

Stakeholder Engagement

GRI 2-29

Stakeholder engagement is a core commitment of TTEL's ReGen 2030 agenda. Continuous dialogue ensures strategic priorities align with evolving expectations, emerging risks, and shared sustainability goals, reflecting the belief that long-term value and sustainable transformation require collaboration across the value chain.

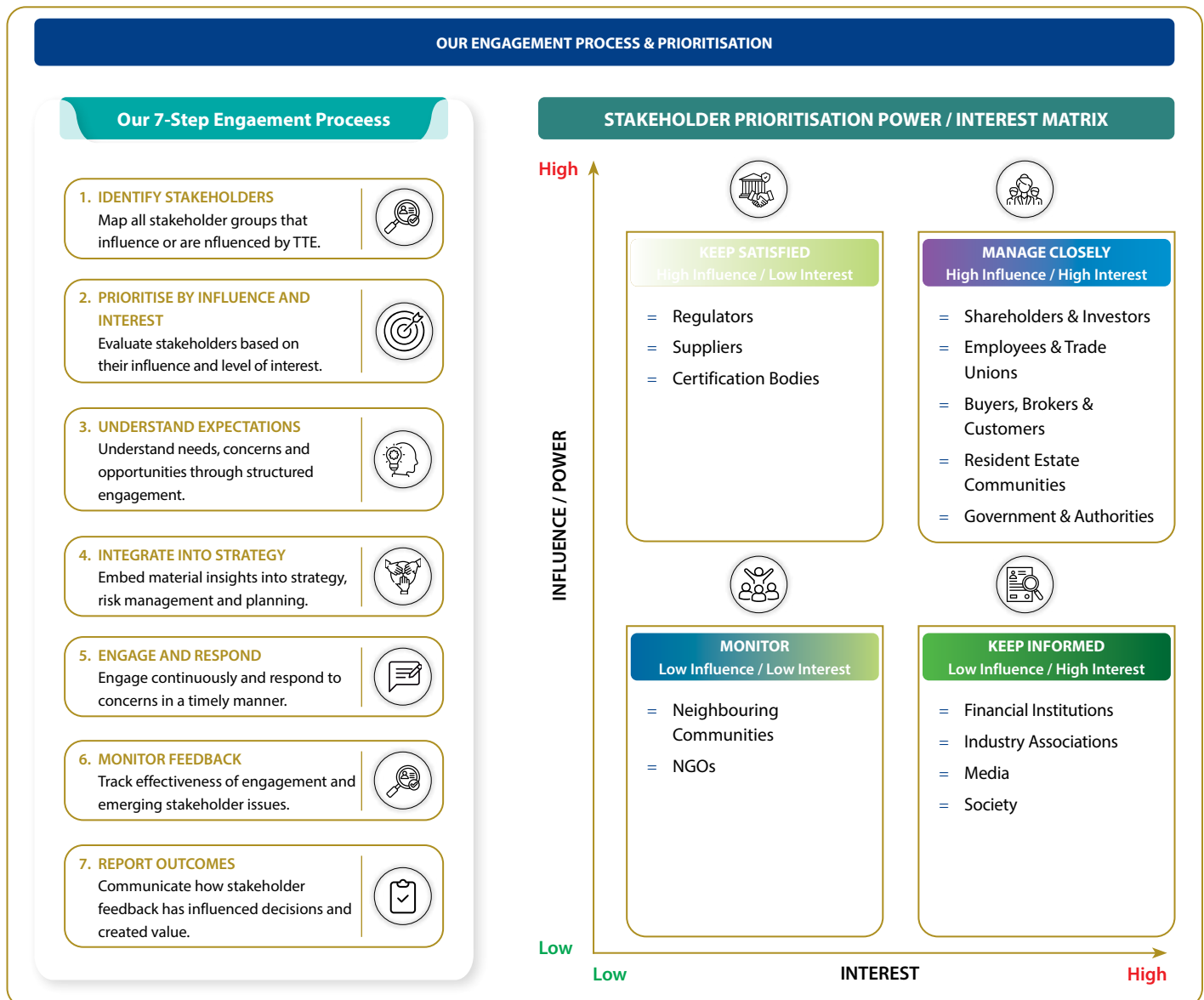
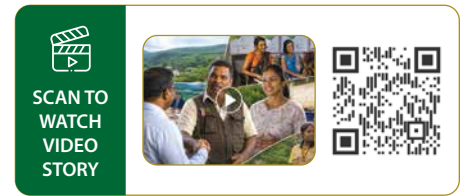
TTEL's engagement process captures stakeholder perspectives, identifies material concerns and opportunities, strengthens

