

SINGER®



Ever-More

Singer (Sri Lanka) PLC | Annual Report 2025/26



Ever-**More**

At Singer Sri Lanka, we are determined to uplift the lives of Sri Lankans in the future, as we have done in the past, and continue to do today.

As the nation's premier provider of household and personal appliances, and as every Sri Lankan's go-to source of familiar service excellence, Singer stands tall as a beacon of innovation today. What allows us to progress beyond expectation and to produce beyond boundaries, is our innate desire to be of great service – whether it's to the customer that has been loyal for decades, to the new customer buying their first appliance or to the customer whose first stop for anything, is us. With that trust held certain, our evolution knows no bounds.

At Singer Sri Lanka, our ever-presence guarantees our positive impact on every home, every business, and every individual; furthermore, our dedication to bringing the world's latest advancements to their homes and to their work guarantees that this positive impact reverberates into a storied future, and that Singer remains forevermore in the lives of those who matter most.



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OVERVIEW



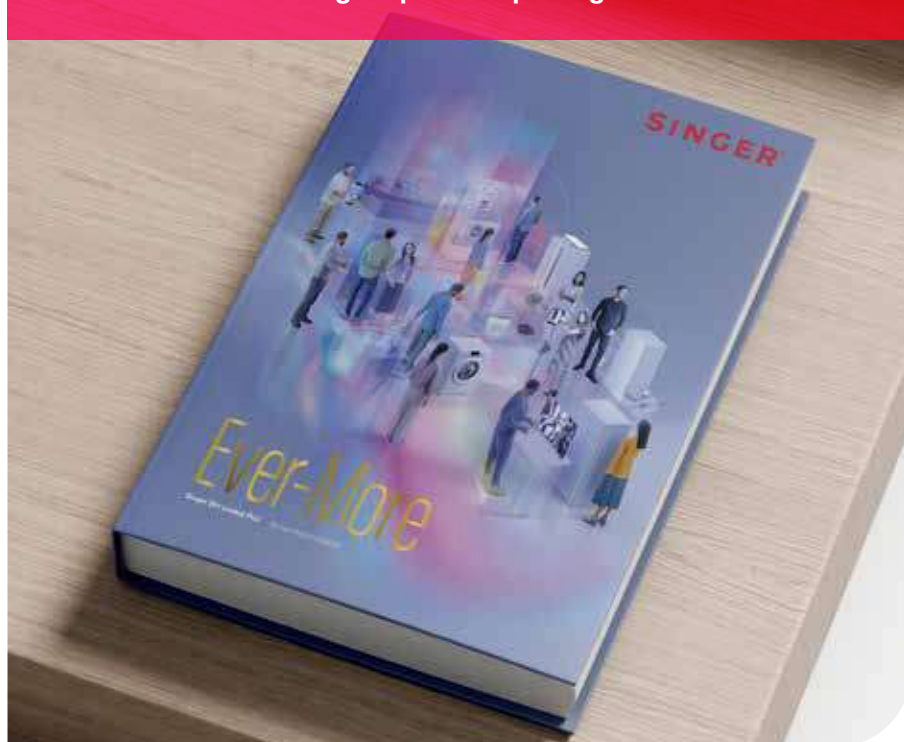
HYPERCONNECTED

At Singer Sri Lanka, our primary focus is bringing the world's latest technology to our nation, and in service of that goal, we have not only become the provider of connectivity to every household, but have also become hyper-digitalised in our operations. As we move forward, we keep our country hyperconnected to the future.

A satellite enables a global perspective, and reflects our ability to see the bigger picture for our nation. This year, we took steps to introduce Starlink to Sri Lanka, in a push to situate heightened internet connectivity across the island.

About This Report

We are pleased to present the Annual Integrated Report of Singer (Sri Lanka) PLC, which reviews the performance of both the Company and the Group for the financial year ending 31st March 2026. This report offers an objective overview of the Group's financial, environmental, social, and governance matters in a concise, thorough, and transparent way. Building on our fourth Annual Integrated Report from the previous financial year ended 31st March 2025, this document highlights our ongoing dedication to enhancing corporate reporting.



Evolution of our report in 2025/26

- Inclusion of targets set out in the Singer ESG Roadmap 2030 which was launched in November 2025
- Review of business lines included reflecting the segmental reporting in the financial statements
- Improved interconnectivity of material topics throughout the report
- Expanded non-financial reporting to cover all Group entities in accordance with SLFRS S1 and S2
- Expansion of SLFRS S1 and S2 implementation, particularly in reporting SRROs

Reporting Principles

- Impacts
- Materiality
- Strategic focus and future orientation
- Connectivity of Information
- Stakeholder relationships
- Conciseness
- Reliability & Completeness

Frameworks

The following frameworks were used in preparing this report.

Financial Reporting

- Sri Lanka Accounting & Auditing Standards Act No.15 of 1995
- Companies Act No. 7 of 2007
- Sri Lanka Financial Reporting Standards
- Guidelines for the presentation of Annual Reports issued by CA Sri Lanka

Governance

- CSE Listing Rules
- Code of Best Practice on Corporate Governance issued by CA Sri Lanka (2023)

Sustainability Reporting

- SLFRS S1 and S2
- UN Sustainable Development Goals
- Integrated Reporting Framework issued by the International Integrated Reporting Council
- GRI Standards 2021
- Sustainability Accounting Standards Board (SASB) Standards for Multiline and Specialty Retailers & Distributors
- Gender Parity Reporting Framework issued by the Institute of Chartered Accountants of Sri Lanka

Key Internal Documents

- Singer ESG Roadmap 2030

About This Report

Scope & Boundary

This report covers the financial and non-financial performance of Singer (Sri Lanka) PLC and its 3 subsidiaries located in Sri Lanka, collectively referred to as the Group. These entities are organised into 3 business verticals as set out below. Financial and non-financial reporting boundaries are aligned and extend to the operating environment and external stakeholders. The report sets out how we create, preserve or erode value through our operations.

Aligned Financial & Non-Financial Reporting Boundary

Singer (Sri Lanka) PLC

Singer Finance (Lanka) PLC

Regnis Appliances (Pvt) Ltd.

Realty & Distributors Ltd.

(Formerly known as Reality Lanka Limited)

The Precautionary Principle

When addressing social and environmental issues, the Singer Group adheres to the precautionary principle as outlined in the Rio Declaration on Environment and Development. This commitment reflects the Group's proactive approach to mitigating potential negative impacts on communities and the environment, going beyond mere compliance to ensure responsible and sustainable practices.

Reporting Process

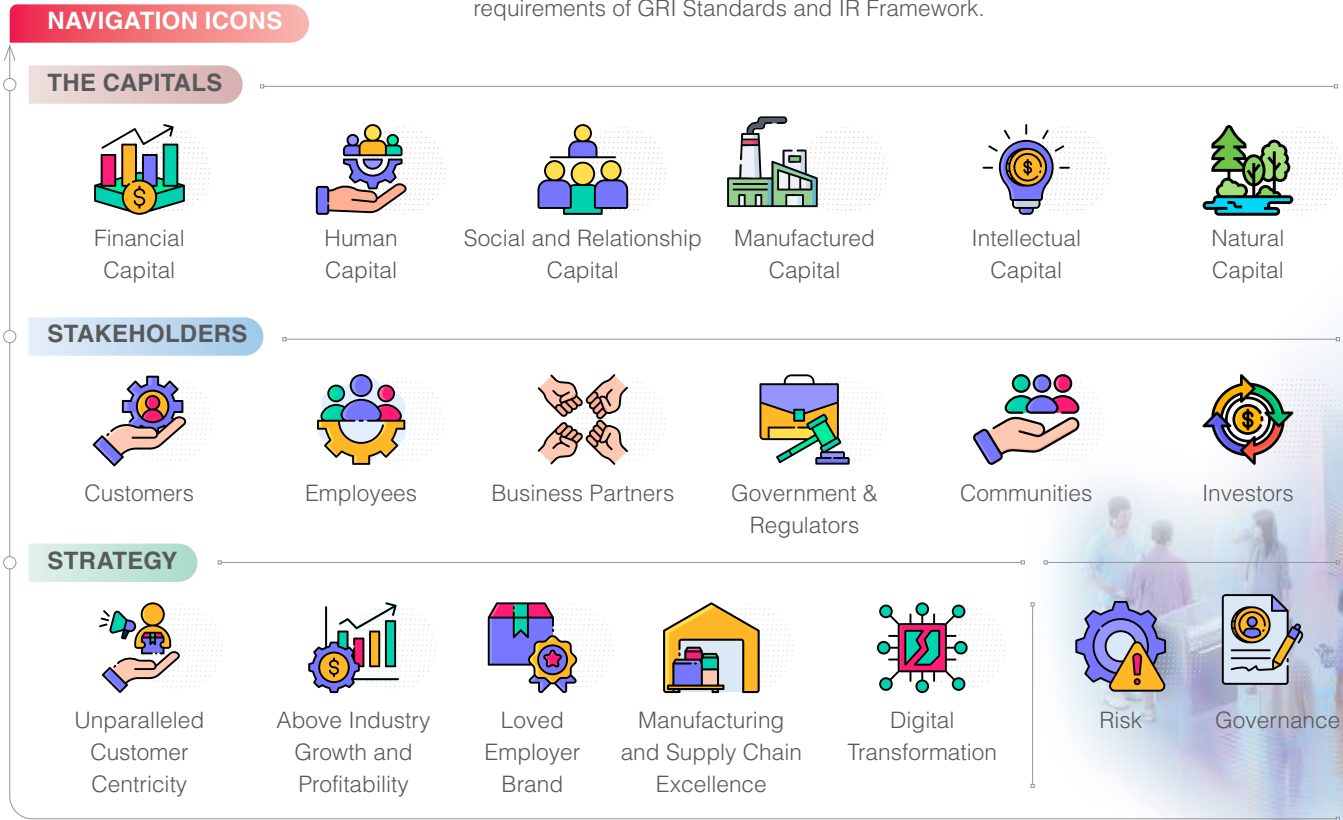
The Finance Department leads the initiative to prepare the Annual Report and obtains written confirmations from relevant departments and subsidiaries on the accuracy of matters set out in the report. The Finance and Sustainability Departments leads the process to identify material matters, involving key departments that engage with stakeholders and operational departments. The material matters determined as set out on pages 44-47 are approved by the Board. Reports from Board Committees are approved and signed by their respective Chairs. After completion, the annual report is distributed to all Board members for their review and feedback, and then formally presented to the Board for final approval.

Restatements & Comparability of Information

There were no restatements of financial or non-financial information during the year. Accordingly, information presented in the report is comparable between the current and prior reporting periods.

Assurance

External assurance on the Company's financial statements has been provided by KPMG. External assurance on sustainability has been provided by Ernst & Young covering the requirements of GRI Standards and IR Framework.



Forward Looking Statements

This report contains forward-looking statements based on both external and internal information currently available, intended to help assess the Group's future prospects. Given the considerable uncertainty and volatility in both global and local economies, these statements are highly uncertain. The results and effects of some of these statements depend on future events beyond our control, which could significantly affect the Group's ability to create value. Due to the unpredictable nature of forward-looking statements, readers are encouraged to use the most recent information available when forming their own judgments. All forward-looking statements are offered without any liability or recourse to the Board or the report's preparers, for the reasons outlined above.

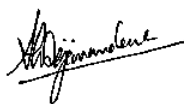
Statement by the Board

The Management of Singer (Sri Lanka) PLC has prepared, reviewed and approved the Annual Report for the year ended 31st March 2026 to ensure that it presents a balanced review of the Group's performance during this period.

The Board acknowledges its responsibility to ensure that the Annual Report provides a balanced view of its performance addressing all material issues that may have an impact on the Group's capacity to create value over the short, medium and long term. The acknowledgment of the Board's responsibility for the Annual Report and its content are given in the Annual Report of the Board of Directors on the Affairs of the Company on pages 185-191.

The report was approved by the Board of Directors on the 18th of May 2026.

Signed on behalf of the Board



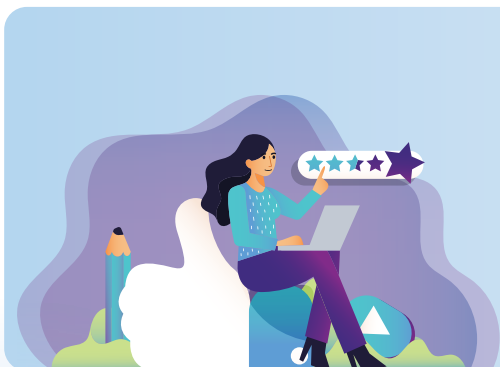
Mahesh Wijewardene
Group Managing Director

Feedback & Inquiries

We are committed to consistently improving the quality and readability of our corporate reporting and welcome your feedback and suggestions on our Annual Report. Please direct your feedback to

Finance Director

Singer (Sri Lanka) PLC,
112, Havelock Road,
Colombo 5,
Sri Lanka.
Email: FinanceDirector@singersl.com



Performance Highlights - Financial

Year ended 31st March		Group			Company		
	Metric	2025/26	2024/25	Change %	2025/26	2024/25	Change %
Growth Performance and Indicators:							
Revenue	Rs. Mn	128,576	88,310	46%	114,124	79,243	44%
Gross Profits	Rs. Mn	40,892	27,996	46%	32,672	22,929	42%
GP Margin	%	31.8%	31.7%		28.6%	28.9%	
Operating Profit	Rs. Mn	14,893	8,540	74%	11,184	6,765	65%
Operating Profit Margin	%	11.6%	9.7%		9.8%	8.5%	
Net Finance Cost	Rs. Mn	2,294	1,648	39%	2,650	2,099	26%
Profit Before Tax	Rs. Mn	11,441	6,222	84%	8,364	4,584	82%
Profit After Tax	Rs. Mn	7,658	4,178	83%	5,747	3,202	79%
Net Profit Margin	%	6.0%	4.7%		5.0%	4.0%	
Earnings per Share	Rs.	6.29	3.43	83%	4.92	2.74	80%
Return on Total Assets	%	5.0%	3.9%		7.5%	5.2%	
Return on Capital Employed	%	17.6%	15.6%		23.8%	17.7%	
Interest Cover	Times	4.2	2.7	55%	3.2	2.1	52%
Economic Value Generated	Rs. Mn	150,341	103,353	45%	135,445	94,025	44%
Economic Value Distributed	Rs. Mn	144,841	99,872	45%	131,805	89,053	48%
Financial Stability							
Total Assets	Rs. Mn	181,794	122,086	49%	86,884	65,665	32%
Total Liabilities	Rs. Mn	159,930	106,125	51%	72,417	54,838	32%
Shareholders' Funds	Rs. Mn	19,930	14,736	35%	14,467	10,828	34%
Non-Controlling Interest	Rs. Mn	1,934	1,225	58%	-	-	0%
Total Equity	Rs. Mn	21,864	15,961	37%	14,467	10,828	34%
Total Debt	Rs. Mn	82,330	49,279	67%	39,885	28,635	39%
Net Debt	Rs. Mn	74,731	40,875	83%	34,290	24,850	38%
Gearing Ratio	%	77.7%	74.1%		73.0%	75.0%	
Net Debt/Equity	Times	3.4	2.6	31%	2.4	2.3	4%
Debt/Total Assets	Times	0.45	0.40	12%	0.46	0.44	5%
Working Capital Management							
Current Ratio	Times	1.2	1.2		1.1	1.2	
Quick Asset Ratio	Times	0.9	0.8		0.6	0.6	
Inventory Days	Days	131	148		127	144	
Debtor Days	Days	62	89		62	89	
Creditor Days	Days	33	47		33	47	
Shareholder Information							
Earnings per Share	Rs.	6.29	3.43	83%	4.92	2.74	80%
Dividends per Share	Rs.	1.84	0.98	88%	1.84	0.98	88%
Net Assets per Share	Rs.	17.07	12.62	35%	12.39	9.27	34%
No. of Shares in Issue	No.	1,167,617,912	1,167,617,912	0%	1,167,617,912	1,167,617,912	0%
Closing Share Price	Rs.	77.00	33.80	128%	77.00	33.80	128%
Market Capitalisation	Rs. Bn	89.91	39.47	128%	89.91	39.47	128%
P/E Ratio	Times	12.2	9.9	24%	15.6	12.3	27%
Dividend Payout	%	29.3%	28.6%		37.4%	35.8%	
Dividend Cover	Times	3.4	3.5	-2%	2.7	2.8	-4%
Dividend Yield	%	2.4%	2.9%		2.4%	2.9%	

Performance Highlights - Non-Financial

Year ended 31st March	Unit of Measurement	2025/26	Group 2024/25	Change %
ENVIRONMENT				
Total energy consumption	GJ	67,211	57,584	17%
Renewable energy consumption	kWh	1,069,652	913,105	17%
Total carbon footprint (GHG emissions)	tCO2e	27,090	19,197	41%
Scope 1 emissions	tCO2e	5,971	1,267	371%
Scope 2 emissions	tCO2e	7,732	6,775	14%
Scope 3 emissions	tCO2e	13,387	11,155	20%
Total water withdrawal	m3	128,016	121,618	5%
Recycled waste	MT	166	169	(2%)
Reused waste	MT	721	473	52%
Solid waste	MT	890	642	39%
Water discharged	m3	127,385	123,847	3%
Energy intensity (energy per revenue)	MJ/Rs. Mn	523	653	(20%)
Emission intensity (emission per revenue)	tCO2e/Rs. Mn	0.21	0.22	(5%)
Water intensity (water withdrawal per revenue)	m3/Rs. Mn	996	1,378	(28%)
SOCIAL PERFORMANCE				
Employees				
Total employees	No.	3,689	3,224	14%
Female representation	%	23%	22%	5%
New recruits	No.	970	656	48%
Payments to employees	Rs. Bn	7.4	5.7	30%
Investment in training	Rs.Mn	67	38	76%
Training hours (Including shop staff)	Hours	71,663	42,018	71%
Average training hours per employee (Permanent staff only)	Hours	14.15	13	9%
Retention rate	%	84	83	1%
Workplace injuries (Minor injuries)	No.	10	10	0%
Customers				
Total customers	No. (Mn)	3.1	2.8	11%
Customers in Singer Red Loyalty Programme	No.	373,947	290,073	29%
Singer showrooms	No.	427	405	5%
Customer Satisfaction Score	%	90	92	(2%)
Suppliers And Business Partners				
Payments to suppliers	Rs. Bn	77	51	51%
Proportion of spending on local suppliers	%	34	33	3%
Community Engagement				
Investment in CSR	Rs.Mn	6.5	2.9	124%
CSR beneficiaries	No.	3,612+	2,400+	51%

Year at A Glance

This year was a period of strong performance and record-breaking success for Singer Sri Lanka. We achieved our highest ever revenue, driven by favourable macroeconomic conditions, improved supplier terms, and a focused growth strategy. This year marked a transformative chapter for Singer Sri Lanka, defined by strategic partnerships, sustainability commitments, and industry recognition.

Won the SLIM KANTAR 'People's Brand of the Year' award for the 20th consecutive year, plus 'People's Youth Brand of the Year' and 'People's Consumer Durable Brand of the Year'



Partnered with HP as their retail distributor in Sri Lanka for laptops



**Ranked
16th
position
among
The Top
20 Most
Respected
Entities in
Sri Lanka
for 2025
by LMD (up
from 36th)**



Partnered with SpaceX as the authorised retailer of Starlink in Sri Lanka



Strengthened entry into the light-automobile sector through an exclusive distributor partnership with TailG for electric bikes



Official home appliances and lifestyle partner of Master Chef Sri Lanka 2026

Uplifted and advanced our R&D unit at the Regnis Factory to test and modify new types of products and improve product efficiency



Singer initiated the initiative that aims to discover and nurture the next generation of fast bowling talent in Sri Lanka.



Ranked 17th among Brand Finance's Top 100 Most Valuable Sri Lankan Brands with a AAA- rating



Launched our ESG Roadmap 2030 – Progress Through Purpose



Reclaimed category leadership and record retail conversion in the washing machine segment by launching a groundbreaking media campaign "Take A Load Off Her Head", which received a Silver award at the Dragons of Sri Lanka Awards.



Supported Ditwah impacted communities through our retail network and service centre, including well-cleaning projects, dry rations support.

Awards and Accolades



Overall Excellence

- Ranked 17th position among Brand Finance's Top 100 Most Valuable Sri Lankan Brands 2025 with a AAA-Brand rating
- Ranked 16th position among The Top 20 Most Respected Entities in Sri Lanka for 2025 by LMD (Positioned 36th in 2024)
- Winner Consumer Durables Sector in Sri Lanka for 2025 by LMD (Most Respected Consumer Durables Sector in Sri Lanka)
- SLIM-Kantar People's Awards 2026: People's Brand of the Year
- SLIM-Kantar People's Awards 2026: Youth Brand of the Year
- SLIM-Kantar People's Awards 2026: People's Durables Brand of the Year

Brand Partnership Recognition

- HONOR awarded the Best New Entrant Brand of the Year 2025 at the SLIM Brand Excellence 2025

Corporate Reporting

- Gold Award in the Service (Excluding Financial Services & Communication & IT Sector) at SAFA Best Presented Annual Reports Awards, Integrated Reporting Awards & SAARC Anniversary Awards for Corporate Governance Disclosures Competition 2024
- Gold Award in the Trading Companies category at the TAGS Awards 2025

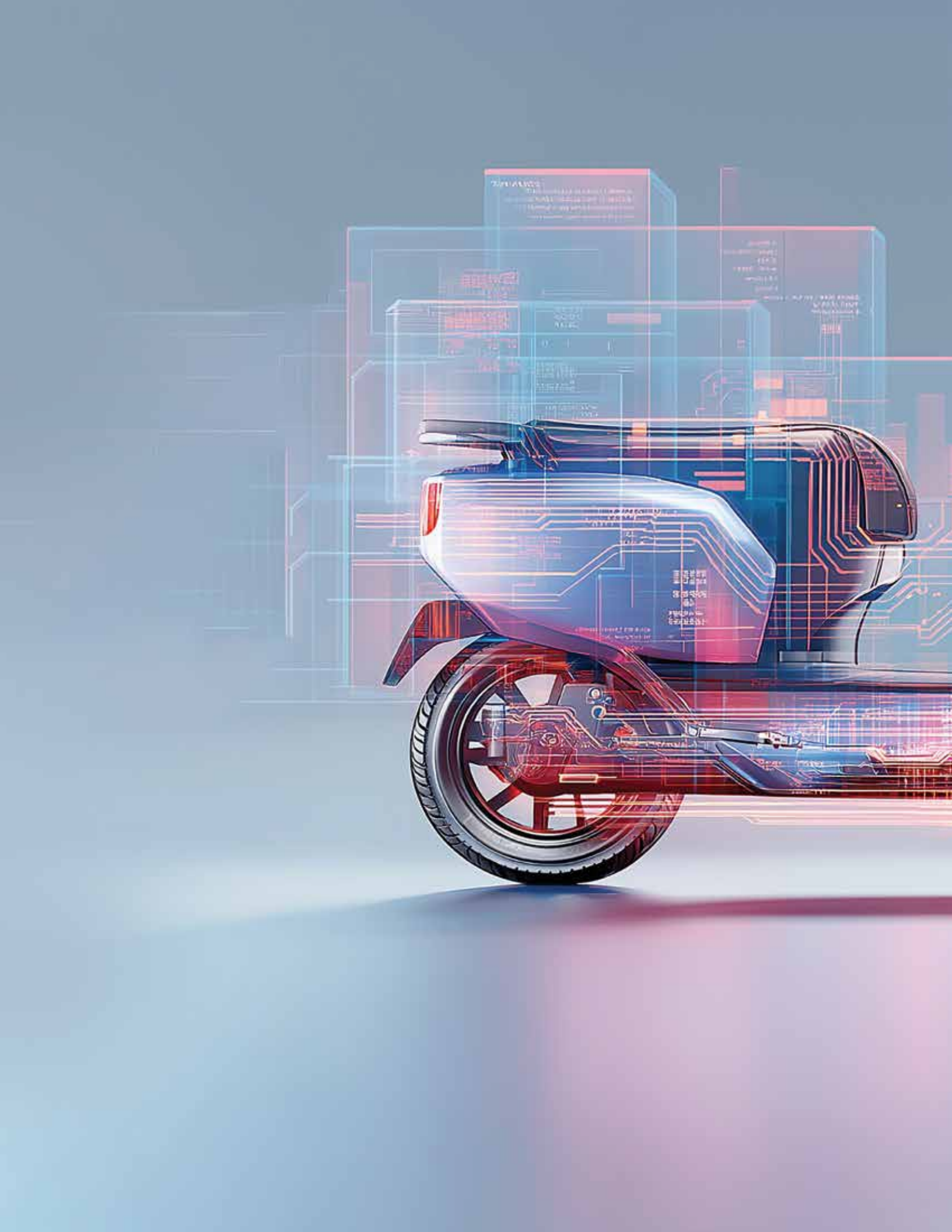


Marketing

- Bronze Award for the Best Digital Campaign in the Retail Sector - TV at SLIM DIGIS 2.5
- Bronze Award for the Best Use of Digital in E-Commerce for the Singer.lk 11.11 Campaign at SLIM DIGIS 2.5
- Silver Award for the Best Use of Performance Marketing for the Singer.lk 11.11 Campaign at SLIM DIGIS 2.5

Sustainability

- Silver Award for Washing Machine Campaign "Take A Load Off Her Head" at the Dragons of Sri Lanka Awards 2025
- Effies 2025: Silver Award: Electronics category for the "Singer A/C Off Season" campaign.
- Effies 2025: Bronze Award: Artificial Intelligence category for the "HONOR AI Valentine's Love Song" campaign.
- Effies 2025: Bronze Award: Home Furnishings & Appliances category for the "Take the Load Off Her Head" campaign.
- Retail Sector Winner Award at the Best Corporate Citizen Sustainability Awards 2025



THE SINGER STORY



EVOLUTIONARY

Our story at Singer Sri Lanka began with strength, and continues with strength. We drive progress for our organisation as well as for the nation – shaped by decades of trust and directed by a desire to serve, we have evolved alongside Sri Lanka, anticipating what comes next and adapting to its needs. Thus, our future is secure.

The E-bike represents the evolution of both Singer and the nation; the advent of eco-friendly solutions signals a universal shift towards impact-conscious buying - we promote and drive this evolution forward, in more ways than one.

Chairman's Message



The growth achieved by Singer significantly outpaces the 5% growth rate of the country and it takes meticulously executed strategy to deliver results of this scale.



Mohan Pandithage
Executive Chairman



Dear Shareholder,

I am delighted to report that Singer (Sri Lanka) PLC recorded a Profit After Tax of Rs. 7.66 Bn for the financial year ended 31st March 2026, recording commendable earnings growth of 83% in a year of heightened uncertainties. The results reflect the impeccable execution of structural and strategic changes undertaken across an islandwide operation to create more value for its stakeholders. Singer has grown its product and brand portfolios, ensuring that Sri Lankan people and businesses have access to state-of-the-art technology across a range of household, personal, agricultural, and manufacturing applications. Importantly, it grew its customer base, reaching over 3 Mn customers, strengthening its market leadership and brand value.

Relevant, Agile & Resilient

We commenced the year with significant uncertainty on global trade and its potential impacts on socioeconomic progress in Sri Lanka. Despite this, Sri Lanka's economy recorded a growth of 5% in 2025 with inflation and interest rates remaining stable although we experienced a 5.6% depreciation of the exchange rate. Lower global oil prices drove down non-food inflation, which helped offset the gradual rise in food inflation especially after Cyclone Ditwah devastated every district in the country. A stable



The vertical integration of our manufacturing facilities and retail operations continues to deliver the expected synergies including leaner operating costs and improved capacity utilisation, leading to higher value creation within the Group.



macroeconomic environment and energy prices supported consumer confidence, encouraging investments in technology and increasing efficiency in the home and the workplace.

Singer was agile in its response, growing its portfolio of brands and product categories to align with customer needs across all segments. Entering the two-wheel and three-wheel automobile industry is an example as well as the agency for Starlink which facilitates high speed connectivity even in remote rural villages, uplifting the standards of living. Increasing use of data analytics enabled deep insights into customer preferences and facilitated refined value propositions and enhanced customer service for significant customer segments. Overall customer experience and accessibility was enhanced through continued investments in outlet renovation and upgrades. Supply chains were realigned and made more efficient and resilient as we identified potential variabilities and opportunities as shipping costs changed dramatically during the year. ESG strategies continued to be integrated into our operational processes including sourcing as we responded to both customer concerns and climate change by significantly enhancing energy and water efficiency of the products sourced, ensuring Star Rating certification for energy.

It is worth noting that all these strategies may not have yielded the results set out in this report without a highly trained, loyal and motivated team who were responsible for execution of strategies. Experienced staff were engaged in building our bottom-up plans and given training, enabling them to perform at a new level as consumer confidence returned with a growing inventory. New skills were added to the team, ensuring that we had a future ready team that could work smarter and

together.

The vertical integration of our manufacturing facilities and retail operations continues to deliver the expected synergies including leaner operating costs and improved capacity utilisation, leading to higher value creation within the Group. This has improved the Group's resilience as we are able to increase domestic manufacture while simultaneously increasing the portfolio of products.

Sustainable strategy

The Singer ESG Roadmap 2030 was launched in November 2025, clearly setting out our sustainability goals which we commit to achieve by 2030. Aptly titled as "Progress with Purpose", the roadmap reflects the continuous integration of sustainability into our operations, ensuring that key matters are measured, monitored and managed to minimise our negative impacts of society and the environment while also pursuing opportunities to accelerate the country's transition to a smarter and greener economy. The commitments are in 4 broad categories, Energy, Environment, Winning (People) and Humanity and these are integrated into strategy with rewards aligned to delivery of the sustainability goals in addition to the business goals. The ESG Roadmap builds on the Hayleys Lifecode which is the ESG Roadmap of the Hayleys Group, Singer's parent company. It is also aligned to the Sustainable Development Goals and other sustainability frameworks, supporting credible reporting which is comparable across timelines and peers.

Delivering Performance & Growth

Singer Group delivered a consolidated revenue growth of 46% to Rs. 128.6 Bn, outperforming expectations in a stable economy, through an expanded portfolio, a reliable brand and aggressive marketing combined to drive sales volumes. The



Singer remains relevant to every Sri Lankan home and business and will continue to ensure that Sri Lankans have wider access to evolving technologies.



increased utilisation of the islandwide infrastructure coupled with a focus on operational efficiencies enabled the Group to manage operational costs, getting more out of existing resources. Stable interest rates and improved prospects supported management of finance costs despite increased borrowings as inventory was expanded. The simple mantra of doing more with less enabled the Group to enhance its profitability as fixed costs were absorbed by the higher sales volumes. This is evident in the stable asset turnover of 0.7 times compared to 0.72 times in the previous year. As a result, profit before tax increased by 84% to Rs. 11.44 Bn while profit after tax increased by 83% to Rs. 7.66 Bn in testimony to the impeccable execution of strategy.

The Group's total assets increased by 49% to Rs. 182 Bn, largely driven by increased receivables and inventory reflecting the lean operating model. Growth was funded through a mix of debt and equity which increased by 67% and 37% respectively. The Group's liquidity and leverage ratios remain stable at 1.16: 1 and 77.7% reflecting a strong focus on optimal capital structure and financial position, affirmed by a rating of AA-(Ika) with a stable outlook by Fitch Ratings.

Governance & Oversight

The expansion of the Board to include Vajira Tennakoon, Thulitha Mendis and Shalinka Seresinhe as executive directors from 1st April 2025 has enhanced board deliberations and performance oversight. Mr. Mahesh Wijewardene who served as the Chief Executive Officer of the Group, was appointed as the Managing Director of the Group. The Board expanded its scope to cover Sustainability Reporting during the year with the launch of the ESG Roadmap 2030 in view of the mandatory sustainability reporting requirement this year. Accordingly, the Board has reviewed

the Group's Sustainability Related Risks and Opportunities set out in this report and continue to strengthen governance and oversight of this vital area.

Risks & Opportunities

Singer continues to be a catalyst for adoption of new technologies by Sri Lankans, and we see this as a significant opportunity for the Group. Propelled by consumer demand and our own climate action agenda, we continue to actively increase the energy efficiency of our products and our infrastructure. We are also conscious that we can alleviate the burden of the household as demonstrated this year with the campaign to increase penetration of washing machines. Singer was able to increase the country's penetration with an increase in the market share from 38% in 2025 to 46% in 2026 in the washing machine category, affirming that we can drive positive change through coordinated efforts to really move the needle.

Escalation of conflict in the Middle East has elevated risks for countries and businesses alike as energy security and global supply chain risks increased almost overnight. This has led to increased prices of crude oil and LPG, significantly impacting inflation and availability of fuel. The management and the board will continue to monitor the risk emanated from the middle east crisis and explore the avenues to minimise the possible impact of those risks.

Emerging disruptive technologies and artificial intelligence bring both opportunities and risks; the Board therefore continues to adopt them with a balance of curiosity and caution. The Board also reviewed the Group's compliance with the requirements of the Personal Data Protection Act to ensure compliance.

The grey market remains active, largely because relatively high VAT increases the difference between businesses that follow the law and those that don't. While it is a serious concern, our strategies have triumphed over this threat as consumers become more aware of the need for reliable products backed by dependable after-sales service which has been a key strength in mitigating this threat.

Outlook

We move into the new financial year with a positive mindset as focused action to manage lean times has seen both the Hayleys Group and the Singer Group through economic headwinds in its 100+ years of existence. While Singer is resilient and resourceful, the resources and connectivity of the parent boosts both its resilience and agility. We note that the International Monetary Fund in its World Economic Outlook edition in April 2026, has reduced the global growth rate to 3.1% with oil prices averaging USD 82 per barrel for 2026. The adverse scenario based on oil prices averaging USD 100 in 2026 and USD 75 in 2027 brings the global economic growth rate to 2.5%. These are key inputs to our risk assessments as we move forward as they impact our supply chains, constraining our strategies to drive growth. Having our own manufacturing plants in Sri Lanka for several categories is a key strength and we will leverage this. A global sourcing strategy also serves to mitigate the risks to a large extent although there is no doubt that there will be negative impacts on pricing and availability of products due to both availability and additional shipping and transportation costs. Sri Lanka's own economic growth in 2025 is encouraging and trust that a speedy resolution to the current crisis will enable Sri Lanka to return to its growth trajectory.

Singer remains relevant to every Sri Lankan home and business and will continue to ensure that Sri Lankans have wider access to evolving technologies. Our goal to increase the value created to shareholders and other stakeholders in a sustainable manner in the short, medium and long term while maintaining our status as the People's choice brand among Sri Lankan consumers.

Acknowledgements

I commend the Singer Team for delivering an outstanding performance, adeptly guided by the Managing Director, Mahesh Wijewardene. The dedication and commitment shown by the Singer Group team over the course of the year is highly appreciated and commendable. We sincerely value the ongoing support of our customers, whose continued preference for Singer contributes significantly to their quality of life. Finally, we extend our appreciation to our business partners and stakeholders for their trust and sustained support as we work towards enhancing stakeholder value in the upcoming year.



Mohan Pandithage

Chairman

Group Managing Director's Review

Dear Shareholders,

Singer (Sri Lanka) PLC recorded a phenomenal year as disciplined execution of an aggressive growth strategy combined with favourable macroeconomic conditions helped record a 83% earnings growth for the financial year ended 31st March 2026. An islandwide infrastructure managed by a highly competent team underpins our success, enabling us to expand our brand and product portfolio while leveraging our strengths. Balance sheet growth saw net assets per share increasing by 35% from Rs.12.62 in March 2025 to Rs.17.07 at the close of the financial year, reflecting strong growth. The affirmation of the Group's credit rating of AA-(lka) by Fitch Rating with a stable outlook bears testimony to the Group's financial stability and resilience.

A Trusted Consumer Brand

The Singer brand continues to be the undisputed market leader, winning the coveted title of People's Brand of the Year at the SLIM-Kantar People's Awards for the 20th consecutive year, reflecting consistent appreciation in the value of the brand. Increased visibility through aggressive marketing and promotions enabled us to drive growth across all 30 – 40 product categories. A network of over 420 showrooms creates an unparalleled network which enables the Group to grow market share and more importantly, grow the market, as we drive efficiency in homes, workplaces and the field with an expanding portfolio of relevant products. 12 new showrooms were added during the year while 118 were renovated and refurbished to reflect the renewed vibrancy of the brand. Collectively, this network reaches Sri Lankans across all socioeconomic classifications, enabling the Group to drive transformational societal change by ensuring that Sri Lankans can access state-of-the-art technology.

Delivering growth

The product offering was extended during the year as we moved into the Automobiles category with two-wheelers and three-wheelers, in addition to our existing range of two-wheeler and four-wheeler tractors. The Home Appliances category was expanded by adding reputed global brands such as Bosch and DeLonghi. Singer was appointed as the key partner for HP laptops, expanding our electronics portfolio. Singer was also appointed as an agent for SpaceX - Starlink devices, recording encouraging sales within the initial months of operations alongside positive customer feedback. The service has enabled customers across both urban and rural areas to access more consistent connectivity, contributing towards the strengthening of the country's digital infrastructure. The agriculture sector was expanded to support the mechanisation of this vital sector, which plays a critical role in the country's food security.

Strengthening of the customers' value proposition coupled with high levels of visibility across all media enabled Singer to attract over 320,000 new customers in the year under review, reflecting market growth for key product categories. The formulation and execution of the campaign to increase penetration of washing machines was an excellent study of how Singer can be a catalyst for progress. With approximately 60% of households washing clothes by hand, this was a statistic that we wanted to change. The campaign was formulated portraying the scale and impact of the problem. We also broke norms by allowing customers to take it home on trial for two weeks without a downpayment.

2025/26 HIGHLIGHTS

Profitability

Revenue

Rs. **128.6** Bn ↑ 46%

EBITDA

Rs. **15.8** Bn ↑ 74%

PBT

Rs. **11.44** Bn ↑ 84%

PAT

Rs. **7.66** Bn ↑ 83%

EPS

Rs. **6.29** ↑ 83%

DPS

Rs. **1.84** ↑ 88%

Resilience & Growth

Total Assets

Rs. **182** Bn ↑ 49%

Equity

Rs. **21.9** Bn ↑ 37%

Smart strategy, a strong brand and a committed team combined to propel Singer (Sri Lanka) PLC to a new growth trajectory as we wrote our comeback story...

Mahesh Wijewardene
Group Managing Director



2025/26 HIGHLIGHTS

Value Added & Distributed

Value created

Rs. **52.9** Bn ↑ 43%

Employees

Rs. **14.0** Bn ↑ 30%

Government

Rs. **20.3** Bn ↑ 50%

Shareholders

Rs. **2.1** Bn ↑ 88%

Retained for Business

Rs. **5.5** Bn ↑ 58%

Resilient supply chains

Singer has built and nurtured a strong, diversified, and resilient supply chain to support our local manufacturing and retail operations. Our global sourcing strategy ensures access to high-quality components and finished goods while mitigating risk and enhancing product variety. Strong relationships with partners in China, India, Turkey, Malaysia, Vietnam and the United States have been critical to building resilience across our supply chains, with each serving a strategic purpose. Locally manufactured products include sewing machines, refrigerators, washing machines, water pumps and furniture.

Approximately 26% of our revenue is derived from products manufactured in the country at 4 manufacturing facilities which have been in operation for

Group Managing Director's Review

decades. These are a critical and strategic asset that support affordability of products in key categories strengthening local manufacturing and employment opportunities. A strong track record of sustainable innovation in these products has supported high levels of customer satisfaction as they are manufactured to high standards, offering value for money to customers. High rates of growth in sales of Singer washing machines, water pumps and furniture have been particularly encouraging as it also provided the business case for expanding the related local manufacturing facilities.

Digital transformation

The Group's digital transformation cuts across all strategic pillars, transforming processes, workflows, analytics and insights into various aspects of our operations and oversight by senior leadership and the Board. It is multi-dimensional with core business systems supported by business analytics, e-commerce and customer care facilitation as key pillars. These have contributed to enhance the quality of service through smart processes, significantly reducing turnaround times.

The digital transformation levelled up sales support, aided by our state-of-the-art CRM system, which has enabled sales teams to hyper personalise sales efforts. Singer possesses a significant repository of data accumulated over the years, representing a valuable strategic asset with substantial potential when effectively leveraged. We believe that the insights from this data is sufficient to support the next phase of our growth by itself. Accordingly, the Singer Centre of Advanced Excellence driven by data scientists and business analysts was established in 2025. This function supports business verticals and support functions by re-engineering processes and providing data analytics that transform performance, logistics and support resource allocation. It is the backbone of our after sales service,

connecting customers with service centres and service franchise agents and enabling them to monitor progress on their requests.

Sustainability

Sustainability is a cross-cutting strategic enabler and is embedded across all operations, changing mindsets. Singer marked a milestone in its sustainability journey in 2025 publishing our Sustainability Roadmap aptly titled "Progress Through Purpose". This sets out our 2030 targets which are set out alongside the UNSDGs, reflecting our determination to accelerate positive impacts across our business. The roadmap has been aligned to our parent company's targets set out in the Hayleys Lifecode 2.0 and sustainability standards that have been adopted by the Singer Group.

A dedicated Sustainability team leads and monitors progress on the initiatives implemented towards achieving our targets. Although no targets have been set on Scope 3, we are acutely conscious of our downstream impacts and ensure that all products have energy ratings displayed in accordance with Sri Lanka's 5-star energy rating system, guiding customers on energy consumption. As a manufacturer, we are increasing our efforts to collect the e-waste to ensure recovery, reuse and recycling of components as we move to build a circular and green economy.

We are conscious that this is the first year that sustainability reporting (aligned to the SLFRS S1 and S2 Sustainability Disclosure Standards) becomes mandatory for the Top 100 public listed companies as determined by their market capitalisation. As a leading listed corporate, Singer has voluntarily reported on sustainability matters for many years, with numerous awards recognising its commitment to best practices in sustainability reporting. This enabled us to transition smoothly into preparing this report in accordance with SLFRS S1 and S2 as mandated.

POSITIVE GROWTH ACROSS KEY PRODUCT CATEGORIES

Home Appliances



42%



Electronics



21%



Digital Products



43%



Sewing



47%



Furniture



31%



Financial Services



46%



Others



130%



A Future-Ready Team

With revenues moving beyond the Rs. 100 Bn mark during the year, having the right professionals in place to manage a large business like Singer becomes vital to delivering on strategy. This scale of business encompassing retail, manufacturing, sourcing and logistics and after sales service requires experts in each field. Singer is fortunate to have got that right as we supported our team during the lean years, preparing to drive extraordinary growth as clouds passed. New roles were created to drive change where needs were identified, bringing new perspectives and skills to support the transition to a greener and technologically advanced era where rapid disruption has become a norm.

It is noteworthy that our strategy is developed with internal expertise and development of ideas is smooth and effective. This reflects the calibre of the professionals at the helm and their commitment to create “A place where people love to come and contribute” in line with our corporate values. This has been a key strength as we work together as a collaborative team that plays well together. A holistic and attractive employee value proposition with remuneration aligned to values and targets drives performance and entrepreneurship as employees share organisational success. Importantly, accountability has improved at all levels, supported by a combination of the collaborative performance culture and improved performance insights.

As we move into adoption of transformative technologies such as AI within our portfolio and in our processes, upskilling of our workforce becomes a key priority to support their transition into the workplace of the future. Our growth and adapting to a rapidly changing marketplace also create new roles as well as requiring those in existing roles to acquire both hard and soft skills.

Accordingly, we will be increasing our investment in training significantly to build a future ready workforce as we target to increase the average training hours per employee by 20 hours by 2030 from a baseline of 13 training hours per employee in 2024/25. The increase will be driven mainly through the Learning Management System, SPARK, supplemented with face-to-face training using both internal and external expertise. This will enhance both our employee and customer value propositions, taking us to a new era of growth. Our 2030 target to provide 1,000-man hours of leadership and supervisory development programmes covering all sectors by 2030 together with succession planning for key roles will strengthen the leadership capabilities to deliver our growth aspirations.

Financial Review

The Singer Group delivered revenue growth of 46% to Rs. 128.6 Bn raising the bar on performance as we expanded our range of products in a year of low inflation, low interest rates and a relatively stable exchange rate. Targeted campaigns enabled us to increase sales as customers adjusted to higher price levels with greater awareness of how technology could improve their lifestyles. A vibrant tourism industry and strong inward Workers' remittances also supported growth while positive growth in the agriculture sector contributed to growth of this product category. Gross profit increased by 46% to Rs.40.9 Bn which is in line with the revenue growth that helped drive overall profitability and growth. This impact can be seen clearly as Operating Profit margins improved from 9.67% in 2024/25 to 11.58% in 2025/26 as operating profit increased by 74% to Rs. 14.89 Bn. Layering new products on to existing infrastructure coupled with performance-based incentives enabled us to manage Selling & Administrative Expenses, which is a key determinant of profitability. Net Finance costs increased by 39% to Rs.

OUR 2030 SUSTAINABILITY TARGETS



20%

Reduction in scope 1 and 2 GHG emissions



30%

Reduction in energy intensity



40%

Social and environmental screening of suppliers



20_{hr}

Training hours per employee



Zero

Significant work place injuries



50%

Increase in CSR beneficiaries

Group Managing Director's Review



The indomitable mindset of the team combined with our reach, reputation and resources gives us a significant competitive advantage that continues to drive growth.



2.29 Bn as inventories and receivables increased during the year supporting top line growth. VAT on Financial Services increased by 73% to Rs. 1.2 Bn. Accordingly, Singer Group recorded a Profit Before Tax of Rs. 11.44 Bn, an increase of 84% over the PBT of Rs. 6.22 Bn recorded in 2024/25. Income tax of Rs. 3.78 Bn increased by 85% in line with the Group's profitability growth. Profit after tax for the year amounted to Rs. 7.66 Bn, a phenomenal increase of 83% over the previous year reflecting collaborative execution of strategy by a motivated team.

Home appliances were the highest contributor to both revenue and operating profits, contributing 34% while recording a growth of 42% as the category expanded its product range and received a boost from the targeted campaigns. Digital products, Consumer electronics and Other categories contributed to the Group's top line accounting for a total of 41% of revenue. It is noteworthy that the Other category includes the Group's venture into the Automobiles sector which supported growth of this category by 130%. Singer Finance was the second highest contributor to Group operating profit with Rs. 3.3 Bn, accounting for 22% of the Group total. Consumer Electronics and Digital products contributed 11% each to Operating Profit, reflecting growing consumer interest in these categories. The Other segment also contributed 5.5% to the Operating Profit.

The Group's balance sheet expanded as Total Assets increased by 49% to Rs. 182 Bn largely due to the increased Trade Receivables in both Non-current and Current Assets as well as a significant increase in inventories. Equity increased by 37% to Rs. 22 Bn as revenue reserves received a significant boost through improved profitability. Debt to equity ratios increased from 2.6% to 3.4%. The Group's access to capital remains strong with

liquid assets of Rs. 134 Bn and has strong support as part of the Hayleys Group. Fitch Ratings Lanka have affirmed a rating of AA- (lka) with a stable outlook reflecting its strong market position and the recovery of consumer demand in the country.

Value to Shareholders

A stellar performance during the year under review enabled us to grow Earnings Per Share from Rs. 3.43 to Rs. 6.29. Dividends per share also moved up from Rs. 0.98 to Rs. 1.84 per share, reflecting cash distributions to shareholders. The share price moved up from Rs. 33.80 to Rs. 77.00 during the year, significantly increasing value to shareholders. Accordingly, market capitalisation increased from Rs. 39.5 Bn to Rs. 89.9 Bn, with Singer accounting for 1.14% of total market capitalisation as at 31st March 2026.

Singer Finance

Singer Finance also recorded a solid performance during the year recording a top line growth of 58% to Rs. 14 Bn. This was supported by strong growth in loans and advances of 121% and finance lease receivables of 19.8%. Growth was funded by deposit growth of 115% and borrowings which increased by 109%. The Singer Finance branch network increased by 7 during the year, taking the total to 63. Digitalisation has also driven efficiency and enabled launch of financial products via digital platforms, driving customer convenience. Singer Finance delivered an operating profit of Rs. 3.3 Bn, an increase of 98% over the previous year. Accordingly, it was a key contributor to Group Revenue and Operating Profits, contributing 11% and 22% respectively to these critical markers of performance. Singer Finance has a credit rating of BBB+ (lka) by Fitch Rating with a stable outlook.

