and environmentally sound disposal. This structured approach minimizes environmental risks and promotes the recovery of valuable materials.

Responsible E-Waste Management

As part of Yara India’s registered office transition from Pune to New Delhi in November 2025, the Company undertook the responsible closure of its Pune registered office, operational for nearly 15 years. All end-of-life IT and electronic equipment identified during the transition was systematically segregated, documented, and disposed of through a state-authorized e-waste recycler in compliance with applicable regulations. A total of 97.5 kg of e-waste, including obsolete IT equipment and peripherals, was handed over through a documented e-waste manifest, ensuring traceable collection, transportation, and environmentally sound recycling. This initiative underscores Yara India’s commitment to environmental stewardship, regulatory compliance, and responsible resource management, even during periods of organizational transition.

3. Hazardous Waste Management

Hazardous waste generated at the fertilizer manufacturing complex is managed in line with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules. Key waste types include:

- Used and discarded oil
- Waste/residue containing oil (including used filters and cotton rags)
- Spent catalysts (Nickel, Copper, Zinc, Chromium, Iron)
- Spent carbon
- Contaminated containers/drums
- Spent ion exchange resins
- Chemical sludge from wastewater treatment
- Asbestos containing waste (gaskets, packing sheets, etc.)

Storage and Disposal Practices for Hazardous Waste

- Spent catalysts are stored in concrete lined designated pits and subsequently sold to authorized metal recyclers for resource recovery.
- Used lubricating oil is stored in covered, concreted sheds and regularly sold to SPCB approved recyclers for re refining.
- Other solid hazardous wastes are stored in secure, labeled bags/containers and disposed of through authorized Treatment, Storage and Disposal Facilities (TSDFs).
- In cases where the waste classification is uncertain, Toxicity Characteristic Leaching Procedure (TCLP) tests are conducted through accredited third party laboratories before final disposal.

Hazardous waste and used oil generated at the site are disposed of through authorized Treatment, Storage, and Disposal Facilities (TSDF). This ensures controlled handling and scientific disposal as per the applicable requirements.

4. Other Waste Streams

Biomedical Waste

The Babrala site is authorized for the collection and disposal of biomedical waste in accordance with the Biomedical Waste Management Rules. Waste

is managed through:

1. Disinfection of liquid biomedical waste followed by routing to the sewage treatment plant (STP); and
2. Collection and disposal at an approved Common Biomedical Waste Treatment Facility (CBWTF).

All biomedical waste generated onsite is securely transported to an authorized CBWTF for scientific treatment and disposal.

Metallic Waste

Scrap metal generated from maintenance and workshop operations is segregated and sold to metal recyclers, promoting resource recovery and circularity.

Rubber Waste

Rubber waste, including used tyres and discarded conveyor belts, is managed through responsible disposal practices. These materials are segregated at source and sold to authorized local vendors for reuse or recycling, supporting resource recovery and reducing landfill disposal.

Wood Waste

Old and dried wooden materials, including tree roots and discarded wood from site maintenance, are sold to local vendors for controlled incineration or reuse.

Township Waste

Waste generated from the site township is segregated at source.

- Recyclable materials are routed to local vendors.
- Compostable waste is processed onsite to generate compost, supporting soil health and circular resource use within the facility's green areas.

Advancing Circularity through Efficient Resource Use

Yara India's Babrala site continues to advance resource efficiency and circularity through a combination of operational excellence, technology upgrades, and strategic reuse of treated water and process by products. These initiatives contribute directly to reduced waste generation, lower environmental footprint, and optimized use of natural resources – key priorities within the fertilizer manufacturing sector in India.

The following measures highlight the site's commitment to sustainability:

1. Optimized Plant Operations for Resource Efficiency

The Babrala facility operates under tightly controlled conditions to optimize raw materials, energy, steam, and process chemicals. Stable operations reduce off-spec production and material losses while improving conversion efficiency across ammonia, urea, and utility units, resulting in lower resource consumption, emissions, and waste generation.

2. Utilization of Externally Sourced Liquid CO₂ for Urea Production

To enhance operational flexibility and supplement internal CO₂ generation, externally sourced liquid CO₂ is utilized as an additional feedstock for Urea Units 11 and 21. Given that plant CO₂ production remains the primary source, the external supply serves as a balancing and contingency support stream during minor internal CO₂ constraints.

Key Advantages

- Provides supplementary CO₂ supply to the urea synthesis section, supporting operational stability during partial internal CO₂ constraints.
- Prevents ammonia product load reduction due to temporary CO₂ imbalance.
- Reduces surplus gas burning and under-utilization of ammonia, improving overall material efficiency.
- Improves operational flexibility during reduced CO₂ generation scenarios.

Biodiversity

At Yara India, we recognize biodiversity as a critical element of environmental sustainability and long-term ecosystem resilience. As a large-scale fertilizer manufacturing facility, we understand that while our operations are not located in or adjacent to protected or high-biodiversity areas, they interact with the broader natural environment. Biodiversity underpins essential ecosystem services such as soil health and water availability, which are directly linked to agricultural productivity and community well-being, making it a relevant consideration for our sustainability approach.

Our Babrala plant, located in the Sambhal district of Uttar Pradesh, has been allocated about 1,519 acres of land by Uttar Pradesh State Industrial Development Authority (UPSIDA), out of which an area of 1,284 acres is used for plant and integrated township, which the rest area of 235 acres is being used for community development and demo farm activities.

Green Belt Development & Biodiversity Conservation

The Babrala site has established a well-planned green belt approximately 100 meters wide along the entire perimeter of the complex, covering about 37.5% of the total land area of the plant and integrated township. This includes over 453,045 trees, 204,910 shrubs, 34,410 sq. meters of hedges, and 648,907 sq. meters of lawns, enhancing biodiversity and ecosystem health.

In addition, the site has developed around 34,000 square meters of hedges and 610,000 square meters of lawns, further enhancing ecological diversity and strengthening the local ecosystem.

To supplement these efforts, the site has also undertaken afforestation on 7.4 acres using the Miyawaki plantation method, a dense and fast-growing forest model. This initiative incorporates a variety of native tree species, shrubs, creepers, and herbs, totaling approximately 45,500 plants, and plays a key role in promoting biodiversity and long-term ecosystem resilience.

Habitat Restoration and Conservation Programs

Yara India's Babrala plant actively contributes to ecosystem restoration through initiatives such as:

Initiative	Impact
Miyawaki Plantation Method	Afforestation technique that promotes fast-growing native forests, improves soil health, and enhances biodiversity through dense green cover.
Rainwater Harvesting	Enhances groundwater recharge, reduces freshwater dependence, and supports long-term water security while protecting local ecosystems and habitats.
Reduction of GHG Emissions	Supports biodiversity by limiting climate-driven habitat degradation and reducing ecosystem disruption from rising temperatures and extreme weather.
Use of Solar Energy	Minimizes habitat disruption, air pollution, and ecosystem impacts associated with fossil fuels, supporting a cleaner environment and biodiversity conservation.
RO-MVR Effluent Reuse System	Enables advanced effluent treatment and reuse, reduces liquid discharge, and protects water bodies and aquatic ecosystems.

Human Rights

At Yara India, we continue to uphold our unwavering commitment to internationally recognized human rights principles across all our operations and value chain relationships. Guided by a strong ethical foundation, we maintain a strict zero-tolerance approach toward any form of human rights abuse, including child labor, forced labor, discrimination, or unsafe working conditions. Our policies ensure that no individual below the age of 18 is employed in our workforce, and we categorically oppose any practice that compromises an individual’s freedom, dignity, or safety.

This commitment extends beyond our own operations to the broader ecosystem in which we operate. We require all business partners, contractors, and suppliers to adhere to the same stringent human rights standards, reinforcing a shared responsibility to protect people throughout the fertilizer supply chain. By embedding these expectations into our engagement and due diligence processes, we strive to cultivate a culture grounded in respect, fairness, and accountability.

In addition to preventing violations, we proactively work to enhance the living and working conditions of our employees and contract workforce. Through continuous improvements in workplace practices, welfare initiatives, and awareness-building efforts, we aim to create an environment where every individual feels valued, supported, and empowered. Our approach reflects not only compliance but a genuine commitment to advancing human rights and promoting the well-being of all those connected to our operations.

Strengthening the Culture of Dignity and Inclusion

As part of our annual training agenda, we deliver comprehensive sessions on the Prevention of Sexual Harassment (POSH) for employees, contractors, and contract workers across our operations. These trainings, facilitated by external experts, including our POSH external member and Ethics & Compliance (E&C) point of contact, focus on gender sensitization, respectful conduct, and building awareness of workplace rights and responsibilities. Our internal POSH Committee further reinforces these efforts by conducting targeted sessions for various stakeholder groups. Informal feedback from participants continues to be encouraging, reflecting the growing awareness and positive behavioral shifts driven by these capacity-building initiatives.

A Human Rights Impact Assessment conducted by an independent third party (at Babrala), informed the identification of potential risks and areas for improvement within the Company’s operations, which led to relevant action plan put in place to mitigate the impacts of the potential risk. The progress as per the plan has been under way and the plant has been undertaking various initiatives and measures each year.

This section outlines the measures undertaken to address the recommendations arising from the assessment.

Recommendations made by Human Rights Assessment	Measures Undertaken
Occupational Health and Worker Well-being Safeguards	<ul style="list-style-type: none"> • Policy on working hours introduced in line with statutory requirements, limiting work to 48 hours per week with provisions for overtime monitoring. • Rest periods formalized within shifts, including breaks for safety talks and refreshments. • Permit to Work systems, risk assessments (RA1/RA2/LMRA) and Stop Work Authority strengthened to reinforce safe work execution and supervision. • Regular safety training, health awareness programs, and monitoring mechanisms implemented to support worker well-being. • Occupational health and safety management systems extended to cover contractors consistently.

<p>Improve living conditions of contract workers</p>	<ul style="list-style-type: none"> • Contractor housing upgraded with room coolers, exhaust fans, and improved ventilation. • Hygiene and sanitation facilities enhanced, including additional portable urinals and regular maintenance schedules. • New housing facilities developed for select contractor groups in line with international standards. • Canteen infrastructure upgraded with improved hygiene standards and healthier food options for workers.
<p>Dignity and privacy for women workers</p>	<ul style="list-style-type: none"> • Living arrangements for female workers revised, with options for independent or shared quarters to enhance privacy and comfort. • Gender specific facilities strengthened, supported by broader workplace safety and well-being measures.
<p>Grievance Redressal & Worker Representation</p>	<ul style="list-style-type: none"> • Contract Worker Welfare Committee constituted, meeting monthly to address grievances and welfare issues. • Committee engages with management to review working and living conditions and feeds worker input into policy decisions. • Worker participation strengthened through joint management-worker safety committees and multiple reporting channels, including anonymous reporting and non retaliation safeguards.
<p>Heat Stress Management and Prevention</p>	<ul style="list-style-type: none"> • Scheduled breaks introduced during shifts, with refreshments and glucose/electoral powder supplementation during high temperature periods. • Heat stress management training conducted for workers to improve awareness and prevention. • Heat stress management included as part of contractor safety training and broader occupational health and safety programs.

We maintain that our operations and suppliers do not infringe on the right to freedom of association and collective bargaining, through Internal Due Diligence.

Strengthening Human Rights Awareness among Security Personnel

In 2025, 91.5% of Yara India’s security personnel received targeted training on human rights and ethical conduct. The program covered core human rights principles, appropriate use of force and restraint, ethical behaviour, risk assessment, incident reporting, and scenario based decision making. This training supports responsible security practices and reinforces Yara India’s commitment to safeguarding human rights across its operations.

Occupational Health & Safety

Overview

At Yara India, occupational health and safety (OH&S) is managed through a proactive, prevention-driven approach that integrates safety into planning and day-to-day decision-making. Risk and hazard assessments are carried out across facilities and field operations to identify workplace hazards, prioritize critical risks, and implement targeted action plans. Work-related injuries, illnesses, and incidents are investigated to identify root causes and drive continual improvement. OH&S expectations are also integrated into procurement and supplier engagement to reinforce a strong safety culture across operations and partners.

100% of Yara India corporate and plant employees are covered by the Operational Health and Safety Management System.

Governance, leadership and worker engagement

Health & Safety committee structure

Yara Babrala has a Joint Management–Worker Health & Safety Committee structure operating at multiple levels.

Apex Safety Committee

Operates at the site level and oversees overall health and safety performance, policy implementation, legal compliance and strategic improvement initiatives. The committee is chaired by the Plant Manager (Vice President - manufacturing), demonstrating visible leadership commitment

Plant Safety Committees

Operate at the departmental level to address area-specific hazards, risk assessments, incident trends and improvement actions. These committees are chaired by respective Heads of Departments (HODs) with active participation from worker and contractor representatives.

Safe reporting and protection against reprisals

Workers can raise concerns through multiple channels, including digital reporting tools, safety committees, direct supervisory communication, and anonymous reporting options. A non-retaliation approach is communicated to support open reporting and participation in safety processes.

Safety management system and standards

Operational Health and Safety Management System (OHSMS) framework

The OHSMS at the Babrala site is designed to strengthen workplace safety, protect employee health, and comply with applicable legal and regulatory requirements. It is anchored in internationally recognized risk-management and system standards and is supported by internal Yara International

requirements and site procedures.

Key standards and legal compliance

The OHSMS is designed to comply with occupational health and safety legislation, regulations, and other mandatory requirements applicable to the organization. Legal compliance is reviewed periodically and tracked through a centralized legal register (“Legatrix”) with defined review frequencies and escalation mechanisms.

Standard / regulation	Relevance to OH&S
India Factories Act 1948	Covers occupational health and safety provisions.
Uttar Pradesh Factories Rule 1950	Provides regional compliance guidelines.
Occupational Safety, Health and Working Conditions Code, 2020	Mandates essential safety, health and working condition standards.
Indian Boilers Act and Rules	Regulates construction, operation, inspection and maintenance of boilers to prevent explosion hazards and ensure safe steam/pressure operations.
Static and Mobile Pressure Vessels (Unfired) Rules (SMPV Rules)	Governs the design, fabrication, installation and safe handling of storage vessels for compressed gases to prevent leaks, fires and explosions.
Gas Cylinder Rules, 2016	Controls manufacture, filling, storage, transport and use of gas cylinders to ensure safe handling of compressed gases.
Petroleum Rules, 2022	Regulates storage, transport and handling of petroleum products to prevent fire/explosion hazards and ensure safe plant operations.
Explosive Act and Rules (as applicable)	Governs manufacture, storage, use and transport of explosives or explosive substances in hazardous processes.
Electricity Act and Central Electricity Authority (CEA) Safety Regulations	Prescribes safety standards for electrical systems, installations and operations to prevent electrical accidents.
Environment (Protection) Act, 1986 (relevant OH&S provisions)	Mandates control of hazardous emissions, wastes and chemical handling to protect worker health and workplace conditions.
Employees’ Compensation Act	Ensures compensation for workers in case of workplace injuries or occupational diseases.

