

Boundless Impact

Our Value Creation Model



Our Value Creation Model

OUR INPUTS



FINANCIAL CAPITAL

Our financial resources underpin our capacity to create value and comprise

- Shareholders' funds – **Rs. 29.6 Bn**
- Debt capital – **Rs. 9.0 Bn**



NATURAL CAPITAL

Coconut shell charcoal, a renewable resource serves as our primary raw material along with other natural inputs which include energy, water, and chemicals

- Renewable raw material consumption – **146,563 Mt**
- Water consumption – **696,595 m³**
- Energy consumption – **1,141,695 GJ**



SOCIAL & RELATIONSHIP CAPITAL

Represents the relationships we have nurtured with customers, suppliers, communities, business partners and other stakeholders over the years.

- Customers – **>600**
- Coconut shell and charcoal suppliers – **>500**
- Investment in CSR initiatives – **Rs. 50.4 Mn**



INTELLECTUAL CAPITAL

Represents our expertise in R&D, proprietary processes, tacit knowledge acquired over 5 decades of operations and numerous certifications.

- Investment in R&D – **Rs. 209.3 Mn**
- No. of certifications – **32**



HUMAN CAPITAL

A multi-skilled team of 2,026 employees across 7 countries drive innovation and technical excellence in manufacturing.

- Investment in training and development – **Rs. 9.6 Mn**
- Investment in physical and mental health – **Rs. 68.9 Mn**



DIGITAL CAPITAL

Digital platforms, systems and competencies that enhance our business operations.

- Investments in digital platforms and systems – **Rs 31.1 Mn**
- Digital Marketing Expenditure – **Rs. 6.1 Mn**



MANUFACTURED CAPITAL

7 modern manufacturing plants across 3 countries enables consistent delivery of high-quality activated carbon products.

- PPE – **Rs. 12.7 Bn**
- Capital expenditure – **Rs. 2.6 Bn.**

VALUE TRANSFORMATION PROCESS

OUR STRATEGY



Market growth



Innovation led growth



Strengthen global supply chains



Purpose-drive and committed teams

ESG Mindset

IS DELIVERED THROUGH OUR BUSINESS LINES

ACTIVATED CARBON MANUFACTURING



Understanding customer needs



Research & development



Sourcing raw materials



Distribute to customers



Ensuring product quality



Manufacturing activated carbon

ENVIRONMENTAL ENGINEERING SOLUTIONS



Understanding customer needs



Design solutions



O&M support



Commissioning and quality assurance

AND IS UNDERPINNED BY

CORPORATE GOVERNANCE

ROBUST RISK MANAGEMENT

OUR OPERATING CONTEXT

- Raw material supply shortages
- Global economic uncertainty
- Competition
- Digitalisation
- Implications of climate change

TOP FIVE MATERIAL TOPICS

- Materials
- Regulations and compliance
- Customer satisfaction
- Product Quality
- Economic performance

Top Risk and Opportunities: R1,R2,R11,R19,R20,O1,O3,O4,O5

OUTPUTS AND IMPACTS

RT-CH-000.A

48,207Mt

of Activated Carbon

Wastewater treatment and water purification solutions

An array of activated carbon products

Carbon footprint 44,554 tCO₂e

Effluents 365,813 m³

Waste 5,112 Mt



OUTCOMES

SDG ALIGNMENT

STAKEHOLDERS IMPACTED



FINANCIAL CAPITAL Page 118 to 123

Delivered value to providers of financial capital through resilient performance under challenging operating conditions.

- Profit after tax **Rs. 4.3 Bn**
- Return on equity **13.6%**
- Dividend per share **Rs 3.80**
- Dividend yield **4.6%**



NATURAL CAPITAL Page 124 to 135

Strategic emphasis on minimising our environmental footprint.

- Water intensity - **16.12 m³/per revenue Rs. Mn**
- Energy intensity - **26.43 GJ/per revenue Rs. Mn**
- Carbon footprint - **44,554 tCO₂e**



SOCIAL & RELATIONSHIP CAPITAL Page 160 to 171

Strengthened relationships with suppliers and customers while promoting community upliftment and empowerment.

- Customer satisfaction score - **>90%**
- New customers - **26**
- New suppliers - **248**
- Payments to coconut shell and charcoal suppliers - **Rs 14.9 Bn**
- CSR beneficiaries - **>71,500**
- Tax payments - **Rs 3.4 Bn**



INTELLECTUAL CAPITAL Page 136 to 143

A product range that fulfils customers' current and emerging needs while contributing to environmental sustainability.

- New products launched - **16**
- Product pipeline - **4**
- Proprietary processes to support expansion in value added carbon products
- Enhanced organisational tacit knowledge



HUMAN CAPITAL Page 144 to 159

An agile and engaged team capable of navigating dynamic operating conditions.

- Employee retention rate - **91% (Permanent employees)**
- Payments to employees - **Rs. 4.9 Bn**
- Training hours per employee - **17.3**
- No. of workplace accidents - **43**



DIGITAL CAPITAL Page 180 to 188

New systems to strengthen customer engagement, improve efficiency, support organisational and drive market expansion

- Customer relationship management system (CRM)
- Digital learning platform for staff
- Digital marketing tools



MANUFACTURED CAPITAL Page 172 to 179

Investments to enhance overall capacity and support expansion in value added carbons

- Investment for value added carbon manufacturing - **Rs. 1.3 Bn**
- Leased land in the Philippines to establish a new manufacturing plant.
- Cost savings from lean initiatives - **Rs. 460.4 Mn**