Uncertainty, Growth & Resilience

The Singer team are cautiously positive about the year ahead while acknowledging the downside risks posed by external shocks, geopolitical tensions, and climate-related risks. Our optimism partly stems from the strong growth recorded in April 2026 vis a vis April 2025 and the stable policy environment that enabled the country to steer through the uncertainty in 2025. A diverse product portfolio means that we have products that are relevant for most situations, whether it is an electric bike in times of fuel rationing or an air conditioner to beat the heat. While the upward trend in inflation, exchange rates and dip in global growth forecasts are concerns, we strongly believe that there are always opportunities for growth and that we are well positioned to seize them. The indomitable mindset of the team combined with our reach, reputation and resources gives us a significant competitive advantage that continues to drive growth.

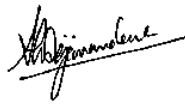
Our strategy for the year ahead brings in Sustainability and the Digital Transformation as separate pillars that will be driven according to a defined agenda. Sustainability will be driven by the targets set out in the Singer ESG Roadmap 2030 discussed above. Like sustainability, the digital transformation pillar will improve efficiencies in driving revenue as well as costs, contributing to delivery of strategic goals. As disclosed to the CSE in April 2026, Singer has signed a sale and purchase agreement to acquire a land with a 60,000 square feet factory which will increase our capacity for manufacture of furniture, supporting expansion of this stable category. Additionally, Singer has identified categories for growth where penetration is low, or Singer's market share is small in a product category that also has growth potential. We are also excited about our growth plans for Piaggio and

Hikvision surveillance systems, where we are building ecosystems with showrooms as the focal point with authorised dealers and other support crews.

We do expect strong headwinds in the months to come and are closely monitoring the likelihood of the potential adverse scenarios, particularly those identified by the International Monetary Fund which are linked to the price of energy. We remain vigilant and agile, building resilience where needed while forging ahead with our plans to deliver value to our stakeholders, fulfilling our purpose.

Acknowledgements

I am deeply appreciative of the Singer team who have gone the extra mile and worked as a team to deliver the results presented in this report. I thank our customers for their loyalty and trust which are vital to our sustained growth. I am thankful for the valuable guidance provided by the Chairman and the Board in guiding strategy and managing risks. In conclusion, I thank our shareholders for their confidence in Singer Sri Lanka and look to their continued support to enhance the Group's value in the coming year.



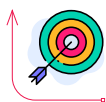
Mahesh Wijewardene

Group Managing Director

Who We Are

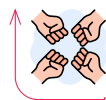
From its inception in 1877, Singer has transformed lives, livelihoods and lifestyles of Sri Lankans by connecting them to state of the art technology, facilitating the country's socioeconomic progress. We remain relevant to the rural and urban customers with a wide range of products that drive efficiency in fields, homes and businesses. Over the years, we have earned the trust of Sri Lankans to become the country's most loved brand for the past 20 consecutive years with a market capitalisation amongst the country's top 25 listed companies.

Vision



Elevating and enriching lives of people.

Mission



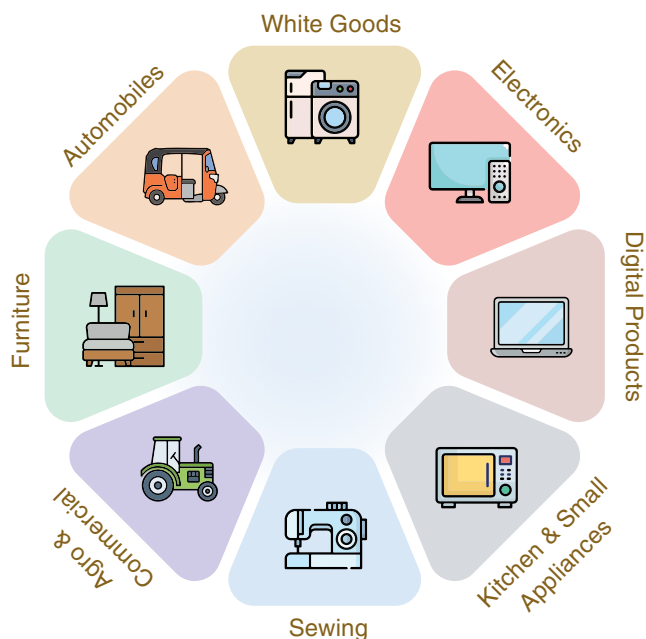
Improving the quality of life, creating lifelong partnerships with our customers by providing comforts, services and convenience at great value



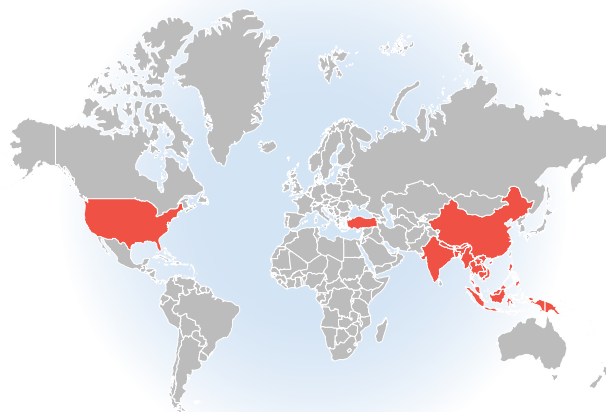
Values

- Lead with respect
- Demonstrating responsibility and integrity
- Collaborate for success
- Improve and innovate passionately
- Respond with agility
- Drive sustainability

Connecting people to technology...



Through a global sourcing strategy



Singer (Sri Lanka) PLC maintains a strong, diversified, and resilient supply chain to support manufacturing and retail operations. Our global sourcing strategy ensures access to high-quality components and finished goods while mitigating risk and enhancing product variety through a global sourcing strategy

Key numbers



Total Assets

Rs. **182.0** Bn Rs. 122.1 Bn 2025/26 2024/25 **↑ 49.0%**



Inventories

Rs. **34.2** Bn Rs. 23.8 Bn 2025/26 2024/25 **↑ 43.9%**



Property, Plant & Equipment

Rs. **9.3** Bn Rs. 8.8 Bn 2025/26 2024/25 **↑ 5.3%**



Equity

Rs. **21.9** Bn Rs. 16.0 Bn 2025/26 2024/25 **↑ 36.9%**

Our infrastructure

Manufacturing Footprint

Singer Industries Factory

- Sewing Machines
- AC Brackets
- Singer Oil

Regnis Factory

- Direct Cool Refrigerators
- No Frost Refrigerators
- Inverter Refrigerators
- Washing Machines

Singer Piliyandala Factory

- Furniture
- Signature Pantry
- Water Pumps

Our network of stores

- 427 Retail shops
- 200,000 sqm retail space
- 1,500+ Dealer Network
- State-of-the-art e-Commerce website: www.singersl.com

After Sales Service

- 15 Service centers
- 450 Service Franchise Agents



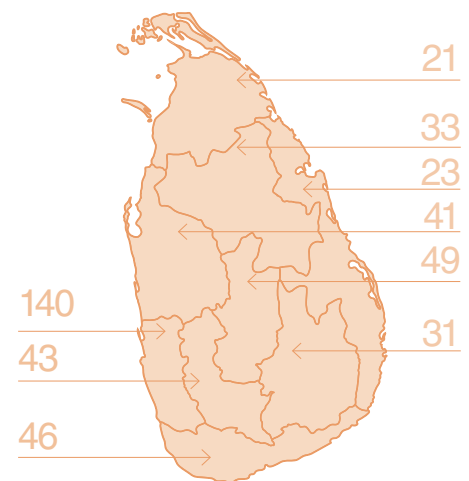
...powered by 3,689 Employees

Singer Finance



63
Branches

Our Network



Singer (Sri Lanka) PLC marked a historic milestone by extending its winning streak to 20 consecutive years at the SLIM-KANTAR People's Awards 2026, securing the prestigious 'People's Brand of the Year', 'Youth Brand of the Year', and 'People's Durables Brand of the Year' accolades. These achievements reflect the brand's enduring trust, deep consumer affinity, and continued leadership within Sri Lanka's consumer durables landscape.



Portfolio

• HOME APPLIANCES

Refrigerators, washing machines, kitchen items and a comprehensive array of other appliances

Highlights of 2025/26

Focus on expanding the local manufacturing range

Performance

↑ **Rs. 43.6 Bn** Revenue ↑ **Rs. 5.04 Bn** Operating Profit

• CONSUMER ELECTRONICS

Entertainment and audio-visual equipment including televisions

Highlights of 2025/26

Focus on large screen TVs and premium offerings

Performance

↑ **Rs. 13.1 Bn** Revenue ↑ **Rs. 1.57 Bn** Operating Profit

• FURNITURE

Range of solid and modular, living room, bedroom and office furniture

Highlights of 2025/26

31% Revenue growth

Performance

↑ **Rs. 5.9 Bn** Revenue ↑ **Rs. 524 Mn** Operating Profit



• DIGITAL PRODUCTS

Computers, mobile phones and digital cameras

Highlights of 2025/26

Leveraging strong brand partnerships to convert mobile market share into record-breaking digital segment profitability

Performance

↑ **Rs. 26.7 Bn**
Revenue

↑ **Rs.1.59 Bn**
Operating Profit

• SEWING MACHINES

Domestic and industrial sewing machines

Highlights of 2025/26

47% Revenue growth

Performance

↑ **Rs.4.2 Bn**
Revenue

↑ **Rs.433 Mn**
Operating Profit

• OTHER

Solar solutions, light automobiles, agricultural equipment, personal and household appliances

Highlights of 2025/26

Piaggio and TailG introduced to drive light automobile category growth.

Performance

↑ **Rs.13.0 Bn**
Revenue

↑ **Rs.815 Mn**
Operating Profit

• FINANCIAL SERVICES

Leasing, hire purchases, loans, and accepting deposits

Highlights of 2025/26

63 Singer Finance branches island wide

Performance

↑ **Rs. 22.0 Bn**
Revenue

↑ **Rs. 5.95 Bn**
Operating Profit

History of Singer and Our Milestones



149 years of innovation - from the iconic Singer sewing machine to powering the modern connected home.



- 1851**
Founded Singer Sewing Machine Company
- 1877**
Entered Sri Lanka, establishing sewing machine as a cultural mainstay.
- 1963**
Incorporated Singer Industries (Ceylon) PLC for local assembly and cabinet/stand manufacturing.
- 1974**
Incorporated as a limited liability company in Sri Lanka.
- 1981**
Listed on the Colombo Stock Exchange.
- 1987**
Established wholesale business arm.
- 1988**
Began refrigerator manufacturing via Regnis (Lanka) PLC.
- 1992**
Started furniture and agricultural products manufacturing at Piliyandala factory.
- 1994**
Sponsored Sri Lanka national cricket team (later 1996 World Cup winners); major supporter of local sports infrastructure.
- 1997**
Introduced CFC-free refrigerators, 10 years ahead of Montreal Protocol deadline.
- 1998**
Pioneered the Singer Mega store concept.
- 2000**
Acquired local brand SISIL.
- 2001**
Launched Sri Lanka's first e-commerce website for a consumer durable company.
- 2001**
Rebranded sewing training centers as Singer Fashion Academy



2004

Incorporated Singer Finance.

2008

Launched financial services across islandwide network.

2010

Implemented IFS real-time ERP system connecting all shops, manufacturing, and service locations.

2010

Incorporated Regnis Appliances (Private) Limited.

2012

Launched Singer Digital Media channel.

2013

First in South Asia to introduce R600a refrigerant technology for energy-efficient refrigerators.

2014

Opened 400th retail store.

2016

Group restructure: purchased Regnis and Singer Industries from Singer Sri Lanka B.V.

2017

Acquired by Hayleys PLC from Retail Holdings (Sri Lanka) BV.

2023

Amalgamated Singer Digital Media with Singer (Sri Lanka) PLC.



2024

Amalgamated Singer Business School, Domus Lanka, Singer Industries, and Regnis (Lanka) PLC into Singer (Sri Lanka) PLC to streamline structure and enhance profitability.

2025

Partnered with SpaceX as authorised retailer of Starlink in Sri Lanka.

Launched ESG Roadmap 2030.

Entered light-automobile sector

2026

Partnered with HP as retail distributor in Sri Lanka.

Partnered with Hikvision for security cameras and surveillance.

Won SLIM-KANTAR 'People's Brand Of The Year' for 20th consecutive year, plus 'People's Durables Brand Of The Year' and 'Youth Brand of the Year'.

Group Structure



SINGER

SINGER (SRI LANKA) PLC



**SINGER
FINANCE**

79.93%

Leasing, hire purchasing, loans and accepting deposits, financing of consumer durables under loan scheme, factoring, and an authorised foreign currency dealer



REGNIS

REGNIS APPLIANCES (PRIVATE) LIMITED

100%

Manufacturing washing machines



REALTY & DISTRIBUTORS LIMITED

100%

Investment in properties



MANAGEMENT DISCUSSION AND ANALYSIS



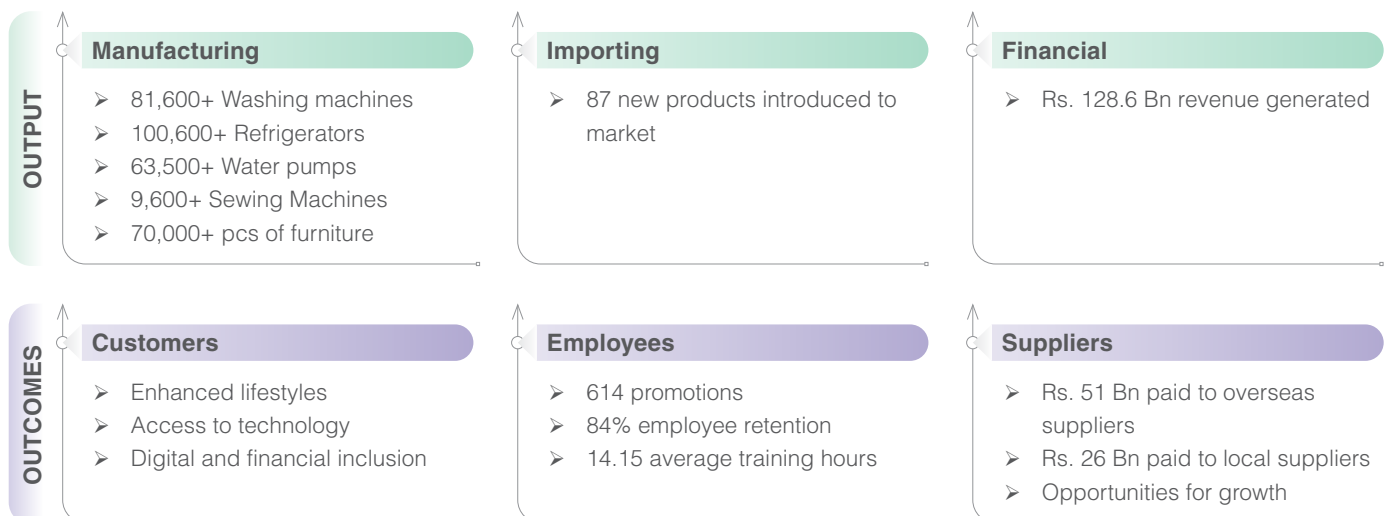
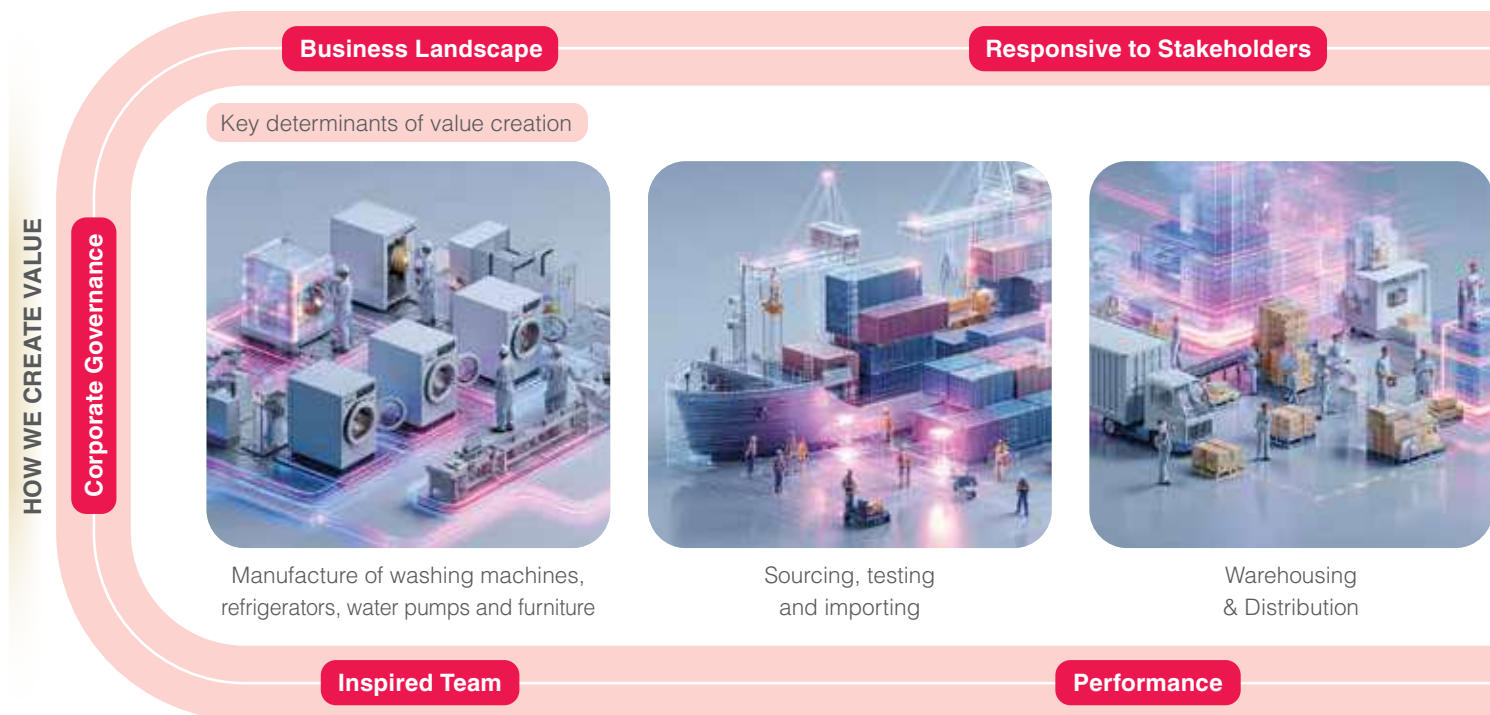
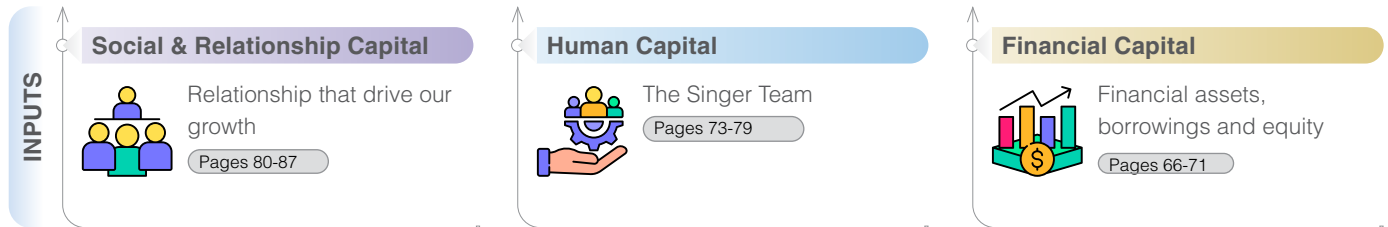
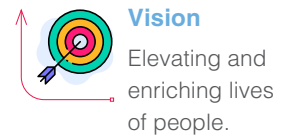
COSMOPOLITAN

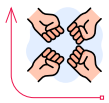
While operations at Singer Sri Lanka are local, our aim is to be global. In a world ever expanding, our organisation is fortified with every novel initiative that we take to bridge the gap between here and everywhere. Our leadership, rife with ambition to make Sri Lanka cosmopolitan, march ahead with purpose.

A computer processes information from across the world and is a reflection of the endless possibilities for growth that Singer Sri Lanka strives to deliver to every Sri Lankan household.

Value Creation

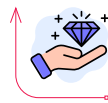
Singer creates value primarily by ensuring that Sri Lankans are able to access technology to transform their lives, a promise we have kept since the sale of the first sewing machine in 1877. Today, our relevance to our customers has grown as we empower them to do more, to do better and create time for leisure, enhancing their quality of life.





Mission

Improving the quality of life, creating lifelong partnerships with our customers by providing comforts, services and convenience at great value



Values

- Lead with respect
- Demonstrating responsibility and integrity
- Collaborate for success
- Improve and innovate passionately
- Respond with agility
- Drive sustainability

Intellectual Capital



The Singer brand, partner brands, technology and organisational capabilities

Pages 92-99

Manufactured Capital



An islandwide network, manufacturing facilities and inventories

Pages 88-91

Natural Capital



Materials, energy and water

Pages 100-108

Quality Products

Brand

Digital Transformation



Islandwide network of showrooms and website



After sales service



Financing Activities

Caring for the planet

Systemic Risk Management

These are the themes of our material topics as set out on pages 44-47

Emissions

- 5,971 tCO₂e Scope 1
- 7,732 tCO₂e Scope 2
- 13,387 tCO₂e Scope 3

Waste

- 890 MT Waste generated
- 19% recycled
- 81% re-used

Shareholders

- Rs. 6.29 EPS
- Rs. 17.07 net assets per share
- 128% increase in share price
- Rs. 1.84 dividend per share

Government

- Rs. 20.2 Bn paid as taxes

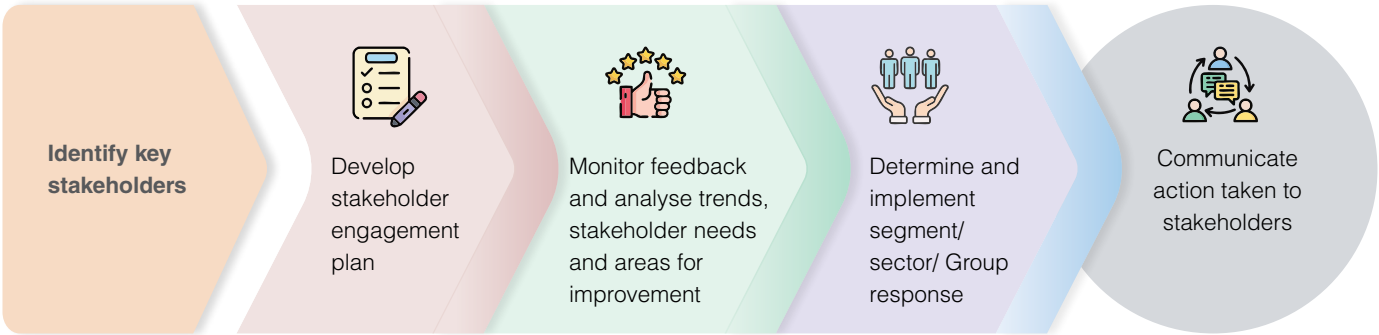
Community

- Rs. 6.5 Mn community investment
- 3,612+ CSR beneficiaries

Stakeholder Engagement

Singer seeks to understand its stakeholder concerns and has several mechanisms in place to ensure that stakeholders are able to communicate their concerns to the Group. This facilitates addressing these concerns in a timely manner, strengthening stakeholder relationships and minimising potentially negative impacts. Key concerns are captured into the Group's strategic planning processes, ensuring that the Group's reputation and corporate brand are strengthened through improved value propositions for stakeholders in a dynamic business landscape. This section sets out our processes to engage with stakeholders to identify impacts and manage them as it is key to the evolution of our businesses and the social license we have enjoyed for 149 years.

Our process for engaging stakeholders



Customers

With over 3.1 Mn registered customers, Singer has invested in a multilingual contact centre that handles over 40,000 calls a month of which over 70% relates to product inquiries. All Service Centres have dedicated operators. Calls abandoned by customers are followed up to ensure that we connect with them. Additionally, a Net Promoter Score is computed monthly based on a random survey of over 1,000 customer calls per month.

How we engage	Frequency
➤ One to one at showrooms ➤ Dedicated contact centre ➤ Feedback Forms ➤ Surveys ➤ Direct communication ➤ Social media listening	➤ As required by customer ➤ Planned schedules to ensure continuous visibility ➤ As required. Includes targeted marketing campaigns ➤ Monthly



Stakeholder Concerns

- Product Quality
- Value for money/Affordability
- After sales service
- Energy efficiency
- Installation support

- Product warranties
- Personalised service
- Enhanced lifestyles
- Convenience
- Access to state of the art technology

Escalation to Board

The GMD and 3 Executive directors receive this information on a regular basis and share insights with the Board as a whole at Board meetings.

Grievance Handling Process

Feedback received is investigated by the respective teams and preventive/corrective action is taken upon consultation with senior management considering contractual commitments where applicable. Recurrent themes are integrated into risk management, digital transformation and strategic planning processes.

Business Partners



How we engage	Frequency
➤ Visits to premises of business partners ➤ Meetings ➤ Trainings ➤ Emails ➤ Other communications	➤ As required ➤ Monthly ➤ Quarterly ➤ Planned routine engagements

Stakeholder Concerns

- Reputation and brand
- Islandwide coverage and reach
- Technology and innovation
- Terms of trade
- Value of orders
- Opportunities for growth
- Service capability

Escalation to Board

Board is kept informed of changes in key relationships by the GMD.

Grievance Handling Process

- Grievances and other feedback is obtained and managed during regular engagements.
- Received feedback is investigated by the respective teams and action taken upon consultation with senior management considering contractual commitments.

Investors, shareholders, banks & financial institutions



How we engage	Frequency
➤ Quarterly reporting ➤ Annual Report ➤ Annual General Meeting ➤ Meetings & discussions ➤ Audits ➤ Email communications	➤ Quarterly ➤ Annual ➤ As required

Stakeholder Concerns

- Sustainability of earnings and returns
- Share price
- Dividends
- Interest rates
- ESG
- Risk management and organisation resilience
- Timely payment

Escalation to Board

The Audit Committee reviews the financial statements prior to release to the Colombo Stock Exchange on a quarterly basis. Board resolutions are required to enter into new relationships with Banks and to obtain new banking facilities, ensuring that the Board is aware of new borrowings.

Grievance Handling Process

Top level engagement to investigate grievances/ complaints and implement corrective/ preventive measures.

Stakeholder Engagement

Employees



How we engage	Frequency
➤ Direct communication ➤ Employee engagement activities ➤ Employee surveys ➤ Performance reviews ➤ Online systems (HRIS) ➤ Internal Social media	➤ Daily ➤ Planned routine engagements ➤ On requirement

Stakeholder Concerns

- Job security
- Remuneration
- Occupational Health & Safety
- Employee wellbeing
- Learning & development.
- Labour standards
- A conducive work environment
- Career progression
- Work-life balance

Escalation to Board

The Remuneration Committee has oversight responsibility for review of related matters and receive quarterly information in this regard. The Board is apprised of matters set before the Remuneration Committee.

Grievance Handling Process

- Open door policy
- HR Partners

Regulator



How we engage	Frequency
➤ Periodic filings ➤ Tax filings ➤ Meetings ➤ Visits	➤ Compliance ➤ Timely payments and filings ➤ Industry growth

Stakeholder Concerns

- Compliance with all regulatory requirements
- Collaboration with industry bodies
- Timely payments

Escalation to Board

The Board is kept informed on regulatory matters by the GMD.

Grievance Handling Process

- Direct written/ verbal communication
- One on one consultations

Community, environmental lobbyists



How we engage	Frequency
➤ CSR events ➤ Press releases ➤ Corporate website ➤ Digital, print and social media ➤ Marketing and promotional events ➤ Social media	➤ Sustainable business practices ➤ Job opportunities ➤ Community development ➤ Transparency

Stakeholder Concerns

- Engagement with local farmers and entrepreneurs
- Support for community development
- Sound corporate citizenry
- Sustainable business practices

Escalation to Board

Key developments are reported to the Board as deemed necessary.

Grievance Handling Process

Senior level engagement to investigate grievances/ complaints and implement corrective/ preventive measures.

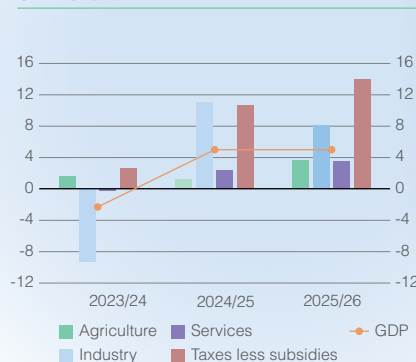
Operating Environment

As the country's largest multiline retailer and the parent of a licensed finance company, Singer is affected by the movements of a number of key economic indicators, the health and resilience of the economy, and consumer and business confidence as set out below.

The Big Picture

The Sri Lankan economy maintained its positive growth trajectory in 2025 to record 5.0% GDP growth for the year. All three sectors recorded positive growth although the industry sector's growth rate moderated during the year. The consistent growth in taxes less subsidies reflects the policy reforms to strengthen government revenues.

GDP Growth



The Personal Data Protection Act came into effect in July 2025 making customer data privacy a priority.



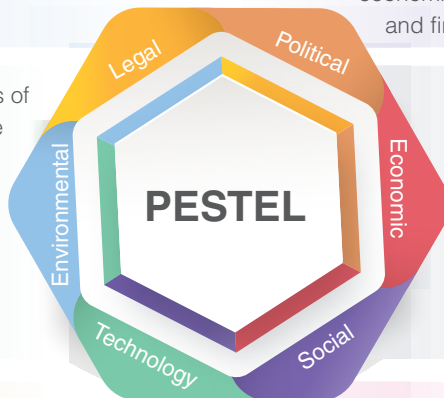
Geopolitical tensions increased during the year with global alliances changing throughout the year. Escalation of geopolitical conflict in the Middle East resulted in a sharp increase of oil prices pushing up inflation across the world. At national level, relative political and policy stability has contributed to economic growth and increased economic and financial resilience.



Cyclone Ditwah resulted in the loss of lives and significant damage to the country's infrastructure and crops in a stark reminder of the urgent need to address climate change. Average temperatures continue to trend upward with each year reaching a new height for the hottest year.



Global economic growth maintained its positive momentum despite the escalation of geoeconomic tensions arising from the tariffs shocks announced by the USA. This exposed vulnerabilities along multiple supply chains resulting in an increase in bilateral trade and regional trade alliances.



Technology disruption continues to dominate headlines with Artificial Intelligence(AI) being integrated into more electronic products, enhancing their functionality and appeal. The number of mobile and internet users continues to increase beyond 125%, despite penetration rates hovering at over 59% in Sri Lanka reflecting the demand for state of the art technology.



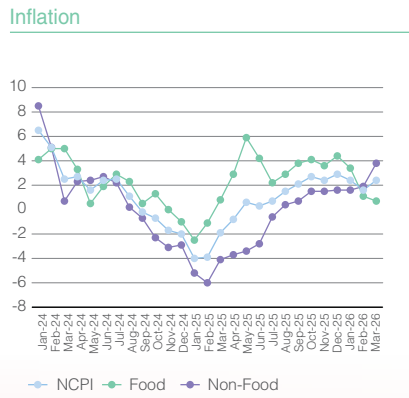
Sri Lankans have an average life expectancy at birth of 75.5 years and ranks 89 out of 193 countries in the Human Development Index. Access to free education from primary to tertiary and access to free healthcare support sound social indicators.

Movements in key variables

Economic Indicators

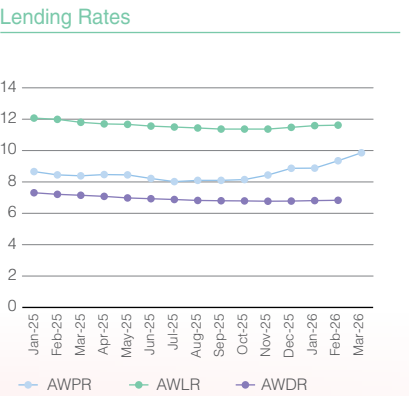
Inflation

The financial year commenced with negative inflation which moved to 2.9% in December 2025. Until March 2026, non-food inflation remained relatively low supported by oil prices that declined by 14.4% in 2025, averaging at US\$ 67.74 a barrel. The sharp spike in March 2026 reflects the energy shock resulting from the war in the Middle East with non-food inflation driving inflation higher compared to the balancing role it played throughout 2025.



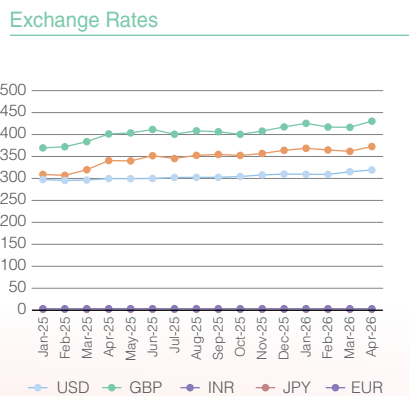
Interest Rates

Interest rates were stable, edging down in 2025. Q1 2026 saw an upward trend, particularly in lending rates as high levels of liquidity normalised. The Overnight Policy Rate, the Standing Deposit Facility Rate and the Standing Lending Facility Rates all decreased by 25 basis points (bps) in 2025 to 7.75%, 7.25% and 8.25% respectively. The 364 day Treasury Bill Rate also moved down by 51 bps to 8.45%.



Exchange Rates

The Sri Lankan rupee depreciated against most world currencies after two years of recovery, largely due to the widening of the trade deficit. Lower fuel prices, improved remittance inflows and stable earnings from tourism cushioned the impact of increased motor vehicles imports, stabilising the exchange rate.



Impact on Singer Group

The relatively benign conditions supported price stability, product availability, consumer and business confidence and household budgets, driving volume growth.

Operations of both Singer and Singer finance are significantly impacted by interest rate movements. The relatively stable interest rates supported volume growth as financing of high value items remained affordable and attractive. This supported both volume growth of products as well as increased finance income.

The exchange rate is a key variable for Singer's retail operations as its inventory comprises largely of imported goods with high levels of imports for manufacturing operations as well. The stable exchange rates supported price stability during the year which was key to volume growth.

Environmental Indicators

Climate vulnerability

Sri Lanka's unique geographical location and climatic conditions make it vulnerable to the effects of climate change such as increasing temperatures, erratic rainfall patterns, rising sea levels and extreme weather events.

Rainfall patterns which were relatively predictable indicate increasing unpredictability in both the timing and volume of rainfall while the frequency and severity of droughts have intensified during the 2011–2020 decade compared to 2001–2010. It is noteworthy that the South-west Monsoon rainfall has increased over the dry zone, while the Northeast Monsoon rainfall has declined, adversely affecting water availability.

Temperature observational data over the recent decades indicate a clear warming trend. Average surface air temperatures have increased by approximately 1.0°C since 1990. There has been a marked rise in the frequency of warm days and nights, alongside a decline in cold extremes, particularly in the Dry and Intermediate zones. Heat index data shows a growing number of days exceeding 35°C since 1951, with particularly sharp anomalies recorded in the past five years, often reaching 'extreme caution' and 'danger' thresholds.

Climate Transition Plans

Sri Lanka ratified the Paris Agreement in 2016, committing to global efforts to limit temperature rise to well below 2.0°C while striving to restrict it to 1.5°C above pre-industrial levels. The country's climate action journey formally commenced with the submission of its initial Nationally Determined Contributions (NDCs) in 2016, which outlined national targets and sector-specific commitments aimed at reducing greenhouse gas (GHG) emissions, enhancing climate resilience, and addressing loss and damage (L&D). NDC 3.0 has set more ambitious goals with a stated goal of reducing cumulative GHG emissions by 20.09% for the reference period from 2026 to 2035 and by 15.61% for the mid-period from 2026 to 2030.

Impact on Singer Group

During the year, Cyclone Ditwah affected over 30 showrooms islandwide resulting in losses estimated at approximately Rs. 200 Mn recognised in this year's financial statements. Additionally, Singer provided assistance using its unique capabilities to assist customers in repairing damaged equipment and to households in restoring polluted wells.

Rising temperatures support penetration of fans and air conditioners which were key growth categories during the year. Similarly, drought conditions drive sales of water pumps.

The energy crisis in 2022, the removal of energy subsidies and resultant high prices of energy and the current energy crisis have increased consumer awareness of energy dynamics and costs. This in turn has increased demand for electric motorcycles and electric three-wheelers as well as energy-efficient consumer durables.

Social Indicators

Employment & Wages

Unemployment in Sri Lanka inched downwards in 2025, moving from 4.2% in Q4 2024 to 3.8% in Q4 2025. Wage indices also moved up during the year across all employment categories, easing pressure on household budgets.

Digital Engagement

Sri Lanka has a high mobile and mobile broadband density of 135.55 and 100.79 per 100 inhabitants as at March 2026. The number of mobile phones and internet subscriptions increased by 3% and 2.3% in 2025 reflecting the appeal of mobile phones. Both WhatsApp and Facebook count over 16 Mn subscribers while YouTube counts over 15 Mn subscribers reflecting high levels of engagement with social media in a country with a mid-year population of 21.7 Mn.

Access to Energy

99.3% of Sri Lankan households have access to grid electricity, which provides a solid foundation for increasing the penetration of consumer durables.

Impact on Singer Group

Improved wages facilitated investments in consumer durables, driving volume growth as prices remained stable during the year.

High levels of digital engagement continue to drive demand for electronic and digital products, which account for over 20% of revenue.

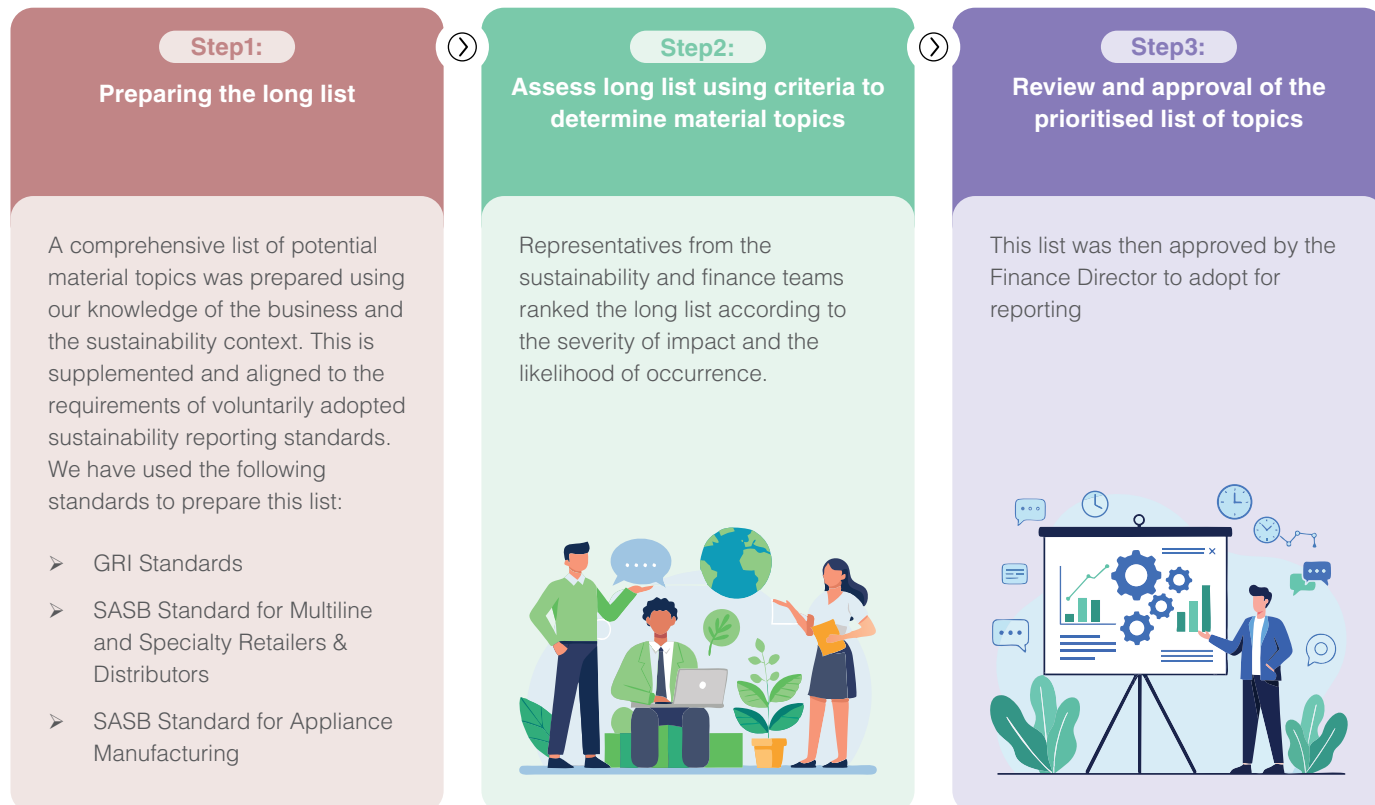
This provides a sound basis for the growth of consumer durables, supporting improvements in the lifestyles of Sri Lankans.

Determining Materiality

This report covers the matters determined as material in accordance with SLFRS S1 and GRI Universal Standard 3. Adherence to this principle ensures that the report contains only information that is useful to investors and key stakeholders.

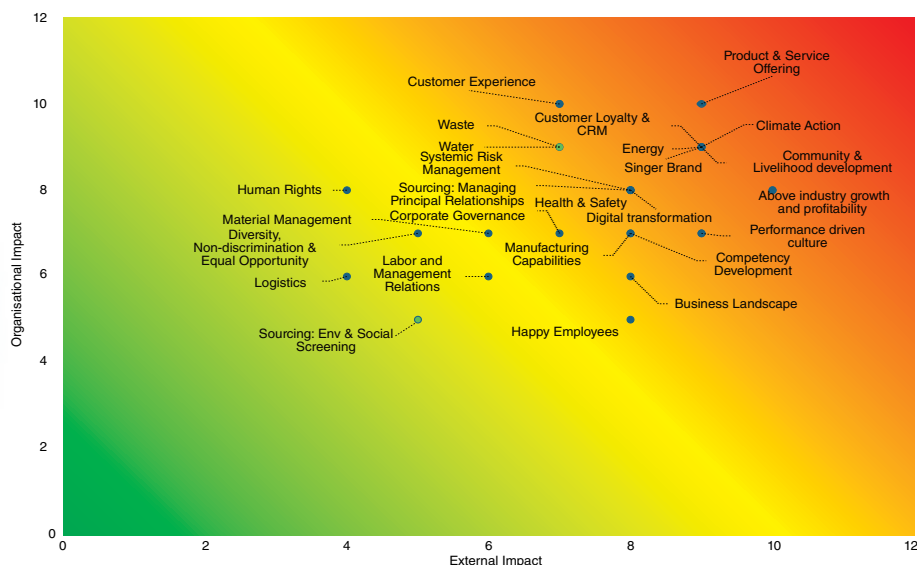
Information is material if omitting, misstating or obscuring that information could reasonably be expected to influence decisions that primary users of general purpose financial reports make on the basis of those reports, which include financial statements and sustainability-related financial disclosures and which provide information on about a specific reporting entity.

Our Process



Our Material Topics

Singer's assessment of the potential list of material topics is set out below:



Rank	Strategy	SDG	GRI Standard	SASB - Multiline and Specialist Retailers and Distributors		Capital Reports
1	Product & Service Offering		416: Customer Health & Safety 2016 417: Marketing & Labelling 2016	CG-MR-410a.1 CG-MR-410a.2		Intellectual Capital on pages 92-99
2	Singer Brand					Intellectual Capital on pages 92-99
3	Energy		302: Energy	CG-MR-130a.1		Natural Capital on pages 100-108
4	Climate Action		305: Emissions 2016			Natural Capital on pages 100-108
5	Above industry growth and profitability		201: Economic Performance			Financial Capital on pages 66-71
6	Customer Loyalty & CRM			CG-MR-230a.1 CG-MR-230a.2	 	Social & Relationship Capital on pages 80-87 Intellectual Capital on pages 92-99
7	Community & Livelihood development		203: Indirect Economic Impacts 2016, GRI 413: Local Communities 2016			Social & Relationship Capital on pages 80-87
8	Customer Experience					Social & Relationship Capital on pages 80-87
9	Waste		306: Waste 2020	CG-MR-410a.3		Natural Capital on pages 100-108
10	Water		303: Water & Effluents 2018			Natural Capital on pages 100-108
11	Digital transformation					Intellectual Capital on pages 92-99

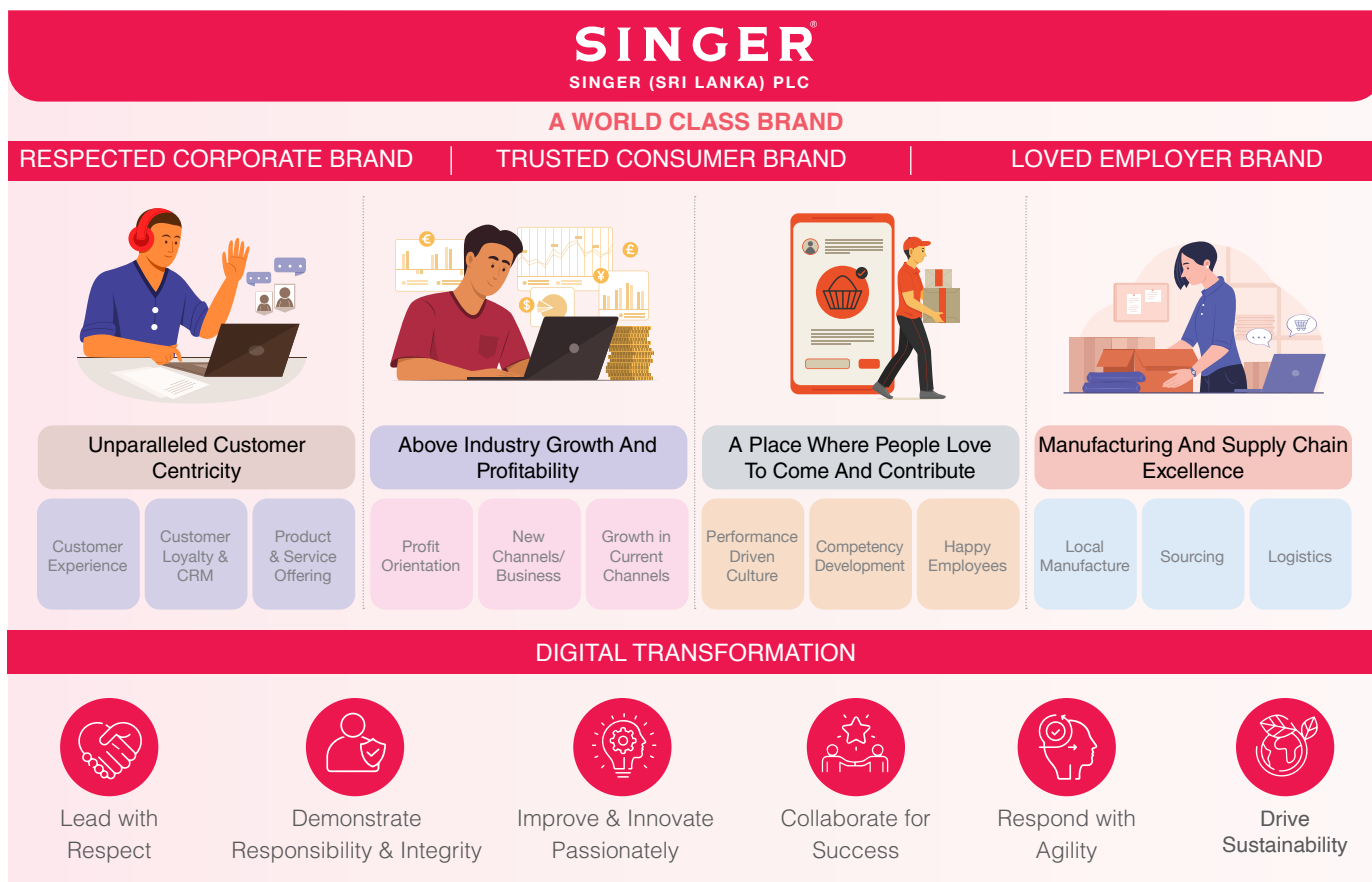
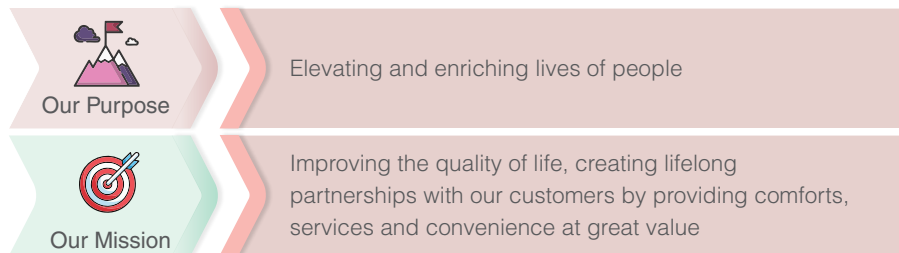
Determining Materiality

Rank	Strategy	SDG	GRI Standard	SASB - Multiline and Specialist Retailers and Distributors		Capital Reports
12	Performance driven culture		201: Economic Performance 2016			Human Capital on pages 73-79
13	Health & Safety		403: Occupational Health & Safety 2016			Human Capital on pages 73-79
14	Sourcing: Managing Principal Relationships					Social & Relationship Capital on pages 80-87
15	Systemic Risk Management					Risk Management Report on pages 176-182
16	Competency Development		404: Training & Education			Human Capital on pages 73-79
17	Manufacturing Capabilities					Manufacturing Capital on pages 88-91
18	Business Landscape					Operating Environment on pages 40-43
19	Corporate Governance					Corporate Governance on pages 152-166
20	Material Management		301: Materials 2016			Natural Capital on pages 100-108
21	Happy Employees	 	401: Employment 2016	CG- MR-310a.1 CG-MR-310a. 2 CG-MR-310a.3 CG-MR-330a.1 CG-MR-330a.2		Human Capital on pages 73-79
22	Diversity, Non-discrimination & Equal Opportunity	 	405: Diversity & Equal Opportunity 2016			Human Capital on pages 73-79

Rank	Strategy	SDG	GRI Standard	SASB - Multiline and Specialist Retailers and Distributors		Capital Reports
23	Labour and Management Relations		402: Labour & Management Relations 2016			Human Capital on pages 73-79
24	Human Rights		408: Child Labour 2016 409: Forced or Compulsory Labour 2016			Human Capital on pages 73-79
25	Sourcing: Env & Social Screening		GRI 204: Procurement Practices 2016, 414: Supplier Social Assessment 2016			Natural Capital on pages 100-108
26	Logistics					Social & Relationship Capital on pages 80-87

Our Strategy

Singer Group continues to support Sri Lankans in realising their aspirations to enjoy enhanced lifestyles through the adoption of new technologies and new solutions to meet the evolving needs of society. This has driven our growth over 149 years to become Sri Lanka's best loved brand.



