



Hayleys PLC Group : Overview



Largest listed corporate in Sri Lanka in terms of revenue operating in 16 key diversified sectors

First Listed Company in Sri Lanka to record USD 1 Bn Revenue



Strong organic and inorganic **growth**
Focused on **innovation** and business development

Founded in 1878 – Over 144 years of history



Hayleys operates under the Code of Best Practices for **Corporate Governance**
One of the largest **employers** in the Country

Recognized as the Best Corporate Citizen in Sri Lanka

VISION

To be Sri Lanka's corporate inspiration at all times



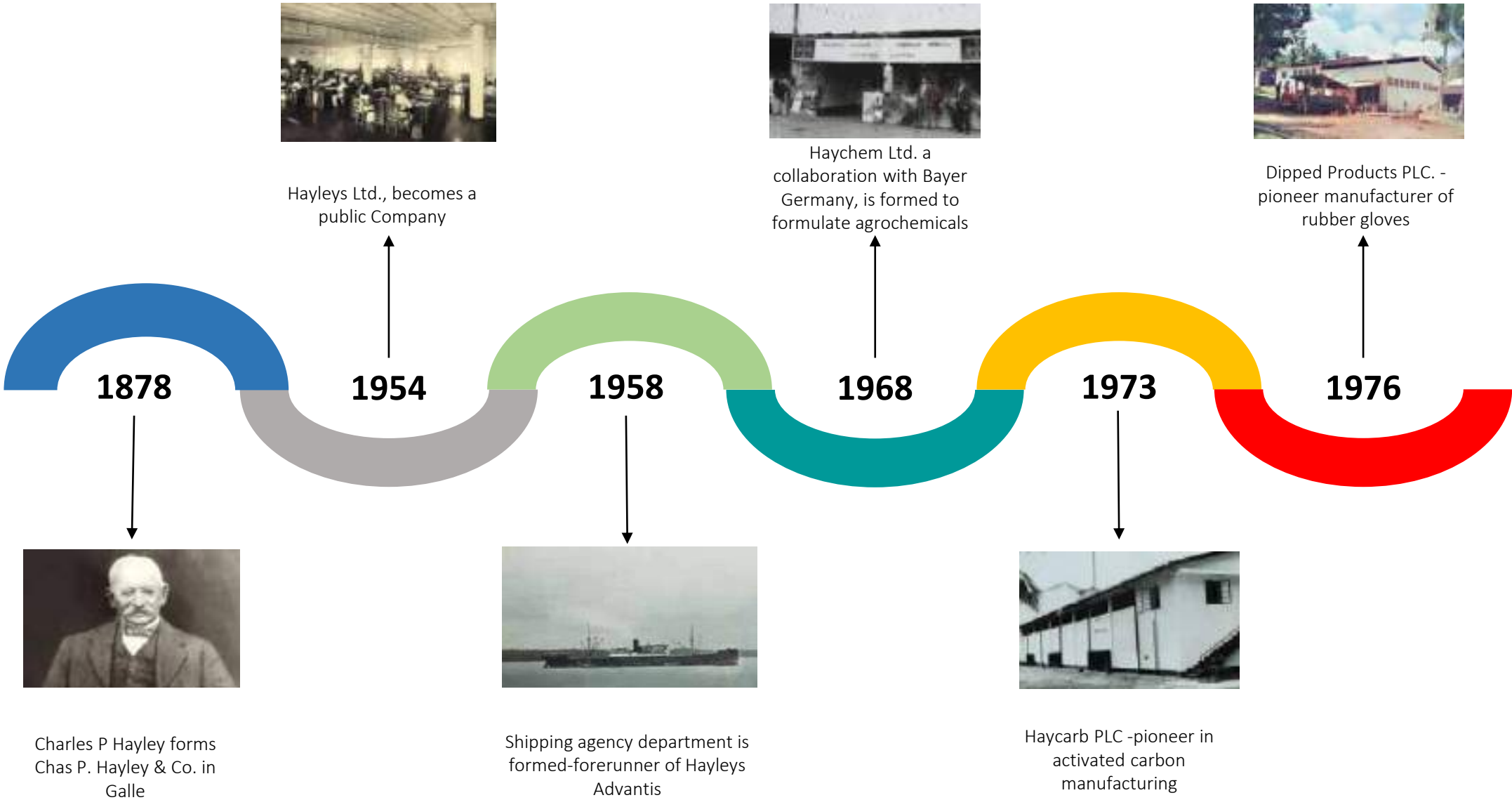
MISSION

Delivering superior shareholder value by unleashing the full potential of our people and achieving leadership in all our domestic and global businesses

