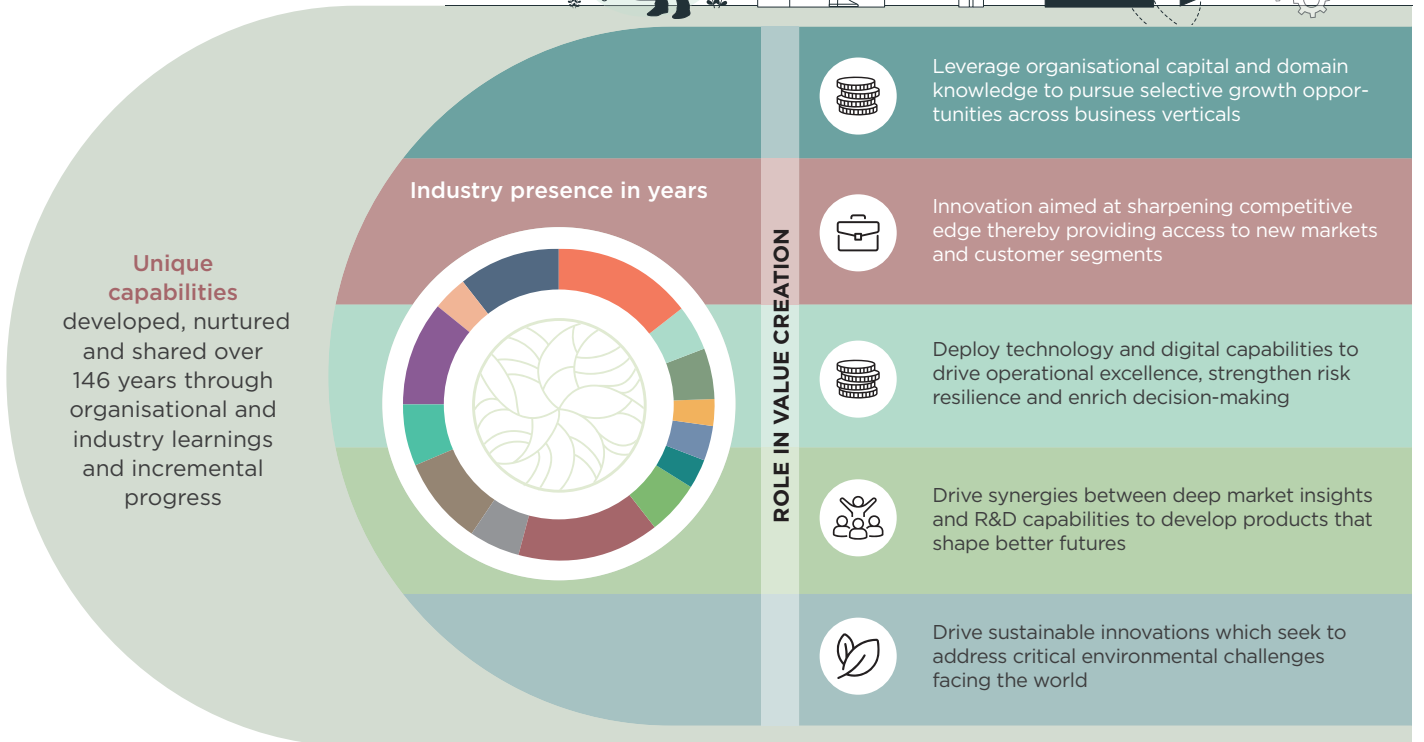
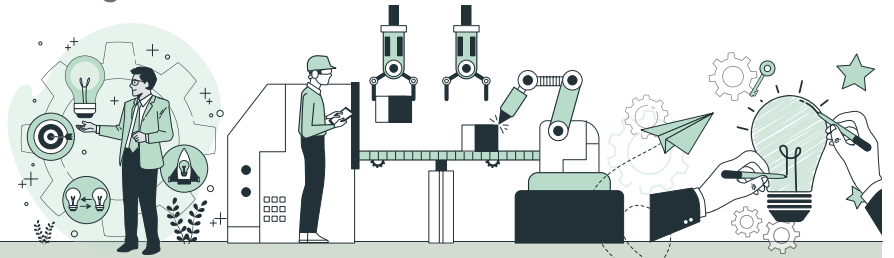