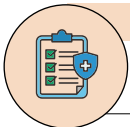


Strategic Pillar

Unparalleled Customer Centricity

This year, we executed a comprehensive plan to elevate every stage of the customer journey by investing in our physical spaces, people and digital ecosystem.

Key Performance Indicators 2025/26	Achievements
99.14% Customer satisfaction rate in after sales service	Upgraded 133 showrooms nationwide, to create a modern, welcoming retail experience
29% Singer Red Loyalty member base growth	Invested in frontline training and quality assurance to ensure consistently high service standards across all sales and after-sales touchpoints, building consistently high service standards at every customer interaction
93% Net Promoter Score	Implemented a new customer relationship management (CRM) system and reactivated the SINGER Red Loyalty programme to enable personalised engagement, targeted marketing, and stronger long term customer relationships



Medium to long term plans

Deepen customer lifetime value and strengthen brand loyalty, anchored in a thriving, actively engaged SINGER Red Loyalty community.

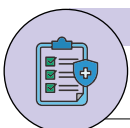


Strategic Pillar

Above industry growth and profitability

This year, our strategic focus centered on strengthening our financial resilience through operational discipline and diversifying our revenue base beyond core categories into high potential sectors like automobile and agro equipment. This dual approach ensures we protect profitability in our existing businesses while capturing future opportunities to outpace the market.

Key Performance Indicators 2025/26	Achievements
46% growth in revenue and gross margin	Partnering with global manufacturers to drive aggressive cost savings through purchase price reductions, protecting margins despite market volatility.
	Maintaining market leadership in refrigerators, washing machines, mobile phones, televisions and air conditioners through strong volume performance and competitive pricing.
Approx Rs. 5 Bn revenue contribution from new channel/ products	Accelerating portfolio diversification by launching new automobile channels.
Rs. 450 Mn cost saving	Expanding supplier credit terms, strengthening working capital and financial flexibility.



Medium to long term plans

Transform Singer into a diversified, future-ready portfolio company. Have new ventures and expanded categories contribute significantly to total revenue, reducing core market dependency and ensuring sustainable long-term growth.

Our Strategy

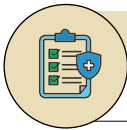


Strategic Pillar

A place where people love to come and contribute

Our long-term success depends on attracting, developing, and retaining passionate, skilled people who feel empowered to deliver their best work. This year, we focused on building a performance-driven culture where talent thrives, leaders are developed from within, and every employee feels valued.

Key Performance Indicators 2025/26	Achievements
Employee retention rate 84%	Strengthening leadership pipelines through Board-reviewed succession planning and employee development Programmes to ensure continuity and internal readiness for critical roles.
Rs. 67Mn Investment in training	Transforming HR through digital tools by establishing an Advanced Analytics Centre of Excellence and AI-driven recruitment, enabling faster, data-backed talent decisions. Building digital fluency among middle managers through structured assessment and training, preparing future leaders for a technology-driven business environment.
10+ university partnerships and student engagements; 4 MOUs signed	Cultivating a youth-centric employer brand through university partnerships and career fairs, securing a sustainable pipeline of fresh talent aligned with our long-term growth.
15 engagement activities during the year	Enhancing employee wellbeing and recognition with structured programmes covering mental, physical, and financial health, reducing attrition and fostering a supportive, productive workplace.



Medium to long term plans

To be recognised as a top employer of choice, with a self-sustaining pipeline of leadership talent and a high-performance culture.

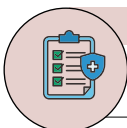


Strategic Pillar

Digital transformation

Digital transformation is the cornerstone of our journey toward a seamless, data-driven, and customer-centric enterprise. This year, our focus was on embedding technology across every aspect of the business to reduce friction for customers and employees alike, enhance decision making, and position us for sustained competitive advantage in an increasingly digital marketplace.

Key Performance Indicators 2025/26	Achievements
12+ workflow improvements through digitisation	Enhancing operational systems streamlining workflows and reducing manual intervention.
21% increase in revenue from online channels	Digitalising agreements and online payments through bank partnerships, eliminating paper-based processes and reducing transaction turnaround times.
	Implementing end-to-end serial tracking across sales and inventory, enhancing product traceability and minimising losses.
	Establishing an Advanced Analytics Centre of Excellence to harness data for predictive insights, enabling smarter, faster business decisions.
	Using technology to introduce flexible payment options, making products more affordable and accessible to a wider range of customers.



Medium to long term plans

Continue to digitalise workflows driving efficiency across all processes. Utilise our databases effectively to gain useful insights that can support decision making, guide strategy and reach stakeholders.

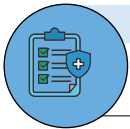


Strategic Pillar

Manufacturing and supply chain excellence

This year, the focus was on strengthening the local production capabilities to drive innovation and cost competitiveness, while building a resilient sourcing and logistics network that can respond swiftly to market demand.

Key Performance Indicators 2025/26	Achievements
Manufacturing capacity utilisation 77%	Upgrading manufacturing facilities to optimise space utilisation, automate production lines, and enhance operational flow.
4 New Models introduced in the manufactured range	Revamping the washing machine line up with multiple new models to maintain competitiveness in a core category.
5 new brand partnerships	Broadening brand and product portfolio through strategic partnerships with leading global manufacturers.
87 new products added to portfolio	Advancing inventory management processes through digitalised demand planning to improve supply chain responsiveness.
Over Rs. 40 Mn in Transport Cost savings	Driving logistics cost efficiency with disciplined transport management to achieve sustainable annual savings.



Medium to long term plans

Continue to empower Sri Lankans through technology, driven by advanced local manufacturing and world-class product sourcing.

Sustainability strategies are described in Singer's ESG Roadmap 2030, Progress Through Purpose on page 164 of the Corporate Governance Report.

Way Forward

Singer has recorded a triumphant comeback story over the past two years overcoming unprecedented shocks in quick succession from 2020. We look forward with quiet confidence about our ability to see opportunities in crises, leverage our unique strengths built over 149 years and execute strategy to deliver value to our stakeholders. Recent escalation in geopolitical conflict in the Middle East has led to global energy shocks disrupting global supply chains, impacting inflation, business confidence and straining household budgets. Our plans for the year that has commenced reflect our mindset, grounded in reality but cautiously optimistic about our future. A diversified portfolio comprising 7 product categories ranging from consumer electronics to agricultural equipment and light automobiles ensures that our products are relevant to drive productivity gains in every situation. Our considerable infrastructure and intellectual capital, combined with the support of our parent company, Hayleys PLC, provide us with unparalleled insights into the key drivers of our business, facilitating timely responses to emerging risks and opportunities.

Our Operating Landscape

IMF Projections April 2026	2026	2027	2031
World Output	3.1%	3.2%	3.1%
Advanced Economies	1.8%	1.7%	1.5%
Emerging Market & Developing Economies	3.9%	4.2%	4.0%
World Trade Commodity Prices	2.8%	3.8%	
Oil	21.4%	-7.6%	
Non-fuel	21.7%	1.9%	
Consumer Prices	4.4%	3.7%	
Advanced Economies	2.8%	2.2%	
Emerging Market & Developing Economies	5.5%	4.6%	

Sri Lanka



GDP Growth is forecast to move down in 2Q 2026, moving up thereafter until 1Q 2027 after which growth is forecast to stabilise.



Inflation is forecast to move up until 3Q 2026, dipping thereafter until 2Q 2027 and moving up more gradually thereafter, remaining within the target rate of 5%.



In the **external sector**, the trade deficit is expected to widen driven by higher import expenditure largely due to fuel imports and expected investments while vehicle imports are expected to moderate. Trade is expected to grow at a moderate pace amidst significant challenges while tourism is also expected to grow gradually.

Source: CBSL Annual Economic Review 2025

Outlook for Current Business Portfolio



White Goods

These products have significant potential with relatively low rates of penetration. We will invest in promoting categories with the capacity to make meaningful change in Sri Lankan households with affordable models supported by appealing marketing campaigns. These are necessities to drive female participation in the workforce and are likely to gain traction as more households seek double incomes.



Electronics

Electronics are expected to move up in price due to the scarcity of chips as well as the integration of advanced technologies. While there is high consumer appeal for these products, growth may moderate as families cope with increased costs of living as they are largely a non-essential category.



Digital Products

Our portfolio of digital products expanded in 2025/26 to include HP laptops and Hikvision surveillance equipment. Growth in this category will be driven by increased digital adoption by individuals and businesses as well as a growing interest in security and surveillance.

Our Strategy

We have maintained the 4 pillars that were in the 2024/25 strategy and brought in two new pillars, Digital Transformation and Drive Sustainability which were cross functional horizontals in the reporting year.



Investing in our future

Singer continues to invest in growth, enhancing our capacity to manufacture goods as well as strengthening our reach and service capability. Key capital expenditure allocations include:

- Acquisition of a factory to expand furniture manufacturing capability
- Growth in manufacturing capability for selected thrust products
- Growth of showroom network



Kitchen & Small Appliances

This category enhances productivity in homes and a growing food industry. A popular staple, they range from affordable and essential products to high-end products. This category typically moves with household budgetary pressures which can nevertheless be managed with expanded categories.



Sewing

This product historically associated with Singer continues to be a staple which is supported by the Singer Fashion Academy network. Microentrepreneur growth as well as apparel sector growth drives this category.



Agro & Commercial

Mechanisation of the agriculture sector continues to drive this category with significant potential to drive growth outside the Western Province. A new tech-savvy generation of farmers supported by national initiatives has the potential to drive exponential growth in this sector as concerns over food security and food supply chains gain momentum.



Furniture

This category is expected to grow as we aspire to cater to a modern lifestyle with modular solutions that facilitate adaptation to modern spaces. This is identified as a thrust category and is targeted for investment driving exponential growth.



Automobiles

This category comprises green transport solutions which is expected to grow significantly spurred by high fuel prices. We will invest in creating an ecosystem for light automobiles to cater to the forecast demand, driving topline growth with these high value products.

Energy and water efficiency will be key competitive factors across all product categories as the cost of energy is expected to rise, accelerating the transition to a green economy. The overall appeal of technology integrating AI will create demand across most product categories with many eager to be early adopters. Affordability and inflation will be key to our growth forecasts while it may exert pressure on margins. Policy stability continues to be a critical factor that will be monitored closely as we move ahead with cautious positivity.

Business Line Review

As Singer Group completes the second full year after its restructuring, we reviewed the need for improved disaggregated information regarding the Group's operations. The result has been the introduction of this new segment to discuss the Group's key business operations which are:



➔ Retail and wholesale



➔ Financial Services



➔ Manufacturing

Retail and wholesale



Retail and wholesale is our core business, generating over 89% of Group revenue and reaching a customer base of over 3.1 Mn. An islandwide network of showrooms and dealers serve to attract customers to review our wide range of products that can uplift the quality of lives of families. Singer plays a vital role in enabling families, micro-entrepreneurs and SMEs access new technologies that can create efficiencies, allowing people to save time or scale up their operations.

Strategy

The Singer strategy for retail business pivoted on delivering unparalleled customer centricity through enhanced customer experiences, rewarding customer loyalty and an unmatched product and service offering. We remained close to the customer and put in place detailed plans to ensure that we had the right product mix at the right location at the right time and the right price. We invested in training our people to develop customer centric mindsets both in the front lines as well as back-office operations, facilitating cordial interactions within cross functional teams. Front-line staff knowledge of our products was enhanced with regular training and on-demand information. Store layouts were changed to accommodate the increased portfolio of products while enhancing their visual appeal.

Our portfolio expanded as we added 5 brands during the year, enhancing the options for our customers. The average value of our products increased as there was a shift to larger screen televisions and the growth of two-wheeled and three-wheeled automobiles which are high value items.

The digital pillar also played a key role in the Retail strategy. We catered to the shift in route to market from stores to e-commerce by strengthening digital marketing and enhancing our social media presence. Digital enhancements included moving the Singer Red Loyalty Programme into a fully fledged CRM model.

Integration of the sustainability pillar into our operations ensured that we improved the energy efficiency of our products,



89 %
of Revenue



73 %
of PBT



48 %
of Total Assets



45 %
of Total Liabilities



1,776
Employees

catering to customers who were conscious of the energy efficiency of our products. E-bikes and electric three-wheelers, inverter air conditioners are examples of this strategy.

Singer also focused on product categories that had low penetration levels but wide relevance to households and individuals. These categories were promoted with targeted campaigns to drive market leadership and realise the growth potential of the product categories.

The Singer brand underpins growth of the retail operation and high levels of brand visibility both on traditional media, stores and social media were maintained to ensure top-of-the-mind recall and build loyalty and trust with the brand, leveraging decades of upholding customer value propositions.

Opportunities & Challenges

Stable economic growth, low inflation, low interest rates and relatively stable exchange rate combined to strengthen consumer confidence, driving volume growth throughout the year. Relative economic stability also saw new interest in the market by global suppliers, supporting expansion of the partner brand portfolio. The escalation of the Middle East conflict in the 4th quarter of the financial year saw the implementation of fuel rationing in Sri Lanka from March 2026. The closure of the Strait of Hormuz disrupted global supply chains and suppliers were reluctant to quote prices due to elevated uncertainties in March 2026. The threat of the grey market continues to distort the level playing field with cheap, low quality products. The removal of energy subsidies post the economic crisis raised consumer awareness about energy consumption and they became more conscious about energy efficiency. Acceleration of the AI race led to a dearth of chips in global markets, causing concern on prices and availability of electronics.

Products Manufactured and Assembled by Singer

- White Goods
- Electronics
- Kitchen & Small Appliances
- Sewing Machines
- Agro & Commercial
- Furniture
- Automobiles

Performance 2025

The Retail and wholesale Sector recorded a stellar performance, leading the steep upward acceleration in revenue growth. It is noteworthy that revenue growth was driven by volume growth as prices remained stable during the year. Singer's visible presence across its islandwide physical infrastructure and high levels of engagement across digital channels supported growth as consumer purchasing patterns continue to trend towards digital. Singer was ranked 4th out of most visible brands on the internet in 2024 by the Digital Outlook Survey (APIDM) during the year reflecting our growing digital presence. Importantly, Singer retained its position as Sri Lanka's most loved brand for the 20th year, demonstrating the careful nurturing of the brand architecture and upholding our trust with the customers.

Trade receivables increased as customers opted for the Singer hire purchase schemes which continue to be popular amongst our consumers. We also worked with leading banks in the country to integrate bank transfers with our system, facilitating ease of payment for instalments. Extended warranty arrangements also proved popular with customers, particularly on items with higher ticket prices.

Key Numbers

Over 3.1 Mn
Registered Customers

Rs. 114 Bn
Revenue

Rs. 8.4 Bn
Profit Before Tax

6
New Brands

427
Shops

1,500+
Dealer Outlets

Singer was ranked 4th out of most visible brands on the internet in 2024 by the Digital Outlook Survey (APIDM) during the year reflecting our growing digital presence.

Business Line Review

The Singer Red Loyalty scheme was digitalised and is now supported by an AI-based hyper personalisation tool, facilitating targeted marketing and redemption of points with customers. The year under review saw the programme gain traction with the customer base growth from 2.9 Mn to 3.1 Mn customers.

Key Sustainability Initiatives

The launch of Piaggio electric three-wheelers was a key sustainability initiative, positioned to encourage micro-entrepreneurs and SMEs to utilise these multifunction vehicles for their business and private use, supporting their move to clean renewable energy, away from fossil fuel-based transport solutions. The e-bikes proved popular as well. We continued to ensure that we source the most energy-efficient products in each category.



Way forward in 2026 and beyond

In the short term, potential supply chain disruptions and availability of chips for manufacture of electronics remain a concern as the Middle East conflict remains unresolved at the time of writing. The steep increase in price of oil in global markets has exerted sharp upward pressure on inflation which is expected to increase in the 2nd quarter of 2026. Interest rates are widely expected to move up although policy rates remain unchanged at the time of writing. The rupee continues to depreciate against major currencies, driving up prices of consumer durables. On the positive side, the demand for electric vehicles continues to gain traction as oil prices continue to increase. Singer will continue to remain close to the customer, leveraging enhanced digital capabilities to make customised offers to our growing customer base, strengthening loyalty. We will continue to build an omnichannel presence with seamless support throughout the customer journey from awareness to purchase. Strong support from the service centre and payment solutions are expected to strengthen customer retention and trust.

Financial Services



Singer Finance (Lanka) PLC is an 79.9% owned subsidiary of Singer (Sri Lanka) PLC which is a licensed finance company under the Finance Business Act No.42 of 2011. It is listed on the Colombo Stock Exchange and regulated by the Central Bank of Sri Lanka. Singer Finance has shifted gears to a new growth trajectory with both deposits and financial assets recording double digit growth. The Company also shored up its capital to support its growth, strengthening liquidity and financial stability although the Fitch Rating of BBB+(lka) with a stable outlook continues to rely on support from the parent.

Strategy

Singer Finance's strategic priorities for FY 2025/26 were focused on sustainable business growth, operational efficiency, and strengthening its funding base. The key priorities were:

Portfolio Diversification and Lending Growth

The Company focused on expanding and diversifying its lending portfolio across leasing, gold loans, SME financing, and other loan products to reduce concentration risk and improve revenue generation.

Digital Transformation and Operational Efficiency

Singer Finance prioritised digital expansion through system upgrades, process automation, and enhanced customer service platforms to improve operational efficiency and customer experience.

Capital Optimisation and Deposit Growth

The Company aimed to strengthen its funding base through growth in fixed deposits and savings products while maintaining prudent capital management to support long-term sustainable growth.



11 %
of Revenue



23 %
of PBT



52 %
of Total Assets



54 %
of Total Liabilities



1,225
of Employees

Leasing

Leasing remained one of the company's core revenue drivers and a major contributor to finance lease receivables. The Company recorded strong growth in leasing volumes, particularly in vehicle leasing. Strategic emphasis was placed on green vehicle leasing, including electric and hybrid vehicles.

Gold Loans

Gold loans contributed significantly to short-term lending growth due to strong customer demand and faster turnaround times. The portfolio expansion in gold loans supported liquidity generation and retail customer acquisition.

Other Loans

Other lending products, including Vehicle Loans, Revolving Loans and Consumer Finance Loans supported portfolio diversification and helped the company penetrate new customer segments. Tailored loan products were introduced to broaden market reach.

Fixed Deposits

Fixed Deposits remained a key source of funding and liquidity support for the company. Growth in deposits strengthened the company's funding base and supported lending expansion. Senior Citizen Fixed Deposits also contributed to stable deposit mobilisation.

Muthu Minor Savings

The "Muthu" Minor Savings product contributed to customer base expansion and long-term retail deposit mobilisation by targeting child savings and family-oriented financial planning.

Senior Citizens Savings

Senior Citizens Savings products supported the company's retail deposit strategy by attracting stable and recurring deposits from senior customers seeking secure returns and specialised benefits.

Business Line Review

Our Products

- Fixed Deposits
- Muthu Minor Savings Accounts
- Senior Citizens Savings Accounts
- Leasing
- Gold Loans
- Other Products
- Visa Debit Card
- Online Banking App

Opportunities & Challenges

Continued economic growth in 2025 across all three sectors (agriculture, industry and services) supported credit and deposit growth during the year. Key opportunities and challenges are set out below.

Challenge	Impact	Mitigation Strategy
Interest Rate Volatility and Margin Pressure	Fluctuating interest rates increased funding costs and created pressure on profitability and lending margins.	Management adopted proactive asset-liability management, stress testing, liquidity forecasting, and diversified revenue streams through fee-based income and deposit mobilisation.
Intense Competition from Banks and NBFIs	Commercial banks entered the leasing and gold loan markets with lower pricing, increasing competitive pressure on finance companies.	Singer Finance differentiated itself through superior customer service, faster loan disbursement processes, decentralised credit approvals, and targeted customer relationship management.
Credit Risk and Regulatory Compliance (CBSL Requirements)	Economic uncertainty and portfolio expansion increased exposure to non-performing loans (NPLs) and capital adequacy pressures under CBSL regulations.	The Company strengthened underwriting standards, enhanced recovery mechanisms, improved Expected Credit Loss (ECL) models, maintained capital ratios above CBSL minimum requirements, and implemented forward-looking risk monitoring systems.

Performance 2025

Singer Finance (Lanka) PLC recorded a strong growth in 2025/26 with a 69.4% increase in Total Assets to Rs.96.7 Bn recording above industry growth. This was primarily driven by a 121% increase in Loans and Advances to Rs.68.0 Bn. This in turn was supported by increased interest in gold loans as gold prices surged upwards during the year. The Leasing portfolio grew by 19.7% to Rs.20.6 Bn as motor vehicle imports gained traction during the year, with a notable increase in electric and hybrid vehicles. Deposit growth increased by 45.9% to Rs. 41.3 Bn in 2026 reflecting increased customer confidence in the Company. Borrowing doubled from Rs.19.5 Bn to Rs.40.7 Bn to finance growth. Financial stability remained largely unchanged with the Tier I Ratio moving down to 10.60% from 10.64% while the Total Capital Ratio moved to 12.74% from 12.80%.

Strong growth across assets and liabilities supported an increase of Total Operating Income by 58% to Rs.7.7Bn reflecting the

Key Numbers

Over **150,000**
Customers

Rs. **41.3** Bn
Deposits

Rs. **21.3** Bn
Leasing

Rs. **21.8** Bn
Gold Loans

Rs. **46.6** Bn
Other Loans

63
Branches

7
New Branches

BBB+
Stable Outlook
Fitch Rating

growth achieved during the year and stable net interest margins. Growth of fee and commission income was an encouraging 118%. Net Impairment charges increased by 68% to Rs. 393 Mn. Expenses increased by 38% to Rs. 4.56 Bn driven by growth of our footprint and head count. As a result, Singer Finance was able to record a Profit Before Tax of Rs. 2.6 Bn, an 82% increase over the previous year. Profit after tax amounted to Rs.1.57 Bn, an 85% increase over the previous year. Accordingly, ROE improved from 13.95% in 2024/25 to 16.34% in the year under review

Key Sustainability Initiatives

Singer Finance has embedded sustainability into its business strategy through its ESG Roadmap 2030, “Where Dreams Take Flight,” which aligns with the Hayleys Group ESG framework, the Central Bank of Sri Lanka Sustainable Finance Roadmap, GRI Standards, and the United Nations Sustainable Development Goals. This framework guides the Company's approach to responsible lending, sustainable finance, environmental stewardship, employee wellbeing, community engagement, and ethical governance. Governance has been strengthened through dedicated structures such as the ESG Steering Committee, Sustainability Team, and Green Finance Team.

A major focus area has been the expansion of sustainable finance offerings. Singer Finance grew its green financing portfolio to Rs. 1.4 billion, supporting solar home systems, energy-efficient upgrades, sustainable projects, and electric vehicles. These initiatives contribute to Sri Lanka’s low-carbon transition while also improving operational sustainability through greater use of solar energy across branches. The Company also continues to promote financial inclusion by expanding access to leasing, gold loans, SME finance, savings products, and tailored lending solutions, supported by innovations such as Sri Lanka’s first QR-based mobile money collection service.

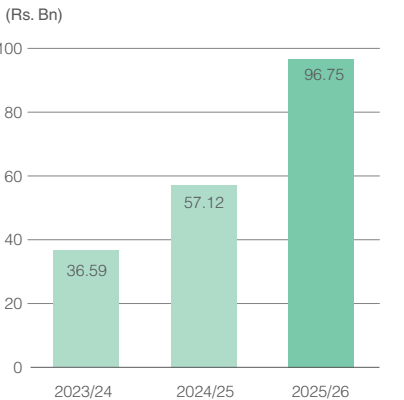
Revenue



Total Operating Income



Total Assets



- Earning per share Rs.6.56, an increase of 72% over 2024/25
- Net assets per share Rs.34.69 as at 31.3.2026.

On the environmental and social front, Singer Finance launched impactful community programmes such as Tree for Every Tuk Tuk, through which over 4,500 tree saplings were planted, and Ocean Heal, a beach clean-up campaign that removed around 98 kg of waste. Through the #SingerFinanceCares platform and the Growing Dreams campaign, the Company further promoted environmental awareness and community participation. Looking ahead, Singer Finance plans to continue ESG training, expand tree-planting and marine protection initiatives, and deepen its support for sustainable community development and environmentally responsible finance.

Way forward in 2026 and beyond

Singer Finance's short-term priorities for FY 2026/27 are centred on accelerating sustainable growth, improving operational efficiency, and enhancing customer-centric financial services. The Company plans to expand its lending portfolio by growing core segments such as leasing and vehicle financing, gold loans, SME and consumer finance, while also increasing its focus on green financing solutions including electric and hybrid vehicle leasing. Growth is expected to be driven through targeted customer acquisition, deeper regional penetration, and expansion into underserved markets. At the same time, Singer Finance aims to strengthen its funding base by mobilising more fixed deposits and savings products, widening its retail deposit customer base,

Business Line Review

and maintaining strong liquidity and capital management practices to support profitable growth. Digital transformation will remain a major area of focus, with continued investments in digital onboarding, enhanced mobile and online service platforms, workflow automation, and stronger cybersecurity and data management capabilities, all of which are intended to improve service delivery and turnaround times. In parallel, the Company will continue to reinforce risk management and regulatory compliance by strengthening credit monitoring, recovery mechanisms, capital adequacy, and liquidity frameworks, supported by forward-looking risk assessment models.

Singer Finance's medium to long-term strategy over the next three to five years is centred on becoming a leading, technologically advanced, and financially resilient non-bank financial institution in Sri Lanka while strengthening its contribution to the wider Hayleys and Singer Group ecosystem. The Company aims to reinforce its position in the NBFi sector by expanding market share in leasing, gold loans, and SME financing, increasing penetration in regional and semi-urban markets, and developing specialised products for emerging customer needs. Technology will remain a major strategic pillar, with continued investment in



integrated digital financial service platforms, data analytics, AI-driven decision-making, automation across lending and customer service processes, and enhanced digital accessibility to improve agility, efficiency, and customer experience. Sustainability will also be embedded more deeply into the business through the expansion of green financing products, environmentally responsible lending, and broader integration of ESG principles into operations and decision-making. In parallel, Singer Finance plans to maintain strong capital adequacy and liquidity ratios, diversify funding sources including foreign funding, improve profitability, and build resilience against economic and market volatility. As part of the Hayleys and Singer network, the Company is also expected to play a larger strategic role by supporting affiliated businesses with customer financing, expanding the Group's financial services presence, generating recurring earnings, and enhancing long-term value creation.

BUSINESS LINE REVIEW

Manufacturing



Singer operates 4 manufacturing facilities and 1 facility for assembly of motor vehicles. It has pioneered ecofriendly technologies having been the first to eliminate CFC from its refrigerators in South Asia in 1997 which has now become the standard. A strong commitment to responsible manufacture underpins its strategy resulting in more energy-efficient and water-efficient products made in Sri Lanka

Strategy

The Regnis factory which manufactures refrigerators and Regnis Appliances (Pvt) Ltd. manufactures washing machines focused on cost efficiency, new product introduction and market share gains. Capital expenditure of Rs.87 Mn was incurred to set up a new Research & Development facility to test new product innovations as well as to test new products sourced externally. Rs.136.8 Mn was incurred to enhance the washing machine manufacturing plant of which Rs.108.8 Mn was invested to introduce four new models of washing machines, the majority of which was for new sets of moulds. These new models are more efficient in water consumption, and addressing growing concerns of consumers.

The furniture factory focused on growing its portfolio with new products to drive top line growth and to drive operational excellence and cost efficiency. Rs. 26 Mn was invested to enhance design capabilities and enhance capacity. During the year under review, 24 new furniture products were introduced while 7 new products were introduced in the water pumps category.

Future developments will emphasise handle-less designs, supported by the installation of a new Auto Edge Banding Machine. Three new products were

Products Manufactured by Singer

- Singer Branded Refrigerators
- Sisil Branded Refrigerators
- Singer Washing Machines
- Singer Furniture
- Assembly of Three-wheelers
- Assembly of Two-wheelers
- Singer Water Pumps
- Singer Sewing Machines

introduced during the period, with plans underway to expand the modular product range. Capabilities were expanded with the installation of a Pillow Making Machine that was introduced at the Sofa Factory, enabling the production of a new range of sofas. A premium Signature Product Line for Kitchen Pantries was introduced to the existing portfolio, targeting the high-end market with innovative designs. Importantly, employees who provided the most impactful suggestions for improving productivity and efficiency during the review period were recognised and rewarded. We also renewed the ISO standard (ISO 9001:2015) for Design and

Key Numbers

688
Employees

77 %
Capacity Utilisation

Rs. **270** Mn
Capital Expenditure

Rs. **4.2** Bn
Property, Plant & Equipment

Rs. **16** Bn
Value of products manufactured

Rs. **3** Bn
Inventory

43 new
Products Introduced

manufacture of solid and modular furniture and water pumps, ensuring that our manufacturing processes benchmark globally renowned standards.

The Singer Sewing Machine factory introduced a new model, Singer 2405 with new enhanced features.

Business Line Review



Opportunities & Challenges

Strong consumer demand and price stability enabled growth and market expansion. The refrigerator category recorded strong growth during the year. Low penetration rates of washing machines provided an opportunity for meaningful growth with a targeted campaign which included a free trial and moneyback guarantee, a first in Singer's 149-year history. Two new models were introduced to support growth, and the negligible returns reflects the customer acceptance and satisfaction of the products. Competitor pressure, capacity restrictions and acceptance of new product introductions remained key

concerns that continue to be monitored closely to ensure timely management of potential issues.

The management team focused hard on cost efficiencies and was successful in giving the marketing team new well accepted models at very competitive prices. On the capacity issues, the team swiftly made arrangements for third-party sourcing to mitigate the effects of our bottlenecks. When new products were introduced to the field, the factory team conducted a special program to closely coordinate with the field service and marketing teams. This enabled us to attend and sort out all the initial issues speedily.

The furniture factory seized opportunities in market gaps, developing new products to meet identified gaps. Modular furniture was a key area identified for growth with 17 out of 24 new products developed expanding this segment. The factory also reviewed its capacity availability and needs and improved utilisation of under utilised capacity. Competitive pressure from low-cost imports and the grey market continue while the cost of imported raw materials continues to pose challenges.

Performance 2025

Regnis produced 100,600 units of refrigerators under both the Singer and Sisil brands which contributed to significant proportion to the group's topline. 81,600 washing machines produced and sold during the year added to this contribution.

Refrigerator capacity utilisation increased from 60% in 2024/25 to 65% during the year under review. Washing machine capacity utilisation surged to 100% including the increased capacity compared to 61% in the previous year.

Furniture reached its highest - ever revenue during the financial year, marking 31% increase over the previous year. Water pumps sales reflected a 48% growth compared to the previous year.

For the 12-month period, factory manufactured furniture contributed a similar proportion of the total furniture sales when compared to the previous year. Factory - manufactured water pumps accounted for approximately 40% of the total category sales. The remaining balance of sales was derived from direct purchases of finished goods, which were marketed under the two product categories. During the period, average capacity utilisation stood at 69% for furniture production and 76% for water pump manufacturing.

- Capital expenditure of Rs. 270 Mn to enhance research and development, washing machine and furniture manufacturing capacity.
- Capacity utilisation of factories increased across all product lines
- Improved operational cost efficiencies across all product lines

Key Sustainability Initiatives

Key sustainability initiatives implemented are set out below.

Sustainability Topic	Initiatives Implemented
Materials consumption	➤ Refrigerator liner thickness was reduced reducing both costs and the material consumption. ➤ Reduced use of styrofoam by using pulp packaging which is biodegradable. Looking into ways of replicating this into other areas. ➤ Plastic reduction - The new washing machine model uses 2 kg less plastics per machine. Uses less water. ➤ Using 5% of recycled materials for the washing machine.
Energy Consumption	➤ Daily transport activities were closely monitored both within the factory premises and outside, particularly for movements involving factory staff, including the installation team. ➤ Energy reduction in manufacturing process at Regnis factory is around 30% by terminating the use of an old machine and upgrading capacity banks
Reducing Emissions:	➤ Generation of 1.8 MWh of solar power at Furniture factory and Regnis Lanka ➤ Waste Reduction & Material Efficiency.
Water Consumption	➤ Process Water Reduction (Furniture Finishing & Fabrication). ➤ Leak Detection & Infrastructure Improvements ➤ We continued to utilise well water at minimal cost, thereby reducing reliance on water supplied by the Water Board. ➤ Water consumption reduced in the two new washing machines introduced to market
Waste and Effluents	➤ Saw dust generated during the period was responsibly disposed of through an approved collector. ➤ Plans are underway to dispose of solid waste through a government-approved agency, ensuring compliance with regulatory standards.

Way forward in 2026 and beyond

The Manufacturing segment has regained its vibrancy supported by a stable policy environment and improving living standards, supporting increased interest in staple consumer durables.

Short term

Low penetration rates for washing machines makes this a category for high growth for affordable products. We plan to introduce two more top loader models in order to offer more choice for customers. Singer has already signed a sale and purchase agreement in April 2026 for factory premises that enable expansion of

the Group's furniture manufacturing capabilities. The furniture factory will look to enter the export market, leveraging its enhanced capacity. Sustainability integration will be supported by the targets set in the ESG Road Map. Digital transformation is expected to drive operational excellence through improved insights.

Medium to Long Term

Major thrust is towards increasing capacity for washing machine manufacture and increasing the portfolio. In the medium term, this will include acquisition of new premises to double the current production

capacity that will support moving up to front loading models with higher capacities. The new furniture manufacturing premises is expected to optimise capacity utilisation, while achieving long-term cost efficiencies through improved layouts, scale benefits, and reduced unit overheads. Sustainability and digitalisation pillars of the new strategy are expected to support both innovation and efficiencies in production.



THE CAPITALS REPORT



IMPACTFUL

At Singer Sri Lanka, value is created through the meaningful integration of resources that support growth across every dimension of our business. Each capital – managed through thoughtful stewardship – contributes to a broader system that uplifts individuals, strengthens communities, and supports national progress.

A smartphone brings multiple functions into one device, just as Singer integrates its strengths to create impact across every aspect of life and innovates across business segments to ensure unhindered progress.



Financial Capital

Singer (Sri Lanka) PLC Group delivered strong earnings growth of 83% to record a profit after tax of Rs. 7.66 Bn for the year ended 31st March 2026 driven by an expanded product portfolio, increased consumer confidence and a stable cost base. The Group's total assets increased by 49% to Rs. 182 Bn driven by increased receivables and inventory, funded by increased equity and borrowings. Resilient liquidity and leverage ratios attest to the sound financial stewardship that has characterised this 149-year-old Group.



Key Metrics

Earnings Growth



Rs **3.48** Bn

Total Asset Growth



Rs **59.7** Bn

Equity Growth



Rs **5.9** Bn

Resilience



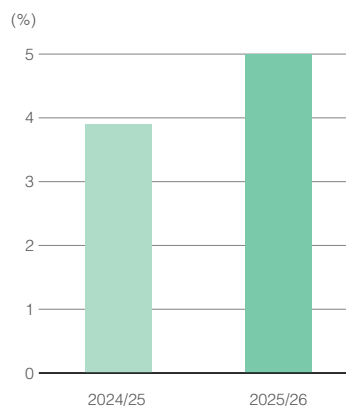
Fitch Ratings
AA- (Ika)
Stable Outlook

Revenue growth exceeded expectations recording the growth rates shown above to Rs.114.12 Bn and Rs.128.57 Bn for the Company and Group respectively.

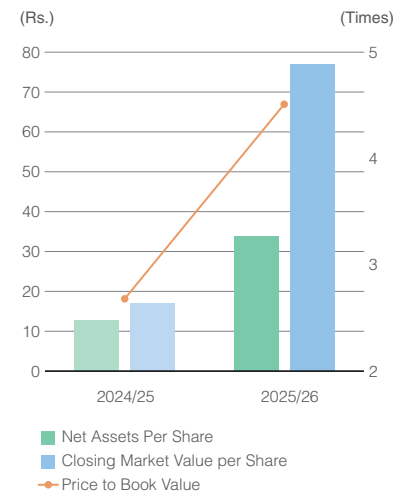
Highlights 2025/26

Earnings

Return on Assets



Value to Shareholders

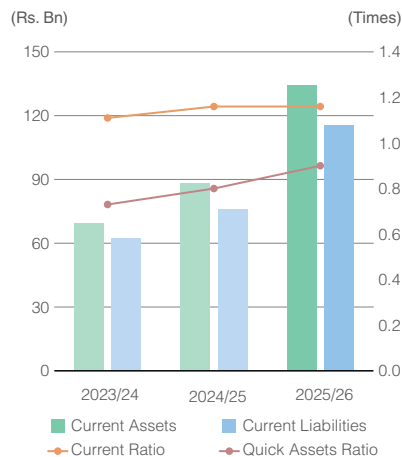




Highlights 2025/26

Resilience

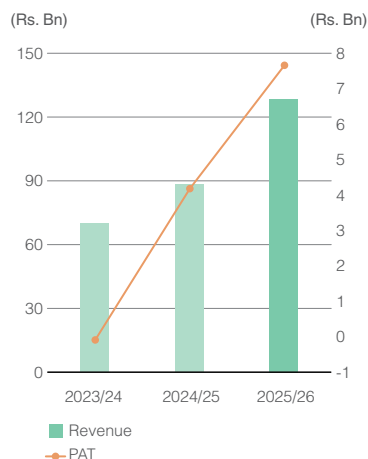
Liquidity



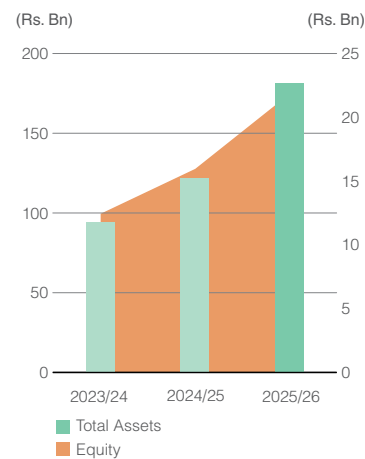
Highlights 2025/26

Growth

Revenue & Earnings Growth



Assets & Equity Growth



Income Statement

Group Revenue	↑	45.7%
Company Revenue	↑	44.0%

Revenue growth exceeded expectations recording the growth rates shown above to Rs.114.12 Bn and Rs.128.57 Bn for the Company and Group respectively. Retail and wholesale operations of the Group accounted for 89% of revenue while Singer Finance accounted for the balance. Growth was volume driven with all categories recording growth as depicted in the chart below. The light automobiles category introduced last year recorded strong growth of high value products that boosted revenue. Additionally, national campaigns to increase the penetration of products such as refrigerators, washing machines, air conditioners and large screen televisions also contributed to top line growth as these are high value items.

Group Gross Profit	↑	46.1%
Company Gross Profit	↑	42.5%

Group and Company gross profits increased to Rs.40.89 Bn and Rs.32.67 Bn respectively in line with revenues. Gross profit margins for the Group and Company remained stable at 32% and 29% respectively in comparison to the previous year. Careful management of the product mix and margins enabled the Group to drive both volume growth and gross profits.

Selling & Administration Expenses - Group	↑	32.5%
Selling & Administration Expenses - Company	↑	31.6%

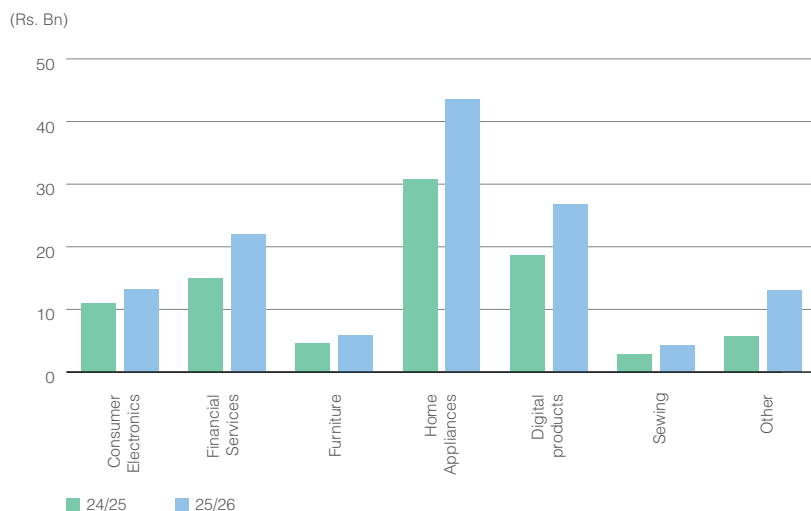
Selling & Administration expenses increased significantly to Rs. 25.8 Bn and Rs. 21.2 Bn for the Group and Company respectively as a significant portion of the costs are highly correlated to revenue. The fixed component of the Selling & Administration expenses also increased with increased rewards and recognition related to performance. Losses from Cyclone Ditwah amounting to Rs.345 Mn is included from this as over 30 shops were damaged with resultant losses to inventory as well.

Summarised Profit & Loss Statement

Year ended 31st March	2026 Rs. Bn	2025 Rs. Bn
Revenue	128.57	88.31
Cost of Sales	(81.11)	(56.14)
Direct Interest Cost	(6.56)	(4.18)
Gross Profit	40.89	27.99
Other income	0.79	0.53
Selling & Administrative Expenses	(25.76)	(19.44)
Impairment on Receivables	(1.03)	(0.54)
Operating Profit	14.89	8.54
Finance income	1.27	1.53
Finance expenses	(3.56)	(3.17)
Net finance expense	(2.29)	(1.65)
VAT on Financial Services	(1.16)	(0.67)
Profit before tax	11.44	6.22
Income tax expense	(3.78)	(2.04)
Profit for the period	7.66	4.18
Earnings per share (Rs.)	6.29	3.43

Financial Capital

Segmental Analysis of Revenue



Operating Profit - Group ↑ **74.4%**
Operating Profit - Company ↑ **65.3%**

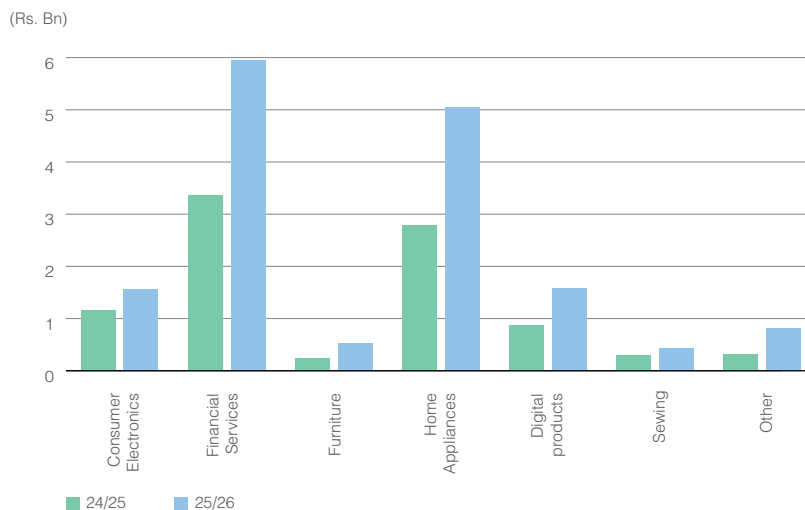
Operating Profit increased to Rs. 14.89 Bn and Rs. 11.18 Bn for the Group and Company respectively recording strong growth as set out above. Operating profit margins for the Company improved from 8.5% in 2024/25 to 9.8% in 2025/26 largely supported by revenue growth and cost management. Operating Profit margins for the Group improved from 9.67% in 2024/25 to 11.58% in 2025/26 reflecting the improved performance of both the Company and Singer Finance. Growth in other income is largely attributable to the insurance claims which are mainly for losses arising from Cyclone Ditwah. Provisions for impairment increased in line with business growth and the elevation of uncertainties in the 4th quarter of the financial year 2025/26.

Net Finance Cost - Group ↑ **39.32%**
Net Finance Cost - Company ↑ **26.29%**

Finance Income of the company compromise of the interest income and exchange gains. Singer Finance also contributed with a Rs. 367 Mn, income which supported Finance Income at Group level.

Finance costs increased to Rs.3.56 Bn during the year for the Group with the Company accounting for almost the entirety of the cost. Stable interest rates supported management of finance costs

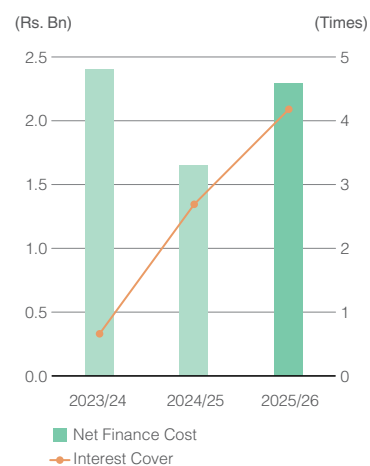
Segmental Analysis of Operating Profit



during the year. While interest bearing borrowings increased by 71% to Rs.79.6 Bn by the close of the financial year.

VAT on Financial Services - Group ↑ **72.9%**
VAT on Financial Services - Company ↑ **104.8%**

Net Finance Cost and Interest Cover



The main driver for the increase in VAT on Financial Services is the improved performance of Singer Finance which improved its operating profit from Rs. 1.65 Bn in 2024/25 to Rs. 3.27 Bn in 2025/26. Company VAT on financial services increased as revenue growth also saw customers opting to finance their purchases using the popular Singer Hire Purchase scheme.

Profit Before Tax (PBT) - Group	↑ 83.9%
Profit Before Tax (PBT) - Company	↑ 82.5%

Company pre-tax profits increased by 82.5% to Rs. 8.36 Bn driven by strong revenue growth and margin and cost management. At Group level, Singer Finance added Rs. 2.65 Bn to profit before tax also recording a year of strong growth. Agile strategy, technology, an expanded portfolio and the commitment of a loyal team supported a levelling up in business volumes that has created a new momentum.

