

HAYCARB **SUSTAINABILITY** IMPACT REPORT 2025/26

Activating a Greener Future
July 2026



About this Report

This Sustainability Impact Report provides a focused full-year update on Haycarb's progress under the ACTIVATE ESG Roadmap 2030. It is built on our January 2025 bi-annual update and presents the key actions, achievements and next steps from FY2025/26 in a concise, visual format for our stakeholders.



Informed by
Annual Report
& ACTIVATE
progress



January 2026

Bi-annual Sustainability Impact Report

6-month progress update for
FY 2025/26.

July 2026

Sustainability Impact Report

Full FY2025/26 update
highlighting ACTIVATE progress.



SCOPE AND BOUNDARY

This report covers the period from 1st April 2025 to 31st March 2026 and presents a Group-level view of Haycarb's sustainability progress.

This draws from Haycarb PLC and its subsidiaries across our global footprint, with particular focus on progress linked to ACTIVATE. All our ACTIVATE targets continue to be tracked against the FY 2022/23 baseline, unless otherwise stated.



OUR REPORTING LENS: DOUBLE MATERIALITY

We use a double materiality lens to focus on what matters most. It provides a balanced perspective for decision making.

This means we consider both how sustainability-related matters may affect Haycarb's business, risks, opportunities and long-term value creation, and how our activities impact people, communities, supply chains and the natural environment.



HOW TO READ THIS REPORT

This report presents the year's key sustainability achievements, with further detail and disclosures available in our Annual Report.

The report is structured around our five ACTIVATE pillars: RESTORE, INSPIRE, EXCITE, UPLIFT and INNOVATE. Each pillar includes progress updates, selected achievements and feature stories showing how ACTIVATE is being put into practice at Haycarb.

FOR MORE DETAIL

Scan the QR codes to access Haycarb's supporting publications: the FY2025/26 Annual Report, including full disclosures and independent assurance; the January 2026 Sustainability Impact Report, covering six-month progress; and the ACTIVATE ESG Roadmap 2030, outlining our five-pillar sustainability direction.



Haycarb PLC Annual
Report 2025/26



Haycarb Sustainability Impact
Report- 6 Month Progress 2025/26



ACTIVATE ESG
Roadmap 2030

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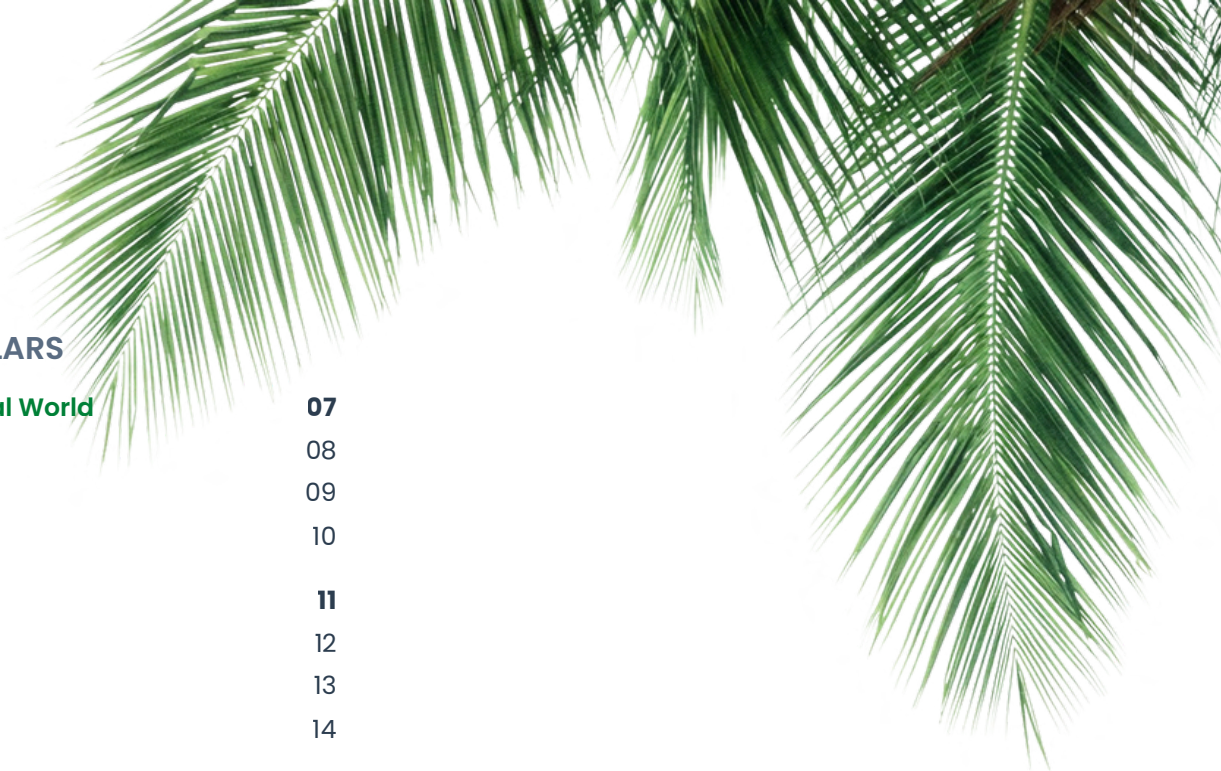
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OUR ROADMAP FOR 2026/27 33



Haycarb at a Glance

Haycarb is one of the world's leading manufacturers and marketers of coconut shell based activated carbon.

58,500

MT/YEAR
PRODUCTION
CAPACITY



16%

GLOBAL MARKET
SHARE



>1,500

PRODUCTS



2,000+

PEOPLE



220

USD MN
REVENUE 2025/26



Our Global Footprint



For more information on our extensive product range and their industry applications, please refer to page 18 of Haycarb PLC Annual Report 2025/26.

Leadership Reflections

A Message from the Managing Director and Deputy Managing Director

Sustainability is at the heart of every decision we make, guiding our commitment to responsible growth, innovation and long-term value creation. We believe that lasting success is measured not only by financial performance, but by the positive impact we create for people, communities and the environment.

This report reflects our commitment to transparency, accountability and continuous improvement as we continue building a resilient organisation and create a lasting legacy for future generations.



Rajitha Kariyawasan
Managing Director

Brahman Balaratnarajah
Deputy Managing Director
& Head of ESG

We are pleased to present the fifth edition of Haycarb's Sustainability Impact Report, highlighting our sustainability journey and progress for the 2025/26 financial year under our ACTIVATE ESG Roadmap 2030. More than a record of achievements, this report reflects how sustainability continues to shape our strategy, guide our decisions and strengthen our ability to create lasting value in a rapidly evolving global landscape.

