



Growing Together:  
Sustainable Solutions for a  
**Profitable Future**



**Sustainability & Impact Report**  
**2024–25**



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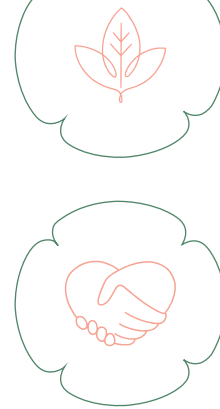
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# The year 2024–25 marked a defining period for Ploughman Agro Private Limited (PAPL)



With a mission to transform smallholder agriculture into a profitable, resilient, and sustainable enterprise, PAPL significantly expanded its reach, deepened its partnerships, and consolidated its reputation as a trusted partner for both farmers and global buyers.

## Our footprint grew to

- 94,000+ farmers engaged
- 68,000 certified organic producers
- 43,153 hectares certified organic land
- 36,347 MT commodities procured
- ₹160 million+ organic premiums distributed
- 96% digital farmer payments
- 100+ FPOs strengthened
- 230+ aggregation centers

Beyond scale and numbers, the year was also about impact. Soil fertility improved through regenerative practices, **women-led FPOs** scaled into thriving enterprises, and market linkages with international buyers strengthened our farmers' confidence in the value of sustainable agriculture. In doing so, PAPL aligned its work with several **Sustainable Development Goals (SDGs)**, proving that economic growth and social equity can coexist with ecological stewardship.

The chapters that follow provide a comprehensive account of our performance, covering sustainable strategies and solutions with environmental, social, and governance priorities, pioneering **5J Framework (Jal, Jungle, Jameen, Jan, Janwar)**, case studies from the field, and our roadmap for 2025. Together, they reflect our commitment to being more than an agri-business: PAPL is an engine of sustainable rural transformation.





# The story of Indian agriculture is at a crossroads



On one hand, farmers face climate shocks, rising costs, and market volatility; on the other, there is unprecedented demand for traceable, organic, and responsibly sourced produce. It is in this space—between risk and opportunity—that PAPL operates, bridging structural gaps and building resilience for smallholder communities.

This year, we placed a special emphasis on trust and traceability. By embedding technology into procurement and payment systems, we ensured that farmers not only receive better prices but also gain recognition as partners in global sustainability value chains. Our digital tools reduced delays, minimized leakages, and created a sense of ownership among farmer cooperatives.

We also deepened our commitment to women-led enterprises. Across our operational areas, women farmers took on leadership roles, guided FPO governance, and successfully negotiated with buyers. Their stories remind us that empowerment is not a slogan but a measurable outcome of inclusive business models.

At the same time, PAPL is conscious of its responsibility to the environment. From water stewardship and agroforestry to regenerative soil management, we see sustainability as an investment in future generations. Our “5J Framework” embodies this philosophy by anchoring every business decision in ecological and social values.

## Looking ahead, our priorities for 2025 are clear:

- Scale organic clusters into new regions.
- Forge multi-year partnerships with buyers committed to fair pricing.
- Invest in digital innovation and independent verification.
- Expand farmer capabilities in climate adaptation.

**We believe that agriculture can—and must—be both profitable and sustainable. Together with our farmers, partners, and employees, we will continue to prove that responsible business is smart business.**

**Warm regards,**  
**Ashis Mondal**  
Managing Director  
Ploughman Agro Private Limited



# Enhancing Farmer Livelihoods While Safeguarding Natural Resources



1

**One of the key challenges** for Indian farmers specially the small and marginal farmers is accessing reliable and profitable markets for their produce. Poor infrastructure, limited aggregation, and dependence on middlemen often lead to low price realization. As a result, farmers struggle to earn fair returns despite high production efforts.

2

**Critical challenge** of natural resource degradation caused by decades of unsustainable farming practices among smallholder farmers marked by excessive chemical use, poor soil and water management, and lack of crop diversity; leading to declining soil fertility, water stress, and increased vulnerability to climate and market shocks



# Ploughman Agro's Direct-to-Growers Model

**An Innovative Convergence** - The idea of Ploughman Agro Pvt Ltd (PAPL) was encouraged by Action for Social Advancement (ASA), a public charitable organization set up in 1996. Established in 2020, Ploughman Agro Private Limited embarked as an agribusiness enterprise,

PAPL provides a market-led institutional approach to enable smallholders and their Farmer Producer Organizations (FPOs) access mainstream markets and services

PAPL's **'Direct to Growers Model'** is where cultivation meets innovation, and growers step into the spotlight as the driving force behind an equitable and profitable agricultural landscape.

It address the long-standing challenges that hinder the growth of Farmer Producer Organizations (FPOs) and smallholder farmers—such as weak market linkages, lack of processing facilities, limited branding opportunities, inadequate financial support, and slow adoption of technology



## Our Vision

To redefine the agricultural sector by building a system that prioritizes farmer well-being, soil health, food security, economic progress, and climate resilience

