INTERNSHIP REPORT ON

"MANGALORE CHEMICALS & FERTILIZERS"

Submitted by

Miss SHRUTHA

USN: 4AL21BA080

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

Dr. Catherine Nirmala

Professor

PG DEPARTMENT OF BUSINESS ADMINISTRATION

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

SHOBHAVANA CAMPUS, MIJAR, MOODBIDRI.

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ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

(A Unit of Alva's Education Foundation ®,Moodbidri)
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DATE: 30/01/2023

CERTIFICATE

This is to certify that **SHRUTHA** bearing USN **4AL21BA080,** is a bonafide student of Master of Business Administration program of the Institute (2021-23) affiliated to Visvesvaraya Technological University, Belagavi.

The Internship report on **"MANGALORE CHEMICALS AND FERTILISERS LTD., MANGALORE"** is prepared by her under the guidance of **Dr. Catherine Nirmala**, Professor, PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

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MCF
Mangalore Chemicals
& Fertilizers Limited

Date: 18.11.2022

CERTIFICATE

This is to certify that **Ms. Shrutha** (USN:4AL21BA080) **MBA** student of **"Alva's Institute of Engineering and Technology", Mijar** has done her internship training at Mangalore Chemicals & Fertilizers Limited from 20.10.2022 to 21.11.2022.

During the period of her internship, she has been found to be keen in learning and displaying good conduct & character.

Wishing her all the best in her career.

Chetan Mendonca
Joint General Manager - HR

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Phone: +91 080 4585 5599, Fax: +91 080 4585 5588 website:www.mangalorechemicals.com

DECLARATION

I hereby declare that this Internship titled **"Mangalore Chemicals and Fertilizers Limited"** submitted by me to the Department of Management, Visvesvaraya Technological University in partial fulfilment of requirement of MBA Programme is a bonafide work carried by me under the guidance of **Dr. Catherine Nirmala, Professor, ALVAS INSTITUTE OF ENGINEERING AND TECHNOLOGY MIJAR.** This has not been submitted earlier to any other University or Institution for the award of any degree/diploma/certificate or published any time before.

Place: Mijar SHRUTHA

Date: (4AL21BA080)

ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere gratitude to all those who have helped me throughout this internship. It gives me immense pleasure to acknowledge all those who have encouraged and supported for the successful completion of this work.

I would like to express my sincere thanks to Principal **Dr. Peter Fernandes**, AIET, Mijar, Moodbidri. And I express my deep sense of gratitude to my internal guide **Dr. Catherine Nirmala, Professor of MBA department**, for constant support and encouragement to carry out my internship successfully without much difficulty. I express my heartfelt thanks for their constant encouragement and support during the entire report.

I extend my sincere thanks to my external guide Mr. Deekshith Shetty for their guidance.

Finally, I express my sincere thanks to my parents, family, friends and all the staff of the MBA department, whose support and encouragement kept me going at times of need. Deepest thanks to you all. They are all indeed the reason for the successful completion of this report.

Thank You,

Shrutha

TABLE OF CONTENTS

LIST OF TABLES

LIST OF GRAPHS

EXECUTIVE SUMMARY

This report describes the Internship conducted on the Mangalore Chemicals and Fertilizers, located in panambur, Mangalore. The study's goal is to examine an organisation, including its structure, departments, and functions. The organisation study's goal is to provide a means of tying classroom theory to the real-world tasks performed by organisations.

Mangalore Chemicals and Fertilizers limited (MCF) is the largest manufacturer of chemical fertilizers in the state of Karnataka, India. The company is part of the Adventz Group. The company's corporate and registered office is at UB City, Bangalore and its factory unit is in Panambur, north of Mangalore. It was founded in 1974. Mangalore Chemicals and Fertilizers Limited (MCF) is a subsidiary of Zuari Agro Chemicals Limited, an Adventz Group led by Chairman Saroj Kumar Poddar which holds 54.03% equity shares. Adventz Group is an Indian conglomerate with global ambitions that participates in and contributes to India's economic growth and prosperity through transformational change.

A detailed report on the project is prepared and presented in the following's pages. This report contains six chapters which tells about the history of Mangalore Chemicals & Fertilisers, their product and the quality policy followed by them. The subsequent section includes the vision, "to be the one-stop solution for the farm" with the aim of providing superior products than others and to provide the best quality of fertilisers to achieve agrisolutions. MCF has a flexible organisation structure which undergoes changes in required situations. They actively assist in implementing the companies' objectives and creating an organisation that is responsive, positive and driven by business and social needs.

CHAPTER 1

INTRODUCTION TO MANGALORE CHEMICALS & FERTILISERS LTD.

1.2 INDUSTRY PROFILE

MANGALORE CHEMICAL AND FERTILISERS LTD.

The industry serves as the backbone of the nation's industrial and agricultural expansion and lays the groundwork for many downstream industries, including textiles, paper, paint, soap, detergent, pharmaceuticals, varnish, and other goods. The industry did develop from a niche one to a multifaceted one that deals with the challenges of globalisation. The Indian Chemical Industry has undoubtedly come a long way to establish itself as a major player in the world. On the other hand, a turning point has now occurred in the Indian chemical industry. The industry currently accounts for something like 3% of India's GDP. The sector contributes 11% of the industry's total output. The $108 billion chemical business in India, which accounts for 3% of the worldwide market, has every incentive to grow

Since the Indian economy's fertiliser sector is one of the most energy-intensive in the world, it is of great relevance in local and international environmental issues. The best way to combine economic, environmental, and social development goals is through productivity gains brought about by the adoption of cleaner, more efficient technology in the industrial sector.

The identification of potential future development strategies that lead to a more sustainable development path will be aided by a historical review of productivity growth in India's industries integrated within a larger analysis of structural composition and policy changes. Although man has used fertiliser since the Neolithic era, chemical fertiliser is relatively modern by historical standards. They generally comprise three types of fertilisers known as NPK fertilisers that were created to replace soils that had been depleted by harvesting (N for nitrogen, P for phosphorus and K for potassium).

MCF works in the agricultural sector. As the population has increased, so has the demand for agricultural products. To meet the different food demands of the population, farmers have upgraded technology and farming practices in the dairy, fish, and cattle industries. India's market is expanding since agricultural items account for more than half of its revenue.

Over the past few years, India's GDP has expanded along with rising consumer savings. As a result, the agricultural sector advanced for both farmers and consumers. It has made it possible for farmers to invest more in modern agricultural infrastructure, such as plant growth, high-quality seeds, farming equipment, chemicals and fertilisers, and

agricultural storage, among other things. Additionally, it has improved consumer purchasing power, which has raised domestic demand for agricultural goods.

1.2.4 GROWTH OPPORTUNITIES

The Indian Fertilizer Industry has experienced enormous expansion over the past 50 years and currently holds the third-place position globally. After China, India is the country that uses the most fertilizer. India also comes in at number two for the production of phosphatic fertilisers and number three for nitrogenous fertilisers, but it imports most of the potash it needs because its stocks are so little. India is another significant market for NPK fertilisers (nitrogen, phosphate, and potash).

The industry has a lot of potential for new businesses and start ups and opportunities are available for mini fertiliser plants, Single super phosphate & Mixed fertiliser, NPK fertilisers, Organic fertiliser (in solid and liquid forms), Magnesium sulphate as fertiliser grade, Mixed fertiliser (from organic waste), Customised fertiliser (for higher crop productivity) and Zinc sulphate (agriculture grade).

CHAPTER 2:

ORGANISATION PROFILE

2.1 BACKGROUND OF ORGANISATION

Mangalore Chemicals & Fertilisers (MCF) is the only fertiliser in the state of Karnataka. It is an ISO 14001 and OHSAS certified company. The Company is a part of the UB Group with Group shareholding of 30%. Dr. Vijay Mallya is Chairman of the Board of Directors. The Operations are managed by a team of highly dedicated and experienced professionals.

MCF was established in 1966 as Malabar Chemical Fertilisers Limited and changed its name to Mangalore Chemical and Fertiliser Limited in 1971. Urea, di-ammonium phosphate, NP 20:20:00:13, ammonium bicarbonate - food grade, sulphuric acid, and specialty fertilisers are the main fertilisers and nutrients, including water-soluble fertilisers, micronutrients, and soil conditioners, as well as sulphonated naphthalene formaldehyde (SNF), an industrial product. Food grade ABC, which is primarily used in the confectionery industry, and SNF, which is used in construction, are marketed both domestically and internationally, while fertilisers and Plant Nutrient products are sold in the states of Karnataka, Kerala, Tamil Nadu, Andhra Pradesh, Telangana, and Maharashtra...

The company's registered office and corporate headquarters are located in Bangalore's UB City. Karnataka, Kerala, Tamil Nadu, Andhra Pradesh, Telangana, and Maharashtra all have marketing offices for the company.

Promoters: Adventz group and UB group

Parent company: Adventz group.

MCF has a yearly production capability of more than 2 million metric tonnes of ammonia and 3 million metric tonnes of urea, producing both nitrogenous and phosphatic fertilisers. Under the Mangala name, the company sells its goods, including specialist fertilisers. About 30% of the business is owned by UB Group, with smaller shares held by the Karnataka government and various financial organisations.

In 1976 it began producing urea and ammonia
In 1982 it built an additional boiler capable of 60 tons per hour
In 1985 it built a captive power plant
In 1986 a factory was built to make diammonium phosphate.
In 1993 it created a 2.5-million-gallon reservoir.
In 1999 it launched a granulated fertiliser scale.
In 2002 it installed a pipe reactor and began marketing micronutrients ZnS that year.
In 2003 it put SAP R/3 into an integrated software system and operation.
In 2005 it attained OHSAS accreditation.
In 2006 made the installation of 100 TPD sulphuric acid plants.
In 2008 installed a handling unit for incorporated fertilisers.
In 2011, the high court of Karnataka, Bangalore gave permission to merge MCF internationally.
In 2015, Mangalore Chemicals commenced operation of the Urea plant.
In 2022, implemented a Rs.400 crore energy project.