At Haycarb, sustainability is not an initiative that sits alongside our business, it is embedded in how we create value every day. Guided by our purpose of Driving Value, Changing Lives, we strive to Envision a better future, Empower people and partnerships, and Enrich the communities and environments we touch. Our purpose is brought to life through our core values of Technical Excellence, Customer Centricity, Innovation and Sustainability Focus, which continue to define how we operate and how we serve our stakeholders.

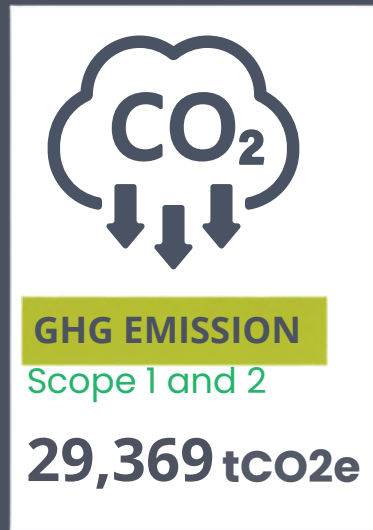
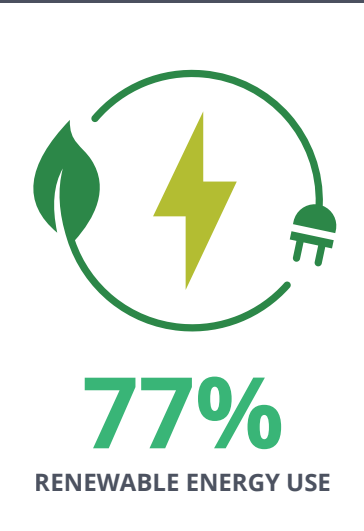
Throughout the 2025/26 financial year, we continued to translate our ESG commitments into measurable action across our global operations, strengthening business resilience while supporting our customers in achieving their own sustainability ambitions.

During the year, we continued to strengthen our environmental stewardship by expanding renewable energy generation, enhancing resource efficiency, improving water management and advancing circular practices that support our long-term decarbonisation ambitions and resilience. We also invested in our people through leadership development, digital learning, enhanced health and safety programmes, and the introduction of a Group-wide Diversity, Equity and Inclusion Policy, reinforcing our commitment to an inclusive workforce. As customer expectations evolve across water, air and next-generation energy applications, we remain focused on delivering technical excellence, consistent quality and innovative solutions that enable more sustainable outcomes.

Beyond our operations, we strengthened responsible sourcing, supplier partnerships, community engagement and biodiversity conservation, creating shared value across our value chain. Together with strong governance, transparency and accountability, these efforts continue to strengthen Haycarb's resilience while driving innovation and sustainable growth for the future.

As we look ahead, we remain confident that sustainable growth, responsible governance and commercial success are mutually reinforcing. Through ACTIVATE, we will continue to create long-term value for our customers, employees, shareholders, communities and the environment, while strengthening the resilience of our business and contributing to a more sustainable future. Guided by our purpose of Driving Value, Changing Lives, we remain committed to building a business that is not only prepared for the future, but actively helping to shape it.

FY 2025/26 Highlights

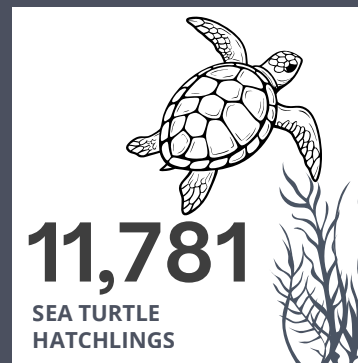
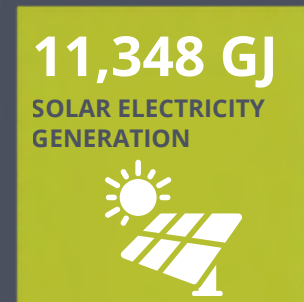
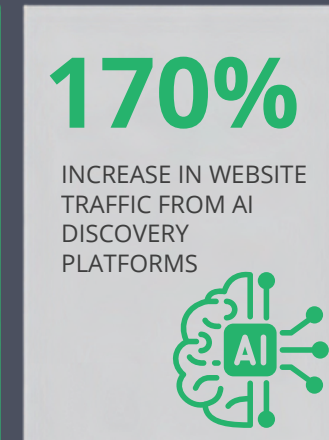


TOTAL CSR
INVESTMENT IN FY
2025/26

Rs. Mn
52.7

31.1

AVERAGE
TRAINING
HOURS PER
EMPLOYEE



A Commitment Beyond Compliance

Recognition through responsibility, standards and partnerships.



Best Corporate Citizens Sustainability Award 2025

TOP TEN

Ranked among Sri Lanka's top 10 for demonstrating outstanding sustainability leadership & responsible business practices



TAGS Awards 2025

GOLD

Manufacturing Companies Category

BRONZE

Corporate Governance Disclosure

TOP 10

Outstanding Corporate Reporting Excellence



National Green Productivity Awards 2024

GOLD

Honoured for enhancing resource productivity and driving operational efficiency through innovative and sustainable solutions



Responsible Care Excellence Awards 2025

SILVER

Recognised for our commitment to health, safety, environment and community well-being



