

Boundless Impact

Listening to Our Stakeholders



Listening to Our Stakeholders

GRI 2-29

The challenging operating environment that prevailed during the year necessitated strengthening engagement with

our key stakeholders. We prioritised proactive and open dialogue to gain insights into their key concerns

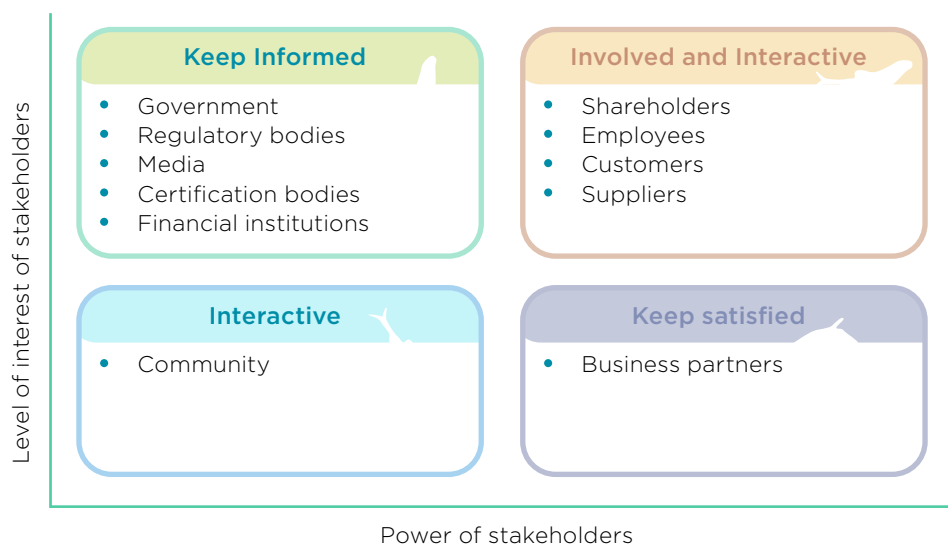
and issues and adapted strategies accordingly. Our stakeholder engagement process is as follows.



Based on the above, our engagement approach and mechanisms of engagement are determined. Our engagement strategies based on the level of interest and potential influence of stakeholders is set out below.

Stakeholder mapping enables us to prioritise our stakeholders according to their interest in and influence on the Group. This supports the development of customised engagement mechanisms for open and interactive communication.

An analysis of our stakeholders during the year under review, led to the following stakeholder map for 2024/25.



Listening to Our Stakeholders

SHAREHOLDERS

Key concerns
in 2024/25

- Financial performance, position and resilience.
- Opportunities for sustainable growth.
- Corporate governance
- Adequacy of risk management
- Corporate reputation.

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →	Obtaining feedback ←
<ul style="list-style-type: none"> • Annual reports • Quarterly performance updates • Press Releases and Investors Section in the Corporate Website 	<ul style="list-style-type: none"> • Annual General Meeting • Feedback through institutional investors • Shareholder proposals and resolutions

Frequency of engagement
Quarterly / Annually

Level of engagement
Involved and interactive

- Strategic interventions to secure adequate supplies of raw material to support stable volumes.
- Revised prices upward to support margin management.
- Pursued strategic expansion in growth markets.
- Ongoing emphasis on innovation and expansion of the value added product portfolio to strengthen margins
- Drove progress on expanding our manufacturing footprint to the Philippines.
- Robust risk management to identify and respond to risks and opportunities including climate related risks

Our response

VALUE CREATED IN 2024/25

Rs. 4.3 Bn	Rs. 12.10	13.6%
Profit after tax	EPS	ROE

Link to capitals – Financial

Link to strategic priorities – Market growth

Link to SDG –



EMPLOYEES AND TRADE UNIONS

Key concerns
in 2024/25

- Fair remuneration and job security.
- A safe and inclusive work environment
- Opportunities for training and development.
- Career progression

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →	Obtaining feedback ←
<ul style="list-style-type: none"> • Monthly townhall meetings • Open dialogue with trade unions • Open door policy • A year-round engagement calendar. 	