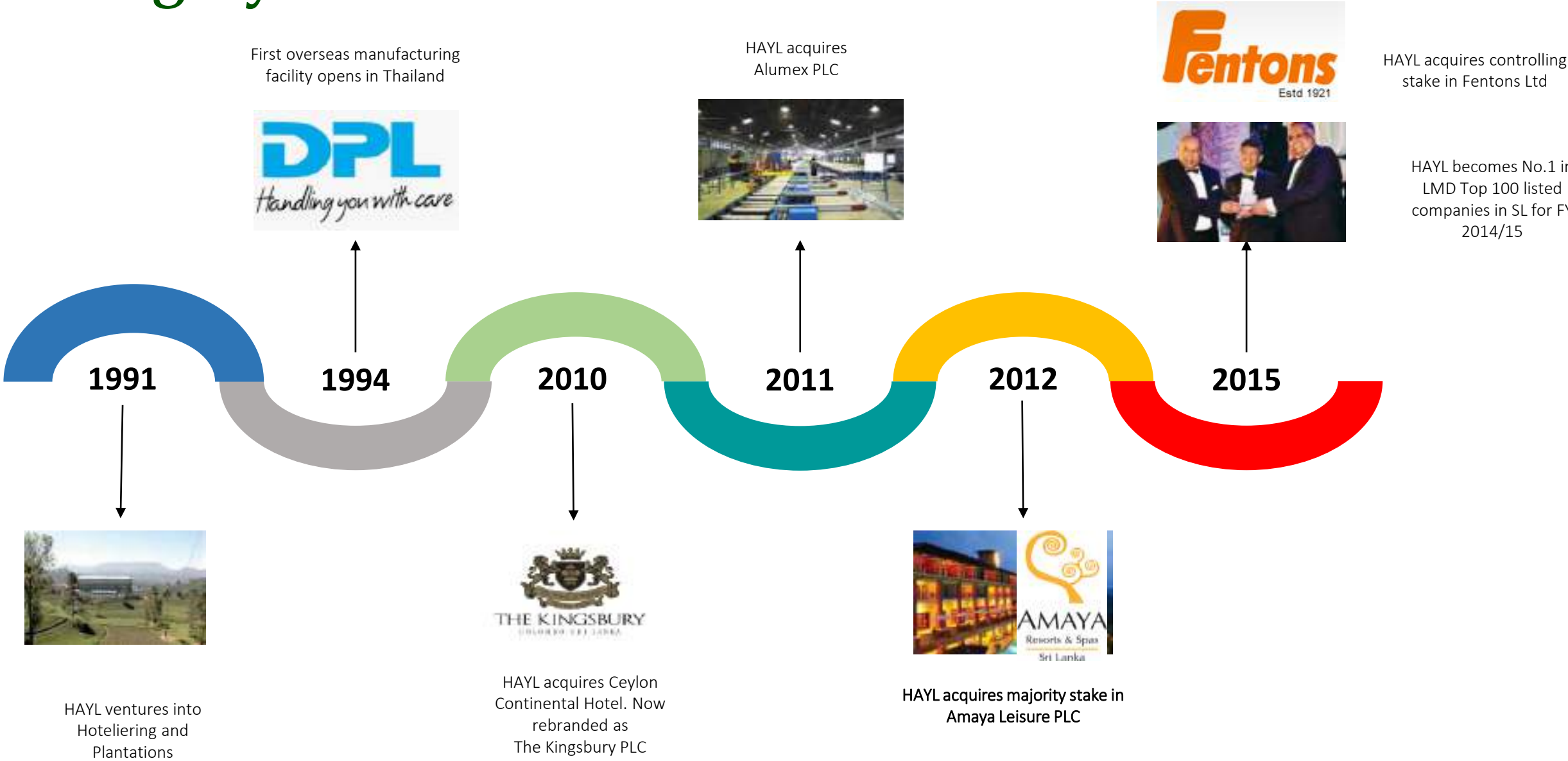
OUR VALUES

- H *Honesty and Integrity*
- A *Accountability*
- Y *Yes, WE can! (Team Work)*
- L *Love for humanity*
- E *Enduring Customer Value*
- Y *Yes, we WILL WIN! (a Will to win)*
- S *Social Responsibility as a Good Corporate Citizen*
- &
- I *Innovation*