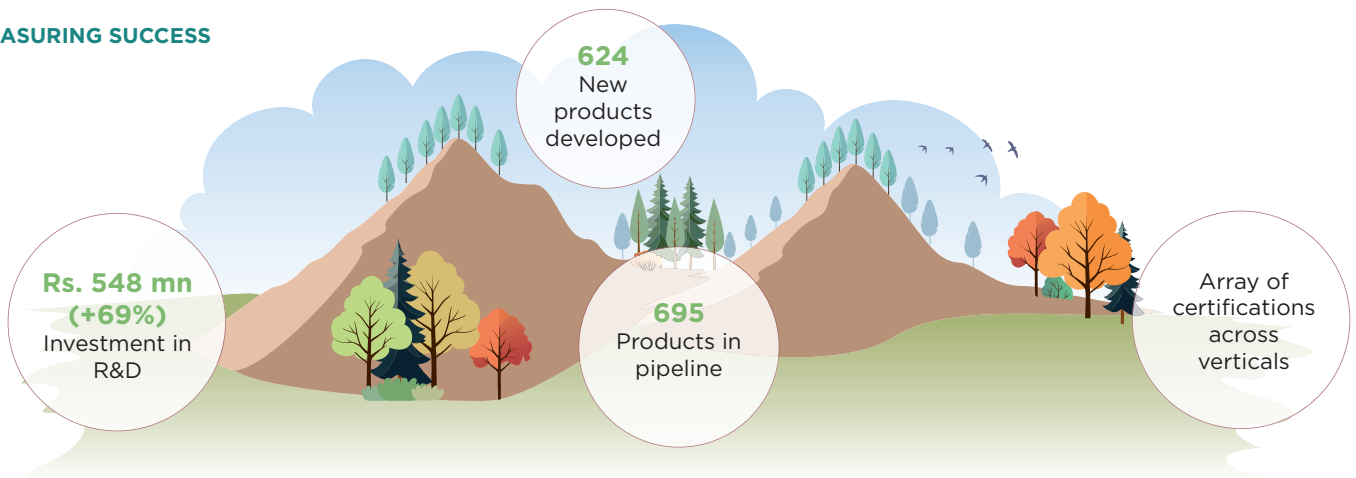
# INTELLECTUAL CAPITAL

We define Intellectual Capital as the integrated products and solutions we offer across our verticals, our appetite and capability for innovation which enables us to persistently meet emerging customer needs and the unique skills, attitudes and values of our team which are passed on through a culture of engagement, mentoring and knowledge sharing.



- Eco Solutions ● Hand Protection ● Purification ● Textiles ● Construction Materials ● Plantations ● Agriculture ● Consumer & Retail
- Leisure ● Industry inputs, Power & Energy ● Transportation & Logistics ● Projects & Engineering ● Tea Exports ● Others

## MEASURING SUCCESS



# INTELLECTUAL CAPITAL

## PRODUCT CAPABILITIES

The Group's extensive product portfolio across its diverse verticals fulfill an array of needs of both retail and industrial customers, fulfilling a variety of needs at every stage of the customer journey. With a Group-wide focus on sustainable innovation, several of our Sectors manufacture products that are designed to address critical social and environmental challenges facing the world today, thereby ensuring that our products contribute towards shaping better futures. The Group's comprehensive product map is graphically illustrated below; further information on the product proposition of the Sectors are given on the Portfolio Reviews from page 114 to 245 of this Annual Report.