accountability, and informs decisions across strategic, operational, environmental, and social areas. It covers employees, estate communities, customers, shareholders, regulators, suppliers, and the broader community, with insights integrated into planning, risk management, sustainability initiatives, and reporting.

Stakeholders are identified through an annual mapping process that reviews TTEL's operations, value chain, regulatory obligations,

grievance records, audit findings, certification requirements and materiality assessment outcomes to determine groups that are affected by, or can influence, the Company's activities.

Map stakeholder groups based on their relationship to TTE's operations, value chain, level of impact, dependency, influence, and regulatory or commercial relevance.



OUTCOMES



Transparency & progress recognized by stakeholders



Stronger connectivity needed across sections



Clearer roles for reporting suite communication



Continuous improvement expected in future reports

FEEDBACK ON ANNUAL REPORT 2024/25

Overall Rating



Rating	Percentage
Very Satisfied	40%
Satisfied	50%
Neutral	10%

OUTCOMES



6 Key stakeholder groups engaged



11 One-to-one interviews



13 Actionable inputs identified



82 Key insights captured

 Shareholders (Parent company and over 15,121 shareholders/investors on the CSE with equity totaling to Rs. 7,615 Mn)    Importance to TTEL - High  Strength of Relationship ★★★★★			
 Method and Frequency of Engagement	 Shareholder Concerns and Expectations	 Material Themes	
▶ Annual General Meeting ▶ Annual Report ▶ Extraordinary General Meetings (as needed) ▶ Interim Financial Statements (quarterly) ▶ CSE Announcements (as needed) ▶ Press Conferences / Press Releases ▶ Corporate Website ▶ Social media platforms	▶ Earnings growth, profits and stable returns ▶ Financial stability ▶ Capital position ▶ Gearing exposure ▶ Risk and governance frameworks ▶ Ethical business practices ▶ Share price performance ▶ Disclosure and access to information	▶ Economic Value Creation and Inclusive Growth ▶ Ethics, Governance and Anti-corruption ▶ Innovation and Technology for Operational Excellence ▶ Human Rights, Diversity and Fair Labour Practices	
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward
▶ Revenue Diversification ▶ Sustainable and Cost Efficient Operations ▶ Transparent Shareholder Disclosures	▶ Revenue - Rs. 7,851 Mn ▶ Dividend Payout Ratio - 38.6% ▶ NAVPS - Rs. 129.75 ▶ EPS - Rs. 160.33 ▶ ROE - 12.58%	▶ Financial Capital - pg. 134 ▶ Risk Report - pg. 218 ▶ Corporate Governance Report - pg. 234 ▶ Intellectual Cap - pg. 148 ▶ Investor Relations - pg. 348	▶ Accelerating TTEL's transformation through integration, digitalisation, and precision-led execution. ▶ Expanding revenue through premium products, renewable energy, and tourism opportunities. ▶ Advancing regenerative and climate-smart initiatives to strengthen ESG performance and market access. ▶ Strengthening organisational capability through innovation, leadership, and disciplined capital management.