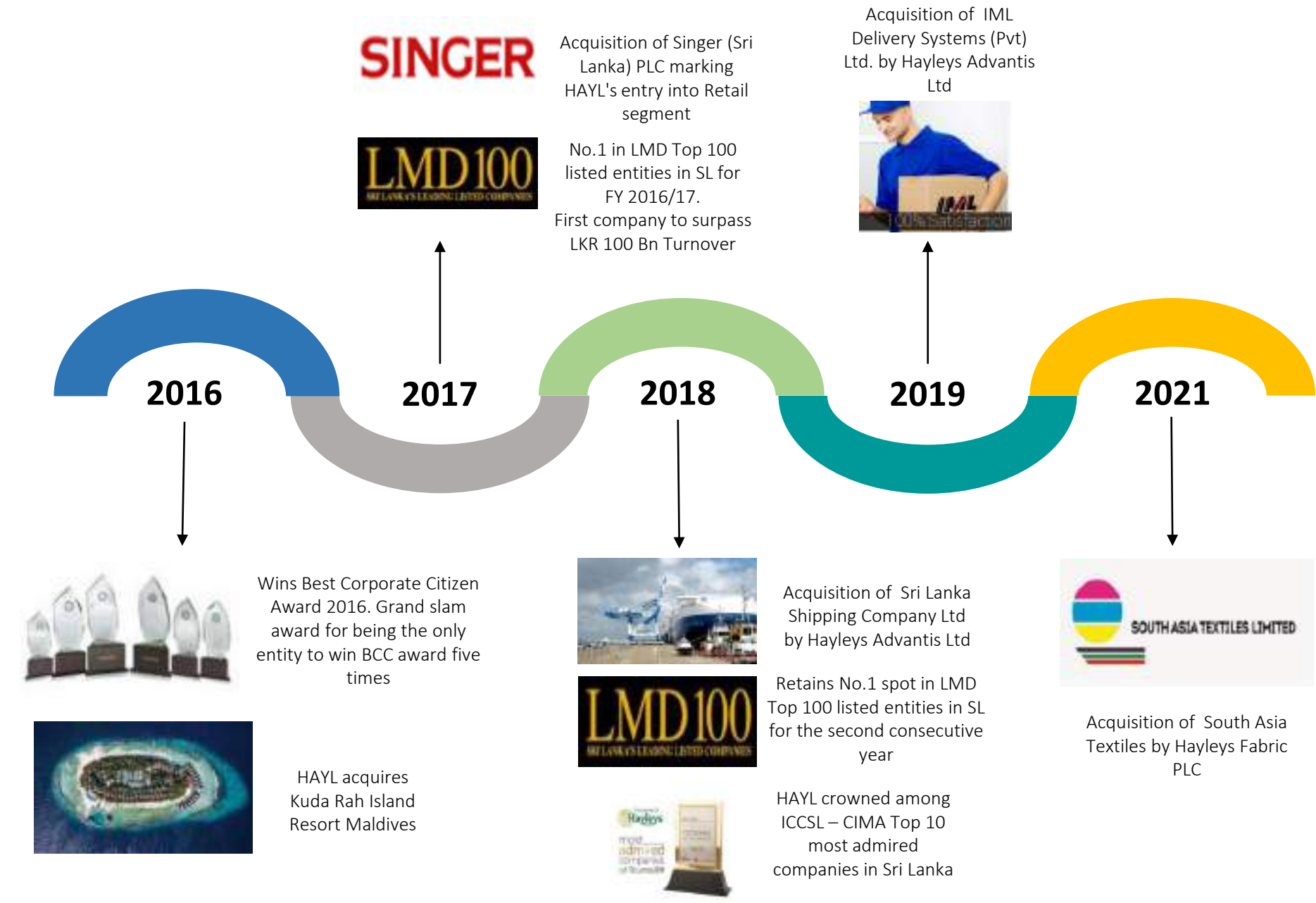
Our Legacy



Our Legacy

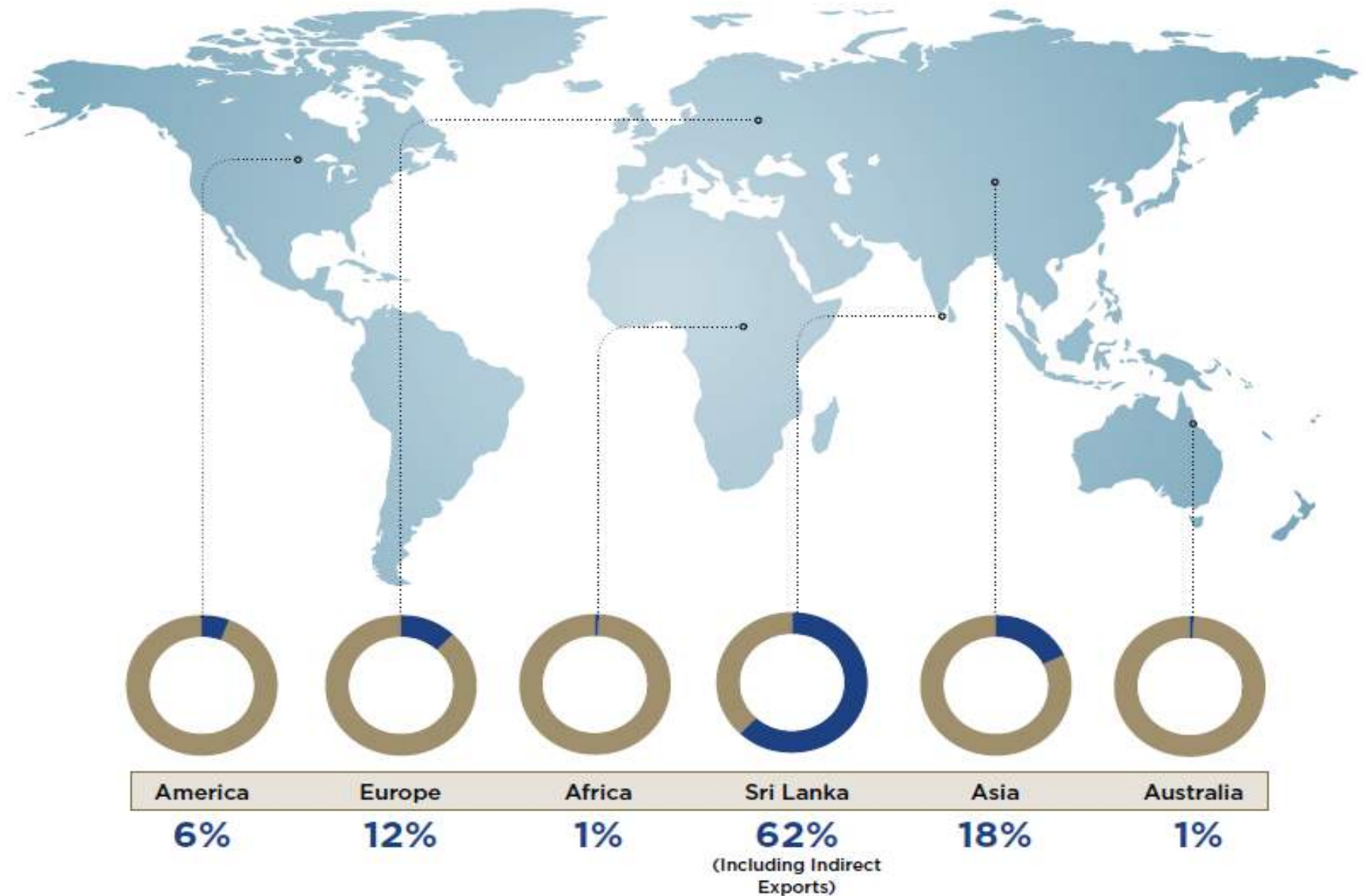


Our Legacy



Our Global Footprint

Hayleys generates
4.2% of Sri Lanka's export income, with its products sold to **over 10Mn customers** in **5 regions** across the globe



Our Global Footprint – International Presence

Manufacturing Facilities:

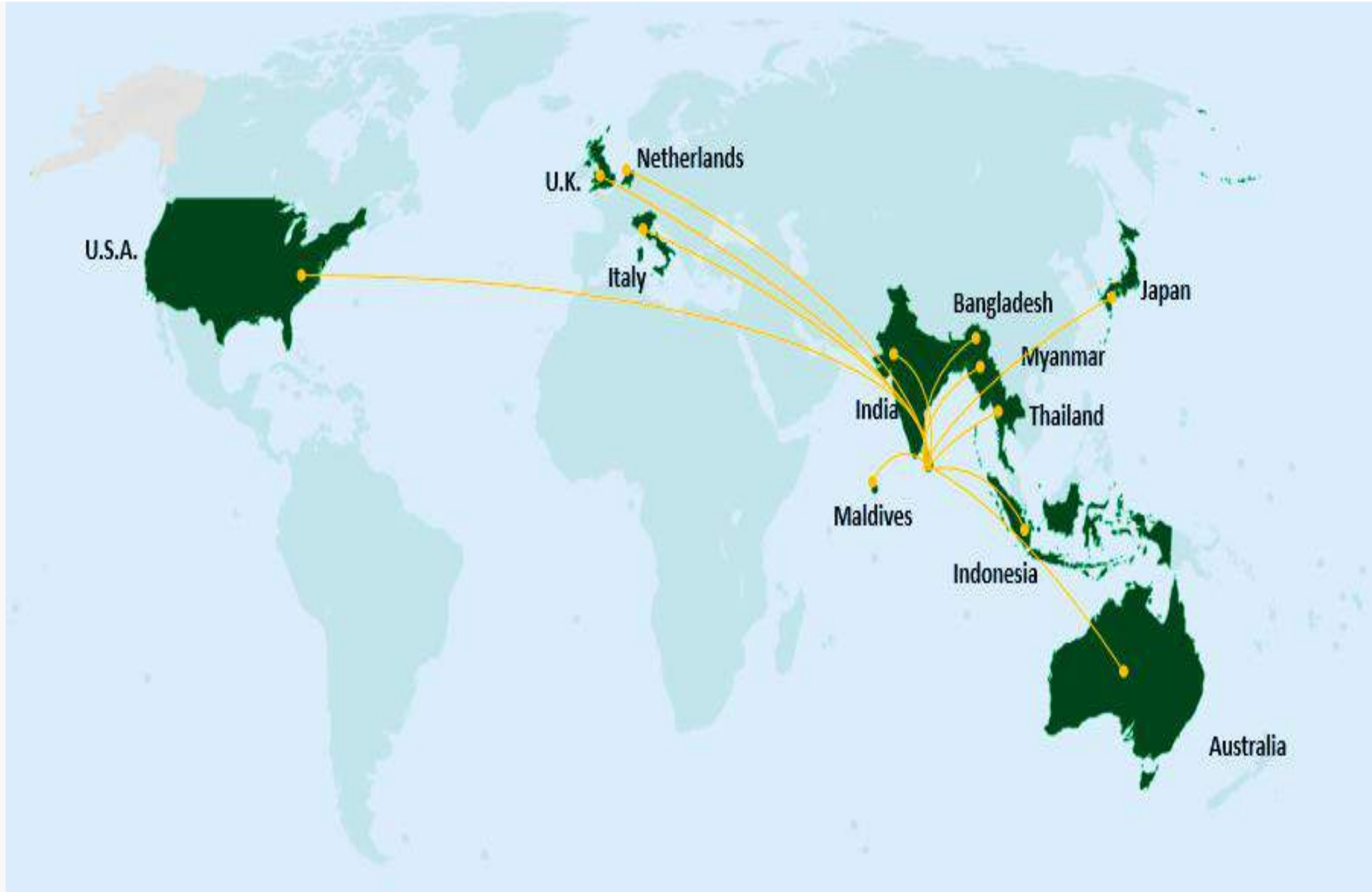
Thailand, Indonesia ,
India

Marketing Offices:

Australia, India,
Bangladesh, Italy,
Japan, the Netherlands,
UK and USA

Transportation & Logistic Solutions:

Maldives, Myanmar,
India, Singapore,
Indonesia and
Bangladesh



Global Rankings

- World's largest manufacturer of coconut shell based **activated carbon** with **~16% global market share**
- **Among the top 5 manufacturers** in the world for household and industrial gloves fulfilling ~5% of global demand.



Sri Lankan Rankings

- Singer Sri Lanka adjudged **People's Brand of the Year** as the SLIM Nielsen Awards for the 15th consecutive year
- Market leader in **consumer durables**
- One of the largest **Retail Distribution Networks** in Sri Lanka with over **400 outlets**
- Largest Sri Lankan exporter of **processed fruits and vegetables**
- One of Sri Lanka's **largest plantation sectors** contributing to **3.9% and 4.5% of Sri Lanka's Tea and Rubber Production**.
- **No.1 in highest Net Sales Average** at Colombo Tea Auctions.
- Market leader in Sri Lanka's **Aluminium extrusion** market.
- Largest player in Sri Lanka's **transportation and logistics** industry and the **owner of the largest commercial fleet of floating assets in Sri Lanka**.
- **50 MW** of renewable energy installed capacity in mini hydro, wind and solar power

Corporate Sustainability



+370,000 beneficiaries
+ USD 2 Mn CSR Investments

... pledging to United Nations' Sustainable Development goals as Sri Lanka's best Corporate Citizen

Provided clean drinking water to **over 40,000 people** in 23 Chronic Kidney Disease affected areas.



Empowering **over 16,000** livelihoods through out-grower programmes.



Over **44,000 trees** planted during the year.
A **signatory** to the UN Global Compact's 10 Principles



Empowered over **18,700** Suppliers



LKR 44 Mn in COVID-19 contributions



37% female representation including C suite level representation



1,975 jobs created outside western province



64% reliance on renewable energy

Corporate Sustainability

Sath Diyavara

- Providing clean water to 19 Chronic Kidney Disease affected areas, benefitting over 40,000 people
- We are now enhancing our support to these villages through;
 - development of schools,
 - provision of libraries and
 - other village upliftment activities.



First Light

- Assisting over 830 small holder rubber farmers by providing a fair price while educating and empowering them with technical input as well as community capacity building.
- Firstlight gloves are marketed by 'Tradecraft' UKs leading fair trade based organization

Ethically sourced latex led us to producing the World's first Ethical Rubber Glove



Home for Every Plantation Worker

Providing a decent living environment for all plantation workers along with health, nutrition and community capacity building through many different projects



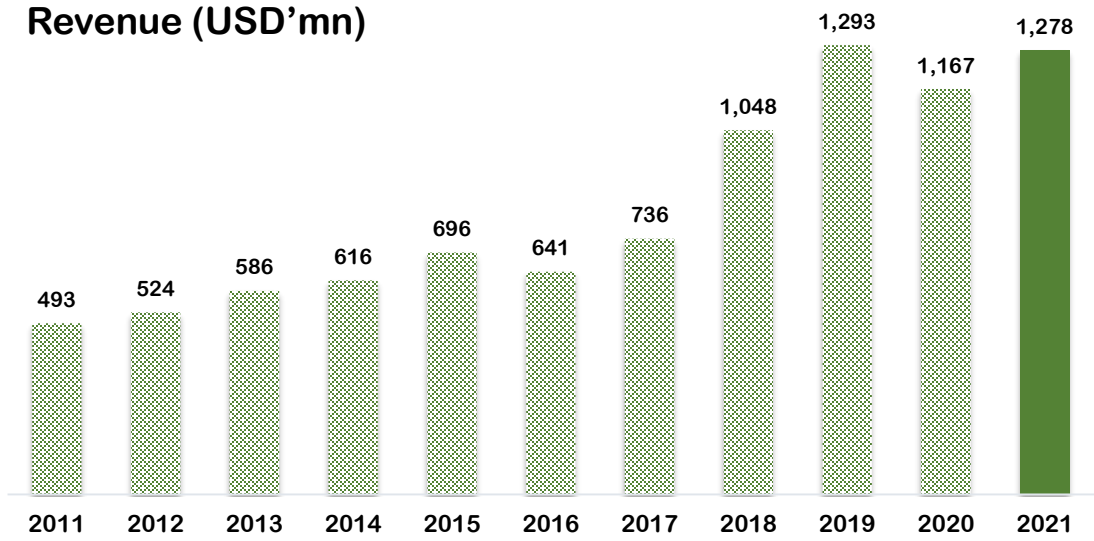
World's 1st ethical tea was launched at United Nations Year



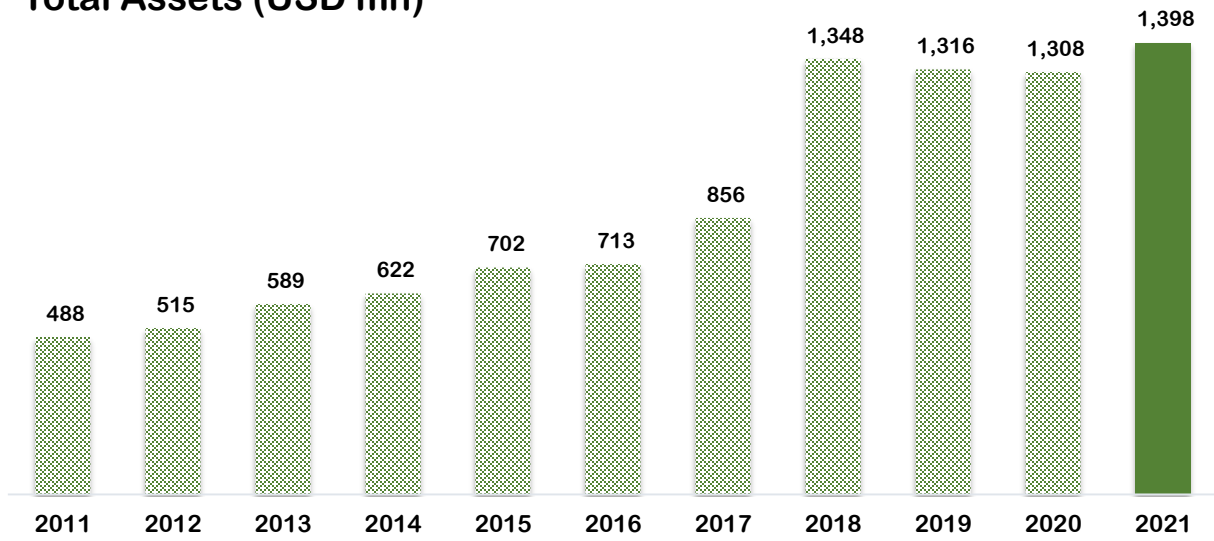
Certified by the Forest Stewardship Council, UK

