



SOCIAL AND RELATIONSHIP CAPITAL



At Haycarb, we recognise that our Social and Relationship Capital is built on trust, collaboration, and enduring partnerships with our customers, suppliers, business partners, and communities. ***Much like a horizon that unites diverse perspectives towards a shared future,*** we strive to strengthen these relationships through continuous engagement and responsible business practices, creating sustainable mutual value by leveraging collective capabilities and collaboration.

ALI ASGAR MUNAVER CADERBHOJ
Director - Business Development

STRATEGIC ROLE

Social & Relationship Capital strengthens stakeholder trust, customer relationships and supplier ecosystems across our global value chain. Responsible sourcing practices and collaborative stakeholder engagement support resilient supply chains and long-term stakeholder confidence.

MANAGEMENT APPROACH

We manage Social & Relationship Capital through stakeholder engagement, responsible sourcing frameworks and supplier development initiatives. Our approach focuses on strengthening customer relationships, community development and sustainable partnerships across the value chain.

OUR STRATEGIC PRIORITIES IN 2025/26



Deliver cutting edge, innovative solutions that are tailored to specific customer needs



Diversify and expand our supply chain



Maintain collaborative partnerships with business partners



Impactful community engagement



Strengthening brand reputation through ethical and responsible business practices



Leverage technology to deepen relationships with value chain partners and strengthen brand presence in global markets

PROGRESS MADE IN 2025/26 TOWARDS ACHIEVING OUR ESG ASPIRATIONS

>
90
%

Customer satisfaction score
ACHIEVED

61
%

% of Green charcoal raw material in all manufacturing locations
ACHIEVED

24
%

% of Supplier assessment of all suppliers on their environmental and social standards and contribution
ACHIEVED

+
89
%

CSR Beneficiaries
ACHIEVED





19
Nos.

New Customer Acquisitions
(Activated carbon)



32
Rs. Bn

Payments to Coconut Shell and
Charcoal Suppliers



52.7
Rs. Mn

Investment in Impactful
Community Engagement



19
Rs. Mn

Investment in Supplier
Development



248
Nos.

Active Harithangara Pits

FUTURE OUTLOOK

As expectations relating to sustainability and corporate accountability evolve, stakeholder trust and collaborative partnerships will become increasingly important. Strong customer engagement, resilient supplier ecosystems and transparent communication will support sustainable long-term growth.

DIGITALISATION

This year, Haycarb strengthened its digital presence by enhancing online platforms, improving accessibility, engagement, and communication. These efforts reinforced transparency, connectivity, and stakeholder trust, reflecting the Group's commitment to meaningful relationships and a stakeholder-focused approach

VALUE CREATED IN 2025/26

Customers

- » Deepened engagement with existing customers.
- » Leveraged our sustainable innovation strategy to offer cutting edge solutions for emerging applications.
- » Actively pursued new customer acquisitions.

Suppliers

- » Deepened engagement with our extensive supplier network and supported their development through capacity building.

- » Ongoing efforts to expand our supplier base across multiple geographic locations.
- » Sustained focus on propagating green charcoaling practices along our supply chain.

Business Partners

- » Mutual value creation for business partners.

Local Communities

- » Impactful community engagement initiatives.

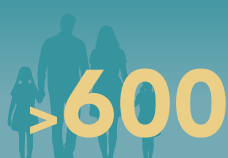
WAY FORWARD

Short-term plans

- » Strategic focus on expanding and strengthening our supply chain.

Medium-to-long term plans

- » Sustainable innovation to fulfill specific customer needs in emerging applications such as energy storage and water and air purification.
- » Ongoing emphasis on maintaining a geographical diverse supply chain.
- » Deliver long-term value to communities through impactful CSR initiatives.