In addition, the site complies with applicable approvals, guidelines and directions issued by statutory authorities such as the Directorate of Factories and the Petroleum and Explosives Safety Organization (PESO).

OHSMS coverage

The OHSMS covers all workers, activities and workplaces within the organization’s operational control, with no exclusions.

Scope	Coverage
Workers	All permanent employees, contract workers, temporary workers, trainees and visitors who may be exposed to OH&S risks.
Uttar Pradesh Factories Rule 1950	All operational and support activities including manufacturing, maintenance, utilities, laboratories, logistics, turnaround activities, administrative functions, and high-risk tasks such as confined space entry, work at height, hot work, material handling and chemical handling.
Workplaces	The entire site including process units, utility areas, storage and warehousing, workshops, laboratories, offices and associated infrastructure.

Internal Yara standards and frameworks

- Yara HESQ Management System and company HES policies, procedures and best practices
- Yara Golden Safety Rules and Yara Safety Principle
- Yara Technical Operating Procedures (TOPs)
- OSHA guidelines (where applicable)

These frameworks support hazard identification and risk assessment (HIRA – RA1, RA2 and LMRA), operational controls, contractor safety management, emergency preparedness, worker participation and continual improvement.



Identifying and managing safety risks

Hazard identification and risk assessment

Work-related hazards and risks are identified and assessed for routine and non-routine activities through a structured Integrated Management System. Risk assessments are carried out in line with site procedure YPR-IN-BAB-EHSP-GNF-02 and aligned to Yara Central standard HESQ-PRO-220 (Identify Hazards and Analyze Risks).

Risk assessment methods used include:

- RA1 (General Risk Assessment) for routine and task-based assessments
- RA2 for higher-risk and non-routine jobs
- LMRA (Last Minute Risk Assessment) immediately prior to job execution

Controls are selected using the hierarchy of controls (elimination, substitution, engineering controls, administrative controls and PPE) to reduce risks as low as reasonably practicable.

Risk assessments are conducted by trained personnel and their quality is checked through supervision, internal audits, field verifications and systematic inspections.

Control of work and safe work authorization

Safe work is enabled through a permit-to-work system (Safety Work Permit System), risk assessments (RA1/RA2/LMRA) and Stop Work Authority. All employees and contractors are empowered to stop work if unsafe conditions are observed. Work resumes only after hazards are reassessed, controls are strengthened and authorization is obtained.

Leading indicators for proactive safety management

To enhance prevention, safety performance is monitored using leading indicators captured through reporting and routine checks. These include near-miss reporting, hazardous condition reports, behavior-based safety observations, inspections and audit findings. Items are tracked and closed through the site's digital HES reporting platform.

Reporting, participation and access to information

Hazard reporting channels

Workers can report hazards and unsafe conditions through multiple channels, including:

Mechanism	How it is used
Synergi Life (DNV software)	Digital platform to report and track incidents, near misses, hazardous conditions, behavior-based safety observations, inspections and audit findings.
Safety committees and toolbox talks	Regular forums to raise concerns, share observations and discuss improvements.
Supervisory and line management reporting	Direct reporting to supervisors, engineers and safety personnel.
Anonymous reporting	Confidential and anonymous options to encourage open communication.

Worker participation and consultation

Worker participation is integrated into the OHSMS through safety committees, involvement in risk assessments (RA1/RA2/LMRA), workplace inspections, behavior-based safety observations and incident investigations. OHS information is shared through regular safety meetings, toolbox talks, training and accessible reporting channels.

Incident management and continual improvement

All incidents, including near misses and high-potential events, are reported and investigated through a structured process governed by site procedures (Process for Management of Incidents and Procedure for Learning from Experience) aligned with Yara Central standard HESQ-PRO-410 (Manage Incidents).

How the process works

Investigation outcomes are reviewed for trends and used to update risk assessments, procedures and SOPs, strengthen controls, enhance training, and share learnings across departments and contractors.



Occupational health and worker well-being

Occupational Health Services

At the Babrala site, occupational health services support early identification of health risks and preventive interventions. Services include pre-employment and periodic medical examinations, targeted health surveillance for exposures such as dust, noise, heat stress and ergonomic risks, and routine screening (e.g., lung function tests, audiometry and vision testing) as applicable.

Occupational Health Centre (OHC) and access

The on-site health centre operates 24/7 to provide medical consultation, emergency care and preventive health services.

Confidentiality and Fair Use of health data

Personal health information is handled with confidentiality through controlled access to medical records and ethical medical practice. Health information is shared only as required for statutory compliance or workplace accommodation and, where applicable, with informed consent.

Access to non-occupational healthcare

Workers' access to non-occupational healthcare is supported through on-site consultation and external medical tie-ups, along with preventive and wellness programs, including doctor consultations, medication, health check-ups (vision tests, general physical examination), diagnostics (blood tests, vision test), and voluntary health campaigns.

Training, awareness and capability building

The OHS training program covers employees and contractors and includes:

Training category	Coverage
General OHS training	Safety induction, HESQ policies, Golden Rules, emergency preparedness, fire safety, first aid, PPE usage, occupational health awareness and "Together We Learn" training.
Job-specific and hazard-based training	Role-based training including chemical handling, confined space entry, working at height, lifting and rigging, electrical safety, hot work, process safety and contractor safety.
High-risk/Routine activity training	Specialized training for shutdowns, turnarounds and critical maintenance activities.
Emergency response training	Regular drills and refresher training on on-site emergency scenarios.

Case Study : Together We Learn

Together We Learn (TWL) is Yara India's HESQ initiative that enables engagement-based learning to strengthen safety awareness and reinforce safe behaviors across operations.

The training program was implemented through eight batches, with participation from 232 employees, representing 76% of the total workforce.

Key topics covered during the "Together We Learn" training program

- Fundamentals
- Safety Principles
- Yara Values
- Safe by Choice
- Hazard Identification & Risk Assessment
- Yara Golden Rules
- Process Safety
- Human Factors & Psychological Safety
- Stress & Mental Health
- Security

Operational & Compliance Trainings

- Safety Work Permit (SWP) system
- Emergency response & evacuation
- Safety Data Sheet (SDS) awareness
- PPE usage and compliance
- Chlorine emergency handling
- Synergi - Reporting of HES incident & Behavior-Based Safety & Systematic Inspection
- General safety awareness & heat stress management

Specialized Safety Trainings

- Fire Safety
 - 100% employees trained in basic firefighting
 - 23 employees trained in advanced firefighting (second/third line of defense)
- First Aid Certification
 - 2 batches completed, 60 employees & contractors certified.

Training needs are identified through a risk-based Training Needs Assessment (TNA), considering regulatory requirements, competency mapping, risk assessments, incident investigations, audits and inspections. Training effectiveness is evaluated through post-training assessments, on the job observations, incident and near-miss trend analysis, participant feedback and audit findings.

Performance Snapshot: Work-related Injury

Key indicators reported for the site are summarized below.

Particulars	January - December 2024			January - December 2025		
	Male	Female	Total	Male	Female	Total
Employees						
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0	0	0	0	0	0
Total recordable work-related injuries	0	0	0	0	0	0
Fatalities	0	0	0	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	0	0	0	0	0	0
Number of hours worked	704077	82880	786957	658866	78080	736946



Particulars	January 2024 - December 2024			January 2025 - December 2025		
	Male	Female	Total	Male	Female	Total
Workers (excluding employees)						
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0.57	0	0.56	0	0	0
Total recordable work-related injuries	1	0	1	0	0	0
Number of Fatalities	0	0	0	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	0	0	0	0	0	0
Number of hours worked	1758368	11920	1770288	1725936	12200	1738136

Case Study : Multilayer Risk Assessment Standard (RA1, RA2 and LMRA)

Context

To strengthen Yara India's manufacturing and field operations and ensure consistent risk control, the company enhanced its Hazard Identification and Risk Assessment (HIRA) process during the reporting period, aligning it with Yara Central standards HESQ PRO 220 (Identify Hazards and Analyse Risks) and HESQ PRO 321 (Control of Work).

The strengthened risk assessment framework establishes a structured, multi layer approach to identifying, evaluating, and controlling occupational health and safety (OHS) risks across all activities

Key Elements

- Hazard Identification (HazID): Site and department level identification of major hazards, primarily undertaken during project planning, design, and change management stages.
- RA1 – General Risk Assessment: Applied to routine and low risk tasks with defined procedures and standard control measures.
- RA2 – Detailed Risk Assessment: A structured, step by step assessment for high risk, complex, or non routine activities, conducted by cross functional teams to ensure comprehensive evaluation of hazards and controls.
- LMRA – Last Minute Risk Assessment: A mandatory real-time risk check carried out by the permittee and workforce immediately before job execution to validate site conditions and confirm the effectiveness of controls.

Outcomes and Impact

- Risk assessments conducted during the reporting period:
 - RA1 (Department level): 180
 - RA2 (Site level – common): 16
 - RA2 (Department level): 85
- Strengthened implementation of safe systems of work and permit to work (PTW) processes across operations.
- Ensured risks are reduced to As Low As Reasonably Practicable (ALARP) through consistent application of the hierarchy of controls.
- Enhanced workforce participation and ownership, with employees and contractors actively involved in risk validation through LMRA.
- Reinforced a prevention driven safety culture and supported continuous improvement in safety performance, aligned with Yara India's sustainability and zero harm commitments.

Case Study : Worker & Contractor Safety Risk Management

Context

Contractors support several high-risk operational and maintenance activities at Yara's Babrala facility. To ensure safe work execution and consistent risk control, contractor safety management has been strengthened and fully integrated within the site's Occupational Health and Safety Management System.

Key Initiatives

- Mandatory safety induction for all contractors prior to site entry, covering site hazards, emergency response, and plant specific safety requirements.
- Integrated permit to work system, aligned with RA1, RA2 and LMRA, to ensure risks are assessed and controls are in place before and during job execution.

- Job specific RA2 assessments for high risk and non routine activities, with active participation from contractors, supervisors, and safety teams.
- Mandatory LMRA conducted at the worksite to verify real time conditions before starting work.
- Regular toolbox talks and pre job briefings to reinforce hazard awareness and safe work practices.
- Strengthened behavior based safety observations and systematic inspections, tracked through Synergi Life, to identify unsafe acts and conditions and drive corrective actions.
- 100% PPE compliance, supported by availability of certified protective equipment.
- Specialized contractor training on heat stress management, confined space safety, chlorine handling, and emergency response.
- Multi level emergency preparedness, supported by trained firefighting teams and first aiders.
- Ongoing monitoring, audits, and performance reviews to ensure contractor compliance and continual improvement.

Outcomes

- Improved contractor safety awareness and ownership of safe work practices.
- Reduction in work related injuries among contract workers, with total recordable injuries decreasing from 1 in 2024 to 0 in 2025, and LTIFR reducing from 0.56 to 0.
- Reduced likelihood of incidents during high risk activities through consistent application of risk assessments and permit to work controls.
- Strengthened safety culture across employees and contractors, aligned with regulatory requirements and Yara India's zero harm commitment.

Yara India reported **0 TRI** rate against global target of **1.2 per million hours worked**.

People & Culture

At Yara India, people management is guided by a structured framework spanning diversity and inclusion, employee engagement, talent and performance management, well-being, and learning and development, collectively enabling a resilient, inclusive, and future-ready workforce aligned with long-term business priorities.

Employee Headcount

Employee by Gender	Corporate Office			Babralla Plan (Permanent Employees)		
	January - December 2025			January - December 2025		
	Male	Female	Total	Male	Female	Total
Total Employees	305	27	332	259	32	291

Age Diversity

Employee Headcount	Corporate Office					Babralla Plan (Permanent Employees)				
	January - December 2025					January - December 2025				
	<30 Years	30-50 Years	>50 Years	Female	Male	<30 Years	30-50 Years	>50 Years	Female	Male
Senior Management	0	3	3	2	4	0	1	7	0	8
Middle Management	3	104	13	13	107	11	52	39	6	96
Junior Management	81	120	5	12	194	32	113	36	26	155

Ratio of basic salary and remuneration of women to men across all employment categories	January - December 2025	
	Corporate office	Babralla
Senior Management	0.85	-
Middle Management	1.68	0.78
Junior Management	1.7	0.76

This workforce composition reflects Yara India's strong field presence, supported by a growing and diverse organisational base.

Employee Diversity & Inclusion

Diversity, equity, and inclusion are embedded across Yara India's business operations, growth strategy, and organisational culture. During the year, these principles were further integrated across leadership, workforce, and value chain partners, with a focus on enabling participation from underrepresented groups.

Policies and processes are regularly strengthened to ensure fair and equitable opportunities. Recognizing the male dominated nature of the fertilizer industry, Yara India continues to enhance workforce diversity across gender, age, experience, and regional backgrounds, advancing a more inclusive and representative workplace.

Flexible Work Policies	Flexible working arrangements, including flexi-hours, menstrual day WFH, and a supportive travel policy, enabling work-life balance and career progression for women employees
Recruitment and Career Progression	Targeted training and career development programs, including women focused safety and sales workshops, to strengthen gender diversity across the organization
Awareness and Sensitization Programs	Diversity awareness and sensitization training, including POSH programs, to promote inclusive conduct and leadership representation
Mentorship and Support Initiatives	Mentorship programs specifically for women, offering guidance and support to aid in career advancement
Commitment to Gender Pay Equality	Regular compensation reviews to support fair and equitable outcomes across the workforce

Building an Inclusive and Engaged Workforce

Yara India uses structured, data driven listening tools to continuously understand employee engagement, enablement, and inclusion, and to translate feedback into concrete actions across the organization.

1. Peakon Survey: Employee Engagement Insights

Yara India leverages the Peakon Employee Engagement Survey as a bi monthly (once every two months) pulse check to assess employee experience across key drivers, including engagement, autonomy, management support, workload, flexibility, meaningful work, and alignment with Yara's core values. In 2025, the overall engagement score stood at 8.6 surpassing the benchmark of 8.4. Strong alignment was observed with Yara's core values, with Collaboration, Ambition, and Accountability each scoring 8.6, and Curiosity close behind at 8.5.

While the results reflect a positive, engaged workplace culture, they also highlight opportunities for improvement, particularly around workload balance and flexibility. These insights provide clear, actionable direction for leadership. The Peakon platform continues to enable continuous listening and data-driven decision-making, reinforcing employee engagement and enhancing organizational resilience.

2. Yara Voice 2025 Results

The Yara Voice Survey, an annual global survey, provides a comprehensive view of employee experience across engagement, enablement, and diversity, equity, and inclusion (DEI). With an exceptional participation rate of 98%, it reflects a high level of employee trust and willingness to share feedback. The survey enables effective tracking of trends, global benchmarking, and targeted action planning.