Setting New Benchmarks Each Year

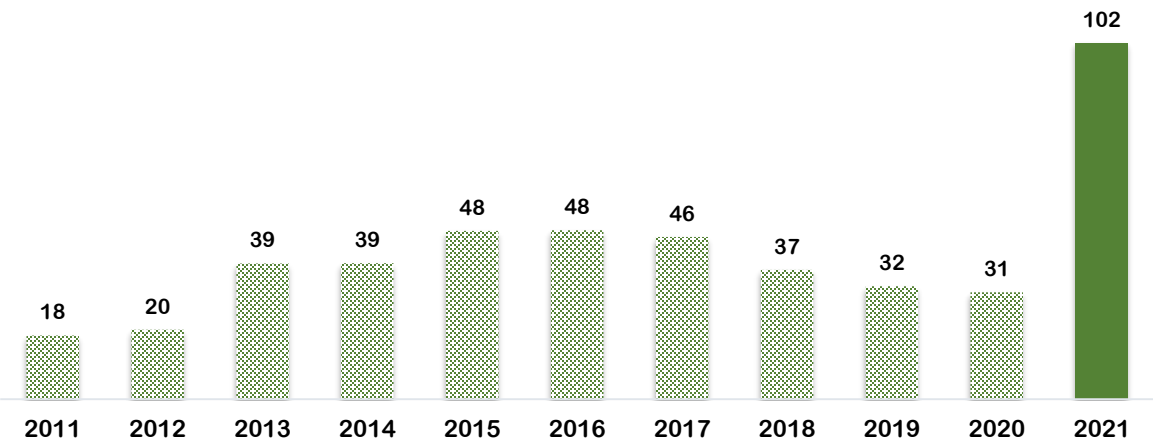
Revenue (USD'mn)



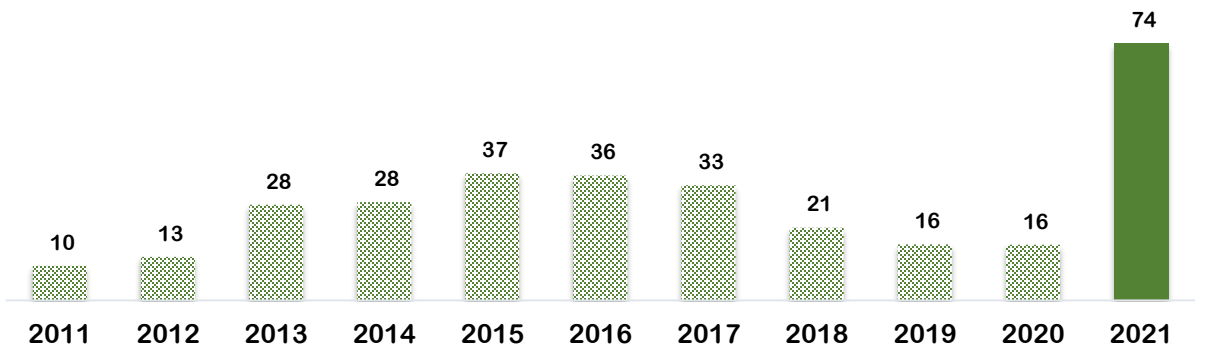
Total Assets (USD'mn)



PBT (USD'mn)

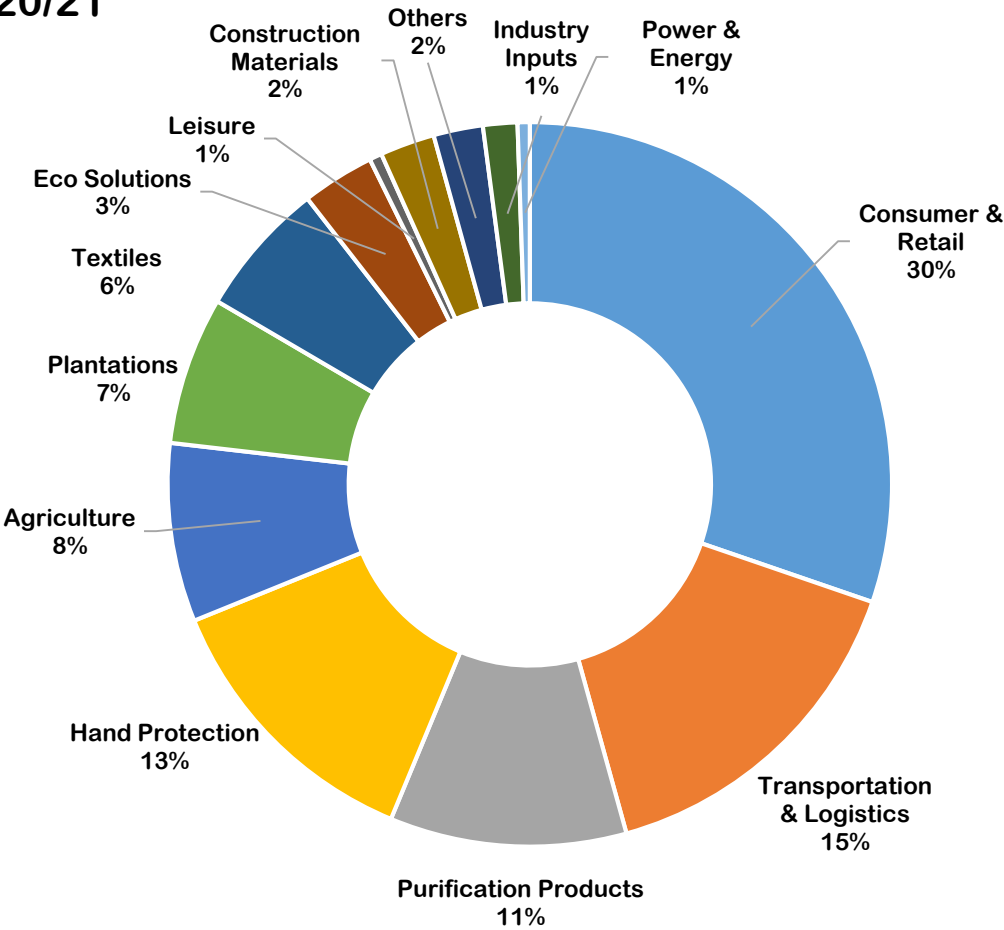


PAT (USD'mn)