Best Management Practices Company Awards 2026

WINNER

Activated Carbon Category and recognition among Forty Outstanding Companies

CERTIFICATIONS



ISO 14001 : 2015
Environmental Management



ISO 9001 : 2015
Quality Management



ISO 45001 : 2018
Occupational Health & Safety Management



ISO 14064 : 2018
Green House Gas Management



MEMBERSHIPS



UN Global Compact



Biodiversity Sri Lanka

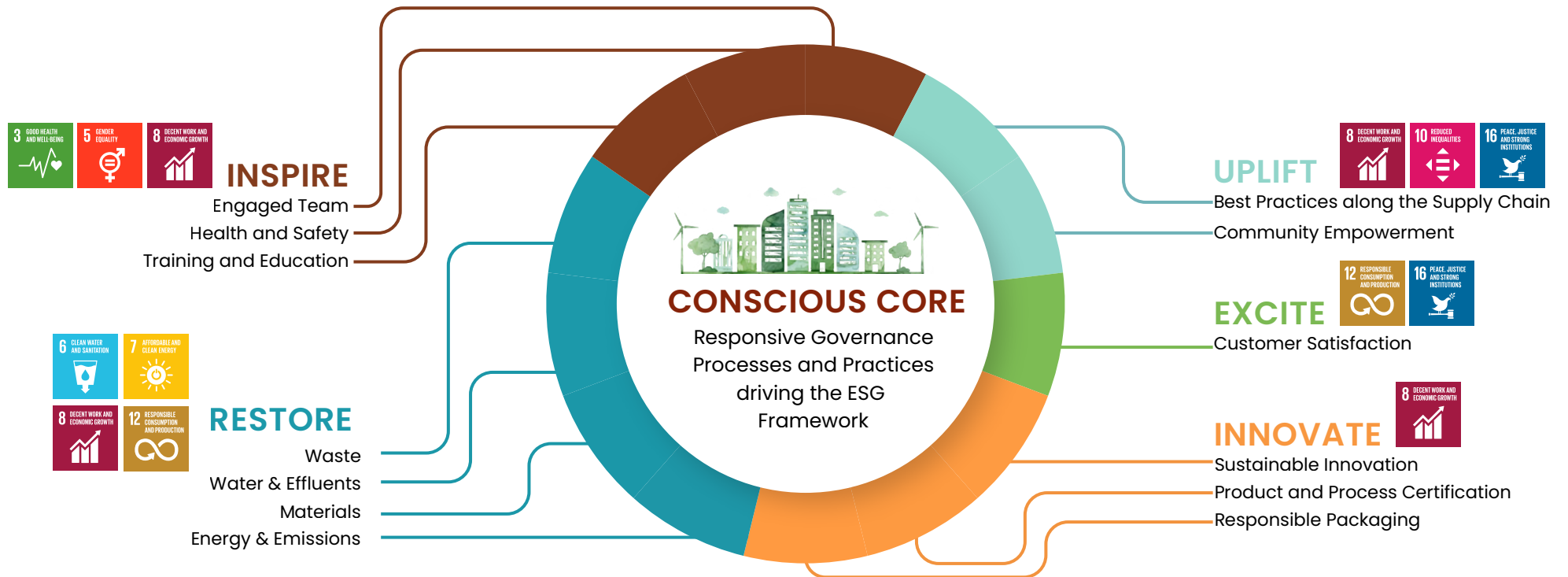


RESPONSIBLE CARE®
OUR COMMITMENT TO SUSTAINABILITY

Responsible Care

ACTIVATE: Our ESG Roadmap Towards 2030

ACTIVATE is our 2030 ESG roadmap, built around five pillars; RESTORE, INSPIRE, UPLIFT, EXCITE & INNOVATE, connecting our environmental, social and governance priorities to practical action across our operations, value chain and stakeholders.



A Year of Progress Under **ACTIVATE**

Our January 2026 mid-year update set out the key areas we planned to advance during the second half of the year. By year end, these priorities had moved into more specific actions, investments and operating improvements which are expanded in the ACTIVATE pillar sections that follow.

	FIRST-HALF FOCUS	FULL-YEAR DIRECTION
 RESTORE Our Natural World	Renewable energy, waste heat recovery, water stewardship and resource efficiency.	Renewable solar energy progressed beyond Sri Lankan rooftops with the addition of floating solar installation in Thailand, alongside continued work on Reogen, waste heat recovery, RO treatment and selected water reuse and recycling.
 INSPIRE Our Teams	Training, safety, capability development and site-level ownership.	Teams continued to build capability through training, performance management, operational skills development and practical safety improvements.
 EXCITE Our Customers	Product quality, technical engagement, service reliability and customer responsiveness.	Customer focus remained centered on reliable quality, responsive service, application support and keeping pace with evolving technical needs across markets.
 UPLIFT Our Communities & Supply Chain	Haritha Angara, responsible sourcing, supplier relationships and community programmes.	Work continued across green charcoaling across our manufacturing geographies, supplier engagement, coconut cultivation support and community programmes linked to water, education, nutrition and conservation.
 INNOVATE Our Future Solutions	Product development aligned with emerging customer and regulatory needs.	Innovation progressed through energy storage carbons, advanced purification applications, process improvements and readiness for higher-value customer requirements.



RESTORE

Our Natural World

RESTORE focuses on the natural resources and environmental systems that shape how we operate; the energy we use, the water we manage, the materials we transform and the ecosystems connected to our sites. In FY2025/26, our focus was on practical action: expanding renewable energy, improving waste heat recovery, strengthening water reuse, supporting circularity and embedding climate-conscious practices across our operations.



Renewable Energy Transition

Solar, waste heat recovery and
energy efficiency



Water Stewardship

Rainwater harvesting,
treatment and selected reuse



Circular Resource Use

Materials, waste streams
and by-product use



Climate Action

Lower-impact operations and
climate-conscious resource use

RESTORE: Our Natural World

ACTIVATE PROGRESS IN FY 2025/26

FOCUS AREA	2030 TARGET	FY 2025/26 PROGRESS	STATUS
 Energy and Emission	50% increase in renewable energy use	Planned investments to expand renewable energy capacity towards the 2030 target.	Lagging
	10% reduction in energy intensity (GJ per MT)*	Addressing the increased energy demand of value added carbon processing by implementing ongoing efficiency measures.	Lagging
	25% reduction in Scope 1 & 2 emissions	Advancing the planned expansion of fuel switching and increasing solar energy consumption to drive down emissions.	Lagging
 Water	10% sustainable water sourcing	Strengthened sustainable water sourcing initiatives, surpassing the 10% target.	Target Exceeded
	15% water usage dedicate to reuse and recycling	Achieved a 4% water reuse and recycling rate, with active initiatives underway to enhance future recycling capacity.	Lagging
	30% reduction in group water intensity (m3 per MT)*	Ongoing efforts to enhance operational efficiency and reduce water intensity.	Lagging
 Waste	15% reduction of solid waste generation (MT per MT)*	Reduced solid waste generation through efficiency improvements and waste minimization initiatives.	Achieved
 Materials	Use 25% sustainable packaging for raw material packaging	Advancing sustainable packaging adoption and reduction of overall packaging use for raw materials.	On Track

*Resource intensities for energy, water and waste are calculated per production quantity. Resource intensities per revenue (Rs Mn) is also one of the metrics used for ACTIVATE target progress measurement and is depicted in the 2025/26 Haycarb Annual Report (Pg 47)

RESTORE: Our Natural World

KEY ACHIEVEMENTS IN 2025/26

1.09 MW

Floating Solar in Thailand

Expanded solar action beyond Sri Lankan rooftop installations.

77%

Renewable Energy Contribution

Renewable sources continued to support the majority of energy needs, led by waste heat utilisation and solar.

49,785 tCO₂e

Carbon Footprint Tracked

Full-year Scope 1, 2 and 3 emissions were measured as part of our environmental performance tracking.

123,171 m³

Water Recycled and Rainwater Harvested

RO treatment, selected water reuse and rainwater harvesting continued to support water resilience.