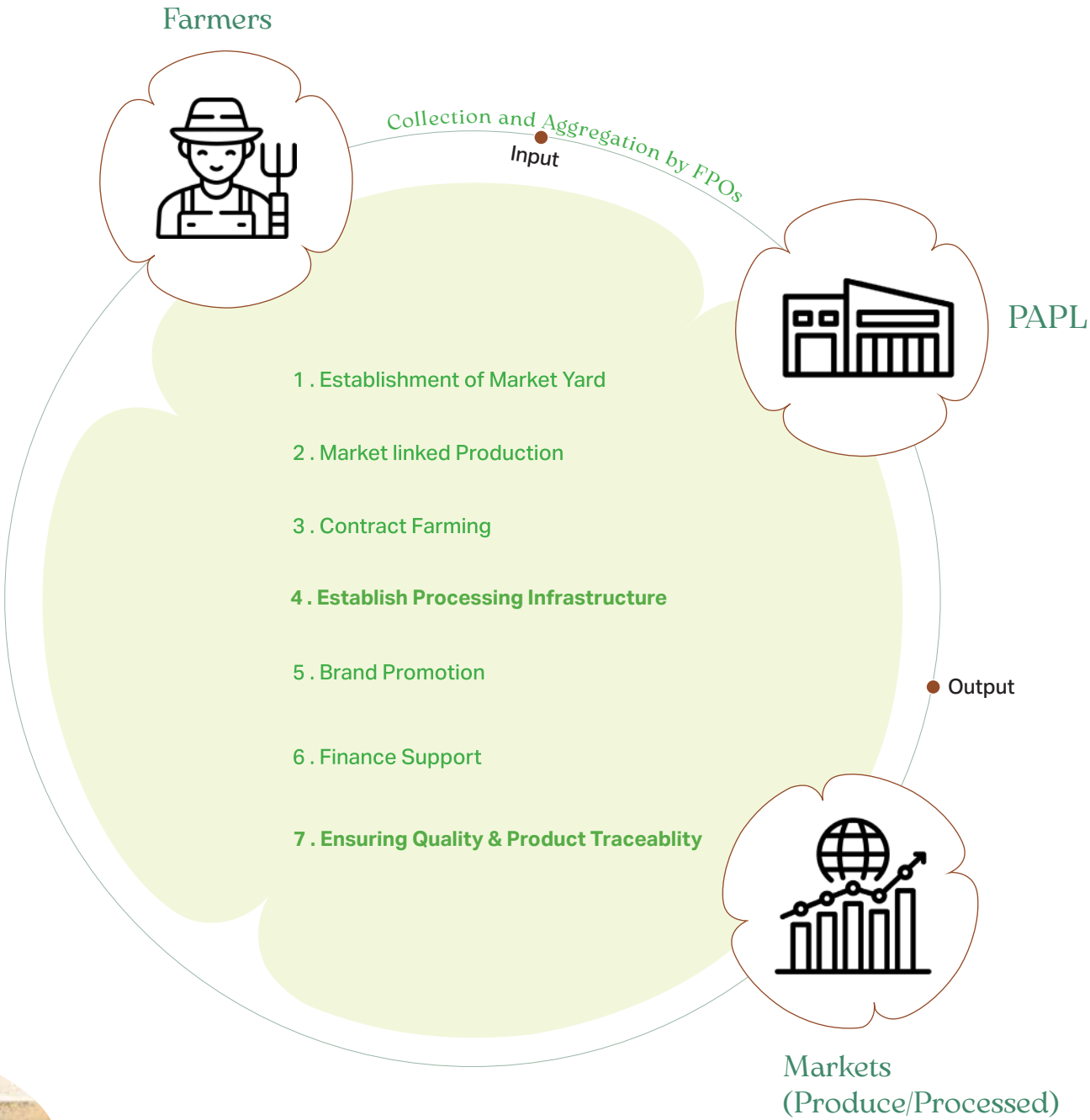


## Our Mission

To responsibly foster inclusive growth through pro-environment, pro-farmer, and pro-market initiatives.

PAPL provides market-linkages to Farmer-Producer-Organization for a wide range of agriculture products spanning traditional, to organic and regenerative, adding value at every point of the supply chain to fetch the maximum returns to producers.

Ploughman is also into project implementation in regenerative and sustainable agriculture.



## Our core values guide everything we do:

- Farmer-First Approach**  
Designing every solution around the realities of smallholder farmers.
- Integrity & Transparency**  
Ensuring full traceability and accountability across the value chain.
- Collaboration**  
Building partnerships that multiply impact.
- Innovation**  
Using technology and data to unlock efficiency and resilience.
- Equity & Inclusion** Empowering women, tribal communities, and the most marginalized farmers.



# 100 + Farmers Producer Organizations

- 94,000 + Farmers
- 100,000 + Acres of land impacted through soil quality improvement
- Dealing with multiple crops which are grown following organic & sustainable practices



Organic Cotton



Wheat



Maize



Paddy



Millets



Soybean



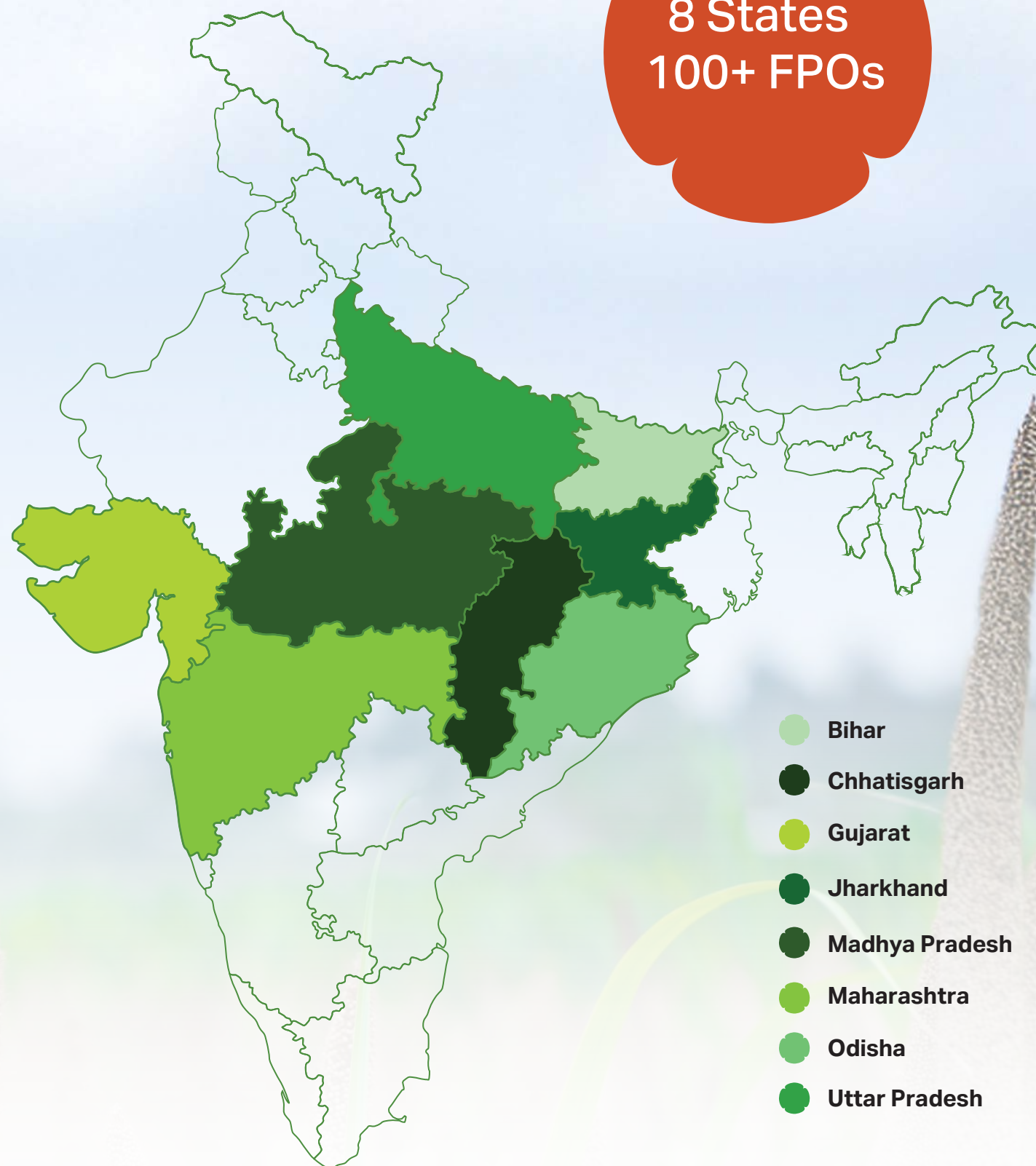
Pulses



Spices (Turmeric & Red Chili)