Taxation – Group	↑ 85.1%
Taxation – Company	↑ 89.4%

Taxation for both Group and Company increased in line with profit growth reflecting the Group's compliant approach to taxation.

Profit After Tax (PBT) - Group	↑ 83.3%
Profit After Tax (PBT) - Company	↑ 79.5%

The Company contributed Rs.5.74 Bn as Profit After Tax accounting for 75% of the value created to shareholders by the Group. Group Profit after tax increased to Rs.7.65 Bn with Singer Finance contributing Rs. 1.58 Bn which is marginally lower than the proportion contributed in the previous year due to the strong growth recorded by the retail operations of the Group.

Delivering resilient growth

Total Assets – Group	↑ 48.9%
Total Assets – Company	↑ 32.3%

Total assets of the Company increased from Rs.65.6 Bn to Rs. 86.8 Bn largely driven by increased inventories, trade receivables, investment in infrastructure and subscription in the right issue of Singer Finance. Inventories increased by 43% as it sought to build resilience to disruption of supply chains in response to heightened uncertainties in the 4th quarter of the financial year. Receivables increased by a total of 30% to Rs.29.9 Bn supported by strong business growth during the year. The non-current receivables increased by 50% to Rs.2.14 Bn compared to current receivables which increased by 29% to Rs. 27 Bn. The upgrading and expansion of customer touchpoints increased as partially reflected in the increase in the right of use assets and Property, Plant & Equipment.

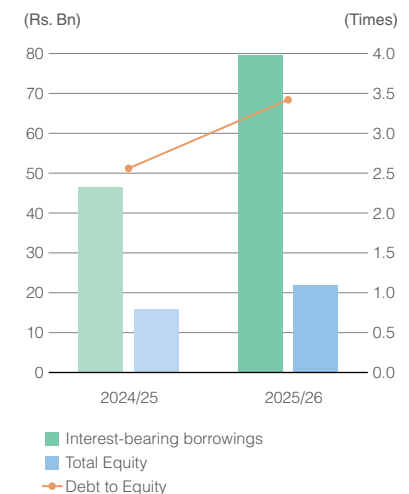
Total Assets of the Group increased from Rs.122.08 Bn in 2025 to Rs.181.79 Bn in 2026 reflecting the growth of the Company and its subsidiary Singer Finance. Singer Finance now contributes 53% of total assets compared to 47% in the previous year as its total assets increased from Rs. 57.11 Bn in 2025 to Rs. 96.75 Bn in 2026. Trade & Other Receivables increased by 67% to Rs.118.86 Bn supported by growth in vehicle leasing and gold loan portfolios. Trade receivables account for 66% of Total Assets in 2026 compared to 58% in the previous year making credit risk a key risk for the Group. Inventories account for 19% of Total Assets in line with the previous year with Bank deposits, short term investments and cash accounting for 6%.

On the funding side, equity accounted for 12% of total funding, increasing from Rs.15.96 Bn to Rs. 21.86 Bn. Total interest-bearing borrowings increased from Rs.46.47 Bn in 2025 to Rs.79.59 Bn in 2026 accounting for 55% at the close of

the year compared to 38% in the previous year. Trade Payables increased by 30% to Rs. 20.39 Bn although the proportion decreased from 13% in 2025 to 11% in 2026. Customer deposits of Singer Finance (Other Financial Liabilities) increased by 45% to Rs.41.28 Bn accounting for 23% of funding in line with the previous year. Collectively, Equity, Interest Bearing Borrowings, Customer Deposits and Trade Payables accounted for 90% of funding.

The Group's current ratio remains the same as in the previous year at 1.16:1 while the quick asset ratio moved up from 84% in 2025 to 87% in 2026. The current ratio and quick asset ratio for the Company stand at 1.12 times and 0.56 times respectively as at the year end. Debt to equity stands at 2.37 times for the Company and 3.42 times for the Group as at the year end. Net assets per share increased from Rs.12.62 in 2025 to Rs.17.07 in 2026

Debt to Equity



Financial Capital

Extracts from Consolidated Statements of Financial Position

Year ended 31st March	31.03.2026 Rs. Million	31.03.2025 Rs. Million
Non-current assets	47,732	34,132
Property, plant and equipment	9,273	8,809
Right-of-use assets	6,078	5,261
Trade & Other Receivables	30,537	18,725
Current assets	134,062	87,954
Inventories	34,233	23,783
Trade and other receivables	88,323	52,313
Other Current assets	217	640
Cash, short-term investments and deposits with banks	11,299	11,217
Total assets	181,794	122,086
Equity Attributable to Shareholders	19,930	14,736
Non-controlling interests	1,934	1,225
Total equity	21,864	15,961
Non-current Liabilities	44,520	30,117
Interest-bearing loans and borrowings	20,920	15,171
Lease liabilities	5,364	4,804
Employee Benefit Obligations	1,534	1,362
Other Financial Liabilities	13,745	6,407
Other Non-Current Liabilities	2,955	2,374
Current liabilities	115,410	76,008
Interest-bearing loans and borrowings	58,676	31,297
Lease liabilities	1,294	1,240
Other Financial Liabilities	27,533	21,907
Bank overdrafts	2,734	2,811
Total Liabilities	159,930	106,125
Total equity and liabilities	181,794	122,086

Cashflows

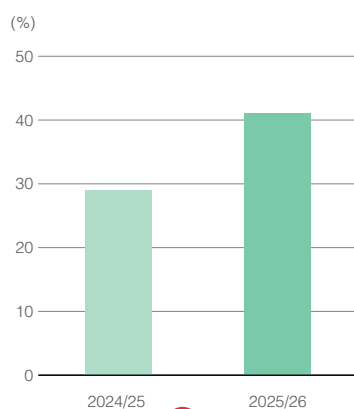
The Group's cash flow performance reflects negative internal cash generation, with significant operating cash outflows driven by business growth of Singer Finance, build-ups in inventories and receivables despite strong profitability. This was largely offset by substantial financing inflows, resulting in a marginal decline in cash balances. Overall, the Group remains reliant on external funding to sustain liquidity and growth.

The Company's 2026 cash flows indicate a relatively stable liquidity position, with negative operating cash generation despite some working capital pressures. Investment outflows primarily from investment in fixed deposit, investment in subsidiary and acquisition of property plant and equipment borrowings, resulting in an overall decrease in cash balances. Overall, the Company demonstrates a balanced cash flow profile with manageable reliance on external funding and adequate internal cash generation.

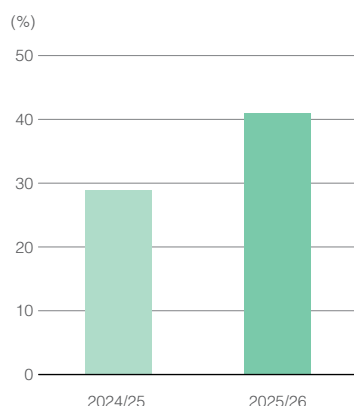
Return on Equity – Du Pont Analysis

The increase in ROE is underpinned by strong growth in profitability and assets tempered by high levels of liquidity to strengthen resilience.

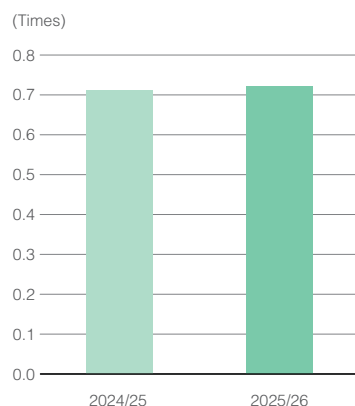
Return on Equity



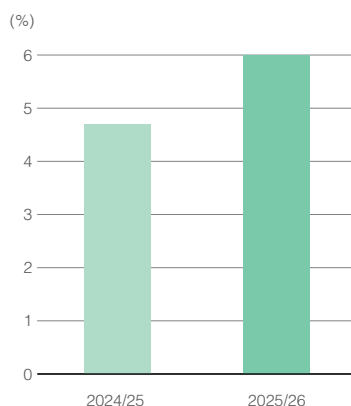
Return on Assets



Asset Turnover



Profit Margins



Outlook

We understand that it is of great importance that we strengthen our financial foundation to accelerate our expansion and reach more customers. As a growing consumer durables retailer, we are focusing on four key priorities:

- **Liquidity Optimisation:** Cultivating robust liquidity reserves to mitigate macroeconomic volatility and unforeseen external shocks.
- **Margin Management:** Balancing pricing structures to deliver value and affordability to consumers while safeguarding long-term profitability.
- **Capital Structure Strengthening:** Optimising the capital framework to enhance financial stability and manage the cost of capital.
- **Cost Rationalisation:** Focus on further eliminating operational waste and implementing disciplined cost-allocation to high-return business areas.



Human Capital

Our employees are our primary brand ambassadors, helping customers navigate choices that have the potential to improve their lifestyles. A shared belief that happy employees lead to happy customers, Singer continues to invest in our people, as their knowledge, skills and experience combine with customer care to drive growth. Accordingly, our people strategy is focused on creating a workplace where people love to come and contribute.



Key Metrics

No. of Employees



3,689

Female Representation



23%

Investment in Training



Rs 67 Mn

Training Hours per Employee



14.15 hrs

Managing Our People – Governance and Strategy

The GMD and the Director - Human Resources and Business Integration are responsible for implementing HR strategy and report to the Board in this regard. They are guided by the policies set out alongside in implementing strategy. These are reviewed every 2 years to ensure they reflect the current legal requirements and industry best practice. The Board Remuneration Committee ensures that remuneration policies are aligned to strategy and are competitive within the industry. The Group's People strategy is captured graphically below:





Performance
Driven Culture

Competency
Development

Happy
Employees

This strategy is underpinned by our corporate values which demonstrate our commitment to creating a place where people love to contribute.



Lead with
Respect



Demonstrate
Responsibility and
Integrity



Improve and
Innovate
Passionately



Collaborate for
Success



Respond with
Agility



Drive
Sustainability

As we implement our digital transformation, It is important to note that our goal is to enhance and amplify our employee's abilities. Our aim is to provide them with the skills required to prosper in an increasingly digitalised environment.

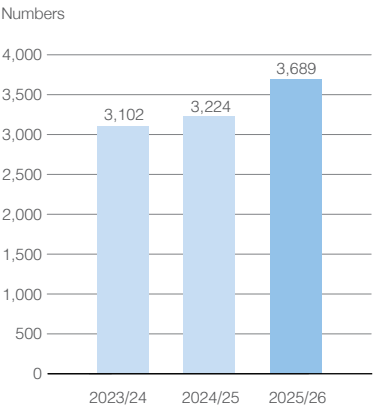
Our targets and metrics for measuring performance against strategy are set out below together with the proposed action plans.

Singer Group Target	Baseline Performance (2024/25)	Annual KPIs	Action Plan	Performance 2025/26
An Engaged Team				
Attrition rates		Maintain the baseline performance	➤ Employee wellbeing initiatives ➤ Enhance the Company's employer branding	➤ Managerial: 10% ➤ Executive: 13% ➤ Non-Executive: 18%
Managerial: 12%	11%			
Executive: 19%	13%			
Non-Executive: 22%	18%			
Competency Development				
Each employee to receive an average of 20 hours of training per annum	13 hours per employee	Annually increase 1.4 hrs per employee	Training for all with the new LMS system	14.15 hrs
1,000-man hours of leadership and supervisory development programmes covering all sectors by 2030	To be implemented		Implement leadership program for employees	2,712 hrs
Performance Culture				
100% of selected employee categories to receive performance appraisals	100%	Maintain the baseline performance	Continue the progress	100%
Succession Planning				
Formulate clear succession plan for all EXCO members and immediate subordinates for all the business sectors	100%	Maintain the baseline performance	Continue the progress	100%
Health & Safety				
Zero significant workplace injuries	10 minor injuries for 24/25	Zero significant workplace injuries	➤ Ensure H&S training for all ➤ Make sure all the facilities adhere to H&S practices ➤ H&S audit by relevant facility head	➤ No significant workplace injuries (10 minor injuries)

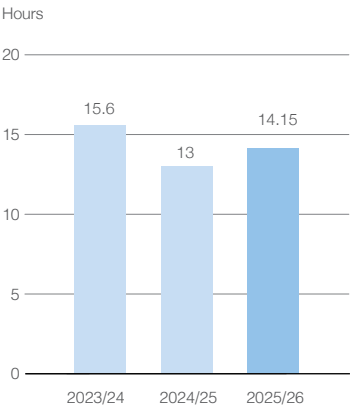
Human Capital

Highlights 2025/26

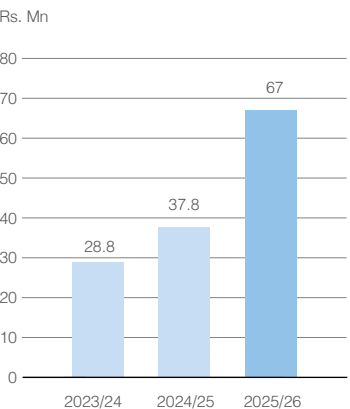
A Growing Team



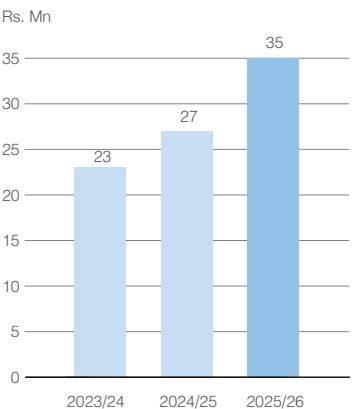
Average Hours of Training per Employee



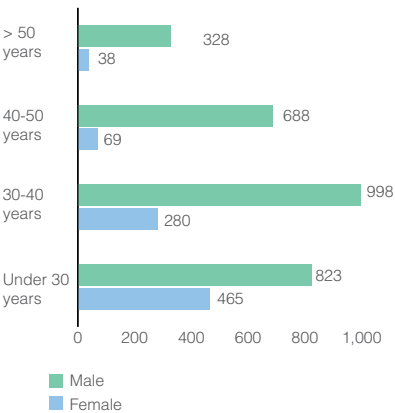
Investment in Training



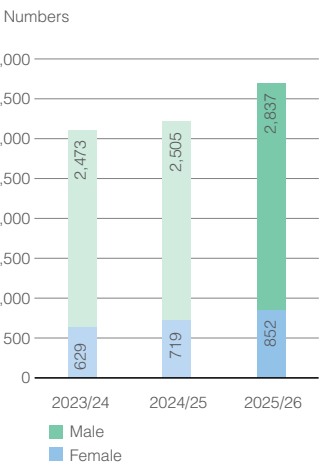
Revenue per Employee



Gender and Age Analysis



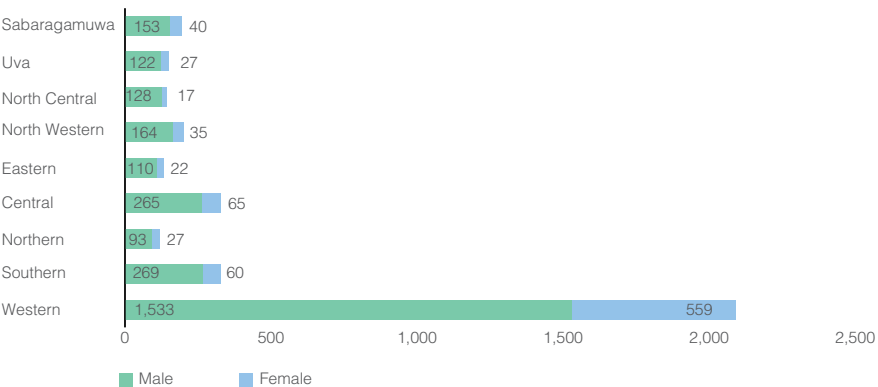
Gender Analysis



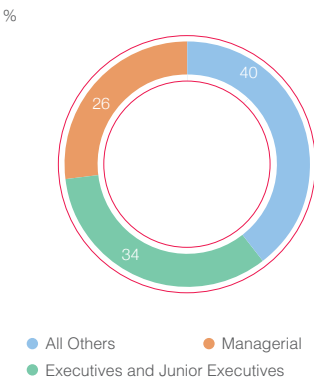
A Talented Team

Our team comprised 3,689 employees at the close of the financial year and their composition is set out below reflecting the diversity of skills and experience, gender and age.

Gender Analysis by Province



Average Training Hours by Category



Recruitment, Retirements and Resignations

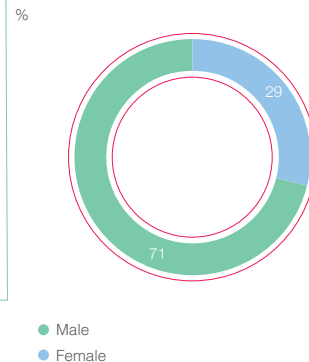
During the year, Singer recruited 970 employees, some of whom filled newly created roles, thereby expanding our team. 614 employees were promoted, supporting career growth within the Group. Singer's ability to attract individuals of talent and ability is a key strength and we continue to nurture our Employer Brand to attract top talent required for our business needs. New employees go through a structured process to accelerate integration in the workplace with orientation programmes, briefings and introductions to new colleagues. The orientation programme covers organisational culture, company background, basic workplace etiquette, and awareness of policies and benefits. This ensures that employees gain a sound understanding of the organisation's operations, corporate values, and key processes and procedures.

We were able to retain 84% of employees with 564 employees resigning. Exit interviews were held with all employees resigning from their posts to identify reasons for their exits, enabling the Group to identify causes for dissatisfaction and address the same as deemed appropriate.

Attrition Targets and Achievement

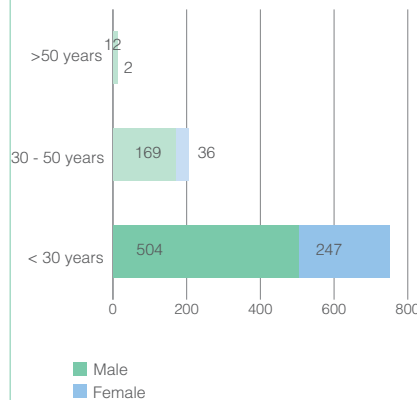
	Target 2025/26	Achievement
Managerial	12%	10%
Executive	19%	13%
Non-Executive	22%	18%

Recruitment by Gender

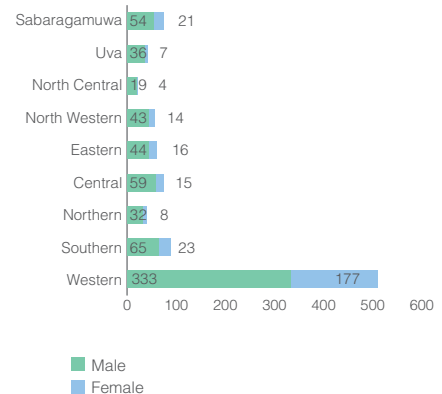


New Employee Hires

Recruitment by Age and Gender

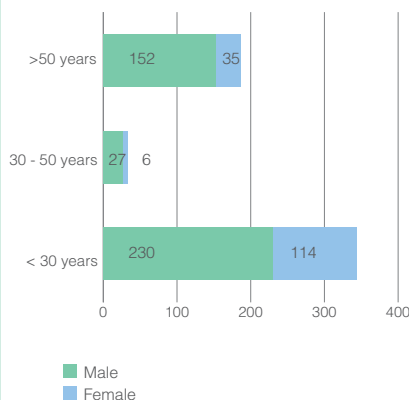


Recruitment by Province and Gender

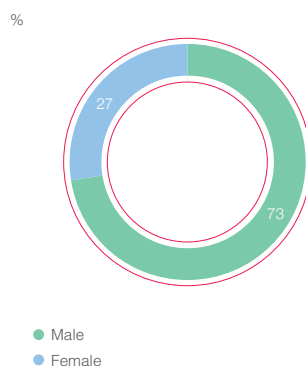


Retirements & Resignations

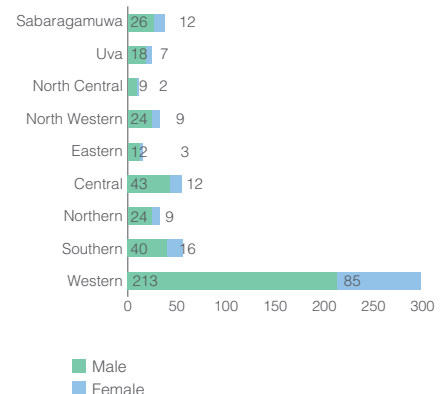
Employee Turnover



Turnover by Gender



Turnover by Province and Gender



Human Capital

Performance Culture

The Group nurtured a strong performance culture over the years, anchored with a Performance Management System (PMS) designed to align with strategic goals and our core values. Accordingly, it provides employees with visibility of how their roles connect to organisational objectives with clear Key Performance Indicators (KPIs) set and agreed at the beginning of the year. This facilitates meaningful assessment of performance and feedback, enabling employees to improve their performance. All division heads follow a structured engagement framework developed by HR, supporting consistency in assessment methodology across the organisation, minimising potential biases. These engagement plans are regularly reviewed and discussed in management meetings to drive a high performance culture.

Annual performance appraisals were conducted for 100% of employees in 2025/26 and employees received structured feedback recognising achievements, indicating areas for improvement and growth. A training needs analysis is done for management, technical and front line staff.



Competency Development

The Group's competency development pillar focuses on three key areas.

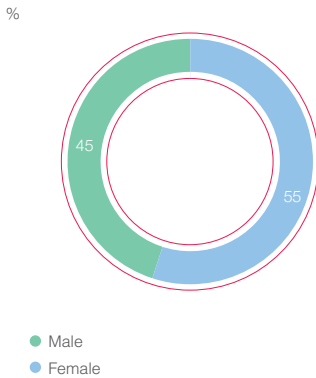
Business Fundamentals	Functional Excellence	Leadership Essentials
 Strengthening core business knowledge and operational understanding.	 ➤ Developing specialised skills to drive efficiency and expertise in respective roles. ➤ Digital capability and customer centricity	 Cultivating leadership capabilities to inspire, guide, and manage teams effectively.

In addition, the Singer Retail Academy (SRA) underpins the competency development pillar and supports skill development of retail employees through a structured, ongoing training program tailored specifically for sales teams. SRA enhances employee capabilities by providing continuous training in critical areas such as leveraging technology for customer outreach, inventory and debtor management. The curriculum has been developed in collaboration with the Sri Lanka Institute of Marketing (SLIM), to provide a comprehensive curriculum that includes leadership competency, branch manager development, and executive coaching for managers. By focusing on both technical skills and leadership growth, SRA ensures a well-rounded approach to professional development, driving excellence in retail operations.

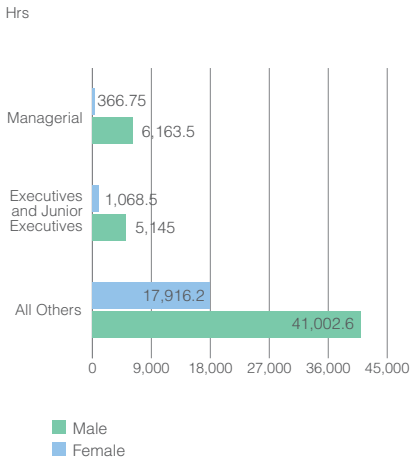
Key training programs conducted during the year listed below:

- Customer service training
- Product knowledge training
- Operational knowledge training
- Leadership development programs
- Rise and shine
- Web sales training
- Journey to service excellence
- Sales & operations workshop
- District manager development program
- Internship program for trainee district managers and trainee branch managers interns

Average Training Hours by gender



Training Hours by Employee Category



Employees by Contract, Gender and Region

	Permanent		Contract		Casual	
	Male	Female	Male	Female	Male	Female
Western	1406	510	99	49	28	
Southern	243	54	21	6	5	
Northern	84	27	9			
Central	239	59	18	5	8	1
Eastern	100	20	9	1	1	1
North Western	152	32	8	3	4	
North Central	118	15	8	2	2	
Uva	109	25	10	2	3	
Sabaragamuwa	133	38	14	2	6	
Total	2,584	780	196	70	57	2

Percentage of Employees by Age and Category

	Age								Total	
	18 - 28		29 - 39		40 - 50		Above 50		Male	Female
	Male	Female	Male	Female	Male	Female	Male	Female		
Key and Senior	0.0%	0.0%	0.2%	0.0%	0.5%	0.0%	0.9%	0.1%	1.7%	0.1%
Middle Management	0.0%	0.0%	1.0%	0.3%	2.0%	0.1%	0.6%	0.0%	3.5%	0.4%
Junior Management	0.9%	0.2%	3.2%	0.3%	1.8%	0.2%	0.3%	0.1%	6.3%	0.8%
Executive	1.0%	0.8%	4.3%	1.0%	1.8%	0.5%	0.2%	0.1%	7.3%	2.3%
Non-Executive	20.4%	11.6%	18.3%	6.0%	12.6%	1.1%	6.8%	0.7%	58.1%	19.5%

Happy Employees

At Singer, we believe that happy employees are supported by a well-rounded employee value proposition that motivates them to perform. This includes competitive remuneration aligned with their skills and experience, defined benefit plans and other benefits.

The Group contributes 12% and 3% to the Employees Provident Fund/Mercantile Services Provident Society and the Employees Trust Fund in line with the country's legal requirements. Additionally, the Group has provided Rs.1.53 Bn for its liabilities relating to the payment of gratuity to employees who have completed 5 or more years of continuous service with the Group.

Benefits Provided to Full-time Employees

Singer provides a range of benefits to its employees in addition to competitive remuneration and defined benefit plans. The benefits provided for full-time employees of the organisation but are not provided to temporary or part-time employees.

Industrial Relations

21% of the Group's work force is covered by Collective Agreements. We have maintained positive relations with the trade unions during the year through regular dialogue, an open door policy and addressing concerns raised as deemed appropriate. There were no actions by trade unions during the year.

Employees are provided a minimum notice period of 4 weeks with regard to any operational changes to existing terms and conditions of employment.

Training Highlights



14.15 hours

Average training hours per permanent employee

71,633

Total training hours (including shop staff)

13,052

Total training participants (including shop staff)

Educational

- Membership subscriptions to professional bodies
- Educational aid scheme providing financial assistance for further studies.

Financial

- Staff discounts and easy payment schemes for Singer products
- Distress loans for emergencies
- Low interest loans for vehicle purchases
- Financial assistance for funerals

Sports and Recreational

- Long-term leave for employees to support sporting careers
- Gym facilities and access to recreational classes
- Membership for sports such as Badminton, Soccer, Cricket, Hockey

Human Capital

Employment covered by collective bargaining agreements

- Regnis Lanka Factory 94%
- Singer Piliyandala Factory 39%
- Singer Industries Factory 62.5%
- Singer Sri Lanka (excluding factories) 21.5%

Diversity of Our Team

Singer is committed to being an organisation where diverse personalities, opinions, and values coexist, creating an environment of innovation and inclusivity. We recognise that embracing diverse perspectives is essential to staying ahead in a dynamic business landscape.

As part of our gender parity commitment, Singer actively promotes equal opportunities and has established a safe, family-friendly workplace that enables female employees to achieve their career aspirations. Women across the organisation are celebrated throughout the year, with International Women's Day being a key occasion. Special sessions are organised for female employees, and during health camps, we engage medical professionals to provide breast cancer screenings and other vital health checks.

During the year, we also recruited women as field staff, further strengthening our gender-inclusive workforce. 47 of our branches are led by female branch managers, reflecting our commitment to women's leadership. Our team comprises individuals from all regions of Sri Lanka and diverse backgrounds.

There is no gender-based discrimination in determining employee salaries at any job level, and the male-to-female salary ratio is maintained at 1:1.

Succession Planning

As part of our commitment to sustainable governance (ESG) and long-term organisational resilience, we have

formalised a robust succession planning framework. This ensures leadership continuity, mitigates operational risk, and secures the future of our business.

Executive Continuity: Identified and developed ready-now and ready-in-1-3-years successors for all Executive Committee (EXCO) and critical business roles.

Risk Mitigation: Conducted comprehensive talent risk assessments to identify critical skill vulnerabilities and deployed targeted retention strategies for high-potential talent.

Transparent Governance: Established a formalised talent review committee to ensure objective, data-driven assessments of leadership potential and readiness.

Parental Leave

Parental Leave	2025/26		2024/25	
	Male	Female	Male	Female
Total number of employees that were entitled to parental leave	Nil	852	Nil	719
Total number of employees that took parental leave	Nil	13	Nil	21
Total number of employees that returned to work in the reporting period after parental leave ended	Nil	9	Nil	17
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Nil	13	Nil	6

Occupational Health & Safety

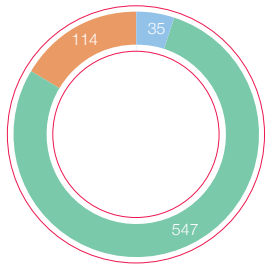
Protecting the health and safety of our employees remains one of our top priorities. We are dedicated to operating in a safe, secure, and responsible manner, benefiting our consumers, employees, and communities. Guided by our comprehensive Occupational Health & Safety Policy, the Group's Health & Safety Framework ensures full compliance with all relevant legal regulations, including the Factories Act, Shops and Establishment Act, and other applicable local Occupational Health & Safety statutes.

Our Occupational Health & Safety management system covers all company-controlled workplaces and activities, including manufacturing facilities, warehouses, and field-based operations. All permanent and contract employees whose work is under our operational control are included within the scope of this system.

To reduce workplace incidents and hazards, we sponsor a variety of programs and initiatives. Health & Safety governance is led by a Group-level Health & Safety

External Workforce

Numbers



- Interns
- Outsourced Employees
- Sub-contractors

Committee that meets every two months to review performance, set strategic direction, and address systemic risks. This is supported by factory-level Health & Safety teams that meet more frequently to monitor day-to-day safety conditions, conduct inspections, and implement corrective actions at the operational level. Additionally, we conduct systematic internal audits to evaluate the effectiveness of our Health & Safety management system. Hazard identification and risk assessments are performed routinely, and the hierarchy of controls (elimination, substitution, engineering, administrative, PPE) is applied to mitigate identified risks. All work-related incidents, including first-aid cases, are investigated to determine root causes and implement corrective actions.

We place special emphasis on the health, safety, and wellbeing of our field staff (including sales, service, and distribution personnel). Recognising the unique risks associated with travel, remote work, and customer-facing activities.

Field staff wellbeing is promoted through periodic check-ins, access to health services, and awareness programs on safety management and personal security.

Health & Safety Related Benefits Provided to Employees Include:

- Offering one of the best healthcare benefits in the industry, covering both indoor and outdoor healthcare needs.
- Awareness programs and providing discounted health check-ups/ screenings.
- Providing accident cover for field-based employees in the event of workplace accidents or accidents during official travel.
- Offering a Flexible Medical Scheme that covers 50% of additional hospitalisation and surgery costs, with no limit on the coverage amount beyond entitlement.

- Organising an annual Health Camp to administer basic health tests for employees.
- Implementing wellness programs aimed at promoting employee well-being and overall health.

Health & Safety Trainings

Training Type	Number of Trainings	Participants
Fire training	4	926
Health & Safety	14	456
First Aid Training	2	67

Company	Injuries - First Aid Cases	Total Man Days of Work
Regnis Lanka Factory	6	6
Singer Piliyandala Factory	4	4
Grand Total	10	10

Way Forward

To sustain our competitive advantage and drive our SMART PLAN, our human capital strategy will focus on the following strategic imperatives:

- **Future-Readiness in AI & Digital Agility:**
Upskilling our workforce in agent-driven AI skills and digital fluency to enhance productivity, decision-making, and operational efficiency.

Transitioning toward a dynamic, skills-based approach to talent development, prioritising continuous learning and adaptability.
- **Elevating Customer Experience (CX):**
Embedding advanced CX skills across all touchpoints and business units, ensuring every employee understands their direct impact on the customer journey and brand loyalty.
- **Holistic Employee Wellbeing:**
Expanding our wellbeing initiatives to support the whole employee—encompassing mental, financial, and social wellness—recognising that a thriving workforce drives sustainable business performance.
- **Building Business Acumen:**
Deploying targeted capability-building programs to enhance commercial awareness across all management levels, enabling our teams to act as true strategic partners to the business.
- **Data-Driven People Decisions:**
Leveraging advanced people analytics to predict talent trends, measure the ROI of human capital investments, and drive evidence-based HR interventions.
- **Cultivating a Purpose-Driven Culture:**
Moving beyond transactional engagement by fostering a values-driven environment where employees don't just "like" their jobs, but genuinely "love" their work. By aligning our culture with shared values and vision, we aim to generate authentic passion, empowering our people to give their best ideas and actively help each other thrive.



Social & Relationship Capital

Social & Relationship Capital comprises our customers, suppliers and the community. These relationships are critical to our operations and are managed in a structured manner, identifying and addressing their concerns. Accordingly, our ability to deliver value to these stakeholders determines the robustness of our value chain which is vital for our growth.



Key Metrics

No. of Customers

 3.1 Mn

Net Promoter Score

 93%

No. of Suppliers

 980

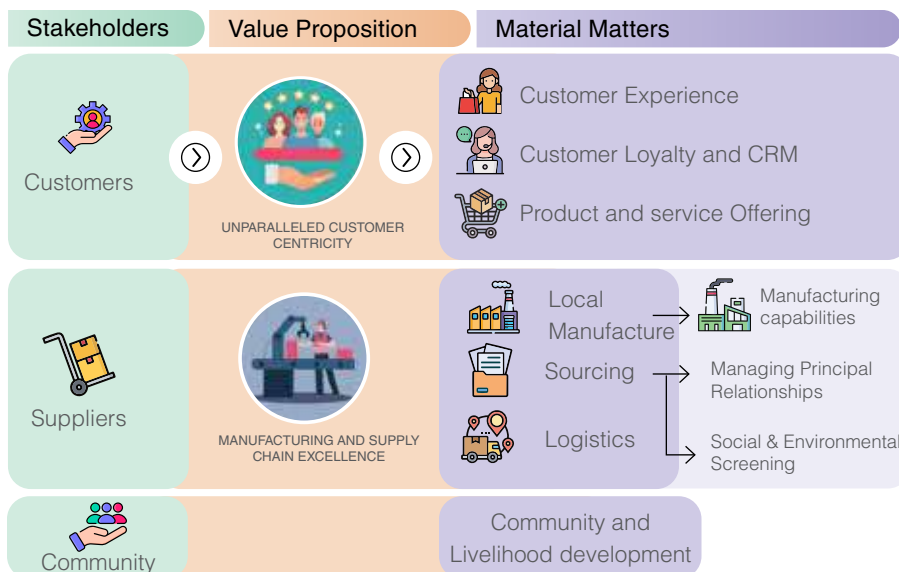
Amounts Paid to Local Suppliers

 Rs. 26 Bn

Managing Our Value Chain - Governance & Strategy

Social & Relationship Capital spans across our entire value chain as it comprises our business partners, our customers, regulators and the communities within which we operate. Accordingly, it covers 2 pillars of the Group's strategy and 7 material matters which are set out below.

The Board is responsible for setting in place the frameworks for managing our relationships with Customers, Suppliers and the Community and assessing their strength. Management of these relationships is delegated to the GMD and Corporate Management with guidance provided through the policies set out alongside.



Significant resources have been allocated to engaging with customers and suppliers as set out in Stakeholder Engagement on page 36. The corporate management reviews a wide range of data related to customers and suppliers which support their decision making on operational and strategic matters.

Our targets and metrics for measuring performance against strategy are set out below together with the proposed action plans.

Singer Group Target	Baseline Performance (2024/25)	Annual KPIs	Action Plan	Performance 2025/26
Customer Experience				
Conduct periodic survey on customer satisfaction/ grievance at retail, mega, wholesale, e-commerce, B2B.	Mystery shopper survey conducted at retail, mega, call centres, whilst service centres conducted both customer satisfaction and grievance surveys	Expand to other channels	Conduct customer satisfaction/ grievance surveys at all customer touch points	Overall Customer Satisfaction - 90% After sales – 99% Online – 89% Mystery Shopper Survey Mega – 82.5% Retail – 76% Service – 85%
Product & Service Offering				
40% of all products and services to include relevant product information, which enables customers to make informed purchasing decisions	All products include basic information about the product	Improving the label information with industry standards	➤ Identify the product E&S labelling requirement ➤ Communicate to suppliers about the requirement	100%
Sourcing: Environment & Social Screening				
Achieve 40% screening of total supplier profile	Conducted supplier survey for 90% of international suppliers	Supplier screening % to be increased by 8%	➤ Screening the ESG related certification and practices for local and international suppliers ➤ Encourage suppliers on supplier development programs	Survey conducted for 33% total supplier profile
Community & Livelihood Development				
Increase CSR beneficiaries by 50% by 2030	2,400+ beneficiaries	Increase total beneficiaries by 240 per annum	Identify purposeful projects that involve community engagement ➤ Health ➤ Education ➤ Environmental	3,612 beneficiaries

Customers

Our customers rely on us to provide high quality products that enable them to enhance their lifestyles through improved productivity, efficiency and effectiveness in their homes, businesses and on commutes. As the undisputed market leader in the country's consumer durables sector, we have been at the forefront of introducing new technology to Sri Lankans, transforming their lives and livelihoods and ensuring that Sri Lankans are in step with cutting edge innovations.

An extensive product portfolio spans 1,400+ household appliances, 800+ electronic items, furniture, two-wheelers and three-wheelers, agriculture equipment and solar installations.

Customer Experience

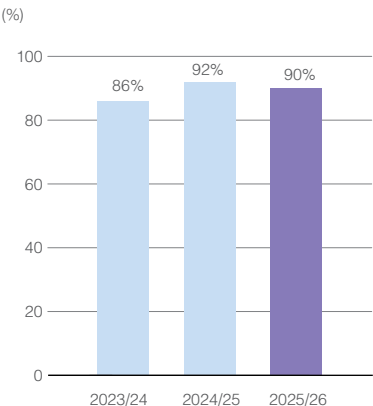
An islandwide network enables us to reach our customers with branded shops, Mega stores, Singer Homes and approved dealer outlets, all designed to enhance the customer experience. This is supported by our website which

provides product information, enabling customers to compare products and weigh the pros and cons of their selected options. An islandwide after-sales service enables customers to maximise the useful life of their appliances. This is amplified by a network of service partners who support timely repairs of appliances. The Singer Fashion Academy offers courses in sewing and dressmaking in 52 locations, enabling talented individuals to pursue their hobbies, businesses and livelihoods. The more recently added

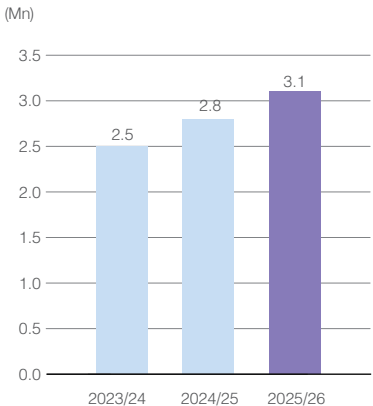
Social & Relationship Capital

network for automobiles (two-wheelers and three-wheelers) caters to the transport needs of communities and is an area of growth. Singer also has a team of agriculture specialists who work in agriculture communities with farmers, providing on-site technical know-how to optimise their investments in agriculture equipment.

Customer Satisfaction



A Growing Customer Base



Customer Satisfaction Score

90%

92% in 2024/25

Net Promoter Score

93%

89% in 2024/25



Instagram

32.7 K



LinkedIn

46.4 K



Facebook

756 K



TikTok

86.2 K



YouTube

30.6 K

Employees were trained in customer centricity during the year at all levels as part of the Competency Development initiatives implemented during the year. Our Customer Satisfaction Rate is 90% in 2025/26, reflecting the results of the investment in training.

The online customer experience was enhanced with improvements to our website and features such as product comparisons and real-time stock availability, which allow customers to see differences at a glance and choose the right item with confidence. The Customer Care App downloads increased to 60% enabling customers to conveniently provide the information required to lodge a precise/refined request for service, enabling us to provide a targeted response. The dedicated Customer Care Centre, with a team of 28 employees, handled customer inquiries and monitored satisfaction with the service provided.

Customer Loyalty & CRM

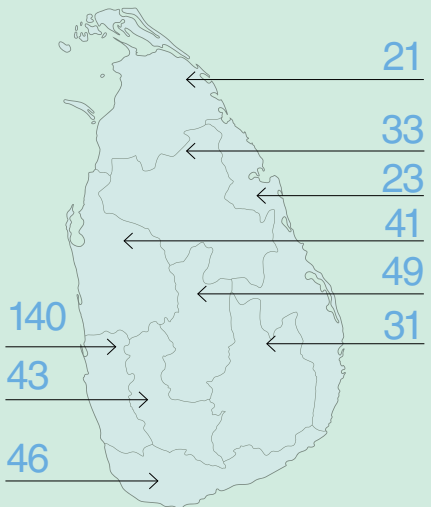
Singer's Red Loyalty Program rewards and connects with our loyal customers by offering unique perks like personalised discounts, early access to promotions, and special rewards. The program aims to strengthen customer relationships, promote repeat purchases, and boost satisfaction. With our dedicated loyalty website, customers can quickly check their digital loyalty card balances, tier statuses, and discover extra benefits in just two simple steps. The customer base has grown by 29% during the year, and the redemption rate for Red Loyalty Points was 8% during the year.

During the year, we implemented the AI-based hyper personalisation tool, which generated approximately Rs. 2 Bn in incremental revenue, expanded our customer reach, and delivered significant business benefits.

We strengthened our cybersecurity infrastructure and 24/7 monitoring by our Security Operations. Regular vulnerability

Our Network

Retail Network	30 Singer Mega
	14 Singer Homes
	380 Singer Shops
Automobiles	3 Shops
Service Network	15 Service Centres
	450 Franchise service agents
Fashion Academy	52 Centres
Dealer Network	1,500+ Dealers
Singer Finance	63 Branches



assessments, proactive patching, and user awareness sessions on phishing were conducted to safeguard customer data. We are progressing towards full compliance with the Personal Data Protection Act. No data breaches or customer security lapses were reported during the year.

Product & Service Offering

During the year, we enhanced our product portfolio with over 87 new introductions, including the TailG e-bike, Premium Furniture, a new range of CCTV cameras, and laptop offerings. We launched Starlink, a low-orbit satellite internet service that delivers fast, reliable connectivity with minimal land disturbance and lower long-term energy consumption compared to traditional cable networks. On the service front, the Singer Care app now has over 120,000 users, our service franchise agent network expanded to more than 450 agents, and extensive customer care training was conducted to enhance after-sales support.

Product Responsibility

The majority of our products are sold with warranties that vary from 3 months to 10 years, reflecting our commitment to providing customers with quality products that adhere to the highest safety standards. We ensure that all products, from locally manufactured appliances

to imported electronics, comply with mandatory safety regulations. During the financial year 2025/26, there were no reported incidents of non-compliance with regulations or standards concerning the health and safety impacts of our products and services. Our R&D department plays a central role, testing all imported and locally manufactured products for safety, energy efficiency, and other performance criteria before they reach the market.

All products are labeled in compliance with applicable laws, providing clear information on product specifications, energy consumption (including MEP labelling for energy-efficient appliances), country of origin, and safety certifications. User manuals in Sinhala, Tamil, and English detail installation, maintenance, and safe disposal methods. There were no reported instances of non-compliance relating to product information, labelling, or marketing communications during the year. All promotional activities and customer engagements across digital platforms, in-store displays, and advertising campaigns were conducted in full compliance with regulatory standards.

Supply Chain Partners

Singer's supply chain partners comprise a global network of suppliers, local suppliers, service providers and distributors and dealers.



New Locally Manufactured Washing Machine Overview

During the year, we introduced a new range of fully automatic washing machines and semi-automatic variants. Key differentiating features compared to previous models include increased capacity, 10 wash programs (up from 8), double chamber detergent box, fully sealed IMD control panel, soft-close tempered glass top, and diamond-shape stainless steel inner tub.

Sustainability Enhancements

- Plastic reduction: 2.4 kg less plastic per machine
- Packaging EPS reduction: 0.3 kg per unit
- Water saving: 0.6 litres saved per full wash cycle

Recycled content: Two components made from recycled plastic

Customer Value Proposition

The new models offer the lowest price in the market combined with water savings, delivering both affordability and efficiency to our customers.

Customer Satisfaction



Social & Relationship Capital

Singer's commercial partnerships extend across local and international supply chain partners, service providers, dealers, and distributors, all of which contribute to delivering the brand's value proposition. These partnerships facilitate efficient inventory management and swift responses to market demands, while securing favourable terms for both local and imported products.

To maintain high quality standards, we implement strict supplier selection criteria and conduct regular audits to ensure adherence to social and environmental regulations. During the financial year 2025/26, Singer (Sri Lanka) PLC expanded its supplier engagement efforts by conducting a comprehensive ESG compliance survey covering 90% of our foreign supplier portfolio. The objective was to assess supplier alignment with our sustainability goals and ethical practices. Environmental focus areas such as energy efficiency, emission reduction, biodiversity preservation and climate change adaptation scored moderately, indicating the need for ongoing capacity building and knowledge sharing in these domains. Encouragingly, several suppliers reported compliance with recognised environmental management standards such as ISO 14001, demonstrating a structured approach to minimising environmental impact.

Singer will continue to collaborate with its suppliers through dialogue, capacity development, and performance reviews to improve ESG alignment across the value chain. These efforts form part of our broader goal to build a resilient, transparent, and responsible global supply network. During the year, there were no reported incidents of child labour or forced labour in our supply chain.

Membership in Associations

- The Ceylon Chamber of Commerce
- Import Section of The Ceylon Chamber of Commerce
- The Employers' Federation of Ceylon
- American Chamber of Commerce of Sri Lanka
- The European Chamber of Commerce of Sri Lanka
- Board of Investment (BOI)

Supplier Assessment Criteria

- Certifications including E&S certification
- Product specification and quality
- Timeliness of delivery
- Zero use of child labour/forced labour
- Environmental assessment including CEA certifications



New Global Partnerships



- TailG
- Hikvision
- Starlink
- DeLonghi
- HP

Supply Chain 25/26

980 suppliers

16 Subcontractors

Rs 26 Bn Payments to local suppliers

Rs 51 Bn Payments to international suppliers

Rs 77 Bn Total payments to suppliers

Community Relationship & Livelihood Development

Singer has a significant impact on communities as our products support micro-entrepreneurs, small businesses, farmers and housewives thrive. Our products enable them to enhance the scale of their businesses, drive operational efficiencies and create time to enhance their lifestyles.

Our commitment goes beyond offering high quality products; we play an active role in supporting local communities by creating jobs, boosting local economies, and investing in sustainable practices. Our focus on community engagement and corporate social responsibility is guided by a comprehensive Singer ESG Roadmap (Paramaarthayen Perata - Progress through Purpose) initiative, with the primary aim of driving tangible improvements and uplifting vulnerable groups nationwide. We follow a structured approach to select CSR initiatives, ensuring meaningful engagement through active dialogue. Progress is tracked with clear Key Performance Indicators and actionable steps. Over 3,612+ people benefited, with a total CSR investment of approximately Rs. 6.5 Mn.

Domestic Supply Chain

Singer actively supports local procurement and sustainable initiatives by providing technical and financial assistance to suppliers and subcontractors. During the year, we continued to expand our local manufacturing presence and sourcing of materials from local suppliers. By procuring raw materials, components, and packaging from a network of 500+ local suppliers, we strengthened our commitment to local sourcing, driving economic growth and stability within the community. We remain committed to expanding our domestic supplier base, with local procurement currently accounting for 34% of total supplier payments.



Global Brand Partners

Singer maintains strong partnerships with over 400 renowned international suppliers, known for their groundbreaking contributions and unmatched innovation in advancing the industry. These collaborations provide access to cutting-edge technology, enhancing our digital capabilities and driving transformative innovations. During the year, ongoing communication with global partners and favourable exchange rate movements enabled us to secure competitive pricing, which we passed on to customers. By leveraging the economies of scale of top global manufacturers, we continued to drive business growth while making our products more affordable.



powered by HONOR, is more than just a competition, it is a platform to identify young fast bowling talent from across the country, giving them the opportunity to showcase their pace, passion, and potential. Guided and inspired by Sri Lankan cricket legend Lasith Malinga, his experience, dedication, and legacy motivate young cricketers to dream big and push their limits.

