

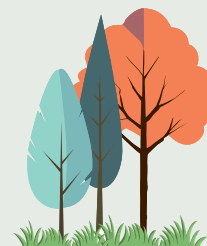
# A World of Value

Hayleys PLC | Synopsis of Annual Report 2023/24















# SYNOPSIS OF ANNUAL REPORT 2023/24

## WORLD OF HAYLEYS

- We are Sri Lanka's leading diversified conglomerate and one of the country's most socio-economically impactful organisations with business interests spanning key industry sectors of the economy
- Globally leading market positions in several sectors
- 14 industry verticals
- Extensive relationships across Sri Lanka's supply chains, agricultural networks and distribution channels.



## RELATIVE CONTRIBUTION OF SECTORS

 <p><b>ECO SOLUTIONS</b> Revenue: <b>3%</b> PBT: <b>0%</b></p>	 <p><b>HAND PROTECTION</b> Revenue: <b>10%</b> PBT: <b>13%</b></p>	 <p><b>PURIFICATION</b> Revenue: <b>10%</b> PBT: <b>19%</b></p>
 <p><b>TEXTILES</b> Revenue: <b>11%</b> PBT: <b>12%</b></p>	 <p><b>CONSTRUCTION MATERIALS</b> Revenue: <b>2%</b> PBT: <b>1%</b></p>	 <p><b>PLANTATIONS</b> Revenue: <b>4%</b> PBT: <b>11%</b></p>
 <p><b>AGRICULTURE</b> Revenue: <b>8%</b> PBT: <b>9%</b></p>	 <p><b>LEISURE</b> Revenue: <b>2%</b> PBT: <b>-6%</b></p>	 <p><b>INDUSTRY INPUTS, POWER &amp; ENERGY</b> Revenue: <b>2%</b> PBT: <b>4%</b></p>
 <p><b>CONSUMER &amp; RETAIL</b> Revenue: <b>19%</b> PBT: <b>2%</b></p>	 <p><b>TRANSPORTATION &amp; LOGISTICS</b> Revenue: <b>21%</b> PBT: <b>11%</b></p>	 <p><b>PROJECTS &amp; ENGINEERING</b> Revenue: <b>5%</b> PBT: <b>14%</b></p>
 <p><b>TEA EXPORTS</b> Revenue: <b>3%</b> PBT: <b>3%</b></p>	 <p><b>OTHERS</b> Revenue: <b>0%</b> PBT: <b>7%</b></p>	

# SYNOPSIS OF ANNUAL REPORT 2023/24

## OUR WORLD OF VALUE

**5%**

Contribution to Sri Lanka's exports

**68%**

Reliance on renewable Energy

**Rs. 150 bn**

Economic value generated

**>23,000**

Indirect employment across value chains

**Rs. 53 bn**

Payments to employees

**Rs. 325 bn**

Payments to suppliers

## YEAR AT A GLANCE

- DPL launches ambitious new venture into advanced sports gloves
- Hayleys Plantations conducts world's first-ever Sustainability Summit in the plantations industry
- Four Sectors launch ESG Roadmaps including Hand Protection, Purification, Eco Solutions and Transportation & Logistics
- Hayleys shines at CA Sri Lanka TAGS Awards winning 18 awards including 'Overall Excellence in Corporate Reporting'
- Hayleys PLC triumphs as overall winner of ACCA Sustainability Reporting Awards
- Talawakelle Tea Estates PLC wins Best Corporate Citizen Award Sustainability Award 2023
- Fentons Ltd transitions to Hayleys Fentons Limited
- Hayleys Advantis named Best Transportation & Logistics Company in Sri Lanka and South Asia by the Global Brands Magazine, UK



# SYNOPSIS OF ANNUAL REPORT 2023/24

## PERFORMANCE HIGHLIGHTS

	2024	2023	Change %
<b>FINANCIAL PERFORMANCE</b>			
Revenue (Rs. mn)	<b>436,833</b>	487,431	(10.38)
Earnings before interest, taxes, depreciation & amortization (EBITDA) (Rs. mn)	<b>53,507</b>	71,088	(24.73)
Earnings before interest and tax (EBIT) (Rs. mn)	<b>42,723</b>	61,073	(30.05)
Profit before tax (Rs. mn)	<b>25,336</b>	42,749	(40.73)
Income tax (Rs. mn)	<b>10,489</b>	15,077	(30.43)
Profit after tax (Rs. mn)	<b>14,847</b>	27,672	(46.35)
Profit attributable to owners of the parent (Rs. mn)	<b>6,889</b>	16,352	(57.87)
Earnings per share (basic) (Rs.)	<b>9.19</b>	21.80	(57.87)
Dividends (Rs. mn)	<b>4,013</b>	4,013	-
Total Assets (Rs. mn)	<b>446,336</b>	412,742	8.14
Total Debt (Rs. mn)	<b>171,883</b>	159,696	7.63
Equity attributable to equity holders of the parent (Rs. mn)	<b>80,163</b>	78,930	1.56
Economic Value Generated (Rs. mn)	<b>149,844</b>	143,263	4.59
Market value per share (Rs.)	<b>82.10</b>	72.00	14.03
Interest cover (No. of times)	<b>1.94</b>	2.15	(9.58)
<b>ESG PERFORMANCE</b>			
Energy consumption (GJ mn)	<b>5.29</b>	4.82	9.72
% Renewable energy consumption	<b>68</b>	67	1.49
Total carbon footprint (tCO <sub>2</sub> e)	<b>213,078</b>	209,565	1.68
Scope 1 emission	<b>106,524</b>	106,108	0.39
Scope 2 emission	<b>71,152</b>	73,594	(3.32)
Scope 3 emission	<b>35,402</b>	29,862	18.55
Total water withdrawal (m <sup>3</sup> mn)	<b>7.03</b>	6.79	3.48
Recycled water usage (%)	<b>14</b>	9	55.56
Employees on payroll (No)	<b>36,266</b>	31,483	15.19
New recruits (No)	<b>9,635</b>	4,891	96.99
Investments in training (Rs.mn)	<b>183</b>	180	1.67
Training hours (No)	<b>369,589</b>	265,877	39.01
No. of new products developed (No)	<b>624</b>	549	13.66
Payments to suppliers (Rs.mn)	<b>325,356</b>	392,194	(17.04)
Investment in CSR (Rs.mn)	<b>408</b>	433	(5.68)

# SYNOPSIS OF ANNUAL REPORT 2023/24

## REFLECTIONS FROM THE CHAIRMAN & CHIEF EXECUTIVE

The Hayleys Group's evolution over the past 147 years has been inextricably linked to the country's trajectory and we have been privileged to witness and contribute to fostering Sri Lanka's resilience and unlocking its potential. We are proud to be one of Sri Lanka's most socio-economically impactful organisations, with deep rooted relationships across value chains, customer networks and communities ”