## Presence

8 States  
100+ FPOs



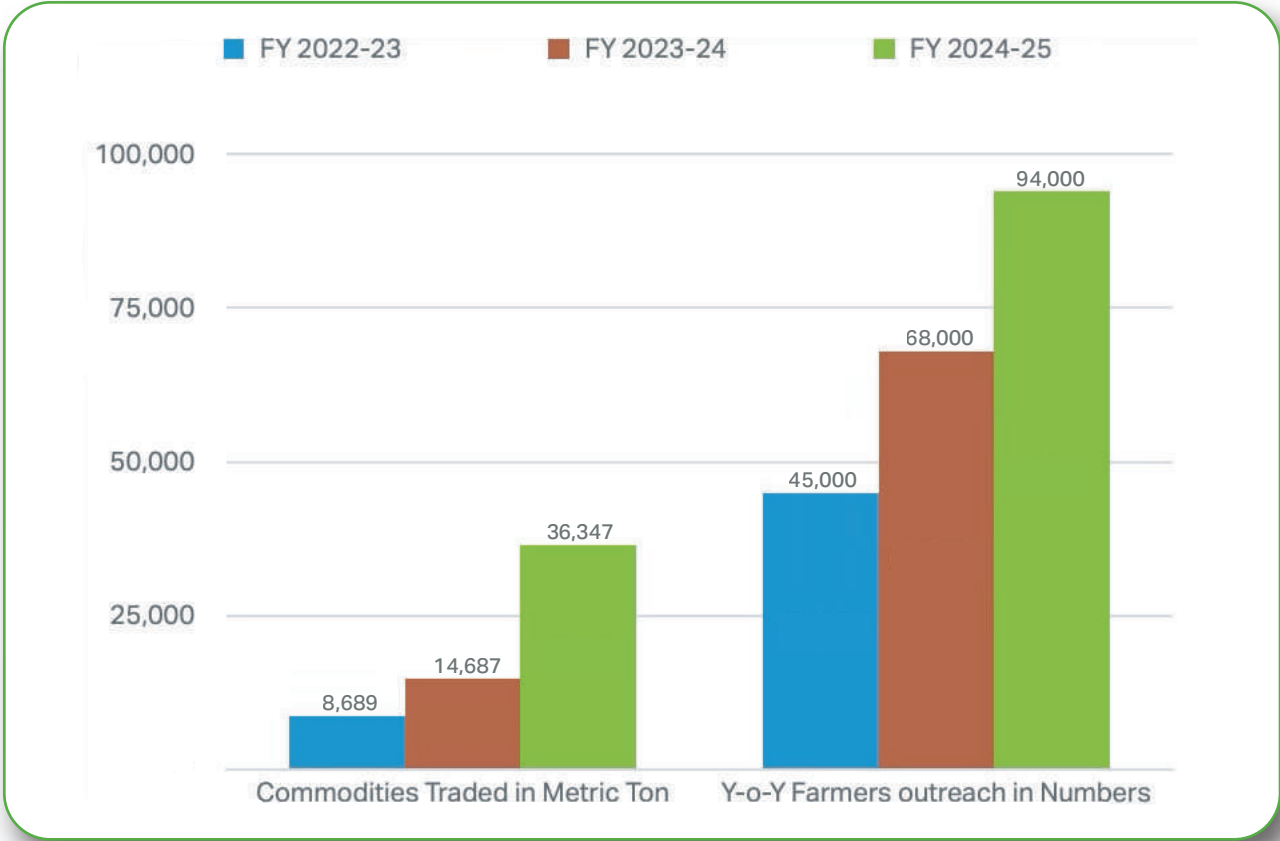
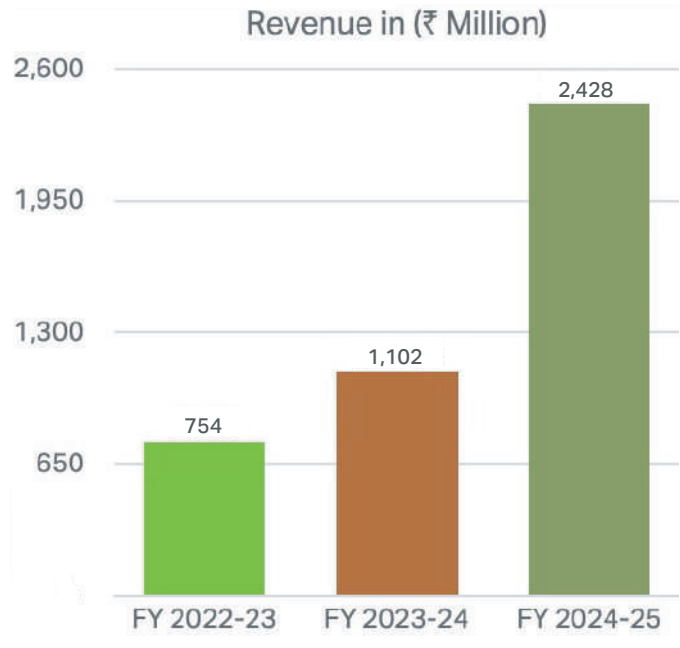


Milestones

2020 to 2025

PAPL has shown strong and consistent growth over the last three years. Revenue more than tripled from ₹753.8 million in FY 2022-23 to ₹2,428.1 million in FY 2024-25, while commodities traded grew fourfold to 36,347 metric tons.

Farmer outreach doubled from 45,000 to 94,000, and staff strength grew reflecting organizational expansion alongside operational scale-up. Despite rapid growth, PAPL maintained profitability, with profit after tax rising from ₹49.4 million to ₹58.0 million—underscoring a balanced focus on impact and financial sustainability.





# Business & Sustainability

PAPL's strategy rests on the belief that profitability and sustainability are not trade-offs—they are mutually reinforcing. Our business integrates sustainability into its very DNA, ensuring that environmental and social performance directly contribute to financial outcomes.



The strategic pillars of our work are:



## Sustainable Production

Promoting regenerative practices, reducing chemical dependence, and scaling organic certification.



## Institutional Strengthening

Building FPOs and cooperatives that govern themselves democratically, negotiate with buyers, and sustain impact.



## Market Linkages

Creating transparent, traceable value chains that deliver better returns to farmers and secure quality for buyers.



## Digital Transformation

Leveraging Ploughman 360 and KRAI platforms to digitize procurement, payments, and compliance.



## Governance & Risk Management

Embedding policies and controls to ensure ethical, compliant, and resilient growth. This integrated model means that when PAPL grows, farmers prosper, communities strengthen, and ecosystems regenerate.