2.2 NATURE OF THE BUSINESS

There is a need to improve soil condition in order to accommodate modern agriculture as the area of fertile and productive land is decreasing as a result of excessive and irrational use of chemicals and fertilisers. The term " soil conditioners " refers to substances that, when applied to soil, assist in enhancing or maintaining soil's natural, physical and chemical properties which in turn enhance biological well-being. Business offers fertilisers which improve the soil condition such as urea, diammonium phosphate, granulated fertilisers, food - grade ammonium bicarbonate. Manufactures the chemical fertilisers such as Mangala Urea, Mangala DAP, Ammonium Bi Carbonate, and Mangala 20:20:20:13, Sulphuric Acid etc. and it produces SNF liquid

and powder used in the construction, chemical industry for manufacture of super plasticizer.

2.3 VISION, MISSION AND QUALITY POLICY

VISION

To be the one-stop solution for the farm economy.

MISSION

To create value for farmers and stakeholders by providing integrated agri solutions to all farm needs.

QUALITY POLICY

To provide superior products than others and to provide the best quality of fertilisers to achieve Agri solutions. Quality policy mainly aims to meet the needs of our customers and establish a value added relationship, ensuring total farmers satisfaction.

Energy management policy:

- Improve capacity utilisation and on stream hours through reliability centred maintenance practices and create awareness among employees regarding energy conservation.
- Carry out energy audits for identifying areas for improvement and to use alternative and renewable energy sources.

Safety health and environment policy:

- Protect the environment and conserve natural resources by recovery, recycling and reduction of wastage and establishing systems and procedures for a safe work environment and monitoring its effectiveness.
- Develop and maintain the green belt in and around our premises as a part of commitment to sustainable development.

Food Safety Policy:

- The manufacture of food grade products in strict compliance with applicable legislation and customer requirements.

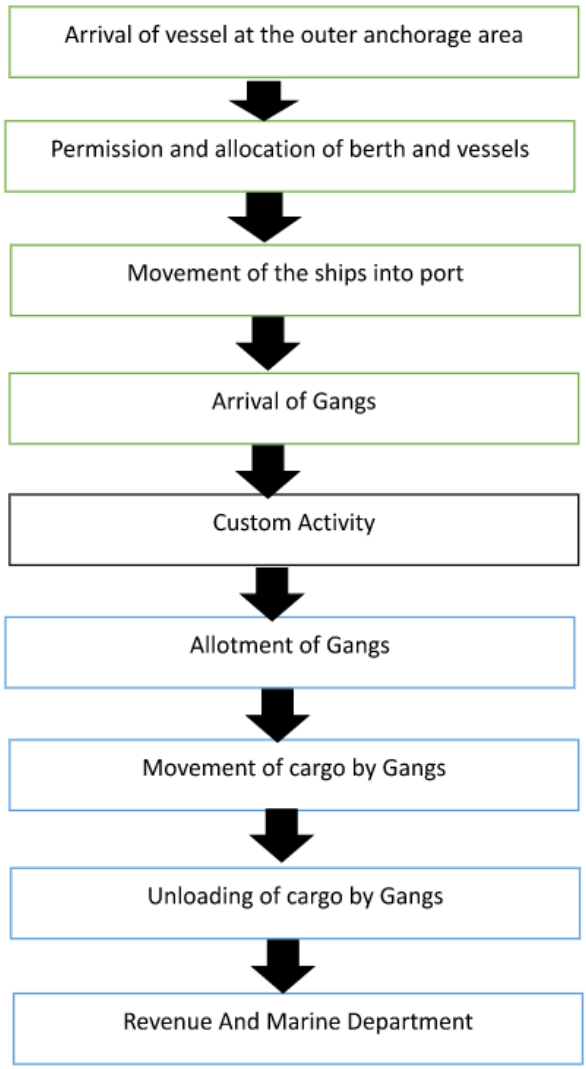
- Continual improvement in the operations with the aim of preventing contamination, minimising health risks and enhancing overall food safety.

Security Policy:

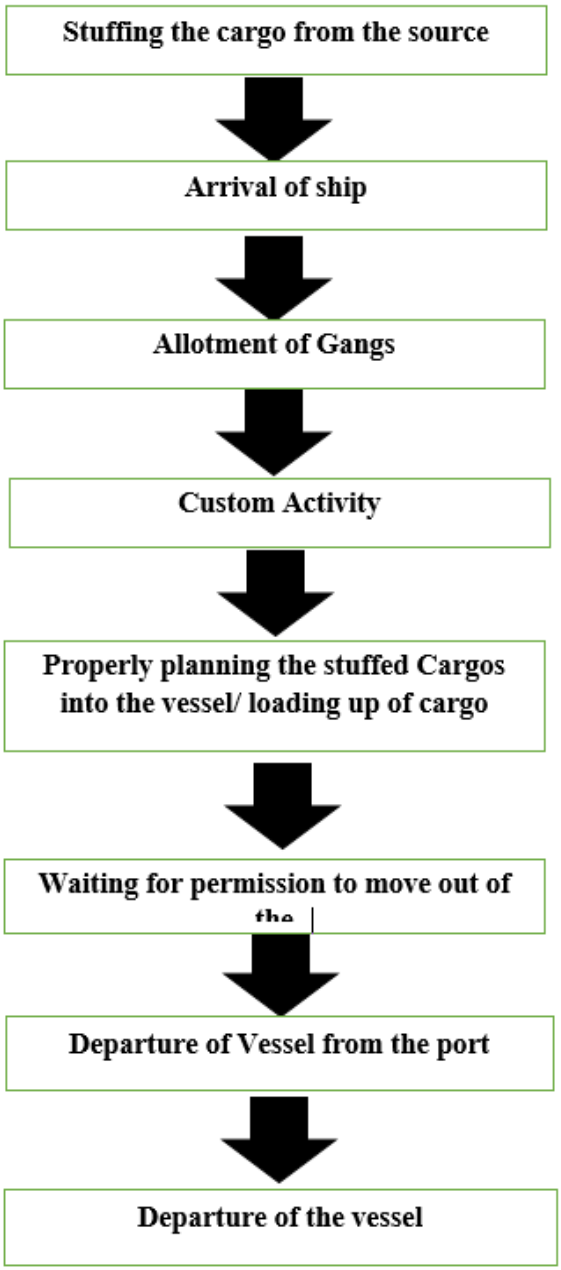
- Protection & prevention of losses to the organisation.
- Provide a secure workplace to all stakeholders.

2.4 WORKFLOW MODEL

IMPORTS FLOW MODEL:



EXPORTS FLOW MODEL:



2.5 PRODUCT /SERVICE PROFILE

1) Mangala urea:

It is a synthetic organic compound containing 46% nitrogen in amide form which is available in the form of white solid prills free flowing for easy application.

2) Mangala DAP:

DAP contains the second most important primary nutrient element, phosphorus besides nitrogen, which is available in free flow granular form for differentiation with other low analysis compound fertilisers, DAP granules are coloured with black.

3) Ammonium Bi Carbonate:

It is a food product with 99.8% purity on a dry weight basis. It is white crystalline product. It is used as an ingredient for fire extinguishers, dyes and pigments, degreasing of textiles, cooling baths, pharmaceutical industry etc.

4) Mangala 20:20:00:13:

It contains 20% Nitrogen & 20% P_2O_5. It also contains 13 % Sulphur, a Major Secondary plant nutrient. Granules are uniform and light grey in colour and it is packed in a 50 kg HDPE bag.

5) Sulphuric acid:

It is colourless, non-flammable liquid. Sulphuric acid (H2SO4) monohydrate is very hygroscopic. Used as an intermediate for manufacturing of phosphate fertiliser. It is Transport by road tank truck.

6) Chem CF NL - Sulphonated Naphthalene Formaldehyde Liquid:

It is an aqueous solution of Sulphonated Naphthalene Formaldehyde, Sodium salt polymer. It is an excellent dispersing agent. It is a powerful water reducing element in Concrete Admixture

7) Chem CFNP - Sulphonated Naphthalene Formaldehyde Powder:

It is a Powerful water reducing agent used for concrete and cement grouts. This is an excellent dispersing agent. Designed to offer wider tolerances in formulations for concrete admixture manufacturers.

8) Other products

- Mangala MOP: It Contains 60% Potash (K). Till now the most widely used K fertiliser available in white and reddish crystalline form is packed in a 50 kg HDPE bag.
- Speciality fertiliser: Speciality fertilisers are high analysis totally water soluble fertilizers. These are available in mono, double and multi nutrient combinations.

9) Fertigation Products

This comprehensive range of powder formulations is manufactured only from technical grade raw material and blended to exacting quality standards.

- Mangala 18-18-18+2Mgo+TE: 18:18:18 has an immediate beneficial effect on plant growth.
- Mangala 19-19-19: 19:19:19 application stimulates with immediate effect plant growth and development.

10) Soil Conditioners

Soil conditioners are termed as materials which when added to the soil help in improving or maintaining its physical conditions with improved physical and chemical health of soil that resultantly improve biological health.

- Mangala Set right for Alkaline Soils: Bring down the pH of alkaline soils and neutralise the adverse p.
- Mangala Set right for Acidic Soils: Increases the pH of acidic soils and neutralises the toxicities. It improves physical and chemical health of the soil.

11)Organic Products

- Mangala Bio Gold: Gold is a well decomposed organic matter fortified with neem cake, castor cake, pongamia cake and vermicompost.
- Mangala Gold: Mangala Gold is an organic product containing humic substances in the form of humic acid, fulvic acid and humin.
- Mangala Neem Organic Manure: Mangala Neem Organic Manure is a good quality neem product in the form of cake, pellets and powder.
- Mangala Organic Granules: Mangala Organic Granules is an organic product containing bio-available amino acids, carbohydrates, seaweed extracts, herbal extracts and nutrient elements with bentonite material as the carrier.

2.6 OWNERSHIP PATTERN

Holder's name	**No of shares**	**% Of Shareholding**
No of shares	118515150	100%
Promoters	70399255	59.45%
Foreign institutions	2078241	1.75%
Banks mutual funds	10000	0.01%
Central government	1051939	0.89%
Others	9882458	8.34%
General public	33916514	28.62%
Financial institution	217384	0.18%
Foreign promoter	959359	0.18%
Total	203113786	199.39%

Board of directors

Names	Designation
Mr. Akshay Poddar	Chairman
Mr. Shubhabrata saha	Managing director
Mr. Nithin M kantak	Director
Mr. Marco Wadia	Independent director
Mr. Prasanna	Independent director
Mr. Reeta Menon	Independent director

2.7 ACHIEVEMENTS AND AWARDS

MCF has received numerous awards for its manufacturing units, dynamic workplace culture, safety standards, contributions to community and environment.