>600

Customers across
50 countries

>500

Coconut shell and
charcoal suppliers in
6 countries

>135,000

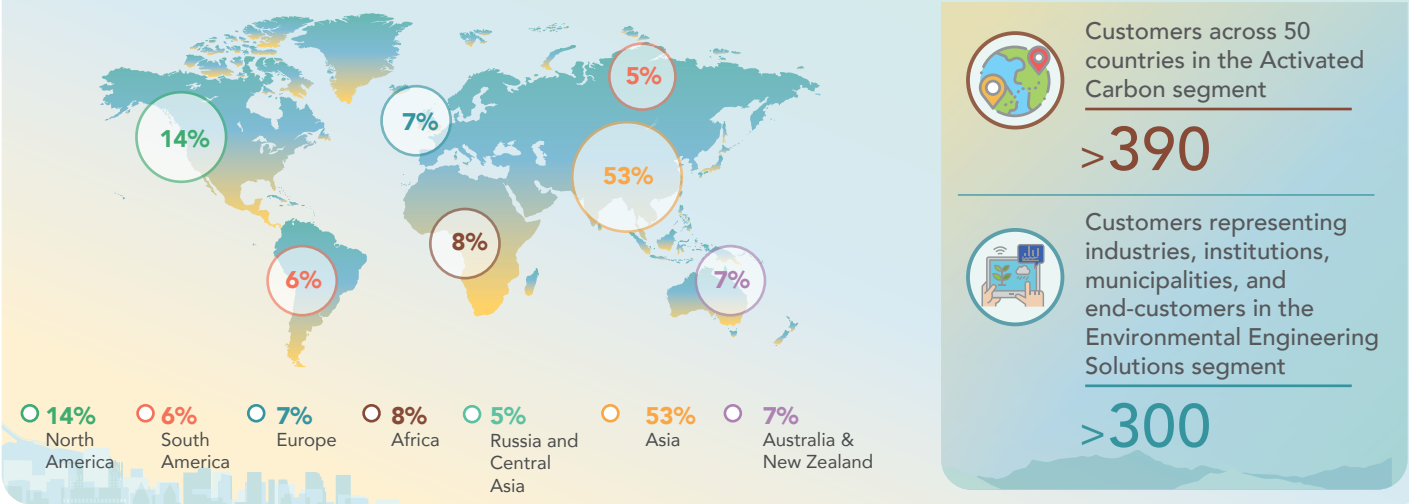
CSR Beneficiaries

Relationship with
Business Partners

29 Years Thailand
14 Years Indonesia

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GEOGRAPHIC SALES DISTRIBUTION OF OUR CUSTOMERS



VALUE CREATED DURING THE YEAR



CREATING SUSTAINABLE VALUE FOR CUSTOMERS

- » A targeted digital marketing strategy to drive penetration in existing markets while enhancing digital brand visibility in new markets.
- » Active participation in specialised trade shows in high potential markets to enhance brand presence and exhibit the Group's advanced technical capabilities and innovation.
- » Active engagement across professional social media platforms to strengthen brand visibility and drive connections with target audiences.



Number of CRM Opportunities

121



Number of CRM Quotes Won

20 (USD 12 Mn)



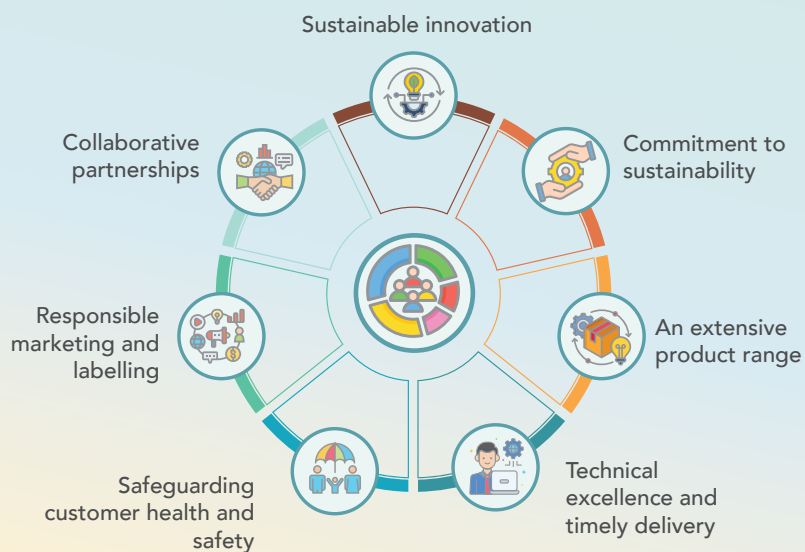
Number of Opportunities quoted

71



Unlock highlights of our global trade show presence.

OUR CUSTOMER VALUE PROPOSITION



Collaborative partnership

The Group strengthened engagement with customers during 2025/26 to gain insights into their specific needs and foster stronger, long-term partnerships. Deep engagement was also critical in securing support for several price increases undertaken during the year under review, given the escalation in raw material costs. Key initiatives were implemented to nurture customer relationships included,

- » Appointment of dedicated account management team by region and product application.
- » Implemented structured pre- and post-sales technical engagement, including comprehensive application support to enhance customer experience and value delivery.
- » In-person visits by Haycarb representatives to customer locations and customer visits to our manufacturing facilities.
- » Leveraging the Customer Relationship Management System (CRM) to streamline and personalise customer communications.