# 5J Framework

**To ensure that sustainability is not an afterthought but a foundation, PAPL anchors its work in the 5J Framework:**

**Jal (Water):** Efficient water management for climate resilience.

**Jungle (Forest):** Agroforestry and biodiversity restoration.

**Jameen (Soil):** Regenerative farming for soil fertility.

**Jan (People):** Empowerment and equity for farming communities.

**Janwar (Animals):** Sustainable livestock practices linked to soil and livelihood health.

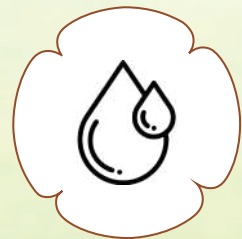
**This framework ensures that every decision is tested against ecological and social impact, making sustainability systemic and measurable.**



## Jungle (Forest) – Deep Dive

Forests are not only carbon sinks but also economic buffers for rural households. Through our agroforestry initiatives, PAPL has:

- Distributed timber, fruit, and fodder saplings to diversify farmer incomes.
- Supported community nurseries to ensure survival rates of trees.
- Encouraged collective agreements on protecting saplings from grazing and fuelwood pressure.
- These efforts enhance biodiversity while embedding long-term livelihood assets within farming systems.



## Jal (Water) – Deep Dive

Water security is central to sustainable farming. Erratic rainfall and groundwater depletion threaten farmer livelihoods across India. PAPL tackles this challenge by:

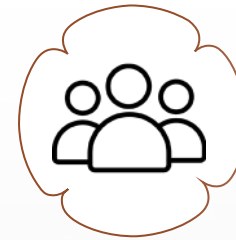
- Training farmers in micro-irrigation systems that save water while increasing yields.
- Establishing on-farm water harvesting structures to buffer against dry spells.
- Promoting climate-smart cropping patterns that optimize water productivity.
- Across our clusters, farmers reported significant yield stability even in drought-prone regions, proving that water stewardship is also risk management.



## Jameen (Soil) – Deep Dive

Soil is the silent engine of agriculture, and its health is declining due to overuse of chemicals. PAPL champions regenerative soil practices by:

- Training farmers in composting, mulching, and crop rotation.
- Facilitating soil testing to design nutrient management plans.
- Reducing reliance on synthetic inputs by scaling natural alternatives.
- Farmers adopting these practices reported higher productivity, reduced pest pressure, and visible improvements in soil texture and fertility. Healthy soils mean healthy harvests.



## Jan (People) – Deep Dive

At the heart of PAPL's model are the people who cultivate the land. With over 90% of farmer households led by women, we have made gender inclusion central to our strategy. Our interventions focus on:

- Women's leadership in FPO governance, ensuring their voices shape enterprise decisions.
- Financial literacy and digital inclusion programs that empower women to manage incomes directly.
- Linkages to entitlements and insurance that enhance resilience in times of shock.
- The growth of women-led FPOs like the Bastrani Cooperative demonstrates that when women lead, communities thrive mean healthy harvests.



## Janwar (Animals) – Deep Dive

Livestock is an integral part of farming systems, providing nutrition, income, and manure for soil health.

- Organizing livestock health camps for preventive care.
- Training in balanced fodder management to improve milk yields.
- Promoting manure-to-compost systems that recycle nutrients into farmlands.
- These measures reduce emissions, improve household incomes, and close the nutrient cycle—making livestock part of the sustainability solution.

## Collective Roots, Sustainable Impact

PAPL has enabled transformative impact across social, economic, and climate dimensions under the ESG parameters by leveraging the strength of Farmer Producer Organizations (FPOs) and the grassroots support of Civil Society Organizations (CSOs). CSOs have played a key role in building FPO capacities, promoting regenerative agriculture, and ensuring last-mile engagement.

This collaborative model has empowered small-holder farmers with better access to markets, finance, and sustainable practices. It has fostered inclusive participation in agri-value chains, improved farmer incomes and productivity, and advanced climate-resilient farming through soil and water conservation



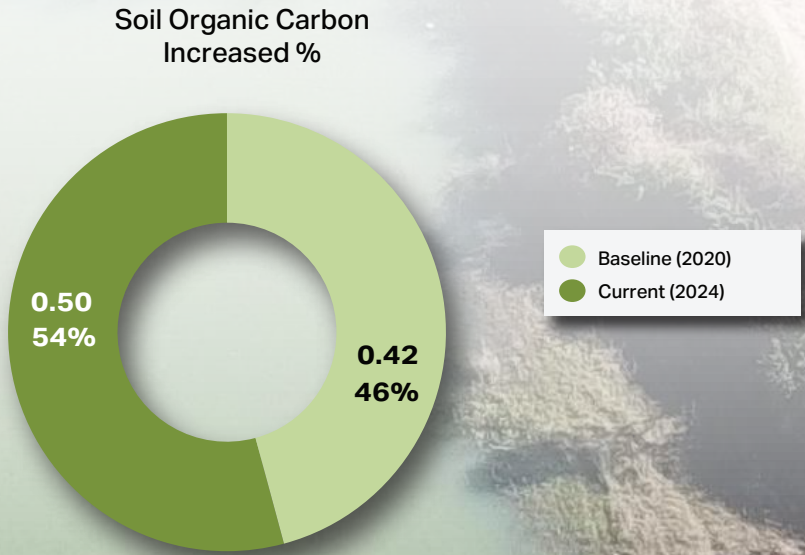
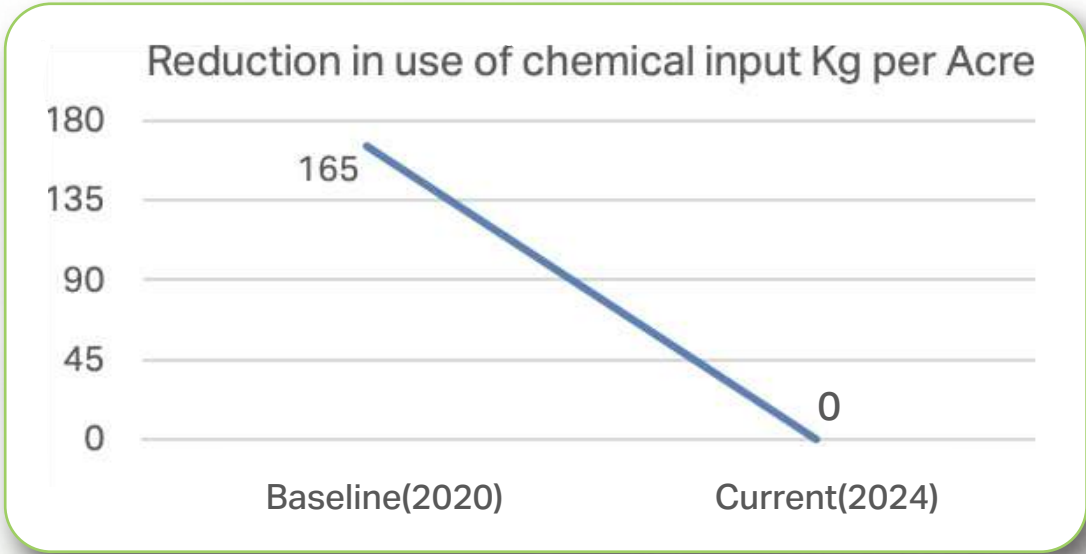
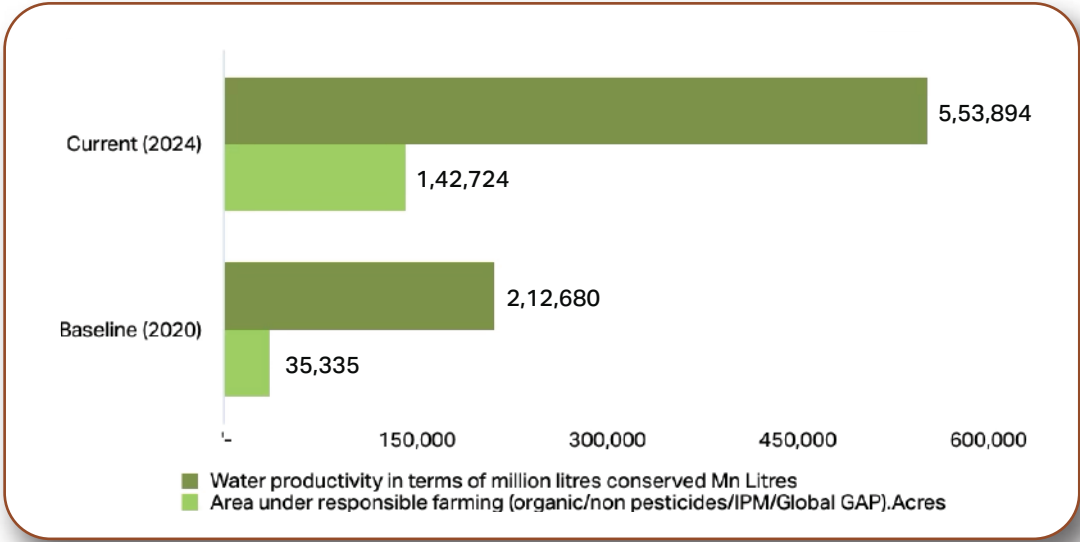