MCF has been awarded the prestigious certificates on

- FAI Award for 'Improvement in overall performance of a Company' for three consecutive years 1996-97, 1997-98 and 1998-99.
- MCF received the 'Honest Tax paying businessmen' award from Commercial Taxes Department, Mangalore Division, a unique initiative taken by Government of Karnataka to honour the prompt Tax payers. Mr. P. C. Jain, Senior Vice President (Works), MCF, Mangalore, received the award in a felicitation function held at Mangalore on 18th March 2005.
- 'OUTSTANDING PERFORMANCE IN SAFETY MANAGEMENT IN LARGE SECTOR FOR THE YEAR 2008 'award conferred by the Karnataka State Safety Institute and National Safety Council, Bangalore.
- MCF has won the certificate of merit for achievement in Energy conservation for the 2009-10 from Government of Karnataka.
- SECOND BEST SAFE INDUSTRY IN LARGE SECTOR FOR THE YEAR 2010 award conferred by the Karnataka State Safety Institute (R) (Department of Factories & Boilers) and the National Safety Council, Karnataka Chapter, Bangalore.

- FAI Environmental Protection Award in NP/NPK Fertiliser Plants for the year 2009-2010 and 2010-2011 and FAI runner up award for best technical innovation in Fertiliser Industry for the year 2010-11.
- MCF has been conferred "First Runner-Up" award for the year 2012-13 by All India Organisation of Employers (AIOE) for excellent track record in maintaining harmonious industrial relations and for best IR practices during the last few years.
- State Level Safety Award - BEST INDUSTRY IN MEGA INDUSTRY CATEGORY in 2016 and UNNATHA SURAKSHA PURASKAR in 2019 & 2021.

2.8 FUTURE GROWTH AND PROSPECT

Growth potential is an organisation's future ability to generate larger profits, expand its workforce, increase production and to set a multitude of plans to develop every aspect to satisfy customer’s needs.

- New ammonia energy implementation project: MCF, a subsidiary of Zuari Agro Chemicals Ltd, an Adventz Group company, switched over to liquefied natural gas (LNG) as the raw material for urea production from naphtha. It gives 20% efficient productivity and less energy consumption.
- Company is striving hard to grow in the future by cutting its costs and improving efficiencies, wherever possible. It is also looking to diversify into other products that are synergistic with existing operations.
- Company has got a notice from the Government stating that the company should completely convert its plant to Gas based units from Naphtha base which costs around 350 crores.
- New company is focusing on women empowerment by giving more job opportunities for women in the future.

CHAPTER – 3

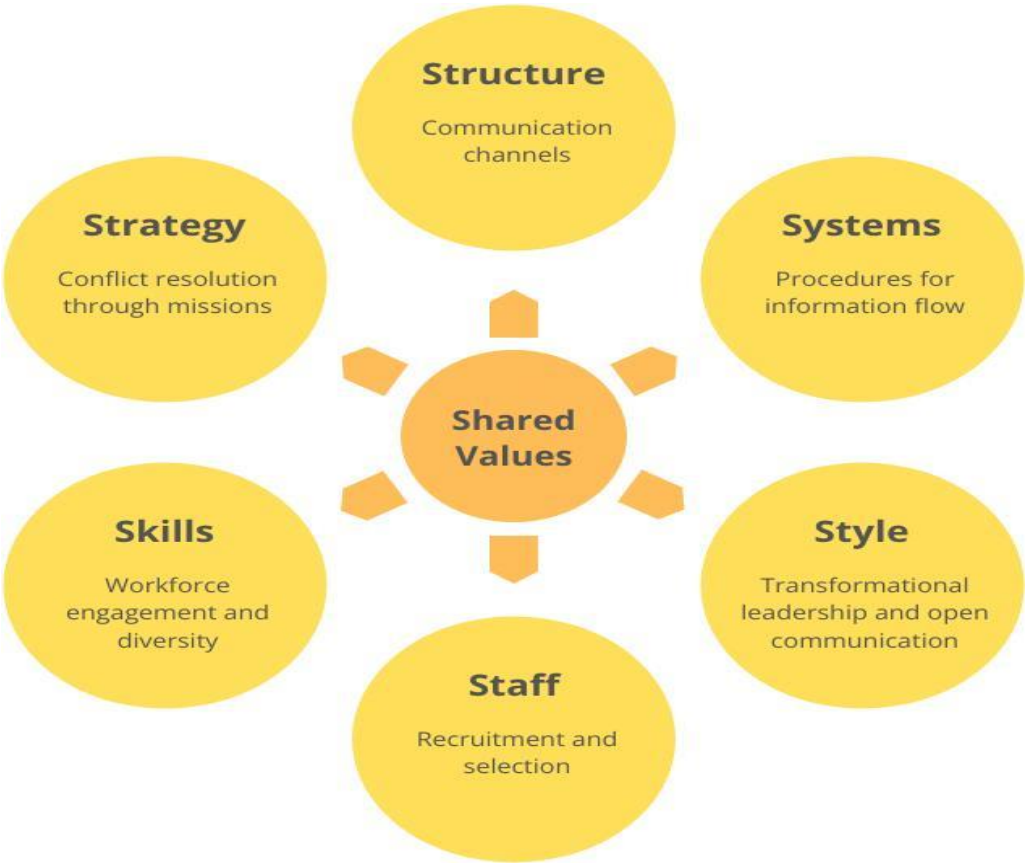
MCKINSEY'S 7 S FRAMEWORK AND PORTER'S FIVE FORCE MODEL

3.1 MCKINSEY'S 7 S FRAMEWORK

3.1.1 INTRODUCTION TO THE MCKINSEY'S 7 S FRAMEWORK

The McKinsey 7-S Model is a framework for change based on the organisational structure of a corporation. It seeks to illustrate how change leaders may manage organisational change effectively by formulating plans based on the interconnections of seven essential components: structure, strategy, system, shared values, skill, style, and staff. Tom Peters and Robert Waterman of McKinsey & Company created the McKinsey 7-S framework.

Figure 3.1 McKinsey's 7S Framework.



3.1.1.1 MCKINSEY'S 7S FRAMEWORK

HARD ELEMENTS

3.1.2 STRATEGY

The strategy element is a thorough plan that businesses develop to successfully implement change and obtain a competitive advantage. MCF develops ways to analyse both internal and external environments as part of a plan to accomplish organisational objectives. They each have their own marketing strategies, product strategies, environmental safety strategies, and health and safety policies.

1. **Corporate level strategy**

The corporate strategy of Mangalore Chemicals and Fertilisers Limited (MCF) is focused on establishing the company as a leading producer of fertilisers and industrial chemicals in India, while also pursuing growth and expansion opportunities both domestically and internationally. MCF is focused on building a strong brand by delivering high-quality products and services, and by being a responsible corporate citizen. The company is committed to attracting and retaining top talent by providing a supportive work environment and opportunities for professional growth.

2. **Business level strategy**

The business strategy of Mangalore Chemicals and Fertilisers Limited (MCF) is focused on ensuring sustainable growth and profitability through effective utilisation of its resources, enhancing operational efficiency. MCF aims to maximise its production capacity and reduce costs by utilising its plant and equipment to the fullest extent. The company is focused on expanding its product portfolio by investing in new technologies and product lines. MCF places a strong emphasis on research and development to develop new products, improve existing ones, and maintain its competitiveness in the market.

3. **Functional level strategy**

MCF is trying to implement a job rotation system in the support department so that all employers will get exposed to every job role. MCF has a strategy in preparing an annual budget in which department wise budgets are prepared, they make budget discussions with each department heads and it is given to finance. Making their office a "paperless office" one that uses digitised papers rather than much paper is one of the tactics they're using to speed the documentation process.

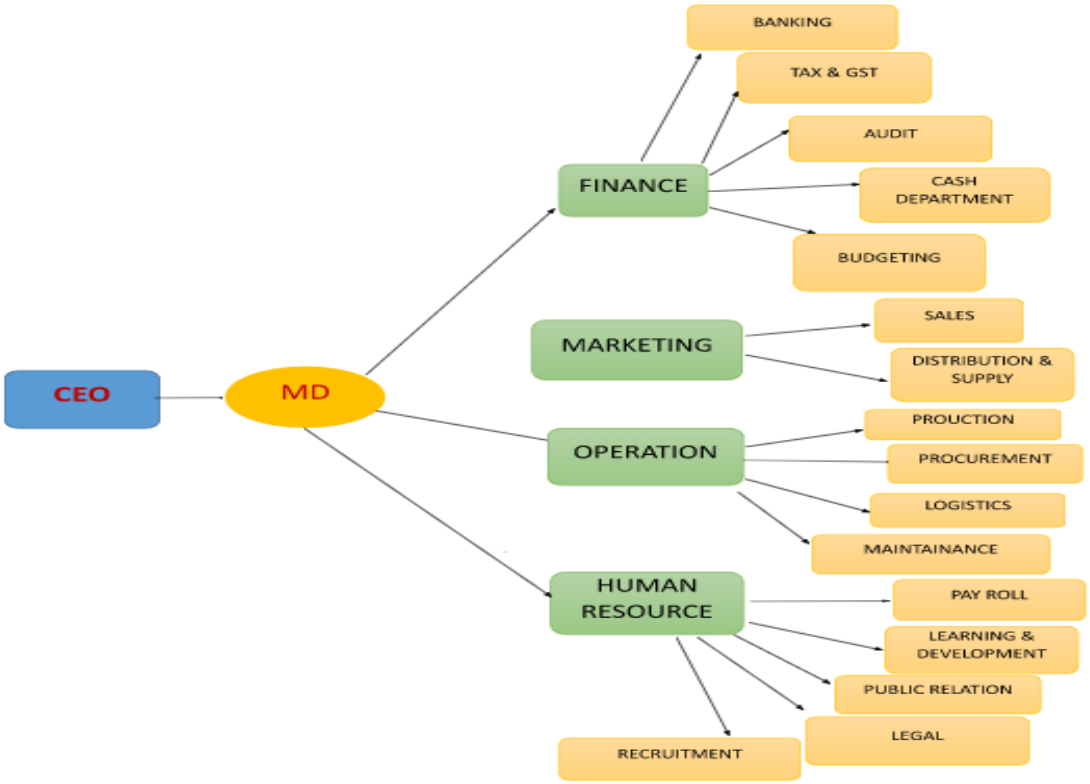
4. **Operating level strategy**

MCF provides training to staff whenever required including contract staff which is the strategy to increase productivity. They have a well-planned strategy in customer relationship management in which they involve activities of meeting customers frequently, acquisition of new customers and making them permanent customers and customer retention policy.