## CONVENIENCE, COMFORT AND CONNECTIVITY

### Hand Protection Sector

An array of multi-purpose gloves catering to households and industries

### Eco Solutions Sector

Range of brushware and value-added eco-fibre products

## PURIFICATION APPLICATIONS

### Purification Sector

Safeguarding health and well-being of people and the environment through water and air purification solutions

## LIFESTYLE

### Construction Materials

Aluminium extrusion for sophisticated living

### Leisure

Curating unique hospitality experiences across our hotel and resort portfolio

## NUTRITION AND WELL-BEING

### Agriculture and Plantations

Offer an array of sustainable, high-quality and innovative agricultural products including tea, spices, value-added vegetables and fruits.

## CLEAN ENERGY GENERATION

### Projects & Engineering

Driving Sri Lanka's clean energy transition, as the country's leading solar engineering, procurement

### Industry Inputs, Power & Energy

Renewable energy generation through hydro, solar and wind power projects

## CONVENIENCE, COMFORT AND CONNECTIVITY

### Consumer & Retail

Convenience, connectivity and comfort through a range of consumer durables, mobile phones and consumer electronics

## FACILITATING BUSINESSES

### Industry Inputs, Power & Energy

Supplies an array of industrial raw materials to domestic & export-oriented businesses

### Others Sector

Hayleys Business Solutions International supports businesses.