Frequency of engagement
Frequent

Level of engagement
Involved and interactive

- Goal setting and Performance Appraisals with fair and equitable remuneration for all employees based on skills, competencies and performance
- Strengthened the safety culture within the Group.
- Continuous learning with investment of Rs. 9.6 million and launching digital learning platform.
- Introduced a post onboarding review system to support the integration of new recruits.
- Fostered a diverse and inclusive work environment.

Our response

VALUE CREATED IN 2024/25

Rs. 4.9 Bn	Rs. >70 Mn	17.3
Payments to employees	Investments in health and safety	Average training hours per employee

Link to capitals – Human

Link to strategic priorities – Purpose-driven and committed teams

Link to SDG –



CUSTOMERS

Key concerns
in 2024/25

- Ability to manage optimum capacity utilisation and ensure product availability
- Rising prices.
- Capacity to innovate.
- Product quality and timely delivery.
- Sustainable and ethical business practices.

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →

← Obtaining feedback

- Open dialogue to communicate the challenges in securing raw materials
- Customer visits to our factories
- In-person customer visit
- Regular engagement through digital platforms
- Trade shows and exhibitions

Frequency of engagement
Frequent

Level of engagement
Involved and interactive

- New product development through R&D to deliver tailored solutions that fulfill specific customer needs.
- Numerous initiative to source adequate supplies of raw materials are procured from all countries in supply chain
- Capacity enhancement.
- Delivered on several ESG goals outlined in "Activate".
- Robust manufacturing and quality assurance systems along with numerous certifications such as ISO and GMP to ensure consistent product quality.

Our response

VALUE CREATED IN 2024/25

> **90%**

16

Rs. **209.3** Mn

Customer satisfaction score

New products launched

Investment in R&D

Link to capitals – Social and relationship, Financial

Link to strategic priorities – Market growth, ESG Mindset

Link to SDG –



SUPPLIERS

Key concerns
in 2024/25

- Sourcing adequate supplies of coconut shells amidst the shortage.
- Competitive prices and timely payments.
- Building long term relationships
- Technical support and capacity building
- Environmental and social compliance.

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →

← Obtaining feedback

- Continuous engagement through in-person interactions.
- Engagement through digital platforms.
- Supplier screening processes
- Supplier audits

Frequency of engagement
Frequent

Level of engagement
Involved and interactive

- Strengthened our supplier value proposition.
- Maintained emphasis on ethical procurement practices and timely payments.
- Engaged in capacity building through supplier audits and other initiatives.
- Propagated green charcoaling practices among suppliers.

Our response

VALUE CREATED IN 2024/25

Rs. **14.9** Mn

Rs. **20.6** Mn

> **500**

Payments to coconut shell and charcoal suppliers

Investment in capacity building

Total number of coconut shell and charcoal suppliers supported

Link to capitals – Social and relationship, Financial

Link to strategic priorities – Strengthening global supply chain, ESG Mindset

Link to SDG –



Listening to Our Stakeholders

BUSINESS PARTNERS

Key concerns
in 2024/25

- Collaboration to address the short supply in raw materials.
- Professionalism and accountability
- Robust risk management and corporate governance
- Corporate reputation

- Coordinated efforts across the Group to secure raw material supplies.
- Transparent business practices
- Equitable distribution of technical capabilities, employee training and market expansion opportunities across all business entities.
- Timely communication of financial and relevant information.
- Systematised corporate governance practices, risk mapping and mitigation strategies.
- Fair distribution of business profits.

Our response

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →

← Obtaining feedback

- Continuous engagement through in-person interactions, and on-site meetings.
- Engagement through mobile and digital platforms

Frequency of engagement
Frequent

Level of engagement
Keep satisfied

VALUE CREATED IN 2024/25

> **95%**

Business partner satisfaction rate

> **28** years

Relationship in Thailand

> **13** years

Relationship in Indonesia

Link to capitals – Social and relationship, Financial

Link to strategic priorities – Market growth, Strengthening global supply chain

Link to SDG –



COMMUNITY

Key concerns
in 2024/25

- Employment opportunities
- Environmental and social concerns

- Emphasis on local recruitment across our operations.
- Empower micro and small scale entrepreneurs with environmental friendly, high yielding raw material processing systems in the countries we operate.
- Provided purified drinking water to communities in CKD affected areas through the Puritas Sath Diyawara programme a long-standing initiative spanning 10 years.