3.1.3 STRUCTURE

Structure or organisational structure refers to a clear chain of command to avoid chaos & confusion which is done for the purpose of easy and effective administration of activities by the organisation. Chairman and independent directors are the broadly assigned people and chairman has the supreme authority to take decisions and delegate the authority.

Organisation structure at Mangalore Chemicals and Fertilisers Ltd is clearly defined and it shows a formal division of the company into various departments, duties and responsibilities of each and every employee. According to the functional requirement, the structural design and responsibilities of every individual are assigned. MCF has a flexible organisation structure which undergoes changes in required situations.



3.1.4 SYSTEMS

Systems refer to the business processes and operational procedures employed to complete a business's routine activities. It refers to the formal processes and procedures used to manage the organisation, including the management control system, planning, budgeting, performance management measurements and reward system, resource allocation system, information systems, training and development system, recruitment and selection system and distribution system.

MCF follows a Standard Operating Procedure system (SOP) which is a step-by-step instruction compiled by an organisation to help workers to carry out routine operations. It helps organisations to achieve efficiency, quality output and uniformity of performance. There are adequate internal control procedures placed in the organisation for the various functions in the company. Formal and informal procedures are regulated every day.

They follow a management information system which is the study of people, organisations and the relationships among them. Management information systems serve different organisational levels such as operational level systems, management level systems and strategic level systems. And also, they follow an Open system which helps them to exchange both energy and matter with surroundings.

SOFT ELEMENTS

3.1.5 SHARED VALUES

These fundamental principles determine the health of an organisation. Organisations expect their employees to adapt their behaviour while implementing a change, which is only achievable under a strong change culture and organisational principles. MCF acts with integrity, probity, honesty, transparency and with good faith. They actively assist in implementing the companies' objectives and creating an organisation that is responsive, positive and driven by business and social needs.

Being dedicated to partnering for prosperity with the Indian farmer, the company touches the lives of many corporate social responsibility initiatives like Mangala Akshara Mithra, Project eye care, Community development, and scholarships etc. which are undertaken as per CSR policy of the company.

3.1.6 STYLE

This component refers to the management approach used by the organisation, which determines the level of production and contentment among the workforce. Each organisation has its own leadership style and culture, which may include things like management style, work culture, networks among workers, dealers, and suppliers, as well as prevalent values and beliefs.

MCF follows a consultative leadership style in which it encourages employees to participate in decision making. They constantly try to improve interpersonal relationships and team building. Decision is open to all and here superior consults his subordinates before taking a decision.

MCF has a suggestion box in which every employee has a right to express their ideas related to the organisation. If any idea is successful, then the employee is appreciated by rewards. If a company needs to make a production decision, the manager would consult with the engineering department since they are involved with the production process and can provide quality input. Leaders include their team in the decision-making process to listen to different viewpoints. Having different viewpoints helps them to make more strategic decisions than they would've made on their own.

3.1.7 STAFF

This element represents the talent pool required, the size of the existing workforce, and their motivations. In MCF employees get recruited from all over the world which includes technical and non-technical employees. MCF has highly skilled and well experienced employees who can perform their work efficiently and usually they are well served with the latest technology when they enter the company. MCF recruits' candidates from educational qualification of ITI, Diploma, Engineering, MSc, BSc, PUC, BE, BTech, BSc and MSc in agriculture.

Company has a total of 554 employees and 600 contract workers.

Marketing and Sales Department - 70

Production Department - 181

Procurement Department - 27

Logistic - 15

Maintenance - 192

Quality control	- 52
Human resource	- 41
Finance	-19
Legal and secretarial	- 3
IT	- 2

MCF undergoes recruitment and selection process to choose the best candidate from a pool of applicants. The aim of recruitment and selection policy is to ensure a transparent and fair hiring process that can assist the HR personnel to select the right candidate on the basis of merit and relevance with the job. There are 3 stages in the recruitment and selection process.

1. **Post hiring**

   It includes filling of a manpower recruitment form which consists of details of the candidate about the qualification, experience etc. This form should be recommended and signed by the department head, proposed by section head and approved by unit head. Sourcing through job portals, recruitment channels i.e., Sources of recruitment. Short listing of employees resumes will be done by the panellist and scheduling of interviews takes place i.e., Face to face interview.

2. **Day of the interview**

Application from employment is given which consist of name, address, Aadhar number, personnel details, educational qualification. There will be an issue of travel reimbursement form and technical interview takes place. After completion of the technical interview, an assessment form should be signed from the panellist. Next one will be the HR interview for selected candidates in which discussion about the offer, cost to company, location, salary, work culture.

3. **After selection**

Here an offer letter is given in which terms and conditions will be clearly defined. Medical examination is conducted for the employee to know about the physical and mental condition and at last joining confirmation from the employee is taken and date of joining is confirmed.

3.1.8 SKILLS

Skills refer to the abilities of employees to complete tasks. All employees in MCF are trained in order to improve their skills so as to help them to maximise their overall efficiency and productivity. The personnel and administration department will keep updating technical and professional skills of the employees in order to bring changes in attitude and to develop a good organisation culture.

- Communication skills, statutory knowledge, time office payroll knowledge, leadership skill, team work, problem solving skill etc. are the skills required for the human resource department.
- Accounting skills, data management, cash flow management, analytical thinking, taxation knowledge, software, excel etc. are the skills required to work in the finance department.
- Communication, creativity and problem solving, attention to detail, interpersonal skill, leadership, adaptability etc. are the skills required for a marketing department.
- Expertise in troubleshooting and operation, safe handling over plant for maintenance, experience in operation of multistage centrifugal compressors etc. are the skills required for employees to work in the operation department.

As technology changes, the skills of employees should be updated. Hence MCF has a separate training centre which takes care of training activities required to improve the skills of the employees.

Training at MCF:

Training in MCF is well equipped with audio and video cassettes and digital light projector for any presentation. MCF gives both on the job and off the job training.

1.Initial orientation: All newly joined employees are introduced to the company for a period of one month.

2.Behavioural training: This type of training is given to the employees to develop their personality and behaviour in the organisation. It helps personal growth of the employees and in turn improves the organisational climate.

3.Skill development: This training is imparted to employees who need to develop their skills in areas, in which they are lagging behind. This helps employees to adapt themselves to new technologies, reduce wastage, improve quality and increase productivity.

4.Safety and statutory need training: It is a training that aims to provide the workplace with knowledge and skills to perform their work in a way that is safe for them and their co-workers. It includes instructions and guidelines to identify hazards, report them and deal with incidents.

5. IT training: This training covers a variety of industries, technical information and other aspects related to the internal processes that a business relies on to function. It provides the skills required for the various jobs.

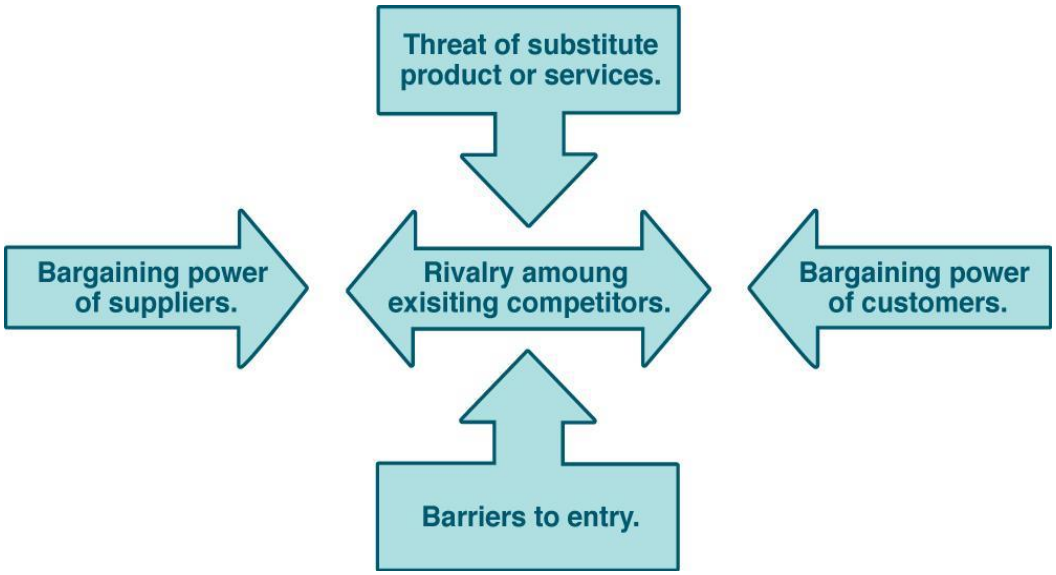
6.Guest seminar: Resource persons will come to MCF and deliver information on different emerging topics, which acts as useful aid for the trainees and employees. They are having training for the department heads from the Harvard University which is the top university.

7.Management and Junior Management training: Management training program is a professional course offered by an organisation that enables participants to learn and develop the skills needed to work in a managerial position successfully. Junior management training is given to the managers at the lowest level of company to increase their skills and knowledge required for that position.

3.2 PORTER'S FIVE FORCE MODEL

The Porter's Five Forces approach helps identify an industry's flaws and strengths by identifying and analysing the five competitive forces that affect every business. The structure of an industry is typically identified using the Five Forces analysis to develop company strategy.

Any sector of the economy can benefit from using Porter's model to better analyse industry rivalry and increase long-term profitability. After Michael E. Porter, a professor at Harvard Business School, the Five Forces concept was created.



Porter's 5 forces are:

1. Competition in the industry
2. Potential of new entrants into the industry
3. Power of suppliers
4. Power of customers
5. Threat of substitute products.