Pollinator Gardens

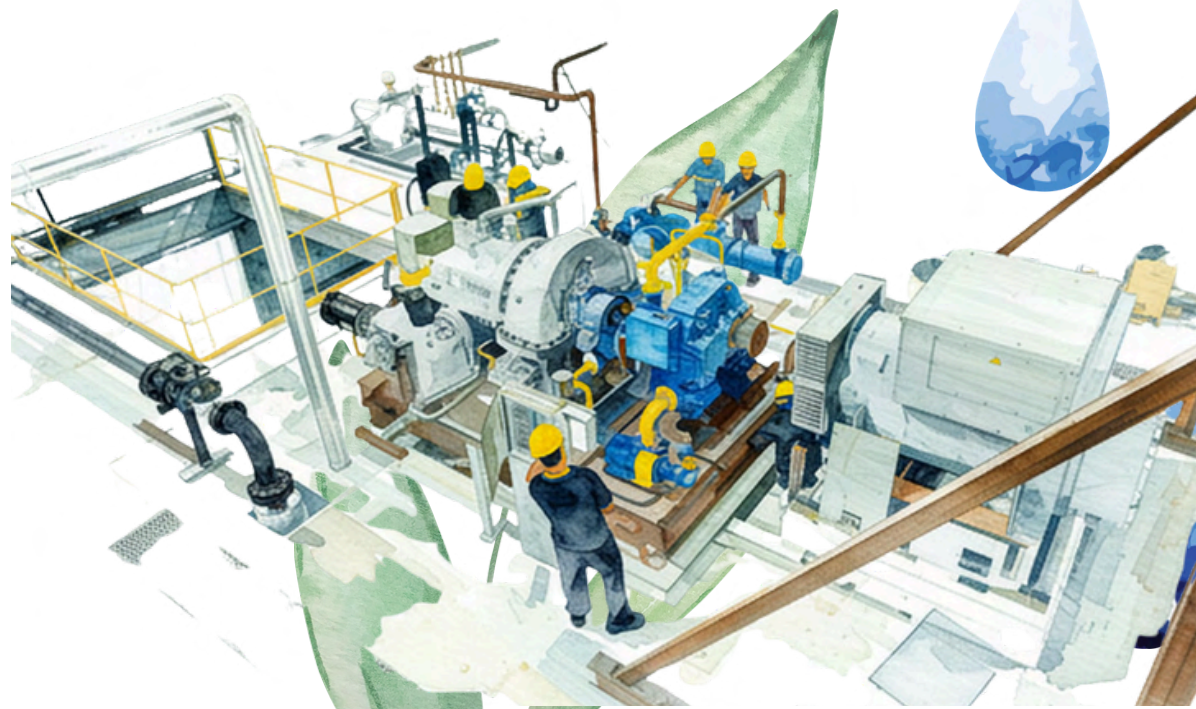
Within Operations

Maintained green spaces and pollinator-friendly areas to support nature within industrial sites.

88%

Waste Diverted to Reuse and Recycling

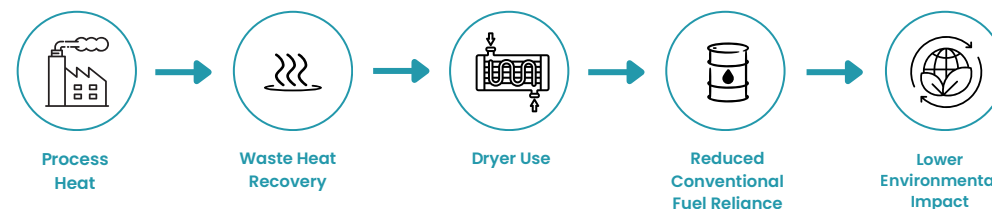
Non-hazardous waste diversion remained a key part of circularity and waste management efforts.



FEATURE STORY

FROM LPG TO WASTE HEAT: A CLIMATE-SMART DRYER UPGRADE

TURNING RECOVERED HEAT INTO PRACTICAL ENERGY EFFICIENCY



Some of Haycarb's strongest environmental progress comes from rethinking how energy already within the process can be used better. During FY2025/26, one selected dryer was converted from LPG operation to run on recovered waste heat, reducing the need for direct fossil fuel use while improving the way thermal energy is used within operations.

This was not a standalone idea, but part of Haycarb's wider energy journey under RESTORE; from waste heat recovery and Recogen to solar expansion and energy-efficiency improvements. The dryer upgrade shows how practical engineering changes can support both environmental performance and operational resilience.

By using heat that would otherwise be lost, the project helped reduce LPG dependency, improve resource efficiency and create a model that can be reviewed for phased expansion where technically and operationally feasible.



Why it matters

This initiative helps reduce reliance on conventional fossil fuels by making better use of energy already available within our operations. By capturing and repurposing heat that would otherwise be lost, Haycarb improves resource efficiency while strengthening operational reliability. Over time, such projects support both decarbonisation and long-term operational resilience.



INSPIRE

Our Teams

INSPIRE comes to life through the people who carry ACTIVATE forward. It is seen in the way teams learn, take ownership, support each other and build the skills needed for a changing business. In FY2025/26, our focus was on strengthening capability across our workforce while creating space for greater engagement, inclusion and shared responsibility.



Capability Building

Training, development and skills-building initiatives



Workplace Engagement

Communication, participation and team ownership



Learning and Development

Continuous learning across technical and operational needs



Inclusive Workplace Culture

Supporting fairness, respect and opportunity across teams

INSPIRE: Our Teams

ACTIVATE PROGRESS IN FY 2025/26

FOCUS AREA	2030 TARGET	FY 2025/26 PROGRESS	STATUS
 Engaged Team	Maximum of 5% attrition rate	Strengthening employee retention initiatives through targeted engagement and development programmes.	Lagging
	100% Permanent employees to receive performance appraisals	Supported employee growth and development through comprehensive performance appraisal processes.	Achieved
 Training and Development	Average 40 hours of training per employee/ per annum	Strengthened workforce development through comprehensive training and skill enhancement initiatives.	Achieved
 Health and Safety	Zero fatalities and serious workplace injuries	Continuing to strengthen health and safety culture through increased investments, enhanced safety initiatives, and proactive risk management practices.	Lagging

INSPIRE: Our Teams

KEY ACHIEVEMENTS IN 2025/26

31.1 hours

Training per Employee

Continued learning supported technical, leadership, sustainability, safety and digital capability.

15%

Women in our Workforce

Female representation across the workforce continued to support a more balanced and inclusive workplace

19,173 hours

Health and Safety Training

Targeted safety training supported stronger awareness and workplace practices

DEI Policy

Diversity, Equity and Inclusion at Work

Introduced to guide a more inclusive workplace where people feel respected, supported and able to contribute.

200+

Self-Paced Learning Courses

Digital learning expanded through HayLearn, supporting flexible skills development.

Employee Support

in times of need

Support was extended to employees affected by Cyclone Ditwah reflecting care beyond the workplace.