# Environment Performance

With the active support of grassroots **Civil Society Organizations (CSOs)**, PAPL promotes regenerative farming among smallholder farmers to address climate change. These initiatives are implemented on the ground by CSO partners, ensuring last-mile reach and engagement. By eliminating chemical inputs, improving soil health, and conserving water, PAPL restores degraded land and enhances resilience. These practices boost carbon sequestration and reduce emissions. Overall, PAPL supports climate-smart, sustainable livelihoods taking care of environment.



Indicator	Unit	Baseline (2020)	Current (2024-25)	% Change
Water productivity in terms of million litres conserved	Mn Litres	2,12,680	5,53,894	160%
Area under responsible farming (organic/non pesticides/IPM/Global GAP)	Acres	35,335	1,42,724	304%
Reduction in use of chemical input Kg per acres	Kg/Acres	165	0	100%
Soil organic carbon increased	%	0.42	0.50	19%



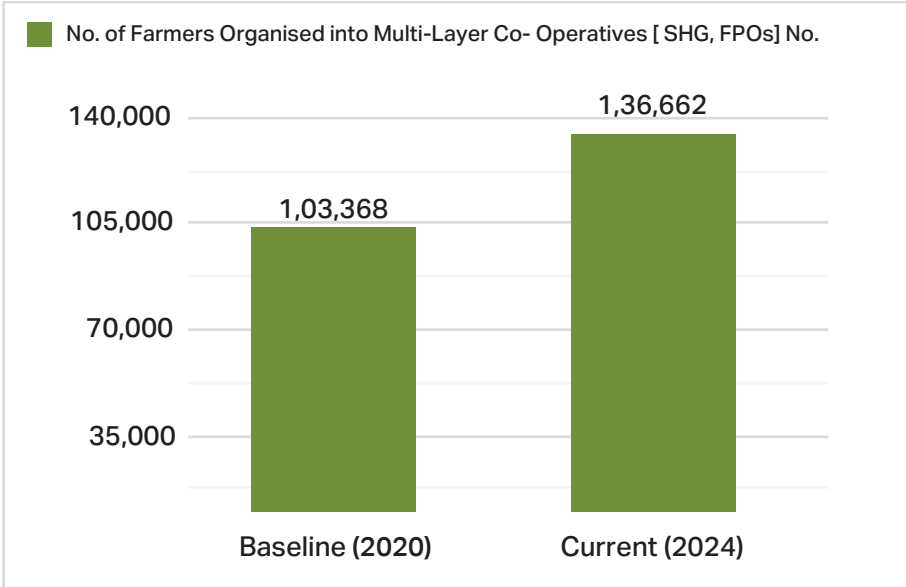


# Social Performance

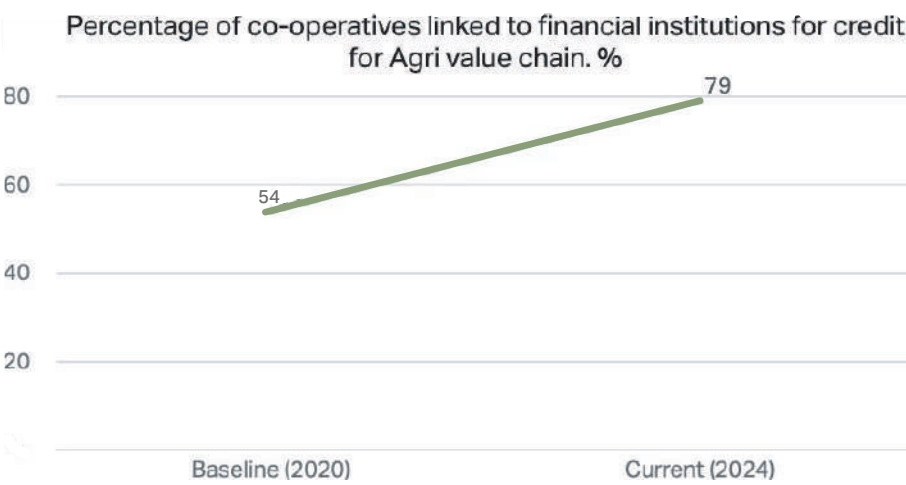
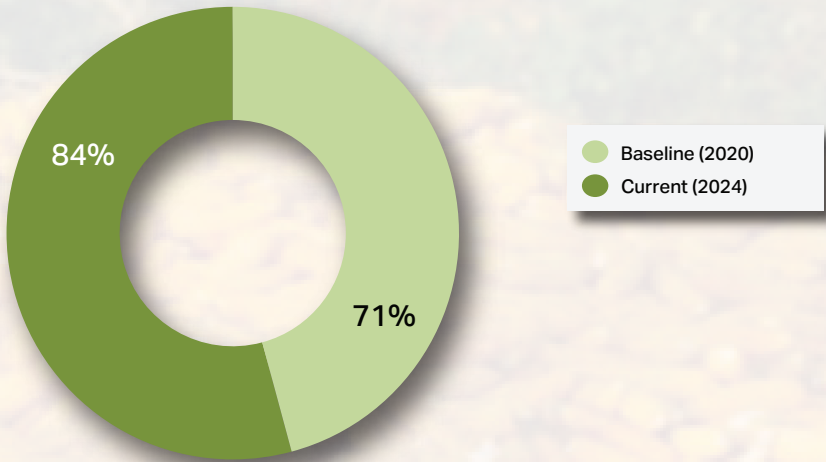
PAPL has created significant social impact by empowering smallholder farmers through improved market access, fair pricing, and capacity-building initiatives. By working closely with Farmer Producer Organizations (FPOs) and community institutions, it has strengthened rural livelihoods, enhanced income security, and fostered inclusive, dignified participation in agri-value chains