3.2.1 THREATS OF NEW ENTRANTS

This force considers how easy or difficult it is for competitors to join the marketplace. If there is a high threat of new entrants in the chemical manufacturing industry, then existing people will earn lower profits to reduce the threat of new entrants. Mangalore chemicals and fertilisers must manage all these challenges and build effective barriers to safeguard its competitive edge.

- High capital requirement to run the company.
- Government rules and regulations
- Requirement of huge human capital and search capital
- Profit margin is high
- Chance of expansion into new sector is less

Capital requirement is very large, So the threat from new entrants is very less.

3.2.2 BARGAINING POWER OF BUYERS

This force investigates the influence of the consumer and how it affects prices and product quality. When there are fewer consumers, they have more influence. However, when there are many vendors, it is simple for consumers to switch.

If the buyer has strong bargaining power, then MCF usually tends to drive down the price. Buyers are demanding a lot. They want good quality products at affordable prices. Here the important thing for buyers is the quality of the product. If the quality is good, then they will purchase frequently.

Bargaining power remains moderate, and there is less chance in increase or decrease in bargaining power.

- MCF has created a board image in the name Mangala
- Switching cost of supplier are more
- Chemical products are not highly differentiated.
- Numbers of the customers are high
- Customer ability to demand is high

Number of customers is high in this field due to the export and import of goods from different parts of the world. Farmers, Dealers and the Co Operative Societies are the customers of MCF.

3.2.3 BARGAINING POWER OF SUPPLIERS

This force examines the degree of influence and control a supplier may have on the possibility of price increases, which would reduce a company's profitability.

It evaluates the quantity of raw material suppliers and other resources that are offered.

If the suppliers bargaining power of Mangalore chemicals and fertilisers are high, then they will extract higher price for the product which will affect their potential to maintain their average profits in the chemical industry. As there are thousands of suppliers, the

bargaining power is severely limited. Suppliers provide fuel oil, lube oil, fresh water, paints, repair services etc. to MCF.

The factors influencing bargaining power are

- Substitutes are very limited.
- Industry depends on few large suppliers for raw material supply.
- Price factor of the supplier is less.
- Switching cost of the supplier is high.
- Production of fertiliser needs a lot of energy supply so it is dependent on the private energy suppliers.

Suppliers are Wartsila India Ltd provides engine spares, Hindalco provides Aluminium sheets, Ion exchange provides RO plant spares & chemicals, MP Brothers, Shri Garodi steel, Ashirwad provides Bags etc.

3.2.4 THREAT OF SUBSTITUTES

Threat of substitution results from a shift in consumer behaviour toward rivals. It looks at the number of rivals, how their costs and standards stack up against the business under consideration, and how much profit those rivals are making. It results due to increase in price rates, due to quality change, delay of service. If the oil price increases, then the company has to increase their transportation cost and it causes delay in meeting customers on time which makes customers switch for other products.

- Price and availability of substitutes is low.
- Quality and performance of substitute is high
- Changing chemical composition ore R&D cost
- In MCF DAP and Potash is of high cost.
- MCF produces Urea, which is not good if it is overused.

Threats from substitute products for MCF are high because of substitutes products like Organic Potash, Organic zinc, Vegetable products, Sodium Nitrate, Organic Phosphate and Alfalfa Pellets etc.

3.2.5 RIVALRY BETWEEN EXISTING PLAYERS

This force assesses how fiercely the market is competitive. It takes into account the amount of current rivals and what each one is capable of. Every industry and daily business are characterised by rivalry.

- High competition in going market share
- Companies comes with different products such as water-soluble fertilisers, spray fertilisers
- Different raw materials used by different companies leads to cost companies.
- MCF produces every product in their plant except Phosphoric acid.

Competitors are: Coromandel international limited, Chambal fertiliser and chemicals ltd, Gujarat state fertilisers and chemicals ltd, Indian potash ltd.

CHAPTER 4

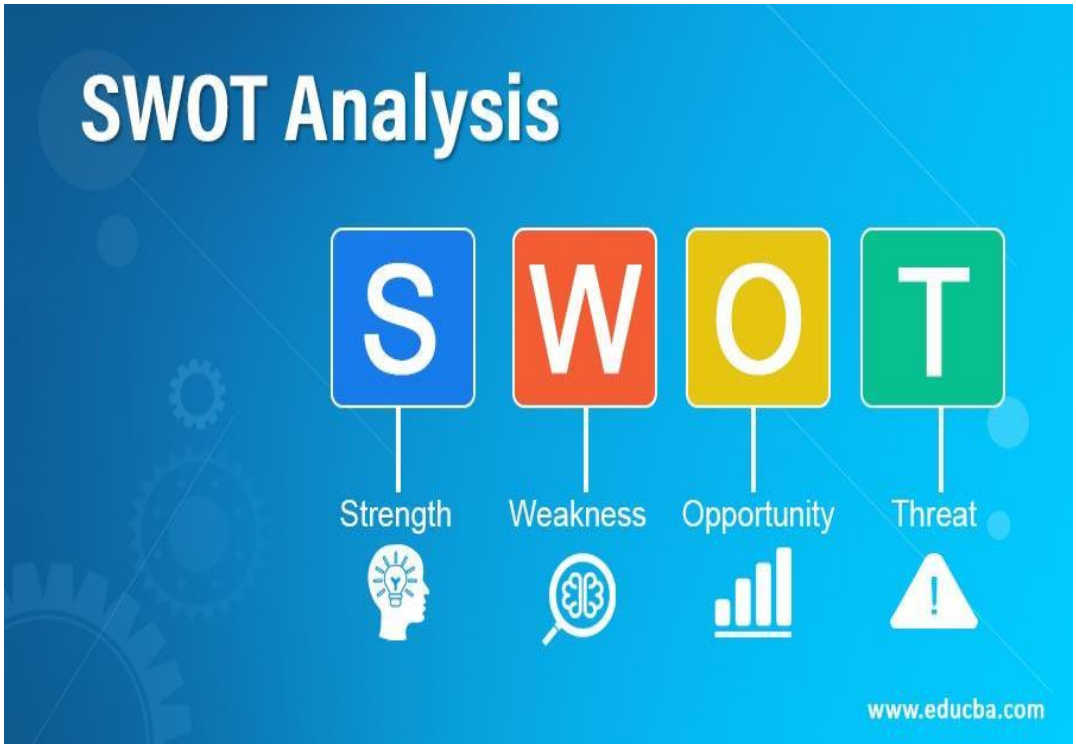
SWOT ANALYSIS

4.1 SWOT ANALYSIS

A person or organisation can use the SWOT analysis (also known as the SWOT matrix) to discover Strengths, Weaknesses, Opportunities, and Threats (SWOTs) relevant to business competition or project planning. Situational analysis or situational evaluation are other names for it.

In other words, what's happening inside and outside the organisation is examined in a SWOT analysis. As a result, while some of these elements will be under our control, some won't.

With regard to the performance of the organisation, a SWOT analysis can assist in exposing dangerous blind spots and challenging risky assumptions. When used wisely and cooperatively, it can provide fresh perspectives on the state of the company and aid in formulating the ideal course of action in any given circumstance.



SWOT ANALYSIS ON MANGALORE CHEMICALS & FERTILISERS (MCF)

4.2 STRENGTHS

Strengths include things like a strong brand, a devoted client base, a strong balance sheet, innovative technology, etc. that indicate what an organisation excels at and what sets it apart from the competition.

1. As agriculture is the backbone of India, farmers are given first preference to fertilisers which is the main strength for Mangalore chemicals and fertilisers.
2. Strong brand name "MANGALA 'for its products for 50 years.
3. MCF is a sole manufacturer of Fertilisers in Karnataka with market share of 25% and it is connected to Natural gas pipelines.
4. Products are environmentally friendly i.e., fertilisers are harmless to soil and production of fertilisers is conducted with safely operating operations.
5. MCF has a strong relationship with current suppliers and a good network with dealers and also it has gained customer loyalty.
6. MCF is not only concentrating on single products, it produces multiple products required for the customers.
7. MCF is highly integrated with its own built plant and water treatment. Prevention of water scarcity through water reservoirs within the factory premises.
8. The plant is very near to port, railway and national highway including uninterrupted power supply through captive power plant.
9. MCF has a highly satisfactory infrastructure, manufacturing facility, providing good salary packages to the employees, awarding customers of the company, well ensured safety and security policy.
10. Financial position of the company is in a very good condition and it has well trained manpower.

4.3 WEAKNESS

Weaknesses stop an organisation from performing at its optimum level. They are areas where the business needs to improve to remain competitive.

1. As sale of products mainly depends on weather, uncertainty of weather conditions and rainfall leads to fluctuation in market for the products.
2. MCF is highly regulated by the Government, hence the Government has control over the prices fixed by the company.
3. Plant is old and geographically not diversified.
4. Plant is very hazardous which is a weakness.
5. Volume wise capacity is less and it is not covering the entire market.
6. Although there has been no decrease in product demand, there is little unhappiness among succession MCF customers. It is evident in many online sites.
7. No owned transport facilities like company buses for employees.
8. The port connectivity is heavily congested and sometimes not suitable for heavy truck traffic.

4.4 OPPORTUNITIES

Opportunities refer to favourable external factors that could give an organisation a competitive advantage.

1. Opportunity in International markets through globalisation.
2. With the gas pipelines connectivity to Mangalore and increased availability of gas in the county, MCF has an opportunity in its capacity expansion.
3. Green Ammonia preparation from natural gas which is environmentally friendly.
4. Has the opportunity to come up with a variety of products which are helpful for agriculture.
5. MCF has an expansion opportunity since it is covering only 20-25% demand of people of Karnataka.
6. The adverse supply demand situation for fertilisers in the country and the demand for nitrogenous and phosphatic fertilisers is increasing 5% every year.

7. Growing market size and evolving customer preference, new customers have contributed to emergence of new tastes and preferences.
8. Company manufactures both nitrogenous and phosphatic fertilisers and is the only manufacturer of fertilisers in Karnataka.
9. If the company has favourable weather conditions, then there will be an increase in the sales which will result in profit for the company.

4.5 THREATS

Threats refer to factors that have the potential to harm an organisation.