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- » Deeper engagement through marketing subsidiaries established in United States of America (Haycarb USA Inc.), Australia (Haycarb Holding Australia Pty. Ltd), United Kingdom (Eurocarb Products Ltd.), and Germany (Eurocarb Germany GMBH)
- » Upgraded the corporate website with enhanced features to strengthen stakeholder engagement and digital connectivity.

Haycarb's structured Customer Service Management Framework, supported by Microsoft Dynamics 365 CRM facilitated responsive and personalised customer engagement throughout the year under review.

Sustainable innovation

Our sustainable innovation strategy has enabled the development of a range of cutting-edge products for customers seeking innovative solutions for emerging applications such as energy storage, water and air purification and gold recovery. Customer collaborations have also enabled the innovation of tailored high-performance solutions through joint trials, performance evaluations and iterative refinements.

Commitment to sustainability

Clearly articulated sustainability aspirations and transparent bi-annual reporting of progress made against 2030 goals and the Integrated Annual Report, reflect our strong commitment to conducting our operations responsibly while providing assurance to our customers of our sustained commitment to supporting their sustainability aspirations.

% of raw material sourced through green charcoaling practices

61%

Water Supplied to communities impacted by CKD by Puritas Sath Diyawara

>200,000 L/day

An extensive product range

We offer a comprehensive range of over 1,500 activated carbon products and an array of water and wastewater treatment solutions through the Environmental Engineering Solutions which can be tailored to specific customer requirements. Please refer page 18 for more information.

Technical excellence and timely delivery

We have established stringent quality assurance processes at critical points in the value chain to facilitate the production of high-quality products. Our production processes comply with numerous international and local certifications as well as customer specific standards. Please refer page 203 for more information. An integrated ERP, CRM and supply chain planning digital ecosystem enables reliable and timely production while comprehensive product liability insurance cover mitigates risks arising from product defects.

Quality Certifications

ISO 9001:2015

Food Safety Certifications

**ISO 22000: 2018
HACCP, GMP**

Safeguarding customer health and safety

GRI: 416-1, 2

We maintain robust procedures and processes to ensure our products and services do not cause harm to end-users. This is of specific significance for products specifically developed for the food and beverage industry. Our Food Safety Policy articulates our commitment to developing products that are free from physical, chemical and biological contamination. Stringent quality control measures that align with numerous food

safety related certifications facilitate food safety throughout the production process. Approximately 45% of our products were assessed for health and safety compliance during the year under review with no incidents of non-compliance reported.

Reported for non-compliance incidents relating to product health and safety resulting in warnings, recalls, penalties, or fines.

Zero Incidents

Responsible marketing and labelling

GRI: 417-1,2,3

Haycarb's product labelling practices align with specific customer requirements, local and international standards, and requirements set out in certifications such as ISO and NSF. These frameworks facilitate accurate presentation of product specifications, safety information, handling instructions, and traceability information. We also align with internal quality protocols and industry's best practice to ensure transparency and accuracy.

Marketing communications are reviewed consistently to ensure accuracy, transparency and alignment with regulatory requirements. During the reporting period, no incidents of non-compliance related to product and service information, labelling, and marketing communications were reported.

Certification

Eco-Label

Certification

NSF/ANSI 42

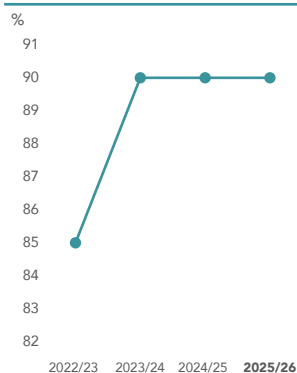
Incidents of non-compliance relating to product information, labelling, and marketing communications

Zero Incidents

CUSTOMER SATISFACTION SURVEY

To strengthen service excellence and continuously enhance customer engagement, Haycarb conducts structured customer satisfaction assessments across key service and operational dimensions. Feedback obtained through these engagements enables the Group to identify improvement opportunities, strengthen responsiveness, and align its value proposition with evolving customer expectations. The overall Customer Satisfaction Score continues to serve as a key indicator in evaluating customer experience and relationship strength.