Indicator	Unit	Baseline (2020)	Current (2024)	% Change
No. of farmers organized into multi- layer co-operatives (SHG, FPOs)	No.	1,03,368	1,36,662	32%
Percentage of women in the farmers co-operatives.	%	71	84	13%
Percentage of co-operatives linked to financial institutions for credit for Agri value chain.	%	54	79	25%



Percentage of women in the farmers co-operatives.%





# Economic Empowerment

**Good Governance, Policies and Economic Empowerment.**  
Strong governance is what converts sustainability from vision into practice

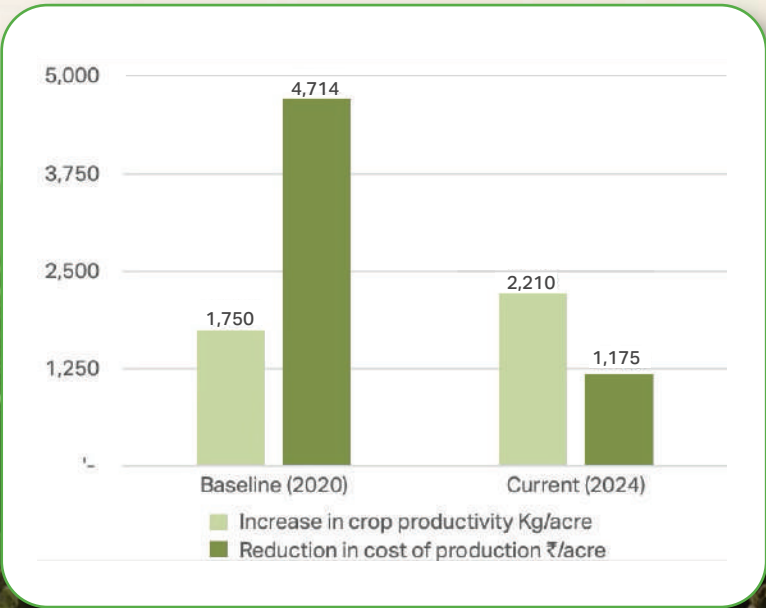
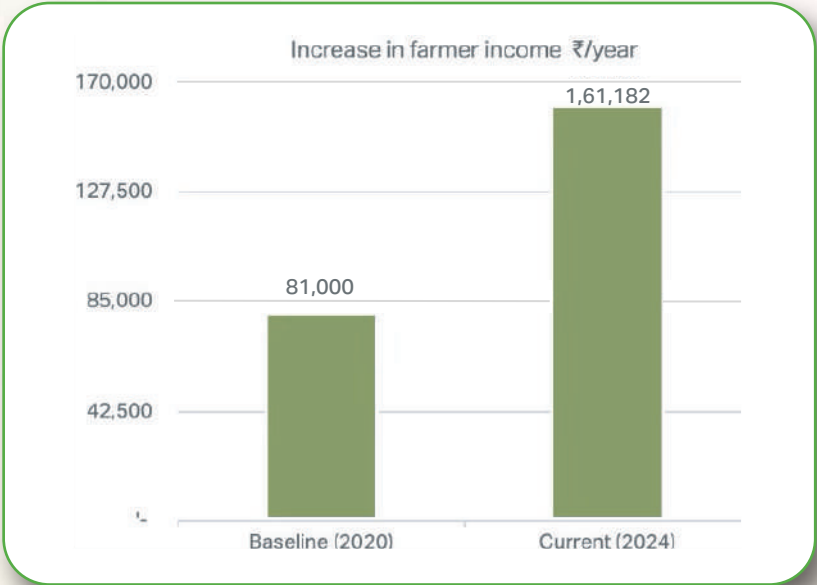
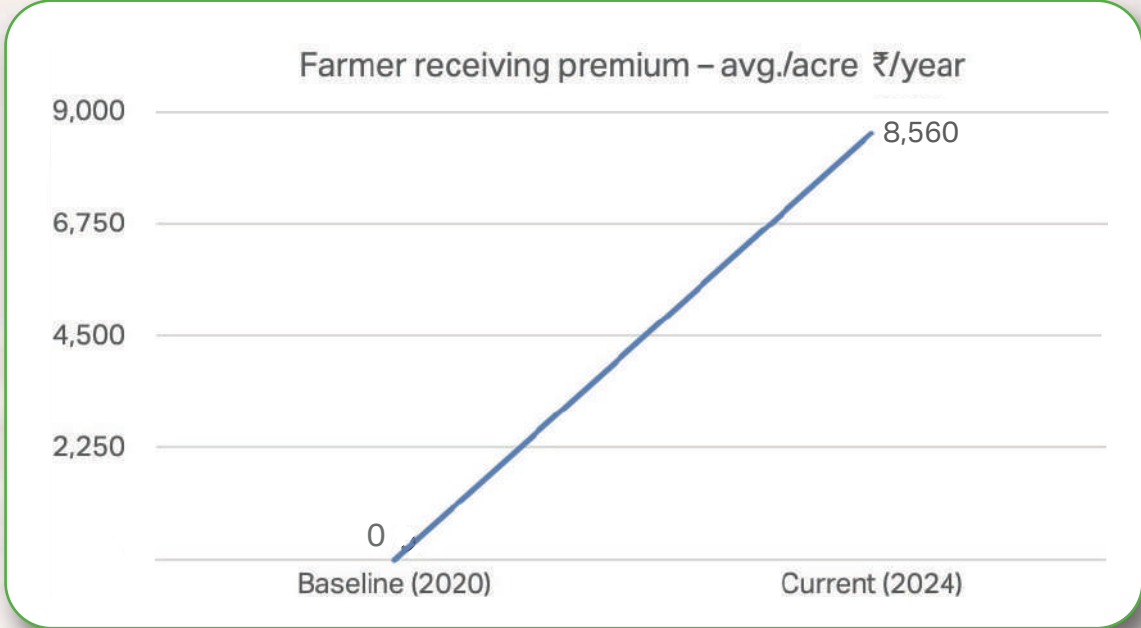
**Implementation of key policies:** Whistleblower, Anti-Fraud, Gender, Conflict of Interest, and Risk Management.