1. The competition may not be strong at present but other major and minor ports are developed which are trying to take the shares.
2. Threats from the new entrants which reduces cost efficiency.
3. Arrival of new foreign products to market and changing trends becomes a threat to a company's product.
4. Government restriction on pricing policy and production level even though a company is capable of producing more, it is subjected to certain restrictions.
5. Climate change will be a main threat to the company as products are mainly dependent on climate conditions.
6. Buyer negotiating power has increased which puts downward pressure on pricing and succession of MCF.
7. The plant is established before 33 years, which has expired the normal life of 15 years.
8. One of the threats is that there will be scarcity of water during the summer season.

CHAPTER 5

ANALYSIS OF FINANCIAL STATEMENTS

ANALYSIS OF FINANCIAL STATEMENTS

Financial statements are the official records of financial transactions and the state of the company, individual, and other entities. A financial statement's goal is to give information about an enterprise's financial status, performance, and change in financial position that will be helpful to a variety of users in making decisions. Financial statements must be comprehensible, trustworthy, pertinent, and comparable. The financial condition of an organisation is directly tied to the reported assets, liabilities, equity, income, and expenses.

Different users may use financial statements for various purposes. The company's financial statement is the only source that both internal and external users may fully rely on to comprehend the company's financial status. The financial statement provides all the data needed to prepare for internal users like managers. Analyse and manage operations The financial statement is used by external users like creditors and investors to guarantee the company's future profitability and liquidity.

5.1 RATIO ANALYSIS

Ratio analysis is the process of using ratios to analyse or examine financial statements. This data analysis tool is frequently used for financial data analysis. Overall information on the company's financial soundness is provided by this analysis.

There are different types of ratio analysis and it depends upon the type of company or the industry we choose.

Categories of Financial ratio:

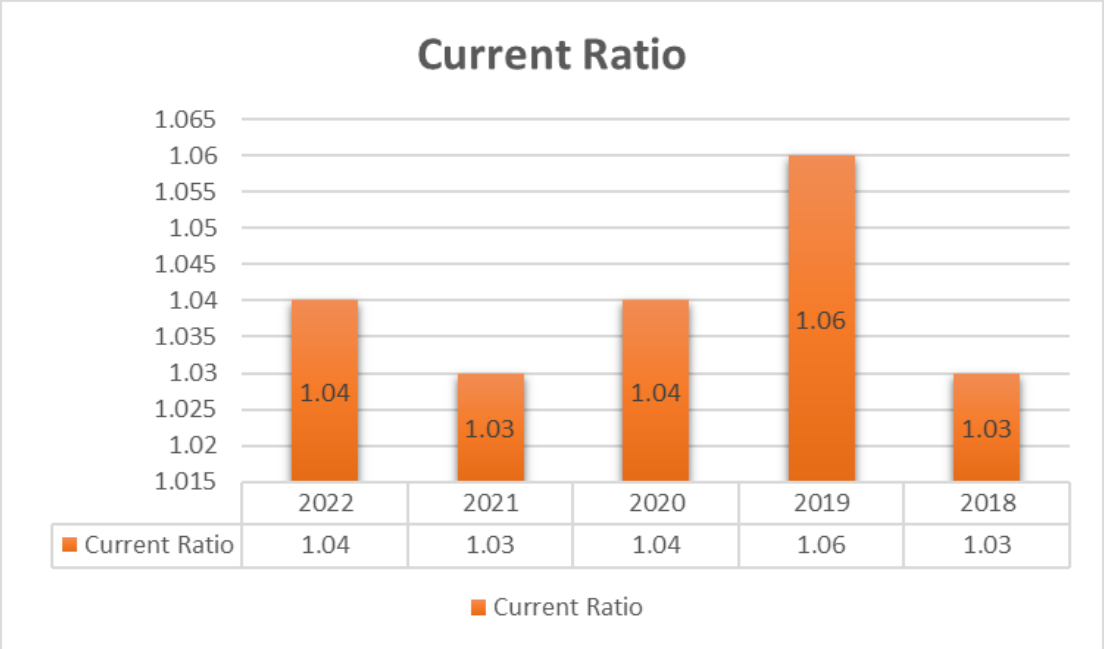
1. Liquidity Ratio: The liquidity ratio is a tool for assessing a company's capacity to repay short-term loans. A high liquidity ratio indicates that the company has a large cash reserve.

a) Current ratio: The company's short-term solvency is gauged by the current ratio. The current ratio varies typically from business to business. A 2:1 ratio may be deemed acceptable for industrial and commercial concerns.

Calculation: Current ratio= Current Assets / current liabilities

Table 5.1 showing the Current Ratio of Mangalore Chemicals & Fertilizers.

Years	Current Assets	Current Liabilities	Ratio
2022	1809.87	1734.44	1.04
2021	1231.90	1200.49	1.03
2020	2092.27	2008.25	1.04
2019	2242.53	2113.44	1.06
2018	1855.11	1800.97	1.03



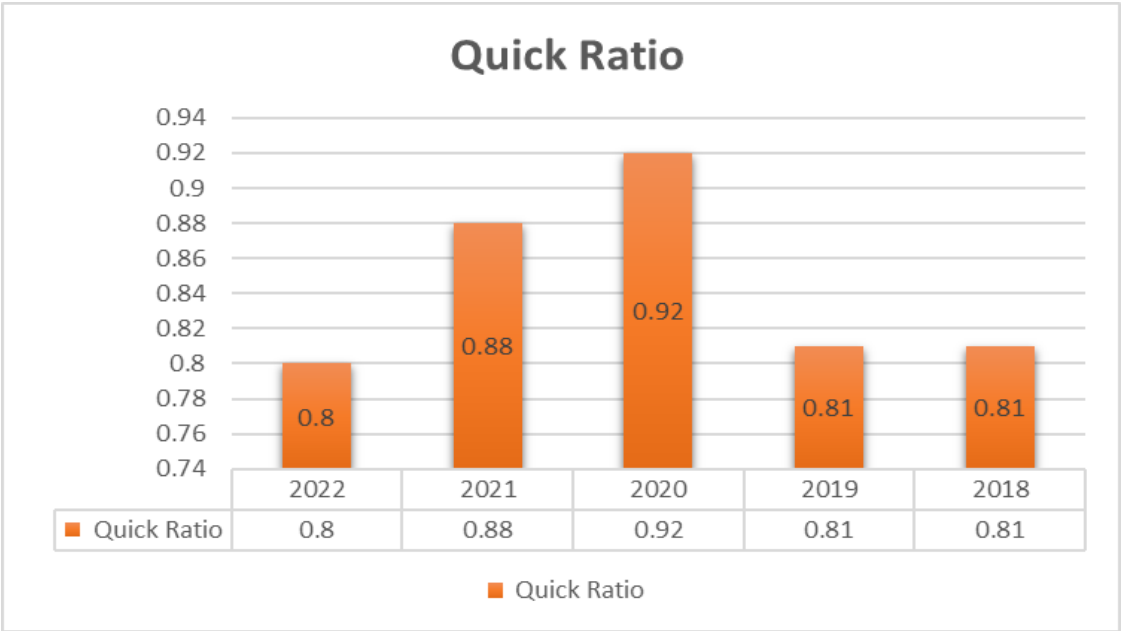
Interpretation: Based on the data provided, the company's current ratio has remained relatively stable over the past five years, with a range between 1.03 and 1.06. This indicates that the company has had a consistent ability to pay off its short-term obligations using its current assets. However, it is important to note that a current ratio of 1.0 or higher is generally considered acceptable, but the ideal ratio may vary depending on the industry and the company's specific circumstances.

b) Quick Ratio: Between liquid assets and current obligations, a quick ratio is formed. If an asset can be quickly and valueless turned into cash, it is said to be liquid. Cash, debtors and bills receivable, and marketable securities make up the fast assets. A ratio of 1:1 often denotes sound financial stability.

Calculation: Quick Ratio = Quick Assets / Current liabilities
Quick Assets = Current Assets - Inventory

Table 5.2 showing the Quick Ratio of Mangalore Chemicals & Fertilizers.

Year	Quick Assets	Current liabilities	Ratio
2022	1380.1	1734.44	0.80
2021	1050.52	1200.49	0.88
2020	1846.16	2008.25	0.92
2019	1703.8	2113.44	0.81
2018	1458.2	1800.97	0.81



Interpretation: The quick ratio, also known as the acid-test ratio, is a liquidity ratio that measures a company's ability to pay off its current liabilities with its quick assets, which are its most liquid assets.

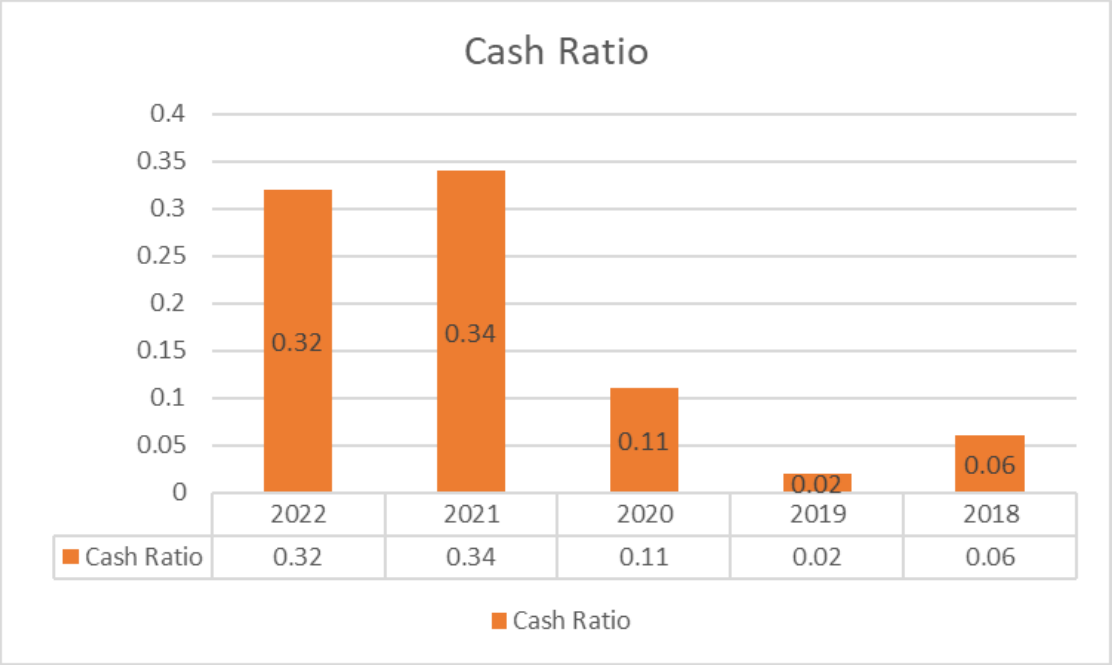
Based on the data provided, the company's quick ratio has also remained relatively stable over the past five years, with a range between 0.81 and 0.92. This indicates that the company has had a consistent ability to pay off its short-term obligations using its quick assets. However, it is important to note that a quick ratio of 1.0 or higher is generally considered acceptable, but the ideal ratio may vary depending on the industry and the company's specific circumstances.

c) Cash Ratio: The cash ratio is a measurement of a company's liquidity. It specifically calculates the ratio of a company's total cash and cash equivalents to its current liabilities. Since money is a more fluid resource, budgetary investigators may look at money proportion and its proportionate to current liabilities.