Customer Satisfaction Score



OUR CUSTOMER COMPLAINT RESOLUTION PROCESS

GRI: 2-25

A robust customer complaint resolution process ensured that all customer complaints and concerns were resolved swiftly and effectively.

Digital tracking of all customer complaints facilitated by the Group's CRM enabled prompt action, timely resolution and accountability.

FOCUS AREAS OF THE CUSTOMER SATISFACTION SURVEY

- » Communication & Responsiveness
- » Customer Service & Relationship Management
- » Product Quality & Technical Compliance
- » Packaging, Labelling & Delivery Performance
- » Pricing & Commercial Competitiveness
- » Sustainability & Environmental Responsibility
- » Social Responsibility, Ethics & Safety

RESULTS DELIVERED IN 2025/26

GRI: 2-6 b iii

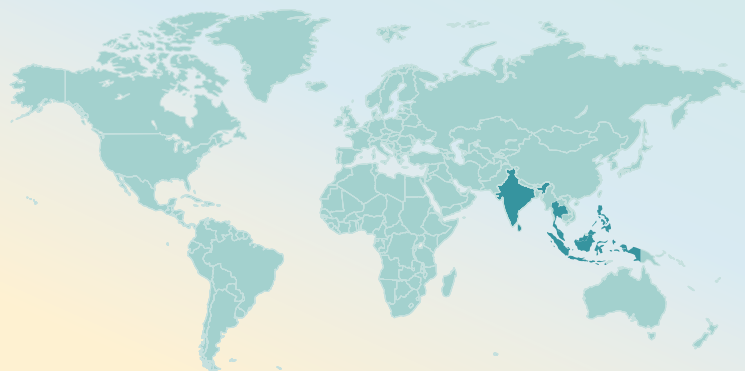
As customer expectations continue to evolve, the Group remained focused on strengthening engagement and responsiveness to deliver meaningful value beyond products and services. Continuous feedback gathered through surveys, post-delivery interactions, and technical collaboration enabled deeper customer insight and stronger alignment with stakeholder expectations. Reflecting these efforts, customer satisfaction levels across both the Activated Carbon and Environmental Engineering Solutions segments remained above 90% during 2025/26.



To view the Process, please scan the QR code below.

SOCIAL AND RELATIONSHIP CAPITAL

GLOBAL SUPPLIER NETWORK



● Sri Lanka ● India ● Thailand ● Indonesia ● Philippines



Coconut Shell and Charcoal suppliers across 6 countries

>500



Population of procurement spend paid to coconut shell and charcoal suppliers

71%

SUPPLIER VALUE CREATED DURING THE YEAR 2025/26



Rs. 32 Bn

Payments made to Coconut shell and Charcoal suppliers



44

Coconut shell and Charcoal suppliers added during the year



24%

Suppliers assessed on ESG criteria



61%

Supplies Sourced from Green Charcoaling Practices



Rs. 12.6 Bn

Payments to other material and service suppliers



Rs. 19 Mn

Invested in capacity building of Suppliers



OUR SUPPLIER PROFILE

GRI: 2-6 b ii, 408-1, 409-1

UNGC Principle 4, 5

Activated carbon segment

The Activated Carbon segment's supplier network is deeply rooted within the local communities surrounding its production facilities in Sri Lanka, Indonesia, and Thailand, where coconut shell and coconut

shell charcoal suppliers form the foundation of its raw material supply chain. By prioritising local procurement, the Sector has fostered the growth of numerous small and medium-scale coconut charcoal entrepreneurs, who today represent a significant portion of its supplier. However, the company sources coconut shell based charcoal from India, Indonesia and

Philippines Where locally sourced material are inadequate.

In Sri Lanka, sourcing is supported by a mix of established and small-scale suppliers, alongside backward-integrated charcoaling operations such as Recogen. Indonesia also supports supply through small scale suppliers and backward-integrated

charcoaling operations. In Thailand, Sourcing from external supplier is supported through controlled internal charcoal processing including vertical kiln technology, enhancing consistency and efficiency.

GRI: 204-1

Geographic location	% of local sourcing
Sri Lanka	85%
Thailand	100%
Indonesia	100%

Our locally integrated sourcing model ensures a stable raw material supply while creating economic opportunities within local communities. By sourcing close to operations, we support national economies and reduce transportation-related emissions. We also engage diverse suppliers providing chemicals, packaging, and specialised services.