### Reset, Recovery and Resilience

- Major economies remained resilient to geopolitical challenges, inflation and synchronised monetary policy tightening, contributing towards an estimated 3.1% growth in the global economy in 2023
- Sri Lanka is on a path to recovery, with the economy showing initial, yet definitive signs of stabilisation in 2023 and economic contraction slowing to 2.3% in 2023, compared to the sharp degrowth of 7.3% experienced in 2022
- While the stabilisation of the country's macro-economic fundamentals were largely conducive to business growth, as an export-oriented business the Group was adversely impacted by the appreciation of the Sri Lankan Rupee

### Performance Overview

- The Group's Consolidated Revenue declined by 10% to Rs. 436.83 bn during the year, with the Transportation and Logistics Sector and Consumer & Retail Sector being the largest contributors
- Group EBIT declined by 30% during the year to Rs.42.72 bn reflecting cost escalations, appreciation of the Sri Lankan Rupee and subdued demand across key verticals
- Group PBT amounted to Rs.25.34 bn with Purification, Projects & Engineering and Hand Protection Sectors emerging as the largest contributors to Group profits
- Earnings per share for the year amounted to Rs.9.19 while an interim dividend of Rs.5.35 per share was declared

### Responsible and Responsive Governance

- Appointment of Mr. Timothy Speldewinde and Mr.Yohan Perera as Independent Non-Executive Directors
- The Group is fully compliant with the provisions required by the new Listing Rule No. 9 on Corporate Governance as of 1st April 2024
- The Board approved a Bribery and Anti-Corruption Policy and a Shareholder and Investor Communications Policy

### ESG Integration: The World as it Should be

- The Group remains committed to achieving its target of driving a 30% reduction in Scope 1 & 2 GHG emissions by 2030, a target we are pursuing aggressively through transitioning to renewable energy sources
- To date the Group has invested close to Rs. 5.00 bn in solar power generation across the Group, with a total generation capacity of nearly 28MW
- Strategic efforts were made to strengthen the Group's ESG framework with the formation of Sector-level ESG Committees

### Expectations and Ambitions

- The International Monetary Fund estimates global growth to continue at the same pace with GDP expanding by 3.2% in 2024
- On the domestic front, we are optimistic that the Sri Lankan economy will continue to stabilise in 2024, supported by the revival in the tourism industry, stronger remittance flows and improvements in fiscal and external balances
- We will continue to leverage the Group's unmatched human capital, product capabilities, brands and relationships to drive deeper penetration in selected markets
- Strategically embedding ESG to derive a competitive advantage, access new markets and optimise resources while effectively addressing critical social and environmental issues we face as a society will also be a crucial priority in the next financial year

# SYNOPSIS OF ANNUAL REPORT 2023/24

## CORPORATE GOVERNANCE

The Group's Board of Directors have long since embraced governance principles designed to ensure the longevity and continued excellence of the organisation to drive multi-stakeholder value creation ”

### Highlights of 2023/24

- Appointment of two new Independent, Non-Executive Directors, significantly strengthening the Board's skill profile
- Board approval of a Bribery and Anti-Corruption Policy
- Widened the scope of the Audit Committee to expand risk management related responsibilities
- Formulation of Sector-level ESG Committees
- Introduction of Sector-level ESG risk assessments to identify and manage sustainability-related-risks and opportunities

### Areas of Board focus in 2023/24

- Monitoring strategy execution and delivery of performance
- Navigating the volatile external environment
- Digital transformation
- Ethics and culture
- ESG integration

### BOARD OF DIRECTORS

**Mohan Pandithage**  
Chairman & Chief Executive

**Sarath Ganegoda**  
Executive Director

**Rajitha Kariyawasan**  
Executive Director

**Dr. Harsha Cabral, PC**  
Independent Non-Executive Director

**Ruwan Waidyaratne**  
Executive Director

**Hisham Jamaldeen**  
Independent Non-Executive Director

**Aravinda Perera**  
Independent Non-Executive Director

**Jayanthi Dharmasena**  
Executive Director

**Rohan Karr**  
Executive Director

**Gamini Gunaratne**  
Independent Non-Executive Director

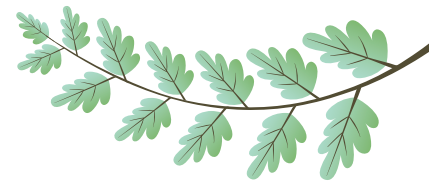
**Timothy Speldewinde**  
Independent Non-Executive Director

**Yohan Perera**  
Independent Non-Executive Director





# SYNOPSIS OF ANNUAL REPORT 2023/24



## VALUE CREATION



### FINANCIAL CAPITAL

#### Inputs

**Rs. 125.53 bn**

Shareholders' funds

**Rs. 171.78 bn**

Debt

#### Role in Value Creation

- Funding to pursue growth opportunities and business expansion
- Attract and retain the industry's best talent through competitive remuneration
- Driving our innovation and product capabilities

**Rs.25.34 bn**  
(-41%)  
PBT

**Rs.4.01 bn**  
Dividends



### MANUFACTURED CAPITAL

#### Inputs

**Rs. 133.79 bn**

Property, plant and equipment

#### Role in Value Creation

- Facilitate the production of high-quality, customised and sustainable production
- Cater to dynamic and rapidly shifting demands
- Access customers through an island-wide network

**Rs.19.83 bn**  
(+16%)  
CAPEX

Diverse and innovative product range



### HUMAN CAPITAL

#### Inputs

**36,266**

Employees on payroll

#### Role in Value Creation

- Drive the Group's strategic aspirations
- Facilitate the customer experience
- Leveraging tacit knowledge and intellectual capital to drive innovation
- Fuel sustainability and ESG aspirations

**Rs.53.12 bn**  
(+32%)  
Employee payments

**Rs.183 mn**  
(+2%)  
Training investment



### SOCIAL & RELATIONSHIP CAPITAL

#### Inputs

Partnerships with customers, suppliers and industry stakeholders

#### Role in Value Creation

- Provide social license to operate
- Ensure business continuity

**Rs.325.36 bn**  
(-17%)  
Payments to suppliers

**Rs.408 mn**  
CSR investment



### INTELLECTUAL CAPITAL

#### Inputs

Strength of our brands  
Innovation capabilities  
Systems, processes and standards

#### Role in Value Creation

- Leverage organisational capital and domain-specific knowledge to pursue growth opportunities
- Innovation aimed at sharpening competitive edge
- Deploy technology and digital capabilities to enhance operational efficiency

**Rs.548.08 mn**  
(+70%)  
R&D investment

**624**  
New products



### NATURAL CAPITAL

#### Inputs

**414.49 acres**

Land extent

**5.29 mn GJ**

Energy consumption

**7.03 m3 mn**

Water use

#### Role in Value Creation

- Provide critical resources for business including water, energy and raw materials
- Determines the quality and quantity of our agricultural inputs and outputs
- Enables access to renewable energy sources