 Suppliers (2,276 bought leaf suppliers, in both low and high grown areas, along with other raw material, machinery and equipment, logistics, transport and general suppliers) Strategic Objective: Build collaborative partnerships with suppliers to strengthen a reliable supply chain, whilst advocating best and ethical business practices to enhance and bring in quality to the value creation process      Importance to TTEL - High  Strength of Relationship ★★★★★			
 Method and Frequency of Engagement	 Community Concerns and Expectations	 Material Themes	
▶ Meetings (as needed) ▶ Supplier site visits (periodic) ▶ Supplier Evaluations (periodic)	▶ Price and profitability ▶ Credit period ▶ Availability of raw materials ▶ Climate action	▶ Responsible Supply Chain, Traceability and Sourcing ▶ Climate Change, Energy and Emissions	
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward
▶ Procurement Best Practices ▶ Supply Chain Traceability ▶ Supplier Development	▶ Amount paid to bought leaf suppliers ▶ Amount distributed through the Revenue Share Model ▶ Payments to other suppliers	▶ Social and Relationship Capital - pages 158-171	▶ Driving responsible and sustainable sourcing practices across the supply chain ▶ Building long-term supplier partnerships through collaboration, transparency, and shared value creation ▶ Enhancing supplier capability through training, quality improvement, and sustainability alignment initiatives

Stakeholder Engagement

 Employees (4,849 employees at 16 estates and the corporate office; trade unions) Strategic Objective: Foster an empowered workplace—focusing on employee skills and wellbeing, to enhance productivity, build resilience and strengthen their work ethic; enabling career progression, whilst ensuring business success.  Importance to TTEL - Critical  Strength of Relationship ★★★★★  1 PEOPLE  2 MONEY  3 HEALTH AND WELLBEING  4 SKILLS  5 GENDER  6 INNOVATION  7 ECONOMIC VALUE  8 ECONOMIC VALUE  9 ECONOMIC VALUE  10 ECONOMIC VALUE  11 ECONOMIC VALUE  12 ECONOMIC VALUE  13 ECONOMIC VALUE  14 ECONOMIC VALUE  15 ECONOMIC VALUE  16 ECONOMIC VALUE				
 Method and Frequency of Engagement		 Employee Concerns and Expectations		 Material Themes
▶ Daily, weekly and monthly staff meetings ▶ Weekly HR cluster meetings ▶ Monthly meetings with trade union ▶ Monthly H & S committee meetings ▶ Bi-annual performance evaluations ▶ Training initiatives (as needed) ▶ Corporate Website ▶ Social media platforms		▶ Earnings growth, profits and stable returns ▶ Financial stability ▶ Capital position ▶ Gearing exposure ▶ Risk and governance frameworks ▶ Ethical business practices ▶ Share price performance ▶ Disclosure and access to information		▶ Human Rights, Diversity and Fair Labour Practices ▶ Occupational Health, Safety and Well-being ▶ Workforce, Employment and Human Development ▶ Economic Value Creation and Inclusive Growth
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward	
▶ Positive and Progressive Workplace ▶ Employee Value Proposition ▶ Safety and Wellbeing	▶ Value distributed as monetary benefits to employees ▶ Promotions granted ▶ Amount incurred on employee welfare ▶ 29,497 hours of training ▶ Overall Gender Balance ▶ Employee Satisfaction Score - 98%	▶ Human Capital - pages 172-189	▶ Strengthening employee empowerment through rewards, leadership development, and career growth. ▶ Enhancing workforce capability through learning, digital upskilling. ▶ Advancing employee well-being, safety, and quality of life. ▶ Embedding an inclusive, high-performance culture.	

 Resident Estate Communities (4,759 estate workers and their families living across 16 estates) Strategic Objective: Build strong and mutually beneficial relationships with estate communities—focusing on their wellbeing and enabling them through key socio-economic development initiatives.  Importance to TTEL - High  Strength of Relationship ★★★★★  1 PEOPLE  2 MONEY  3 HEALTH AND WELLBEING  4 SKILLS  5 GENDER  6 INNOVATION  7 ECONOMIC VALUE  8 ECONOMIC VALUE  9 ECONOMIC VALUE  10 ECONOMIC VALUE  11 ECONOMIC VALUE  12 ECONOMIC VALUE  13 ECONOMIC VALUE  14 ECONOMIC VALUE  15 ECONOMIC VALUE  16 ECONOMIC VALUE				
 Method and Frequency of Engagement		 Community Concerns and Expectations		 Material Themes
▶ Weekly Community Meetings ▶ Child Protection Focal Point (as needed) ▶ 'Home for every plantation worker' Programme (periodic) ▶ Awareness programmes (periodic)		▶ Housing and estate infrastructure ▶ Water and sanitation ▶ Health and nutrition		▶ Community Development and Livelihoods ▶ Economic Value Creation and Inclusive Growth
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward	
▶ Community Engagement ▶ Community Empowerment ▶ A Home for Every Plantation Worker ▶ Women's Empowerment ▶ Education Support ▶ Healthcare and Wellbeing	▶ Amount invested in the community ▶ No. of direct beneficiaries from community initiatives	▶ Social and Relationship Capital - pages 158-171	▶ Expanding access to education, healthcare, and livelihood enhancement programmes within estate communities ▶ Promoting inclusive economic participation through local empowerment, entrepreneurship, and community partnership programmes	