Environmental Engineering Solutions segment

The Environmental Engineering Solutions segment is supported by a strong network of over 50 subcontractors specialising in civil, mechanical, electrical, and plumbing (MEP) work, together with OEM partners, enabling the delivery of water and wastewater treatment solutions across Sri Lanka and the Maldives.

The Segment also maintains a diversified supplier base of over 20 providers of materials, equipment, machinery, chemicals, and spare parts sourced from countries including China, Taiwan, Japan, India, the USA, Singapore, Italy, Germany, and across Europe. This broad supplier network strengthens supply continuity and supports the delivery of reliable and sustainable engineering solutions.

SUPPLIER ASSESSMENTS

GRI: 308-1, 308-2, 414-1, 414-2

Haycarb's structured approach to assessing its suppliers' environmental, social and governance impacts is set out within its sustainability

framework. Key assessment criteria we consider in assessing suppliers include,

- » Environmental – waste management practices, emissions, water consumption and pollution control methodologies.
- » Social – labour practices, wages, and the prohibition of child and forced/compulsory labour.
- » Health and safety – the use of personal protective equipment, occupational health and safety systems, incident reporting.
- » Governance and compliance – regulatory compliance (including EPL) as well as documentation and operational controls.

ESG assessment criteria are integrated with operational performance indicators such as product quality (moisture and dust content), reliability of supply and technical capability to develop a comprehensive profile of each supplier. Supplier performance is rated using a structured classification system which ranges from A+ (Very Good) to D (Unsatisfactory).

During the year under review, Haycarb conducted ISO-based evaluations covering 48 major suppliers across its value chain, while five major suppliers were assessed specifically on ESG-related criteria, which accounted for 24% of total suppliers onboard. * A phased roadmap has been established to expand coverage to 40% by 2030. 80% of Charcoal suppliers were rated Good/Very Good while 20% supplier were identified as having unsatisfactory potential results. 5% of new suppliers were assessed against ESG criteria We supported identified suppliers in developing action plans to address these concerns within an agreed timeline.

No. of supplier contracts were terminated due to environmental and social concerns in 2025/26

Zero

CULTIVATING A GREENER SUPPLY NETWORK

Strengthening supply chains

We enhance the sustainability of our supply chain through green charcoaling initiatives that promote responsible sourcing, supplier

engagement, and resource-efficient practices. By working closely with our supply chain partners, we strengthen environmental stewardship, support local livelihoods, and help ensure the long-term availability of renewable raw materials.

Technical support

We provide the engineering design and offer technical support during construction to ensure the Haritha Angara pits fulfill all the technical standards required for environmentally friendly charcoaling.

Training

Training serves to educate suppliers on how to operate and maintain the closed pit charcoaling pits.

Ethical procurement practices

We procure the produced coconut charcoal at market prices and ensure full payment upon delivery.

Financial support

We offer financial assistance to set up pits and chambers for charcoaling such as low interest loans and advance payment schemes, performance based pricing and incentives linked to quality and volume etc.

Regular assessments

We conduct regular supplier audits, site visits, and real-time feedback through quality intake systems to facilitate continuous monitoring and performance improvement across the supplier network. These mechanisms enhance transparency, strengthen quality consistency, and support suppliers in aligning with the Group's operational, quality, and sustainability standards.

Efforts were also directed towards developing a supplier network in Philippines. While this will facilitate raw materials supplies for the new production facility in the future, supplies generated through these efforts supported supply security in Sri Lanka during the current year.

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Key efforts undertaken in 2025/26 included,

- » Providing support to suppliers producing granulation charcoal to increase capacity.
- » Raising awareness among small- and medium-scale charcoal producers about

environmentally friendly charcoaling practices and its potential in increasing yields.

- » Initiated plans to decentralise charcoal collection.

We also transitioned 50% of our suppliers in Sri Lanka to granulated charcoal, which has enabled higher recoveries and reduced waste disposal.

Haritha Angara Programme – Sri Lanka

The Group's flagship supplier development programme which is now in its 10th year, continued to empower micro-, small- and medium-scale entrepreneurs through the propagation of environmentally sustainable charcoaling practices.

The programme promotes closed pit charcoaling which eliminates the release of harmful gases into the environment while creating opportunities for socio-economic progress within local communities.