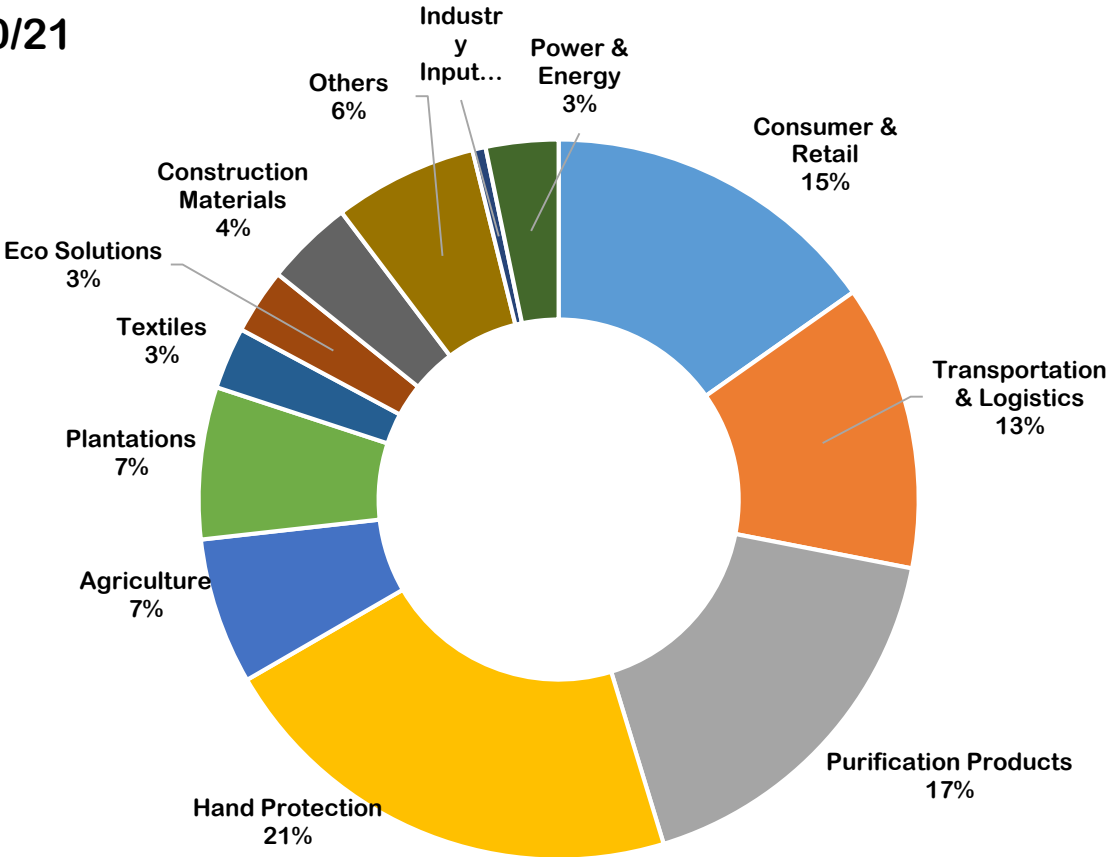


Diversity of Revenue and Profits

Revenue
FY 2020/21



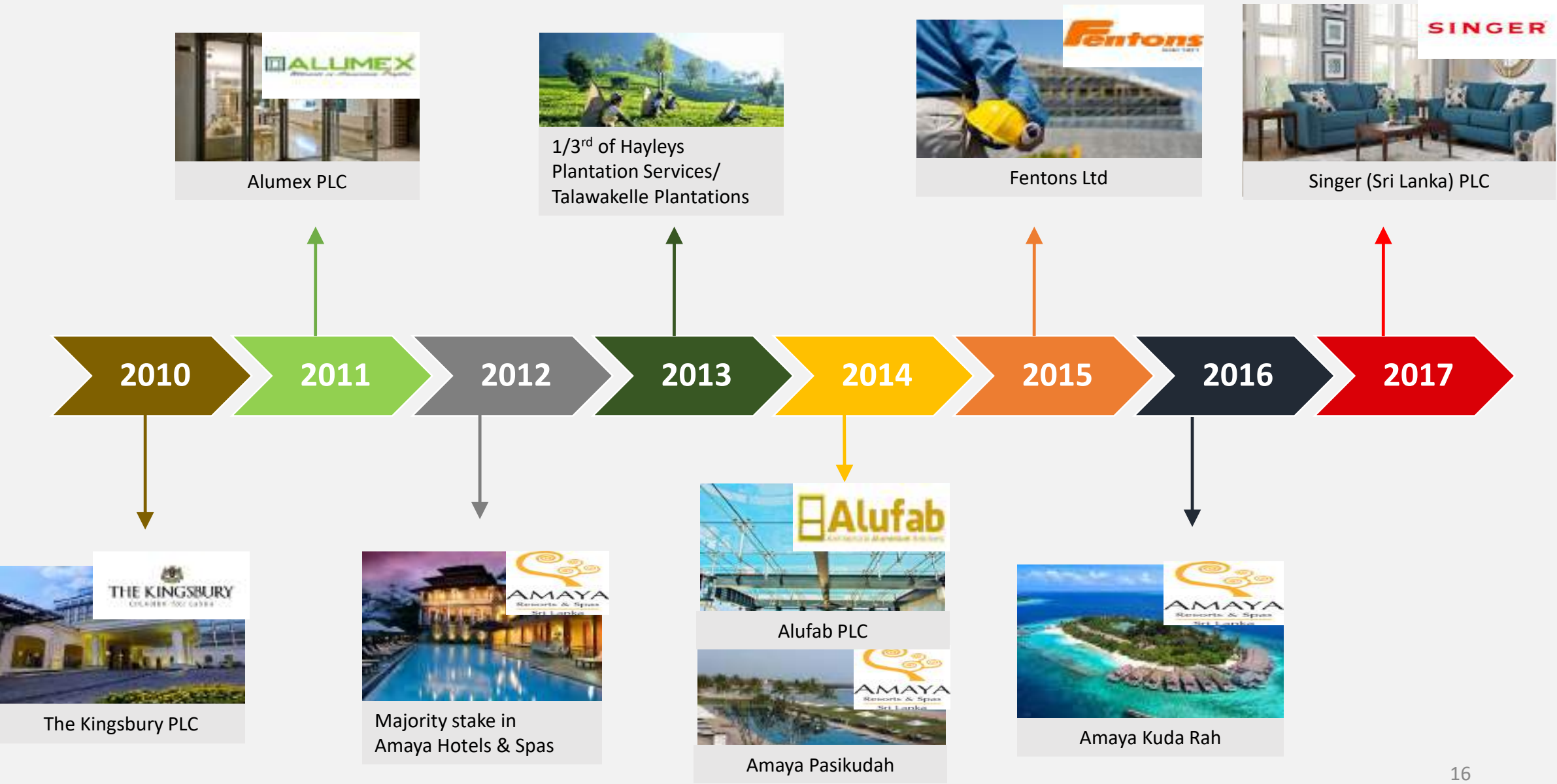
Profit Before Tax
FY 2020/21



5 Years at a Glance

Figures in USD Mn	FY 2020/21	FY 2019/20	FY 2018/19	FY 2017/18	FY 2016/17
Revenue	1,278	1,167	1,293	1,063	752
EBITDA	176	130	123	100	87
EBIT	137	91	94	74	65
PBT	102	31	32	38	47
PAT	74	16	16	21	34
As at 31 st March					
Total Assets	1,398	1,308	1,316	1,366	877
Total equity with MI	376	331	351	390	392
Equity Attributable to Owners	238	209	229	258	276
Total Interest Bearing Borrowings	573	651	643	603	302
Total Capital Employed	949	982	995	993	694
For the Financial Year Ended					
Debt/EBITDA (x)	3	5	5	6	3
ROCE (EBIT/Capital Employed)	14%	9%	9%	7%	9%
ROE (PAT/Total Equity with MI)	20%	5%	5%	5%	9%
Debt/ (Debt+ Equity)	60%	66%	65%	61%	44%
Exchange Rate (USD/LKR)					
Average for FY	188.79	180.28	169.55	153.51	148.17
As at 31 st March	199.83	189.91	176.09	155.6	151.99

Major Acquisitions by Hayleys PLC | 2010-2018



Eco Solutions



Hayleys Fibre PLC

Sri Lanka's leading eco fibre solutions provider, manufacturing and exporting a wide portfolio of value added coconut fibre based products

Array of over 132 products in 1200 Variations
Product portfolio covering brushware, floor coverings, erosion control, bio engineering, rubberized coir and mattresses

11 Manufacturing facilities in Sri Lanka and 2 in India

FY	20/21	19/20
Revenue (USD Mn)	41.5	34.5
PBT USD Mn)	4.0	2.3
Total Assets (USD Mn)	65.2	61.1

- Key Products
- Brushware
 - Floor Coverings
 - Industrial Fibre



Hand Protection



Dipped Products PLC

Amongst the top 5 glove manufacturers in the world serves 5% of global demand for natural and synthetic latex based household and industry gloves

Products sold in over 70 countries

4 Manufacturing facilities in Sri Lanka and 1 in Thailand

FY	20/21	19/20
Revenue (USD Mn)	161.0	99.1
PBT (USD Mn)	29.4	5.6
Total Assets (USD Mn)	137.8	69.1

- Key Products
- Industrial Gloves
 - Household Gloves
 - Medical Gloves
 - Electrician Gloves



Purification



Haycarb PLC

A Worlds leading manufacture of coconut shell based activated carbon

2 Manufacturing facilities in Sri Lanka, 2 in Thailand and 2 in Indonesia

Full spectrum of applications including water treatment, gold extraction, air purification and energy storage

A leading provider of water and waste water purification systems in Sri Lanka and Maldives

FY	20/21	19/20
Revenue (USD Mn)	135.0	126.6
PBT (USD Mn)	23.7	12.0
Total Assets (USD Mn)	114.8	98.4

Key Products

- Granular AC
- Powder AC
- Extruded Pellet AC
- Environmental Engineering Solutions