**196,166 MWh**  
Renewable energy

**69,832**  
Trees planted

# SYNOPSIS OF ANNUAL REPORT 2023/24

## OPERATING ENVIRONMENT

Factor	Developments	Key impacts on Group
<b>Geopolitical dynamics</b>	<ul style="list-style-type: none"> <li>Escalation in armed conflicts led to an unstable global order leading to severe humanitarian crises and rising economic fragility</li> </ul>	<ul style="list-style-type: none"> <li>- Supply chain disruptions and implications on costs</li> <li>- Demand uncertainty</li> <li>- Implications on commodity and energy</li> </ul>
<b>Macro-economic conditions</b>	<ul style="list-style-type: none"> <li>The global economy is estimated to have grown by 3.1% in 2023</li> <li>Sri Lanka entered a path of recovery in 2023 characterised by continued disinflation and improved fiscal and external conditions</li> <li>Inflation which peaked in September 2022 recorded rapid deceleration reaching lower single-digit levels by 2023</li> <li>The Sri Lankan Rupee appreciated by 8% against the US Dollar in 2023</li> </ul>	<ul style="list-style-type: none"> <li>- Adverse impacts of exchange rate appreciation on export revenue</li> <li>+ Reduction in borrowing costs</li> <li>- Subdued domestic demand</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>Advances in technology and emergence of new capabilities such as data analytics, robotics, blockchain technology and AI</li> <li>The proliferation of sophisticated technologies has accelerated the risk of information manipulation</li> </ul>	<ul style="list-style-type: none"> <li>+ Opportunities in efficiency and productivity improvements</li> <li>- Increased cybersecurity and reputational risks</li> <li>+ Embracing new ways of working</li> </ul>
<b>Human capital dynamics and ways of working</b>	<ul style="list-style-type: none"> <li>Talent migration and brain drain</li> <li>Changing aspirations of younger generations</li> <li>Importance of diversity, equity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>- Challenges in employee attraction and retention</li> <li>+ Opportunity to adapt to new and agile working models</li> </ul>
<b>Climate crisis</b>	<ul style="list-style-type: none"> <li>Escalating implications of climate change</li> <li>Global shift to a low-carbon economy</li> <li>Biodiversity loss</li> </ul>	<ul style="list-style-type: none"> <li>- Direct implications on yield and production quantity of Agriculture and Plantations Sector</li> <li>- Disruptions along supply chains which rely on agricultural material</li> </ul>






# SYNOPSIS OF ANNUAL REPORT 2023/24

## PURPOSE-LED STRATEGY

The Group’s overarching strategic aspirations are aligned to its corporate purpose. The strategy underpins five pillars, formulated by the Strategic Business Development Unit (SBDU) at Hayleys PLC and cascaded to each Sector under the leadership of the Group Management Committee.



**BUILDING RESILIENCE THROUGH PORTFOLIO OPTIMISATION**  
**Strategic actions**

- Widening geographical reach
- New manufacturing capabilities
- New market and product segments

**KPIs**

- Revenue decline: 10%
- EBIT decline: 30%
- Economic value generated: Rs. 150 bn




**CUSTOMER CENTRICITY**  
**Strategic actions**

- Group-wide focus on innovation and value addition
- Customer service and engagement
- Catering to customers’ increasing sustainability considerations

**KPIs**

- New products launched: 624
- Complaints resolved: 99%
- Products in pipeline: 695




**NURTURING INSPIRED TEAMS**  
**Strategic actions**

- Employee engagement
- Building leadership capabilities
- Employee well-being

**KPIs**

- Retention rate: 74%
- Average training hours: 10.19
- Value added per employee: Rs.1.46 mn




**INCLUSIVE BUSINESS MODELS**  
**Strategic actions**

- Capacity development in ecosystems
- Building resilient supply chains
- Impactful and meaningful CSR engagements

**KPIs**

- Spending on local suppliers: 54%
- Supplier payments: Rs.325 bn
- CSR beneficiaries: >700,000

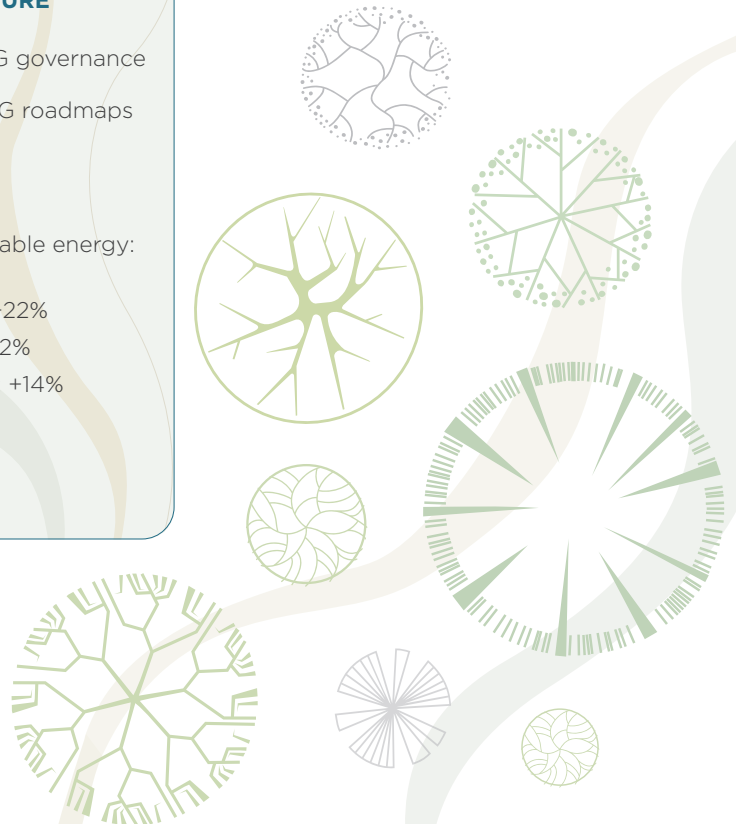


**PRESERVING AND REGENERATING NATURE**  
**Strategic actions**

- Strengthening ESG governance
- Formulation of ESG roadmaps
- ESG Reporting

**KPIs**

- Reliance on renewable energy: 68%
- Energy intensity: +22%
- Water intensity: +12%
- Emission intensity: +14%



# SYNOPSIS OF ANNUAL REPORT 2023/24

## PORTFOLIO REVIEW



### ECO SOLUTIONS

The Group's Eco Solutions Sector is the leading manufacturer of value-added coconut fibre products, offering a range of high-quality, innovative and sustainable solutions across several product categories.