Calculation: Cash Ratio = Cash and Cash Equivalents / Current Liabilities

Table 5.3 showing the cash ratio of Mangalore Chemicals & Fertilizers.

Year	Cash and Cash Equivalents	Current liabilities	Ratio
2022	557.22	1734.44	0.32
2021	402.21	1200.49	0.34
2020	230.59	2008.25	0.11
2019	49.61	2113.44	0.02
2018	120.88	1800.97	0.06



Interpretation: In general, a cash ratio equal to or greater than 1 indicates a company has enough cash and cash equivalents to entirely pay off all short-term debts. A ratio above 1 is generally favoured, while a ratio under 0.5 is considered risky as the entity has twice as much short-term debt compared to cash.

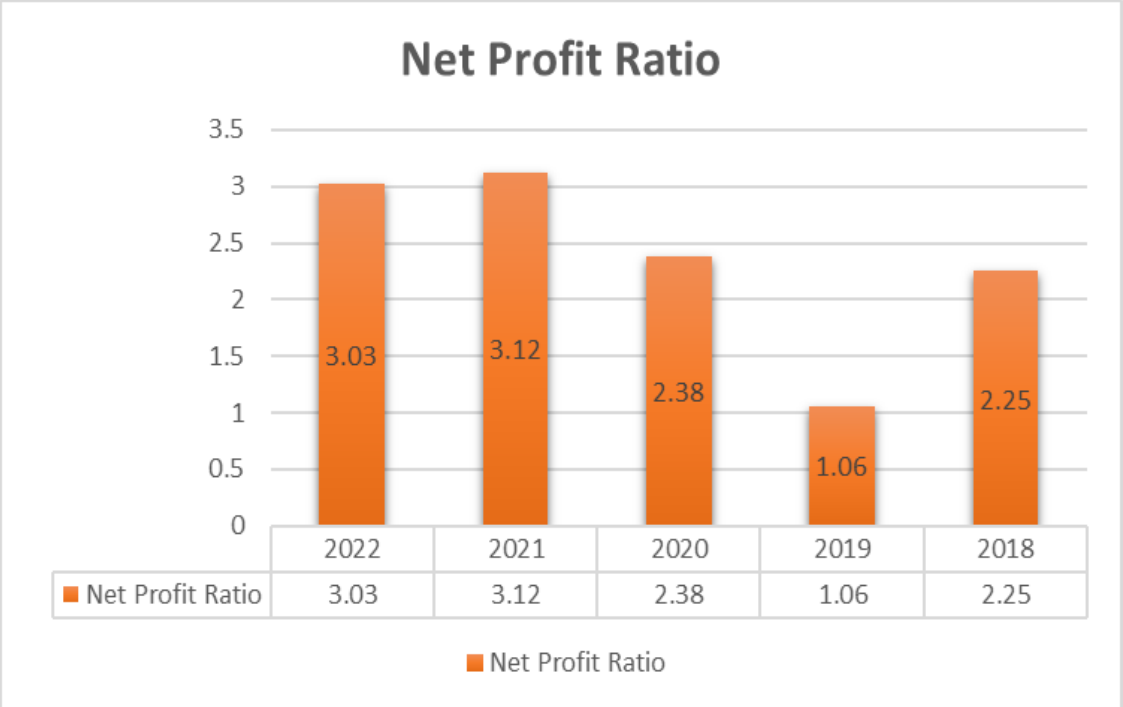
2. Profitability Ratio: Profitability Using data from a single point in time, ratios are a class of financial indicators that are used to evaluate a company's ability to create profits in relation to its revenue, operational costs, balance sheet asset, or shareholder equity over time. In general, we can state that the profitability ratio aids in measuring and assessing the company's capacity to produce profits. The following are the several types of profitability ratios:

a) Net profit ratio: Net profit divided by sales is used to determine the net profit ratio. It shows how well the management is doing. This ratio primarily represents the overall productivity measurements for the company.

Calculation: NET PROFIT RATIO = NET PROFIT / SALES *100

Table 5.4 showing the Net profit ratio of Mangalore Chemicals & Fertilizers.

Year	Net Profit	Net Sales	Ratio
2022	87.86	2895.58	3.03
2021	67.10	2144.03	3.12
2020	64.55	2710.84	2.38
2019	32.88	3073.64	1.06
2018	60.58	2688.93	2.25



Interpretation: By comparing 5 years, Net Profit ratio was 1.06% in the year 2019 and there is increasing in the net profit ratio over the years which indicates that business pricing its products correctly and there is good cost control. A high percentage also means that the firm did well in managing its expenses.

b) Return on Assets: Return on Asset measures a company's profitability in relation to its total assets. The ROA reveals how well management uses its assets to produce profits. A percentage of Return on Assets is indicated.

Calculation: Return on Assets = (Net Income / Total assets) *100

Table 5.5 showing the Return on Asset of Mangalore Chemicals &Fertilizers.

Years	Net Income	Total Asset	Ratio
2022	87.86	2718.90	3.23
2021	67.10	1996.93	3.36
2020	64.55	2803.10	2.30
2019	32.88	2918.19	1.12
2018	60.58	2507.99	2.41

Interpretation: From the above figure, it clearly indicates that the Return on Asset Ratio is increasing from 2019 to 2021 and there is a slight decrease in the year 2022. The higher the ratio is more favourable to the investors because it shows that the company is more effectively managing its assets to produce greater amounts of net income.

c) Return on Equity: The profitability ratio known as return on equity assesses a company's capacity to make a profit from the capital invested by its owners. In other words, return on equity (ROE) measures the profit that was made from each dollar of equity held by common owners.

Calculation: ROI = (Net income/ shareholders Equity) *100

Table 5.6 showing the Return on Equity of Mangalore Chemicals & Fertilizers.

Years	Net Income	Shareholders' Equity	Ratio
2022	87.86	683.07	12.86
2021	67.10	607.26	11.04
2020	64.55	545.58	11.83
2019	32.88	495.16	6.64
2018	60.58	477.33	12.69

Interpretation: The table shows the net income, shareholders' equity, and the return on equity (ROE) for the years 2018 to 2022. The ROE is a financial ratio that measures a company's profitability by calculating how much profit is generated for each dollar of shareholder equity. Based on the data provided, the company's ROE has varied over the past five years, with a range between 6.64% and 12.86%. This indicates that the company's profitability has been inconsistent over time.

3) Long term solvency ratio / Capital ratio: The ability of a business to fulfil its long-term obligations is referred to as long-term solvency. Long-term solvency ratios are used to assess a company's potential for making long-term debt payments. Debt equity ratios, net worth ratios, fixed asset to net worth ratios, current asset to net worth ratios, and capital gearing ratios are examples of long-term solvency ratios.

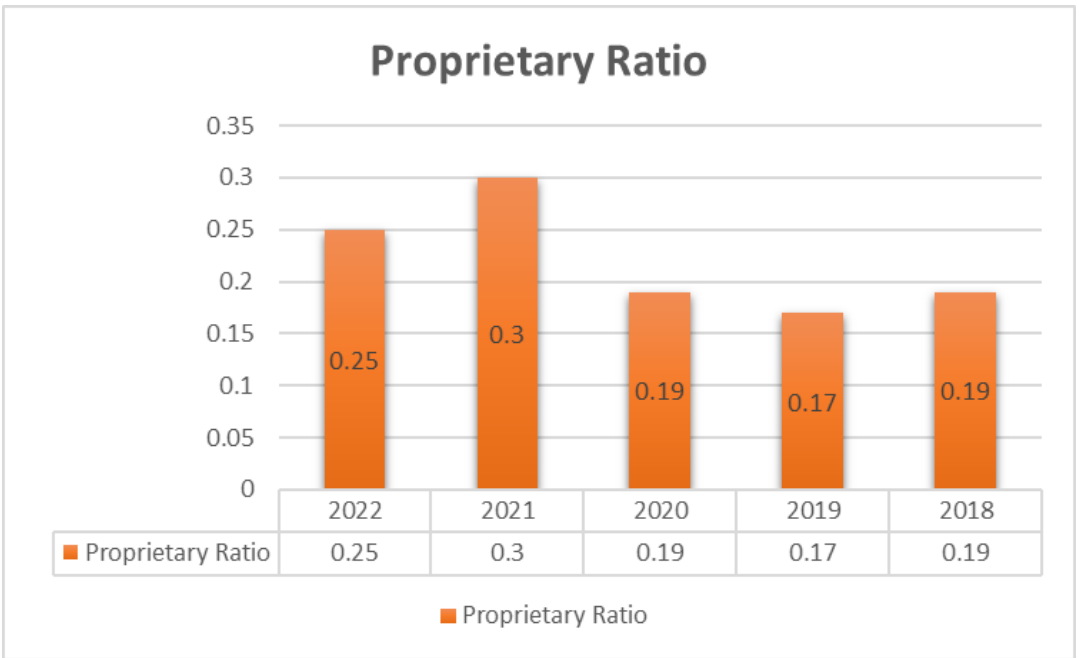
The following are a few examples of long-term solvency ratios.

a) Proprietary ratio: A sort of solvency ratio called a proprietary ratio is helpful for figuring out how much shareholders or business owners contribute to the overall assets of the company. It is sometimes referred to as the net worth ratio, shareholder equity ratio, or equity ratio.