- Regular oversight by the Board of Directors, with sustainability included as a standing agenda item.
- Internal audits to monitor compliance and financial transparency.
- Social audits at the FPO level to build trust with farmer members.

Buyer and supplier due diligence, ensuring alignment with international standards on ethical sourcing.

These mechanisms build trust, accountability, and resilience into the organization's DNA, making PAPL a reliable partner for global markets.

PAPL has also strengthened the rural economy by reducing production and transaction costs, increasing farmers' incomes, and promoting value-added practices. Its inclusive agri-business model enables better price realization, improved market linkages, and sustainable income growth for smallholder farmers.



Indicator	Unit	Baseline (2020)	Current (2024)	% Change
Increase in crop productivity	Kg/acre	1,750	2,210	26%
Reduction in cost of production	₹/acre	4,714	1,175	75%
Increase in farmer income	₹/year	81,000	1,61,182	99%
Farmer Receiving premium avg./acre*	₹/year	0	8,560	-



Risk to Resilience

# A Sustainable Approach

Agriculture is inherently exposed to risks such as climate variability, price fluctuations, compliance requirements, and shifting market demands.

Ploughman Agro addresses these challenges through a systematic and sustainability-driven risk management cycle that includes identifying risks at the farm, community, and enterprise levels; assessing their likelihood and impact; mitigating them through interventions like crop diversification, forward contracts, and contingency financing; and continuously monitoring them with digital dashboards and field-level feedback loops. This approach enabled farmers to withstand shocks, including erratic rainfall and price volatility. By embedding sustainability into its strategies—particularly through crop and buyer diversification, climate-smart practices, and digital innovations—PAPL has reduced dependence on single markets and strengthened farmers’ resilience, ensuring long-term ecological and economic stability.

Sustainability Through Partnerships

# PAPL’s National & Global Network

Ploughman Agro has built a strong network of national and global partners, positioning sustainability at the core of its reach and collaborations. At the national level, PAPL works with Farmer Producer Organizations (FPOs), financial institutions, agri-tech innovators, and market players to strengthen sustainable value chains and promote climate-smart practices.

Internationally, it engages with global brands, impact investors, and development agencies committed to sustainability, fair trade, and regenerative agriculture. This ecosystem of partnerships not only expands PAPL’s market reach but also embeds sustainability as a driving factor in creating scale, resilience, and long-term impact for small and marginal farmers

INDITEX	H&M	BESTSELLER
MUZEEB SEEDS	Verdus	Arvind FASHIONING POSSIBILITIES
United Group	GROUP REEDISHA	Armstrong The name for Quality
adani	AFRIMAR	EVV Limited
PATANJALI	bol. SWEET OIL LTD	Cargill
SUPERDRY®	Carrefour	C&A
Pratibha	Welspun® WORLD	BEXIMCO
ramco	Neutral. Certified Responsibility	STYLEM
PULL&BEAR	ZARA	SINTEX
JAMUNA GROUP Committed to Prosperity	KERING	Stradivarius
SQUARE	NSL	Massimo Dutti
ABIS	Reliance RETAIL	BERSHKA
KIABI	STARLITE	

FPO Empowerment & Sustainability Stories

# Farmer Producer Organizations (FPOs) are the cornerstone of our model.

By building institutional capacity, we ensure that farmers govern themselves, negotiate collectively, and sustain long after direct project interventions.

**Case Study:** Bastrani Women Farmers Producer Company  
In 2023, the Bastrani Women FPO started with just 10 shareholders. Within one year, it expanded to 1,483 members, achieved a ₹5.61 crore turnover, and secured long-term contracts with premium buyers. Women members now sit at the table with buyers and banks, representing their communities with confidence.

This success is not an exception—it is a template. Across our portfolio, more than 100 FPOs have been trained in governance, accounting, and compliance. With this capacity, FPOs can compete, thrive, and grow as professional enterprises.

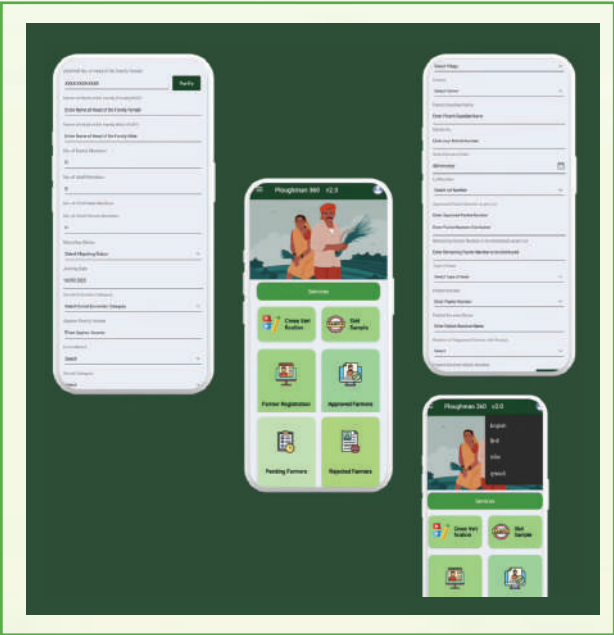




# Digitalization has been a game-changer




For transparency and efficiency, PAPL’s digital platforms—Ploughman 360 and KRAI—enable seamless data collection, procurement tracking, and payment processing.

**Ploughman 360**, our in-house mobile application, equips our teams with real-time insights into the lives, farms, and challenges of smallholder, tribal, and women farmers. This user-friendly app enables accurate and ethical data collection covering everything from household demographics to land usage and crop patterns. With features like GPS tracking, offline accessibility, and secure cloud storage, the app ensures seamless operation even in remote regions. To enhance transparency, accountability, and efficiency across our agricultural value chain, we have developed **KRAI (Kommodity Receipting And Invoicing)**—a comprehensive traceability platform. The whole process of certified organic production and marketing is captured digitally for each and every producer right from seed distribution to farmer's training, procurement, payment to the farmers, processing and final generation of Transaction Certificate.