Fabric



Hayleys Fabric PLC

Supplier of innovative high quality fabrics for leading global fashion brands supporting operations of the local apparel manufacturing sector

End to end solutions to customers from design, development, printing, brushing and sueding of pure and blended polyester and cotton fabric

Industry innovation and positioning – launch of own branded fabric “Inno”

FY	20/21	19/20
Revenue (USD Mn)	77.2	67.1
PBT (USD Mn)	3.8	1.7
Total Assets (USD Mn)	57.9	48.9

Key Products

- Single Jersey
- Interlock
- Pique
- Rib
- Fleece
- Polar Fleece



Construction Materials



Alumex PLC

Premier manufacture of aluminum extrusion with a market share of 49%

Offers a comprehensive range of architectural, residential and industrial products to the top and middle tier of the construction industry

FY	20/21	19/20
Revenue (USD Mn)	31.2	25.8
PBT (USD Mn)	5.4	0.4
Total Assets (USD Mn)	38.4	35.8

Key Products

- Windows
- Partitions
- Curtain Walls
- Louvers
- Shop Fronts
- Doors



Agriculture



Hayleys Agriculture Holdings Ltd

FY	20/21	19/20
Revenue (USD Mn)	101.9	75.6
PBT (USD Mn)	9.0	5.6
Total Assets (USD Mn)	80.2	72.0



Leader in agricultural solutions and equipment.

Largest exporter of processed fruits and vegetable in Sri Lanka

Dominant player in crop protection, fertilizer and animal health

Key Products/ Activities

- Processed Fruits & Vegetables
- Crop Production
- Crop Protection
- Animal Health
- Agri Equipment
- Fertilizer



Plantations



Kelani Valley Plantations PLC

Talawakelle Plantations PLC

Collectively accounts for over 3.9% and 4.5% of Sri Lanka's tea and rubber production

Amongst the largest plantation sector operators in Sri Lanka

44 estates covering 25,000 hectares and provides employment to over 17,000 workers

Hayleys is the Managing agent for Horana Plantations

Exports tea to over 50 destinations worldwide

Talawakelle Tea Estates consistently commands the No.1 in highest prices at Colombo Tea Auctions

FY	20/21	19/20
Revenue (USD Mn)	84.4	70.1
PBT (USD Mn)	9.4	1.2
Total Assets (USD Mn)	81.0	70.7

Key Products

- Tea
- Rubber



Tea Exports



Mabroc Teas

Acts as the marketing arm of Hayleys Plantation companies- Kelani Valley Plantations and Talawakelle Tea Estates

Handles private labelling for reputed clients world over

Mabroc's product range extends from bulk, packets and tea bags to exclusive gift presentations of black, green, herbal and flavored teas



BLACK TEA



GREEN TEA



HERBAL TEA



Tea Extracts & Aroma



Martin Bauer Hayleys

Specializes in manufacturing and exporting 100% natural, pure Ceylon Tea extracts