During the year under review, the Haritha Angara Programme supported environment-friendly charcoaling pits across Sri Lanka, accounting for over 95% of the charcoal sourced locally by the Group.



KEY SUPPLY CHAIN PRIORITIES IN 2025/26

 Strengthened internal coconut charcoal production	» Established as Haritha Angara Environment-friendly charcoaling hub near our manufacturing facility and facilitated the establishment of the second facility in a strategic location through supporting a third party with operational training and financial collaboration. » Enhanced capacity of Weligama in Sri Lanka by 1,200 MT/year.	» Haycarb continued its coconut seedling distribution initiative in Sri Lanka's Eastern Province in partnership with the Coconut Cultivation Board, supporting national efforts to expand coconut cultivation beyond the traditional Coconut Triangle into the Northern and Eastern regions.	 Support coconut cultivation initiatives.
 Expanded the coconut shell collection network.	» Strengthened engagement with local communities to increase shell collection from households in Sri Lanka. » Leveraged 3 collections centres located in Melsiripura, Mawanella and Avissawella, and added new shell collecting centers in Moratuwa, Kandy, Warakapola, and Madampe to facilitate shell collection from local communities. » Engaged with local schools to strengthen coconut shell collection.	» Enhanced the capacity of vertical kilns in Thailand to increase sustainably produced coconut charcoal volumes. » Maintained Haritha Angara pit charcoaling in Thailand with 12 pits. » Initiated expansion in to green charcoaling in Thailand, with plans to establish Haritha Angara Environment-friendly charcoaling pits. » Established two Haritha Angara pit charcoaling sites in Indonesia with a total of 36 Haritha Angara pits. » In addition, 15 Haritha Angara charcoal pits are operating at supplier locations in Indonesia under the Group's technical guidance and supervision to support more sustainable charcoaling practices.	 Greening supply chains

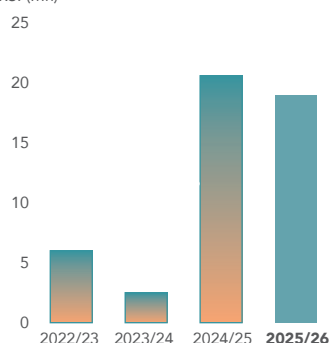
RESPONSIBLE BUSINESS PRACTICES AND SUSTAINABILITY

Our Supplier Value Proposition

Supplier Development and Capacity Building	» As part of the Haritha Angara initiative, our Procurement, Engineering, and QMS teams actively collaborate with suppliers to support their transition towards greener charcoaling methodologies by providing technical training, financial support, and infrastructure development assistance, while enhancing product quality and operational efficiency.
Financial and Livelihood Support	» Guaranteed monthly contracts support income stability for suppliers. » Performance-based pricing structures and volume-linked incentives reward quality and reliability.
Engagement and Feedback Mechanisms	» Regular field visits and continuous access to field officers strengthen supplier connectivity and responsiveness. » Digital communication channels, including SMS, email, and supplier portals, enhance engagement and information sharing. » Structured supplier feedback mechanisms, audits, and real-time quality intake systems support continuous improvement.
Recognition and Inclusive Sourcing	» Supplier recognition programmes, engagement forums, and performance-based rewards foster long-term partnerships. » Initiatives such as school-based shell collection programmes and coconut shell collection centres support the livelihoods of micro, small, and medium-scale suppliers within local communities.

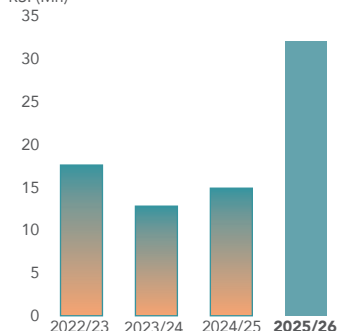
Investments in supplier development

RS. (Mn)

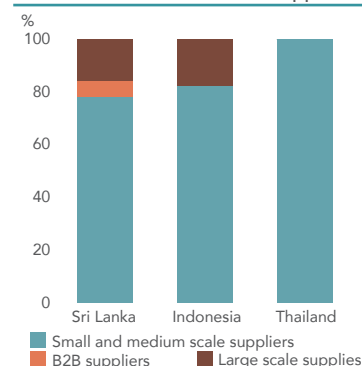


Payments to coconut shell and charcoal suppliers

RS. (Mn)