## GLOBAL CONNECTIVITY

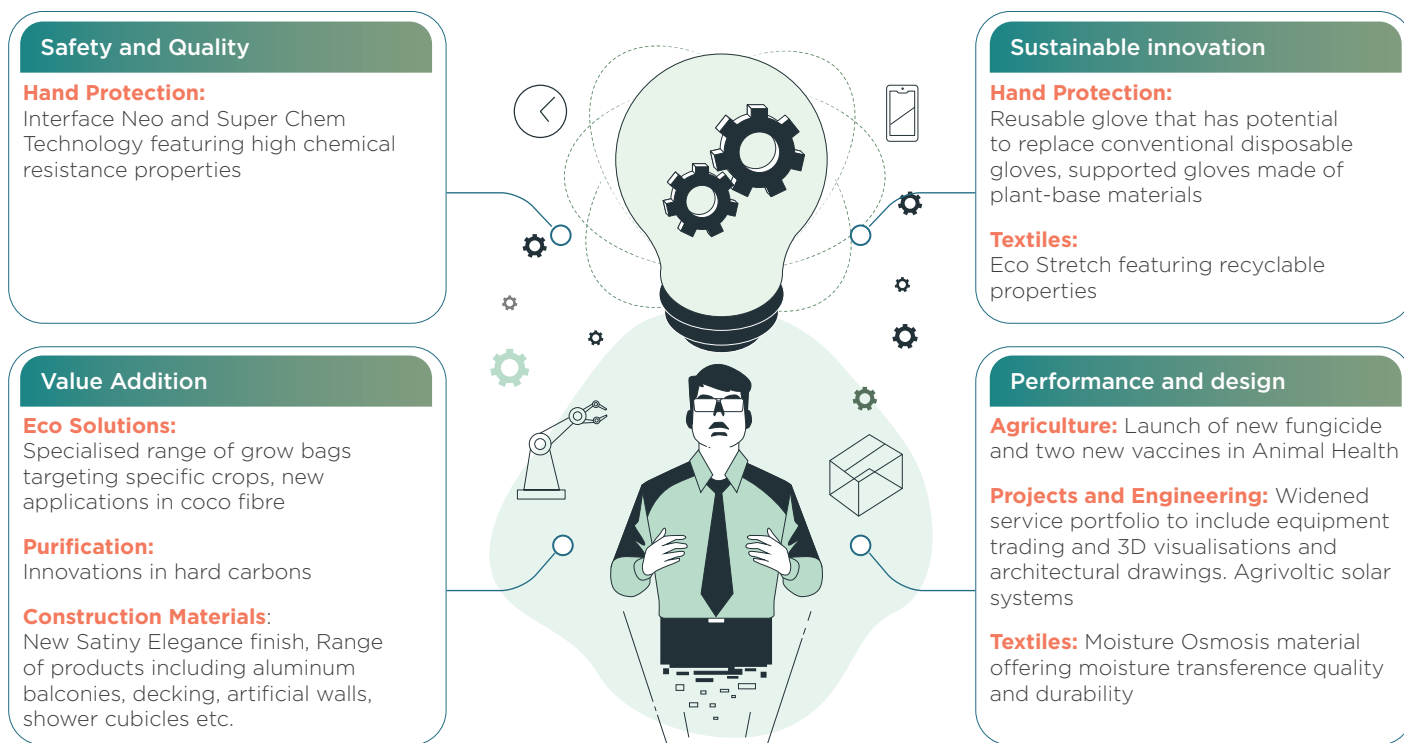
### Transportation & logistics

Connecting local businesses to global value chains through a comprehensive array of transportation and logistics solutions



### INNOVATION MANAGEMENT

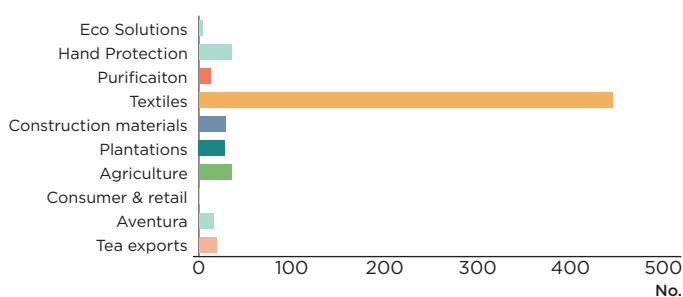
All our Sectors are connected by our fundamental strengths in research and development, technology and capabilities which have fuelled our aspirations to drive innovation in products and processes. We encourage new ideas through propagate a culture of learning which stimulates innovation and knowledge sharing. The Group also collaborates with leading research institutions and universities in developing and commercialising research that facilitates innovation. In recent years, we have also sought to relentlessly adapt our product capabilities and processes to shape better futures that address key sustainability issues. In recent times, the Group’s R&D interventions have centered on four key dimensions as is illustrated below



### ORGANISATIONAL KNOWLEDGE

Industry insights and domain-specific knowledge gained over an established track record of over 140 years has sharpened the Group’s competitive edge and enabled it to nurture a unique base of intellectual capital. With Sectors consistently increasing the depth and breadth of its operations both organically and through acquisitions, this unique base of intellectual capital has deepened, facilitating a high level of adaptability to market conditions, which has in turn enabled resilience in challenging conditions. The Sectors also harness cross-industry expertise in driving solutions and value creation, with successful initiatives being replicated in other sectors or across the organisation.

### NEW PRODUCTS BY SECTOR



## INTELLECTUAL CAPITAL

### Systems and Standards

A host of national and international certifications across its Sectors reflects the Group’s commitment to operational excellence and continuous improvement. The requirements of the Group’s global customer base have also encouraged sectors to comply with stringent quality certifications, which have contributed towards strengthening internal systems and processes thereby enhancing the Group’s intellectual capital base.



### DIGITAL TRANSFORMATION

The Group embarked on a digital transformation journey during the year, strengthening both human and digital capabilities in formulating a medium-to-long term digital roadmap. The roadmap seeks to leverage digital technology, data and people capabilities to achieve operational excellence, enhance customer experience, mitigate risks, empower employees through richer data insights and generate new revenue streams. Group-wide roll out of the digital transformational roadmap will be a key priority in the next financial year.

### WAY FORWARD

- Innovation focused on value addition and sustainability principles
- Culture of learning and knowledge sharing
- Implementation of the Group’s digital roadmap

### Adequacy of Intellectual Capital for future plans

A strong pipeline of products, together with ongoing investment in R&D capabilities and a culture of knowledge sharing is expected to further strengthen the Group’s intellectual capital in the short-to-medium term. The quality of the Group’s intellectual capital has positioned it in good stead to leverage on emerging opportunities, accessing new markets and customer segments.