Key outcomes include:

- 87% favorable engagement score, reflecting strong commitment and year-on-year improvement
- 89% favorable enablement score, indicating employees feel supported and equipped to perform
- 85% favorable DEI score, highlighting strong perceptions of inclusion and belonging

Building an inclusive and respectful workplace through focused DEI initiatives

Parental Leave Data	January - December 2025			
	Corporate office		Babrata plant	
	Male	Female	Male	Female
Number of employees entitled to parental leave (Unit)	305	27	259	32
Number of employees that took parental leave (Unit)	4	1	17	2
Number of employees who returned to work after parental leave ended (Unit)	4	1	14	2
Return to work rate of employees that took parental leave (%)	100%	100%	100%	100%
Number of employees who returned to work after parental leave ended, and were still employed 12 months after their return* (Unit)	26	1	15	4
Retention rate of employees that took parental leave (%)	65%	50%	100%	100%

Talent Management – Evaluating Employee Performance

1. Performance Management Framework

Yara India follows the Yara Africa & Asia structured and transparent performance management framework, designed to strengthen accountability, support employee development, and recognize differentiated performance. The framework is anchored on three equally weighted dimensions:

Contribution - What is delivered | **Impact - The value created** | **Behaviors - How results are achieved**

Together, these ensure a balanced assessment of outcomes aligned with Yara’s values and culture.

2. Talent Review & Succession Planning 2024–25

In 2024–25, Yara Africa & Asia (YAA) further strengthened its Talent Review and Succession Planning framework to build a resilient leadership pipeline and support long-term sustainability. A consistent regional approach was adopted, centered on critical role identification and a unified 9-box performance–potential model which represents an individual’s multi-year performance, potential, leadership behaviors, and readiness timelines, ensuring a balanced, evidence-based view of talent. Targeted training for line managers improved assessment rigor and consistency.

Governance was ensured through bi-annual People Development Councils (PDCs), ensuring fair and transparent talent calibration through multiple rounds of senior leadership discussions. This involved mapping each role clearly within the organization’s growth roadmap, enabling alignment of talent development with the future direction of roles and balancing business priorities with individual aspirations to build a strong, future-ready leadership pipeline.

The process enabled clear identification of ready-now, mid-term, and long-term successors, greater visibility into pipeline risks, and targeted development actions. Individual Talent Roadmaps for high-potential employees combined stretch assignments, cross-functional exposure, mobility, and leadership development.

By year-end, YAA enhanced leadership readiness across critical roles, improved transparency and consistency in succession planning, and strengthened the regional talent pipeline, supporting long-term sustainability and future leadership capability.

3. Rewards & Recognition



This framework recognises both performance outcomes and behaviours aligned with Yara's core values, creating a balanced approach to driving results and reinforcing culture. It combines structured, performance-linked rewards with values-based and discretionary recognition, ensuring consistent appreciation across roles and functions while supporting engagement and business impact. Performance linked rewards form the core of Yara India's recognition architecture and are aligned to defined business objectives and individual accountability.

- **KPI-based Rewards (Quarterly):** Employees are eligible for quarterly rewards based on the achievement of predefined KPIs set at the start of the year. This mechanism recognizes consistent performance and reinforces accountability and result orientation across the organization.
- **Yara India Values Awards:** These awards recognize employees who exemplify Yara's core values -Ambition, Collaboration, Accountability, and Curiosity, through impactful work. Employees submit project-based nominations aligned to each value, which are evaluated by a cross-functional jury. Final awardees are selected based on demonstrable impact, innovation, and alignment to organizational priorities, ensuring recognition is both merit-driven and value-led.
- **Cash Reward Toolkit:** Through a structured Cash Reward Toolkit, line managers can recognize exceptional contributions that go beyond defined KPIs. These awards enable timely, SPOT recognition for high-impact initiatives, critical problem-solving, or outstanding individual performance. The approval process ensures consistency while allowing flexibility to celebrate excellence in real time.

Case Study : Talent Strategy in Action: Building a Future-Ready Workforce

At Yara India, talent management is a key enabler of long-term growth and sustainability. The organisation's approach is focused on building internal capabilities, enabling career mobility, and nurturing a future-ready workforce aligned with both business priorities and the broader agricultural ecosystem.

In 2025, this strategy was strengthened through two key levers - internal mobility and a structured campus-to-career pipeline, ensuring both immediate capability building and long-term talent continuity.

Growing from Within: Internal Job Posting (IJP) Programme

Yara India actively promotes internal career progression through its Internal Job Posting (IJP) programme, providing employees with transparent access to opportunities across roles, functions, and geographies. This approach makes career pathways visible and achievable while reinforcing a culture of growth from within.

In 2025, 25% of total roles (17 out of 67 positions) were filled internally. Movements were seen across critical teams, including the Biologicals and Sales functions, with several employees progressing into leadership positions such as Area Sales Managers and Regional Sales Manager.

By strengthening internal mobility, Yara India retains institutional knowledge, enhances employee engagement, and ensures that experienced talent continues to drive key business priorities.

Building the Future: Campus-to-Career Talent Pipeline

Complementing internal growth, Yara India is also investing in building a strong pipeline of future talent through its integrated campus-to-career model. This includes strategic partnerships with leading agricultural universities, supported by structured internships and Pre-Placement Offers (PPOs).

In 2025, 16 interns were onboarded, with 2 transitioning into full-time roles and 10 extended for further field-based development. The six-month internship programme combines field exposure, business immersion, learning modules, and mentorship—equipping participants with a deep understanding of farmer needs and modern agricultural practices.

This approach not only strengthens Yara India’s talent pipeline but also contributes to building a broader ecosystem of agri-skilled professionals in the country. Interns leave with practical, field-level experience, enhancing industry readiness even beyond Yara India.

New Joinees					Workforce Turnover				
	Corporate office		Babrara plant			Corporate office		Babrara plant	
Category	Male	Female	Male	Female	Category	Male	Female	Male	Female
Senior Management	0	0	0	0	Senior Management	0	0	1	0
Middle Management	8	0	5	0	Middle Management	16	6	10	3
Junior Management	58	1	2	0	Junior Management	56	8	9	4

Employee Well-Being

At Yara India, employee well-being is a core pillar of the people strategy, supported by a structured framework that addresses health, financial security, and social welfare. Aligned with global sustainability and governance standards, these initiatives strengthen workforce resilience while fostering a balanced, inclusive, and productive work environment.

- 1. Enabling a Supportive Work Environment:** A five-day work week, with Saturdays designated as weekly offs, supports employee well-being, work-life balance, and sustained productivity. Weekend work is limited to critical business requirements, reinforcing a culture of balance while maintaining operational efficiency.
- 2. Supporting Mental, Emotional and Preventive Well-Being:** Mental and emotional well-being is supported through formal systems and sustained awareness initiatives. In 2024, Yara India introduced a confidential Employee Assistance Program (EAP), offering unlimited weekday chat counselling, a 24×7 emotional support helpline, and digital wellness tools.

By January 2026, 53 employees had registered on the platform, reflecting growing interest in leveraging its offerings for emotional support, lifestyle improvement, weight management, and immunity-building goals.

Efforts to normalise mental health conversations were further strengthened through World Mental Health Day (10 October), marked by a virtual expert session attended by over 200 employees. Additional expert-led sessions across 2025 covered topics such as emotional resilience, men's mental health, menopause awareness, stress management, sleep health, cancer awareness, heart health, and financial well-being—ensuring that preventive care remained a continuous focus throughout the year.

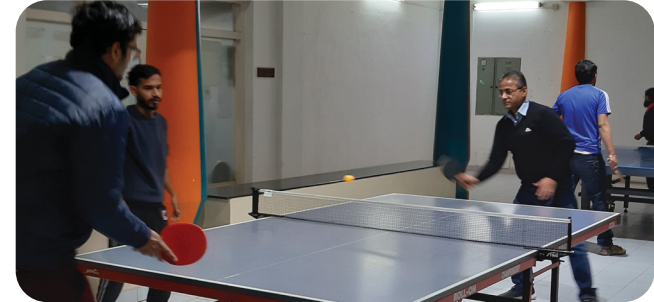
3. Providing Physical Health Support: Yara India provides comprehensive health insurance coverage, including OPD services, with 24/7 assistance to ensure timely access to preventive and curative care and seamless claims support. The coverage is designed to be inclusive and employee-centric, extending beyond conventional treatments like Ayurveda, to also support alternative therapies, ensuring holistic well-being and flexibility of care choices.

4. Promoting and Rewarding a Culture of Fitness: The organisation promotes active lifestyles through structured fitness and preventive health initiatives. Organisation-wide wellness runs and marathons, including the Independence Day and Diwali 10K step challenges, along with milestone observances such as Yoga Day, were leveraged to drive awareness around integrating healthy practices into everyday routines.

These initiatives encouraged participation across regions, fostering physical activity, peer motivation, and healthy competition, while being particularly relevant for field sales teams whose roles involve long hours, extensive travel, and irregular routines, increasing health risks.

Complementing these, Babrala township hosted community-driven initiatives such as a Softball Cricket Night Tournament and a series of sports events, including races, relay races, long jump, slow cycling, javelin throw, marathon, high jump, and discus throw—bringing together employees, families, teachers, and contract workmen to build a vibrant, active, and inclusive fitness culture.

By encouraging regular fitness and team participation, these programmes supported preventive health, improved overall well-being, and reinforced a culture of collective responsibility for health across the field workforce.



5. Fostering Social Well-Being and Community Engagement: Culture-building initiatives were designed to strengthen social connection, engagement, and a shared sense of purpose.

- The Tomato Challenge invited employees to grow tomato plants at home over a structured cycle, helping them reconnect with the realities of agriculture and Yara's farmer-centric mission.
- The Yara Library Initiative, with a curated collection of over 100 books across genres, encouraged reflection, curiosity, and continuous learning.
- The Cultural Food Festival at Babrala Township brought together employees and their families in a vibrant celebration of diversity, showcasing traditional cuisines and fostering connection through shared cultural experiences.

Social well-being was further reinforced through family meets, zone-wise business plan engagements, appreciation days, cultural festivals, township sports events, and cricket tournaments. These shared experiences fostered community spirit, cross-team bonding, and deeper emotional connection between employees, their families, and the organisation.

6. Strengthening Gender Safety and Inclusive Workplaces: Yara India continues to build a people-first and inclusive workplace through focused gender-responsive and safety initiatives. In 2025, 100% closure of actions identified through the Women Safety Survey was achieved at Babrala plant, reinforcing a strong commitment to continuous improvement.

Safety at the workplace has been further strengthened through the deployment of female security personnel across plant locations, enhanced security systems, and safe travel arrangements, ensuring a secure and enabling environment for all employees.

Efforts to foster equitable opportunities are supported through targeted initiatives such as women-focused development programmes, a menstrual leave policy for female employees in plants, work-from-home provisions for women in the field workforce, and the continued enablement of night shifts for female employees, underpinned by robust safety protocols.

Inclusion and allyship were further reinforced through the celebration of International Women's Day, with participation across corporate and field teams through speaker sessions, appreciation initiatives, and leadership engagement, strengthening awareness, dialogue, and collective ownership of diversity and inclusion.



7. Enabling Safe, Inclusive and Dignified Work Environments at Babrala Plant: Employee welfare was strengthened through focused upgrades to workplace and township infrastructure, particularly at the Babrala plant. This included the introduction of a company-owned Volvo bus to ensure safe and reliable transportation, along with enhancements across CCR facilities, tea points, the time office, site workshop, and expanded parking at CCR, Packaging, and Workshop areas.

A crèche facility was established in the township for employees and contract workers, while Phase 5 housing, designed in line with international standards was developed for product packaging workers. Canteen services were also upgraded through a revised catering contract, offering healthier food options, improved sanitation and hygiene standards, and equitable access for both employees and the contractor workforce. Tea and snacks trolley services were further extended to the township to improve accessibility.

These interventions have significantly enhanced comfort, safety, and dignity at work, especially in remote operating locations.



Phase 5 Housing: International-standard township housing



Facility Upgrades: CCR, tea points, workshop & parking improvements

Learning & Development

Continuous learning and capability building are fundamental to both individual growth and organisational excellence. While a wide range of initiatives were implemented during the year, a few key interventions stood out for their strong impact.

Learning efforts are designed to support employees across functions and career stages through a balanced mix of structured training, external education, and flexible development pathways.

Comprehensive Support for Skill Enhancement

Yara India's learning and development strategy is designed to meet the diverse needs of its workforce and supports continuous professional growth through multiple pathways:

- **Internal Training Programs:** Targeted learning interventions address specific skill gaps and enhance functional and leadership capabilities, such as Agronomy training, Product refresher training, etc.
- **Support for External Education:** Employees are encouraged to pursue external courses and certifications, with financial assistance available to support relevant educational development.

Through this multi-pronged approach, Yara India reinforces a culture of continuous learning, adaptability, and long-term capability building.

Among the key initiatives, the Aspire – Capability Development Assessment (ADC) programme was launched for 31 middle management employees at the Babrala plant. Delivered through an external agency, the programme assessed leadership and managerial competencies and provided actionable insights to strengthen leadership capability and enable targeted development interventions.



In parallel, a two-day professional development programme for women employees, conducted in June 2025 for 28 participants, focused on confidence building, communication, and workplace effectiveness. Delivered by an external partner, the initiative reinforced Yara India’s commitment to inclusion and equitable access to development opportunities.



To further strengthen leadership effectiveness, the Feedback Essentials Workshop was rolled out for nearly 60 line managers. The programme combined pre-work, self-assessments, and facilitated sessions, focusing on building trust, overcoming feedback barriers, and applying the Situation–Behavior–Impact (SBI) model through practical, role-based scenarios.

Early people analytics indicators reflect encouraging outcomes, with Yara Voice 2025 feedback scores at 82%, marking an improvement over the previous year and signalling progress in communication, trust, and engagement across teams.

Average hours of training per year per employee	January - December 2025					
	Corporate office			Babralla plant		
Training Hours	Male	Female	Total	Male	Female	Total
Senior Management	4	7	10	33.3	0	33.3
Middle Management	11	3	14	30.5	41.5	31.2
Junior Management	13	7	20	24.8	33.1	26



Collectively, these interventions have strengthened Yara India’s leadership pipeline, enhanced feedback and communication capabilities, and supported the development of more confident, emotionally intelligent, and accountable teams.

Supporting Ecosystem Development

Channel Partners

Yara India’s channel partner ecosystem forms a strong backbone of its go-to-market strategy, enabling wide access to crop nutrition solutions across India’s key agricultural regions. With a multitier network of franchise partners, direct retailers, and wholesalers spanning major agrarian states, the distribution model ensures last-mile connectivity, supply reliability, and regional responsiveness, while reinforcing responsible distribution and inclusive growth across the agricultural value chain.

Strengthening Channel Resilience through the Yara Loyalty Program

Recognizing the critical role of channel partners in delivering consistent, compliant, and high-quality solutions, Yara India has a structured three-tier channel loyalty program—**Viking Club**, **Gilda Club**, and **Thor Club**—designed to strengthen the resilience, professionalism, and long-term readiness of high-performing retail and distribution partners across the agricultural value chain.