FEATURE STORY

SAFETY THROUGH SYSTEMS AND DIGITALIZATION

STRENGTHENING BOILER SAFETY THROUGH BETTER VISIBILITY AND CONTROL



Boiler operations are a critical part of manufacturing, and the people who work closest to these systems need the right visibility, information and controls to do their work safely. During FY2025/26, Haycarb commenced Phase 1 of our boiler digitalization program, beginning with the successful digitalization of boilers at the Madampe and Badalgama manufacturing locations in Sri Lanka.

The upgrade gives operators clearer oversight of boiler performance and key operating parameters, helping create a more controlled working environment. With better access to real-time information, teams are supported to monitor operations more closely, identify changes faster and respond with greater confidence.

This initiative forms part of Haycarb's wider approach to health and safety, alongside the Group's health and safety management system, PPE provision, regular training and continued investments to improve safety conditions at production locations. As the program expands, it will continue to strengthen safety controls, process visibility and the day-to-day protection of the people behind our operations.



Why it matters

Boiler digitalization helps make safety more visible and more practical at the point of operation. By improving access to information and strengthening control over key systems, it supports a safer working environment for operators while also improving process oversight and operational confidence.



EXCITE

Our Customers

EXCITE reflects the trust customers place in Haycarb; not only for the products we supply, but for the consistency, service and technical understanding behind them. In FY2025/26, our focus remained on staying close to customer needs across markets, supporting reliable product performance and keeping pace with more specialised technical expectations.



Product Reliability

Consistent product performance and dependable quality



Responsive Service

Timely support and closer customer communication



Technical Support

Application-focused expertise across customer needs



Market Relevance

Keeping pace with evolving technical expectations

EXCITE: Our Customers

ACTIVATE PROGRESS IN FY 2025/26

FOCUS AREA	2030 TARGET	FY 2025/26 PROGRESS	STATUS
 Customer Management	To reach a target customer satisfaction score of >90%	Continuing to enhance customer satisfaction through product quality improvements, customer engagement, and responsive support.	On Track

EXCITE: Our Customers

KEY ACHIEVEMENTS IN 2025/26

>1,500

Activated Carbon Products

A broad product portfolio continued to support diverse customer needs across global markets.

>600

Customers Served

Long-standing customer relationships supported market connectivity and business resilience.

32

Certifications Maintained

Certifications supported product compliance across segments, confidence, and trust customer segments.

40

Projects Won

Through Puritas, Environmental Engineering Solutions supported customer needs in water and wastewater treatment across Sri Lanka and the Maldives.

67.1 Rs Bn

Revenue from Contracts with Customers

Full-year reflected revenue continued customer demand across the Group's products and solutions.



FEATURE STORY

CUSTOMER CENTRIC PRODUCTION

TECHNICAL SUPPORT, RELIABLE SERVICE AND MARKET RESPONSIVENESS



Customer relationships at Haycarb are built through the small things that happen consistently; a product that performs as expected, a team that responds when needed, and technical support that understands the customer's application.

During FY2025/26, Haycarb continued to stay close to customers through dedicated account teams, pre and post sales technical support, customer visits and application focused discussions. These touchpoints helped teams understand changing requirements across markets and respond with the right product, service and technical input.

Microsoft Dynamics 365 CRM strengthened follow-up and communication, while 19 new customers were added during the year. Together, these actions supported a customer model centred on reliability, technical confidence and long-term partnership.



Why it matters

Customer trust is built over time. By staying close to customer needs and responding with consistent quality and technical support, Haycarb strengthens long-term partnerships and remains relevant in evolving markets.



UPLIFT

Our Communities & Supply Chain

UPLIFT speaks to the people and communities connected to our value chain. From coconut shell and charcoal suppliers to schools, farming communities and long-standing social programmes, this pillar reflects the wider relationships that support our business. In FY2025/26, our focus was on strengthening these connections through responsible sourcing, supplier engagement and community initiatives that respond to real needs.



Responsible Sourcing

Ensuring our raw material is sourced in an environmentally friendly manner



Supplier Development

Supporting suppliers beyond procurement



Community Wellbeing

Responding to the needs of our communities



Conservation Partnerships

Supporting endangered species conservation

UPLIFT: Our Communities & Supply Chain

ACTIVATE PROGRESS IN FY 2025/26

FOCUS AREA	2030 TARGET	FY 2025/26 PROGRESS	STATUS
 Community Development	50% Increase in CSR beneficiaries	Continued focus on improving socio-economic well being in vulnerable communities through impactful CSR initiatives.	Achieved
 Supplier Value Creation	>75% Use of green charcoal as raw material	Expanded green charcoal usage across Indonesia operations.	Achieved
	40% of suppliers screened for environmental and social criteria	Major suppliers screened against ESG criteria to enhance responsible sourcing practices.	Achieved

UPLIFT: Our Communities & Supply Chain

KEY ACHIEVEMENTS IN 2025/26

>500

Coconut Shell and Charcoal Suppliers

Supplier relationships supported raw material continuity, traceability and supply resilience.

Rs. 52.7 Mn

Invested in CSR Initiatives

Community investment continued across water, education, health, nutrition and environmental programmes.

>60%

Green Charcoal as Raw Material

Haritha Angara remained central to cleaner charcoaling and responsible sourcing.

11,781

Sea Turtle Hatchlings Released

Behold the Turtle continued through long-term protection of coastal ecosystems.

Educational Equity

Through targeted interventions

Through Sisu Divi Pahana and Going Beyond, we supported 800+ students daily with meals and 2,500+ students with schoolbooks and stationery.

700+

Farmers Supported in the Eastern Province

Supported coconut cultivation to strengthen farmer livelihoods and future supply resilience.



FEATURE STORY

GROWING BEYOND THE TRADITIONAL COCONUT TRIANGLE

SUPPORTING FARMERS AND FUTURE RAW MATERIAL RESILIENCE IN THE EASTERN PROVINCE

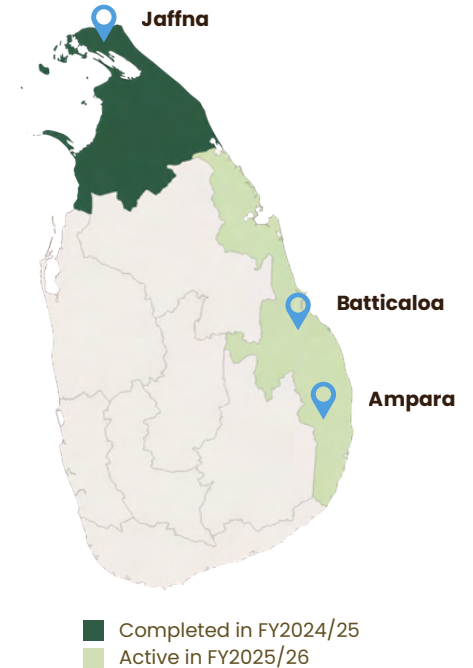


Haycarb's coconut cultivation support has expanded from the Northern Province to the Eastern Province, strengthening farmer livelihoods and the resilience of our coconut-based value chain.