#### Highlights of 2023/24

- Despite a 28% increase in volumes, performance was affected by the appreciation of the Sri Lankan Rupee and cost escalations which led to a decline in Revenue and PBT
- Launched several new innovations in the growing media and value-added categories
- Measures were adopted to strengthen supply chain resilience

#### Way forward

Pursue growth in new applications and markets and building supply chain security and resilience and optimising business model

	2024	% y-o-y
Revenue (Rs.mn)	13,846	(9)
PBT (Rs.mn)	68	(97)
PAT (Rs.mn)	(17)	(101)
Assets (Rs.mn)	19,911	7
Employees (No)	1,119	23
Carbon footprint (tCO <sub>2</sub> e)	5,522	(22)

**60**  
new  
customers



**Rs.202 mn**  
Investment  
in backward  
integration



**67%**  
reliance on  
renewable  
energy



### HAND PROTECTION

Dipped Products PLC is a global leader in protective hand-wear, serving close to 5% of global demand for natural and synthetic-latex based household and industrial gloves

#### Highlights of 2023/24

- Performance was affected by appreciation of the Sri Lankan Rupee, marginal decline in volumes and the increase in raw material prices which pressured margins
- Pursued increased penetration in niche markets such as Middle East and Africa
- Launched a range of specialised sports gloves catering to global brands

#### Way forward

Enhance value-added product portfolio while strengthening presence in key markets and pursuing cost optimisation through digitalisation

	2024	% y-o-y
Revenue (Rs.mn)	42,998	(16)
PBT (Rs.mn)	4,013	(24)
PAT (Rs.mn)	3,673	(14)
Assets (Rs.mn)	34,341	(2)
Employees (No)	2,171	(3)
Carbon footprint (tCO <sub>2</sub> e)	25,735	(4)

**35**  
new  
customers



**54**  
New customers  
acquired



**Rs. 200 mn**  
Investment in  
R&D



### PURIFICATION

Haycarb is a global leader in the manufacture of coconut-shell based activated carbon, with a strong reputation for innovation, quality, technical excellence and sustainability

#### Highlights of 2023/24

- Commendable performance supported by sustaining customer relationships, widening its portfolio of value-added products and driving strategic interventions to improve the security and resilience of its supply chain
- Ongoing emphasis on developing high-value energy storage carbon including hard carbon for sodium ion batteries
- In diversifying its raw material sources, the Sector's 7th manufacturing facility will be commissioned in the Philippines

#### Way forward

Focus on expanding value-added carbon portfolio while driving digital transformation and expanding regional manufacturing presence

	2024	% y-o-y
Revenue (Rs.mn)	42,743	(29)
PBT (Rs.mn)	6,106	(26)
PAT (Rs.mn)	4,299	(34)
Assets (Rs.mn)	38,198	(1)
Employees (No)	1,933	3
Carbon footprint (tCO <sub>2</sub> e)	26,696	(6)

**12**  
New  
products



**172**  
New  
suppliers  
added



**Rs. 799 mn**  
Investment  
in renewable  
energy



# SYNOPSIS OF ANNUAL REPORT 2023/24

## PORTFOLIO REVIEW



### TEXTILES

The Group's Textile Sector, represented by Hayleys Fabric PLC and South Asia Textiles Limited is the largest textile manufacturer in the country with a strong reputation for innovation, quality and sustainability which has enabled it supply fabric to leading global fashion brands.

#### Highlights of 2023/24

- Strategic foresight in building agility and strong relationships with Tier 1 brands enabled the Sector to deliver impressive growth
- Ongoing and proactive negotiations with yarn suppliers and cost optimisations derived through a focus on sustainability enabled the Sector to widen its profit margins
- The Sector's competitive edge is sharpened by its positioning as a pioneer and leader in sustainability in the industry

#### Way forward

Continued focus on retaining Tier 1 customers while strengthening position in synthetic fabric and proactively management the supply chain.

	2024	% y-o-y
Revenue (Rs.mn)	49,167	(18)
PBT (Rs.mn)	3,719	23
PAT (Rs.mn)	2,488	517
Assets (Rs.mn)	35,721	(11)
Employees (No)	3,285	9
Carbon footprint (tCO <sub>2</sub> e)	43,953	(19)

**445**  
New variants  
developed



**16,995**  
Training hours  
focused on  
sustainability



**43**  
sustainable  
innovations



### CONSTRUCTION MATERIALS

ALUMEX is Sri Lanka's leading manufacturer of aluminium extrusions, with a strong reputation for innovative solutions, world-class capabilities in product design and manufacture and unmatched quality.

#### Highlights of 2023/24

- Continued growth in export markets enabled the Sector to counter the subdued local demand, resulting in an overall volume growth of 17%.
- Revenue however, declined marginally as the Sector passed on the benefit of cost reductions to customers in order to ensure customer retention
- Growing exports was a strategic imperative during the year and the Sector pursued new customer acquisition in key markets in the USA and Europe

#### Way forward

Develop new export markets while strengthening the value-added propositions and brand portfolio.

	2024	% y-o-y
Revenue (Rs.mn)	9,937	(2)
PBT (Rs.mn)	232	51
PAT (Rs.mn)	186	1923
Assets (Rs.mn)	12,866	22
Employees (No)	774	5
Carbon footprint (tCO <sub>2</sub> e)	9,519	7

**18**  
Export  
customers  
acquired



**29**  
New products  
developed



**Rs.271 mn**  
Cost savings  
generated



### PLANTATIONS

The Sector comprises Sri Lanka's three leading regional plantation companies (RPCs) which collectively cultivate over 14,100 hectares of tea and rubber across 55 estates.

#### Highlights of 2023/24

- The Sector demonstrated resilience to numerous external adversities recording a volume growth during the year, although profitability was affected by normalisation of tea prices
- The Sector's strategy was directed towards driving transformation in plantation management by creating social business enterprises
- The Sector continued to focus on regenerative agriculture practices aimed at revitalising ecosystems, soil conditions and crops

#### Way forward

Strategic emphasis on improving labour productivity through improved remuneration models while driving crop diversification and mechanisation

	2024	% y-o-y
Revenue (Rs.mn)	18,128	13
PBT (Rs.mn)	3,525	(34)
PAT (Rs.mn)	2,254	(40)
Assets (Rs.mn)	25,244	5
Employees (No)	15,360	23
Carbon footprint (tCO <sub>2</sub> e)	26,122	40

**Rs. 87 mn**  
Revenue  
from crop  
diversification



**Rs.780 mn**  
Replanting  
investment



**119**  
Awards won  
during the  
year



# SYNOPSIS OF ANNUAL REPORT 2023/24

## PORTFOLIO REVIEW



### AGRICULTURE

The Sector is a leading player in Sri Lanka's Agriculture industry, offering the full array of agriculture-related products and services to the local and export markets

#### Highlights of 2023/24

- Revenue growth was supported by the Crop Protection and Overseas Operations although profitability normalised from the record highs of last year
- In Crop Protection, the Sector strengthened its product offering which swiftly gained traction to achieve market leadership status
- Haychem Bangladesh was a key contributor to earnings, as it increased its market share and widened its product offering in new segments

#### Way forward

Ongoing focus on cost management and process efficiencies while widening product offering in the Bangladesh

	2024	% y-o-y
Revenue (Rs.mn)	34,879	6
PBT (Rs.mn)	3,020	(40)
PAT (Rs.mn)	2,089	(41)
Assets (Rs.mn)	25,978	(1)
Employees (No)	1,247	14
Carbon footprint (tCO <sub>2</sub> e)	4,422	(4)

35  
new  
customers



03  
new business  
lines



02  
New services in  
Bangladesh



### CONSUMER & RETAIL

Singer (Sri Lanka) PLC is the leading player in the country's consumer durables industry supported by unmatched branch reach and strength of its brand as a household name. The Sector also includes the Hayleys Consumer division, which is a distributor for Proctor & Gamble products in Sri Lanka.