- **Yara Viking Club – Elite Performers (Top 10 Customers | Pan-India):** The Viking Club is Yara India’s highest recognition tier, reserved for top

- performing channel partners demonstrating exceptional business outcomes and leadership. Members receive premium recognition, exclusive engagement with senior leadership, and various exposure opportunities.
- **Yara Gilda Club – Consistent Performers (Top 10 Customers | Region-wise):** The Gilda Club recognizes channel partners with strong and sustained performance across regions. The program focuses on capability building, deeper engagement, and enhanced visibility, supporting partners on their journey toward top-tier performance.
- **Yara Thor Club – Emerging Performers (Top 10 Yara Crop Nutrition Centers | Region-wise):** The Thor Club is designed to encourage and develop high-potential, emerging partners. It provides foundational recognition, motivation, and structured growth pathways to help partners strengthen performance and progress to higher recognition tiers.

The highest tier within the Yara Channel program is known as the Viking Club. Membership of the Viking Club is determined through a structured evaluation framework that assesses performance consistency, adoption of premium and biological solutions, disciplined business conduct, and sustained operational excellence. Eligibility criteria include defined volume thresholds, growth benchmarks, and demonstrated alignment with Yara India's values of transparency, compliance, and responsible business practices.

Building Knowledge, Preparedness, and Relationship Capital

This loyalty club focuses on building the capability and preparedness of channel partners who have a significant influence on farmer access, product availability, and agronomic guidance. Through curated learning platforms, expert led dialogues, and direct engagement with Yara India leadership, the program aims to enhance business continuity, regulatory awareness, market preparedness, and long term relationship strength. These engagements are intended to equip partners to navigate market volatility, regulatory changes, and global supply disruptions with greater confidence and foresight.

Key Engagements under the Yara Loyalty Program

A cornerstone of the program is the Viking Annual Meet, a strategic, once a year engagement platform created to recognize partner performance, reinforce long term partnerships, and deepen mutual trust. The inaugural edition of the meet served as a forum for relationship building, constructive peer exchange, and leadership interaction, while also strengthening partners' understanding of Yara India's value proposition and future priorities.

To strengthen business and compliance readiness, Yara India conducted a specialized GST scenario planning session for Viking Club members. This one time expert led dialogue helped partners prepare for potential regulatory changes by improving clarity around pricing implications, inventory cycles, and working capital planning, thereby supporting more robust and compliant business operations.

In addition, a targeted market continuity briefing was conducted in response to global fertilizer supply developments arising from China's export restrictions. This leadership led engagement provided partners with insights into global supply implications, enabling proactive inventory planning. Several partners subsequently adopted advance stocking strategies, helping ensure continuity of product availability for farmers during periods of market volatility.

Impact on the Value Chain

The Yara Loyalty Program has contributed to the development of a more capable and future ready channel ecosystem by supporting:

- Deeper alignment with Yara India’s agronomy, stewardship, and sustainability priorities
- Stronger market preparedness among high influence partners
- Enhanced risk management practices during global and regional disruptions
- Improved understanding of regulatory and compliance developments
- More consistent and professionally managed retail and distribution operations

By investing in the confidence, knowledge, and preparedness of its most strategic channel partners, Yara India is strengthening a value chain that is more resilient, transparent, and better equipped to serve farming communities with consistency, trusted guidance, and long term commitment.

GrowEnterprise: Empowering MSME Agrodealers through Leadership and Business Excellence

GrowEnterprise is Yara India’s digital business training initiative aimed at strengthening the resilience, efficiency, and financial sustainability of MSMEs across its agricultural supply chain. It is delivered as a 15-week, MBA-inspired program tailored for MSME agrodealers, strengthening business management, leadership, and digital capabilities and reinforcing inclusive, sustainable value-chain development.

Participant Profile

The program is strategically positioned within Yara India’s agro ecosystem, recognizing agrodealers as the farmer’s first point of contact for agricultural inputs and advice. By strengthening MSME agri businesses, the Academy aims to indirectly improve farmer outcomes, service quality, and resilience across rural value chains.

The Academy targets existing Yara affiliated agrodealers, including distributors, retailers, Farmer Producer Organizations (FPOs), women SHGs, with whom Yara India has established commercial relationships.

Program Design and Modules

The Academy follows a structured, business oriented curriculum, blending theoretical foundations with practical application. Some of the key modules covered as a part of the program include:

Modules	Topics
Business & Financial Management	<ul style="list-style-type: none"> • Inventory management • Financial planning and discipline • Business strategy and planning
Marketing & Customer Engagement	<ul style="list-style-type: none"> • Customer relationship management • Marketing and sales growth strategies • Product positioning and portfolio management

Digitisation & Modern Business Tools	<ul style="list-style-type: none"> • Digital payments • Digital communication and advisory tools • Accounting and financial management software • Exposure to digital lending, weather tools, and logistics platforms
Leadership & Confidence Building	<ul style="list-style-type: none"> • Communication and stakeholder engagement • Business mindset and decision-making confidence • People management (especially through “Plus One” involvement) • Growth mindset and continuous improvement

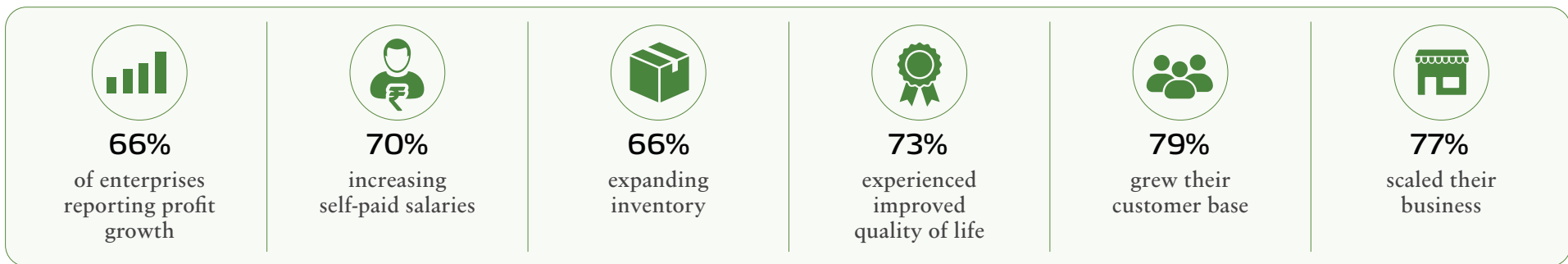
The hybrid delivery model, combining tablet based digital learning with weekly in-person tutoring by Impact Champions, provides personalized support rarely available to rural entrepreneurs. Standardized core content ensures quality while regional language and contextual customization enable scale without losing relevance.

GrowEnterprise embeds inclusion through the Plus One model, enabling spouses or family members, preferably women, to participate and build shared entrepreneurial capability.

Certification introduced for Cohort 2 (formally concluded in 2024) further added professional recognition and set a new benchmark in agricultural MSME development. In 2025, compliant assessment pathways were enabled through secure, proctored, batch-based examinations for all 699 participants of Cohort 2, resulting in 699 MEPSC certifications and 232 NCVET certifications – a strong outcome in a tightened regulatory environment and a key learning for future scale.

Tracking Program Outcomes

The Cohort 1 MSME survey showed strong gains, with



Digital adoption accelerated, with 95% reporting improved operations through digital tools. Women participants reported increased decision-making power, mobility, and financial confidence. Together, these outcomes highlight how structured capability building and weekly coaching translate into stronger enterprises and more resilient rural businesses.

GrowEnterprise Alumni Voices



“Yara’s training was really beneficial for our business growth. They provided easy tips for better managing our farming finances and showed us simple ways to sell our products to more people.”

Agrodealer, Male, 29 years



“My confidence has grown. I feel more sure of myself and my decisions now, and this happened because of Yara’s training. I learned how important it is to be confident in running my business.”

Agrodealer, Male, 40 years



“The most important things for me were learning how to manage my time effectively and understanding which types of products to sell to customers.”

Agent, Male, 37 years



“The training gave us information about everything – how to talk, how to build relationships, and how much product to use – so my confidence in doing things just grew.”

Agent, Female, 50 years

Career Salah: Counselling for Rural Youth & Retailer Families (May–June 2025)

To support rural youth and members of farming and agri-retail families in converting aspirations into informed, practical next steps across entrepreneurship, employment, and education, through personalized and culturally attuned career counselling. One to one counselling was delivered in local languages, with family inclusive conversations where relevant career decision making aspects were discussed, ensuring clarity and acceptance of proposed pathways.

The initiative engaged 140+ candidates across 8 states. Participants primarily came from farming households (78%) and agri-retail families (15%). Areas of interest included agri-enterprise (43%), government roles (21%), private sector opportunities (21%), and skill development pathways (15%).

The sessions significantly increased confidence and clarity, particularly among women and youth within farming and retailer families. Participants reported better understanding of available pathways, including government employment program awareness, entrepreneurship fundamentals, and education or employment options, translating intent into realistic and actionable plans.

Career Salah helped in reinforcing the social foundations of rural prosperity, by supporting resilient livelihoods and building progress beyond immediate economic outcomes.

Neha Pandey: From Homemaker to Aspiring Agri-Entrepreneur

Based in Kanpur, Uttar Pradesh, Neha Pandey, an MA graduate and homemaker, joined Career Salah with a simple aspiration: to do something meaningful. Guided by her interest in agriculture and inspired by her husband's association with Yara, she explored the idea of starting her own agri-input business. During counselling, Neha demonstrated strong awareness of fertilizers and their benefits, reflecting both confidence and commitment. With support through Career Salah, she was guided on preparing a business plan and applying for the PMMY scheme. Her journey highlights how trusted relationships and the right guidance can unlock entrepreneurial potential within communities, especially among women.

Data Privacy and Cybersecurity

Yara India safeguards customer, employee, and stakeholder data through a robust data privacy framework aligned with global standards and local regulations. The framework covers the entire data lifecycle, supported by strong cybersecurity controls, encryption, and continuous monitoring to prevent unauthorized access. During the reporting period, no substantiated data privacy complaints were recorded from external stakeholders or regulatory authorities.

IT Governance

Yara India manages information security and cybersecurity through a structured governance framework designed to protect digital assets, personal data, and critical systems. Cybersecurity is treated as a business risk and is governed through clearly defined roles, accountability mechanisms, and risk-based controls applicable across the organization.

Stakeholder	Role	Key Responsibilities
Executive Management	Oversight and accountability	Ensure cybersecurity is treated as a business matter; support implementation of risk based cybersecurity practices across the organization.
Chief Information Security Officer (CISO)	Enterprise cybersecurity leadership	Establish and maintain risk based and effective cybersecurity controls; define and enforce cybersecurity policies and standards; advise and support resource owners and site managers on compliance.
Business and Site Managers	Local implementation and risk ownership	Address cybersecurity risks within their areas of responsibility, including local sites and production IT systems; allocate resources and attention to cybersecurity as part of standard operations.

Application Owners / Information Owners	System level risk ownership	Define confidentiality, integrity, and availability requirements; conduct Business Impact Assessments (BIA); ensure cybersecurity controls across the system lifecycle and compliance before systems go live.
Employees, Contractors, and Temporary Workers	First line of defense	Use information and digital assets responsibly; prevent unauthorized disclosure or access; comply with cybersecurity and data privacy requirements.
Third-Party Service Providers	Extended enterprise risk management	Required to comply with Yara's cybersecurity policies and standards for in house, co sourced, or outsourced IT services, supported by due diligence and enforcement mechanisms.

Cybersecurity risks are reviewed as part of the Company's broader risk management framework, with senior management oversight to ensure alignment with business priorities and regulatory expectations.

Cybersecurity for Industrial Control Systems (ICS) and Operational Technology (OT)

Yara India manages cybersecurity risks related to Industrial Control Systems (ICS) and Operational Technology (OT) through a standardized governance and control framework applicable to all Yara-operated production and product-handling sites. The framework defines clear site-level accountability, applies risk-based identification and prioritization of critical systems, and integrates cybersecurity into asset management, change management, and operational decision-making, reducing risks to employee safety, environmental performance, and operational continuity.

The framework safeguards production safety, reliability, and business continuity through structured risk assessments, system criticality classification, defined recovery parameters, and documented response and recovery planning. OT/ICS readiness is reinforced through role-based responsibilities, periodic training (including contractors), incident response planning, preparedness exercises, and continuous improvement actions to strengthen resilience against cyber threats.

Training, Awareness, and Transparency

Employees play a critical role in safeguarding data privacy, supported by regular and mandatory data privacy and cybersecurity training tailored to roles and risk exposure. Training covers personal data protection principles, regulatory requirements, secure system use, password hygiene, phishing awareness, incident reporting, and acceptable information use, supplemented by engagement initiatives such as Cybersecurity and Data Privacy Day to build awareness of emerging threats and individual accountability. Training effectiveness is reinforced through periodic simulations, assessments, and refresher programs to promote sustained cyber-safe behaviors.

To strengthen transparency and trust, Yara India maintains open communication with customers regarding the data collected, its purpose, and the safeguards in place. This reinforces the Company's commitment to ethical, responsible, and secure data handling practices.

Cybersecurity Governance for Third-Party Technology Vendors

Yara India applies a structured, risk-based vendor onboarding process under its cybersecurity and application governance framework. New technology and software vendors are required to demonstrate robust security and compliance standards, including ISO 27001 and/or SOC-2 certification and recent third-party VAPT reports, while SOC 1 Type II reports are reviewed for vendors impacting financial reporting. Vendor risks are assessed through cybersecurity evaluations, architecture reviews, and oversight by the Software Approval Board, with identified gaps addressed through mitigation actions, contractual safeguards, or enhanced monitoring.

IT Asset Lifecycle and E-Waste Management

Yara India follows a structured and sustainable IT asset lifecycle and e-waste management policy. Laptops and PCs are retired after approximately 4.5–5 years of use. Prior to disposal or reuse, all data is securely wiped in line with approved data-sanitization standards, and data erasure certificates are issued. Where feasible, devices are donated to government or non-government organizations or made available to employees, supporting circular-economy principles.

In 2025, 54 laptops were donated or sold to employees, while unusable equipment was disposed of through authorized recyclers in line with government e-waste regulations.

Digital Brand Protection

The organization actively monitors and responds to digital fraud and brand-impersonation risks. During the reporting period, two fraudulent websites using deceptively similar domain names were identified and successfully taken down through coordinated action with domain registrars and relevant authorities. This proactive response helped mitigate potential financial, reputational, and data-privacy risks to stakeholders.



There were ZERO data breaches and incidents of customer complaints reported in CY 25.

Case Study: Building Awareness to Protect Customer Data

Objective

To reduce the risk of customer data breaches by improving employee awareness of phishing and social engineering attacks. The initiative aimed to test how employees respond to suspicious emails and to strengthen safe behaviors such as identifying and reporting phishing attempts.