In FY2024/25, Haycarb completed our commitment to provide 100,000 coconut trees in Jaffna. Building on this, a further 100,000-tree commitment was launched in the Eastern Province in FY2025/26.

Implemented with the Coconut Cultivation Board, the programme enabled free seedlings to be provided to farmers after Government subsidies. During the year, Haycarb supported 784 farmers across Ampara and Batticaloa, distributing 35,786 seedlings across approximately 558 acres of farmer-owned land.

Progress was affected by Cyclone Ditwah, but Haycarb remains committed to completing the Eastern Province 100,000-tree target in FY2026/27.



Why it matters

The programme supports farmer livelihoods by reducing the upfront cost of planting, while expanding coconut cultivation in emerging growing regions and strengthening the long-term resilience of Haycarb's raw material supply.



INNOVATE

Our Future Solutions

INNOVATE is where Haycarb looks ahead. It brings together the research, product development, process improvements and technical capabilities needed to respond to changing customer needs and emerging applications. In FY2025/26, our focus was on building solutions that are more specialised, more efficient and more relevant to the markets of the future, with a special focus on energy storage carbons.



Product Innovation

Developing specialised carbon solutions for evolving customer needs and future applications.



R&D Capability

Strengthening research and testing to advance performance, quality and new use cases.



Process Improvement

Enhancing efficiency, consistency and sustainability across our operations.



Future Applications

Building capabilities for high-growth areas such as energy storage carbons and advanced materials.

INNOVATE: Our Future Solutions

ACTIVATE PROGRESS IN FY 2025/26

FOCUS AREA	2030 TARGET	FY 2025/26 PROGRESS	STATUS
 Product and Process Certifications	Number of certifications and recertifications	Progressing 32 certifications and recertifications across operational facilities.	On Track
 Sustainable Innovation	Investment in R&D	Allocated Rs. Mn 262 in R&D investments to drive innovation and sustainability initiatives.	On Track
	Revenue from new products (Rs Mn)	Generated Rs. Mn 916 in revenue from new products, expanding our sustainable and eco-friendly product portfolio.	On Track
	New products	Developed 14 new products to diversify our portfolio and meet evolving sustainability needs.	On Track

INNOVATE: Our Future Solutions

KEY ACHIEVEMENTS IN 2025/26

14

New products launched

Product development continued to support emerging applications and customer requirements.

Rs. 262 Mn

Invested in R&D

Research investment strengthened innovation capability and future product development.

Rs. 1,163 Mn

Savings from Process Improvements

Process improvements contributed to operational efficiency and value creation.

>600 MT

Energy Storage Carbon Capacity Enhanced

Expanded energy storage carbon capacity in Sri Lanka, with a further 2,850 MT capacity enhancement planned in the short term.

Laboratory Upgrades

Strengthened advanced carbon testing, research and product validation.



FEATURE STORY

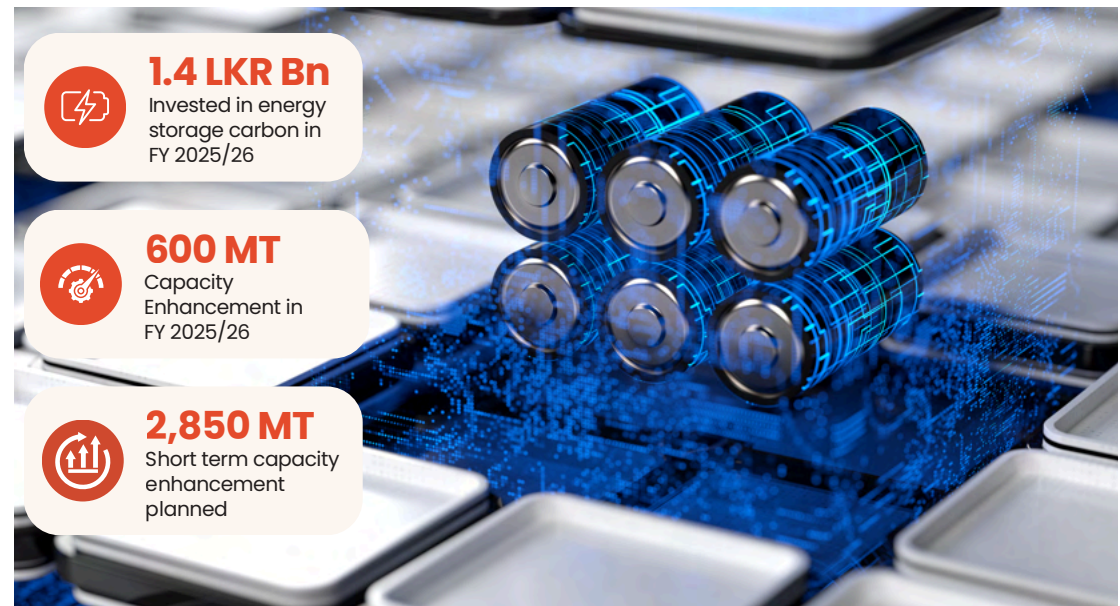
ENERGY STORAGE CARBONS FOR A CHANGING ENERGY FUTURE

ADVANCING SPECIALISED CARBON SOLUTIONS FOR LITHIUM-ION BATTERY ANODES AND SUPERCAPACITORS

As energy systems move towards electrification, renewable energy integration and reliable storage, demand is growing for specialised energy storage materials. In Sri Lanka, we are expanding our energy storage carbon manufacturing capability through continued investment, supported by sustained R&D, advanced testing and in-house engineering expertise built over many years.

Our coconut shell-based activated carbon supports silicon-carbon composite anodes, while our supercapacitor carbons are designed for low resistance and high capacitance. Greater control over particle size, surface area and electrochemical performance strengthens product consistency, supports customer-specific development and enables more reliable performance across demanding applications.

These investments also deepen Sri Lanka's role within Haycarb's global innovation and manufacturing network. As climate action accelerates the shift towards cleaner technologies, they position us to support emerging energy storage markets with greater scale, precision and technical confidence.



Why it matters

Energy storage applications depend on precision, consistency and the ability to validate performance under demanding conditions. By advancing energy storage carbons, Haycarb is building readiness for future-facing markets linked to electrification, renewable energy integration and advanced storage technologies.



It begins with the coconut.

For generations, the coconut tree has shaped the landscapes, livelihoods and cultures of communities across South and Southeast Asia. At Haycarb, this remarkable tree is where every solution begins. Its humble shell, with its naturally porous structure, provides the foundation for producing high-performance activated carbon. Through science and innovation, we transform this natural potential into solutions that purify water, recover precious metals, store energy and support cleaner industries around the world.