Our response

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →

← Obtaining feedback

- Long term focused, impactful community development initiatives.
- Grievance handling mechanisms

Frequency of engagement
As and when required

Level of engagement
Interactive

VALUE CREATED IN 2024/25

Rs. **50.4**

Investment in CSR initiatives

> **71,500**

CSR beneficiaries

10th

Anniversary of the Puritas Sath Diyawara initiatives

Link to capitals – Social and relationship, Financial

Link to strategic priorities – ESG mindset

Link to SDG –



GOVERNMENT, INDUSTRY, REGULATORY BODIES AND MEDIA

Key concerns in 2024/25

- Compliance with all laws and regulations of the countries we operate in.
- Transparency and accountability.
- Knowledge sharing with industry partners.
- Responsible and ethical corporate practices.

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →	Obtaining feedback ←
<ul style="list-style-type: none">Engagements through digital platforms including the company website.One-on-one engagement	<ul style="list-style-type: none">Engagement through audits, industry forums and associations

Frequency of engagement
Regular, as and when required

Level of engagement
Keep informed

Our response

- Adhered to all relevant laws and regulations in each country of operation.
- Ensured timely and accurate disclosures.
- Timely payment of taxes and other related government payments.
- Maintained strong corporate governance and risk mitigation frameworks.
- Ensured equity in recruitment and employee career progression.
- Engaged in impactful, long-term focused CSR initiatives with specific emphasis on education, nutrition and access to potable water.

VALUE CREATED IN 2024/25

Rs. 3.4 Bn

Zero

USD. 115.2 Mn

Tax payments

Instances of non-compliance with regulatory requirements

Foreign exchange earnings for 3 developing economies

Link to capitals – All capitals

Link to strategic priorities – All strategic priorities

Link to SDG –

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRIAL INNOVATION AND INFRASTRUCTURE

10

REDUCED INEQUALITIES

11

SUSTAINABLE CITIES AND COMMUNITIES

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

17

PARTNERSHIPS FOR THE GOALS

CERTIFICATION BODIES

Key concerns in 2024/25

- Compliance with the requirements set out by each certification body.
- Transparency, accuracy and timeliness of disclosures.

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →	Obtaining feedback ←
<ul style="list-style-type: none">Periodic disclosuresCollaborative meetings with the Haycarb team	<ul style="list-style-type: none">AuditsTraining sessions

Frequency of engagement
Regular, as and when required

Level of engagement
Keep informed

Our response

- Complied with all requirements of the certification bodies.
- Disclosed all required information in a timely manner.

VALUE CREATED IN 2024/25

100%

2

>90%

Compliance with requirement of the certification bodies

New certifications obtained in 2024/25

Score on systems and process audits

Link to capitals – Intellectual, Natural

Link to strategic priorities – Market growth and ESG mindset

Link to SDG –

8

DECENT WORK AND ECONOMIC GROWTH

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SUSTAINABLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

Listening to Our Stakeholders

FINANCIAL INSTITUTIONS

Key concerns in 2024/25

- Meet debt obligations in a timely manner.
- Adherence to debt covenants.
- Accurate disclosure of financial information.
- Robust and responsible financial management.

Our response

- Timely repayment of capital and interest.
- Disclosed all required information accurately and in a timely manner.
- Prudent financial management

METHODS OF ENGAGEMENT (TWO-WAY COMMUNICATION)

Sharing business insights →

Obtaining feedback ←

- One-on-one engagement
- Open dialogue through mobile and digital platforms

Frequency of engagement

Regular, as and when required

Level of engagement

Keep informed

VALUE CREATED IN 2024/25

100 %

Timely debt payments

> 95 %

Digitalisation of operations with financial institutions

> 5 Years

Relationship with most banking partners

Link to capitals – Financial

Link to strategic priorities – Market Growth

Link to SDG –

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRIAL INNOVATION AND INFRASTRUCTURE

17

PARTNERSHIPS FOR THE GOALS