Action: A controlled phishing email simulation was conducted using Microsoft Defender for Office 365 – Attack Simulation Training. The campaign:

- Sent realistic phishing emails to employees in a safe, controlled environment
- Tracked user actions such as unsafe clicks and phishing reports
- Followed approved internal governance processes to ensure ethical execution
- Encouraged employees to report suspicious emails using the official “Report Phishing” option in Outlook

In total, 207 employees participated in the campaign.

Impact

The simulation provided clear insights into employee readiness and potential data privacy risks.

Key results:

- 33 users interacted with the phishing email in a way that could have led to credential compromise
- 48 users correctly identified and reported the phishing attempt
- 126 users did not react to the phishing email.

Outcome for data privacy:

- Helped identify behavioral gaps that could expose customer and vendor data
- Reinforced the importance of employee vigilance in protecting sensitive information
- Strengthened reporting culture and early threat detection
- Enabled targeted follow up training for higher risk user groups

The exercise supported continuous improvement of cybersecurity awareness and reduced the likelihood of human error driven data breaches.

CHAPTER 06

Concern

*Sustaining Trust Beyond
Operations*



With more than a century of global agronomic expertise, Yara India continues to place farmers and local communities at the center of its sustainability approach. Guided by science-led crop nutrition and deep field engagement, Yara India addresses agricultural and societal challenges by empowering farmers with the right knowledge, tools, and nutrient solutions tailored to local conditions. Our agronomy-driven interventions are designed to enhance productivity, strengthen livelihoods, and promote sustainable farming practices across India.

Community Engagement through Agronomy Outreach

During 2025, Yara India undertook 71,784 agronomy-led community engagement activities across the country, reflecting a sustained commitment to farmer education and on-ground support. These engagements included 59,974 general farmer meetings, focused on crop nutrition and best agronomic practices; 7,594 Demo Farmer Meetings (DFMs) enabling peer to peer learning; and by bringing the farmers on the demonstration fields so that they can see and analyse the results by themselves, 4,216 on-field demonstrations to test and showcase the efficacy of new and improved products under real farming conditions. All activities were conducted pan India, ensuring broader outreach to farming communities across regions and crop segments.

Social Impact

Social impact observations indicate improvements in crop quality, yield, and nutrient efficiency, leading to enhanced farm incomes and improved livelihood outcomes.

Environmental Stewardship through Agronomic Practices

YaraVita foliar nutrition products recommended to farmers are formulated using food, pharma and cosmetic grade raw materials, ensuring plant safety and leaving no harmful residues on produce. In parallel, environmental impacts associated with product movement are reduced by increasing the use of bulk vessel imports and rail-based dispatch, thereby lowering transportation related emissions and logistical footprints.

Community Development and Inclusive Engagement

Beyond agronomy advisory, Yara India supports community development initiatives aligned with local needs. These include training and capacity building programs for Farmer Producer Organizations (FPOs), engagement of ex-servicemen as farmers and community contributors, and recognition of their dual role in society and agriculture. Regular farmer trainings, including special sessions during national observances such as Women's Day and Republic Day, further reinforce inclusivity and knowledge sharing within rural communities.



Stakeholder Engagement and Farmer Touchpoints

Yara India engages a wide ecosystem of stakeholders, including farmers, dealers, retailers, value chain partners, and FPOs, through regular meetings, demonstrations, and individual interactions. While comprehensive farmer databases are not maintained, structured engagement plans are in place to ensure consistent outreach to approximately 95% of identified stakeholders across the agricultural value chain, strengthening trust and long-term collaboration.

Knowledge Platforms and Grassroots Presence

Grassroots engagement is further strengthened through Yara Crop Nutrition Centres (YCNCs), which function as one-stop hubs offering end to end crop nutrition solutions from sowing to harvest. YCNCs enable continuous farmer interaction, practical demonstrations, and access to expert advice, ensuring that agronomic solutions reach a wide and diverse farmer base. Through a total of 1,241 centers and field engagements, Yara India continues to translate global knowledge into localized, practical solutions that support resilient and sustainable agriculture.

Complementing physical outreach, Yara India increasingly leverages digital platforms to broaden access to agronomic knowledge and strengthen farmer engagement. The internal Yara Meet platform facilitates direct interactions between agronomists and farmers, while social media channels such as Facebook Live, WhatsApp, Facebook and YouTube enable expert discussions, peer learning and the sharing of practical success stories. Together, these channels help build a connected community of informed farmers who are better equipped to adopt modern, sustainable farming practices.



Case Study: Advancing Sustainable Cucumber Farming in Haryana through Precision Nutrition

Context

Yara India continues to support farmer livelihoods through science-led crop nutrition and agronomic advisory. A notable example is Randhir Singh Taya, a progressive farmer from Village Sakra, Pundri, Haryana, who cultivates cucumbers under net houses alongside paddy and wheat on 40 acres. Like many growers, Randhir initially faced challenges related to seed quality, crop nutrition, advisory access, and market volatility, resulting in inconsistent yields and limited profitability.

Intervention

Randhir adopted the Yara Crop Plan for cucumbers, combining advanced crop nutrition solutions, including YaraVita Zintrac, YaraVita Bortrac, YaraVita Bud Builder, YaraVita Stopit, YaraVita Seniphos, YaraTera Krista K, YaraTera Krista MKP, YaraTera MAP, YaraMila Complex, and YaraLiva Nitrabor, with improved agronomic practices such as soil solarization, nursery raising, and timely, need based nutrient application. For paddy, he introduced YaraVita Procote Zn to improve crop performance. These interventions were supported by continuous agronomic guidance from Yara India's team.

Impact and Outcome

The integrated approach delivered clear on-ground results. Randhir achieved a 10–15% increase in cucumber yields, stronger plant health, reduced disease incidence, and more frequent pickings. Yield levels consistently exceeded village averages, reaching ~700 quintals per acre in summer, compared to the local average of ~600 quintals per acre. Improved produce quality, better taste, storability, and shelf life, enabled Randhir to earn ₹2–3 more per kg, significantly improving farm income. Higher profitability allowed Randhir to expand from one to two nethouses within four years, with additional projects planned. Beyond individual gains, his success has influenced over 50 farmers in the village to adopt Yara solutions in their nethouses, contributing to improved yields and income at the community level. The approach has also supported better soil health, reduced corrective inputs, and stronger market acceptance, with traders increasingly sourcing directly from the farm.

Looking Ahead

This case demonstrates how precision nutrition and practical agronomy can drive climate-smart, sustainable agriculture, combining productivity, profitability, and resource efficiency. Randhir's experience reflects Yara India's broader commitment to strengthening farm level resilience and advancing sustainable food production through targeted agronomic support.



“Yara India’s crop nutrition solutions have completely transformed my farming. My yields are higher, my produce fetches better prices, and my soil is healthier.”

Case Study : Enhancing Grape Quality and Yields in Bagalkot through Balanced Nutrition

Context

Grape cultivation in Bagalkot district, Karnataka, has faced persistent challenges including declining soil health, inconsistent yields, flower and berry drop, and variable fruit quality. Mr. Rajendra Nyamgouda, a progressive grape farmer from Todalabagi village, Jamkhandi Taluk, cultivates 18 acres of vineyards and sought a more effective, sustainable approach to address these agronomic and economic issues.

Intervention

Mr. Nyamgouda adopted Yara India's balanced nutrition program, integrating crop specific fertilizers and foliar solutions into his vineyard management. His nutrition plan included YaraMila Complex, YaraLiva NitraBor, YaraTera SOP, YaraTera Deltaspray 11:40:11, and YaraVita foliar products such as Zintrac, Bortrac, BudBuilder, Seniphos, and Stopit. These solutions were applied strategically during both April and October pruning cycles, providing a complete, balanced, and chloride-free nutrient supply tailored to grapevine growth stages.

Impact and Outcome

Mr. Nyamgouda reported uniform and early cane maturity, consistent bud burst, reduced flower and berry drop, minimal fruit cracking, and improved sugar content. Grape quality improved significantly, with crisper taste, better shelf life, and stronger market acceptance. At the same time, soil health improved, contributing to reduced dependency on corrective fertilizer inputs. Improved yields and higher quality produce enabled Mr. Nyamgouda to achieve better price realization in regular markets, resulting in increasing year on year profitability. His success has also encouraged neighbouring farmers to adopt similar nutrient management practices after observing the improvements in his vineyard.

Way Forward

This case illustrates how science-based, crop specific nutrition can deliver long term value by improving productivity while safeguarding soil health and environmental performance. Through balanced nutrition, Yara India is supporting grape farmers in Karnataka to achieve higher incomes, better quality produce, and a more climate-resilient farming future.



“With Yara’s products, I have observed better results in both yield and quality. I have improved soil health, ensured environmental safety, and enhanced the nutrition of my fruit.”

Case Study : Empowering Women Farmers through Nethouse Farming

Context

In Kalayat village, Haryana, Pooja Arya and her family faced limited and uncertain incomes due to dependence on traditional crops like wheat and paddy, compounded by low exposure to modern farming practices and market access. As a woman farmer, she also encountered strong social resistance that restricted her ability to adopt innovative agricultural practices and make independent decisions.

Intervention: Transition to Nethouse Farming

In 2018, Pooja adopted nethouse farming, a first for her village, and began cultivating cucumbers with her husband's support. The initial cycle faced challenges, including limited technical knowledge, sub-optimal crop quality, and weak market acceptance, resulting in depressed prices of ₹8–9 per kg, well below prevailing market levels, despite significant time and effort invested.

Rather than stepping back, Pooja actively worked to strengthen her farming practices by participating in farmer meetings and modern agriculture training programs, where she gained knowledge on balanced crop nutrition. Through these engagements, she adopted Yara's crop nutrition solutions, including YaraMila™ complex fertilizers, water soluble fertilizers, and foliar spray solutions, marking a decisive turning point in her farming journey toward improved productivity and market acceptance.

Outcomes & Measurable Change

Agricultural Outcomes : Consistent improvements in crop quality and uniformity, higher overall yields, and produce that reliably met market quality standards.

Market Outcomes : Improved market acceptance, expanded access to markets beyond the local area, including Rajasthan, Gujarat, and Delhi, and consistently command a ₹2–3 per kg premium over prevailing market prices.

Economic Outcomes : Stabilized and enhanced farm income, which helped reinvest in farming infrastructure, leading to the installation of an additional nethouse in 2021 and an expansion of overall production capacity.

Social & Community Impact

Pooja's success extended well beyond her own farm, as she emerged as a role model for innovation, particularly for women farmers, actively guiding and



“Yara products have brought a true transformation in our lives. They helped me improve the quality of my crop and the income of my family. I proudly recommend Yara products to all nethouse farmers.”

encouraging others to adopt nethouse farming, thereby triggering a ripple effect across Kalayat village. By 2025, Kalayat village had over 20 nethouse farms, with farmers reporting improved incomes and living standards, increased investment in children’s education and household well-being, and enhanced social recognition for farming families.



Personal Transformation & Recognition

Pooja’s life has undergone a significant transformation – she constructed a new home, improved access to quality education for her children, and gained wide recognition for her contributions to agriculture, including multiple awards and state-level felicitation, while she now also mentors and trains other women to adopt modern farming practices and achieve financial independence.

Conclusion: Lasting Impact

Pooja Arya’s journey shows how access to knowledge, quality inputs, and sustained support can transform livelihoods, turning social and market barriers into opportunities for higher profitability, greater participation of women in agriculture, and stronger rural resilience, with lasting economic and community-level impact.

Case Study : Women in Agronomy: Strengthening the Pipeline of Women Leaders in Agricultural Science

As the global Women in Agronomy (WiA) program completed five years, it continued to reinforce Yara India’s commitment to building a more inclusive and diverse agronomy workforce. Established to increase the visibility, confidence and professional opportunities available to women in agricultural knowledge roles, WiA has grown into a recognized global platform supporting leadership development and gender equity across the sector. In 2025, the program was recognized with the “Initiative of the Year” award at the Women in Food and Agriculture Awards, highlighting its relevance and impact within the agri food ecosystem.

Building on this global foundation, Yara India strengthened its focus on advancing women's participation in agronomy and scientific roles through the launch of the Women in Agronomy Scholar Award 2025–26. The initiative was designed to address structural and cultural barriers that often limit women's progression into research intensive and field-based agronomy careers.

India has a strong pool of emerging women researchers in Agronomy and Soil Science, particularly within ICAR accredited universities. However, many face challenges such as limited financial stability, restricted access to mentorship and limited exposure to industry linked, applied agronomy pathways. The Scholar Award was created to help bridge these gaps by connecting academic excellence with real world agronomic practice and sustainable crop nutrition.

Program Design and Support

In its inaugural year, five women PhD scholars were selected to receive a one time financial grant, six months of structured online mentoring, and curated exposure to Yara India's technical expertise, values and sustainability driven approach to crop nutrition. By combining academic support with practical learning and industry engagement, the program strengthens the transition from research to application while building confidence and professional networks for early career women scientists.



Banana Value Chain Summit 2025

Advancing Sustainable Agriculture and Farmer Prosperity in Jalgaon

In continuation of our partnership with research institutions, we collaborated with the Banana Research Station (BRS), Jalgaon, an ICAR-affiliated premier R&D institution to host the first-ever Banana Value Chain Summit in Savda, Jalgaon in August 2025. The summit, held under the theme “Strengthening the Banana Value Chain from Productivity to Prosperity,” created a landmark platform for advancing sustainable cultivation, improving farmer incomes, and strengthening ecosystem-wide collaboration across the banana sector.

The event brought together a diverse group of stakeholders, including government research bodies, Krishi Vigyan Kendras (KVKs), exporters, private sector innovators, agri input organizations, and over 850 banana farmers from Jalgaon, Dhule and Solapur districts.

The summit focused on:

- Addressing the most pressing challenges in banana cultivation while demonstrating how science based agronomy, climate resilient crop practices, and collaborative value chain interventions can create long term benefits for farmers.

- Sessions explored productivity enhancements, post-harvest improvements, export readiness, pest and disease management, and the role of digital and AI driven tools in improving resilience and resource efficiency.
- Expert speakers emphasized the need for sustainable intensification—highlighting soil health, balanced nutrition, climate adaptation, and responsible water use as enablers for better yields and consistent quality. Several technical sessions demonstrated how precision plant nutrition, tissue culture, drip irrigation, and fruit care practices help farmers improve both productivity and market competitiveness.
- A key highlight was the felicitation of 16 progressive banana growers whose work exemplified sustainable practices, innovation, and community leadership. Their stories demonstrated how advanced nutrition management, good agricultural practices, and scientific interventions translate into improved productivity, improved quality, and better livelihoods.
- The summit also featured an exhibition showcasing innovations from leading agri technology companies, fostering cross sector learning.
- Media engagement ensured wide dissemination of insights, helping build momentum for a stronger and more sustainable banana value chain in Maharashtra.