Transformed through science.



Engineered for the world.

Mapping Climate Risks and Opportunities Across the Value Chain

Grounded in how Haycarb sources, operates and serves customers, this section presents an operational view of where climate-related risks and opportunities sit across the upstream supply chain, own operations and downstream markets.



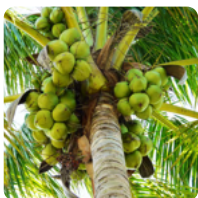
UPSTREAM Sourcing and Supply



OWN OPERATIONS Manufacturing and Systems



DOWNTREAM Markets and Impact



Coconut based raw material sourcing



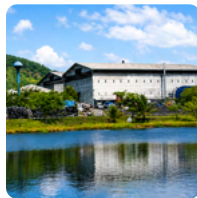
Supplier partners and networks



Cultivation support and stewardship



Manufacturing operations



Water management and systems



Energy management and systems



Customer markets and industries



Purification uses and applications



Climate solution applications and outcomes

- Raw material resilience
- Supplier dependence
- Cultivation support

- Water availability and useability
- Internal energy transition
- Manufacturing continuity

- Climate solution demand
- Evolving market needs
- Growth in value added applications

OUR 4 MAIN CLIMATE RELATED RISKS AND OPPORTUNITIES (CRROS)



Risk 1:
Raw material supply resilience



Risk 2:
Water availability and usability



Opportunity 1:
Internal energy transition



Opportunity 2:
Climate solution demand

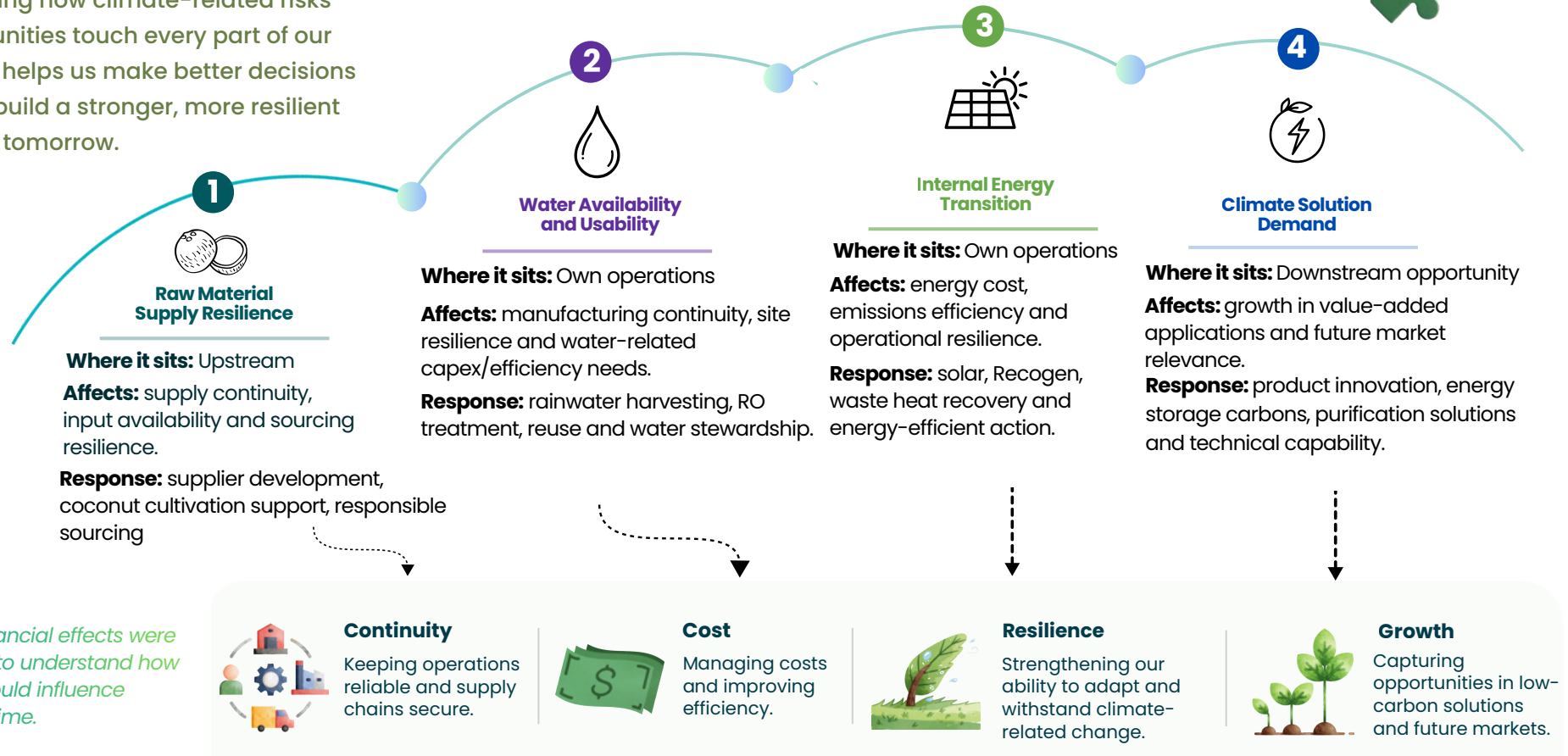
Haycarb's SLFRS S1 and S2 disclosures have been **independently assured**, supporting reliable and transparent sustainability-related financial reporting.

For more detailed information please refer to pages 63-111 in our 2025/26 Annual Report

Climate Risks, Opportunities and Business Impact

The four Climate Risks and Opportunities (CRROs) and the way they connect to cost, continuity, resilience and growth.

Understanding how climate-related risks and opportunities touch every part of our value chain helps us make better decisions today and build a stronger, more resilient Haycarb for tomorrow.

