

# OUR VALUE CREATION MODEL

## Our Inputs

### Financial Capital



Vital to achieving our strategic aspirations, our financial resources are represented by

- Shareholders' funds – **Rs 25.7 Bn**
- Debt capital – **Rs 5.8 Bn**

### Natural Capital



Our primary input is coconut charcoal, a renewable resource while other inputs include energy, water, and chemicals.

- Renewable raw material consumption – **152,221 Mt**
- Water consumption – **732,634 m<sup>3</sup>**
- Energy consumption – **1,132,964 GJ**

### Intellectual Capital



Represents our capacity to innovate, the tacit knowledge gained over half a century of operations, systems, processes, and numerous certifications.

- Investment in R&D – **Rs. 231.4 Mn**
- No of certifications - **>25**

### Human Capital



Possessing unique skills and competencies our 1933 employees across 7 countries drive innovation and enable technical excellence.

- Investment in training and development – **Rs. 11.3 Mn**
- Investment in employee well-being – **Rs. 6.9 Mn**

### Social & Relationship Capital



Represents our long standing, collaborative relationships with key stakeholders and emphasis on strengthening our social license to operate.

- Customers – **>590**
- Coconut shell and Charcoal Suppliers – **>600**
- Investment in CSR initiatives – **Rs. 40.8 Mn**

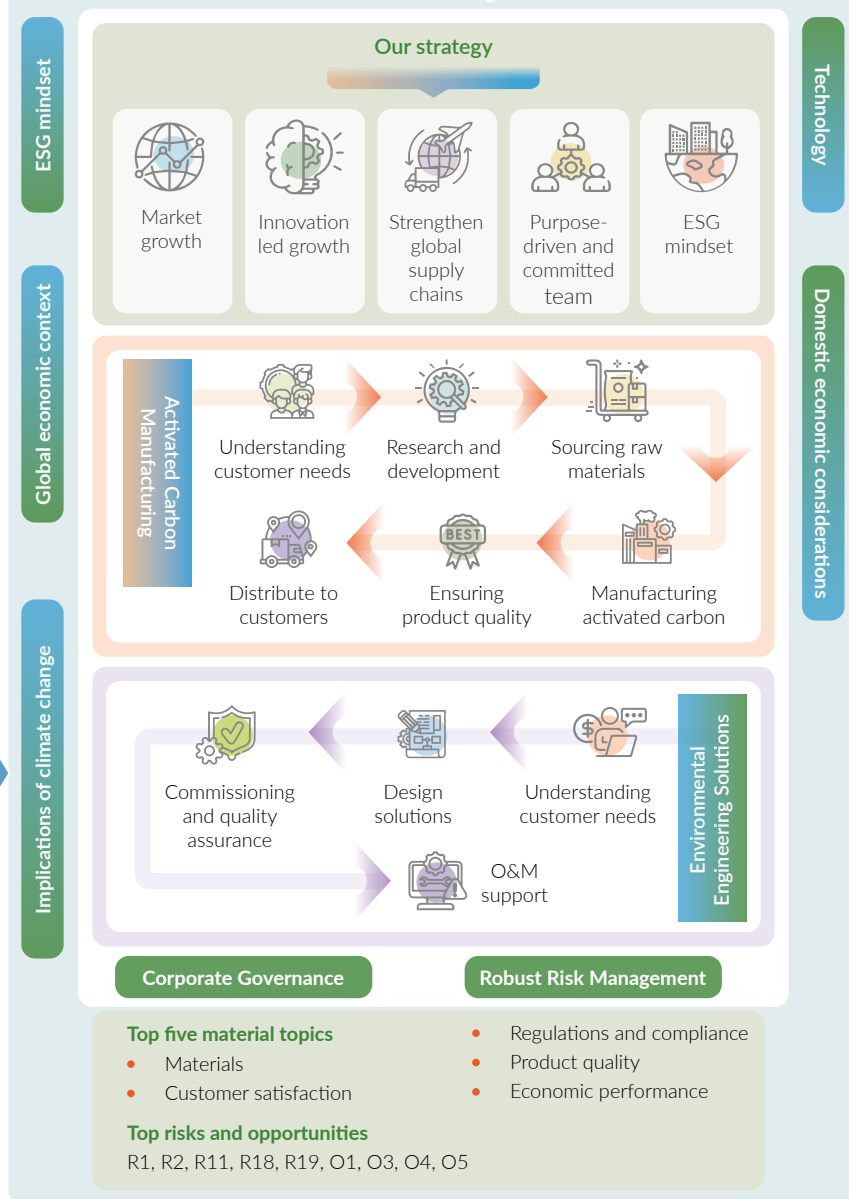
### Manufactured Capital



Represents 7 well-equipped manufacturing facilities across Sri Lanka, Thailand and Indonesia which enable the consistent production of high-quality activated carbon products.

- PPE – **Rs. 10.8 Bn**
- Capital expenditure – **Rs. 2.1 Bn**

## Value transformation process



## Outputs



**47,754 Mt**  
of Activated Carbon



A range of water purification solutions



A range of activated carbon products

**Carbon footprint**  
**26,696 tCO<sub>2</sub>e**

**Effluents**  
**269,079 m<sup>3</sup>**

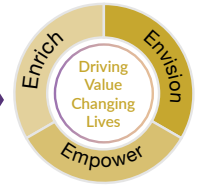
**Energy**  
**1,132,964 GJ**



OUR VISION

Our Vision is to be the leading global brand for coconut activated carbon and a leading provider of water purification systems in Sri Lanka and the region, renowned for technical excellence, customer centricity, innovation, and sustainable business practices.

OUR PURPOSE



## Impacts and Outcomes

### Our Capital Outcomes + Positive - Negative



#### Financial Capital (Page 102 to 105)

Consistent value creation for shareholders and debt providers

- + Profit after tax **Rs. 4.3 Bn**
- + Return on equity **16.8%**
- + Dividend per share **Rs. 6**
- + Dividend payout - **47.6%**



#### Natural Capital (Page 106 to 129)

Proactive approach towards achieving sustainable resource consumption and minimise our environmental footprint.

- + Water intensity - **16.97 m<sup>3</sup>/per revenue Rs. Mn**
- + Energy intensity - **26.24 m<sup>3</sup>/ per revenue Rs. Mn**
- + Carbon footprint - **26,696 tCO<sub>2</sub>e**



#### Intellectual Capital (Page 130 to 139)

A future focused product range and processes that enable the fulfilment of existing and emerging customer needs.

- + New products launched - **14**
- + Product pipeline - **7**
- + Enhanced organisational tacit knowledge



#### Human Capital (Page 140 to 153)

Continued to inspire our team through a culture of innovation and collaboration.

- + Employee retention rate - **92% (Permanent employees)**
- + Payments to employees - **Rs. 5.4 Bn**
- + Training hours per employee - **12.1**
- + No. of workplace accidents - **32**



#### Social and Relationship Capital (Page 154 to 169)

Mutual value creation for all stakeholders through long-term, collaborative partnerships.

- + No. of new customer acquisitions - **34**
- + Customer satisfaction score - **>90%**
- + Payments to coconut shell and charcoal suppliers - **Rs. 12.8 Bn**
- + CSR beneficiaries - **>105,000**
- + Tax payments - **Rs. 2.8 Bn**



#### Manufactured Capital (Page 170 to 176)

Enhanced value through future focused investments.

- + Value added carbon manufacturing capacity enhancement - **200Mt**
- + Investment in an electro-chemical laboratory for energy storage carbon development
- + Cost savings from lean initiatives **Rs. 148.6 Mn**

## SDG alignment



## Stakeholders Impacted