Safety Hero Campaign in Punjab

Safety is our license to operate globally. In line with this commitment, Yara India continues to drive initiatives that strengthen community well-being. Punjab, one of India's core agricultural markets, faces a critical road safety challenge, with over 4,700 fatalities reported in 2024. These incidents are largely attributed to over-speeding, unsafe driving practices, and limited use of helmets and seatbelts, disproportionately impacting rural communities. To address this growing concern, particularly the rise in road accidents involving agricultural vehicles such as tractor-trolleys, Yara India in partnership with the Punjab Police Traffic & Road Safety Wing launched a focused safety campaign across Punjab to promote safer roads and farming communities.

“I am a Safety Hero” Campaign

The objective was to promote safety awareness among Punjab’s farming communities, both in agricultural operations and during transportation of inputs, produce, and farm equipment.

Key Highlights

- Conducted on-ground safety awareness sessions in farming villages and cluster markets.
- Educated farmers on safe handling, storage, and usage of crop nutrition products.
- Promoted adoption of PPE for spraying and fertilizer application.
- Organised interactive demonstrations on chemical safety, equipment handling, and first-response basics.
- Delivered expert-led sessions by the Traffic Wing of Punjab Police on road rules, accident prevention and defensive driving.

By combining farm safety and road safety, Yara India’s campaign in Punjab addresses two of the most critical risk areas impacting the farming community. The initiative reflects Yara’s commitment to safeguarding the people who grow food for the nation, making Punjab not only a core business market, but also a priority community for safety and well-being.



Yara India – Building Awareness for positive impact of Innovative Crop Solutions

Building sustained stakeholder awareness and education on the relevance of innovative crop nutrition and its impact on soil & overall human health.

Nutrition security through soil health

India’s long-term nutrition security is closely tied to improving soil health amid challenges such as climate variability, nutrient imbalance, and declining fertility. Science-based, precision nutrient management through approaches like Integrated Nutrient Management, 4R stewardship, and digital advisory systems, can enhance productivity, resource efficiency, and resilience across agro-climatic zones. Sustained investment in soil health, farmer knowledge, and digital infrastructure will be critical to advancing climate-smart, sustainable agriculture while responsibly feeding a growing population.

Nutrition security through soil health

This article is authored by Sanjiv Kanwar, managing director, Yara South Asia.

Updated on: Aug 15, 2025 1:02 PM IST

By Sanjiv Kanwar



Soil (Pixabay)

Having grown up in the '70's, it was perfectly normal to see earthworms especially during the monsoon seasons performing their role of as natural soil conditioners by helping aerate the soil with their movements. Now, a walk through a farm in India today reveals one stark alarming truth – the earthworms have but vanished from our fields. The realities of agricultural fields across India tell a stark story of degraded soil, shrinking water reserves and fragile ecosystems, underscoring the urgent need for transformation in our agricultural practices for a more sustainable future.

Advertisement

India's Brown Revolution: Turning soil into the engine of nutrition and prosperity

India's next phase of agricultural transformation hinges on restoring soil health as a foundation for nutrition security, climate resilience, and farmer prosperity. Declining soil organic carbon and widespread micronutrient deficiencies underline the need for a shift from input-intensive farming toward science-led, precision nutrient management. Approaches such as 4R Nutrient Stewardship, integrated micronutrient solutions, and phygital agronomy models are enabling more efficient nutrient use, improved crop nutrition, and long-term soil vitality. Supported by enabling policy measures and digital infrastructure, soil-centric strategies have the potential to unlock higher productivity while reducing environmental stress.

Nurturing health and climate through nutrition-smart agriculture

Addressing hidden hunger and climate change requires a shift toward nutrition-smart, sustainable farming systems. Soil degradation and micronutrient deficiencies, especially zinc, limited productivity, nutrition, and resilience. Nutrition-smart agriculture integrates soil health restoration, balanced micronutrient management, biofortification, and science-led advisory models to improve yields, food quality, farmer incomes, and climate resilience simultaneously.

India's Brown Revolution: Turning soil into the engine of nutrition and prosperity

By investing in soil health, we are building a stronger agricultural economy, a healthier population, and a more sustainable planet

By Sanjiv Kanwar
Updated - October 19, 2025 at 09:00 AM

GIFT THIS ARTICLE



India's agricultural journey is one of the world's most remarkable success stories. From overcoming food shortages in the mid-20th century to becoming a global leader in food production, the country has ensured self-sufficiency while contributing to global grain exports. It has shown that it can turn challenges into milestones. Today, India is ready for its next leap — a Brown Revolution — where the soil beneath our feet becomes the driver of nutrition security, climate stability,



Nurturing health and climate through nutrition-smart agriculture

By nourishing the planet one farm at a time, we can tackle hidden hunger and climate change simultaneously

By Sanjiv Kanwar
Updated - June 07, 2025 at 09:12 AM

GIFT THIS ARTICLE



As the world marked yet another World Environment Day, the urgent and collective action toward a sustainable future has never been more pressing. Among the most critical and interconnected challenges we face are hidden hunger and climate change — dual threats that undermine both human health and environmental resilience.



FICCI Task Force on Innovative Crop Nutrition

Yara India's Managing Director, Sanjiv Kanwar, was appointed as the Chair of the FICCI Task Force on Innovative Crop Nutrition, underscoring Yara's sustained leadership in advancing innovative, sustainable, and farmer-centric crop nutrition solutions in India.

The Task Force convened its inaugural meeting in May 2025, followed by a series of structured and recurring meetings. These engagements brought together stakeholders from across the fertilizer, agribusiness, research, and policy ecosystem to enable informed dialogue on the evolving needs, challenges, and opportunities within India's crop nutrition landscape.

Discussions focused on:

- Identifying systemic and regulatory barriers to the adoption of innovative crop nutrition technologies
- Strengthening fertilizer quality control, traceability, and assurance mechanisms
- Enhancing domestic capacity and competitiveness in the production of advanced nutritional inputs
- Exploring Public-Private Partnership (PPP) models to improve supply chain efficiency and outreach
- Advancing environmental sustainability through improved fertilizer use efficiency and soil health management

A key emphasis of the Task Force was on non subsidised fertilizer segments, including micronutrients, bio-fertilizers, liquid-fertilizers, water-soluble fertilizers, and bulk non subsidised nutrition products.

The deliberations examined how these segments can:

- Improve nutrient use efficiency and agronomic effectiveness
- Provide greater choice, flexibility, and customised solutions for farmers
- Support ease of doing business for manufacturers and distributors through streamlined frameworks
- Play a constructive role in enhancing farm productivity and contributing to India's broader economic growth ambitions, including the goal of increasing agriculture's contribution to GDP

Forward Path

The Task Force will now progress towards:

- Consolidating inputs into a comprehensive, evidence based recommendation report
- Consulting and socialising the recommendations with industry participants and ecosystem stakeholders
- Convening a larger multi stakeholder forum, including government representatives, to advance actionable, scalable outcomes for India's crop nutrition ecosystem

CHAPTER

07

Connect

Responsible Product and Supply Chain Integrity

Sustainable Supply Chain

Yara India is committed to developing safe, sustainable, and effective products, underpinned by a resilient and responsible supply chain. Supplier performance is monitored through defined metrics to ensure alignment with quality, sustainability, and operational standards. Suppliers are encouraged to adopt recognized certifications, with some holding ISO 9001 certification and participating in EcoVadis assessments, including a partner achieving a 61st percentile global ranking and the “EcoVadis Committed” badge, reflecting progress in environmental, social, ethical, and supply chain practices.

Sourcing Locally

A key indicator of Yara India’s sustainable supply chain approach is the share of procurement directed to local suppliers at major operational locations. By sourcing locally, the Company supports regional economic development and strengthens community partnerships, with “local” defined as suppliers operating within India.

Total Number of Suppliers	27
Domestic Suppliers (Indian)	16
International Suppliers	11

Thematic Area	2024			2025		
	INR in Crore	INR in Million	Percentage	INR in Crore	INR in Million	Percentage
Products and services purchased locally	47	465	9	57	568	7

During 2025, approximately 7% of our total procurement budget was allocated to local suppliers, compared to 9% in the previous year. This shift was primarily driven by an increase in imports, which were substantially higher compared to the previous year. For products sourced locally, there was a substantial increase of 22.15% compared to previous year’s procurement. We remain committed to progressively strengthening local procurement where operationally feasible and continue to explore opportunities to onboard domestic suppliers across key input categories.



Supplier Screening, Selection and Onboarding Process

Yara India follows a structured, risk-based supplier screening process to ensure that all suppliers and service partners meet defined safety, quality, regulatory, and operational requirements prior to onboarding and throughout the engagement lifecycle. Evaluations are conducted using standardized, category-specific checklists led by the Supply Chain team in collaboration with HESQ and Product Stewardship functions.

Suppliers are assessed for mandatory regulatory and statutory compliance, including the validity of licenses and permits, equipment calibration and certifications, and adherence to safety and fire regulations. Operational readiness checks cover emergency preparedness, trained personnel, and infrastructure compliance. Packaging, storage, and logistics partners are further evaluated against detailed operational and quality controls addressing handling, storage, labeling, contamination prevention, spillage control, FIFO management, and inspection protocols. Compliance is verified through pre-inspections, audits, and site reviews, with non-conformities addressed through corrective actions.

Formal procedures are in place to manage non-conforming products through identification, segregation, traceability, and approved disposal, reprocessing, or recall processes. Supplier compliance is a prerequisite for contracting and continued engagement, reinforcing Yara India's commitment to responsible sourcing, product stewardship, and supply chain resilience.

Logistics Decarbonisation through Rail Movement and Bulk Vessel Import

Case Study : Building a Low Carbon, Scalable Import Model

Context

Yara India currently imports around 1.2 lakh MT of premium products annually through containerised shipments distributed across multiple packing locations. With business volumes expected to grow significantly, this model presents increasing operational and environmental challenges, including congestion risk, clearance constraints, and higher logistics emissions.

Approach

To ensure the supply chain continues to support growth while reducing its carbon footprint, Yara India has adopted a two-pronged strategy. This includes increasing the use of rail (rake) movement for inland logistics and utilizing bulk vessel imports for premium products under Operation MoonShot, a first of its kind initiative in India.

Innovation and Safeguards

Bulk import of Calcium Nitrate presents unique handling challenges due to its hygroscopic nature and the absence of prior bulk handling experience in India. Given Yara's uncompromising focus on safety, extensive assessments are underway to ensure strict HESQ compliance and product integrity before implementation.

Impact

- The strategy improves operational resilience while reducing exposure to congestion, demurrage, and emissions
- Operation MoonShot positions Yara India to scale imports sustainably as volumes grow and also strengthens low carbon logistics by reducing emissions by 52.41% through increased use of rail and vessel-based transportation for premium crop nutrition products.

Outcome

This initiative reflects Yara India's commitment to low carbon logistics, operational innovation, and future ready supply chains that enable growth while advancing sustainability goals.



Responsible Sourcing

Ensuring Responsible Packaging Through Recycled Content Verification and EPR Compliance

In response to amendments under India's Plastic Waste Management Rules, Yara India strengthened its Extended Producer Responsibility (EPR) framework from August 2025, focusing on improving traceability and verification of recycled plastic used in packaging materials.

During the reporting period, EPR compliance and recycled content verification were embedded into packaging procurement through structured supplier engagement. Suppliers were required to provide documented declarations and certification of recycled content, aligned with applicable EPR and Plastic Waste Management regulations, with documentation checkpoints integrated into procurement workflows.

Yara India received formal certificates confirming the use of post-consumer recycled plastic, including batch-wise quantities, recycled content percentages, and sourcing from CPCB-compliant suppliers. All suppliers held valid registrations under the EPR framework, strengthening regulatory assurance.

The enhanced approach improved supplier accountability, transparency, and audit readiness, reinforcing responsible sourcing and supporting the transition to more sustainable packaging across the supply chain.

Strengthening Supply Chain Quality and Customer Experience

Customer complaints related to packaging integrity, labeling accuracy, and handling practices highlighted opportunities to strengthen quality controls across Yara India's supply chain. Recognizing the link between supply chain performance and customer experience, targeted interventions were undertaken to address recurring issues and improve end to end product integrity.

During 2025, Yara India implemented focused supply chain led improvements spanning packaging design, inspection processes, and corrective action mechanisms. Key actions included enhancements to packaging components to reduce leakage, deployment of automated inspection and rejection systems at packing lines to eliminate labeling errors and strengthening of the Corrective and Preventive Action (CAPA) process through time bound reviews and deeper root cause analysis. These interventions resulted in a 64% year on year reduction in customer complaints in 2025, with significant declines observed across packaging, product, and service related complaint categories.

The reduction in customer complaints demonstrates the effectiveness of targeted supply chain and quality assurance measures in improving product reliability and customer confidence. These initiatives strengthened operational discipline, reduced avoidable disruptions, and reinforced Yara India's commitment to delivering consistent, high quality products through a resilient supply chain.

Product Stewardship and Innovation

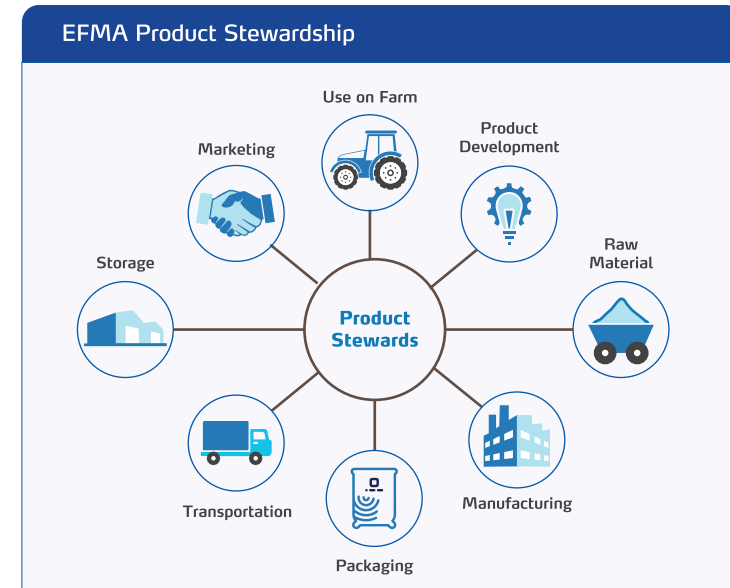
Responsible Fertilizer Management Across the Value Chain

At Yara India, we uphold the highest standards of product stewardship across the fertilizer and crop nutrition industry. Our Fertilizer Stewardship Program governs the entire value chain, from product development and raw material sourcing through manufacturing, distribution, and on-farm applications. This comprehensive, end-to-end approach ensures the safety and well-being of our partners and customers while proactively addressing environmental concerns and promoting safe, sustainable food production practices. Our adherence to these stewardship principles continues to be validated by independent auditors, aligned with the guidelines established by the European Fertilizer Manufacturers Association (EFMA). By embedding sustainability, safety, and efficacy into every stage of the product lifecycle, Yara India remains committed to responsible and forward-looking fertilizer management.