Avinya Foundation

We extended our support to Avinya Foundation, focusing on skill development for underprivileged children. We provided training and subsequently offered part time and full time employment opportunities to over 15 young individuals, helping them build sustainable livelihoods.

Female Empowerment

The majority of students enrolled in the Singer Fashion Academy are women, directly contributing to the promotion of female empowerment. Courses are significantly subsidised to ensure they are accessible to as many women as possible and are carefully designed to provide the skills necessary for women to pursue careers and achieve financial independence.

Youth Development

For more than 60 years, the Singer Fashion Academy – the educational arm of the Group – has been dedicated to empowering individuals through skill development. During the year, we continued to offer free workshops and scholarships, making learning accessible to many. The academy provides a variety of affordable sewing and fashion design courses, with a focus on entry-level programs that inspire young women to explore and pursue a career in sewing.

- **Pathway to certification:** Students can progress from diploma to degree certification.
- **Affordability:** Majority of courses are priced below Rs. 30,000, making education accessible compared to similar programs.

- **Graduates & scholarships:** 747 diploma and certificate program holders graduated during the year.

Empowering Youth Through Our Branch Entrepreneurial Model

Through our branch entrepreneurial model spanning over 400 outlets, we have empowered more than 2,800 young individuals by equipping them with essential sales skills, product knowledge, and customer care training, enabling them to grow professionally; many have advanced to become branch managers, elevating not only their own lives, but also their communities.

Singer Fast Ball Pace Hunt

At Singer, we believe in empowering youth and contributing to the development of sports in Sri Lanka. The Singer Fast Ball Pace Hunt: Sri Lanka's Next Legend,

- **Employment pathways:** The courses serve as an entry qualification for employment in the apparel sector.
- **Higher education ties:** A tie up with Lovely Professional University in India offers students opportunities to pursue a degree and further training in fashion.
- **Enrolment:** 3,374 students were enrolled during the year across 8 certificates and diploma courses.

Community Support Initiatives

Our wider network played an active role in supporting communities through a variety of initiatives aimed at improving healthcare, assisting marginalised groups, and promoting social well being.

Social & Relationship Capital

- **Essential equipment donations to schools & children's homes:** During the year, we donated essential appliances and equipment to several schools and children's homes, enhancing the quality of learning and living environments.
- **Disaster relief for affected staff and communities:** In response to the Ditwah (disaster affected) communities, we provided financial assistance to help rebuild affected homes and properties, along with dry rations to support daily needs.
- **Well cleaning campaign:** Led by our service centre teams across the country, we organised well cleaning initiatives to restore clean water access for communities in need.



Legend Forest Initiatives with the New Zealand Under 85kg Rugby Team



Donation to S. Thomas' College, Gurutalawa



Earth Summit 2026 - Together for Soil



Skill development session for Avinya Foundation students.



Singer service teams leading well-cleaning projects for Ditwah-affected communities.





Honor Magic V5 Launch



Singer Fashion Academy - En Vogue Fashion Show 2026

Way Forward

- Deploy our CRM system more efficiently with an integrated loyalty program to boost customer loyalty.
- Expand our retail footprint and continue shop rebranding.
- Conduct comprehensive supplier survey on ESG requirements
- Enhance customer experience through world-class service and support.
- Broaden our product range to meet evolving customer needs and preferences.



Manufactured Capital

The Group's Manufactured Capital comprises our Property, Plant & Equipment, Right of Use Assets and Inventory which are key drivers of growth and performance. Through our investments in manufactured capital, we shape Sri Lanka's digital aspirations and change lifestyles of millions of Sri Lankans. Collectively, these assets account for 54% of the Company's Total Assets and 31% of the Group's Total Assets, reflecting the importance of this capital. In this segment, we discuss how we manage this key capital to optimise returns while balancing sustainability concerns.



Key Metrics

Property, Plant & Equipment

 Rs. **9.2** Bn

Inventories

 Rs. **34.2** Bn

Right of Use Assets

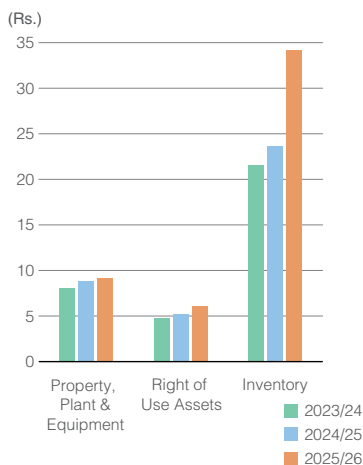
 Rs. **6.0** Bn

Investments in Capital Expenditure

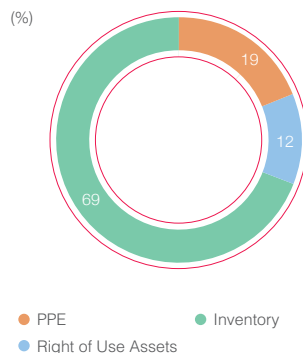
 Rs. **270** Mn

Overview of Manufactured Capital

Manufactured Capital



Analysis of Manufactured Capital

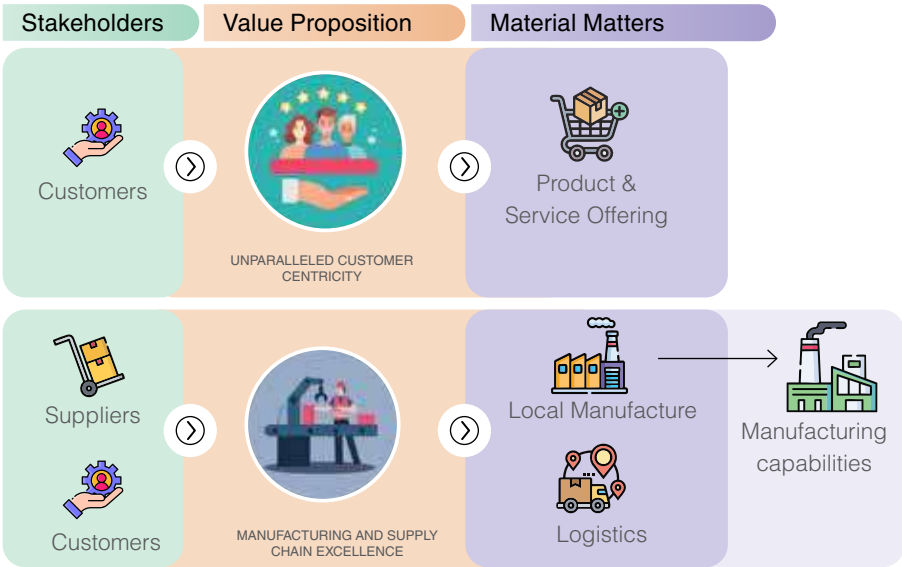


Managing Manufactured Capital – Governance & Strategy

The Group's business model relies on ensuring that our manufactured capital is aligned to strategy, whether it is capital expenditure to enhance our manufacturing capabilities, storage and transport of inventory, the mix of inventory carried at each location or the number of customer touchpoints we operate. Optimising returns on these investments requires significant effort to plan, monitor and manage so they move in a synchronised manner.

The Board approves the capital expenditure budget for the year, while management of inventories and right of use assets is managed largely through quarterly monitoring of the Group's financial performance, as authority for management of these are delegated to management. The Board Audit Committee is responsible for oversight of financial performance and plays a key role in ensuring that inventory management is optimised.

Inventory management and logistics are also supported with investment in software which is part of the Group's Intellectual Capital.



Our targets and metrics for measuring performance against strategy are set out below together with the proposed action plans.

Singer Group Target	Action Plan
Manufacturing Capabilities	
Optimise Factory Facilities & Space	Complete realignment of sewing machine assembly to CBU format. Commissioned automated sofa pillow line and signature door profile edge banding machine.
Upgrade Washing Machine Line	Introduce 7 new models by 2030
Drive Innovation in Local Manufacturing	24 new SKUs developed (sofas, beds, dining tables, modular products)
Product & Service Offering	
Expand Product & Brand Portfolio	Introduced 6 new brands: Starlink, Delonghi, TailG, Hikvision, Piaggio and HP. Added 252 new SKUs to Omni Cart in 2025/26 against a target of 500 by 2030

Our manufactured capital is aligned to strategy, whether it is capital expenditure to enhance our manufacturing capabilities, storage and transport of inventory, the mix of inventory carried at each location or the number of customer touchpoints we operate.



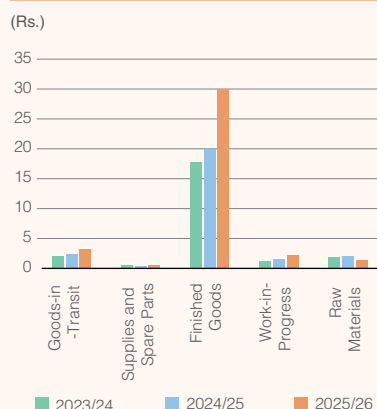
Manufactured Capital

Inventory

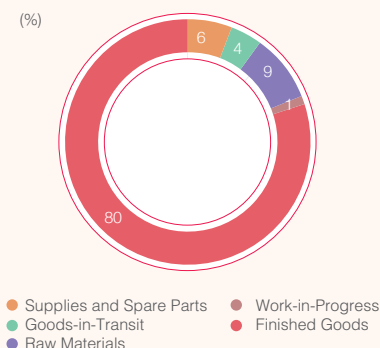
Inventory accounts as the largest item of value in the Company's Balance Sheet and the second largest in the Group Balance Sheet reflecting the importance of managing this capital effectively and efficiently. The value as at 31st March 2026 amounted to Rs. 34.2 Bn, an increase of 44% which is largely attributable to increased inventories of finished goods and raw materials which increased by 50% and 36% respectively. This reflects the stronger consumer demand witnessed during the year as well as our investments in enhancing our local manufacturing capabilities. The majority of the products sold are accompanied by a warranty and therefore, it is necessary to ensure that inventory moves in a timely manner. Improved predictive data analytics as well as sales and inventory analytics in real time support monitoring and formulation of action plans for management of this key asset category that drives our performance.

Overview of Inventory

Analysis of Inventory



Composition of Inventory 2025/26



Finished Goods

Rs. **30** Bn

Over 2,000 SKUs are managed across 427 locations by the Company reflecting the complexity of managing inventories efficiently

Raw Materials

Rs. **3.2** Bn

The raw materials used in local manufacture is expected to grow as we expand our manufacturing capabilities

Property, Plant & Equipment (PPE)

PPE comprises the Group's network of stores/shops, warehouses, investments in leasehold premises, manufacturing and assembling facilities, a small fleet and our digital infrastructure. The Group's long term presence has enabled accumulation of a valuable portfolio of properties in prime locations across the country which now accounts for 61% of written down value of PPE and covers over 200,000 square feet of retail space. Additionally, we also have a network of leased premises that we invest in to ensure that they conform to the same high standard of our owned stores. The stores reflect our brand and each one is configured to optimise the customer experience. Our factories at Ratmalana, Panadura and Piliyandala manufacture washing machines, sewing machines, refrigerators, furniture and water pumps. The Group's Electronic Data Processing equipment continues to grow as we roll out our digital transformation in to all aspects of our business.

Overview of Property, Plant & Equipment



Land & Building

- Manufacturing Sites: 4 (owned locations 3) :
- Shops: 31
- Other: 3 Factory locations

Manufacturing Capabilities

- Washing Machines
- Refrigerators
- Automobile Assembly
- Furniture
- Sewing machines
- Water Pumps

Supplies and Spare Parts

Rs. **2.23** Bn

This includes spare parts for the factory as well as spare parts held for after-sales service including honouring our guarantees.

The Group added 254 new SKUs to inventory as we enhanced and refreshed our product current portfolio. The inventory turnover days improved from 148 days in 2024/25 to 131 days in 2025/26 reflecting improved supply chain efficiencies as well as improved inventory management. The provision for inventories increased by 31% to Rs. 700 Mn. The unrealised profit in Inventory arises due to transfer pricing of products manufactured by the Group and amounted to Rs. 54 Mn. This amount increased by 89%.

Logistics Support

- 4 Warehouses
- Fleet of 300 vehicles for transport of goods

During the year, the Group invested Rs.270 Mn in PPE, enhancing our presence and capabilities. We expanded our capabilities to assemble two-wheelers and three-wheelers which can assemble 50 two-wheelers and 15 three-wheelers per day. EDP Equipment was another area of investment as we enhanced capabilities in digitalisation of all operations, and data analytics to drive significant operational efficiencies. Our investments in both our own network of stores and leased stores continues as we grow and enhance the customer experience. Depreciation amounted to Rs. 867.5 Mn reflecting the use of the assets.

Right of Use Assets

The Group's Right of Use Assets amounted to Rs. 6.0 Bn as at the close of the year, an increase of 17% over the previous year as we continue to optimise our network of customer touchpoints. This has proved to be a forward-looking strategy that perfectly complements shifting customer behaviours, where our e-commerce platform serves as the initial research gateway before a store visit. To enhance this integrated consumer journey, we selectively added 12 strategic touchpoints aiming to secure potential high-growth locations during the year. We will continue to rigorously monitor the impact of this network optimisation on our overarching performance to guide our future retail footprint prudently.

Way Forward

A business landscape fluid with significant uncertainties presents both opportunities and risks. On the upside, the transition to a low-carbon economy presents significant opportunities for growth in the automobiles, solar rooftop and energy-efficient consumer durables. With 99.5% of households having access to electricity, low penetration rates on staple household technology and a migrant workforce also points to potential for growth in refrigerators, washing machines and household equipment. The mass appeal of technology continues to drive growth of electronics which is tempered by expected increases in the price of chips due to the high levels of demand for these.

Short term

Short term solutions to the current business dynamics include optimising inventory management for foreseeable trends and threats. Accordingly, inventory levels have been adjusted to manage technology-related risks to ensure availability of stocks of fast moving items.

Property, Plant and Equipment will be scaled up to increase manufacturing capacity for thrust categories such as furniture, washing machines and water pumps. Singer has already identified suitable premises and signed a sale and purchase agreement in April 2026 for factory premises for expansion of furniture manufacturing capabilities.

Medium to Long Term

Medium term plans focus on enhancing manufacturing capacity of existing product lines while driving product innovation, particularly in washing machines and refrigerators. Product innovation will look at new models as well, moving up to models with higher capacity and improved features. Resource efficiency will be a critical consideration in evaluating technical proposals, ensuring that the Group is able to meet its stated sustainability goals.



Intellectual Capital

A Price to Book Value per share of 4.51X as at 31st March 2026 indicates that Intellectual Capital is a significant source of value for shareholders. The ratio improved from 2.68X in 2025 reflecting effective management of this multipronged, non-monetised capital. Intellectual capital underpins our prospects for growth and differentiates us, strengthening our ability to compete effectively.



Key Metrics

Brand Value

 Rs. **7.8** Bn

Digitalisation

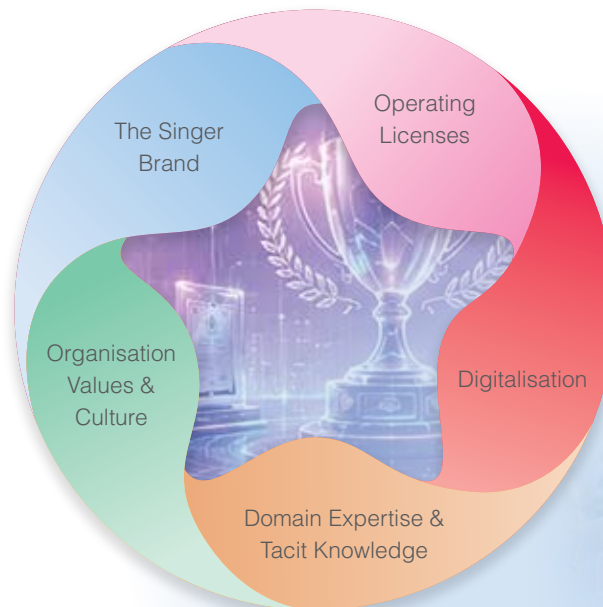
 **12** +
Workflows improved

Recognition

 People's Brand of the Year
for the 20th consecutive
year

Managing Intellectual Capital – Governance and Strategy

Management of intellectual capital has two components. The monetised components included in Intangible assets is reviewed by the Audit Committee who assists the Board in managing its values. The non-monetised components are outcomes of investments of other capitals that increase our differentiation in the market place as we live our values, enhance efficiency and customer centricity. These activities are driven by the Board through guidance (policies and feedback) and approval of strategy, budgets and plans and reinforced through performance oversight. Key components of Intellectual Capital that are actively managed as set out below.



Highlights 2025/26

Overview of Our Impact

The Singer Brand

Rs. **7.8** Bn

Excellence in what we do

Singer received **15** awards during 2025/26

5

Partner Brands Added in 2025/26

Refreshed outlets

130 +

Singer Sri Lanka's retail network spans all nine provinces, underscoring its strong market reach and accessibility. This broad footprint has widened customer access while strengthening brand visibility, recall, and resonance nationwide.

For the 20th consecutive year, Singer won the prestigious People's Brand of the Year award at the SLIM Kantar People's Awards 2025, reaffirming its standing as one of Sri Lanka's most trusted and admired brands. Brand Finance Sri Lanka also valued the brand at Rs. 7.8 Bn in August 2025, up reflecting the Company's continued investment in this key component of intellectual capital.

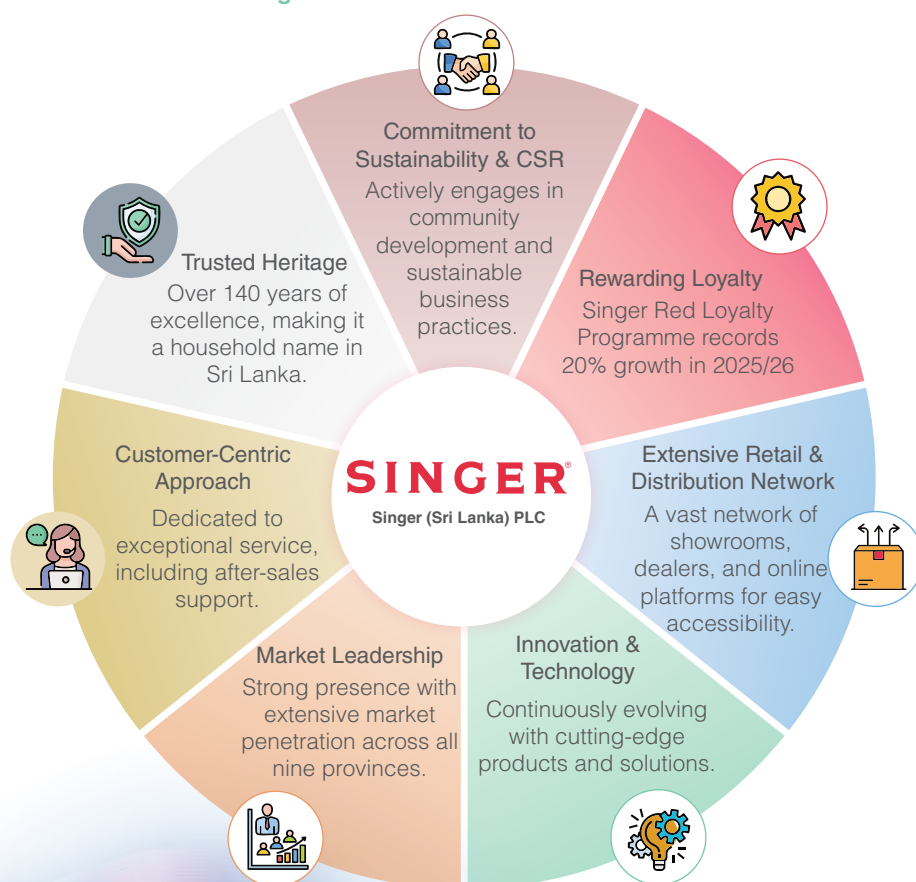
The Singer Brand

Singer has been a trusted part of Sri Lankan life for generations, shaping homes, communities, and the wider economy. From durable appliances and advanced technology to dependable after-sales service, our continued presence reflects the strength of our brand. Beyond delivering quality products, our reach across towns and cities creates jobs, supports livelihoods, and contributes to economic growth. From urban centres to remote villages, Singer brings innovation, comfort, and progress into homes. This strong brand foundation, supported by a portfolio of over 60 globally recognised brands, helps us attract and retain customers.

With a portfolio of around 600 electrical items and 1,400 home appliances, Singer Sri Lanka offers high-quality, innovative solutions tailored to customer needs. Our unmatched after-sales service extends product life and remains a core part of the Singer value proposition, helping build long-term brand loyalty. The Fashion Academy and our team of agricultural specialists further enhance product utility and deepen our ties with local communities. Through national sports

sponsorships and a strong commitment to customer satisfaction, Singer continues to lead the market and set the benchmark for trust, durability, and excellence.

Brand Attributes of Singer



Intellectual Capital

Awards won in 2025/26

Singer continues to demonstrate excellence in a number of areas - garnering 16 industry and sector awards - which serve to enhance our brand including the below.

Award Program	Overall Excellence
Top 100 Most Valuable Sri Lankan Brands 2025	Ranked at 17th position AAA- rating by brand finance
Most Respected in Sri Lanka for 2025 by LMD	Ranked in 16th position of the Top 20 Most Respected Entities in Sri Lanka, moving up 20 places from 2024 Winner Most Respected Consumer Durables Sector in Sri Lanka for 2025 by LMD
SLIM-Kantar People's Awards 2026	People's Brand of the Year Youth Brand of the Year People's Durables Brand of the Year
Marketing	
SLIM DIGIS 2.5	Bronze Award for the Best Digital Campaign in the Retail Sector - TV Bronze Award for the Best Use of Digital in E-Commerce for the Singer.lk 11.11 Campaign Silver Award for the Best Use of Performance Marketing for the Singer.lk 11.11 Campaign
Dragons of Sri Lanka Awards 2025	Silver Award for Washing Machine Campaign "Take A Load Off Her Head" at the Dragons of Sri Lanka Awards 2025
Effies 2025	Silver Award: Electronics category for the "Singer A/C Off Season" campaign. Bronze Award: Artificial Intelligence category for the "HONOR AI Valentine's Love Song" campaign. Bronze Award: Home Furnishings & Appliances category for the "Take the Load Off Her Head" campaign.
Brand Partnership Recognition	
SLIM Brand Excellence 2025	HONOR awarded the Best New Entrant Brand of the Year 2025
Corporate Reporting & Sustainability	
SAFA Best Presented Annual Reports Awards, Integrated Reporting Awards & SAARC Anniversary Awards for Corporate Governance Disclosures Competition 2024	Gold Award in the Service category (Excluding Financial Services, Communication & IT Sector) at
TAGS Awards 2025	Gold Award in the Trading Companies category
Best Corporate Citizen Sustainability Awards 2025	Retail Sector Winner Award



Partner brands

Singer markets and distributes a wide range of products through multiple channels, including its own manufactured goods as well as locally and internationally sourced items. These are offered under Singer's house brands and through exclusive and non-exclusive partnerships, providing consumers with a broad choice.

Our Brands		
Key House Brands	Exclusive Distributorship	Non-Exclusive Distributorship
SINGER® SISIL REGNIS UMIC Safari කාම මාසවර SINGER SOLAR SINGER FURNITURE	HONOR nubia ZTE SONY HITACHI SKYWORTH SINTEK TAILG STARLINK LIMA ZOJE beko MITSUBISHI TCL PIAGGIO KENWOOD Tefal Moulinex Prestige Welling Swan SIGNATURE BRAUN TATAWA LIDA RIVELTA Symphony BOSCH JOHN DEERE UJVM	SAMSUNG HIKVISION Panasonic DELL ASUS msi vivo acer SWISSTEK DeLonghi Apple HUAWEI Midea PHILIPS SHAKTIMAN alhua Alpha Whirlpool Canon pureit BOSE KDK Mahindra hp BLACK+DECKER QUINCY ELECTRONICS BUDRY ELECTRONICS USHA HAFELE ALLUMEX SALTER Energynet KARCHER Energizer

Intellectual Capital

Partnerships with Banks and Finance Companies

Partnerships with financial institutions facilitate convenient financing options for customers with the monthly Card Carnival where a dedicated day or weekend is given to each institution together with discounts for purchases. Customers benefit from the discounts and interest free credit on purchases with banks varying from 12 to 60 months. This has been extended to leasing companies for tractors and light automobiles, building an ecosystem that supports customers.

Red Loyalty Points

Singer's Red Loyalty Points rewards customers for their purchases, building loyalty to the Singer brand. The number of customers enrolled with the programme increased from 2.8 mn to 3.1 mn customers. Growth was supported by high growth rates in digital devices.

The rewards programme was integrated with the CRM software, facilitating convenience in awarding, viewing and using loyalty points by customers. The growing customer base facilitates analysis, predictions and hyper personalisation of offers to customers, strengthening loyalty and repeat purchases.

Digital Interactions

We revamped our website with a new look and faster response times as it attracts 350,000 – 400,000 visitors each month. The loading speeds, the display and user interface of the website was optimised for both SEO and SEM while the furniture pages were enhanced. Additionally, all our showrooms were geomapped correctly to Google maps ensuring that customers were directed to the nearest touchpoint.

We targeted our existing customer base through social media and customised messages via WhatsApp using our AI-based hyper personalisation tool which has been integrated fully with our digital platforms. Singer was the 1st company to partner with Meta to target and engage with customers on Meta Platforms, enabling us to connect the customer purchase, even if it happens offline.

We also commenced conducting online sentiment analysis to determine if it is positive, negative or neutral experience.

Singer is one of the Top 15 advertisers in the country with a presence across TV, Radio and print. We use these mediums to promote Singer as a destination, Singer as a Product brand and partner brands.

Direct to consumer activations

Singer has an active calendar for direct to consumer activations where we engage directly with customers or potential customers. These take the form of in-showroom activations, stalls, mobile trucks in key towns and showrooms.

- Teams in trucks conduct door to door sales campaigns, particularly in rural areas.
- Mobile kitchen demonstrations unit conducted over 400 cookery demonstrations for housewives promoting safe cooking, health and nutrition and the safe and effective use of equipment.
- Singer sewing machine demonstrations at Fashion Academy
- Health and Wellbeing sessions sponsored by fitness equipment

Licenses

The Singer Group has operating licenses for its factories and the subsidiary has a license to operate as a finance company under the Finance Companies Act. These licenses are critical to our operations and we adhere to wide ranging terms and conditions attached to them. The terms and conditions are amended from time to time and care is taken to ensure that these are complied with.

Quality Assurance

The Research & Development (R&D) Team ensures that the products we import or manufacture are of appropriate quality, testing between 200-300 samples per annum. Singer has defined parameters and the R&D team continues to review and improve these, supporting quality improvements and closing identified gaps. The team tests products according to parameters covering safety, performance and durability, energy efficiency, water efficiency to ensure that products conform to acceptable standards. Products that require compliance with Sri Lanka Standards are tested to ensure compliance with the same. The results of testing are reviewed and identified deviations are discussed with the Original Equipment Manufacturer (OEM), brand owner or factory.

The process is automated and efficiencies are monitored. All results of these tests are retained and documented for analysis, further enhancing the team's knowledge base and capabilities.

Key Campaigns in 2025/26

Partnership with MasterChef

As the official supplier of kitchen equipment, Singer was a key partner to this Sri Lankan programme of the much watched global franchise. With contestants comprising of Sri Lankans from multiple customer segments, the programme unearthed new talent and the judges and contestants are now visiting showrooms to interact with customers.

The Voice - Sirasa

Singer partnered with The Voice - Sirasa to unearth new talent. This campaign promoted Nubia phones which has gained market share during the year.

Hunt for the Fastest Bowlers

This ongoing promotion of Honor mobile phones stars the Cricketing legends Lasith Malinga and Sanath Jayasuriya as they hunt for the fast bowlers in Sri Lanka. This has attracted over 3,000 entries and one camp has been conducted in the Colombo district.

Piaggio

Campaign to raise awareness of the benefits of Piaggio which is a dual purpose vehicle with a stronger frame that can bear higher loads and the back can be converted for cargo and deliveries. Titled "Jeevithe jayaganna mahathwarunta" it differentiates a business rather than a three-wheeler.

Starlink

Starlink promotion to provide internet access where there is no service. This service now provides consistent speeds for tech workers with sales averaging over a thousand units a month.

TailG Bikes

The campaign "Economic ride ekakata, electric bike eka" promoted TailG brand bikes for sustainable travel.

Large Screen TVs

Encouraged customers to move to larger screens from older and smaller models supporting growth.

Washing Machines

This campaign drew attention to the daily workload carried by the housewives and offered a solution on unmatched terms - to take home a washing machine for a 14 day trial with a moneyback guarantee.

The Oldest John Deere Tractor

Search for the oldest John Deere tractor in the country - Found tractors which were 14 years old and in good running condition. Top 10 participants received 40" TVs.

Intellectual Capital

Systems and Processes

We implemented the following upgrades to our systems during the year, adding new dimensions to our capabilities.

IT Systems Overview - Core Business Systems		
 IFS Applications 10 ➤ The Digital Core Architecture	➤ Enterprise backbone integrating finance, supply chain, HR, sales, service ➤ Single digital fabric for unified processes ➤ Ensures data integrity, workflow automation, and process orchestration	➤ Standardises processes, reduces redundancy ➤ Real-time transaction visibility ➤ Cloud-ready interface supporting mobility and cross-functional integration ➤ Enables agility with enterprise stability
 Novacura Flow ➤ Low-Code Agility Layer	➤ Low-code orchestration layer on IFS ERP ➤ Enables workflow extension without heavy customisation ➤ Supports mobile-first, API-driven workflows ➤ Barcode scanning, offline sync, intuitive UX	➤ Bridges integration gaps, preserves ERP integrity ➤ Accelerates deployment of digital capabilities ➤ Minimises technical debt, boosts scalability
 AI Based Hyper Personalisation Tool ➤ Intelligence & Engagement Hub	➤ Consolidates ERP, POS, CRM, e-commerce data ➤ Single source of customer intelligence ➤ Machine learning and predictive analytics for behaviour insights ➤ Identifies churn risk and purchase propensity	➤ Enables hyper-personalised engagement and omnichannel campaigns propensity ➤ Supports advanced segmentation ➤ Drives precision marketing and loyalty growth

Digital Transformation Initiatives at Singer in 2025/26:

Our digital transformation efforts were primarily focused on enhancing the customer experience by improving customer touchpoints, backend operations, and supporting functions. Key developments include:

Customer Experience & E-Commerce

- Introduced digital solutions to simplify customer agreements, making the process faster and more convenient.
- Strengthened online payment capabilities by working with leading banking partners to provide smoother transaction experiences.

Retail Outlet Innovations

- Enhanced in-store digital processes to reduce manual work and improve transparency at the point of sale.

IT Systems Overview - Analytics and Service Excellence



Power BI

- Self-Service Analytics & Real-Time Dashboards

- Data visualisation and analytics layer
- Connects multiple data warehouses and systems
- Delivers KPIs, metrics, drill-down analytics
- Interactive dashboards democratising data access
- Reduces IT dependency for reports
- AI-enabled forecasting, scenario modelling, anomaly detection
- Supports data-driven decision-making with real-time insights



SINGER CARE

- Digital Service Uberisation Platform

- Mobile-first service orchestration app
- Integrated with ERP and mapping APIs
- Real-time technician routing, SLA monitoring, parts allocation
- Geo-location, digital ticketing, instant data capture
- Offline/online sync for field updates
- Multimedia service logs and instant postings
- Closed-loop service system for efficiency and compliance



SINGER.lk

- Omni-Channel E-Commerce Hub

- Unified digital shopping ecosystem
- Real-time product availability and order tracking
- Secure payments and smooth checkout
- Personalised offers, recommendations and instant updates
- Integrated ERP, CLM and e-commerce systems
- Enhances convenience, engagement, loyalty, and operational efficiency

Backend & Support Functions

- Established a dedicated centre to drive advanced analytics and support data-driven decision making across the business.
- Progressed towards digitising warranty processes, laying the groundwork for a more efficient and customer-friendly system.

Way Forward

Our digital transformation journey will continue to build on the progress made, with a focus on broadening digital touchpoints, strengthening customer engagement, and modernising support functions. Key strategies include:

- Expanding Digital Services – Moving towards more paperless, customer-friendly solutions across agreements and warranties.

- Enhancing Online Platforms – Refreshing and strengthening digital channels to deliver a smoother and more connected experience.
- Improving Customer Insights – Advancing digital data practices to better understand and serve customer needs.
- Modernising Backend Processes – Continuing to digitise core systems to improve efficiency and transparency across operations.



Natural Capital

The Singer Group has a significant impact on the environment due to long supply chains, our own consumption of resources and downstream scope 3 emissions from products sold to customers. Our ESG Roadmap 2030 sets out our goals to minimise negative impacts and support the country's transition to a green economy.



Managing Our Environmental Impact – Governance and Strategy

Management of natural capital is overseen by the Board who is assisted by the ESG Steering Committee chaired by the Group Managing Director. They are assisted by the ESG Working Committee chaired by the Finance Director and supported by 7 Sustainability Champions and a dedicated Sustainability Officer who reports to the ESG working committee and steering committee. Additional oversight by the parent company support alignment to the parent company ESG goals as well. Please refer Sustainability Governance on page 152 of the Corporate Governance Report for further information. The policies set out alongside provide guidance in managing this vital aspect of our operations.

Environmental Policies

- Material and waste management policy
- Energy and emissions management policy
- Water management policy
- Biodiversity conservation policy
- Chemical management policy

Key Metrics

Energy Consumption

 **67,211** GJ

Solar Energy Consumption

 **1** MWh

Total Emissions

 **13,703** tCO₂e
Scope 1 and 2

13,387 tCO₂e
Scope 3

Water Consumption

 **128** Mn litres

Recycling and Eco Packing

 **19%**
Total waste recycled

100%
All sides and top packaging for refrigerators are paper pulp materials

Our targets and metrics for measuring performance against strategy are set out below together with the proposed action plans.

Singer Group Target	Baseline Performance (2024/25)	Annual KPIs	Action Plan	Performance 2025/26
Energy				
Energy Intensity				
30% energy intensity reduction (Mj of energy/ Revenue)	652.6 Mj/ revenue (Rs. Mn)	6% annual reduction	Retail Shops/ Singer Finance Branches Short Term ➤ Switch to LED lighting (Sensor lights) where not done ➤ Optimising air conditioner usage ➤ Training and awareness on energy savings Long Term ➤ Install automatic timers for signage at retail shops to optimise energy use ➤ Replace old air conditioners at retail shops with new energy-efficient inverter models. ➤ Install solar panels at suitable retail shops ➤ Energy Efficiency Champions competition ➤ Factories/ Distribution Centre ➤ Install sub-meters and digital meters ➤ Energy management system (Capacity bank, ventilation system replacing fans) ➤ Conduct energy audits as per ISO 50001 ➤ Optimise delivery routes to reduce fuel use ➤ Install solar panels at suitable locations	20% Reduction
Emission Reduction				
20% reduction in absolute GHG emissions of scope 1 & 2 by 2030	Scope 1 & 2 emissions - 8,042 tCO2 Scope 3 - 11,155 tCO2	4% annual reduction	➤ Emission reduction through energy efficiency ➤ Expand solar projects wherever feasible ➤ Unavoidable emission with offsets initiatives	70% increase
Water Intensity				
30% water intensity reduction (Liters of water / Mn Revenue)	1378.25 Liter/ revenue (Rs. Mn)	6% annual reduction	➤ Install Rain Water Harvesting (RWH) systems and recycle water in factory ➤ Promptly repair leaks to minimise water loss ➤ Training and awareness on water savings	28% reduction

Natural Capital

Singer Group Target	Baseline Performance (2024/25)	Annual KPIs	Action Plan	Performance 2025/26
Waste Management				
Increase e-waste collection of refrigerators, televisions, and washing machines by 10% of total units sold (based on the 2024/25 baseline) by 2030.	Refrigerators sold - 98,186 Refrigerators collected: 92 Washing machines sold - 56,972 Washing machines collected: 107 Televisions sold - 147,251 Televisions collected: 361	2% annual increase	Revamp the e-waste collection with trade-in offers and loyalty points scheme	1% increase
40% of solid waste recycled from our manufacturing facilities	➤ Total waste collected - 643,636 kg ➤ Solid waste recycled - 169,008 kg (26%)	Annual recycling % to increase by 2.8%	➤ Conduct a feasibility study on manufacturing refrigerators and washing machines using recycled materials. ➤ Achieving zero landfill status	19% Recycle 81% Reuse
Material Management				
20% recyclable, reusable, or compostable packaging for products	Refrigerators – side and top packing 100% recycled paper pulp	Maintain the baseline performance for refrigerators Increase sustainable packaging for other products by 4%	➤ Negotiate with suppliers to switch to eco-friendly ➤ packaging and introduce eco-friendly packaging for locally manufactured products.	10%
Zero Chemical Related Safety Incidents				
Zero chemical related safety incidents	Zero	Maintain the baseline performance	➤ Conduct two periodic audits per annum	Zero
Trees per Employee				
Trees per employee	Number of employees in 2024/25 – 3,224	Plant 645 trees annually	➤ Select an appropriate land area for the project with the assistance of government agencies, such as the Forest Department and Wildlife Department.	1,223 Legend Forest trees planted

Total Energy Consumption

67,211 GJ ↑ 17%

Solar Energy Generated

1.8 Mwh ↑ 99%

Total Waste Generated

890 MT ↑ 38%

Total Scope 1 & 2 Emissions

13,703 tCO₂e ↑ 70%

E-Waste Recycled

18 MT ↓ 17%

Water Consumption

128 Mn litres ↑ 5%

Energy

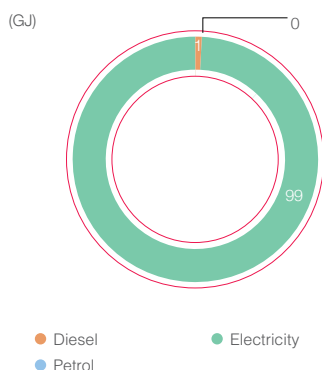
Energy is a critical input for Singer as its products consume energy with a significant portion of its energy consumption arising from downstream use of products sold. Additionally, energy is vital for our manufacturing facilities, distribution operations and showrooms. The cost of energy accounts for 3% of total costs. Singer considers both energy consumption within the Group and outside the Group in compliance with global standards for sustainability reporting.

Energy

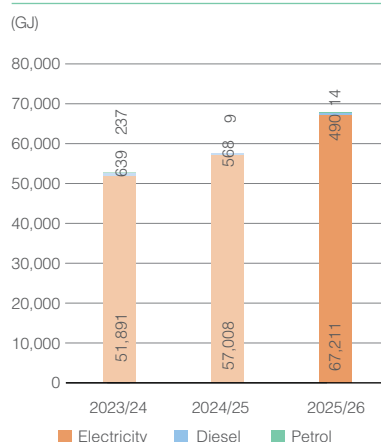
Energy-Efficient within the Group

Energy consumption within the Group as a whole is set out below in graphical form in GJ as per GRI and SASB requirements.

Energy Consumption by Source



Total Energy Mix



Energy-Efficient Products

During the year, we sold Rs.3.3 Bn worth of MEP-labeled refrigerators, while our solar portfolio generated around Rs. 950 Mn in revenue with 8,250kWh of clean energy capacity, and we ensured that all imported products adhere to stringent environmental and social (E&S) guidelines and relevant certifications, including energy ratings.

Energy Intensity

The Group's emission intensities are set out below.

Category	2025/26	2024/25	YOY Change (%)
Energy consumption per customer	21.28	20.68	3%
Energy consumption per employee	18,219	17,861	2%
Energy consumption per revenue (Mn)	523	653	(20%)

Energy Consumption	2025/26
Diesel (litres)	13,559
Petrol (litres)	434
Electricity (kWh)	18,529,600
Diesel energy consumption in GJ	490
Petrol energy consumption in GJ	14
Electricity consumption in GJ	66,707
Total energy consumption in GJ	67,211
Diesel energy intensity ratio GJ/Revenue (Mn)	0.004
Petrol energy intensity ratio GJ/Revenue (Mn)	0.000
Electricity intensity ratio GJ/Revenue (Mn)	0.519
Total energy intensity ratio GJ/Revenue (Mn)	0.523

Natural Capital

Energy Consumption

Energy consumption across the Singer Group increased by 17% during the year, primarily driven by business growth, as our energy use is directly correlated with revenue growth. Despite this, we have adopted a proactive approach by implementing energy management initiatives to optimise consumption and improve operational efficiency across all facilities.

The computation covers fuel used for operations and generators, purchased electricity and renewable energy generated within the network.

Emissions

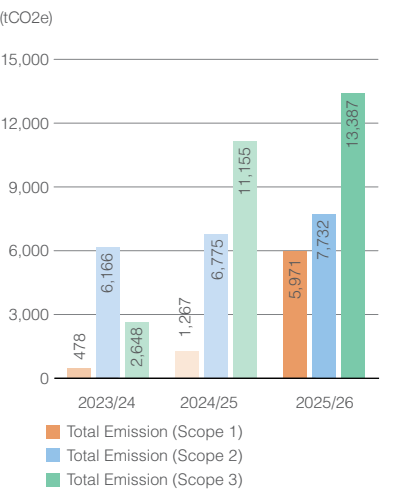
Similar to energy consumption, the greater part of the Group's emissions are attributable to downstream emissions of the products sold. However, 2025/26 computation of Scope 3 emissions covers only capital goods, fuel and energy related activities, upstream transportation and distribution, wasted generated in operations, business travels and employee commuting categories of the 15 categories and has not been extended to cover the emissions from use of sold products. Despite this, Singer continues to introduce increasingly more energy-efficient products in response to both customer concerns as well as the goals set out in the ESG Road Map.

Singer follows the IPCC 2006 Guidelines for Greenhouse Gas Inventories and has expanded its calculations to include all three emission scopes.

A proven track record of change inspires the team as Singer was the first manufacturer of refrigerators in South Asia to eliminate emissions of Chlorofluorocarbons from its products in 2013. Today, it is a standard and we continue to seek innovative solutions to minimise the negative impacts of our products and operations on the plant.

Overall Impact

Total Carbon Emission

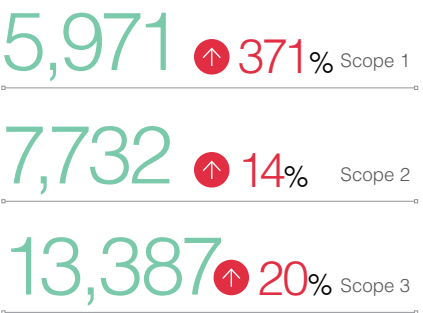


The following greenhouse gases were included in the computation of Scope 1, 2 and 3 disclosures.

CO2 , CH4 , N2O, HFCs

The base year for computation is 2024/25 which was used due to the maturity of reporting achieved at the time.

Total Emission (tCO2e)



(For emission calculations, emission factors are obtained from the IPCC 2006 Guidelines, the GHG Protocol, DEFRA, and locally from the Sri Lanka Sustainable Energy Authority)



Plastic recycling process at Regnis Appliances



Paper pulp packing for refrigerators



Research and development unit at Regnis Factory

Emissions by Category

Emission Source	CO2	CH4	N2O	HFC	Total
Category 1: Direct GHG emissions					
1.1 Direct emissions from stationary combustion					
Diesel	36.29	0.13	0.08		36.50
Petrol	1.00	0.00	0.00		1.01
Kerosene	2.47	0.00	0.01		2.48
Acetylene	4.56				4.56
1.2 Direct emissions from mobile combustion					
Emissions from Own Vehicles - Diesel - Road	24.32	0.03	0.35		24.71
Emissions from Own Vehicles - Petrol - Road	10.37	0.13	0.13		10.63
Emissions from Own Vehicles - Diesel - Off-Road	39.84	0.06	4.20		44.10
Manager Fuel - Petrol	551.03	7.08	6.95		565.06
Manager Fuel - Diesel	134.55	0.19	1.93	-	136.68
1.3 Direct fugitive emissions					
Refrigerant Leakages/Refilling		N/A	N/A	5,144.03	5,144.03
CO2 Fire Extinguishers Leakages/Refilling	1.15	N/A	N/A		1.15
Waste Water Treatment	-	N/A	N/A		-
Total direct emissions in tonnes CO2e	805.59	7.64	13.65	5,144.03	5,970.91
Indirect emissions in tonnes CO2e					
Category 2: Indirect GHG emissions from imported electricity					
2.1 Indirect emissions from imported electricity (location based - grid)	7,732.40	N/A	N/A		7,732.40
Category 3: Indirect GHG emissions from transportation					
3.1 Emissions from Upstream transport and distribution for goods	1,911.40	N/A	N/A	N/A	1,911.40
3.2 Emissions from Downstream transport and distribution for goods	-	N/A	N/A	N/A	-
3.3 Emissions from Employee commuting	3,727.30	N/A	N/A	N/A	3,727.30
3.5 Emissions from Business Travels	1,632.64	N/A	N/A		1,632.64
Emissions from other 3rd Party - Diesel - Road	3,195.58	4.54	45.92		3,246.03
Emissions from other 3rd Party - Petrol - Off-Road (2 Str)	1.84	0.09	0.00		1.94
Category 4: Indirect GHG emissions from services used by the organisation					
Emissions from Water Supply	18.70	N/A	N/A		18.70
Emissions from the Disposal of Solid and Liquid Waste	13.93	N/A	N/A		13.93
Capital Goods					188.44
Category 6: Indirect GHG emissions from other sources					
T & D Loss	794.61	N/A	N/A		794.61
Fuel - and Energy related activities	1,852.13				1,852.13
Total indirect emissions in tonnes CO2e	20,880.54	4.63	45.92		21,119.53
Total emissions in tonnes CO2e	21,686.13	12.28	59.56		27,090.44
GHG Saving					
GHG saving from electricity (Solar)	727.68	N/A	N/A		727.68
Total GHG Saving	727.68	-	-		727.68

Natural Capital

Emissions Intensity

The Group's emission intensity ratios decreased during the year, driven by higher revenue (the denominator), reflecting improved operational efficiency and effective cost absorption. As Scope 3 emissions from products sold is not captured in the calculation, the increased volumes of products sold are not captured in the numerator.

Indicator	Unit of Measurement	2025/26	2024/25	YOY Change (%)
Emissions per revenue (Mn)	tCO2e / Revenue (Mn)	0.21	0.22	(5%)

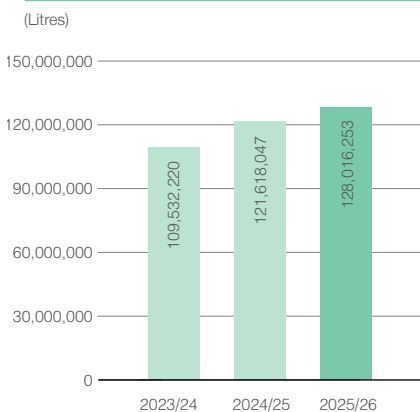
Increase in Emissions

Total emissions increased due to higher levels of activity, the related rise in energy consumption, and the inclusion of newly identified emission sources.

Emissions of Ozone Depleting Substances

The Group operates an islandwide network of shops where refrigerant refilling is carried out, while R600a is used in manufactured refrigerators. During the reporting period, refrigerant-related activities resulted in emissions of 5,143.55 tCO2e. These emissions were mainly due to refrigerant refilling and manufacturing operations associated with increased business activity.

Water Withdrawal/ Consumption



Water & Effluents

Interactions with Water as a Shared Resource

Singer's interactions with water are mainly for the consumption of its employees and the downstream impact of water usage related to the products sold. Our manufacturing processes do not use water as an input in making the products.

The Regnis Appliances manufacturing facility has implemented a rainwater harvesting system with 12,000 litre capacity which has significantly reduced the withdrawal of water.

Management of Water Discharge-Related impacts

Water quality parameters are consistently monitored to maintain regulatory compliance. Used water is treated at an effluent plant before disposal, ensuring compliance with environmental regulations.

Water Withdrawal and Consumption

All water withdrawn is freshwater. Singer relies on withdrawal of municipal water and ground water for its operations which are located in urban or suburban areas in the wet zone where water is available. Additionally, water is consumed on withdrawal with minimal storage.

Water discharge

Water withdrawn from the Group's facilities is primarily discharged through municipal discharge lines. The Group ensures proper management of wastewater discharge through established monitoring and control practices to comply with applicable environmental requirements and minimise environmental impact.