Produces Instant Tea Powder, Instant Tea Concentrate and Tea Aroma/Flavors

Sources the best raw materials from the very own Hayleys tea estates

Utilizes state of the art equipment for the production process



Transportation and Logistics



Hayleys Advantis Ltd

The Hayleys Advantis Group of Companies is the largest player in Sri Lanka's transportation and logistics industry

Provides services in freight management, integrated logistics, marine services, terminals and engineering and international operations

Handles approx. 18% of total annual throughput at the Colombo port

FY	20/21	19/20
Revenue (USD Mn)	197.3	241.9
PBT (USD Mn)	17.7	14.1
Total Assets (USD Mn)	196.01	216.0

Key Products/ Activities

- International Freight Management
- Integrated Logistics
- Marine Services
- Terminals and Engineering



Consumer & Retail



Singer (Sri Lanka) PLC

Hayleys Consumer Products



Consumer



FY	20/21	19/20
Revenue (USD Mn)	386.8	341.5
PBT (USD Mn)	21.0	3.6
Total Assets (USD Mn)	351.9	347.4



Retail



Retail

SINGER

Singer (Sri Lanka) PLC

With the acquisition of Singer in September 2017, Hayleys Group made its entry into Sri Lanka's consumer lifestyle and retail business segment

Singer is the Market Leader in Consumer Durables and the most recognized Brand in Sri Lanka

Largest distribution network in the country with Over 2,000 Dealers and 430 Retail outlets

Key Segments

Retail

Financing

Manufacturing



Consumer

Hayleys Consumer Products Ltd



The Consumer sector takes to the market a wide range of fast-moving consumer goods.

Represents globally renowned brand Proctor & Gamble.



Industry Inputs and Power & Energy

Hayleys Aventura Ltd

50MW of total renewable energy contributed to the National Grid
- 9.3 MW of hydro power
- 30MW of wind power and
-10MW of solar power

Provides an array of inputs to the industry sector

Leading supplier of small generators

FY	20/21	19/20
Revenue (USD Mn)	26.5	33.4
PBT (USD Mn)	5.3	5.5
Total Assets (USD Mn)	67.5	71.8

Key Products/ Activities

- Renewable Energy
- Industrial Materials
- Power Engineering Solutions
- Life Sciences and Medical Equipment



Leisure



The Kingsbury PLC

Amaya Hotels & Spas

FY	20/21	19/20
Revenue (USD Mn)	7.1	24.9
PBT (USD Mn)	-13.1	-4.9
Total Assets (USD Mn)	78.2	85.7

Own and operate
7 resort
properties
through the
Amaya
Resorts chain
inclusive of
Amaya Kuda Rah,
Maldives and The
Kingsbury

Key Products/Activities

- Resort and City
Hotel Operations



Investments & Services

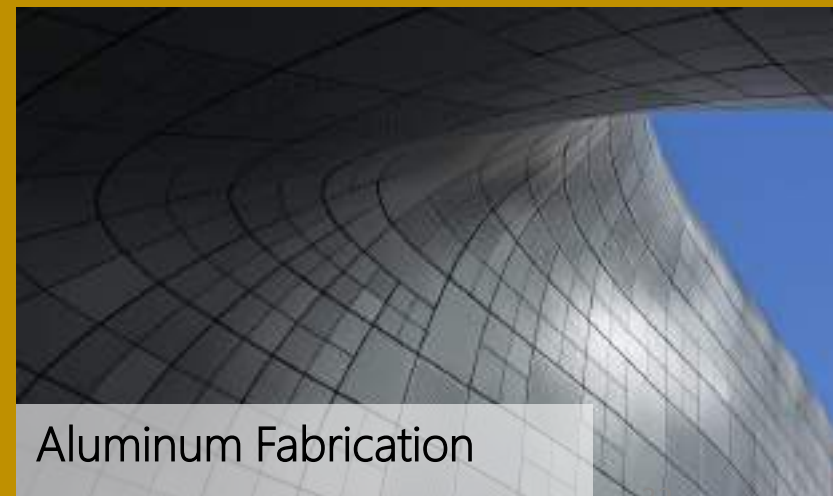
Hayleys PLC (Holding Company)

Hayleys Business Solutions

Fentons Ltd

Unisyst Engineering PLC

FY	20/21	19/20
Revenue (USD.mn)	28.2	26.1
PBT (USD.mn)	8.9	-9.8
Total Assets (USD.mn)	362.4	373.2



BPO & Shared Services



Hayleys Business Solutions Ltd

Finance & Accounting Services, Payroll Processing, Document Management Services and Consultancy Services

Services to external clients based both locally and overseas

The Group's BPO sector caters primarily to the SME sector in the Australian market



Aviation, Travel & Projects

Hayleys Aviation

Hayleys Travels

S&T Interiors

Represents
some of the
world's leading
passenger and
cargo airlines

Airline GSA &
Airport
Representation

Hayleys Travels
specializes in Travel
Agency business in
reservations,
ticketing, outbound
holiday packages
and other travel
related services.

S&T Interiors –
JV Partnership
with S&T
Oman,
providing
interior decor
solutions for
luxury hotels &
commercial
spaces



Engineering

Hayleys Fentons Ltd

The oldest
Electrical
Engineering
company in
Sri Lanka

Provides services in
voice and data,
electrical, ICT
solutions, ELV and
Security, Fire
Solutions and
Renewable Solar
Energy

Undertaken
some of the
largest
Mechanical
Electrical
Plumbing,
ICT and Fire
projects in
Sri Lanka



Engineering

Unisyst Engineering PLC

Unisyst is a leading fabricator and supplier of high quality architectural aluminum joinery systems, glazing and façade products in Sri Lanka

Specialize in custom-made manufacture and professional installation of Aluminum Windows and Doors, Enclosures, Shop Fronts, Curtain Walls, Louvers and Awnings

Registered with ICTAD under Grade F1 for specialty finishes, the highest category in its class and undertake all types of architectural aluminum joinery systems



Group Services



Hayleys PLC (Holding Company)

Owns and manage investments in the 180 Companies constituting the Hayleys Group

Provides centralized services to its Group Companies.

Key Services:

- Treasury
- Secretarial
- Business Development
- IT
- HR
- Export Shipping
- Legal
- Audit & Risk
- Tax
- Corporate Affairs
- Corporate Communications



Thank You



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Disclaimer

This Investor Presentation should be read in conjunction with the Hayleys Annual Reports to obtain a more comprehensive understanding of the drivers and strategies of our businesses. Whilst Hayleys PLC accepts responsibility for the accuracy of the information contained in this document, it does not assume any responsibility for investment decision made by the prospective investors based on information contained herein. In making the investment decision, prospective investors must rely on their own examination and assessments of the Company including the risks involved.