Packaging and Labeling

Yara India adheres to stringent product stewardship principles across packaging and labelling, ensuring accountability, compliance, and transparency at every stage of the product value chain. We are committed to maintaining the highest standards of product quality while effectively communicating safety, security, and environmental considerations to all stakeholders – from value chain partners and distributors to the end consumer at the farm level.

Our responsibility extends beyond the product itself to encompass the environmental footprint of our packaging. Yara India actively collects and recycles plastic waste generated from product packaging, contributing to circular economy principles and reinforcing our commitment to environmental protection. During 2025, we further strengthened our commitment to packaging and labelling excellence through the deployment of advanced technology to ensure zero-defect labelling accuracy across our operations.



Case Study : Technology in Action - AI-Enabled Visual Camera Inspection System

Driving Zero-Defect Labelling Through Artificial Intelligence

Background

In the fertilizer industry, accurate packaging and labelling are critical to regulatory compliance, product stewardship, and on-farm safety. Errors such as incorrect text, patterns, or imagery can lead to non-compliance, recalls, and misapplication risks. Traditionally reliant on manual visual checks prone to human error and inconsistency, Yara India adopted a more robust approach by deploying an AI-enabled visual camera inspection system within its packaging operations to strengthen labelling quality assurance.

The Challenge

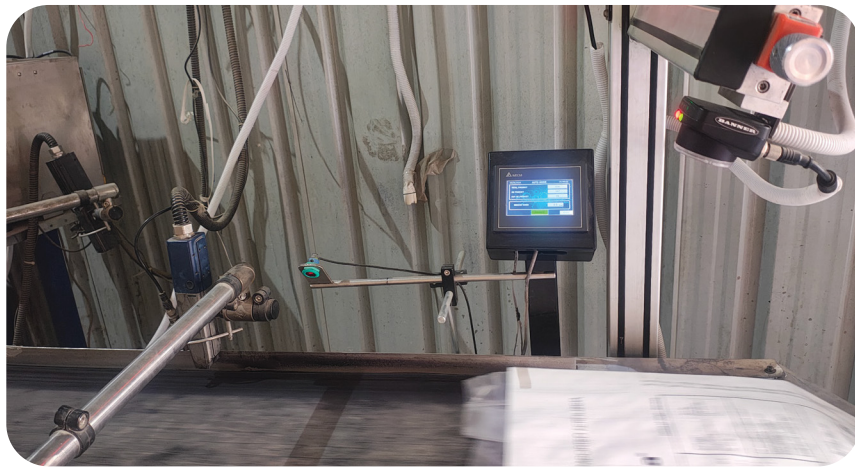
Yara India's manufacturing operations handle multiple product lines, many of which are packaged in similar-coloured bags differentiated primarily by product names and label content. This created a persistent quality assurance challenge:

Challenge	Impact
Manual inspection dependency	Susceptible to human error and fatigue, particularly during high-volume production runs
Similar-coloured packaging across products	Increased risk of incorrect bags entering the production line undetected
Text misalignment and pattern errors	Potential regulatory non-compliance and compromised consumer trust
Speed vs. accuracy trade-off	Manual checks risked either slowing down operations or missing defects

The Solution

Yara India implemented an AI-enabled high-resolution visual camera inspection system integrated directly into the packaging line.

The system's real-time Job Pass and Job Fail visual indicators are displayed on a monitor screen, providing operators with immediate visibility into inspection outcomes. Additionally, Pass/Fail details are shared at the RTM (Real-Time Management) review, ensuring that labelling performance is tracked and reported as part of routine operational governance.

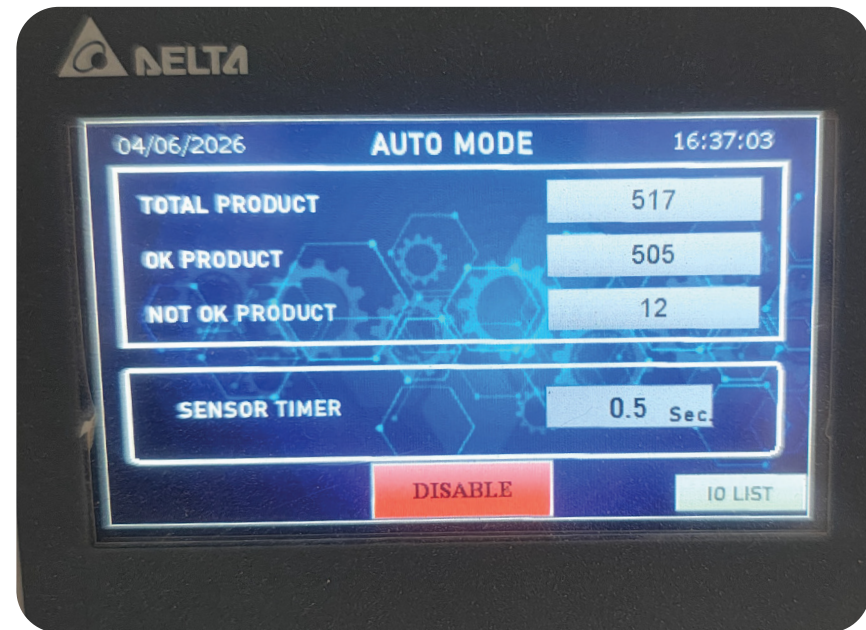


The system delivers the following capabilities and benefits :

Capability	Benefit
Minimized human interference	Verification is automated, eliminating reliance on manual visual checks and reducing operator fatigue
Reduced risk of mistakes	AI-driven detection identifies defects that may be missed by the human eye, particularly during extended production runs
Same-colour bag differentiation	The system is capable of differentiating bags of the same colour by reading and verifying product names — addressing one of the most common sources of packaging error
100% quality assurance	Every single bag is inspected — not a sample-based approach — ensuring complete coverage and zero-defect aspiration
High consistency	Delivers uniform inspection standards across every production shift, replacing the variability inherent in manual processes
No reduction in speed	The system operates at full production line speed, ensuring that quality assurance does not compromise throughput or operational efficiency

How It Works in Practice

When an incorrect product bag enters the packaging line, the AI-based camera system instantly detects the mismatch and automatically rejects the non-conforming bag in real time, preventing it from progressing further and ensuring that incorrect products do not reach distribution or end consumers.



CHAPTER

08

Contribute

Deepening Community Trust

At Yara India, our commitment to Corporate Social Responsibility (CSR) transcends business operations, focusing on the cultivation of an ecosystem that enriches both agriculture and society. We recognize the profound impact our activities can have on the communities we serve, and we are dedicated to making positive contributions that foster sustainable growth and development. By actively engaging with key stakeholders, we identify and prioritize areas for intervention, ensuring our efforts align with community needs and aspirations. Through open communication channels, we incorporate stakeholders' perspectives into our decision-making processes, mitigating potential adverse effects and enhancing our overall impact. This holistic approach underscores our dedication to nurturing vibrant communities and promoting a harmonious balance between agricultural advancement and social well-being.

CSR Implementation Framework

The CSR initiatives of Yara India are implemented through a dedicated Trust registered under the Indian Trusts Act, 1882. The Trust is governed by five trustees who meet three to four times a year to review progress, ensuring alignment with defined objectives. Operating under the brand name 'Kiran - A Yara India Community Initiative', the Trust functions as the CSR arm of Yara India. Spearheaded by an in-house team, Kiran coordinates the implementation of initiatives, collaborating with external agencies as needed. Our community interventions are strategically aligned with Sustainable Development Goals (SDGs), national priorities, and local community needs, as detailed in our CSR Annual Report.

Geographic Focus and Impact Assessment

Our CSR efforts, primarily centered around our Babrala plant in Uttar Pradesh, include initiatives in Education, Healthcare, and the Support of Self Help Groups (SHGs). To assess the impact of these programs, we have established detailed frameworks and regularly carry out social impact assessments. These evaluations consider multiple factors, such as organizational structure, financial outcomes, and the effectiveness of partnerships.

CSR Policy and Governance

Yara India is committed to generating positive social outcomes and demonstrating responsible business practices through its formal CSR Policy, established in accordance with Section 135 of the Companies Act, 2013. This policy outlines the thematic areas guiding our CSR activities and sets forth our collaboration and partnership philosophy for effective implementation.

The CSR Policy is led by the Board of Directors, with implementation and monitoring overseen by the CSR Committee. This committee operates under the Board's approval to ensure the strategic propagation and smooth execution of activities, monitoring plans, and adjustments as needed. The CSR Committee also recommends amendments to the Board, which holds the final decision-making authority.



Monitoring, Evaluation and Assurance

To ensure the intended outcomes are achieved, our CSR policy includes rigorous monitoring and impact measurement activities. This process helps improve delivery, identify gaps, and plan resource allocation, ensuring accountability to our stakeholders. We utilize frameworks and indices to measure the impact of planned activities, with data collection and analysis governed by recognized processes to maintain transparency and effectively identify gaps.

A third-party audit is conducted to evaluate our CSR initiatives, and the resulting recommendations are integrated into our planning process. This feedback mechanism allows us to enhance effectiveness and ensure continuous improvement in our CSR efforts.

Community Impact

There were no significant negative impacts on the local community in CY 25.

CSR Focus Area

1. Education
2. Agriculture
3. Animal Husbandry
4. Healthcare
5. Women Empowerment and Skill Development
6. Inclusive Development
7. Infrastructure Development

Thematic Areas and CSR Activities

Education

Yara India is dedicated to advancing education through a variety of initiatives that focus on empowering young learners and improving educational quality:

- **Project Rainbow:** Village-level early childhood centers with the support of local Panchayats and stakeholders
- **Digital Pathshala (Project CLAP and ALFA):** Improve the digital readiness and capability of Govt. school going children
- **Support Primary School - Nagaliya Kazi:** Provides essential educational infrastructure to village level institutions for children in the village
- **After School Learning Centers (ASLC):** Offer secondary school students with additional support in math and science, preparing them for academic success
- **Project Pankh (Promote Girls Education):** Promoting retention and continuation of girls' education by identifying dropouts, providing counselling, motivating students through recognition and resolving the problems of commuting to schools

Interventions	Impact Metrics
Rainbow	Enhanced educational readiness for 302 children in 10 centers through active community involvement
Project Digital Pathshala a. Continued Learning Access Program (CLAP) b. Smart Classes (Project ALFA)	a. Supported digital learning for 500 students in grades 9–12 across 5 government schools and additionally covered more than 300 youths through structured life skills education b. Improved digital literacy and learning outcomes for 20,000 students in grades 9-12 through 44 digital classrooms
Nagaliya Kazi Primary School	59 students enrolled and directly benefitted
After School Learning Centers (ASLC)	Catered to 147 students (80 girls and 67 boys) in a reinforcing classroom learning in 5 villages
Project Pankh	Promoted girls' education by providing 70 bicycles to Class 9 students, organized Parent-Teacher Meetings, established Rewards & Recognition programs in 5 schools in villages for 107 students, and facilitated the admission of 8 dropout girls into Kasturba Gandhi School, Rajpura
Sajag Rahi	52 road safety awareness sessions conducted covering 1,681 participants, including adolescent girls, trainees of the Vocational Training Center, and Self-Help Groups. Provided safety jackets to 105 farmers, especially tractor drivers and awareness training in 14 schools
Summer Camp	One month summer camp for 101 children at the Village House, providing a vibrant and engaging learning environment through activities such as dance, yoga, art and craft, and singing

Project Rainbow



Project Pankh



Project Sajag Rahi (Road Safety)



Digital Pathsala (CLAP and ALFA)



Agriculture

Yara India's Agricultural Initiatives aim to empower farmers with the knowledge, skills, and technology needed for sustainable and productive farming:

- **Soil and Water Conservation:**
 - a. Implemented measures such as laser leveling, deep ploughing, soil testing and bio-fertilizer application to improve farm yields and reduce input costs
 - b. Laid underground irrigation pipeline in the farms of the farmers to minimize the wastage of water and resources and reduce the drudgery of farmers while irrigation
- **Agricultural Knowledge Enhancement Workshops:** Organized community meetings and exposure sessions to share best farming practices with local farmers. Reached 340 farmers through training sessions to strengthen knowledge of modern and sustainable agriculture techniques
- **Agricultural Input Technology:** Provided high-quality seed equipment at subsidized rates, encouraging innovation and adoption of improved practices
- **Institution Building:** Established and strengthened Farmers' Clubs across villages to promote collective learning, collaboration, and adoption of improved agricultural practices

Interventions	Impact Metrics
Soil & Water Conservation (SWC)	SWC measures were implemented across 502.10 acres, enhancing soil health, improving crop yields for 221 farmers, and reducing topsoil erosion
Underground Pipeline Irrigation	367.39 acres of land covered, benefiting 388 farmers by reducing water wastage and increasing agricultural productivity
Farmer Club	14 Farmers' Clubs, comprising 749 farmers, were formed to promote collective learning, information sharing, and adoption of improved agricultural practices
Capacity Building Training of Farmers	Season-specific capacity-building training benefited 403 farmers by strengthening their knowledge of modern and sustainable farming practices
Plantation Program	In collaboration with the District Horticulture Department, 1,521 saplings were distributed to 137 farmers and SHG women across 16 villages
Technological Support to Farmers	Facilitated the installation of 40 solar panels, each providing power for two LED bulbs and a mobile charging point

Additionally, support initiatives included the distribution of power sprayers, petrol-based spray machines, and paddy, wheat, and mustard seeds to ensure timely and affordable access to essential agricultural inputs. An exposure visit to the Pantnagar Farmers' Fair was also organized to help farmers explore modern agricultural technologies and access quality seeds, promoting sustainable farming practices.

Most activities were implemented through Farmers' Clubs to encourage participation, maintain member motivation, and strengthen the clubs as institutions for collective learning and agricultural development.