## Internal Control & Traceability System

**Seed Traceability:** Verified sourcing of certified organic seeds distributed to farmers

	एफ.पि.ओ	Bastrani Farmers Producer Company Limited	आई.सी.एस	Maa Chandi Jaibik Fasal Utpadak Samiti
	ग्राम	BADABANKI	ट्रेसनेट क्रमांक	OR2402006476
	किसान का नाम	Sradhanjali Suna - Alekha Ganda	पिता का नाम	Madan Tandi
	बीज	Partech 29		
	मोबाइल क्र.	8114860142	प्राप्तकर्ता से संबंध	स्वम
	एफ.पि.ओ	Bastrani Farmers Producer Company Limited	आई.सी.एस	Maa Chandi Jaibik Fasal Utpadak Samiti
	ग्राम	BADABANKI	ट्रेसनेट क्रमांक	OR2402006583
	किसान का नाम	Sukanti Behera - Durbal Behera	पिता का नाम	Gupar Behera
	बीज	Partech 29		
	मोबाइल क्र.	7678946181	प्राप्तकर्ता से संबंध	स्वम
	एफ.पि.ओ	Bastrani Farmers Producer Company Limited	आई.सी.एस	Maa Chandi Jaibik Fasal Utpadak Samiti
	ग्राम	BADABANKI	ट्रेसनेट क्रमांक	OR2402006522
	किसान का नाम	Sukanti Majhi -- Krushna Majhi	पिता का नाम	Kuma Majhi
	बीज	Partech 29		
	मोबाइल क्र.	8926017351	प्राप्तकर्ता से संबंध	स्वम
			वितरण दिनांक	13/06/2024

**Procurement Traceability:** Digital records of farmer-wise procurement linked to FPOs.

ASA FPO

Nimad Farmers Producer Company LTD

Logout

दैनिक प्रपत्र

(\*) Mandatory field

आई सी एस / ब्लॉक \*

ग्राम का नाम \*

प्रशिक्षणकर्ता का विभाग \*

Nimad Agalgaon Jaibik Fasal Utpadak Kalyan Sangh

BAJAD

PAPL

प्रशिक्षणकर्ता नाम \*

प्रशिक्षणकर्ता का संदर्भ \*

प्रशिक्षण की तिथि \*

mm/dd/yyyy

प्रशिक्षण देने का स्थान \*

प्रशिक्षण मूल विषय \*

प्रशिक्षण विषय \*

चुनें

प्रशिक्षण पक्ष किसानों का अनुभव

प्रशिक्षण में सम्मिलित पुरुष की संख्या \*

प्रशिक्षण में सम्मिलित महिलाओं की संख्या \*

किसान का आगामी प्रशिक्षण की तिथि

प्रोसेडिंग रजिस्टर

प्रशिक्षण फोटो (केस सहित)

mm/dd/yyyy

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**Payment Traceability:** Transparent, bank-linked payments to farmers with audit trails.

किसान पेमेंट जानकारी

(\*) Mandatory field

आई सी एस \*

खरीदी दिनांक से \*

खरीदी दिनांक तक \*

Nimad Agalgaon Jaibik Fasal Utpadak Kalyan Sangh

01/27/2022



07/27/2024

खानपदारी खोले

Copy Excel PDF

Search:

Show 20 entries

क्र. #	आई.सी.एस	किसान	Tracenet_No	Transaction दिनांक	Transaction_Type	Bank_Name	Farmer_AMOUNT	Transaction_AMOUNT	Transaction_Report
1	Nimad Agalgaon Jaibik Fasal Utpadak Kalyan Sangh	HIRI	MP2803053519	01/01/2024	NEFT	Madhya Pradesh Gramin Bank NUGB	145563	87630	
2	Nimad Agalgaon Jaibik Fasal Utpadak Kalyan Sangh	KUSUM BAI	MP2803053571	01/12/2023	NEFT	Jila Sahakar Kondriya Bank Mydt.	28428	28428	



**Product Traceability:** Batch-level QR code tracking of products (cotton bales) from farm to market



**Third party verification**

PAPL adheres to globally recognized sustainability and ethical standards in organic production by securing certifications from credible standards such as NPOP, NOP, ROC, Fairtrade, FFL, GOTS, OCS, Oeko-Tex and Textile Genesis. These certifications validate our commitment to organic integrity, fair trade principles, and regenerative agricultural practices aligned with ESG goals.



(SDG) Alignment

# Sustainable Development Goals (SDG) Alignment

- SDG 1: No Poverty**  
By ensuring premium prices and diversifying incomes.
- SDG 2: Zero Hunger**  
Through climate-resilient and organic farming systems.
- SDG 5: Gender Equality**  
By putting women at the center of FPO governance.
- SDG 8: Decent Work & Economic Growth**  
By professionalizing farmer enterprises.
- SDG 12: Responsible Consumption & Production**  
By scaling organic and traceable supply chains.
- SDG 13: Climate Action**  
By promoting regenerative agriculture and reducing emissions.
- SDG 15: Life on Land**  
Through agroforestry and soil health restoration.

PAPL's alignment with these SDGs is not just symbolic— it is measurable and outcome-driven, validated by both buyers and farmers.



**Materiality Mapping**

Sustainability is about prioritization: focusing on what matters most to stakeholders. In FY 2024–25, we conducted a materiality assessment with farmers, buyers, employees, and civil society partners.

- High Priority for Farmers: Fair pricing, timely payments, climate resilience, access to credit, and gender equity.
- High Priority for Buyers: Traceability, compliance, quality assurance, and transparency in sourcing.
- High Priority for Communities: Environmental regeneration, inclusion of women and youth, and livelihood stability.

From this, a Materiality Matrix emerged, highlighting the intersection of farmer needs and buyer expectations. At the top of the matrix were: traceable organic sourcing, women-led empowerment, and regenerative farming.

This matrix will serve as a compass for future strategy, ensuring that PAPL directs its energy and investments where they create the greatest shared value.



# 2025 and Beyond

**Looking ahead, PAPL's ambition is to scale both impact and resilience. Our roadmap includes:**

**Scaling Organic Clusters**

Expand into new geographies while deepening certification and training in existing clusters.

**Strengthening FPOs**

Equip them with financial autonomy, advanced governance training, and stronger buyer partnerships.

**Climate Adaptation**

Introduce more resilient cropping systems and drought-proofing technologies.

**Digital Innovation**

Enhance Ploughman 360 with AI-enabled traceability and blockchain for buyer confidence.

**Farmer Prosperity**

Continue increasing household incomes through premiums, diversification, and institutional support.

**Our vision is clear**

To make smallholder and tribal farmers not just participants, but leaders in sustainable agriculture.

# This report is the outcome

**This report is the outcome of the collective effort of our farmers, FPO leaders, employees, partners, and buyers. We extend heartfelt gratitude to:**

- The 94,000 farmers who trusted PAPL as a partner in their journey.
- The FPO leaders, especially women, who took bold steps into governance and markets.
- Our team of agronomists, engineers, and field coordinators, who worked tirelessly to bring this vision to life.
- Our buyers and financial partners, who validated the value of sustainability with their commitments.

**Our civil society allies, who enriched our programs with knowledge and networks. Together, we are proving that agriculture can be inclusive, profitable, and sustainable.**



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**PLOUGHMAN  
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