 Buyers, Brokers and Customers (17 tea brokers at the Colombo Tea Auctions, accounting for 96% of sales; 314 local buyers; and 3 overseas buyers) Strategic Objective: Secure broker and buyer confidence by offering finest quality teas made ethically and sustainably; enhance the brand strength; and drive for premium prices on the Colombo Tea Auctions Importance to TTEL - Critical Strength of Relationship ★★★★★   			
 Method and Frequency of Engagement	 Buyer / Broker / Customer Concerns and Expectations	 Material Themes	
▶ Meetings (as needed) ▶ International trade fairs and road shows ▶ Trade association meetings (periodic) ▶ Estate familiarisation tours (as needed) ▶ Corporate Website ▶ Social media platforms	▶ Product quality and food safety ▶ Good agricultural and manufacturing practices ▶ Compliance with local and international certification standards and regulations ▶ Climate change impact	▶ Ethics, Governance and Anti-corruption ▶ Customer Experience, Food Quality, Safety and Security ▶ Innovation and Technology ▶ Materials, Waste and Circular Resource ▶ Sustainable Agriculture, Soil Health and Agrochemical Management	
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward
▶ Product Stewardship ▶ Product Diversity and Innovation ▶ Product Labelling ▶ Marketing and Communications ▶ Measuring Customer Satisfaction	▶ Customer Satisfaction Score - 92% ▶ No. of Complaints - 1	▶ Social and Relationship Capital - pages 158-171	▶ Continuously improving quality assurance and sustainability compliance to meet global buyer expectations. ▶ Expanding premium and value-added products to strengthen customer value and market positioning. ▶ Strengthening strategic partnerships and market intelligence to improve customer engagement.

 Regulators and Other Authorities (government of Sri Lanka; regulatory bodies; certification agencies; industry associations; financial institutions; media; and the general public) Strategic Objective: Advocating best and ethical business practices to enhance and bring in quality to the value creation process Importance to TTEL - High Strength of Relationship ★★★★★      			
 Method and Frequency of Engagement	 Regulators and Other Authorities Concerns and Expectations	 Material Themes	
▶ Estate and factory audits (annual) ▶ Meetings (as needed) ▶ Annual Report ▶ Interim Financial Statements (quarterly) ▶ CSE Announcements (as needed) ▶ Press Conferences / Press Releases ▶ Corporate Website	▶ Reliability and reputation ▶ Risk and governance frameworks ▶ Ethical business practices ▶ Compliance ▶ Climate change and crop Management	▶ Economic Value Creation and Inclusive Growth ▶ Ethics, Governance and Anti-corruption ▶ Human Rights, Diversity and Fair Labour Practices ▶ Biodiversity, Ecosystems and Land Stewardship, Water Stewardship	
 TTEL's Strategic Commitments	 Value Delivery Indicators	 Further Information	 Way Forward
▶ Timely payment of taxes and other statutory dues ▶ Climate Action and Net Zero Commitment ▶ Circularity and Resource Efficiency	▶ Taxes paid ▶ Carbon footprint ▶ Amount invested in biodiversity conservation	▶ Financial Capital - pages 134-141 ▶ Natural Capital - pages 191-211	▶ Ensuring compliance with environmental, regulatory, and sustainability requirements. ▶ Strengthening climate action through emissions reduction and resource efficiency. ▶ Improving transparency & traceability.