Profile of Coconut Charcoal Suppliers



RESULTS DELIVERED IN 2025/26

During 2025/26, the Group continued to strengthen its supplier ecosystem through targeted initiatives focused on supplier development, financial empowerment, engagement, and inclusive sourcing. Through programmes such as Haritha Angara, suppliers were supported in

adopting more sustainable charcoaling practices through technical training, infrastructure assistance, and funding support. Continued engagement through field visits, supplier feedback mechanisms, audits, and digital communication channels strengthened collaboration, responsiveness, and quality standards across the supply

chain. Financial assistance schemes, stable contract arrangements, and performance-based incentives further supported supplier livelihoods and supply continuity, while inclusive sourcing initiatives continued to create economic opportunities for micro, small, and medium-scale suppliers within local communities.

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OUR COMMUNITY

GRI: 413-1, 2, 203-1, 2 RT-CH: 210a.1

We foster strong and enduring relationships with local communities through impactful engagement initiatives designed to create long-term social value. Community initiatives implemented across Sri Lanka, Thailand, and Indonesia align with the Hayleys Group CSR Policy priorities of education, health and wellbeing, livelihood development, and cultural enrichment. Through these initiatives, the Group continued to contribute towards community resilience, inclusive growth, and improved quality of life across its operating regions. No significant negative impacts on local communities were reported during the year under review.

SUPPORTING COMMUNITY WELL-BEING

Puritas Sath Diyawara

Haycarb's flagship CSR initiative, Puritas Sath Diyawara, continued to support local communities through the provision of purified drinking water. This initiative was launched in 2014 in response to rising incidents of chronic kidney disease (CKD) in Sri Lanka's North, North Central and Uva provinces. Leveraging the expertise of the Environmental Engineering Solutions segment in water purification, we designed and built 20 reverse osmosis plants with integrated distribution systems over the course of 11 years, to facilitate the provision of purified potable water. The programme's unique village-managed self-sustaining model continues to deliver purified potable water to

communities in need. The programme was sponsored by the Business Sectors of the Hayleys Group together with Haycarb.

Sisu Divi Pahana - School Meal Programme

Now in its fourth year, this programme offers school children a nutritious mid-day meal. This has supported their overall health and wellbeing while improving their concentration at school, enabling improved educational outcomes.



Investment in impactful community engagement initiatives

Rs. 52.7 Mn



Volunteer hours contributed by our team

>12,500



Beneficiaries in Sri Lanka, Thailand and Indonesia

>135,000



Cumulative investment by the Hayleys Group

Rs. 112.5 Mn



Cumulative investment by the Haycarb Group

Rs. 9.58 Mn



Water purified per day

>200,000 L/day



People positively impacted

>45,000



Students across 16 schools positively impacted

>800/Day

EMPOWERING FUTURE GENERATIONS THROUGH EDUCATION

Puritas Sath Diyawara – Going Beyond

The Going Beyond initiative was developed as an extension of the Puritas Sath Diyawara programme and aimed to address the broader socio-economic needs of the communities in CKD affected areas. During 2025/26, the Group supported the education of school children through the donation of books and school supplies. While also empowering women and youth by providing support for entrepreneurial initiatives.



SUPPORTING THE HEALTH CARE SECTOR OF THE NATION

Haycarb supported targeted healthcare facility upgrades and community health awareness programmes during the year under review. This included the renovation of critical hospital infrastructure at Negombo General Hospital, blood donation camps, community youth engagement programmes, and awareness programmes on wholesome nutrition.

INDUSTRY INITIATIVES AND ASSOCIATIONS

GRI: 2-28

Our memberships in industry associations have enabled strong relations with industry peers while facilitating collaboration and knowledge sharing for the overall advancement of the sector. We also actively engage with the Coconut Research Institute of Sri Lanka (CRI) to support their research in increasing coconut crop yields and enhancing our understanding of the properties of coconut.



Value of schoolbooks
and stationery donated
in 2025/26

Rs. 9.2 Mn



No. of
beneficiaries

>2,500



Beneficiaries - Negombo
Hospital Project

>10,000

BUSINESS PARTNERS

GRI: 2-6 c

A strong focus on open communication, transparency and ethical business conduct have enabled enduring, collaborative partnerships with business partners. The strength and depth of these relationships have supported us in navigating challenging operating conditions and strengthened business resilience for sustainable mutual value creation.



Supporting university students

Haycarb donated laptops to Low-income students across 07 state universities in Sri Lanka, supporting digital access and empowering their higher education through technology. We also offered scholarships to students to assist their tertiary education and support them in building skills relevant to their future careers.