#### Highlights of 2023/24

- Improving market conditions towards the latter part of the year, together with proactive efforts to clear high-cost inventory enabled the Sector to generate a Revenue growth of 28% although profitability was impacted by narrower profit margins
- Singer was once again recognised as the People's Brand of the Year at the SLIM-KANTAR People's Awards 2024.
- Singer Finance (Lanka) PLC continued to perform relatively well amidst challenging industry conditions, generating a PBT of Rs.652.40 mn during the year

#### Way forward

Widen product portfolio with diverse solutions while increasing sales orientation and value-added product offerings

	2024	% y-o-y
Revenue (Rs.mn)	81,598	28
PBT (Rs.mn)	611	(12)
PAT (Rs.mn)	175	(65)
Assets (Rs.mn)	98,577	22
Employees (No)	3,316	4
Carbon footprint (tCO <sub>2</sub> e)	9,293	(17)

83%  
customer  
satisfaction  
rate



Rs. 107 mn  
cost savings  
generated



133  
sessions of  
customer-  
related training



### LEISURE

The Sector is a leading player in the hospitality sector, with a network of hotels, resorts, wellness retreats and a collection of managed boutique properties in Sri Lanka and Maldives

#### Highlights of 2023/24

- The Sector's performance reflected the recovery of the country's tourism sector with Revenue increasing by 35% to Rs.9.02 bn.
- Profitability hampered by the weak performance of the Amaya Kuda Rah
- The Sector's strategy in recent years has centered on sharpening its competitive advantage through mastering product delivery

#### Way forward

Implement dynamic pricing strategy together with the diversification of target customer segments.

	2024	% y-o-y
Revenue (Rs.mn)	9,019	35
PBT (Rs.mn)	(1,895)	22
PAT (Rs.mn)	(1,878)	21
Assets (Rs.mn)	19,587	-
Employees (No)	1,660	8
Carbon footprint (tCO <sub>2</sub> e)	12,744	19

4 to 4.5  
Customer  
satisfaction



64%  
Employee  
retention



RS.1.23 bn  
CAPEX



# SYNOPSIS OF ANNUAL REPORT 2023/24

## PORTFOLIO REVIEW



### INDUSTRY INPUTS, POWER & ENERGY

Hayleys Aventura is a leading supplier of industrial raw materials, medical and analytical equipment and engineering solutions. In Power & Energy, the Sector is a leading producer of renewable energy, with a collective installed capacity of 50MW

#### Highlights of 2023/24

- The Sector's Revenue growth of 12% was led by the Industrial Inputs cluster which saw good growth in regional markets for industrial raw materials.
- In Industrial Raw Materials, the Sector continued to widen its sustainability-linked product portfolio
- The Power & Energy cluster saw Revenue declining marginally, although Profit Before Tax increased by 2% supported by favourable weather supporting power generation.

#### Way forward

The Sector will pursue capacity expansions in industrial raw materials together with product diversification and regional expansion

	2024	% y-o-y
Revenue (Rs.mn)	9,732	12
PBT (Rs.mn)	1,339	(10)
PAT (Rs.mn)	1,050	(13)
Assets (Rs.mn)	16,262	3
Employees (No)	311	5
Carbon footprint (tCO <sub>2</sub> e)	803	68

**42**  
Overseas  
customers  
acquired



**5**  
Products  
featuring  
sustainable  
propositions



**RS. 2 bn**  
generated from  
sustainable  
products



### TRANSPORTATION & LOGISTICS

Hayleys Advantis Group is in the forefront of Sri Lanka's transportation and logistics industry, providing the entire spectrum of end-to-end solutions in integrated logistics, projects & engineering, marine & energy, international freight management and aviation

#### Highlights of 2023/24

- The Sector's performance was affected by the decline in freight rates, appreciation of the Sri Lankan Rupee and volatile trade activity
- The Sector further refined its international expansion strategy, identifying the four markets of Bangladesh, India, Indonesia and Thailand
- The Sector won a competitive bid for the General Sales Agency to represent Air India

#### Way forward

Drive regional investments in identified markets while enhancing technological capabilities and implementing the Sector's digital roadmap

	2024	% y-o-y
Revenue (Rs.mn)	91,353	(32)
PBT (Rs.mn)	3,671	(76)
PAT (Rs.mn)	1,351	(86)
Assets (Rs.mn)	74,415	6
Employees (No)	2,899	21
Carbon footprint (tCO <sub>2</sub> e)	45,863	30

**76%**  
Employee  
retention



**204**  
Promotions



Matrix  
structure



### PROJECTS & ENGINEERING

Hayleys Fentons is Sri Lanka's leading provider of integrated engineering solutions offering an array of solar, ICT, security, MEP and facility management services.

#### Highlights of 2023/24

- The Sector's performance was driven largely by significant growth in the renewable energy cluster, as the Sector pursued growth in the residential segment
- The Company reaffirmed its position as the market leader in the rooftop solar PV segment
- Profitability margins also improved during the year reflecting scale efficiencies in line with volume growth.

#### Way forward

The Sector plans to consolidate its market leadership position in solar while driving efficiency and cost management initiatives

	2024	% y-o-y
Revenue (Rs.mn)	19,796	46
PBT (Rs.mn)	4,333	290
PAT (Rs.mn)	3,784	232
Assets (Rs.mn)	26,530	157
Employees (No)	1,492	42
Carbon footprint (tCO <sub>2</sub> e)	1,432	(4)

**7,563**  
New  
customers



**5**  
Total  
certifications



**200**  
Strength of  
solar team





# SYNOPSIS OF ANNUAL REPORT 2023/24

## PORTFOLIO REVIEW



### TEA EXPORTS

The Sector comprises Mabroc Teas (Pvt) Ltd one of Sri Lanka's leading value-added and bulk tea exporters and Martin Bauer Hayleys (Pvt) Ltd, an innovative manufacturer and exporter of Ceylon tea extract powders and aromas.

#### Highlights of 2023/24

- The Sector demonstrated strong operational performance in a challenging year, with both Mabroc and Martin Bauer delivering volume growth through new customer acquisitions
- Profitability was however, impacted by the relatively high cost of tea and escalating cost of production
- The Company pursued market expansion through an investment in a leading FMCG distributor in Poland while also establishing a fully-fledged tea export company in Mombasa-Kenya
- Martin Bauer strengthened its product capabilities to widen its portfolio while leveraging the brand and market reach of the Martin Bauer Group to access new customers

#### Way forward

Enhance production capacity while upskilling human capital and drive increased penetration in key markets.