Municipality Treatment Plant / Drainage Line (litres)

122.6 Mn

Effluent Discharged to Ground through Soakage Pit (litres)

4.7 Mn

	Water withdrawal by source (litres)	Water consumption by source (litres)
Municipal water	113,206,553	113,206,553
Ground water	14,809,700	14,809,700
Recycle water	-	-
Total	128,016,253	128,016,253

Waste & Circular Economy

We are dedicated to advancing a circular economy by minimising material usage, innovating in the design of materials, products, and services to reduce resource intensity, and transforming waste into valuable inputs for the production of new materials and goods. The strategies set out in the ESG Roadmap were implemented during the year to reduce waste.

Activities that lead to waste generation include:

Waste Generating Activities	Place where Waste is Generated	Actions Taken to Minimise Waste
Manufacturing	At factories and during production processes, mainly from offcuts and manufacturing waste	Efficient material management and recycling of offcuts wherever possible
Packaging	At factories and distribution centres, primarily from packaging material waste	Efficient packaging practices and recycling of packaging materials
Delivery	At retail outlets and customer end, mainly from used packaging materials	Reduction of packaging materials and promotion of recycling of packaging waste

Waste Generated

Category	Waste type	Disposal Method	Amount (kg)
Hazardous	Discarded Electronic waste (computer parts/ phones etc)	Recycling	18,160
Hazardous	Empty Hazardous Containers	Reuse	2,479
Non-Hazardous	Cardboard waste	Reuse	60,758
Non-Hazardous	Food waste	Composting	1,206
Non-Hazardous	Metal	Reuse	83,939
Non-Hazardous	Other (Wood materials/ metal)	Land-fill	1,600
Non-Hazardous	Paper waste	Recycling	1,906
Non-Hazardous	Plastic waste	Recycling	128,943
Non-Hazardous	Polythene waste	Recycling	27,228
Non-Hazardous	Wood Pieces	Reuse	563,460
Grand Total			889,679

Waste Diverted from Disposal

Waste		%
Composting (kg)	1,206	0.14%
Land-fill (kg)	1,600	0.18%
Recycling (kg)	166,351	18.70%
Reuse (kg)	720,522	80.99%
Total Waste (kg)	889,679	100.00%
Municipality treatment plant / drainage line (m3)	122,634	96%
Effluent discharged to ground through soakage pit (m3)	4,751	4%
Waste water internally treated (m3)	0	0
Total Water Discharge (m3)	127,385	100%

Materials

Materials used in our manufacturing facilities are sourced carefully to ensure that it is of the right quality, right price and delivered on time, supporting optimal production efficiencies. A procurement function manages the selection and registration of suppliers, taking into account the technical specifications provided by user departments and may seek the assistance and advice of the user department on highly specialised products.

Our product manufacturing relies on a combination of renewable and nonrenewable raw materials, with key inputs including metal, plastic, chemicals, and packaging materials. We continuously monitor the usage of both hazardous and non-hazardous materials, as well as e-waste, striving for the most efficient and sustainable use of these resources. Our material management strategy is focused on minimising plastic consumption, optimising the use of chemicals, and incorporating eco-friendly materials whenever possible. In line with our commitment to reducing environmental impact, we ensure that at least 1% of the plastic materials used in our manufacturing processes are recycled and 100% recycled cast iron used in our water pumps manufacturing process.

As part of our ESG Roadmap 2030, we have outlined our approach to material management, including a target to ensure that 20% of product packaging is reusable, recyclable, or compostable by 2030.

Natural Capital

Raw Material Usage

	Non-Renewable Materials (kg)	Renewable Materials (kg)	Total
Raw materials	34,667,375	1,306,329	35,973,704
% Raw material	96%	4%	

The Legends Forest

The Legends Forest, located in Beligodapitiya, Rambukkana, transformed an abandoned school site into a living forest and environmental learning space. The project was officially launched on 5 May 2025 with the planting of 1,223 trees, including Bu Hora (Dipterocarpus hispidus), Godapara (Dillenia retusa), Yakahalu Dun (Shorea dyeri), and Walu Keena (Calophyllum bracteatum). The initiative was implemented in collaboration with the Sri Lanka Forest Department, the New Zealand High Commission, Kegalu Girls' College, Planet Protectors, and the New Zealand Rugby Team, with Singer Sri Lanka serving as the main sponsor.

Way Forward

- Actively contributing to national efforts to reduce e-waste and promote responsible electronic waste management across the country through the Clean Sri Lanka initiative.
- Investing in sustainable, long-term initiatives that drive environmental conservation
- Obtaining energy management and environmental management standards for manufacturing facilities.



The Legends Forest initiative

Sustainability Reporting at Singer

Our Approach to Sustainability

During the year, Singer Group launched its sustainability vision, “Singer-Paramaarthayen Perata” (Progress through Purpose), in November 2025. This vision is thoughtfully designed to align with the Group's business model and operational context, and is anchored in the principles of Hayleys Lifecode 2.0, while remaining integrated into the Group's Core Values.

As part of this roadmap, we have established clear ESG goals to achieve by 2030, with 2024/25 as the baseline year. The roadmap comprises 8 environmental goals and 10 social goals, reflecting our commitment to measurable impact. Singer's sustainability efforts are pioneered across our operations, service offerings, and products, ensuring that purpose drives progress.

This framework builds on our continued alignment with the United Nations Sustainable Development Goals (SDGs), highlighting Singer's proactive role in tackling global challenges while creating long-term value for all stakeholders.

ESG Roadmap 2030 Launch



Sustainability Reporting at Singer

Our Targets 2030

- 20% reduction in absolute GHG emissions of scope 1 & 2
- 30% reduction in energy intensity

- Increase CSR beneficiaries by 50%



SINGER®

PROGRESS THROUGH PURPOSE

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குறிக்கோளினுடாக முன்னேற்றம்

- 30% reduction in water intensity
- Increase e-waste collection of refrigerators, televisions, and washing machines by 10% of total units sold
- Recycle 40% of the solid waste generated by our manufacturing facilities
- Use 20% recyclable, reusable, or compostable packaging for products
- Zero chemical related safety incidents
- Increase trees per employee (within the conserved forest area)

- Maintain attrition rates - Managerial: 12%, Executive: 19% and Non-Executive: 22%
- Each employee to receive an average of 20 hours of training per annum
- 100% of selected employee categories to receive performance appraisals
- Formulate clear succession plan for all EXCO members and immediate subordinates for all the business sectors
- 1,000-man hours of leadership and supervisory development programmes covering all sectors
- Achieve 40% screening of total supplier profile
- Conduct periodic survey on customer satisfaction/ grievance at retail, mega, wholesale, e-commerce, B2B
- 40% of all products and services to include relevant product information, which enables customers to make informed purchasing decisions.
- Zero significant workplace injuries

Value Added Statement

Category	Twelve Months ended 31st March 2026 Rs. '000	%	Twelve Months ended 31st March 2025 Rs. '000	%
Group Turnover – Gross	149,547,052		102,824,895	
Other Income	794,002		527,998	
Less – Cost of Material and Services	97,402,166		66,296,754	
Value Added	52,938,888	100.0	37,056,139	100.0
Distribution of Value Added to Employees and Dealers				
Salaries, Commissions and Other Benefits	13,974,343	26.4	10,757,066	29.0
To Government				
Income Taxes, Turnover Taxes, Value Added Tax and Other Taxes	20,255,438	38.3	13,484,326	36.4
To Banks, Deposit Holders and Other Lenders				
Interest and Bank Charges on Borrowings and Customer Deposits	10,132,380	19.1	7,352,792	19.8
To Suppliers of Capital				
Dividends to Shareholders	2,148,417	4.1	1,144,266	3.1
Retained for Reinvestment and Future Growth				
Depreciation, Amortisation and Impairment	927,814	1.8	836,342	2.3
Retained Profits	5,500,497	10.4	3,481,348	9.4
Value Allocated	52,938,888	100.0	37,056,139	100.0

SLFRS Sustainability-Related Financial Disclosures

BASIS OF PREPARATION

1. Reporting Entity, Organisation Boundary and Value Chain

Singer (Sri Lanka) PLC is a public company with limited liability. Incorporated as a public company in Sri Lanka on 30th December 1974 under the Companies Ordinance and re-registered under the Companies Act No. 07 of 2007 on 13th June 2008. Founded in 1877 as a Branch of Singer Sewing Machine Company, USA. The shares of the Company are listed on the Colombo Stock Exchange. This is the SLFRS sustainability Related Financial Disclosures for the financial year end 31st March 2026 prepared in accordance with the SLFRS Sustainability Disclosure Standards (SLFRS S1 and S2)

The boundary for reporting is to the Singer (Sri Lanka) PLC and three key subsidiaries - Singer Finance (Lanka) PLC, Regnis Appliances (Pvt) Ltd and Realty & Distributors Ltd, which collectively account for 100% of the Group's consolidated assets. The Group's operations are conducted solely within Sri Lanka.

The Group procures, manufactures, and retails consumer durables through a diverse network of distribution channels across Sri Lanka. In addition to its core retail and manufacturing operations, Singer Finance (Lanka) PLC provides consumer finance services, enabling customers to access flexible financial solutions.

To successfully deliver this business model, the Group relies on a range of key resources and strategic relationships. Through a comprehensive strategy that optimises its operational, financial, and distribution capabilities, the Group creates sustainable value for its stakeholders, including shareholders, employees, customers, suppliers, and business partners.

Upstream

This represents indirect impacts arising from the Company's suppliers of goods, services and capital inputs. The Company's primary upstream partners include:

- Shareholders
- Government/ regulators
- Customers
- Business partners
- Suppliers/ Principals

Own operations

These refer to direct impacts resulting from the company's own activities and resource consumption, including retail shops, branches, manufacturing plants, warehouse, digital infrastructure and head office operations.

Key operational areas include:

- i. Local manufacturing and product assembly.

- ii. Procurement and supplier management.
- iii. Warehousing and islandwide distribution.
- iv. Retail showroom and dealer network.
- v. Lending and leasing services through Singer Finance.
- vi. IT infrastructure and digital platforms.

Downstream

These are indirect impacts generated through the Group's downstream stakeholders, including customers, dealers, distributors, sales agents, service partners, and the wider communities in which the Group operates. As a leading retailer and

distributor of consumer durables, the Group recognises that its products, distribution practices, and customer engagement can influence environmental and social outcomes across its value chain.

2.Basis of Materiality

The Company discloses SRROs that could reasonably be expected to affect materially its cash flow, access to finance or cost of capital over the short, medium or long-term.

The Company adopts a double materiality lens when identifying material topics and determining reporting content. This approach considers both financial materiality topics that could potentially impact the Company's ability to create value and impact materiality, which reflects the Company's effects on stakeholders and the environment.

For the purpose of identifying and disclosing SRROs under SLFRS S1 and S2, the Company applies financial materiality

exclusively. A SRRO is considered material if it could reasonably be expected to affect the Group's cash flows, access to finance, or cost of capital over the short, medium, or long term – either individually or cumulatively.

Physical climate risks, energy consumption, waste, and emissions are considered material topics and are addressed through the relevant disclosures under SLFRS S1 and SLFRS S2. These issues are reasonably expected to influence the Group's operational resilience and long-term prospects, including potential impacts on operating costs, supply chain continuity, and overall business performance across the short, medium, and long term.

When determining financial materiality for SRROs the Company has adopted a comprehensive approach that considers both quantitative and qualitative factors. This dual lens ensures that disclosures reflect a balanced view of financial and non-financial impacts, supporting transparency and informed stakeholder engagement.

Quantitative Criteria

Based on the Group's performance, the significance of each entity within the Group and the potential impact of SRROs on the Company's prospects, the Company has established the quantitative thresholds for disclosing financial material information as follows.

Quantitative Thresholds for Materiality

A SRRO is deemed financially material if it meets the following thresholds resulting in an impact on the Company's prospects, either individually or cumulatively:

Financial Metric	Materiality Threshold (% of anticipated value for the current year)
EBITDA	+ or - 7%

These materiality thresholds have been determined based on the Company's anticipated performance for the current financial year, as well as professional judgment and insights regarding the identified SRROs and their potential impact. These thresholds will be reviewed annually to reflect any changes in circumstances or underlying assumptions.

Qualitative Criteria

However, in light of the possible implications of significant effects, qualitative events that support decision making will also be included in the Company's Annual Report, based on the following criteria:

- The strategic relevance of an issue to the Company's business model.
- Reputational risks arising from failure to meet ESG expectations that could impair market access or brand equity.

- Arise of any stakeholder concern due to the climate related implications.
- Non-compliance with any regulatory and policy frameworks.

SRROs that do not meet the defined thresholds or criteria are classified as non-material for the reporting period. However, they are retained in internal records and monitored for any changes in magnitude, likelihood, or stakeholder relevance.

SRROs where omission or misstatement could reasonably be expected to influence investor decisions are considered material for disclosure. These factors are assessed based on their potential impact on the Group's ability to operate sustainably, maintain business continuity, and create long-term value for stakeholders.

3.Functional Currency

The Financial Statements of the Group are presented in Sri Lankan Rupees (Rs), which is the currency of the primary economic environment in which the Company operates. Financial information presented in Sri Lankan Rupees has been rounded to the nearest thousand unless indicated otherwise. There was no change in the Group's presentation and functional currency during the year under review.

4.Sources of Guidance

Non-financial disclosures have been prepared in reference to the following

sources of guidance in identification and disclosure of SRROs.

1	SLFRS S1 – General Requirements for Disclosure of Sustainability related Financial Information
2	SLFRS S2 – Climate-related Financial Disclosure Standard
3	Sustainability Accounting Standards Board (SASB) of the IFRS Foundation - Multiline and Specialty Retailers & Distributors (2023-12)
4	IPCC AR6 Synthesis Report
5	Sri Lanka NDC 3.0 (2026–2035)
6	CBSL Sustainable Finance Roadmap 2.0

5.Reporting Period

The reporting period covers the twelve months from 1st April 2025 to 31st March 2026, during which all financial and non-financial information on SRRO's has been compiled to reflect the Company's performance, strategic initiatives and stakeholder engagement.

6.Time Horizon

We assess material SRROs across short, medium and long-term to support informed decision making and strategic planning. The current reporting year is identified as financial year 2025/26. These timelines are aligned with our strategy for the future.

Time Horizon	Definition	Related Financial Year
Short term	Less than one year	Up to 2026/27
Medium term	1-5 years	2026/27 to 2030/31
Long term	More than 5 years	Beyond 2030/31

7.Connected Information

SLFRS S1 and S2 Section	Primary location of disclosure	Location of connected information
Governance	SLFRS Disclosure – Pages	115-116
Strategy	SLFRS Disclosure – Pages	117-129
Risk Management	SLFRS Disclosure – Pages	130-135
Metrics & Targets	SLFRS Disclosure – Pages	136-142

SLFRS Sustainability-Related Financial Disclosures

8.Transitional Relief

The Company has applied the transitional reliefs permitted under SLFRS S1 and S2, as issued by CA Sri Lanka, in preparing this year's SLFRS sustainability-related financial disclosures.

SLFRS S1.E6(b) - In the second annual reporting period in which the entity applies this standard, it is not required to disclose comparative information about its sustainability-related risks and opportunities, other than its CRROs.

SLFRS S2.29.(a).(i).(3) – Disclosure of Scope 3 greenhouse gas emissions: Entities must initially report only Scope 1 and Scope 2 emissions. Full compliance with Scope 3 emissions, becomes mandatory two years after the initial application date.

SLFRS S2.15.(b) - Disclosure of qualitative information regarding anticipated risks and opportunities: Entities are permitted to defer the disclosure of qualitative information regarding anticipated risks and opportunities for a period of two years following the mandatory application of the standard.

SLFRS S2.22 - Disclosures on Climate resilience: Relief period of two years are granted to apply the requirements from the date of mandatory application to fully comply with climate resilience disclosure requirement.

9.Significant Judgements, Uncertainties and Proportionality

The Company's sustainability related financial disclosures involve professional judgment and estimation due to the future-oriented and evolving nature of relevant sustainability related risks and opportunities. The Company applies reasonable and supportable information available at the reporting date, without incurring undue cost or effort. Further, the Company has used the skills, capabilities and resources available at the reporting

date wherever quantifying the impact of identified SRROs. The key areas involving professional judgment, measurement uncertainty and forward-looking assumptions are listed below.

Key Areas of Professional Judgement and Uncertainties

The Company exercised professional judgement in areas of technical application due to the dependency of contextual interpretation. These judgments are critical to ensure that the disclosures are meaningful and aligned with the decision making needs of primary users.

Key areas include:

Key Areas of Measurement Uncertainty



Determining whether specific SRROs could reasonably be expected to affect cash flows, access to finance or cost of capital over the short, medium or long term. Judgements were applied where the financial effects were uncertain or indirect but meeting the qualitative criteria as specified.



All upstream and downstream activities which are prone to SRROs are mapped over the value chain based on operational control and material impact to the company.



Defining short, medium, and long-term time horizons based on the company's strategic planning and business cycles for optimal integration. These judgements directly affect how SRROs are disclosed and tracked over time.



The Company identifies SRRO through internal discussions and assessments conducted with Senior Management and relevant functional teams. These discussions focus on evaluating potential environmental, social, governance, and climate-related factors that the Company may face in the future.



Where quantitative disclosure was not reasonably possible, the Company applied consistent qualitative explanations to indicate the direction and relative magnitude of potential impacts. In such instances, any omitted or estimated information is clearly contextualised to avoid misinterpretation and to ensure that the level of uncertainty is appropriately communicated without overstating the degree of certainty.

SLFRS Sustainability-Related Financial Disclosures

Inform

The Board is regularly informed on sustainability-related matters through structured reporting mechanisms. Updates are quarterly provided by management and the ESG Committee on key sustainability initiatives, ESG performance indicators, and the progress of initiatives related to identified SRROs.

These updates enable the Board to remain informed about emerging sustainability issues, stakeholder expectations, regulatory developments and environmental or social risks that may influence the Company's long-term prospects.

Address

The Board provides strategic direction in addressing sustainability-related risks and opportunities by integrating ESG considerations into corporate strategy and planning, investment decisions and operational policies.

Where material SRROs are identified, the Board provides guidance to management to develop appropriate mitigation strategies, response plans and initiatives that support sustainable business practices while safeguarding the Company's long-term value creation.

Monitor

The Board monitors the progress of sustainability initiatives and the management of identified SRROs through periodic reports from management and the ESG governance structure.

Performance against sustainability targets, key ESG indicators and relevant policies are reviewed to ensure that the Company remains aligned with its sustainability commitments and strategic priorities.

The Board also evaluates emerging environmental and social trends that may influence the Company's operations, supply chain and market environment.

Management Role

Delegation

The implementation of sustainability-related initiatives and the management of SRROs are delegated to the Singer ESG Committee, which operates through a Steering Committee and a Working Committee.

The ESG Steering Committee, chaired by the Group Managing Director, provides strategic direction and oversight for the Group's ESG framework, strategy, policies, risks and opportunities.

The ESG Working Committee, chaired by Finance Director, supports the implementation of these strategies by coordinating ESG initiatives across operational units including retail operations, manufacturing facilities and financial services businesses such as Singer Finance.

This structure enables cross-functional collaboration among senior executives including the Group GMD, Finance

Director, Director Human Resources and Business integration, factory directors and the MD of Singer Finance, ensuring that sustainability considerations are integrated across the Group's operations.

Policies and procedures

The Company has established governance procedures and internal reporting mechanisms to support the identification, monitoring and management of SRROs.

The ESG Working Committee is responsible for:

- Monitoring the implementation of the Group's ESG framework and sustainability initiatives
- Identifying sustainability-related risks, opportunities and impacts
- Reviewing ESG-related policies, programmes and targets (ESG Framework – Singer Progress through Purpose)
- Monitoring progress against sustainability KPIs and initiatives
- Reviewing sustainability disclosures in corporate reporting

The Committee meets quarterly to review ESG performance and emerging trends in environmental, social and governance areas, and to assess their potential impact on the Group's operations and strategy.

STRATEGY

SRRO 1		Energy Consumption
SRROs impact on Prospects	Description	Energy consumption represents a key sustainability-related risk for the Company, given its extensive retail network, manufacturing operations, and service infrastructure. High reliance on electricity and fuel exposes the Company to increasing energy costs, potential supply disruptions, and regulatory changes related to energy efficiency and emissions. Inefficient energy usage may also lead to a higher environmental footprint, particularly in terms of greenhouse gas emissions, which could impact the Company's sustainability commitments and stakeholder expectations. To mitigate this risk, the Company focuses on improving energy efficiency, adopting renewable energy solutions where feasible, and implementing energy management practices across operations Energy consumption impacts the company in two ways, through its own consumption and the upstream and downstream consumption of products, purchased, distributed and sold. It is a key issue for consumers who are concerned about the energy efficiency of the products sold due to the increasing costs of energy. The Singer ESG Roadmap 2030 addresses the Group's consumption and includes the following targets to minimise the risk: The upstream and downstream consumption are deferred at present as the Group has availed itself of the transitional provisions set out for reporting. Effect on prospects: Continued energy tariff increases would reduce net profit margins (financial performance). Investment in energy efficiency (LED, sensors) requires upfront CAPEX, impacting cash flows in the short term, but lowers operating costs and improves working capital in the medium to long term. Failure to manage energy risk could weaken the Group's cost of capital due to perceived operational vulnerability.
	Time Horizon	S,M, L
	Define time horizon	Refer page number 113
	Current Effects on Business Model and Value Chain	No material impact to the business model and value chain
	Anticipated Effects on Business Model and Value Chain	Future increases in energy prices, potential energy shortages, and stricter regulatory requirements on energy usage and emissions may further impact operational costs and business continuity. This could necessitate investments in energy-efficient technologies and alternative energy sources. Improved energy efficiencies of products sold can create a competitive advantage as the removal of energy subsidies and the increased fuel prices has affected household budgets, making energy efficient products more attractive for consumers.
Business Model and Value Chain	Where is it Concentrated?	This risk is primarily concentrated in retail outlets, manufacturing facilities, warehouses, and service centres across the Company's operations. It also affects the upstream transportation costs and the downstream distribution costs. It also has the potential to drive growth of energy efficient products which is an opportunity that Singer has tapped into with the introduction of e-bikes and electric three wheelers.

SLFRS Sustainability-Related Financial Disclosures

SRRO 1 Energy Consumption		
Strategy and Decision Making	Plans to respond to in Strategy, Risk Management, Transition Plans and Climate-related Targets	The Company integrates energy management into its operational strategy by implementing energy efficiency initiatives across retail, manufacturing, and service locations. Energy consumption is monitored as part of the broader ESG and risk management framework, with a focus on reducing dependency on grid electricity and improving operational efficiency.
	How the Company is Resourcing and Plan to Resource Activities	The Company allocates internal resources, including dedicated operational teams, to manage energy usage and implement efficiency initiatives. The ESG Working Committee supports oversight and coordination, ensuring that energy management practices are embedded across business functions. The Company has embedded energy intensity reduction by 30% its ESG strategy and roadmap
	Progress (qualitative and quantitative)	The Company has initiated several internal energy efficiency measures, including the use of energy-efficient equipment during shop rebranding and upgrades. Energy consumption is monitored and reviewed quarterly by the ESG Working Committee across locations, enabling continuous tracking and improvement of energy performance. We track progress in quarterly working committee meeting on energy intensity reduction goals.
Financial Effects	Current year financial effects to PL, BS and CF	We have not identified material financial effects to the current financial year.
	Significant risk of material adjustments to carrying value of assets and liabilities in the next financial year	There are no significant risks of material adjustments to carrying value of assets and liabilities in the next financial year which may arise out of energy consumption related risks.
	Anticipated financial effect over short, medium and long term to PL, BS and CF	Refer Note SLFRS S2.15.(b) Transitional Relief
Climate resilience	Resilience Assessment	Refer Note SLFRS S2.15.(b) Transitional Relief
	How and When Climate Scenario Analysis was performed. Disclosure of (i) Inputs; (ii) Key Assumptions, and (iii) Reporting period in which scenario analysis was carried out	Refer Note SLFRS S2.15.(b) Transitional Relief
Judgements and Uncertainties	Judgements	Determining the materiality of energy consumption involves judgement in allocating energy costs across business functions and in assessing the financial impact of tariff fluctuations relative to the Group's established materiality thresholds
	Uncertainties	Future electricity tariff movements are uncertain and depend on national energy policy, global fuel prices, and regulatory changes (e.g., carbon pricing). The Group's ability to achieve its 30% energy intensity reduction target may be affected by technological availability and capital investment decisions.

SRRO 2		Waste
SRROs impact on Prospects	Description	The Group generates waste across its value chain, including hazardous e-waste from electrical and electronic products sold to customers, solid waste from manufacturing operations and packaging waste such as cardboard and polythene from retail outlets and distribution centres. Waste represents a material sustainability-related risk for the Group, spanning three primary streams: hazardous e-waste from electrical and electronic products sold; solid waste from manufacturing operations; and packaging waste (cardboard and polythene) generated across the retail network. E-waste, in particular, carries significant environmental and regulatory exposure due to its hazardous nature, with future regulations such as Extended Producer Responsibility (EPR) expected to place greater accountability on the Company for end-of-life product management. Manufacturing facilities generate mixed solid waste requiring recycling or responsible disposal, while inadequately managed packaging waste from shops exposes the Company to fines from local authorities and the Central Environmental Authority (CEA). The Company may be required to invest in collection centres and other systems for managing e-waste in the medium to long term or be restricted in the sale or import of categories of products until acceptable disposal systems are put in place. Effect on prospects: Current waste management costs are immaterial to financial performance. However, future Extended Producer Responsibility (EPR) regulations could create a material liability on the balance sheet (financial position) and increase operating cash outflows for compliance and recycling infrastructure. Proactive investment in e-waste collection and recycling will require cash outflows in the short term but reduces long-term regulatory and reputational risk.
	Time Horizon	S, M and L
	Define time horizon	Refer page number 113
	Current Effects on Business Model and Value Chain	No material impact to the business model and value chain during the current reporting period
	Anticipated Effects on Business Model and Value Chain	Waste-related risks are expected to intensify with the introduction of stricter environmental regulations, most notably Extended Producer Responsibility (EPR) frameworks. Such regulations would place direct accountability on the Company for the end-of-life management of the products it sells, increasing compliance costs and requiring robust collection and recycling infrastructure. Failure to proactively manage e-waste, solid waste, and packaging waste could lead to higher operational costs, regulatory penalties, supply chain disruptions, and erosion of stakeholder confidence.
Business Model and Value Chain	Where is it Concentrated?	➤ E waste: Concentrated in postconsumer stages, particularly from sold electrical and electronic products (refrigerators, televisions, and washing machines etc.). ➤ Solid waste: Proper disposal of waste in manufacturing facilities ➤ Packaging waste: Concentrated across the retail shop network and distribution centre.

SLFRS Sustainability-Related Financial Disclosures

SRRO 2	Waste	
Strategy and Decision Making	Plans to respond to in Strategy, Risk Management, Transition Plans and Climate-related Targets	The Company has embedded waste management within its ESG strategy and roadmap. Key response measures include: ➤ Scaling up the e waste collection programme through a formal relaunch, targeting collection of 10% of total units sold (refrigerators, televisions, washing machines) by 2030 (based on 2024/25 baseline). ➤ Achieving 40% recycling of solid waste generated from manufacturing facilities by 2030. ➤ Improving packaging waste management across retail shops by reinforcing segregation, training staff, and working with licensed waste collectors to prevent regulatory fines. ➤ Aligning with future EPR regulations by strengthening traceability and partnerships with authorised recyclers.
	How the Company is Resourcing and Plan to Resource Activities	The Company utilises internal operational teams and the ESG Working Committee to oversee waste-related initiatives. It holds a valid licence for e-waste collection and collaborates with third-party recyclers approved by the Central Environmental Authority (CEA). Resources are allocated to relaunch the e-waste programme, implement training for shop staff, and maintain monitoring systems to track waste volumes and compliance.
	Progress (qualitative and quantitative)	➤ E-waste: The Company is relaunching its e-waste collection programme to increase volumes and customer participation. ➤ Solid waste: Recycling targets are in place for manufacturing facilities; progress is monitored against the 40% goal by 2030. ➤ Packaging waste: Internal teams are actively managing cardboard and polythene waste at retail locations to avoid penalties. ➤ Governance: The ESG Working Committee regularly reviews waste performance, ensuring accountability and continuous improvement.
Financial Effects	Current year financial effects to PL, BS and CF	We have not identified material financial effects to the current financial year. Costs associated with waste management (e.g., e-waste collection, solid waste disposal, packaging waste handling) are included within operating expenses and are not material.
	Significant risk of material adjustments to carrying value of assets and liabilities in the next financial year	We have not identified a significant risk of material adjustments to the carrying value of assets or liabilities in the next financial year. However, the anticipated introduction of Extended Producer Responsibility (EPR) regulations could create future liabilities for end-of-life product management, the magnitude of which cannot be reliably estimated at this stage.
	Anticipated financial effect over short, medium and long term to PL, BS and CF	Refer Note SLFRS S2.15.(b) Transitional Relief

SRRO 2 Waste		
Climate resilience	Resilience Assessment	Refer Note SLFRS S2.15.(b) Transitional Relief
	How and When Climate Scenario Analysis was performed. Disclosure of (i) Inputs; (ii) Key Assumptions, and (iii) Reporting period in which scenario analysis was carried out	Refer Note SLFRS S2.15.(b) Transitional Relief
Judgements and Uncertainties	Judgements	Determining the materiality of waste-related financial effects requires judgement in estimating the timing and cost impact of future EPR regulations. The Group has applied qualitative criteria (e.g., regulatory risk, reputational risk) to classify waste as a material risk even where current financial effects are immaterial.
	Uncertainties	The timing, scope, and cost of EPR implementation are uncertain. Future regulatory fines for packaging waste depend on local enforcement. E-waste collection volumes and recycling costs may vary with customer participation and recycler capacity.
SRRO 3 Global Conflict		
SRROs impact on Prospects	Description	The Group operates in a globalised economy, sourcing a significant portion of its consumer durables, components, and raw materials from international markets. Global conflicts can disrupt international supply chains, increase import costs, create currency volatility, and weaken consumer confidence. Although no material impact has been felt in the current reporting period, the cumulative effect of prolonged instability could affect the Group's ability to maintain product availability, pricing stability, and financial performance in the medium to long term. Effect on prospects: A major global conflict would disrupt supply chains, increasing cost of sales and reducing gross profit (financial performance). Currency volatility could increase foreign-currency liabilities on the balance sheet (financial position) and cause cash flow mismatches for import payments. Prolonged conflict would also reduce consumer discretionary spending, affecting operating cash inflows across the retail network.
	Time Horizon	M and L
	Define time horizon	Refer page number 113

SLFRS Sustainability-Related Financial Disclosures

SRRO 3	Global Conflict
Business Model and Value Chain	Current Effects on Business Model and Value Chain
	Anticipated Effects on Business Model and Value Chain
	Where is it Concentrated?
Strategy and Decision Making	Plans to respond to in Strategy, Risk Management, Transition Plans and Climate-related Targets
	How the Company is Resourcing and Plan to Resource Activities
	Progress (qualitative and quantitative)
No material effects have been experienced in the current financial year. The Group's supply chain remains functional, and no significant disruption to imports or financing has occurred.	
Prolonged global conflicts could lead to: ➤ Supply chain disruptions – delays or shortages of imported finished goods, components, and raw materials, affecting manufacturing and retail availability. ➤ Increased input costs – higher freight rates, tariffs, or insurance premiums, squeezing margins. ➤ Currency volatility – depreciation of the Sri Lankan Rupee against major currencies, raising the cost of imports and increasing foreign-currency-denominated liabilities. ➤ Reduced consumer demand – weakening economic confidence may lower discretionary spending on consumer durables. ➤ Financing risks – Singer Finance may face higher credit risk if customers' incomes are affected by broader economic slowdown.	
➤ Supply chain – concentrated in imported products, particularly electronics, appliances, and components sourced from regions prone to geopolitical tensions. ➤ Currency exposure – the Group's import based business model is exposed to exchange rate fluctuations. ➤ Customer base – widespread across Sri Lanka; any macroeconomic downturn would affect all segments.	
The Group is enhancing its resilience through: ➤ Supply chain diversification – identifying alternative sourcing markets and increasing local manufacturing where feasible. ➤ Currency risk management – using hedging instruments and maintaining appropriate foreign-currency buffers. ➤ Inventory and buffer stock strategies – holding strategic stocks of critical imported items to mitigate short-term disruptions.	
The Group allocates resources through its risk management function, supply chain teams, and treasury operations. Contingency plans are developed and tested, and the ESG Working Committee reviews emerging geopolitical risks on a quarterly basis.	
➤ Risk monitoring – the Group has established a process to track geopolitical developments through trusted intelligence sources and industry networks. ➤ Supply chain assessment – an initial review of key imported product categories has been completed to identify concentration risks. ➤ Currency hedging – treasury continues to manage foreign-currency exposure in line with the Group's risk policy.	

SRRO 3	Global Conflict	
Financial Effects	Current year financial effects to PL, BS and CF	We have not identified material financial effects to the current financial year. The Group's supply chain and operations have not experienced significant disruption from global conflicts during the reporting period.
	Significant risk of material adjustments to carrying value of assets and liabilities in the next financial year	We have not identified a significant risk of material adjustments to the carrying value of assets or liabilities in the next financial year assuming current conditions continue. However, a rapid escalation of global conflicts could lead to supply chain disruptions, inventory write-downs, or currency losses that might become material.
	Anticipated financial effect over short, medium and long term to PL, BS and CF	Refer Note SLFRS S2.15.(b) Transitional Relief
Climate resilience	Resilience Assessment	Refer Note SLFRS S2.15.(b) Transitional Relief
	How and When Climate Scenario Analysis was performed. Disclosure of (i) Inputs; (ii) Key Assumptions, and (iii) Reporting period in which scenario analysis was carried out	Refer Note SLFRS S2.15.(b) Transitional Relief
Judgements and Uncertainties	Judgements	Determining the materiality of global conflict requires judgement because the timing, severity, and duration of such events are inherently unpredictable. The Group has concluded that current-year effects are not material but that medium- and long-term exposure warrants monitoring and contingency planning.
	Uncertainties	Geopolitical unpredictability – conflicts may escalate suddenly, with impacts that are difficult to model. Cascading effects such as cyber-attacks, trade restrictions, or financial market impact could amplify the risk. Forward-looking indicators are subject to high uncertainty.

SRRO 4	Fulfil customers' increasing demand for energy-efficient products	
SRROs impact on Prospects	Description	The Group serves a broad consumer base across Sri Lanka through its retail network, manufacturing operations, and consumer financing. Rising customer awareness of energy costs and environmental sustainability is driving growing demand for energy-efficient appliances, renewable energy solutions, and low-emission mobility options. The Group is well-positioned to capture this demand through its portfolio of Minimum Energy Performance (MEP)-labelled refrigerators (nine locally manufactured models), solar panel solutions, electric bikes, and electric three-wheelers. Effect on prospects: Growing sales of energy-efficient products (MEP appliances, solar, e-mobility) will positively impact revenue and net profit (financial performance). Increased working capital may be required to hold higher-value inventory.
	Time Horizon	S, M and L
	Define time horizon	Refer page number 113

SLFRS Sustainability-Related Financial Disclosures

SRRO 4 Fulfil customers' increasing demand for energy-efficient products		
Business Model and Value Chain	Current Effects on Business Model and Value Chain	The Company has already capitalised on this trend by offering a portfolio of energy-efficient products. Locally manufactured refrigerators include nine models that have obtained the Minimum Energy Performance (MEP label) , demonstrating superior energy performance. In addition, the Group provides solar panel solutions, electric bikes, electric three-wheelers, and other energy-efficient products. These offerings strengthen the Company's competitive position, support higher customer satisfaction, and contribute to revenue diversification.
	Anticipated Effects on Business Model and Value Chain	As national energy efficiency regulations become more stringent and consumer preference shifts further toward low-carbon products, the opportunity is expected to grow. The Group is well-positioned to expand its market share by continuing to introduce certified energy-efficient appliances, scaling up renewable energy solutions, and leveraging its distribution network and financing arm (Singer Finance) to make such products more accessible. This alignment with sustainability trends also supports the Company's long-term resilience and brand reputation.
	Where is it Concentrated?	➤ Energy-efficient appliances: Concentrated in the retail segment, particularly refrigerators, air conditioners, and other consumer durables. ➤ Renewable energy solutions: Solar panel systems, marketed to residential and commercial customers. ➤ Low-emission mobility: Electric bikes and three-wheelers, targeted at rural, urban and semi-urban consumers.
Strategy and Decision Making	Plans to respond to in Strategy, Risk Management, Transition Plans and Climate-related Targets	The Company has integrated energy-efficient product development and promotion into its business strategy. Plans include: ➤ Continuing to expand the range of locally manufactured and imported appliances that meet or exceed MEP label requirements. ➤ Strengthening the solar solutions portfolio and offering bundled financing options. ➤ Increasing the availability of electric vehicles (e-bikes, e-three-wheelers) to capture the growing demand for sustainable mobility. ➤ Aligning product strategy with national energy efficiency targets and customer expectations to reduce Scope 3 emissions from product use. ➤ Our ESG Roadmap targets include 20% recyclable, reusable, or compostable packaging for products and 40% of all products and services to include relevant product information, which enables customers to make informed purchasing decisions
	How the Company is Resourcing and Plan to Resource Activities	The Company utilises internal operational teams and the ESG Working Committee to oversee waste-related initiatives. It holds a valid licence for e-waste collection and collaborates with third-party recyclers approved by the Central Environmental Authority (CEA). Resources are allocated to relaunch the e-waste programme, implement training for shop staff, and maintain monitoring systems to track waste volumes and compliance.

SRRO 4 Fulfil customers' increasing demand for energy-efficient products		
	Progress (qualitative and quantitative)	The Company allocates resources to product development, manufacturing upgrades, and supplier partnerships to ensure a steady pipeline of energy-efficient products. Marketing and sales teams are focused on communicating the cost-saving and environmental benefits to customers. Singer Finance supports this opportunity by providing accessible financing solutions that reduce the upfront cost barrier for energy-efficient and renewable energy products. Progress ➤ Refrigerators: Nine locally manufactured models have already achieved MEP label certification. ➤ Renewable energy: Solar panel solutions are actively marketed and installed for residential and commercial customers. ➤ Electric mobility: The Company offers electric bikes and three-wheelers, expanding sustainable transport options. ➤ Consumer financing: Singer Finance enables customers to purchase energy-efficient products through flexible credit facilities, accelerating adoption. ➤ Strategic alignment: The Company continues to review emerging technologies and regulatory developments to identify further opportunities in energy efficiency and low-carbon products.
Financial Effects	Current year financial effects to PL, BS and CF	The Group's portfolio of energy-efficient products including MEP-labelled refrigerators, e-bikes, e-tuk tuks, and rooftop solar has experienced increased demand driven by sustained rises in electricity tariffs and fuel costs. Revenue generated from MEP label refrigerators – Rs.3.3 Bn, solar panels – Rs. 950 Mn and e-mobility - Rs. 46.6 Mn (refer note number 3)
	Significant risk of material adjustments to carrying value of assets and liabilities in the next financial year	No significant risk of material adjustments to the carrying value of assets or liabilities exists in the next financial year arising directly from the revenue growth of energy-efficient products. Revenue is recognised under SLFRS 15, and trade receivables are subject to the Group's standard impairment assessment.
	Anticipated financial effect over short, medium and long term to PL, BS and CF	Refer Note SLFRS S2.15.(b) Transitional Relief
Climate resilience	Resilience Assessment	Refer Note SLFRS S2.15.(b) Transitional Relief
	How and When Climate Scenario Analysis was performed. Disclosure of (i) Inputs; (ii) Key Assumptions, and (iii) Reporting period in which scenario analysis was carried out	Refer Note SLFRS S2.15.(b) Transitional Relief
Judgements and Uncertainties	Judgements	Determining whether incremental revenue from energy-efficient products is material involves judgement.
	Uncertainties	Customer adoption rates, electricity tariff changes, government incentives, and the pace of charging infrastructure development for e-mobility are uncertain.

SLFRS Sustainability-Related Financial Disclosures

CRRO 1	Rainfall	
SRROs impact on Prospects	Description	The Group operates a nationwide network of retail outlets, manufacturing facilities, warehouses, and service centres across Sri Lanka. Its business model relies on uninterrupted supply chain operations, physical asset integrity, and the financial stability of its customer base. The Group's financing arm, Singer Finance, extends credit to a broad customer segment, including those dependent on agriculture and other climate-sensitive sectors. Effect on prospects: Extreme rainfall events like Cyclone Ditwah can cause temporary disruption to revenue and increased relief costs (financial performance). Physical damage to retail outlets, warehouses, and inventory would impair asset carrying values on the balance sheet (financial position). Cash flows are affected by business interruption, higher insurance premiums, and potential credit losses from customers in climate-sensitive sectors (e.g., agriculture). Proactive adaptation investments reduce long-term cash flow volatility.
	Physical Risk or Transition Risk	Physical
	Time Horizon	S, M and L
	Define time horizon	Refer page number 113
Business Model and Value Chain	Current Effects on Business Model and Value Chain	For the Group, this resulted in minor damage to 30 retail outlets in the Central, Eastern, and North-Eastern provinces, temporary operational disruption in the final week of November 2025. However, while the event visibly impacted operations, the financial effect is not material
	Anticipated Effects on Business Model and Value Chain	Sri Lanka is projected to experience: ➤ Increased frequency and intensity of extreme precipitation events as global temperatures continue to rise, consistent with Intergovernmental Panel on Climate Change (IPCC) assessments . ➤ Erratic rainfall patterns that diminish agricultural productivity and water availability across the island . ➤ Expansion of high-risk zones, as Cyclone Ditwah triggered landslides in locations not previously identified as high-risk, indicating that future events may affect areas previously considered safe These trends will likely result in: ➤ More frequent operational disruptions and recovery costs. ➤ Increased insurance premiums and potential coverage limitations for assets in high-risk areas. ➤ Heightened credit risk due to prolonged economic strain on agricultural and rural communities. ➤ Potential regulatory changes requiring enhanced business continuity planning and climate risk disclosure.

CRRO 1		Rainfall
	Where is it Concentrated?	➤ Geographic: Nationwide, with elevated risk in central highlands (landslide-prone areas), flood-prone districts, and coastal zones. 30 retail outlets in the Central, Eastern, and North-Eastern provinces sustained minor damage, and the Group experienced a temporary disruption in the final week of November 2025. ➤ Operational: Retail outlets, warehouses, and manufacturing facilities located in areas with historical flooding or landslide risk. ➤ Customer Base: Rural customers, particularly those dependent on agriculture, fisheries, and informal livelihoods, who are disproportionately impacted by extreme weather events
Strategy and Decision Making	Plans to respond to in Strategy, Risk Management, Transition Plans and Climate-related Targets	The Group is developing a climate resilience framework to address physical risks from extreme weather events: ➤ Business Continuity Planning: Enhancing disaster preparedness protocols for retail, manufacturing, and distribution operations to minimise downtime during extreme weather events. ➤ Asset Protection: Assessing physical asset exposure to flood and landslide risks, with plans to incorporate climate risk assessments into site selection, facility design, and infrastructure upgrades. ➤ Credit Risk Integration: Incorporating climate-related risk factors into credit assessment models for consumer financing, particularly in climate-vulnerable sectors and regions. ➤ Stakeholder Support: Developing customer relief mechanisms, such as flexible repayment options and after sales service for affected borrowers during disaster periods.
	How the Company is Resourcing and Plan to Resource Activities	➤ The Group allocates resources through its ESG governance structure, with the ESG Working Committee overseeing climate risk monitoring and response coordination. ➤ Investments are directed toward infrastructure resilience and backup power systems. ➤ The Group is aligning its approach with national climate adaptation initiatives, including Sri Lanka's Climate-Smart Agriculture Investment Plan, which aims to build resilience in agriculture and food systems .
	Progress (qualitative and quantitative)	➤ Cyclone Ditwah Response: The Group activated business continuity protocols during the December 2025 event, coordinating with local authorities to assess asset impacts and support affected employees and customers. ➤ Risk Monitoring: The ESG Working Committee monitors emerging climate data, including seasonal forecasts and early warning systems, to anticipate and prepare for extreme weather events. ➤ Strategic Alignment: The Group is reviewing its physical asset portfolio to identify high-risk locations and develop prioritised adaptation measures.

SLFRS Sustainability-Related Financial Disclosures

CRRO 1	Rainfall	
Financial Effects	Current year financial effects to PL, BS and CF	As a result of Cyclone Ditwah and the subsequent flooding and landslides across multiple districts of the country, the Group's property, plant, and equipment were not materially damaged. 32 retail outlets in the Central, Eastern and North-Eastern provinces sustained minor damage, but the proactive measures taken by staff to safeguard inventory wherever possible minimised any potential losses resulting in no measurable effect on the Group's Statement of Profit & Loss or Financial Position or Cash Flow Statement. The Group's operations experienced a temporary disruption in the final week of November 2025. However, the resilience demonstrated by the sales force and Sri Lankan consumers enabled a swift recovery, with the Group delivering the highest ever Revenue of Rs. 128.6 billion in the Group's history. As a result, any lost revenue from the cyclone was effectively offset by the strong rebound, and there was no material net impact on revenue or profitability from trading interruptions. Beyond commercial operations, the Group extended support to its stakeholders affected by the disaster, including direct financial aid and cleaning assistance for employees whose homes were damaged, community development initiatives such as well and school cleaning along with distribution of rations in high impact areas, and a discount scheme to help customers repair or replace electronic home appliances damaged by the floods. These amounts have been recognised in the Profit and Loss Statement as staff costs, other operating expenses, and a reduction in revenue, respectively. The total after-tax effect of these support initiatives is immaterial in the context of the Group's overall financial performance. The Group's subsidiaries, Singer Finance (Lanka) PLC, Regnis Appliances (Private) Limited and Realty & Distributors Limited, also experienced no material impact from Cyclone Ditwah. In line with the relief measures prescribed by the Central Bank of Sri Lanka, Singer Finance (Lanka) PLC identified a limited number of affected facilities and is in the process of extending moratorium arrangements to those borrowers. The scale of these customer relief measures is not material when considered within the overall portfolio of the subsidiary and the Group.
	Significant risk of material adjustments to carrying value of assets and liabilities in the next financial year	Although the current-year impact of Cyclone Ditwah was contained by proactive risk management, the event serves as a reminder of the increasing climate related risks facing the country. The absence of sufficient historical data for cyclonic events of this magnitude, and the lack of reliable prospective climate-related information to determine the frequency and severity of future events, have prevented us from quantifying any potential impact on the carrying value of assets and liabilities for the next financial year with reasonable certainty. Management has identified that the concentration of key distribution centres and a significant number of retail outlets in the Western Province, together with the potential for more frequent extreme weather events, could lead to material financial exposure in the medium to long term. The Group continues to monitor climate-related risks and will update its assessments as more reliable data becomes available. Any adaptation investments or risk transfer strategies will be evaluated in the context of the Group's overall capital allocation framework.
	Anticipated financial effect over short, medium and long term to PL, BS and CF	Refer Note SLFRS S2.15.(b) Transitional Relief

CRRO 1	Rainfall	
Climate resilience	Resilience Assessment	Refer Note SLFRS S2.15.(b) Transitional Relief
	How and When Climate Scenario Analysis was performed. Disclosure of (i) Inputs; (ii) Key Assumptions, and (iii) Reporting period in which scenario analysis was carried out	Refer Note SLFRS S2.15.(b) Transitional Relief
Judgements and Uncertainties	Judgements	Determining that Cyclone Ditwah's impact was not material required judgement, considering both direct losses and the rebound effect. The identification of Western Province concentration as a future exposure is a management judgement.
	Uncertainties	Future frequency and severity of extreme weather events, the accuracy of climate projections, and the effectiveness of adaptation measures are highly uncertain.

