

Boundless Impact

Our Strategic Framework
SWOT & TOWS: Strategy in Motion



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At Haycarb, our strategic planning process is grounded in a holistic evaluation of both internal capabilities and the evolving external environment. By rigorously assessing our strengths and weaknesses and analysing the opportunities and threats that shape our operating landscape, we have refined our strategic direction for the year ahead. This integrated TOWS analysis provides a structured lens through which we identify growth

pathways, mitigate risks, and enhance organisational resilience. This analysis explores four critical strategic dimensions:

- **Strengths-Opportunities (SO):** How can we harness our core strengths to capitalise on emerging opportunities?
- **Strengths-Threats (ST):** How can our strengths be deployed to offset or navigate potential threats?

- **Weaknesses-Opportunities (WO):** How can new opportunities help us overcome internal limitations?
- **Weaknesses-Threats (WT):** How can we reduce the impact of our weaknesses while effectively managing external threats?

The insights derived from this framework inform the strategic priorities of the Group for Financial Year 2024/25, as presented below.

		Opportunities (O)	Threats (T)
		O1 Strong Demand in Asia-Pacific, Indian markets and rising demand in Africa for sustainable carbon solutions O2 Technological breakthroughs in green manufacturing and AI-driven process optimisation O3 Regional integration and strategic alliances for raw material security and joint ventures O4 Transition to low carbon economy	T1 Intensifying competition and margin compression T2 Global economic volatility and regional instability T3 Persistent supply chain fragility and logistic cost surges T4 Growth of alternative materials due to scarcity of coconut shell charcoal T5 Regulatory shifts on carbon intensive input
Strengths (S)	S1 Strong global brand presence and market leadership S2 Advanced R&D capability and innovation agility S3 Embedded sustainability and ethical business practices S4 Experienced and adaptive leadership team S5 Strong financial discipline and stable performance	SO STRATEGIES Expand premium product footprint in East Asia and India to meet growing demand (S1, O1) Accelerate R&D for next-gen carbon products and green applications (S2, S5, O2, O4) Expand Environmental Engineering Solutions to Maldives and Southeast Asia (S1, O3) Strengthen Haycarb's sustainability positioning through certifications and disclosures (S3, O2)	ST STRATEGIES Strengthen supplier networks near raw material hubs to reduce disruption risk and promote backward integration through green charcoaling technologies for long-term sustainability and supply assurance (S3, T3) Innovate to reduce threat of substitutes and diversify raw inputs (S2, S3, T4) Scenario-based financial planning to respond to global uncertainty (S4, T2) Expand high-margin product portfolio to reduce impact of price competition (S5, T1) Digitalised raw material procurement and raw material availability tracking systems will enhance supply chain resilience or similar wording (S2, T3)
	W1 Exposure to commodity price fluctuations W2 Overdependence on coconut shell-based raw material W3 Escalating production and operational costs W4 High capital intensity and liquidity demands	WO STRATEGIES Set up or partner in other coconut-producing countries to diversify sourcing (W2, W3, O1) Invest in green production, automation and energy-efficient processes (W3, W4, O2) Backward integration and strategic partnerships to secure material supply (W2, O3)	WT STRATEGIES Hedge against raw material price volatility and currency fluctuation (W1, T2) Accelerate R&D for non-coconut-based alternatives to meet specific segments (W2, W3, T4) Explore blended financing options with competitive interest rates including long term financing to facilitate capacity expansion and sustainability strategies of the company whilst maintaining competitive position (W4, T1)