	2024	% y-o-y
Revenue (Rs.mn)	12,199	(3)
PBT (Rs.mn)	823	(41)
PAT (Rs.mn)	614	(49)
Assets (Rs.mn)	4,643	3
Employees (No)	162	17
Carbon footprint (tCO2e)	384	-13



### OTHERS

The Others Sector comprises the Fentons Group, Hayleys Business International Solutions and Group Services of Hayleys PLC

#### Highlights of 2023/24

- The Others Sector recorded a decline in Revenue to Rs.1.44 bn during the year, which together with a 49% increase in tax expense resulted in the Sector's Profit Before Tax declining by 16% to Rs.2.38 bn during the year.
- HBSI remained resilient during the year delivering a top line growth of 13%, supported by strong growth in the BPO operations, which benefited from increased penetration to Australia and a wider portfolio of services

	2024	% y-o-y
Revenue (Rs.mn)	1,439	(6)
PBT (Rs.mn)	2,380	(16)
PAT (Rs.mn)	1,940	(25)
Assets (Rs.mn)	73,736	1
Employees (No)	387	9
Carbon footprint (tCO2e)	592	(60)



# SYNOPSIS OF ANNUAL REPORT 2023/24

## WAY FORWARD

### Immediate term priorities

- Product strategy centered on premium, value-added offerings
- Optimising working capital to reduce inventory build up
- Talent retention
- Optimise funding and borrowing structures through proactive negotiations with banks

### Medium-term priorities

- Strengthen foreign currency generating capabilities through enhancing export-oriented sectors
- Refine product offerings in tourism sector to cater to anticipated surge in industry
- Organic and inorganic growth in complementary sectors and businesses
- Digitalisation to drive efficiencies, enhance productivity and obtain richer data sights



# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF PROFIT OR LOSS

For the year ended 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
<b>Revenue</b>	436,833,270	487,430,881	619,987	608,270
Cost of sales	(322,614,872)	(363,772,324)	(559,029)	(467,357)
Direct interest cost	(4,792,620)	(4,424,524)	-	-
<b>Gross profit</b>	109,425,778	119,234,033	60,958	140,913
Group dividend	-	-	5,398,957	5,897,496
Other income	3,394,296	4,279,601	640	-
Distribution expenses	(15,376,598)	(13,764,885)	-	-
Administrative expenses	(54,378,179)	(47,498,694)	770,121	721,291
Other expenses	(342,437)	(1,177,308)	(365)	(306)
<b>Results from operating activities</b>	42,722,860	61,072,747	6,230,311	6,759,394
Finance income	9,907,736	20,720,866	119,362	609,056
Finance cost	(27,150,052)	(39,538,267)	(4,738,806)	(5,276,184)
<b>Net finance cost</b>	(17,242,316)	(18,817,401)	(4,619,444)	(4,667,128)
Change in fair value of investment properties	92,813	347,457	3,700	5,900
Share of profit of equity accounted investees (net of tax)	159,205	540,978	-	-
Value added tax on financial services	(396,855)	(394,713)	-	-
<b>Profit before tax</b>	25,335,707	42,749,068	1,614,567	2,098,166
Tax expense	(10,488,984)	(15,076,768)	(280,662)	(197,146)
<b>Profit for the year</b>	14,846,723	27,672,300	1,333,905	1,901,020
<b>Profit for the period attributable to:</b>				
Owners of the parent	6,888,770	16,351,845	1,333,905	1,901,020
Non-controlling interest	7,957,953	11,320,455	-	-
<b>Profit for the year</b>	14,846,723	27,672,300	1,333,905	1,901,020
<b>Earnings per share</b>				
Basic - (Rs.)	9.19	21.80	1.78	2.53
Diluted - (Rs.)	9.19	21.80	1.78	2.53
<b>Dividend per share (Rs.)</b>			5.35	5.35

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
Profit for the year	14,846,723	27,672,300	1,333,905	1,901,020
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified subsequently to the Statement of Profit or Loss</b>				
Actuarial loss on employee benefit obligations	(1,087,193)	(319,375)	(13,933)	(47,227)
Net change on equity instruments designated at fair value through other comprehensive income	152	16,102	-	-
Tax on other comprehensive income	313,539	(1,220,325)	627	2,125
<b>Items that will be reclassified subsequently to the Statement of Profit or Loss</b>				
Net exchange differences on translation of foreign operations	(3,881,649)	2,794,488	-	-
Net gain on cash flow hedges	1,141,742	154,017	-	-
Share of other comprehensive income of equity accounted investees	(377,797)	664,640	-	-
<b>Total Other comprehensive income for the year, net of tax</b>	<b>(3,891,206)</b>	<b>2,089,547</b>	<b>(13,306)</b>	<b>(45,102)</b>
<b>Total comprehensive income for the year, net of tax</b>	<b>10,955,517</b>	<b>29,761,847</b>	<b>1,320,599</b>	<b>1,855,918</b>
<b>Total comprehensive income for the year attributable to:</b>				
Owners of the parent	4,920,051	17,552,656	1,320,599	1,855,918
Non- controlling interest	6,035,466	12,209,191	-	-
	10,955,517	29,761,847	1,320,599	1,855,918

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF FINANCIAL POSITION

As at 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant & equipment	133,789,861	126,472,089	572,936	202,883
Right-of-use assets	11,733,876	12,190,393	63,832	127,664
Investment properties	2,041,561	1,948,326	98,450	94,750
Biological assets	1,506,271	1,313,069	-	-
Intangible assets	16,165,508	16,210,947	56,108	65,245
Investments in subsidiaries	-	-	39,743,166	39,630,538
Investments in equity accounted investees	2,718,502	3,364,373	1,504,863	1,504,863
Other non-current financial assets	395,960	941,292	42,000	49,563
Non-current trade and other receivables	12,052,092	8,359,072	808,000	-
Other non-current assets	952,191	951,608	-	-
Deferred tax assets	3,362,617	3,411,813	66,335	68,643
<b>Total non-current assets</b>	<b>184,718,439</b>	<b>175,162,982</b>	<b>42,955,690</b>	<b>41,744,149</b>
<b>Current assets</b>				
Inventories	85,202,934	87,502,323	36,423	36,535
Amounts due from subsidiaries	-	-	5,379,688	4,264,131
Amounts due from equity accounted investees	169,803	159,463	7,585	986
Trade and other receivables	117,124,113	98,651,672	55,038	36,558
Other current assets	6,269,054	5,508,223	70,297	56,203
Income tax recoverable	1,144,362	944,281	-	-
Other current financial assets	2,176,135	855,239	19,960	14,891
Short term deposits	21,356,037	19,780,454	505,529	1,489,160
Cash in hand and at bank	28,175,378	24,177,336	328,528	1,144,208
<b>Total current assets</b>	<b>261,617,816</b>	<b>237,578,991</b>	<b>6,403,048</b>	<b>7,042,672</b>
<b>Total assets</b>	<b>446,336,255</b>	<b>412,741,973</b>	<b>49,358,738</b>	<b>48,786,821</b>
<b>Equity and liabilities</b>				
Stated capital	1,575,000	1,575,000	1,575,000	1,575,000
Capital reserves	870,062	760,344	13,226	13,226
Other components of equity	29,821,606	31,464,513	-	-
Revenue reserves	47,896,325	45,130,447	10,179,300	12,871,201
<b>Total equity attributable to equity holders of the company</b>	<b>80,162,993</b>	<b>78,930,304</b>	<b>11,767,526</b>	<b>14,459,427</b>
Non-controlling interest	45,367,092	43,776,353	-	-
<b>Total equity</b>	<b>125,530,085</b>	<b>122,706,657</b>	<b>11,767,526</b>	<b>14,459,427</b>