SLFRS Sustainability-Related Financial Disclosures

RISK MANAGEMENT

SRRO 1: Energy Consumption							
Identification							
i. Inputs and Parameters the Company Uses: The Company identifies energy consumption as a material risk through internal assessments conducted with Senior Management and functional teams, including operations, manufacturing, and finance. Inputs include historical energy usage data from retail outlets, manufacturing facilities, warehouses, and service centres; electricity tariff trends; and regulatory developments related to energy efficiency and MEP labelling. External parameters include national energy policies and Sri Lanka’s climate commitments under its Nationally Determined Contributions (NDC).	ii. Whether the Company Uses Climate-related Scenario Analysis: Not applicable						
Assessment							
iii. How the Company Assesses:							
➤ Nature: Energy consumption is assessed internally, arising from potential increases in business expansions, energy costs, regulatory changes (e.g., carbon pricing, efficiency mandates), and supply disruptions. It is primarily an operational and cost-related risk.							
➤ Likelihood: The likelihood is assessed based on historical volatility of electricity tariffs, frequency of supply disruptions, and the trajectory of national energy policy.							
Likelihood is rated on a three point scale:							
<table> <tr> <td>Low (1)</td> <td>Unlikely to occur in the given time horizon</td> </tr> <tr> <td>Medium (2)</td> <td>May occur occasionally</td> </tr> <tr> <td>High (3)</td> <td>Expected to occur or has occurred recently</td> </tr> </table>		Low (1)	Unlikely to occur in the given time horizon	Medium (2)	May occur occasionally	High (3)	Expected to occur or has occurred recently
Low (1)	Unlikely to occur in the given time horizon						
Medium (2)	May occur occasionally						
High (3)	Expected to occur or has occurred recently						
➤ Magnitude/Exposure: Magnitude is assessed by quantifying energy costs as a percentage of operating expenses, the number of high-consumption facilities, and the potential financial impact of a sustained tariff increase.							
Magnitude is rated on a three point scale:							
<table> <tr> <td>Low (1)</td> <td>Immaterial financial or operational effect (Impact less than 2% of EBITDA)</td> </tr> <tr> <td>Medium (2)</td> <td>Manageable effect, not threatening business viability (impact 4-6%)</td> </tr> <tr> <td>High (3)</td> <td>Significant effect that could impair the Group’s prospects or require major strategic response (impact above 7%)</td> </tr> </table>		Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)	Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)	High (3)	Significant effect that could impair the Group’s prospects or require major strategic response (impact above 7%)
Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)						
Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)						
High (3)	Significant effect that could impair the Group’s prospects or require major strategic response (impact above 7%)						

SRRO 2: Waste

Identification

i. Inputs and Parameters the Company Use:

The Company identifies waste-related risks through internal operational reviews and assessments conducted with manufacturing, retail, and supply chain teams. Inputs include waste generation data from manufacturing facilities, packaging usage records from retail outlets and distribution centres, and regulatory developments such as the anticipated Extended Producer Responsibility (EPR) framework. External parameters include guidance from the Central Environmental Authority (CEA) and national waste management policies.

ii. Whether the Company Uses Climate-related Scenario Analysis:

Not applicable

Assessment

iii. How the Company Assesses:

- **Nature:** Waste risks are assessed as primarily regulatory and operational risks. E waste carries significant environmental and compliance exposure due to its hazardous nature. Solid waste and packaging waste pose risks of regulatory fines and reputational damage if not properly managed.
- **Likelihood:** The likelihood is assessed based on the maturity of the Company's waste management systems, and the expected timeline for EPR implementation.

Likelihood is rated on a three point scale:

Low (1)	Unlikely to occur in the given time horizon
Medium (2)	May occur occasionally
High (3)	Expected to occur or has occurred recently

- **Magnitude/Exposure:** Magnitude is assessed by the volume and type of waste generated, the potential cost of non-compliance, and the investment required to build collection and recycling infrastructure.

Magnitude is rated on a three point scale:

Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)
Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)
High (3)	Significant effect that could impair the Group's prospects or require major strategic response (impact above 7%)

SLFRS Sustainability-Related Financial Disclosures

SRRO 3: Global Conflict							
Identification							
i. Inputs and Parameters the Company Use:	ii. Whether the Company Uses Scenario Analysis:						
The processes the entity uses to identify, assess, prioritise and monitor sustainability related risk.	Not applicable						
The Company identifies global conflict as a sustainability-related risk through internal risk assessments conducted with Senior Management, supply chain, treasury, and finance functions. Inputs include:							
➤ Geopolitical intelligence – monitoring of international relations, trade policies, sanctions, and regional conflicts via publicly available sources ➤ Supply chain mapping – data on the origin of imported finished goods, components, and raw materials, highlighting exposure to geopolitically sensitive regions. ➤ Currency and macroeconomic indicators – exchange rate volatility, freight indices, and trade tariff announcements. ➤ Internal financial data – the proportion of cost of sales exposed to imported inputs and the Group's foreign-currency liabilities.							
These inputs are reviewed quarterly by the ESG Working Committee and integrated into the enterprise risk management process.							
Assessment							
➤ Nature: Global conflict is assessed as a geopolitical risk that can translate into operational risk (supply disruptions), market risk (currency and cost volatility), It is primarily a medium to long-term risk with potential for sudden escalation. ➤ Likelihood: The likelihood is assessed as medium in the medium term (1-5 years) and high in the long term (beyond 5 years), based on the current geopolitical environment, historical frequency of global conflicts, and the Group's exposure to international supply chains.							
Likelihood is rated on a three point scale:							
<table><tr><td>Low (1)</td><td>Unlikely to occur in the given time horizon</td></tr><tr><td>Medium (2)</td><td>May occur occasionally</td></tr><tr><td>High (3)</td><td>Expected to occur or has occurred recently</td></tr></table>		Low (1)	Unlikely to occur in the given time horizon	Medium (2)	May occur occasionally	High (3)	Expected to occur or has occurred recently
Low (1)	Unlikely to occur in the given time horizon						
Medium (2)	May occur occasionally						
High (3)	Expected to occur or has occurred recently						
➤ Magnitude/Exposure: Magnitude is assessed by quantifying: ➤ The percentage of total cost of sales derived from imports (and specifically from highrisk regions). ➤ The potential increase in procurement costs under various tariff or freight rate scenarios. ➤ The impact of a 10% depreciation of the Sri Lankan Rupee on gross margin and foreign currency liabilities. ➤ The estimated revenue exposure to a prolonged downturn in consumer confidence.							
Magnitude is rated on a three point scale:							
<table><tr><td>Low (1)</td><td>Immaterial financial or operational effect (Impact less than 2% of EBITDA)</td></tr><tr><td>Medium (2)</td><td>Manageable effect, not threatening business viability (impact 4-6%)</td></tr><tr><td>High (3)</td><td>Significant effect that could impair the Group's prospects or require major strategic response (impact above 7%)</td></tr></table>		Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)	Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)	High (3)	Significant effect that could impair the Group's prospects or require major strategic response (impact above 7%)
Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)						
Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)						
High (3)	Significant effect that could impair the Group's prospects or require major strategic response (impact above 7%)						
At present, the Group has not identified a material financial effect in the current year, but the potential magnitude in the medium to long term could be significant.							

SRRO 4: Fulfilling Customers' Increasing Demand for Energy-Efficient Products

Identification

i. Inputs and Parameters the Company Use:

The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities:

The Company identifies opportunities related to energy-efficient products through market intelligence, customer feedback, and alignment with national energy efficiency policies. Key inputs include:

Sri Lanka NDC 3.0 (2026–2035) – which sets a target of 70% renewable energy in the electricity mix by 2030, driving demand for energy-efficient appliances and renewable energy solutions. (Source: Ministry of Environment, Sri Lanka)

CBSL Sustainable Finance Roadmap – which encourages financial institutions to support green financing.

Internal sales data – tracking customer adoption of products with Minimum Energy Performance (MEP) labels.

ii. Whether the Company Uses Climate-related Scenario Analysis:

Not applicable

Assessment

iii. How the Company Assesses:

- **Nature:** This is assessed as a market opportunity arising from the transition to a low-carbon economy. It is driven by customer awareness of energy costs, regulatory incentives, and national renewable energy targets.
- **Likelihood:** The likelihood is assessed as high, supported by: National renewable energy targets (70% by 2030).
- Strong regulatory encouragement by the CBSL for sustainable finance.
- Growing customer preference for energy-efficient and low-emission products.

Likelihood is rated on a three point scale:

Low (1)	Unlikely to occur in the given time horizon
Medium (2)	May occur occasionally
High (3)	Expected to occur or has occurred recently

- **Magnitude/Exposure:** Magnitude is assessed by the potential revenue growth from energy-efficient products (MEP labelled refrigerators, solar panels, electric bikes, electric three-wheelers) and the contribution to the Company's ESG targets. Targets include:
- 20% recyclable, reusable, or compostable packaging for products.
- 40% of all products and services include relevant product information enabling informed customer decisions.

Magnitude is rated on a three point scale:

Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)
Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)
High (3)	Significant effect that could impair the Group's prospects or require major strategic response (impact above 7%)

SLFRS Sustainability-Related Financial Disclosures

CRRO 1: Rainfall

Identification

i. Inputs and Parameters the Company Use:

The Company identifies extreme weather risks using a combination of internal operational data and external sources. Internal inputs include business continuity incident logs, asset location data, and customer credit performance records following past events (e.g., Cyclone Ditwah, December 2025). External inputs include:

- **IPCC AR6 Synthesis Report** – for global climate projections and expected increases in extreme precipitation. (Source: IPCC, 2023)
- **Sri Lanka National Disaster Management Plan 2023–2030** – for national hazard profiles, including flood and landslide risk areas. (Source: Disaster Management Centre, Sri Lanka)
- **World Bank Group and Asian Development Bank** – Climate Risk Country Profile for Sri Lanka, which outlines projected increases in flood affected population and economic damages. (Source: World Bank, 2020)

ii. Whether the Company Uses Climate-related Scenario Analysis:

Not applicable

Assessment

iii. How the Company Assesses:

Nature: Extreme weather events are assessed as a physical risk, with both acute (cyclones, floods) and chronic (changing rainfall patterns) dimensions. Impacts include operational disruption, asset damage, and increased credit risk for customers in climate sensitive sectors such as agriculture.

- **Likelihood:** The likelihood is assessed using historical frequency data and projected increases under climate scenarios. The IPCC AR6 report indicates that extreme precipitation events are projected to become more frequent and intense with continued warming. (Source: IPCC AR6, 2023)

Likelihood is rated on a three point scale:

Low (1)	Unlikely to occur in the given time horizon
Medium (2)	May occur occasionally
High (3)	Expected to occur or has occurred recently

- **Magnitude/Exposure:** Magnitude is assessed by quantifying:

Magnitude is rated on a three point scale:

Low (1)	Immaterial financial or operational effect (Impact less than 2% of EBITDA)
Medium (2)	Manageable effect, not threatening business viability (impact 4-6%)
High (3)	Significant effect that could impair the Group’s prospects or require major strategic response (impact above 7%)

- **Operational exposure:** Number of retail outlets, warehouses, and manufacturing facilities located in flood or landslide prone areas.
- **Asset value:** Replacement cost of physical assets in high risk zones.
- **Credit risk:** Total lending exposure to customers in agriculture and other climate vulnerable sectors. The World Bank estimated total economic damages from Cyclone Ditwah at US\$4.1 billion, with significant impacts on rural incomes and food security. (Source: World Bank, 2025)

Integration to Overall ERM

The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process:

The Company has integrated sustainability-related and climate-related risks and opportunities into its overall risk management process through a structured governance framework that aligns with the Enterprise Risk Management (ERM) approach.

Prioritisation

The Group prioritises sustainability-related and climate-related risks and opportunities (SRROs and CRROs) using a consistent framework that integrates both quantitative and qualitative factors. Quantitatively, a risk or opportunity is considered material if it could reasonably be expected to affect the Group's cash flows, access to finance, or cost of capital by an amount meeting or exceeding the established threshold of 7% of anticipated EBITDA, either individually or cumulatively. Qualitatively, prioritisation considers strategic relevance, regulatory exposure, reputational impact, stakeholder concerns, and alignment with the Group's ESG commitments. Prioritised SRROs and CRROs are assessed alongside other business risks within the Enterprise Risk Management (ERM) framework, with higher-ranking risks (impact × likelihood score of 6 or above) receiving elevated management attention and quarterly Board-level updates.

Monitoring

All prioritised SRROs and CRROs are monitored on a quarterly basis by the ESG Working Committee, which reviews progress against defined targets, key performance indicators, and the effectiveness of mitigation or adaptation measures. Monitoring inputs include internal operational data (e.g., energy consumption, waste volumes, supply chain lead times), external intelligence (e.g., climate forecasts, geopolitical risk

indices), and stakeholder feedback.

The ESG Working Committee escalates significant changes in risk magnitude, likelihood, or emerging trends to the ESG Steering Committee and, where material, to the Board of Directors. This monitoring process ensures that SRROs and CRROs are tracked with the same rigour as financial and operational risks.

Changes in the Process Compared to the Previous Reporting Period

During the reporting period, the Group enhanced its risk management processes for SRROs and CRROs in several respects. First, formal geopolitical risk indicators (e.g., percentage of imported products from high-risk regions) were incorporated into quarterly risk reporting to strengthen monitoring of global conflict-related risks. Second, climate-related physical risk assessments were expanded following Cyclone Ditwah, including a portfolio review of retail outlets and warehouses in flood- and landslide-prone areas. Third, the Group formalised its energy intensity reduction target (30% by 2030) and e-waste collection target (10% of units sold by 2030) within the ESG roadmap, embedding these into the monitoring framework. These changes reflect the Group's commitment to continuously improve its identification, assessment, and management of sustainability-related and climate-related risks and opportunities relative to prior periods.

- **Governance Integration:** The Board of Directors holds ultimate responsibility for overseeing sustainability matters. Implementation is delegated to the ESG Steering Committee (chaired by the Group Managing Director) and the ESG Working Committee (chaired by the Finance Director). These committees include senior managers from key operational areas, ensuring that sustainability considerations are embedded across retail, manufacturing, and financial services (Singer Finance).

➤ Risk Identification and Assessment:

The identification of SRROs is conducted through internal assessments with Senior Management and functional teams, supported by external data from authoritative sources (e.g., IPCC, World Bank, national disaster management plans, CBSL guidelines). Materiality is determined using both quantitative thresholds and qualitative criteria (e.g., strategic relevance, regulatory risk, stakeholder concern and reputation).

➤ Prioritisation and Monitoring:

Prioritised risks and opportunities are managed within the ESG framework, with clear targets and KPIs (e.g., energy intensity reduction, e waste collection). The ESG Working Committee monitors progress quarterly and reports to the Board through structured updates. Performance against sustainability targets is reviewed alongside traditional business performance metrics.

➤ Strategic and Operational Integration:

Sustainability considerations are embedded in business processes, including:

- Product development and procurement: Expansion of energy efficient and renewable energy-efficient lines.
- Asset management: Review of physical asset locations for climate vulnerability.
- Credit risk: Incorporation of climate related risk factors into consumer financing assessments.
- Capital allocation: Investments in energy efficiency

This integrated approach ensures that sustainability-related and climate-related risks and opportunities are not treated in isolation but are woven into the Company's strategic planning, operational decision making, and risk management processes.

SLFRS Sustainability-Related Financial Disclosures

METRICS AND TARGETS

Cross Industry Metrics

1) Greenhouse Gas Emissions (GHG)

Basis of Determination of Organisational Boundary and Operational Boundary

The Group applies the operational control approach to define its organisational boundary for GHG emissions accounting, consistent with SLFRS S2 and the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004). Under this approach, the Group accounts for 100% of emissions from facilities over which it has operational control.

The organisational boundary covers the parent company Singer (Sri Lanka) PLC and its key subsidiaries Singer Finance (Lanka) PLC, Regnis Appliances (Pvt) Ltd and Realty & Distributors Ltd, which collectively account for 100% of the Group's consolidated assets.

Methodology used for the measurement and disclosure of GHG Emissions

The Group measures its GHG emissions in accordance with the GHG Protocol methodology. Key elements include:

Emission factors: Derived from the latest available sources, including the IPCC for fuel combustion and the Sri Lanka Sustainable Energy Authority's Energy

Balance Report (2022) for electricity.

Global Warming Potential (GWP) values: Based on the IPCC SYR AR6 (100-year time horizon).

Activity data: Collected from fuel purchase records, electricity bills, vehicle logbooks, and refrigerant refilling records.

Data quality: Internal data verification is performed by the ESG Working Committee. Third-party verification conducted.

Transitional Relief Applied: In accordance with SLFRS S2.C4(b), the Group is not required to provide full Scope 3 emissions disclosure until two years after the mandatory application date. Therefore, Scope 3 emissions will not be reported in the current reporting period.

Summary of GHG Emissions

Scope	2025/26 (tCO2e)
Scope 1	5,971
Scope 2 (Calculated for all Singer Group locations)	7,732
Total	13,703

GHG Scope 1 and Scope 2 Emissions

Description	Greenhouse gas emissions (tones CO2e) 2025/26		
	Scope 1	Scope 2	Total
Consolidated accounting group	5,971	7,732	13,703
Other investee (investment in associate, joint ventures)	Nil	Nil	Nil
Total (Operational control approach)	5,971	7,732	13,703

Key Assumptions and Sources of GHG Measurement

Scope	Emission Sub-category	Activity	Data Source	Emission Factor	Source of GWP Values
Scope 1	Stationary combustion	Diesel, petrol for generators	Fuel records	IPCC 2006	IPCC 2006
		Kerosene for equipment	Purchase records		
		Acetylene for welding			
Scope 1	Mobile combustion	Diesel Petrol usage for own vehicles and off-road	Fuel usage records	IPCC 2006	IPCC 2006
		Manager fuel paid			
Scope 1	Process combustion	N/A	N/A	N/A	N/A
Scope 1	Fugitive Emissions	Refrigerant and CO2 fire extinguishers	Refilling records	GHG Protocol	IPCC 2006
Scope 2	Electricity Consumption	Grid Electricity	Electricity bills	SLSEA	SLSEA

2) Climate-related Physical Risks

The Group assesses physical climate risks – primarily extreme rainfall, flooding, landslides, and cyclones – using a combination of internal operational data and authoritative external sources as required.

0.11 % of Assets damaged due to flooding in the current reporting period

Judgements and uncertainties

Data limitations: Projected climate impacts rely on global and national models that involve inherent uncertainty. The Group uses the most recent authoritative sources while acknowledging that actual outcomes may differ.

3) Climate-related Transition Risks

Based on the Group's assessment process for the reporting period ended 31 March 2026, no material climate-related transition risks have been identified.

Judgements and Uncertainties

Impact quantification: Where quantitative disclosure is not reasonably possible due to uncertainty, the Group provides qualitative explanations.

4) Climate-related Opportunities

The Group's primary climate-related opportunity is the fulfilment of customers' increasing demand for energy-efficient

products. As of 31 March 2026, approximately 3.3% of the Group's total revenue from the retail segment is derived from energy-efficient products, including MEP-labelled refrigerators, solar panel, e-bike and e-three wheelers solutions. In terms of business activities, 100% of the Group's manufacturing operations and 100% of its retail network are involved in producing, sourcing, or selling energy-efficient appliances. This opportunity is assessed using product portfolio data (nine locally manufactured MEP-labelled refrigerator models), sales trends (growth in solar, e-bikes, and e-three-wheelers).

Judgements and Uncertainties

- **Customer adoption rates:** The pace of transition depends on disposable income, electricity tariff changes, and government incentives – all of which introduce uncertainty.
- **Commercial sensitivity:** Due to commercial sensitivity, the Group limits disclosure of detailed product-level financial data while providing sufficient information to convey the nature and scale of the opportunity.

5) Capital Expenditure

The Group allocates capital expenditure to climate-related initiatives, including:

- **Energy efficiency:** Installation of energy-efficient equipment during shop rebranding and upgrades. Planned cost for energy management initiatives Rs. 6.5 Mn
- **Asset protection:** Assessment of physical asset vulnerability and prioritised adaptation measures for high-risk locations. Assets insured Rs 35.3 Bn
- **Waste management:** E-waste collection infrastructure and partnerships with CEA-approved recyclers. Planned cost for energy management initiatives Rs. 2 Mn and annual disposal cost around Rs. 5-6 Mn

6) Internal Carbon Pricing

The Group does not currently apply an internal carbon price for decision-making. This practice will be reviewed periodically as climate-related management tools and regulatory expectations evolve.

7) Remuneration

The Group has not yet incorporated ESG considerations into its remuneration framework for Key Management Personnel (KMP). Currently, no ESG-related KPIs are included in performance assessments for KMP.

SLFRS Sustainability-Related Financial Disclosures

Industry Specific Metrics

Sustainability Accounting Standards Board (SASB) Index: Multiline and Specialty Retailers & Distributors (2023-12)

Table 1: Sustainability Disclosure Topics & Metrics

Topic	Metric	Category	Unit of Measure	Code	Response
Energy Management in Retail & Distribution	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	CG-MR-130a.1	(1) 67,211 GJ (2) 99% (3) 5%
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-MR-230a.1	Robust policies and standards are in place to identify cyber security risks. A monthly meeting is held to identify, mitigate exposure to and share knowledge between departments on cybersecurity risks
Data Security	(1) Number of data breaches, (2) Percentage that are personal data breaches, (3) Number of customers affected	Quantitative	Number, Percentage (%)	CG-MR-230a.2	No incident occurred
Labour Practices	(1) Average hourly wage, (2) Percentage of in-store and distribution centre employees earning minimum wage (by region)	Quantitative	Presentation currency, Percentage (%)	CG-MR-310a.1	(1) 339.62/- (non-executive) (2) 100%
Labour Practices	(1) Voluntary turnover rate, (2) Involuntary turnover rate for in-store and distribution centre employees	Quantitative	Percentage (%)	CG-MR-310a.2	(1) 16.8% (2) Nil
Labour Practices	Total monetary losses from legal proceedings related to labour law violations	Quantitative	Presentation currency	CG-MR-310a.3	Nil
Workforce Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) all other employees	Quantitative	Percentage (%)	CG-MR-330a.1	(1) Management Male 84% Female 16% (2) Non-Management Male 75% Female 25%
Workforce Diversity & Inclusion	Total monetary losses from legal proceedings related to employment discrimination	Quantitative	Presentation currency	CG-MR-330a.2	Nil
Product Sourcing, Packaging & Marketing	Revenue from products certified to environmental or social sustainability standards	Quantitative	Presentation currency	CG-MR-410a.1	Rs. 3.3 Bn (MEP labelled refrigerators)

Topic	Metric	Category	Unit of Measure	Code	Response
Product Sourcing, Packaging & Marketing	Processes to assess and manage risks or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-MR-410a.2	All locally manufactured refrigerators are equipped with the R600a refrigerant, an environmentally friendly refrigerant
Product Sourcing, Packaging & Marketing	Strategies to reduce environmental impact of packaging	Discussion and Analysis	N/A	CG-MR-410a.3	In refrigerator and washing machine packaging, the Group has replaced Styrofoam packaging with paper pulp packaging for top and side panels

Table 2: Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Response
Number of: (1) retail locations and (2) distribution centres	Quantitative	Number	CG-MR-000-A	(1) 427 (2) 3
Total area of: (1) retail space and (2) distribution centres	Quantitative	Square meters (sq.m)	CG-MR-000-B	200,000+ sq.m

Climate-related and Sustainability Related Targets

SRRO	Energy Consumption	Waste	Global Conflict	Fulfilling Customers' Increasing Demand for Energy-efficient Products
Metric/ measurement/ KPI	Metric defined: Energy intensity – measured as megajoules of total energy consumed (grid electricity + fuel) per million Sri Lankan Rupees of revenue (MJ / Rs. Mn). Baseline year: 2024/25.	➤ Metric defined: E-waste collection rate – measured as the number of units collected (refrigerators, televisions, washing machines) expressed as a percentage of total units of those same product categories sold during the reporting year ➤ Solid waste recycling rate – measured as kilograms of solid waste recycled from manufacturing facilities divided by total kilograms of solid waste generated from those facilities ➤ Baseline year: 2024/25	➤ Impact to the import cost and impact to revenue ➤ Percentage of imported products from high-geopolitical-risk regions. ➤ Impact to revenue	➤ Number of MEP certified products. ➤ Increase in revenue from energy efficient products (solar, electric mobility, MEP appliances).

SLFRS Sustainability-Related Financial Disclosures

SRRO	Energy Consumption	Waste	Global Conflict	Fulfilling Customers' Increasing Demand for Energy-efficient Products
Targets	30% Energy intensity reduction by 2030 (mj/Rev Rs.Mn)	➤ 10% collection of total units sold (refrigerators, televisions, washing machines) by 2030. ➤ 40% recycling of solid waste from manufacturing facilities by 2030.		
Objective	Mitigation – reduce depend on grid energy and Scope 1 and Scope 2 GHG emissions through energy efficiency improvements.	Mitigation – reduce environmental impact and ensure regulatory compliance, particularly with anticipated Extended Producer Responsibility (EPR) frameworks.	Enhance supply chain resilience and financial stability against geopolitical shocks.	Capture market opportunity, support national decarbonisation goals, and reduce Scope 3 emissions from product use.
Scope	Singer Group	Group-wide: e-waste from sold products; solid waste from manufacturing facilities; packaging waste from retail outlets and distribution centre.	Group-wide supply chain (imported products, components)	Group-wide retail operations and product portfolio
Period	1st April 2025 to 31st March 2026	1st April 2025 to 31st March 2026	1st April 2025 to 31st March 2026	1st April 2025 to 31st March 2026
Base Period	2024/25	2024/25	2024/25	2024/25
Milestones and interim targets	6% reduction annually	2% collection of total units sold (refrigerators, televisions, washing machines) by 2030. ➤ 8% recycling of solid waste from manufacturing	Establish formal geopolitical risk monitoring framework. Diversify sourcing for at least 20% of high-risk product categories.	20% of products to use recyclable, reusable, or compostable packaging by 2030. 40% of all products and services to include relevant product information enabling informed customer decisions by 2030. MEP Labelled products E-mobility and renewable products
Target type (if quantitative whether it is a absolute or intensity target)	Quantitative	Quantitative	Qualitative	Quantitative
Alignment with jurisdiction Commitment	Not applicable	Not applicable	Not applicable	Not applicable
Validation	Target and methodology will be validated internally by the ESG Working Committee.	Target methodology will be validated internally by the ESG Working Committee.	Target methodology validated internally by ESG Working Committee and risk management.	Target methodology will be validated internally by the ESG Working Committee.

SRRO	Energy Consumption	Waste	Global Conflict	Fulfilling Customers' Increasing Demand for Energy-efficient Products
Review Process	Progress reviewed quarterly by the ESG Working Committee and BOD	Progress reviewed quarterly by the ESG Working Committee and BOD	Progress reviewed quarterly by the ESG Working Committee and BOD	Progress reviewed quarterly by the ESG Working Committee and BOD
Metrics for monitoring progress	➤ Electricity consumption (kWh). ➤ Fuel consumption (litres).	E-waste collection volumes (units). Solid waste recycled (kg).	Completion of sourcing risk assessment. Number of alternative sourcing options identified.	Increase in sales of MEP certified appliances. Increase in revenue from solar panels, electric bikes, electric three-wheelers.
Revision	Biannually may be revised to reflect changes in business operations, technology availability, or regulatory requirements	Biannually may be revised to reflect changes in business operations, technology availability, or regulatory requirements	Biannually may be revised to reflect changes in business operations, technology availability, or regulatory requirements	Biannually may be revised to reflect changes in business operations, technology availability, or regulatory requirements
Progress achieved during the year and status at year end	20% energy reduction	1% collection 19% recycled 81% reuse	➤ Initial mapping of key imported product categories completed. ➤ Geopolitical risk incorporated into quarterly risk reporting.	3.3% from total revenue

CRRO	Rainfall
Target	Quantitative target: Ensure 100% of high-risk physical assets (retail outlets, warehouses, manufacturing facilities located in flood- or landslide-prone zones) have adaptation measures implemented by 2030. Qualitative target: Achieve zero material operational disruption from extreme rainfall events by 2030, with business continuity protocols activated and reviewed annually.
Metric/measurement/KPI	Number of operational disruptions due to extreme rainfall, flooding, or landslides; percentage of high-risk assets with adaptation measures implemented; number of customers and employees receiving disaster relief.
Objective	Adaptation – enhance operational resilience and support customer recovery following extreme rainfall events.
Scope	Group-wide including customers and employees
Period	1st April 2025 to 31st March 2026
Base Period	2024/25
Milestones and interim targets	➤ Complete physical asset portfolio review to identify locations vulnerable to flooding and landslides. ➤ Develop prioritised adaptation measures for critical sites. ➤ Incorporate rainfall-related risk assessments into site selection and infrastructure upgrades.

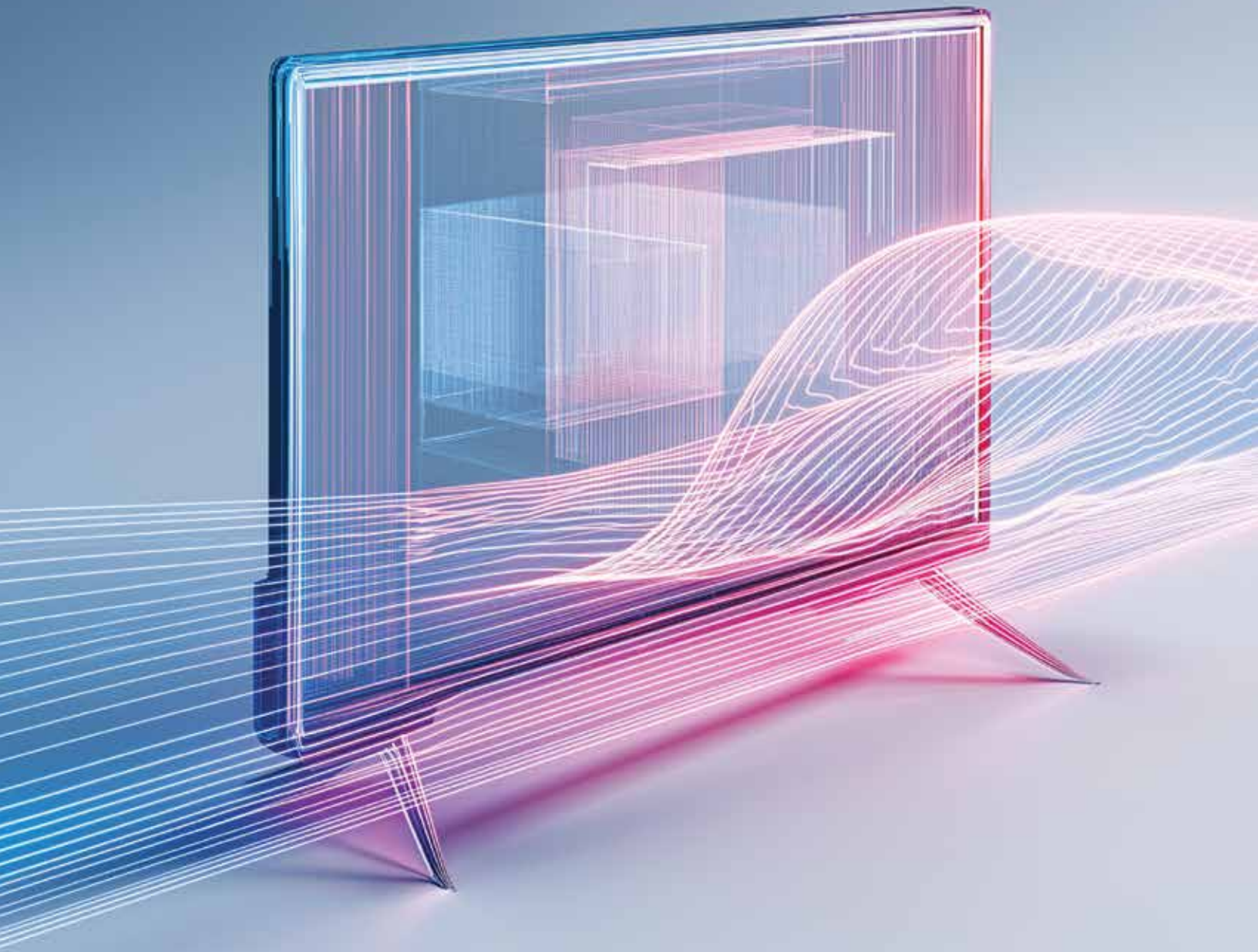
SLFRS Sustainability-Related Financial Disclosures

CRRO	Rainfall
Target type (if quantitative whether it is a absolute or intensity target)	Quantitative / Qualitative
Alignment with jurisdiction Commitment	Not applicable
Validation	Target and methodology will be validated internally by the ESG Working Committee.
Review Process	Progress reviewed quarterly by the ESG Working Committee and BOD
Metrics for monitoring progress	➤ Completion of asset portfolio risk assessment. ➤ Number of highrisk sites with adaptation measures implemented. ➤ Business continuity plan activation and restoration time following rainfall events.
Revision	Annually may be revised to reflect changes in business operations, technology availability, or regulatory requirements
Progress achieved during the year and status at year end	30 shops impacted, there is no material impact

GHG Emission Related Targets

	GHG Emission
Target	Mitigation of scope 1 and 2 emission 20% by 2030
Metric/measurement/KPI	20% reduction in absolute GHG emissions of scope 1 & 2 by 2030
Objective	Mitigation of scope 1 and 2 emission 20% by 2030
Scope	Scope 1 and 2
Period	2030
Base Period	2024/25
Milestones and interim targets	4% reduction annually
Target type (Gross or Net GHG emission target)	Gross
Target type (absolute or intensity)	Absolute
Alignment to sectorial decarbonisation approach	The target was not derived using a formal sectoral decarbonisation approach. It is based on the Group's internal assessment of feasible efficiency improvements and aligns with national energy efficiency objectives under Sri Lanka NDC 3.0.
Entity's plan to use Carbon credits to offset GHG emissions	The Group does not currently use carbon credits to offset GHG emissions. Any future use of carbon credits will be disclosed
Alignment with jurisdiction Commitment	Aligned with Sri Lanka NDC 3.0 (2026–2035)
Validation	Target and methodology will be validated internally by the ESG Working Committee. Third-party verification of GHG emissions done by Control Union
Review Process	Reviewed Annually
Metrics for monitoring progress	Total Scope 1 emissions Total Scope 2 emissions
Revision	Biannually may be revised to reflect changes in business operations, technology availability, or regulatory requirements
Progress achieved during the year and status at year end	70% increase in emission (Scope 1 and 2)

STEWARDSHIP



PROVIDENT

At Singer Sri Lanka, responsibility is carried with foresight. Through disciplined governance and careful management, we ensure that every decision safeguards what has been built while preparing for what lies ahead. Our approach to a prosperous future is grounded in continuity and ensures that unparalleled value is preserved for the future.

A state-of-the-art television is the pinnacle of human ingenuity, and is testament to the evolution of the process of progress - it is a reflection of Singer's own dedication to ensure that Sri Lanka remains at the forefront of growth.

Board of Directors



Mohan Pandithage

Executive Chairman

Appointed on 2nd October 2017

Since assuming the role of Chairman and Chief Executive in Hayleys PLC in 2009, Mr. Mohan Pandithage's strategic vision has redefined the growth trajectory of Hayleys, transforming the Group to one of Sri Lanka's most diversified, sustainable and socio-economically impactful enterprises. His foresight in capturing emerging opportunities and driving strategic investments in key industries have significantly enhanced the Group's earnings potential and long-term resilience and he was named as 'Business Leader For the Year 2025' by LMD.

Mr. Pandithage is an accomplished industry veteran and respected leader in the field of transportation and logistics, having led the Group's Transportation Sector prior to this appointment as Chairman of the Group. He was the first Sri Lankan to be awarded the Pinnacle Lifetime Award by the Chartered Institute of Logistics and Transport and has been honoured with the prestigious 'Best Shipping Personality' Award by the Institute of Chartered Shipbrokers, in recognition of his outstanding contributions to the industry. He was also inducted as a 'Legend of Logistics' by the Sri Lanka Logistics and Freight Forwarding Association.

He is a Fellow of the Chartered Institute of Logistics and Transport (UK) and a Member of the Advisory Council of the Ceylon Association of Shipping Agents (CASA). He also serves as a Council Member of the Employers' Federation of Ceylon.

Mr. Pandithage also serves as Honorary Consul of the United Mexican States (Mexico) to Sri Lanka.

Mr. Pandithage is the Chairman and Chief Executive of Hayleys PLC and the Executive Chairman of Haycarb PLC, Dipped Products PLC, Hayleys Fabric PLC, Hayleys Fibre PLC, Talawakelle Tea Estates PLC, Kelani Valley Plantations PLC, Horana Plantations PLC, Alumex PLC, The Kingsbury PLC and Hayleys Leisure PLC. He also serves as a Non-Executive Director on the Board of Diesel & Motor Engineering PLC.



Mahesh Wijewardene

Group Managing Director - Executive Director

Appointed to the Board on 1st June 2006

Mr. Mahesh Wijewardene was appointed to the Group Management Committee of Hayleys PLC and as the Group Chief Executive Officer of Singer (Sri Lanka) PLC and its subsidiary companies with effect from 1st November 2018. He was appointed as the Group Managing Director on 01st April 2025. He counts for over 30 years of managerial experience in diverse fields of business.

Mr. Wijewardene holds a Master's Degree in Business Administration from the University of Southern Queensland and received the Dean's Award for Outstanding Academic Achievement. He also holds a Diploma in General Management from the Open University of Sri Lanka. He has followed senior executive coaching programs at Harvard University Boston USA, National University of Singapore and McKinsey's Singapore.

He currently serves as Vice President of Sri Lanka Retailers' Association and a Member of the International Chamber of Commerce - Policy Committee and a Committee Member of Employers Federation of Ceylon.

Mr. Wijewardene was the past Chairman of Ceylon Chamber of Commerce - Import Section and Sri Lanka - China Business Council. He serves as a Director of Singer Finance (Lanka) PLC, Regnis Appliances (Private) Limited and Realty & Distributors Ltd.



Deepal Sooriyaarachchi

Non-Executive Director

Appointed on 1st October 2015

Mr. Deepal Sooriyaarachchi is a Fellow of the Chartered Institute of Marketing UK and holds an MBA from the University of Sri Jayewardenepura and is an Accredited Master Coach and a Master Mentor.

He is a renowned Management Consultant, Speaker, Trainer, and an Author. Before embarking on full time consultancy work, he was the Managing Director of AVIVA NDB Insurance PLC (now known as AIA Insurance). He had received extensive management training and exposure here and overseas including National University of Singapore, Asian Institute of Management and Stanford Business School USA. He is a Past President of the Sri Lanka Institute of Marketing, and a Past Commissioner of Sri Lanka Inventors Commission. He is a consulting partner of Results Based Leadership Institute USA.

Mr. Sooriyaarachchi is the Managing Director of SATI Human Development Institute (Pvt) Ltd. He serves as an Independent Non-Executive Director of AIA Insurance Lanka Limited, Kelani Cables PLC, Prime Land Residencies PLC and a Non-Executive Director of Panasian Power PLC, Siyapatha Finance PLC.



Sarath Ganegoda

Non-Executive Director

Appointed on 02nd October 2017

Mr. Sarath Ganegoda is an accomplished corporate leader counting over 30 years of multifaceted experience across diverse industries. Mr. Ganegoda has held several senior leadership positions in large private sector organisations in Sri Lanka and overseas. Having served the Hayleys Group between 1987 and 2002, he rejoined in 2007 and was appointed to the Group Management Committee the same year. Mr. Ganegoda was appointed to Hayleys PLC Board on 24th September 2009. He is currently responsible for the Strategic Business Development Unit and Group Information Technology of Hayleys PLC. He is also the Deputy Chairman of Alumex PLC.

Mr. Ganegoda holds an MBA from the Postgraduate Institute of Management, University of Sri Jayewardenepura. He is a Fellow Member of CA Sri Lanka and a Member of the Institute of Certified Management Accountants of Australia.

Mr. Ganegoda is an Executive Director of Hayleys PLC and Non-Executive Director of Haycarb PLC, Dipped Products PLC, Hayleys Fibre PLC, Kelani Valley Plantations PLC, Horana Plantations PLC, Hayleys Fabric PLC, The Kingsbury PLC and Hayleys Leisure PLC. He serves on the Boards of several private and unlisted public companies in the Hayleys Group.



Dilip De S. Wijeyeratne

Senior Independent Director

Appointed on 01st April 2018

Mr. Dilip Wijeyeratne is an Associate Member of The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka), Fellow Member of the Chartered Institute of Management Accountants, UK (FCMA) and a Graduate Member of the Australian Institute of Company Directors (GAICD).

He moved as a finance professional to Price Waterhouse, Bahrain, and has extensive experience in audit and advisory services. Commenced a banking career at HSBC Bank Middle East, as Head of Finance and Operations and latterly, was Head of Global Markets and Treasury for the group offices of HSBC Group in the Kingdom of Bahrain. As a Member of the Senior Management team of HSBC, Mr. Wijeyeratne was responsible for Corporate Treasury, Sales and Asset and Liability Management (ALCO) for three legal entities of the HSBC Group operating in Bahrain. In 2010, he joined Third Wave International WLL (TWI) as an equity partner and CEO and embraced entrepreneurship. He led a team of consultants and extended consultancy offerings in Financial Advisory, Human Resources, Marketing, Project and Quality Management, Research and Learning and Development to the private and public sector entities in Bahrain and Oman.

Mr. Wijeyeratne serves as an Independent Non-Executive Director of Hayleys Fibre PLC, Sampath Bank PLC and Janashakthi Life Insurance PLC.

Board of Directors



Gayani De Alwis

Independent Non-Executive Director

Appointed on 15th May 2020

Ms. Gayani De Alwis is a leading Supply Chain Professional. She was the former Director, Customer Service and Management Committee member of Unilever Sri Lanka Ltd., responsible for Supply Chain. Ms. De Alwis holds an MBA from Postgraduate Institute of Management (PIM) of University of Sri Jayewardenepura, Sri Lanka and MSc from University of Reading, UK.

Ms. De Alwis is a Past President of Chartered Institute of Logistics and Transport (CILT), Founding Chairperson and Advisor of Women in Logistics and Transport (WiLAT) Sri Lanka and the Immediate Past Global Chairperson of WiLAT. She was also a past advisor to the Council of Trustees of CILT. She is a Fellow of Institute of Supply and Materials Management (ISMM), Fellow member of CILT and a Life member of OPA. She is the current Chairperson and Board member of Women's Chamber of Industry and Commerce (WCIC). She is a Board member of C-SUIT HR and Board of Governor's member of Ocean University of Sri Lanka (OCUSL). She is a member of Sri Lanka Institute of Directors (SLID), founding member of the Women Corporate Directors Sri Lanka Chapter and Women Directors forum (WDF), an Executive

Council Member of SAARC Chamber Women Entrepreneurs Council (SCWEC).

She is a member of CCC sector Committee on Logistics and Transport, Women's Safety Task Force member (Western Province), Women's Advisory Committee (WAC) member of Ministry of Skills Development, Labour and Vocational Training and a Steering Committee member for Inclusive and Sustainable Businesses (ISBs) to achieve the Sustainable Development Goals in Sri Lanka. She also served as a member of the Health Taskforce of Ministry of Health to improve health sector supply chain and a member of the NHRDC National Taskforce to develop a strategy to increase female labour force participation in public and private sector.

Ms. De Alwis is a Non-Executive Director of Global Marine Investments (Pvt) Ltd and C-Suite HR (Pvt) Ltd. She is an Executive Director of Arutha Foundation (Guarantee) Ltd.



Brindhiini Perera

Non-Executive Director

Appointed on 19th October 2022

Ms. Brindhiini Perera holds a Master's degree in Mechanical Engineering from Imperial College London. She brings several years of experience across both publicly listed and privately held companies, serving in director-level positions and contributing to strategic oversight and business growth initiatives.

Ms. Perera adds an important technical dimension to Board deliberations through her background in mechanical engineering. Her understanding of manufacturing environments, industrial processes and operational efficiency brings valuable perspective to discussions relating to the Group's manufacturing and industrial operations.

Ms. Perera serves as a Non-Executive Director of Haycarb PLC, Dipped Products PLC, The Kingsbury PLC, Hayleys Leisure PLC, Hayleys Fabric PLC, Vallibel One PLC, Royal Ceramics Lanka PLC, Lanka Tiles PLC, Lanka Walltiles PLC, The Fortress Resorts PLC, Delmege Limited, Otwo Biscuit (Private) Limited, The Canbury Biscuit Company Limited, Manatee Clothing Company (Pvt) Ltd, Eurocarb Products Ltd (UK), Haylex Ltd (UK) and Dhammika & Priscilla Perera Foundation.



Kawshi Amarasinghe

Independent Non-Executive Director

Appointed on 25th June 2024

Ms. Kawshi Amarasinghe serves as an Executive Director of Vallibel One PLC and Group Director – International Business Development and CSR. She is a strategic growth architect within the Group, driving enterprise-wide transformation, market expansion, and long-term value creation across its diversified portfolio. With over a decade of leadership experience, she has led high-impact initiatives across manufacturing, hospitality, retail, and financial services. Her expertise spans market intelligence, brand positioning, digital transformation, and cross-border business development.

By aligning innovation with disciplined execution, she has strengthened the Group's competitive advantage and accelerated sustainable growth. Ms. Amarasinghe is also the driving force behind DP Education — Sri Lanka's largest, free, digital learning platform — which has empowered over 1.8 million learners nationwide. In 2025, she was recognised as the Top Female Leader – Conglomerate at the 15th Top50 Professional & Career Women Global Awards hosted by Women in Management, underscoring her influence as a transformative business leader.

She holds bachelor's degree in international studies from the University of Queensland, Australia and has further enriched her executive capabilities through prestigious international programs such as Management Acceleration Programme – INSEAD, France and Hotel Revenue Management – Cornell University, USA.

Ms. Amarasinghe contributes strategic oversight as a Non-Executive Director of Hayleys Leisure PLC, Pan Asia Banking Corporation PLC, The Fortress Resorts PLC, and as an Executive Director of Vallibel One PLC. Ms. Amarasinghe is a Non-Executive Director of Greener Water Ltd and Hayleys Retail Holdings Ltd. She also serves as Chief Executive Officer of the Dhammika & Priscilla Perera Foundation (DP Education), leading large-scale philanthropic initiatives focused on education, healthcare, and community empowerment.



Jonathan Alles

Independent Non-Executive Director

Appointed on 22nd November 2024

Mr. Jonathan Alles was the Managing Director/ Chief Executive Officer of Hatton National Bank PLC, one of Sri Lanka's largest private sector banks. He counts over 37 years of banking experience, having served several international banks including the National Bank of Abu-Dhabi, Saudi British Bank-Riyadh, British Bank of the Middle-East and HSBC, Dubai and Colombo, before taking on the reins at HNB.

He served on many Boards within the HNB Group as well as in the Banking Industry. Mr Alles was a Director of the Sri Lanka Banks Association (SLBA) and was its Chairman from 2014 to 2016. In 2018, he was elected Chairman of Asian Bankers Association, a position he held for 3 years and was a member of its Board of Directors and also served as the Chairman of the Advisory Committee.

Mr Alles holds a First Class MBA in Finance from the University of Stirling, UK. He is an Associate Member of the Institute of Bankers of Sri Lanka (AIB).

He is an Independent Non-Executive Director of Hayleys PLC, Alumex PLC, The Kingsbury PLC, Ceylon Beverage Holdings PLC, Lion Brewery (Ceylon) PLC, Vallibel One PLC, United Motors Lanka PLC, Laugfs Holdings Limited and D H T Cement (Private) Limited. Mr. Alles is a Non-Independent Non-Executive Director in Singer Finance (Lanka) PLC. He is also an Executive Director of New Wave Consultants (Pvt) Ltd.

Board of Directors



Vajira Tennakoon

Chief Operating Officer -
Executive Director

Appointed on 1st April 2025

Mr. Vajira Tennakoon is an accomplished professional with over 29 years of experience in sales, operations, and strategic leadership within the consumer electronics and retail sector. He currently serves as the Chief Operating Officer of Singer (Sri Lanka) PLC.

Mr. Tennakoon's career at Singer (Sri Lanka) PLC began in 1997 and has since developed extensive expertise in sales strategy, market expansion, and cross functional leadership. Prior to his appointment as COO, he served as the Sales Director and his international exposure includes a secondment to Singer Bangladesh Limited as Marketing Director.

He holds a Master of Business Administration from the University of Southern Queensland, Australia, and a Professional Post Graduate Diploma in Marketing from the Chartered Institute of Marketing, UK. Mr. Tennakoon is a Director of Regnis Appliances (Private) Limited.