Project Soil and Water Conservation (Laser Leveling and Deep Ploughing)



Awareness meeting for formation of Farmers Club



Distribution of Seed Storage Bins to SHG members (JLGs)



Distribution of Solar Light



Distribution of Saplings in collaboration with the District Horticulture Department



Animal Husbandry

Yara India focuses on improving livestock productivity through targeted animal husbandry initiatives:

- **Breed Improvement:** Enhancing the productivity of milk-yielding animals through artificial insemination
- **Animal Health Care:** Ensuring livestock wellness through a mix of OPD services and mega veterinary health camps, offering vaccination, deworming, and preventive care
- **Cattle Shed Management:** Enhancing animal comfort and productivity by upgrading cattle sheds with durable concrete flooring and the provision of animal mattresses
- **Balance Nutrition:** Promoted through the distribution of high-quality fodder seeds, including Sorghum, Makkan Grass, Oats, and Barseem
- **Training of Cattle Owners:** Empowering cattle owners through village-level engagement programs and training sessions that promote best practices in animal husbandry and management

Interventions	Impact Metrics
Breed Improvement	Facilitated 15,182 artificial inseminations
Animal Health Care	Treated 3,712 animals through OPD services, vaccinated 43,449 animals, and dewormed 5,692 animals Organized two Mega Animal Health Camps offering gynecological and surgical services, benefiting 435 animals and 304 livestock owners from 66 villages
Balanced Nutrition	Supported 713 farmers with high-quality fodder seeds, including Sorghum, Makkan Grass, Oats, and Barseem
Cattle Shed management	475 cattle across 151 households benefited through construction of cattle floors (350 animals, 93 beneficiaries) and provision of cattle mattress (125 animals, 58 beneficiaries)
Training of Cattle Owners	Conducted training programs across 7 core command villages, engaging 371 cattle owners

Mega Animal Health Camp



Animal Vaccination for HS (Hemorrhagic Septicemia)



Construction of Cattle Floor



Training Cattle owners on Livestock Management



Training Para Vets



Healthcare

Yara India continues to strengthen community well-being through targeted healthcare interventions that focus on prevention, access, and awareness:

- **Sanjeevani:** Delivers essential curative healthcare services through community-based clinic and mobile health camps, enabling timely access to primary medical care and essential medicines
- **Vatsalya:** Focus is on improving maternal and child health outcomes by encouraging safe antenatal and postnatal practices, contributing to the reduction of infant and maternal mortality
- **Project Kishori Shakti:** Addresses the holistic health needs of adolescent girls by improving nutrition levels, promoting menstrual health education, and supporting overall well-being
- **Shubhangi:** Supports women's health by facilitating gynecological check-ups and building awareness around menstrual hygiene and reproductive health
- **Divya Drishti:** Expands access to quality eye care services in collaboration with Gandhi Eye Hospital, helping identify and address vision-related concerns within communities

Interventions	Impact Metrics
Sanjeevni & Vatsalya	<p>Patients treated: OPD services: 6,695, Mobile health camps: 4,191</p> <p>Total Women & Children Vaccinated (Covered by Govt. and Kiran) - 13,032, Remaining Women & Children Vaccinated (Covered by Kiran) - 758</p>
Kishori Shakti	<p>Adolescents received health treatment: 183 through 5 health camps</p> <p>Hemoglobin tests, deworming, and IFA supplementation: 1,893 beneficiaries</p> <p>Training of Trainers (ToT) for volunteers and Kishori Club members: 5 programs</p> <p>Seed kits distributed for kitchen gardens: 691 households</p> <p>Health awareness and counseling sessions conducted: 530 sessions</p> <p>3,077 sanitary pads provisioned to community girls and women</p>
Divya Drishti	<p>Restored vision for the elderly community, conducted 972 cataract surgeries; Spectacles were distributed to 117 students from Govt. schools to facilitate vision support</p>

Kishori Shakti Camp in Villages



Village Adolescent Girls Awareness Meetings



Spectacles provided to 117 students from 14 Government Schools



Project Sanjeevani (OPD in CSR campus and Health camp in Villages)



Women Empowerment and Skill Development

Yara India promotes inclusive development by enabling women and youth to build capabilities, access livelihoods, and participate meaningfully in economic growth through structured empowerment and skill-building initiatives:

- **Project Swashakti:** Focuses on the formation and strengthening of Women Self-Help Groups (SHGs), financial inclusion, and sustainable income-generation opportunities
- **Project Samridhhi - Enterprise Development:** Supports women entrepreneurs in establishing and scaling micro-enterprises by facilitating business development, market linkages, and access to external funding through platforms such as the Yara Capacity Building Program and NABARD-supported programs
- **Skill Development Programs:** Provide vocational and employability-oriented training to youth, equipping them with practical skills that enhance job readiness

Interventions	Impact Metrics
Self-Help Groups (SHGs)	<p>Strengthened 353 Women Self-Help Groups across 55 villages, reaching 47,207 women and enabling collective savings and access to institutional credit</p> <p>Mobilized Rs. 70.22 lakh in cumulative savings, Rs. 2.30 crore in loans and Rs 60.61 Lakhs in interest from loans & penalty</p> <p>Annual General Meetings: Covered 366 SHGs from 52 Villages. Blocks covered: 3 (Junawai, Rajpura, Gunnaur), Women participants in AGMs: 2,396</p>
Income-Generating Activities (IGAs)	<p>100 participants who completed the 15-week online entrepreneurship training under the Yara Capacity Building Program (GrowEnterprise) received certificates</p> <p>A workshop with 61 participants assessed the training's impact on livelihoods, future plans, and support needs.</p> <p>30 GrowEnterprise participants were registered under the CM Yuva Udyami Yojana for enterprise loan support; 5 loans were sanctioned</p> <p>Supported women entrepreneurs and empowered 40 artisans through projects such as Aakriti, Suikriti, Karzobi, and Sri Sai Mart, while promoting SHG-led enterprises</p> <p>Generated revenue of Rs. 13.20 lakhs through group enterprises producing apparel, incense sticks, multigrain flour, spices, and related products</p>

Other Initiatives

Participated in 3 national-level exhibitions, including Grameen Bharat Mahotsav (Jhajjar, Ranchi, and Kolkata) and an exhibition by the Paschim Vihar Bengali Association in Delhi

Vocational Training

Trained 466 youths in Industrial tailoring, basic sewing, beautician, and computer skills across two centers and improved employability and income prospects

Celebration of Women's Day

International Women's Day 2025 was celebrated with a vibrant program on the theme, "Accelerate Action"

Celebration of International Women's Day



Products made by SHGs displayed in Exhibition



Village Level Annual General Meeting of SHG



Visioning Exercise with Women SHG



Artisans engaged under Project Karzobi



Vocational Training Centre, Babrala



Inclusive Development

Yara India is committed to promoting equitable opportunities through affirmative action initiatives that address systemic barriers and support marginalized communities. These programs are designed to create lasting impact by improving access to education, skills, and employment:

- **Employable Skill Development Program:** Provides targeted vocational training to enhance the employability of individuals from marginalized communities, enabling them to access sustainable livelihood opportunities
- **Employability Initiatives:** Facilitates access to employment avenues for underrepresented groups, helping bridge the gap between skills and job opportunities
- **Quality Education Support Program:** Ensures equitable access to educational resources, helping students from disadvantaged backgrounds achieve academic success
- **Enterprise Development:** Organize training and capacity-building initiatives to enhance skills, promote entrepreneurship, and support sustainable livelihood opportunities for farmers and community members

Interventions	Impact Metrics
Youth Skilling	<p>Focused on SC/ST students' education and skill development through partnerships with external training organizations (CIPET, GMRVF, NSTI-W), successfully trained 77 youth</p> <p>Trained 422 youth through skill development programs, supported by an institutional partnership with CIPET, Lucknow, targeting skill training for 500 youth</p>
Employability	A 3-day training course on Composite Fish farming was organized at College of Fisheries Science, Mathura, with the participation of 5 progressive farmers and a team from Kiran
Education	47 girls from marginalized and disadvantaged HHs were mobilized and facilitated with the admission into Kasturba Gandhi Balika Vidyalaya (KGBV), Gunnaur

Mobile Repairing Course at ESTC, Ramnagar, Uttarakhand.



Youth (girls) enrolled in National Skill Training Institute, Noida and GMRVF, Delhi



Training on Composite Fish Farming in College of Fisheries Science, Mathura



Agreement with CIPET, Lucknow, for Skill Enhancement of 500 youths



Infrastructure Development

Yara India's infrastructure development initiatives are designed to promote inclusion, reduce marginalization, and support sustained economic growth by creating essential public facilities that benefit entire communities.

- **Developing Essential Public Infrastructure:** Focuses on constructing and upgrading facilities that promote community growth and integration, ensuring access to vital services and opportunities for all

Interventions	Impact Metrics
Access to Clean Drinking Water through RO Plants	300 families provisioned with access to clean drinking water through 3 RO Plants
Sanitation Projects	Infrastructure development based on community-identified needs, improving sanitation and accessibility Toilets constructed: 50 units, Brick-paved track developed: 189 meters, Drainage channels constructed: 112 meters
Education	2 rainbow centers in villages were constructed on the land provided by the villagers and local body (panchayat)

Access to safe drinking water through RO Plants



Constructed Two Rainbow Centers



GRI Standard & Disclosure	Location in the Publication
GRI 1: Foundation 2021	
GRI 1 – Basis for reporting	Reporting Framework – About the Publication
GRI 2: General Disclosures 2021	
GRI 2-1 – Organizational details	About Yara International; About Yara India
GRI 2-2 – Entities included in the Publication	Reporting Boundary
GRI 2-3 – Reporting period, frequency and contact point	About the Publication; Your Feedback
GRI 2-4 – Restatements of information	-
GRI 2-5 – External assurance	-
GRI 2-6 – Activities, value chain and business relationships	Yara India Value Chain
GRI 2-7 – Employees	People & Culture
GRI 2-8 – Workers who are not employees	Occupational Health & Safety
GRI 2-9 – Governance structure and composition	Responsible Governance as a Business Foundation
GRI 2-10 – Nomination and selection of the highest governance body	-
GRI 2-11 – Chair of the highest governance body	Responsible Governance as a Business Foundation
GRI 2-12 – Role of the highest governance body in overseeing impacts	Sustainability Strategy
GRI 2-13 – Delegation of responsibility for managing impacts	Committees; Governance Framework
GRI 2-14 – Role of the highest governance body in sustainability reporting	-
GRI 2-15 – Conflicts of interest	Ethics and Integrity
GRI 2-16 – Communication of critical concerns	Whistleblower Policy and Vigil Mechanism
GRI 2-17 – Collective knowledge of the highest governance body	Responsible Governance as a Business Foundation
GRI 2-18 – Evaluation of governance performance	Committees of the Board
GRI 2-19 – Remuneration policies	-
GRI 2-20 – Process to determine remuneration	-
GRI 2-21 – Annual total compensation ratio	-
GRI 2-22 – Statement on sustainable development strategy	Sustainability Strategy
GRI 2-23 – Policy commitments	Policies and Guiding Principles
GRI 2-24 – Embedding policy commitments	Ethics, HESQ, Human Rights
GRI 2-25 – Processes to remediate negative impacts	Risk Management

GRI Standard & Disclosure	Location in the Publication
GRI 2-26 – Mechanisms for seeking advice and raising concerns	Whistleblower; POSH Committee
GRI 2-27 – Compliance with laws and regulations	Compliance sections across the publication
GRI 2-28 – Membership associations	Member of Associations and Partnerships
GRI 2-29 – Stakeholder engagement	Stakeholder Engagement
GRI 2-30 – Collective bargaining agreements	-
GRI 3: Material Topics 2021	
GRI 3-1 – Process to determine material topics	Materiality Assessment
GRI 3-2 – List of material topics	Material Topics Table
GRI 3-3 – Management of material topics	Integrated across ESG sections
Economic Disclosures	
GRI 201-1 – Direct economic value generated and distributed	Economic Performance
GRI 201-2 – Financial implications and risks due to climate change	Climate Risk Management
GRI 201-3 – Defined benefit plan obligations	Employee Benefits; HR Policies
GRI 202-1 – Entry level wage ratios by gender	Compensation & Pay Equity
GRI 202-2 – Senior management hired from local community	-
GRI 204-1 – Proportion of spending on local suppliers	Sustainable Supply Chain
GRI 207-4 – Country by country reporting	-
Environmental Disclosures	
GRI 302-1 – Energy consumption within the organization	Energy Management
GRI 302-3 – Energy intensity	Energy Management
GRI 302-4 – Reduction of energy consumption	Energy Management
GRI 302-5 – Reduction of energy requirements of products & services	Energy Management
GRI 303-1 – Interactions with water as a shared resource	Water Management
GRI 303-2 – Management of water related impacts	Water Management
GRI 303-3 – Water withdrawal	Water Management
GRI 303-4 – Water discharge	Water Management
GRI 303-5 – Water consumption	Water Management
GRI 304-1 – Sites near protected or high biodiversity areas	Biodiversity

GRI Standard & Disclosure	Location in the Publication
GRI 304-2 – Significant impacts on biodiversity	Biodiversity
GRI 304-3 – Habitats protected or restored	Biodiversity
GRI 304-4 – IUCN Red List species	Biodiversity
GRI 305-1 – Scope 1 GHG emissions	Emissions Management and Climate Impact
GRI 305-2 – Scope 2 GHG emissions	Emissions Management and Climate Impact
GRI 305-3 – Scope 3 GHG emissions	Emissions Management and Climate Impact
GRI 305-7 – NO _x , SO _x and other air emissions	Emissions Management - Air Quality Management
GRI 306-1 – Waste generation and impacts	Waste Management
GRI 306-2 – Management of waste related impacts	Waste Management
GRI 306-3 – Waste generated	Waste Management
GRI 306-4 – Waste diverted from disposal	Waste Management
GRI 306-5 – Waste directed to disposal	Waste Management
Social Disclosures	
GRI 401-1 – New hires and employee turnover	People and Culture
GRI 401-2 – Benefits for full time employees	People and Culture
GRI 401-3 – Parental leave	People and Culture
GRI 402-1 – Notice periods for operational changes	-
GRI 403-1 – OH&S management system	Occupational Health and Safety
GRI 403-2 – Hazard identification and incident investigation	Occupational Health and Safety
GRI 403-3 – Occupational health services	Occupational Health and Safety
GRI 403-4 – Worker participation and consultation	Occupational Health and Safety
GRI 403-5 – Worker training on OH&S	Occupational Health and Safety
GRI 403-6 – Promotion of worker health	Occupational Health and Safety
GRI 403-7 – OH&S impacts in business relationships	Occupational Health and Safety
GRI 403-8 – Workers covered by OH&S system	Occupational Health and Safety
GRI 403-9 – Work related injuries	Occupational Health and Safety
GRI 403-10 – Work related ill health	Occupational Health and Safety
GRI 404-1 – Training hours per employee	Learning & Development

GRI Standard & Disclosure	Location in the Publication
GRI 404-2 – Skills upgrading programs	Learning & Development
GRI 404-3 – Performance and career reviews	Talent Management
GRI 405-1 – Diversity of workforce and governance	Diversity & Inclusion
GRI 405-2 – Pay ratio of women to men	People and Culture
GRI 406-1 – Discrimination incidents	Human Rights
GRI 408-1 – Child labor risks	Human Rights
GRI 409-1 – Forced labor risks	Human Rights
GRI 411-1 – Indigenous peoples’ rights	-
GRI 412-1 – Human rights assessments	Human Rights
GRI 412-2 – Human rights training	Human Rights
GRI 412-3 – Human rights clauses in contracts	-
GRI 413-1 – Local community engagement	Contribute: Deepening Community Trust



Yara Fertilisers India Pvt. Ltd.

Corporate Office : #502, Global Business Square, Institutional Area, Sector 44, Gurugram - 122003, Haryana

Website : www.yara.in

Email : India.operations@yara.com

Customer Care : 1800 121 9272