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF FINANCIAL POSITION

As at 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
<b>Non-current liabilities</b>				
Interest-bearing borrowings	56,654,168	59,158,207	14,375,000	13,185,518
Grants	913,021	924,138	-	-
Deferred tax liabilities	11,458,489	12,602,194	-	-
Security deposits	1,560,728	1,468,392	-	-
Other non-current liabilities	1,750,010	2,083,838	-	-
Other non-current financial liabilities	3,252,235	5,844,248	-	-
Employee benefit obligations	15,262,465	12,845,248	1,896,112	1,560,016
<b>Total non-current liabilities</b>	<b>90,851,116</b>	<b>94,926,265</b>	<b>16,271,112</b>	<b>14,745,534</b>
<b>Current liabilities</b>				
Trade and other payables	76,689,226	66,405,057	4,877,641	4,843,225
Other current liabilities	11,419,890	7,815,736	89,090	67,602
Deferred revenue	3,625,769	954,310	-	-
Other current financial liabilities	18,927,276	13,355,662	-	-
Amounts due to subsidiaries	-	-	388,352	305,479
Amounts due to equity accounted investees	465	456	385	385
Income tax payable	4,063,743	6,040,416	112,102	118,116
Current portion of long term interest-bearing borrowings	27,160,079	31,573,389	10,005,604	9,080,337
Short-term interest-bearing borrowings	88,068,606	68,964,025	5,846,926	5,166,716
<b>Total current liabilities</b>	<b>229,955,054</b>	<b>195,109,051</b>	<b>21,320,100</b>	<b>19,581,860</b>
<b>Total liabilities</b>	<b>320,806,170</b>	<b>290,035,316</b>	<b>37,591,212</b>	<b>34,327,394</b>
<b>Total equity and liabilities</b>	<b>446,336,255</b>	<b>412,741,973</b>	<b>49,358,738</b>	<b>48,786,821</b>

These Financial Statements have been prepared in compliance with the requirements of Companies Act No. 7 of 2007.



**Milinda Hewagama**

Group Chief Financial Officer

The Directors are responsible for these Financial Statements.

Signed for and on behalf of the Board.



**Mohan Pandithage**

Chairman & Chief Executive



**Sarath Ganegoda**

Director

17th May 2024

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF CHANGES IN EQUITY

For the year ended 31st March 2024	Stated capital	Capital Reserves		Other components	
		Reserve on scrip issue	Other capital reserve	Revaluation reserve	Fair value reserve of financial assets at FVOCI
Consolidated	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000
<b>Balance as at 1st April 2023</b>	1,575,000	175,688	584,656	22,996,507	30,951
Profit for the year	-	-	-	-	-
<b>Other comprehensive income</b>					
Net exchange differences on translation of foreign operations	-	-	-	-	-
Share of other comprehensive income of equity accounted investees	-	-	-	-	-
Net loss on cash flow hedges	-	-	-	-	-
Net change on equity instruments designated at fair value through other comprehensive income	-	-	-	-	241
Realised gain on timber	-	-	-	-	-
Actuarial loss on employee benefit obligations	-	-	-	-	-
Tax on other comprehensive income	-	-	-	-	-
<b>Total other comprehensive income</b>	-	-	-	-	241
<b>Total comprehensive income for the year</b>	-	-	-	-	241
<b>Transactions with owners, recorded directly in equity</b>					
Dividends to equity holders	-	-	-	-	-
Transfers	-	-	113,838	-	(3,035)
<b>Total contributions by and distributions to owners</b>	-	-	113,838	-	(3,035)
<b>Changes in ownership interests in subsidiaries</b>					
Adjustment on changes to non-controlling interest in subsidiaries	-	-	(4,120)	(154,513)	(276)
Acquisition of/investment in subsidiaries	-	-	-	-	-
<b>Total changes in ownership interests in subsidiaries</b>	-	-	(4,120)	(154,513)	(276)
<b>Total transactions with owners</b>	-	-	109,718	(154,513)	(3,311)
<b>Balance as at 31st March 2024</b>	1,575,000	175,688	694,374	22,841,994	27,881



# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF CHANGES IN EQUITY

of equity		Revenue Reserves				Shareholders' funds	Non-controlling interest	Total equity
Cash flow hedge reserve	Foreign currency translation reserve	General reserve	Timber reserve	Bearer Biological reserve	Retained earnings			
Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000
(2,347,147)	10,784,202	2,292,160	161,651	17,951	42,658,685	78,930,304	43,776,353	122,706,657
-	-	-	53,041	(3,407)	6,839,136	6,888,770	7,957,953	14,846,723
-	(2,141,522)	-	-	-	-	(2,141,522)	(1,740,127)	(3,881,649)
-	(377,335)	-	-	-	(474)	(377,809)	12	(377,797)
1,025,707	-	-	-	-	-	1,025,707	116,035	1,141,742
-	-	-	-	-	-	241	(89)	152
-	-	-	(1,865)	-	1,865	-	-	-
-	-	-	-	-	(659,665)	(659,665)	(427,528)	(1,087,193)
-	-	-	-	-	184,329	184,329	129,210	313,539
1,025,707	(2,518,857)	-	(1,865)	-	(473,945)	(1,968,719)	(1,922,487)	(3,891,206)
1,025,707	(2,518,857)	-	51,176	(3,407)	6,365,191	4,920,051	6,035,466	10,955,517
-	-	-	-	-	(4,012,500)	(4,012,500)	(4,218,460)	(8,230,960)
-	-	-	-	-	(110,803)	-	-	-
-	-	-	-	-	(4,123,303)	(4,012,500)	(4,218,460)	(8,230,960)
10,672	(2,846)	(2,807)	-	-	479,028	325,138	(372,000)	(46,862)
-	-	-	-	-	-	-	145,733	145,733
10,672	(2,846)	(2,807)	-	-	479,028	325,138	(226,267)	98,871
10,672	(2,846)	(2,807)	-	-	(3,644,275)	(3,687,362)	(4,444,727)	(8,132,089)
(1,310,768)	8,262,499	2,289,353	212,827	14,544	45,379,601	80,162,993	45,367,092	125,530,085