JOINT VENTURE PARTNERS IN THAILAND AND INDONESIA

Our long-standing partnerships with joint venture partners in Thailand and Indonesia were invaluable in strengthening supply security of our key raw materials, coconut shells and coconut shell charcoal. These partnerships were also vital in ensuring cordial industrial relations, local market access and impactful community engagement.

- » Thailand - > 29 year relationship
- » Indonesia - > 14 year relationship

FRONT-END PARTNERS

Collaborative partnerships with numerous front-end partners continued to support the Environmental Engineering Solutions sector's activities in technical, product and market development.

MEMBERSHIPS IN INDUSTRY ASSOCIATIONS

- » The Ceylon Chamber of Commerce
- » International Chamber of Commerce – Sri Lanka
- » The European Chamber of Commerce of Sri Lanka
- » Export Development Board
- » Industrial Association of Sri Lanka
- » American Chamber of Commerce in Sri Lanka
- » Chamber of Construction Industry of Sri Lanka
- » The National Chamber of Exporters of Sri Lanka
- » The Ceylon National Chamber of Industries
- » The National Chamber of Commerce of Sri Lanka
- » Small Hydro Power Developers' Association
- » Construction Industry Development Authority



Educational aid for
University Students

>300

SOCIAL AND RELATIONSHIP CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL CONNECTIVITY

1. STRATEGIC PRIORITIES ENABLED

- » Market Growth
- » Strengthen Global Supply Chain
- » Purpose-Driven & Committed Teams
- » ESG Mindset
- » Innovation-Led Growth

Key Strategic Focus Areas

- » Customer engagement
- » Supplier development
- » Community investment
- » Stakeholder trust
- » Sustainable partnerships Responsible business practices

2. MATERIAL TOPICS CONNECTED

- » M15 Community & Livelihood Development
- » M3 Customer Satisfaction
- » M12 Environmental Impacts in Supply Chain
- » M4 Product Quality
- » M2 Regulations & Compliance
- » M17 Operational Safety & Emergency Preparedness
- » M18 Market Presence
- » M14 Training & Education
- » M6 Technology & Product Innovations

3. RISKS & OPPORTUNITIES CONNECTED

Principal Business Risks

- » PBR1 Raw Material Procurement
- » PBR 3 Compliance Risk

SRROs / CRROs

- » SRRO 1: Environmental Compliance and Regulatory Tightening Risk
- » CRRO 1 Climate Risk on Raw Material Supply

Strategic Responses

- » Customer relationship management
- » Supplier partnership development
- » Haritha Angara programme
- » Community engagement initiatives
- » Sustainable sourcing strategies



4. CAPITAL CONNECTIVITY

Financial Capital	Intellectual Capital	Human Capital	Social & Relationship Capital	Natural Capital	Digital Capital
Supports sustainable growth, market expansion and shareholder confidence	Supports product quality, delivery reliability and operational resilience	Supports innovation, technical excellence and product development	Strengthens employee engagement, supplier relationships and community development	Supports sustainable sourcing and environmental stewardship across the value chain	Strengthens customer engagement, CRM integration and digital stakeholder connectivity

5. CAPITAL TRADE-OFFS

Strategic Initiative	Capital Strengthened	Capital Potentially Pressured	Nature of Trade-Off
Supplier development programmes	Social & Relationship Capital / Natural Capital	Financial Capital	Higher supplier development and support expenditure
Community investment initiatives	Social & Relationship Capital	Financial Capital	Longer-term social value realisation
Enhanced customer engagement	Social & Relationship Capital / Financial Capital	Manufactured Capital	Higher relationship management requirements
Sustainable sourcing expansion	Natural Capital / Social & Relationship Capital	Social and Relationship capital	More stringent supplier expectations and monitoring
Expanded stakeholder communication	Social & Relationship Capital / Digital Capital	Financial Capital	Increased communication and engagement costs

6. LONG-TERM VALUE CREATION

» Enhanced customer loyalty and retention	» Strengthened supplier resilience
» Improved stakeholder trust and reputation	» Expanded market connectivity
» Greater social impact across communities	» Improved supply continuity
» Enhanced brand positioning	» Strengthened collaborative partnerships
» Sustainable long-term stakeholder relationships	» Inclusive and responsible value creation

CONTRIBUTION TO SDG'S