Calculation: Proprietary ratio = Shareholders Equity/ Total Asset

Table 5.7 showing the Proprietary ratio of Mangalore Chemicals & Fertilizers.

Years	Shareholders' Equity	Total Asset	Ratio
2022	683.07	2718.90	0.25
2021	607.26	1996.93	0.30
2020	545.58	2803.10	0.19
2019	495.16	2918.10	0.17
2018	477.33	2507.99	0.19



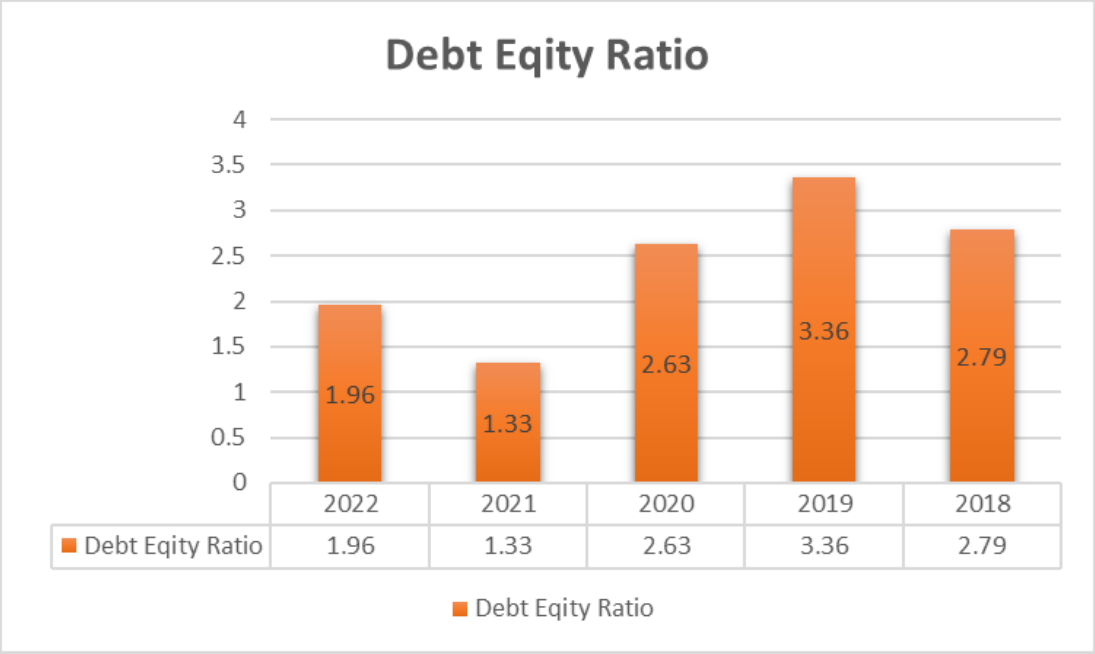
Interpretation: Here in case of proprietary ratio there is fluctuation and in 2021 it was increased to 0.3. MCF has a high proprietary ratio as a result, a high proprietary ratio suggests a strong financial position for corporations and more creditor security. A low ratio shows that the company's operations are already significantly dependent on debt.

b) Debt equity ratio: The debt-equity ratio serves as a gauge for how equally creditors and owners or shareholders contributed to the capital used by the company. The debt-equity ratio is the proportion of all long-term debt to equity capital of a company.

Calculation: Debt equity ratio = Total Debt / Total Shareholders' Equity

Table 5.8 showing the Debt-equity ratio of Mangalore Chemicals & Fertilizers.

Years	Total Debt	Shareholders' Equity	Ratio
2022	1341.61	683.07	1.96
2021	806.88	607.26	1.33
2020	1435.46	545.58	2.63
2019	1663.46	495.16	3.36
2018	1329.45	477.33	2.79



Interpretation: Above figure clearly indicates that the Debt Equity Ratio is decreasing from 2019 and slight increasing in the year 2022 from 1.33 to 1.96. A high Debt to Equity ratio indicates that a company is borrowing more capital from the market to fund its operations, while a low debt to equity ratio means that the company is utilising its assets and borrowing less money from the market.

CHAPTER-6

LEARNING EXPERIENCE AND BIBLIOGRAPHY

LEARNING EXPERIENCE:

I consider it an honour to have completed my studies at MCF, a renowned chemical plant, for more than a month. I had the chance to learn a lot during my internship at Mangalore Chemicals and Fertilisers, which will help me broaden my skill set and career prospects. I have learned a lot about the organisation and met new people there.

My understanding of time management, which is the most important factor for success in life, has improved thanks to the study. Additionally, it assisted me in developing the necessary abilities for the business. In this company I observed that it is the amicable relations between the various departments that make possible for the manufacturing industry to optimize its functioning. Each staff member is taking an active part in the organization and they are working according to the rules and regulations of the company.

I now understand the various details of working for a reputable company. My understanding of how to approach this subject and how the organisation manages these variables—as well as how we might measure—came from a few topic studies. I have learned a lot of important things that will aid me in my job.

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ANXTURE:

BALANCE SHEET

BALANCE SHEET OF MANGALORE CHEMICALS & FERTILIZERS LTD (In crores)					
Particulars	2022	2021	2020	2019	2018
I] EQUITIES AND SHAREHOLDER'S FUND					
Equity share capital	118.55	118.55	118.55	118.55	118.55
Reserves and surplus	564.52	488.71	427.03	376.61	358.78
TOTAL SHAREHOLDERS FUNDS	683.07	607.26	545.58	495.16	477.33
II] NON-CURRENT LIABILITIES					
Long-term borrowings	218.15	148.16	223.68	270.32	196.87
Deferred tax liabilities	51.07	27.88	8.69	17.55	13.38
Other long-term liabilities	20.83	1.01	2.76	5.46	4.62
Long-term provisions	11.35	12.13	14.14	16.25	14.83
TOTAL NON-CURRENT LIABILITIES	301.40	189.18	249.27	309.59	229.69
III] CURRENT LIABILITIES					
Short-term borrowings	1123.46	658.72	1211.78	1393.14	1132.58
Trade payables	404.77	328.88	575.23	512.29	521.73

Other current liabilities	195.92	204.07	209.32	197.54	137.93
Short-term provisions	10.28	8.82	11.92	10.47	8.74
TOTAL CURRENT LIABILITIES	1734.44	1200.4	2008.25	2113.44	1800.97
TOTAL CAPITAL AND LIABILITIES	**2718.90**	**1996.9**	**2803.10**	**2918.19**	**2507.99**
ASSETS					
I] NON-CURRENT ASSETS					
Tangible assets	571.54	597.51	605.75	612.48	609.95
Intangible assets	1.08	1.49	1.78	0.90	0.96
Capital work-in progress	317.39	78.26	46.47	34.18	33.03
Other assets	0.00	0.00	0.00	0.00	0.00
FIXED ASSETS	890.00	677.27	654.00	647.95	643.94
Non-current investments	0.00	0.00	0.00	0.00	0.00
Long-term loans and advances	0.00	5.57	9.05	7.82	7.40
Other non-current assets	19.03	82.20	47.77	19.89	1.55
TOTAL NON-CURRENT ASSETS	**909.03**	**765.03**	**710.83**	**675.66**	**652.89**
II] CURRENTS ASSETS					

Current investments	0.00	0.00	0.00	0.00	0.00
Inventories	429.77	181.38	246.11	538.73	396.91
Trade receivables	665.03	508.59	1446.31	1564.48	1184.68
Cash and cash equivalents	557.22	402.21	230.59	49.61	120.88
Short-term loans and advances	0.00	0.00	0.00	0.00	0.00
Other current assets	157.85	139.73	169.26	89.71	152.63
TOTAL CURRENTS ASSETS	**1809.87**	**1231.9**	**2092.27**	**2242.53**	**1855.11**
TOTAL ASSETS	**2718.90**	**1996.9**	**2803.10**	**2918.19**	**2507.99**

PROFIT & LOSS A/C

PROFIT & LOSS ACCOUNT OF MANGALORE CHEMICALS & FERTILIZERS LTD (In crores)					
Particulars	2022	2021	2020	2019	2018
INCOMES REVENUE FROM OPERATIONS(GROSS)	2893.95	2142.58	2710.14	3072.57	2691.74
Less: Excise/Service Tax/Other Levies	0.00	0.00	0.00	0.00	3.97
REVENUE FROM OPERATIONS [NET]	2893.95	2142.58	2710.14	3072.57	2687.77
TOTAL OPERATING REVENUES	**2895.58**	**2144.03**	**2710.84**	**3073.94**	**2688.93**
Other income	24.27	26.70	23.22	12.03	11.85
TOTAL REVENUE	**2919.85**	**2170.73**	**2734.06**	**3085.67**	**2700.78**

EXPENSES					
a. **Cost of materials consumed**	1869.35	1110.17	1400.30	1570.92	1271.69
b. **Purchases of stock in trade**	64.17	246.64	226.03	743.65	723.96
c. **Operating and direct expenses**	0.00	0.00	0.00	0.00	0.00
d. **Changes in Inventory**	-131.23	13.32	220.57	-98.71	-113.90
e. **Employees benefit expenses**	69.63	67.98	70.86	70.71	68.21
f. **Finance cost**	49.40	76.83	111.48	111.02	84.30
g. **Depreciation and Amortisation**	50.56	50.31	45.37	38.78	36.99
h. **Other expenses**	813.32	500.12	589.01	599.16	554.48
TOTAL EXPENSES	**2785.19**	**2065.17**	**2663.62**	**3035.53**	**2625.73**
PROFIT/LOSS BEFORE EXCEPTIONAL EXTRAORDINARY ITEMS AND TAX	134.66	105.56	70.44	50.14	75.05
Exceptional items	0.00	00.0	0.00	0.00	0.00
PROFIT/LOSS BEFORE TAX	134.66	105.56	70.44	50.14	75.05
TAX EXPENSES CONTINUED OPERATIONS					
Current tax	23.50	19.55	14.83	12.68	17.67
Deferred tax	23.30	18.91	-8.95	4.58	-3.21