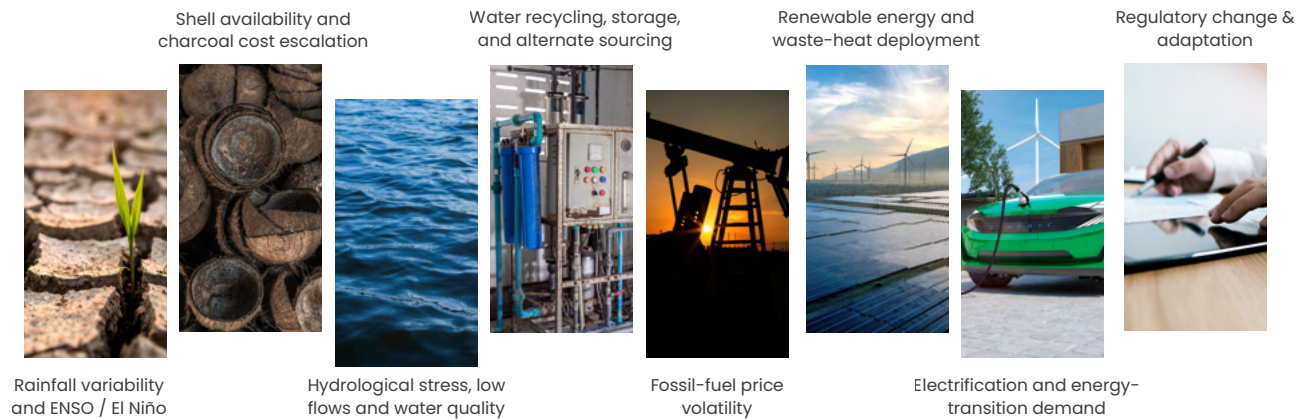


Anticipated financial effects were also assessed to understand how these issues could influence Haycarb over time.

Building Climate Resilience

Haycarb assessed resilience under Net Zero and Divergence pathways.

We evaluated how climate related risks and opportunities could affect our ability to deliver strategy and outcomes under two contrasting futures to 2050 and beyond. The assessment considered a range of climatic, market and operational factors.



Net Zero (NZ)

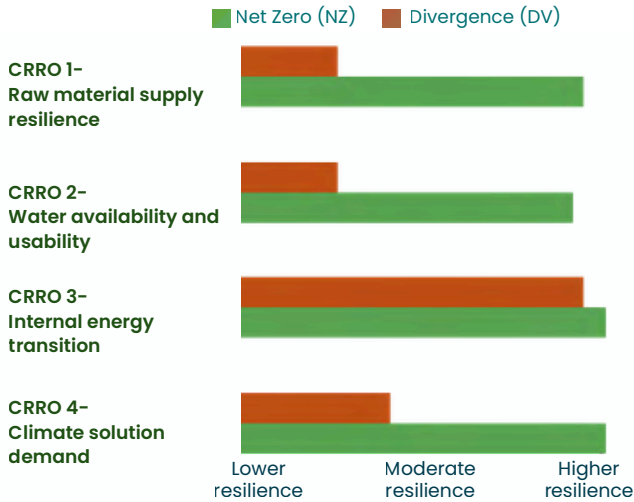
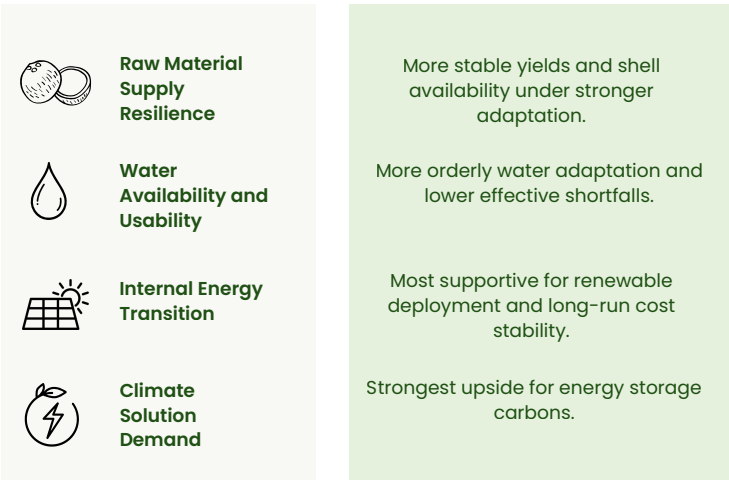
Orderly transition, stronger adaptation, lower physical stress, and more supportive renewable deployment.

Divergence (DV)

Higher trend in variability, stronger hydrological stress, slower transition progress, and greater volatility across resources and markets.

Relative Resilience Outlook

Relative resilience reflects how Haycarb's business performs across the assessed climate scenarios, considering the combined influence of climate-related risks, opportunities and planned response actions.



This visual is a directional interpretation of the scenario-based resilience assessment disclosed in the Annual Report. It is not a quantified resilience score.

SLFRS S1 and S2

Broadening the Lens: People, Safety and Responsible Growth

The Sustainability-Related Risks and Opportunities (SRROs) that complement our climate lens.

Alongside the four CRROS, Haycarb identified three material SRROs that matter to operational continuity, workforce readiness and responsible growth.



SRRO 1: Environmental Compliance and Regulatory Tightening Risk

Where it sits: Own operations and regulatory context

Affects: Compliance continuity, operating discipline, capex and process readiness

Response: Monitoring regulatory developments, strengthening environmental systems, compliance controls and reporting discipline



SRRO 2: Workforce Capability and Skilled Labour Availability Risk

Where it sits: Own operations and workforce capability

Affects: Operational continuity, skills availability, succession and future readiness

Response: Training, capability-building, structured learning, engagement and workforce development



SRRO 3: Occupational Health and Safety Risk

Where it sits: Own operations and people protection

Affects: Safe operations, workforce wellbeing, continuity and culture

Response: Health and safety systems, PPE, training, digitalisation and site-level safety improvements

Why the SRROs matter for Haycarb



Compliance

Maintaining licence to operate and readiness for tightening standards



Capability

Building a resilient, skilled and engaged workforce



Safety

Protecting people and strengthening day-to-day operations



Continuity

Supporting stable, responsible and resilient performance



Decision Making

Helps connect sustainability-related issues to operational performance.

Our Roadmap for 2026/27

The destination inspires us. The journey defines us.

2030
OUR GOAL

2024/25
Building momentum

2025/26
Driving impact
and execution

2026/27
FOCUS YEAR
Scaling implementation
across all five pillars

2022/23
ACTIVATE ESG
Roadmap Launched

2023/24
Early progress

2026/27 ACTIVATE priorities

RESTORE

- Scale solar and waste heat recovery
- Strengthen water recycling and rainwater harvesting
- Improve circular use of materials and waste
- Build resource and climate resilience

INSPIRE

- Strengthen safety systems and digitalisation
- Build technical and leadership capability
- Deepen employee engagement and wellbeing
- Support inclusive and high-performing teams

EXCITE

- Improve product reliability and quality consistency
- Strengthen technical support and responsiveness
- Deepen customer partnerships across markets
- Keep pace with evolving technical needs

UPLIFT

- Strengthen responsible sourcing and traceability
- Support farmers and supplier development
- Expand community programmes in healthcare and education
- Build shared value across the value chain

INNOVATE

- Advance energy storage carbons
- Strengthen R&D and testing capability
- Improve processes and technical performance
- Develop future-focused purification solutions



Our journey continues
driven by purpose,
guided by
sustainability.

Building a more sustainable future is a shared endeavour, and we welcome your feedback as we continue this journey together.

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HAYCARB
Activated carbon solutions