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF CASH FLOWS

For the year ended 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
<b>Cash flows from operating activities</b>				
Cash generated from operations	44,133,786	70,708,044	5,648,296	6,562,379
Employee benefit paid	(1,698,780)	(1,481,118)	(29,351)	(34,640)
Income tax paid	(12,008,482)	(9,963,868)	(283,741)	(62,132)
Surcharge tax paid	-	(2,469,380)	-	-
<b>Net cash inflow from operating activities</b>	<b>30,426,524</b>	<b>56,793,678</b>	<b>5,335,204</b>	<b>6,465,607</b>
<b>Cash flows from investing activities</b>				
Purchase and construction of Property, plant & equipment	(19,919,469)	(17,128,378)	(420,888)	(151,959)
Investments in Other non- current assets	(265,708)	(275,472)	-	-
Investments in Other current financial assets	(6,345,368)	(9,665,751)	-	(1,450,168)
Investments in other non -current financial assets	-	(841,495)	-	-
Decrease due to harvest/(Development of Biological assets)	8,707	16,168	-	-
Grants received - capital	36,551	19,110	-	-
Improvements to Investment property	(422)	(94,768)	-	-
Proceeds from disposal of Property, plant & equipment	1,085,564	663,580	806	245
Proceeds from insurance claims	500,991	1,662,991	-	-
Proceeds from disposal of Intangible assets	2,523	2,181	-	-
Proceeds from disposal of Current financial assets	5,263,812	10,382,342	-	1,450,000
Purchase of intangible assets	(380,026)	(608,281)	(3,086)	(4,095)
Long term investments in group companies and others	76,302	(1,171,650)	(920,628)	(116,775)
Investment in equity accounted investees	(182,175)	-	-	-
Proceeds from sale of non-current financial assets	651,527	-	-	-
Interest received	4,722,907	4,531,247	103,805	554,193
Net movement in Deferred revenue	2,671,459	335,523	-	-
Dividends received from Equity accounted investees	610,402	113,321	-	-
Dividends received from non-group companies	1,888	3,851	227	1,323
<b>Net cash used in investing activities</b>	<b>(11,460,535)</b>	<b>(12,055,481)</b>	<b>(1,239,764)</b>	<b>282,764</b>
<b>Net cash inflow before financing</b>	<b>18,965,989</b>	<b>44,738,197</b>	<b>4,095,440</b>	<b>6,748,371</b>
<b>Cash flows from financing activities</b>				
Payment on lease	(1,574,914)	(2,514,676)	(86,166)	(86,170)
Interest paid (including interest capitalised)	(20,762,565)	(27,219,377)	(4,682,688)	(5,213,789)
Dividend paid to Non-controlling interest	(4,218,460)	(6,361,116)	-	-
Debenture redemption net of issue expenses	(4,747,644)	-	(3,521,507)	-
Proceeds from Interest-bearing borrowings	24,208,036	21,159,381	11,600,000	4,000,000
Repayment of Interest-bearing borrowings net of issue costs	(24,441,873)	(27,604,264)	(5,900,000)	(5,305,998)
Net movement in Financial liabilities	2,979,601	7,053,396	-	-
Net movement in Security deposits	92,336	6,045	-	-
Acquisition of Non-controlling interest	(46,862)	(179,756)	-	-
Dividends paid to equity holders of parent	(3,984,600)	(596,105)	(3,984,600)	(596,105)
<b>Net cash outflow from financing activities</b>	<b>(32,496,945)</b>	<b>(36,256,472)</b>	<b>(6,574,961)</b>	<b>(7,202,062)</b>
Net increase / (decrease) in cash and cash equivalents	(13,530,956)	8,481,725	(2,479,521)	(453,691)
<b>Cash and cash equivalents at beginning of the year</b>	<b>(25,006,235)</b>	<b>(33,487,960)</b>	<b>(2,533,348)</b>	<b>(2,079,657)</b>
<b>Cash and cash equivalents at end of the year</b>	<b>(38,537,191)</b>	<b>(25,006,235)</b>	<b>(5,012,869)</b>	<b>(2,533,348)</b>

# SYNOPSIS OF ANNUAL REPORT 2023/24

## STATEMENT OF CASH FLOWS

For the year ended 31st March	Consolidated		Company	
	2024 Rs.'000	2023 Rs.'000	2024 Rs.'000	2023 Rs.'000
<b>A. Cash generated from operations</b>				
Profit before tax	25,335,707	42,749,068	1,614,567	2,098,166
<b>Adjustments for:</b>				
Net finance costs	17,242,316	18,817,401	4,619,444	4,667,128
Share of profits from Equity accounted investees	(159,205)	(540,978)	-	-
Depreciation on Property, plant & equipment	8,531,775	8,052,642	50,303	48,623
Impairment of Property, plant & equipment	22,832	1,448	-	-
Amortisation of Right-of-use assets	1,858,575	1,639,893	63,832	63,833
Change in fair value of Investment properties	(92,813)	(347,457)	(3,700)	(5,900)
Change in fair value of agricultural produce on bearer biological assets	(3,376)	(17,173)	-	-
Change in fair value of Biological assets	(206,128)	(138,628)	-	-
(Gain)/loss on the disposal of Property, plant & equipment	(275,287)	(57,808)	(275)	306
Gain on fire damages and claims	(500,991)	(673,025)	-	-
Write off of property, plant and equipment	612	8,082	-	-
Loss on the disposal of Intangible assets	123	173	-	-
Amortisation of Intangible assets	393,279	317,937	12,223	13,160
Net loss on translation of foreign currency	(3,151,685)	8,559,783	(15,870)	22,578
Impairment of Trade & other receivables	379,381	154,503	-	-
Provision for unrealised profit and write-down of inventories	388,726	1,923,455	-	-
Impairment/ amortisation of other non-current assets	34,078	100,386	-	-
Gain on bargain purchase	(13,629)	(209,690)	-	-
Provision for post employee benefit obligations	3,153,900	2,215,028	349,809	250,533
Grants amortised	(47,668)	(39,608)	-	-
	52,890,522	82,515,432	6,690,333	7,158,427
(Increase)/decrease in Trade and other receivables and other current assets	(24,139,021)	11,564,451	(1,154,730)	(394,438)
(Increase)/decrease in Inventories	1,914,040	(7,045,587)	112	(29,042)
Increase/(decrease) in Trade and other payables	13,468,245	(16,326,252)	112,581	(172,568)
	44,133,786	70,708,044	5,648,296	6,562,379
<b>B. Analysis of cash and cash equivalents</b>				
Cash in hand and at bank	28,175,378	24,177,336	328,528	1,144,208
Short-term deposits	21,356,037	19,780,454	505,529	1,489,160
	49,531,415	43,957,790	834,057	2,633,368
Short-term interest bearing borrowings	(88,068,606)	(68,964,025)	(5,846,926)	(5,166,716)
<b>Cash and cash equivalents</b>	<b>(38,537,191)</b>	<b>(25,006,235)</b>	<b>(5,012,869)</b>	<b>(2,533,348)</b>