Thulitha Mendis

Executive Director

Appointed on 1st April 2025

Mr. Thulitha Mendis is a leading supply chain professional with over two decades of experience in supply chain management. He currently serves as the Director – Commercial of Singer (Sri Lanka) PLC, which position he has held since 2018.

Joining Singer (Sri Lanka) PLC in 1998, Mr. Mendis has held various senior managerial roles in procurement and commercial functions. Mr. Mendis earned his MBA from Cardiff Metropolitan University, UK, and possesses extensive expertise in strategic procurement, contract negotiation, and stakeholder management.

Mr. Mendis currently serves as the Chairman of the Imports Section at the Ceylon Chamber of Commerce, and he is a past Chairman of Sri Lanka-China Business Council of Ceylon Chamber of Commerce. He is a Director of Realty & Distributors Ltd and Regnis Appliances (Private) Limited.



Shalinka Seresinhe

Executive Director

Appointed on 1st April 2025

Mr. Shalinka Seresinhe has over 19 years of leadership experience in the fields of Finance and Treasury. He currently serves as the Finance Director of Singer (Sri Lanka) PLC, a position he has held since December 2022.

Prior to joining Singer (Sri Lanka) PLC, he held various senior managerial positions in leading local conglomerates with extensive experience in the retail industry. He started his career at Ernst & Young Sri Lanka where he obtained 07 years of professional experience in Accounting and Auditing, which included a secondment to the firm's Los Angeles office.

Mr. Seresinhe is a Fellow member of the Institute of Chartered Accountants of Sri Lanka and a Fellow member of the Chartered Institute of Management Accountants, UK.

Management Team



Sujeewa Perera

Director - Logistics



Kelum Kospelawatta

Director - Regnis Factories



Jagath Perera

Director - Operations



Thushan Amarasuriya

Managing Director - Singer Finance
(Lanka) PLC



Roshan Kulasuriya

Director - Human Resources and
Business Integration



Janmesh Antony

Marketing Director



Priyanjith Meegoda

Credit Director



Aruna Kolambage

Factory Director – Factory Complex
- Piliyandala



Indika Gunathilake

Deputy Director – Mega Channel,
B2B and Emerging Channels



Irzan Cader

Deputy Director - Risk Management



Kasun Udayanga

Deputy Director - Service and
Process Development



Damitha Serasinghe

Deputy Director - Information
Technology



Upul Peiris

Deputy Director - Retail

Management Team



Priyantha Wetthewa
Deputy Factory Director –
Regnis Appliances (Pvt) Ltd



Prasad Dasanayake
Deputy Factory Director –
Factory Complex - Regnis



Asantha Karunaratne
General Manager -
Merchandising



Ransiri Perera
General Manager -
Administration



Hemantha Perera
General Manager - Budgeting
and Planning



Terrence Martyn
General Manager - Apparel
Solutions and Fashion
Academy



Piyum Jayatilake
General Manager - Marketing
- White Goods



Thanuja Seneviratne
General Manager - IT -
Systems and Operations



Eraj Fernando
General Manager - Finance



Rohan Perera
General Manager – Sales and
Administration



Saman Serasinghe
General Manager -
Distribution



Nishan Ranasinghe
General Manager - Revenue,
Margins and Financial
Operations



Indika Perera
General Manager - Wholesale



Suren Kanishka
General Manager - Events
and Promotions



Sampath Jayatilake
General Manager - Human
Resource Operations



Shirani Edirisinghe
General Manager - Human
Resources - Regnis Factory



Mohamed Hanas
General Manager - Sales -
Digital Devices



Upali Ganesharachchi
General Manager - Sales
- Agro and General Trade



Lasanka Arunajith
General Manager - Logistics



Gihan Jayawardana

General Manager -
Manufacturing - Furniture



Sujith Sirimanna

General Manager – Sales
North



Tharindu Mahawedage

General Manager -
Commercial



Tharaka Warnakulasuriya

General Manager - Marketing
- Digital Devices



Waruna Wickramasinghe

General Manager - Sales
- Computers and Security
Surveillance



Rahula Gaspe

General Manager – Emerging
Business



Suneth Sudasinghe

General Manager -
Automobile



**Dassana
Liyanagunawardana**

General Manager - Automobile
– Motorcycles



Minuwan Gunaratne

Deputy General Manager
– Sales Mega



Vinod Gamage

Deputy General Manager -
Manufacturing Finance



Darshana Appuhamy

Deputy General Manager -
Marketing - Consumer
Electronics and Small
Appliances



Prabhath Mayadunnage

Deputy General Manager -
Manufacturing - Regnis



Tilak Wijeratne

Deputy General Manager –
Special Projects - Retail



Chamil Ranaweera

Deputy General Manager –
Treasury



Shamendra Dias

Deputy General Manager –
Sales - South



Shamaindra Pinidiya

Deputy General Manager
- Commercial



Sankha Bandara

Deputy General Manager –
Commercial – Regnis

Corporate Governance

Heightened uncertainties draw attention to the need for strong leadership that balances conflicting interests in line with sound corporate values supported by governance frameworks and processes that support growth, performance and resilience of institutions. The governance mechanisms of the Singer Group have evolved over more than a century, balancing entrepreneurial agility with oversight, accountability, and stakeholder concern. Oversight by our parent company, Hayleys PLC adds another layer of review to the Singer's internal review processes. Transformation of our business and the regulatory landscape necessitates expansion of the scope of the Board's governance mandate, to ensure that the Singer Group remains ahead of potential vulnerabilities whilst ensuring that policies, structures and processes remain effective and efficient.

Review of the Regulatory Environment

The main regulatory developments affecting the governance of Singer Sri Lanka during the year under review are:

1. The Personal Data Protection Act No.9 of 2022 ('PDPA') became effective in July 2025
2. Mandatory Sustainability Reporting in compliance with SLFRS S1 and S2

As Singer Sri Lanka holds personal data of customers, compliance with the PDPA is a priority. Singer is compliant with the provisions of the PDPA as it invested in ensuring customer data privacy for many years. This supported the transition to compliance with the PDPA, ensuring the protection of our information assets in alignment with global best practices.

Singer is ready to move into the mandatory reporting era for sustainability in the financial year 2025/26 with much of the information already in place due to the steadfast commitment to sustainability reporting over the years. The launch of the Singer ESG Road Map further enhances

our ability to comply with the SLFRS S1 and S2 provisions as it clearly defines our material sustainability risks and opportunities and provides clear direction for managing the same.

An Effective Board Composition

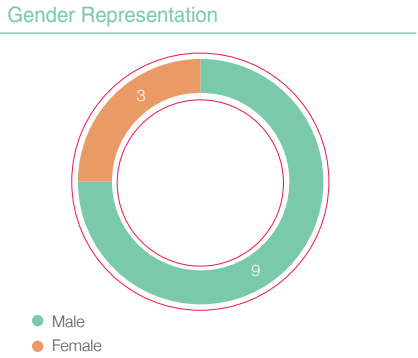
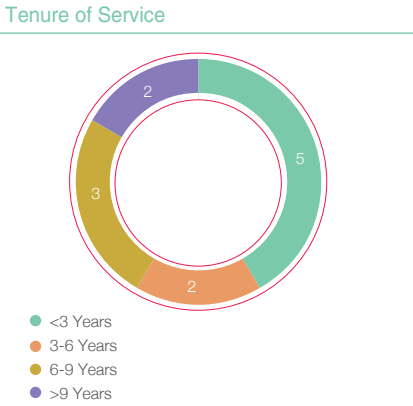
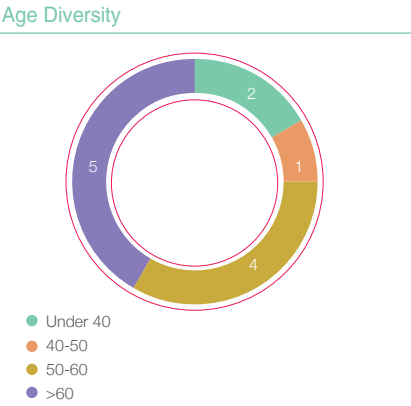
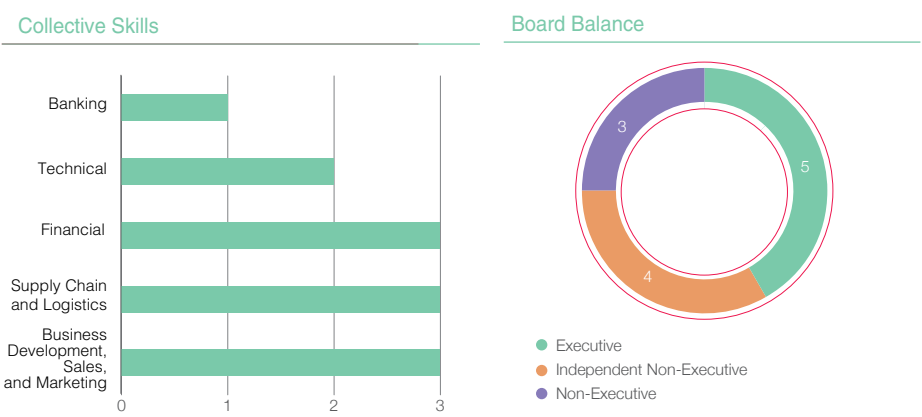
Strong Board composition is vital for effective governance. The Board is composed of twelve directors: five Executive Directors, three Non-Executive Directors, and four Independent Directors including the Senior Independent Director. The Chairman also serves as the Chairman of the Hayleys Group, and Mr. D.K.De S. Wijeyeratne has been appointed as the Senior Independent Director in line with best practices and regulatory requirements. The profiles of the Directors are detailed on pages 144-148.

Together, Board members bring the expertise and experience needed to guide the Singer Group. Several directors are part of professional accountancy bodies, providing essential financial skills. Their combined domain knowledge and awareness of economic, environmental, and stakeholder issues enrich Board discussions. The diverse backgrounds and viewpoints of its members enhance the Board's collective wisdom, promoting strong governance. When selecting new directors, the Nominations & Governance Committee carefully considers these attributes.

Board Highlights 2025/26

Appointment of Executive Directors	➤ Mr. S.D. Seresinhe ➤ Mr. B.T.L. Mendis ➤ Mr. T.M.V. Tennakoon
Re-Designation of Directors	➤ Mr. M. H. Wijewardene as Managing Director
Board Committees	➤ Reconstitution of Board Committees
Sustainability	➤ Publishing Singer Group's ESG Road Map
Returns to Shareholders	➤ Declaration of interim dividends of Rs. 1.84 per share
Compliance	➤ Ensuring that the public float remains above minimum requirements for Main Board of CSE ➤ Compliance with Personal Data Protection Act

A balanced Board is fundamental to sound governance, ensuring that diverse views are considered in making key decisions. These charts demonstrate the diversity of our Board which is critical to our success, paving the way for inclusive policies and strategies that enable the Group to maintain its position as the most loved brand.



Governance Framework

The Group's Corporate Governance structures and policies maintain compliance with laws and regulations, ensure balanced power, delegate authority, promote transparent communication, and uphold accountability and integrity. The governance framework relies on both external and internal guiding instruments detailed below:

Corporate Governance

External

Legal & Regulatory

- Companies Act No. 07 of 2007
- Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995
 - Sri Lanka Financial Reporting Standards
 - SLFRS Sustainability S1 and S2 Standards
- Continuing Listing Rules of the Colombo Stock Exchange (CSE)
- Securities and Exchange Commission of Sri Lanka Act No. 19 of 2021
- Acts, Circulars, Gazettes issued by the Taxation Authorities for Corporates
- Shop and Office Employees Act No. 19 of 1954 and amendments thereto
- Customs Ordinance No. 17 of 1869
- Exchange Control Act No. 22 of 2017
- Industrial Disputes Act No. 43 of 1950
- Factories Ordinance No. 45 of 1942
- National Environment Act No.47 of 1980
- Personal Data Protection Act No.9 of 2022

For Singer Finance (Lanka) PLC Only

- Finance Business Act, No.42 of 2011 Corporate Governance Direction No. 3 of 2008 and subsequent amendments issued by the Central Bank of Sri Lanka

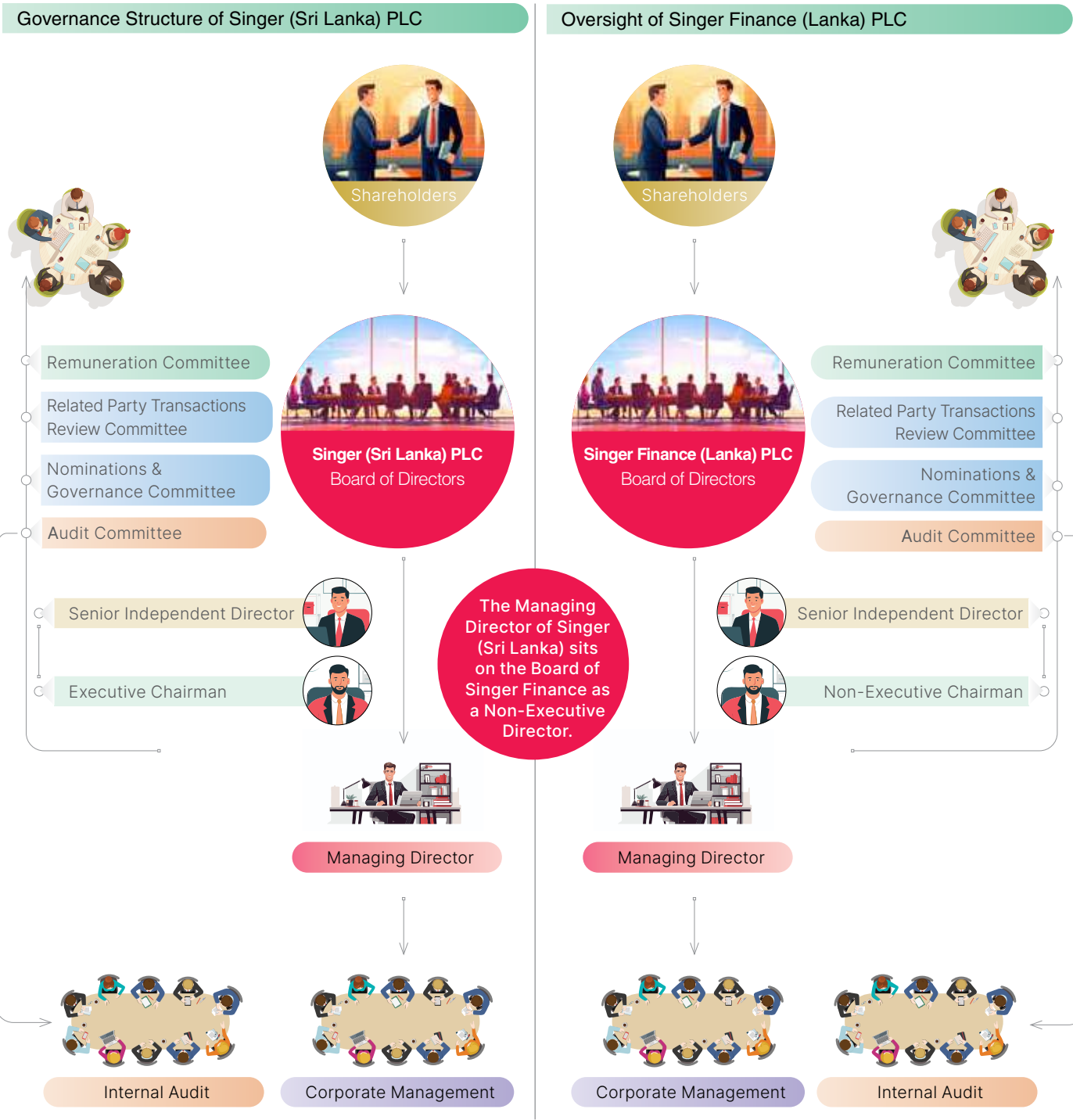
Voluntary

- Code of Best Practice on Corporate Governance issued in 2023 by the Institute of Chartered Accountants of Sri Lanka
- GRI Standards issued by the Global Reporting Initiative
- Sustainability Accounting Standards Board (SASB) Standards issued by the International Sustainability Standards Board (ISSB)

Internal: Authoritative Documents

- Articles of Association
- Organisational structure
- Code of Ethics, Human Resources
- Policies and Procedures
- Related Party Transactions Policy
- Information Technology
- Other Internal Manuals
- Standing Instructions, Policy and Procedures (P&P)
- The Hayleys Way
- Hayleys Lifecode
- Singer ESG Road Map

A sound governance structure



Singer Finance (Lanka) PLC is regulated by the Central Bank of Sri Lanka (CBSL) in accordance with the Finance Business Act No.42 of 2011 read together with the Central Bank of Sri Lanka Act No.11 of 2023. The Non-Banking Finance sector is a vital part of the country's financial sector and CBSL issues directions from time to time which Singer Finance needs to comply with.

Corporate Governance

Role of the Board

As the custodian of the Group's corporate governance practices, the Board holds ultimate responsibility for the creation and delivery of sustainable stakeholder value. The role and responsibilities of the Board are set out in the Board Charter as summarised below:

Role of the Board	Responsibilities of the Board
➤ To represent and serve interests of shareholders by overseeing and appraising the Company's strategies, policies, and performance ➤ To provide leadership and guidance to Management for the execution of strategies. ➤ To build sustainable value for shareholders in accordance with the regulatory framework ➤ To establish an appropriate governance framework ➤ To ensure regulators are apprised of the Company's performance and any major developments ➤ To review the performance of the business against the goals and objectives periodically.	➤ Formulate a sound business strategy and oversight of progress ➤ Appointing the Chair and the Senior Independent Director if relevant ➤ Ensuring that the Managing Director and Management Team possess the skill, experience and knowledge to implement strategy ➤ Ensuring the adoption of an effective Managing Director and Key Management Personnel ('KMP') succession strategy ➤ Approving budgets and major capital expenditure ➤ Determining the matters expressly reserved for the Board and those delegated to the Management including limits of authority and financial delegation. ➤ Establishing systems of risk management, internal control, and compliance ➤ Ensuring compliance with laws, regulation and ethical standards ➤ Engaging with stakeholders and considering their views on key decisions ➤ Integrating sustainable business principles in corporate strategy, decisions and activities and consider the need for adopting "integrated reporting" ➤ The Company's values and standards are set with emphasis on adopting appropriate accounting policies and fostering compliance with financial regulations. ➤ Establish a process of monitoring and evaluation of progress on strategy implementation, budgets, plans and related risks ➤ Ensuring the integrity of the financial reporting process ➤ Fulfilling such other Board functions as relevant to the Organisation ➤ Appointing and overseeing the External Auditors' Responsibilities ➤ Approving Interim and Annual Financial Statements for publication

Roles of Key Members of the Board

The roles of the Chairman, Managing Director, Senior Independent Director and the Company Secretary are clearly articulated to ensure accountability and effective execution of key functions. The roles of the Chairman and Managing Director are separate in line with best practices. Additionally, a Senior Independent Director has been appointed as the Chairman is an Executive Chairman. Company Secretarial services are provided by Hayleys Group Services (Private) Limited. The roles of these four key positions within the Board are summarised below:

● Role of Managing Director

- Implementing Board approved strategy
- Accountable to the Board for the performance
- Responsible to providing leadership to the executive committee
- In charge of day-to-day management of Company's operations
- Implementation of the board approved policies ensuring that the Company fulfils its commitments
- Identifying, measuring, monitoring, managing and reporting relevant risks
- Escalation of critical concerns regarding the Group's operations to the Board in a timely manner

● Role of Chairman

- Ensure that the Board is in control of the affairs of the Company
- Efficient conduct of the Board Meetings
- Ensure that there is a balance of power between Executive and Non-Executive Directors
- Ascertain views of all Directors
- Ensure that Directors have sufficient information to deliberate the matters set before the Board
- Ensure that shareholders views are sought for major transactions

● Role of the Company Secretary

- Facilitating the efficient conduct of Board meetings and ensuring that all proceedings of meetings are properly minuted
- Ensuring that all Board Committees are properly constituted and provided with clear terms of reference
- Ensure that the Annual General Meeting ('AGM') is conducted in accordance with regulatory requirements
- Distribution of all necessary notices, forms, and reports with the Board's approval
- Maintaining minutes of the AGM
- Maintaining the registers required by regulations
- Filing of all statutory returns and documents with the Registrar of Companies
- Advising the directors with respect to their duties and responsibilities in compliance with regulatory requirements
- Ensuring good relationships with shareholders
- Making necessary disclosures on related parties and related party transactions

● Role of Senior Independent Director

- Set corporate values facilitating an equitable balance between key stakeholder interests
- Uphold high standards of ethics, integrity and probity.
- Support executive leadership whilst monitoring their conduct
- Promote high standards of corporate governance and compliance
- Meet with Non-Executive Directors and Independent Directors at least once a year to facilitate discussion and communication of governance matters and communicate same to the Chairman
- Be available to shareholders in case they have concerns which cannot, or should not, be addressed by the Chairman or Executive Directors
- Act on the results of any performance evaluation of the Chairman
- Maintain sufficient contact with major, significant and minority shareholders, assisting the Board to develop a balanced understanding of their issues

Corporate Governance

Committees of the Board

The Board is assisted in the discharge of their duties by 4 Committees who exercise additional oversight in matters where more extensive review of specific matters is deemed necessary. The Chairman of the Board does not serve as the chairman of any Board committee in accordance with the Section 9.3.3 of CSE Listing Rules. Each Committee has a Terms of Reference clearly defining its scope, authority, duties and matters pertaining to the quorum of meetings. The Terms of Reference were amended to comply with the CSE Listing Rules during the year. The Composition and areas of responsibility are summarised below:

Committee	Composition	Area of Responsibility	No. of Meetings
Audit Committee	➤ Mr. D.K. De S. Wijeyeratne - Chairman, SID ➤ Mr. D. Sooriyaarachchi - NED ➤ Mr. A. J. Alles - IND/NED ➤ Ms. H. M. G. De Alwis - IND/NED (Appointed to the Committee w.e.f. 12/8/2025)	➤ Provide oversight on financial reporting, internal controls and functions relating to internal and external audit ➤ Detailed review of risk management framework, processes and risks and reporting to the Board	4
Nominations & Governance Committee	➤ Mr. D.K. De S. Wijeyeratne - Chairman, SID ➤ Mr. S.C.Ganegoda - NED ➤ Mr. A.J.Alles - IND/NED ➤ Ms. A.A.K. Amarasinghe - IND/ NED (Appointed to the Committee w.e.f 12/8/2025)	➤ Provide recommendations and advice to the Board on the appointment or re-election of Directors	2
Remuneration Committee	➤ Mr. D.K. De S. Wijeyeratne - Chairman, SID ➤ Mr. D. Sooriyaarachchi - NED ➤ Mr. A.J.Alles - IND/NED ➤ Ms. H. M. G. De Alwis - IND/NED (Appointed to the Committee w.e.f 12/8/2025)	➤ Review and recommend the policy of remuneration packages of individual Directors and KMPs	2
Related Party Transactions Review Committee	➤ Mr. A.J.Alles - Chairman, IND/ NED ➤ Mr. D. K. De S. Wijeyeratne - SID ➤ Mr. D. Sooriyaarachchi - NED ➤ Ms. H.M.G.De Alwis – IND/NED (Appointed to the Committee w.e.f. 12/8/2025)	➤ Assess proposed related party transactions with related parties of the Group	4

IND - Independent Director

NED - Non-Executive Director

SID - Senior Independent Director

Nomination, Appointment & Succession

The Nominations and Governance Committee evaluates the Group's strategic needs against the Board's collective skills, knowledge, experience and diversity to recommend the optimal size and attributes required. They draft profiles, screen candidates, and propose recommendations to the Board. The Board reviews these suggestions and nominates suitable candidates for appointment or

re-election at the AGM. Details of new Directors are made public via the CSE and selected newspapers.

- A brief resume of the Director
- The nature of his expertise in relevant functional areas
- The names of companies in which the Director holds directorships or memberships in Board Committees; and

- Whether such Director can be considered 'Independent'.

The Board has the authority to appoint directors to fill any casual vacancies that may occur during the year. The Articles of Association stipulates that directors appointed in this manner hold office until the next AGM, at which point they must seek election by the shareholders, ensuring shareholder involvement in the selection of directors.

One third of the directors in office retire at each AGM by rotation, with those who have served the longest since their appointment/re-appointment retiring first. Retiring directors are eligible for re-election and may be recommended for re-election by the Board. The names of directors submitted for election or re-election are accompanied by a resume to enable shareholders to make an informed decision regarding their election. The provisions of the Articles of Association of the Company do not require a director appointed to the office of Chairman or Managing Director to retire by rotation while holding that office.

Determining Independence

All Directors are expected to exercise independent judgment when considering matters before the Board. The CSE Continued Listing Rules and Schedule K of the Code establish the criteria for determining director independence. Each Independent Non-Executive Director submits an annual declaration, which is reviewed by the Company Secretaries, who in turn advise the Chairman of any changes in status. Should any independence criteria not be met, the Board will make a determination in relation to the independence or non-independence of each Independent Non-Executive Director in accordance with the relevant provisions of the CSE Listing Rules.

Directors Interests and Related Party Transactions

Directors declare their business interests upon appointment and quarterly, with these declarations recorded in a register maintained by the Company Secretary and available for inspection under the Companies Act. Except as disclosed on page 188, directors have no other interests in contracts with the Company. The Related Party Transactions Review Committee reviews and approves transactions according to policy and regulations, with disclosures provided in Note 37 on page 295 of the financial statements.

Director training and access to information

Directors regularly update their knowledge through structured training and briefings on new developments. Training needs are frequently assessed, and Executive and Alternate Directors attend programmes run by principals, in-house trainers, or external providers. Directors are informed about changes in laws, tax regulations, and accounting standards during Board meetings or special sessions.

Board Meetings

The Board, Audit and Related Party Transactions Review Committee usually meet once every quarter while the other Board Committees have varying frequencies for meetings.

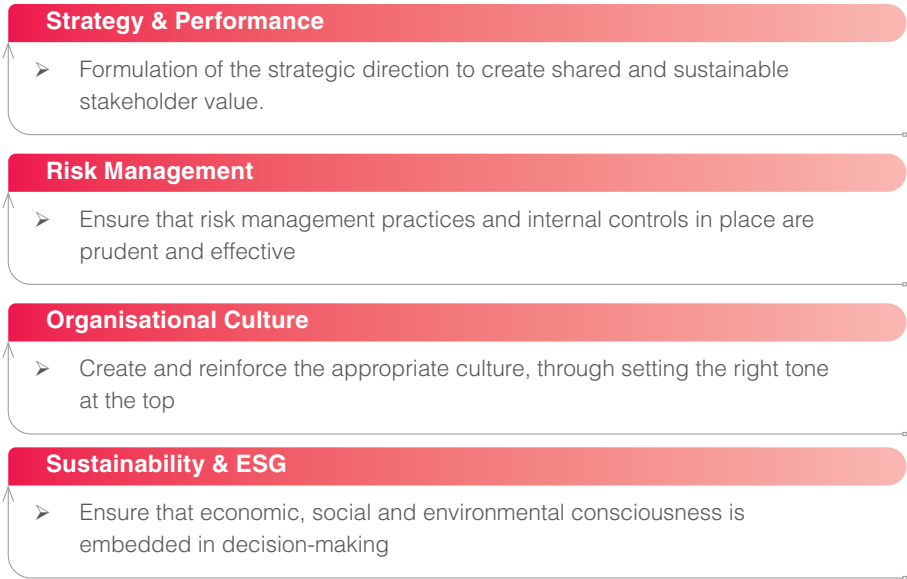
The Board calendar during the year under review was as follows:

Board Meetings	Audit Committee Meetings	Nominations & Governance Committee Meetings	Remuneration Committee Meetings	Related Party Transactions Review Committee Meetings			
4	4	2	2	4			
Director			Board Meetings	Audit Committee Meetings	Nominations & Governance Committee Meetings	Remuneration Committee Meetings	Related Party Transactions Review Committee Meetings
Mr. A.M. Pandithage – Chairman - Executive Director			4/4	-	-	-	-
Mr. M.H. Wijewardene – Managing Director – Executive Director			4/4	-	-	-	-
Mr. D. K. De S. Wijeyeratne – Senior Independent Director			4/4	4/4	2/2	2/2	4/4
Mr. S.C. Ganegoda - Non-Executive			3/4	-	2/2	-	-
Mr. D. Sooriyaarachchi - Non-Executive Director			4/4	4/4	-	2/2	3/4
Ms. K.A.D.B. Perera - Non-Executive Director			4/4	-	-	-	-
Ms. H.M.G. De Alwis - Independent Non-Executive Director (Appointed to the Audit, Remuneration and Related Party Transactions Review Committees on 12/08/2025)			4/4	3/3	-	2/2	3/3
Ms. A.A.K. Amarasinghe - Independent Non-Executive Director (Appointed to the Nominations and Governance Committee on 12/08/2025)			3/4	-	1/1	-	-
Mr. A.J. Alles - Independent Non-Executive Director			4/4	4/4	2/2	2/2	4/4
Mr. S.D. Seresinhe - Executive Director			4/4	-	-	-	-
Mr. B.T.L. Mendis - Executive Director			4/4	-	-	-	-
Mr. T.M.V. Tennakoon - Executive Director			4/4	-	-	-	-

Corporate Governance

Board Contribution to Value Creation

The Board's role in value creation is summarised as follows:



Strategy & Performance

The Board plays an essential role in formulating strategies that align with the Group's long-term objectives and providing oversight for their implementation. The involvement of the two Executive Directors (Chairman and Managing Director) is particularly important, due to their active participation in operations and comprehensive knowledge of industry challenges and market trends. Throughout the year, the Board enhanced its engagement with business activities in response to significant regulatory and macroeconomic developments. The Board ultimately evaluated and approved the Group's future strategy, which includes additional refinement of key strategic priorities.

In addition to the standard agenda items, the Board focused on the following special aspects in 2025/26;

- Consolidating operations
- Optimising the easing of import restrictions taking into consideration considering taxation, affordability and pressures on disposable income

- Working capital and liquidity management
- Ensuring the safety of employees and evaluate the stringency of the safety measures in place across the organisation
- Increased focus on local value addition and exploring avenues of expanding our local manufacturing capabilities

Organisational Culture

The Board establishes an appropriate tone at the top, playing a crucial role in cultivating the organisation's culture. The Singer Group's Code of Conduct, applicable to all Directors, management, and employees, clearly outlines the Group's expectations when engaging with internal and external stakeholders. Key elements of this Code are detailed on page 354 of this Report. Furthermore, the Code of Conduct acts as a robust foundation for mitigating corruption risks within the organisation by providing the following guidelines:

- Avoid situations where personal interests may conflict with those of the Company and disclose such interests in advance.
- Maintain honesty, objectivity, and diligence in fulfilling one's responsibilities.
- Adhere to all relevant laws and regulations.

In addition, the parent entity's Hayleys Way—outlined on page 166 serves as a framework for ethical conduct, explicitly defining expected employee behaviours and reaffirming the Group's organisational values.

Risk Management and Controls

The Audit Committee has oversight responsibility for risk management which is a separate item on the Board agenda and the Audit Committee agenda. The Board has set in place a comprehensive risk management framework including policies, a risk register, risk strategies, procedures and limits for key exposures. It receives regular reports on identified risks and related exposures together with strategies for minimising, mitigating or managing the same. The risks are prioritised according to the severity of impact and the likelihood of occurrence to ensure that sufficient attention and resources are allocated to management of critical risks. The risk management framework has been designed to achieve an optimal risk-reward balance, drive accountability through effective segregation of duties and nurture a culture of risk consciousness across the organisation. The structure is based on the globally accepted Three Lines of Defence Model which sets out the lines of authority, roles, and responsibilities to efficiently manage risk across the Group. Please refer to page 176 to 182 for further information on the Group's risk management practices.

Sustainability & ESG Focus

The Board is committed to embedding sustainability considerations into its strategy, decision making and operations. This commitment represents both the Group's corporate citizenry aspirations as well as increasing awareness that identification and management of social and environmental factors are critical to building business resilience. Please refer to ESG Integration on page 162 of this report.

Remuneration

The Remuneration Committee reviews the process of determination of remuneration of the Executive Directors and KMP within the Group. The Remuneration Committee comprises three Independent Non-Executive Directors and one Non-Executive Director and the Chairman of this committee is appointed by the Board. Further details are set out in the Report of the Remuneration Committee on page 170.

The Board as a whole determines the remuneration of the Non-Executive Directors who receive a fee for being a Director of the Board and additional fee for being a member of a Committee. They do not receive any performance related/ incentive payments. Remuneration Committee consults the Chairman about its proposal relating to the remuneration of other Executive Directors and have access to independent professional advice from within and outside the Company, in discharging their responsibilities. No Director is involved in deciding his/her own remuneration.

Level & Make Up of Remuneration

The Remuneration Committee reviews the combination of remuneration needed to attract, retain and motivate Executive Directors of the quality required to achieve corporate goals. The Remuneration Committee reviews information relating to the Executive Directors and KMP to ensure that the remuneration of Executives of each level of management is competitive and in line with their performance. External benchmarking is done with the Group to determine competitiveness of remuneration packages. The

Remuneration Committee reviews data concerning executive pay among the Group Companies.

Guidelines and parameters for a performance-based incentive has been approved by the Remuneration Committee to ensure that the total earnings of the Executives are aligned with the achievement of objectives and budgets of the Group companies. No special early termination clauses are included in the contract of employment of Executive Directors that would entitle them to extra compensation. However, if necessary, any such compensation would be determined by the Board of Directors.

Remuneration for Non-Executive Directors reflect the time commitment and responsibilities of their role, taking into consideration market practices. Non-Executive Directors receive a fixed fee and do not participate in performance-related pay.

The Report of the Remuneration Committee includes a statement on Remuneration Policy. Please refer to page 170 for the total Directors' Remuneration.

Relations with Shareholders

The Board is accountable to shareholders and is committed to reporting performance and other regulatory matters in a timely manner with sufficient information to provide a clear understanding on the subject.

Communication with Shareholders

Singer engaged shareholders through multiple channels which include the AGM, annual report, interim financial statements, a dedicated investor relations page on the Company's website and notification of key events through announcements to the CSE which are disseminated to the general public via the CSE's website. Shareholders also have the opportunity to ask questions, comment, or make suggestions to the Board through the Company Secretaries and at the AGM. All significant issues

and concerns of Shareholders are referred to the Board with the views of the Management.

Constructive use of AGM

The Board encourages the active participation of shareholders at the AGM and make arrangements accordingly. The Chairman, Board members and Chairpersons of Board Sub-committees are available for discussion at the AGM and respond to questions directed to them by the Chairman. Additionally, KMPs of the Group are also present to assist the Directors in this regard.

Notice of the AGM, the Annual Report and Accounts and any other resolution together with the corresponding information that may be set before the shareholders at the AGM, are circulated to shareholders minimum 15 working days prior to the AGM. This allows all the shareholders to review the documentation and participate effectively at the AGM. Separate resolutions are prepared for each item of business, giving shareholders the opportunity to vote on each of such issues, separately. Voting procedures at the AGM are circulated to the shareholders in advance.

All Shareholders are encouraged to exercise their voting rights. The Company has an effective mechanism to record and count all proxy votes lodged for each resolution. In the event there are a significant proportion of the votes cast against a resolution, the Board will take steps to understand the reasons behind the vote results and determine if any actions are required. The outcome of the vote on each resolution is informed to the CSE, soon after conclusion of the AGM.

Upholding Rights of Shareholders

The Board has well established procedures in place to ensure fair treatment of all shareholders. Quarterly financial statements with an accompanying review, the annual report, timely announcements to the CSE of price sensitive information and press releases ensure that all

Corporate Governance

shareholders have access to price sensitive information. The AGM is the main forum for engaging with shareholders and the Group has a history of well attended shareholder meetings. Further, awards for excellence in corporate reporting affirms the Group's commitment to disclosure and transparency. Assurance on financial statements, sustainability information and compliance with the Integrated Reporting Framework supports the reliability of the information contained in the annual report which provides comprehensive information on relevant matters to the shareholders. The Reports and other information are available on the Company's website and price sensitive information is also available on the CSE website.

Digital Governance

IT governance is key as business processes and official records are maintained in digital form and the system of internal controls rely on the effective functioning of IT systems and processes. Additionally, the information assets of the Singer Group are valuable and its safekeeping is mandated by the Personal Data Protection Act No.9 of 2022. Competent and dedicated resources are deployed to support this vital area as cyber threats continue to escalate across the world, crossing borders with ease. Company investment in IT resources covers resources operated and managed centrally and resources deployed in various places. IT resources include ERP system, other related business systems, internet, emails and other Company-wide data communication systems.

Impact of IT governance to diverse functional areas of the Company is driven by certain core objectives which are set below:

Objective	Mandate
Compliance	Investing in licensed software deployed in compliance with Intellectual Property Law with a view to educate and mandate compliance to such laws throughout the Company.
Operational efficiency	Streamlining of inventory management, logistic management and credit management process so that integrity is maintained across the value chain through near real-time processing.
Prudent capital expenditure	All major IT investments are carefully evaluated by the IT team and built into the business plan and carefully scrutinised at the planning level and approval is granted by the Board.
Customer convenience	Ensuring process efficiencies to increase the contribution to customer convenience.
Green IT	Protecting the environment by reducing print through migration to emails, SMS, social media and soft copies.

As part of the Hayleys Group, Singer also follows the following IT Policies:

SINGER		
IT Security Policy	Acceptable IT Use Policy	Group Access Policy

Cyber security threat assessments were carried out during the year and the following initiatives to strengthen digital governance and cyber security have been implemented.

IT Governance	Strengthening Cybersecurity
AI Governance	Strengthened governance frameworks to support secure and responsible adoption of AI and emerging technologies.
Access Control & Monitoring	Strengthened enterprise web security capabilities through enhanced monitoring and protection measures.
Privileged Access Security	Enhanced privileged access security to strengthen governance, monitoring, and protection across critical systems and infrastructure.
Email Security	Implemented AI-based email filtering solutions to strengthen protection against phishing, spam, malware, and other email-borne cyber threats.

ESG Integration

As part of the Hayleys Group reputed for its commitment to sustainability, Singer has adopted the Hayleys Lifecode which sets out the framework for the Group as set out below. Singer Group's governance framework has grown in complexity with the business needs of the Group and the evolution of both corporate governance and sustainability. The Singer Group's

commitment to going beyond regulatory compliance is guided by voluntary adoption of relevant ESG frameworks and standards. In 2025, Singer consolidated its ESG commitments with the launch of the Singer ESG Road Map in November 2025 which is aligned to the Global Reporting Initiative (GRI) Standards, SLFRS S1 and S2 and the parent company's ESG

framework, Hayleys Lifecode which ensure that Singer goes beyond the legal requirements to align with global best practice.

Implementing the Framework and ensuring the integrity of non-financial information

The Sustainability function, which reports directly to the ESG Working Committee, oversees the Group's ESG agenda and ensures the integration of sustainability across operations, service offerings, and products. It is responsible for measuring and monitoring the Group's progress against targets set out in the ESG Roadmap 2030. They are supported by Sustainability Champions in key locations who coordinate with the centre and serve as a contact point for the Sustainability function. Quarterly meetings are conducted to ensure that there is clear understanding about the objectives and progress made.

Non-financial Information required for ESG reporting is gathered through the parent company's systems "The Cube" which collects the information on material topics for the parent company which includes those related to Singer as well. Non-financial information is provided by designated officials at the different

locations and can be extracted to provide information for each location and entity, facilitating a drill-down in case of need.

The non-financial information is fed monthly or quarterly as preferred by the entity. The Sustainability Department reviews the information quarterly and discusses progress made with the relevant sectors. The information is presented to the Group Management Committee and the Board on a quarterly basis and more frequently as may be deemed necessary. The information from the Cube is subject to review by Internal Audit of the Singer Group as well as the Management System Audit & Review Department of the parent company. The reports of findings by these functions are circulated to the Audit Committee and Boards, ensuring that internal controls over the ESG information are functioning effectively, paving the way for credible sustainability reporting.

Corporate Governance

Singer ESG Roadmap 2030

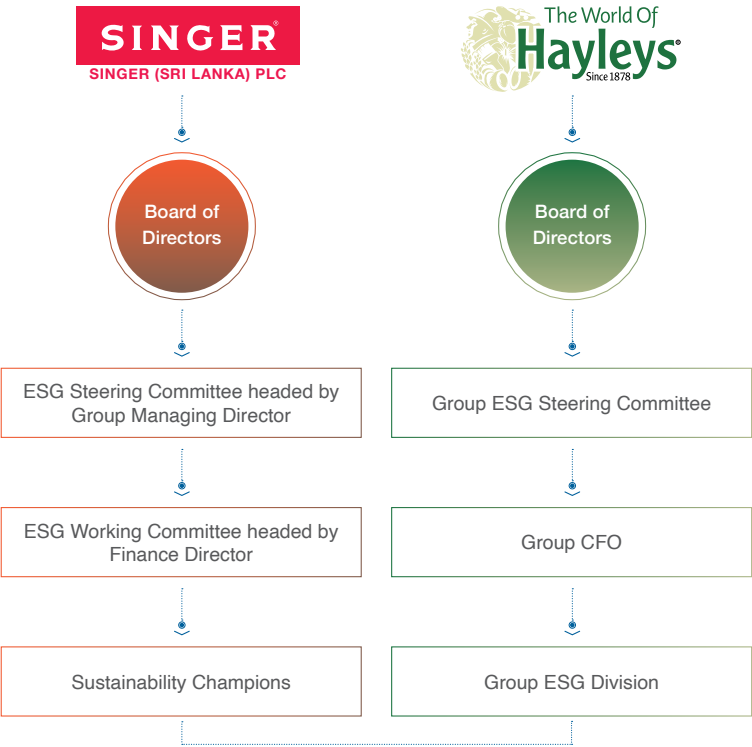
As we expanded, it became essential to define our values, governance structures, and mechanisms to ensure consistency and accountability across all operations. We reviewed our ESG aspirations and aligned them with existing policies, structures, processes and systems. This was the foundation of Singer's ESG Roadmap 2030 which clearly articulates our goals using clear metrics to set the targets. We also aligned it to the Hayleys Lifecode ESG framework to ensure that we moved in lockstep with the overarching goals of the Hayleys Group which is renowned for its track record on sustainability. The Singer ESG Roadmap 2030 clearly articulates our philosophy and is publicly available on our website to ensure that both our internal and external stakeholders understand our goals and work together with us to facilitate the realisation of our aspirations.



“As we embark on this journey, I believe there lies a unique opportunity for every employee, business partner, and stakeholder to drive positive and lasting change. Through ‘Singer Progress Through Purpose’, we are building an ecosystem of shared prosperity; rooted in responsibility, guided by purpose, and propelled by innovation. Together, we can ensure that Singer not only delivers value to customers and communities today, but also contributes to a more resilient, sustainable, and inclusive future for Sri Lanka.”

Group Managing Director, Mahesh Wijewardene

Responsible Stewardship



Additional Information

- Risk Management Report on page 176
- Targets and performance are set out in relevant Capitals Reports from page 66 to 108.

Responsible Stewardship

Environment	➤ Material and waste management policy
	➤ Energy and emissions management policy
	➤ Water management policy
	➤ Biodiversity conservation policy
	➤ Chemical management policy
Social	➤ Industrial relations policy
	➤ Disciplinary policy
	➤ Grievance handling policy
	➤ Recruitment policy
	➤ Learning and development policy
	➤ Talent management and succession planning policy
	➤ Performance management policy
	➤ Human rights policy
	➤ Whistleblowing policy
	➤ Anti-sexual harassment policy
	➤ Health & Safety policy
	➤ Customer management policy
Governance	➤ Procurement policy
	➤ Community relations policy
	➤ Board charter
	➤ Board Committee charter
	➤ Stakeholder engagement
	➤ Information disclosure policies
	➤ IT policies
	➤ Intellectual capital policy
	➤ Information security policy
	➤ Business data back up policy
	➤ Bribery and anti-corruption policy

“As the largest retailer of electronic equipment in Sri Lanka, I believe Singer has a unique opportunity to contribute meaningfully to the country’s climate action goals. Through our global partnerships, we are well-positioned to introduce energy-efficient and environmentally responsible products to the market, empowering consumers to make greener choices in their daily lives. In doing so, we strengthen the resilience and sustainability of our own value chains, while also playing a pivotal role in advancing the nation’s transition towards a low-carbon future.”

Chairman, Mohan Pandithage



Our Targets 2030

- 20% reduction in absolute GHG emissions of scope 1 & 2
- 30% reduction in energy intensity

- Increase CSR beneficiaries by 50%



ENERGY PURPOSE



HUMANITY PURPOSE



ENVIRONMENT PURPOSE



WINNING PURPOSE

SINGER®

PROGRESS THROUGH PURPOSE

පරමාර්ථයෙන් පෙරට

குறிக்கோளிനூடாக முன்னேற்றம்

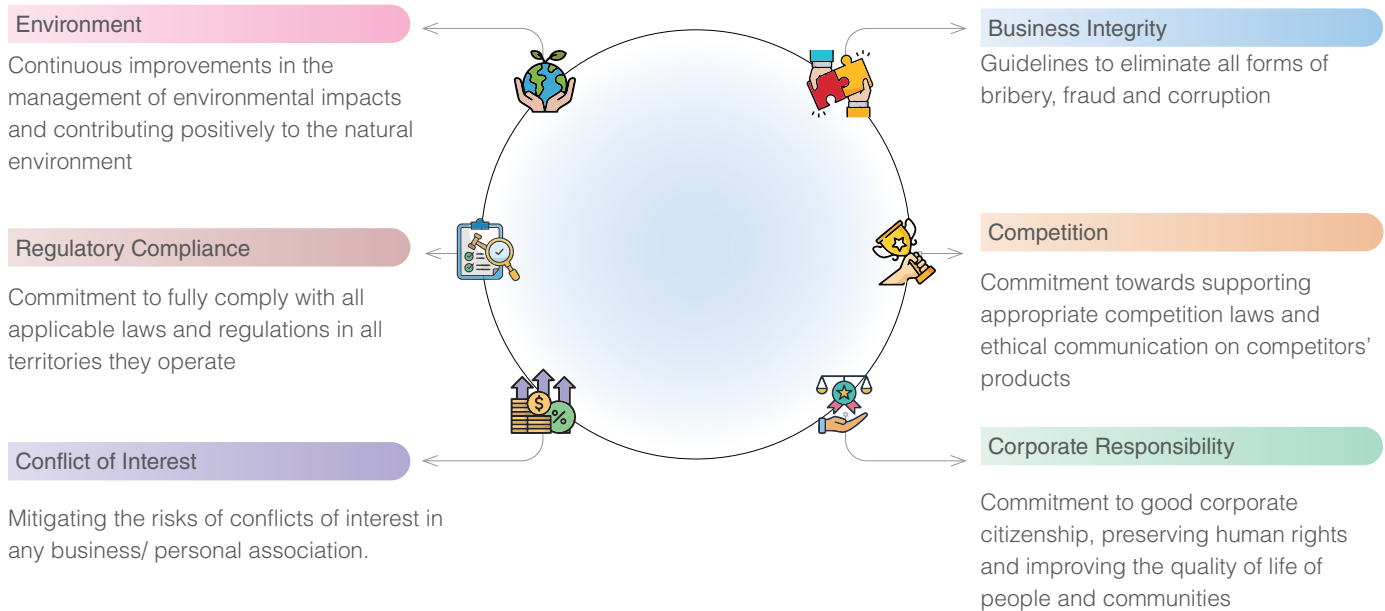
- 30% reduction in water intensity
- Increase e-waste collection of refrigerators, televisions, and washing machines by 10% of total units sold
- Recycle 40% of the solid waste generated by our manufacturing facilities
- Use 20% recyclable, reusable, or compostable packaging for products
- Zero chemical related safety incidents
- Increase trees per employee (within the conserved forest area)

- Maintain attrition rates - Managerial: 12%, Executive: 19% and Non-Executive: 22%
- Each employee to receive an average of 20 hours of training per annum
- 100% of selected employee categories to receive performance appraisals
- Formulate clear succession plan for all EXCO members and immediate subordinates for all the business sectors
- 1,000-man hours of leadership and supervisory development programmes covering all sectors
- Achieve 40% screening of total supplier profile
- Conduct periodic survey on customer satisfaction/ grievance at retail, mega, wholesale, e-commerce, B2B
- 40% of all products and services to include relevant product information, which enables customers to make informed purchasing decisions.
- Zero significant workplace injuries

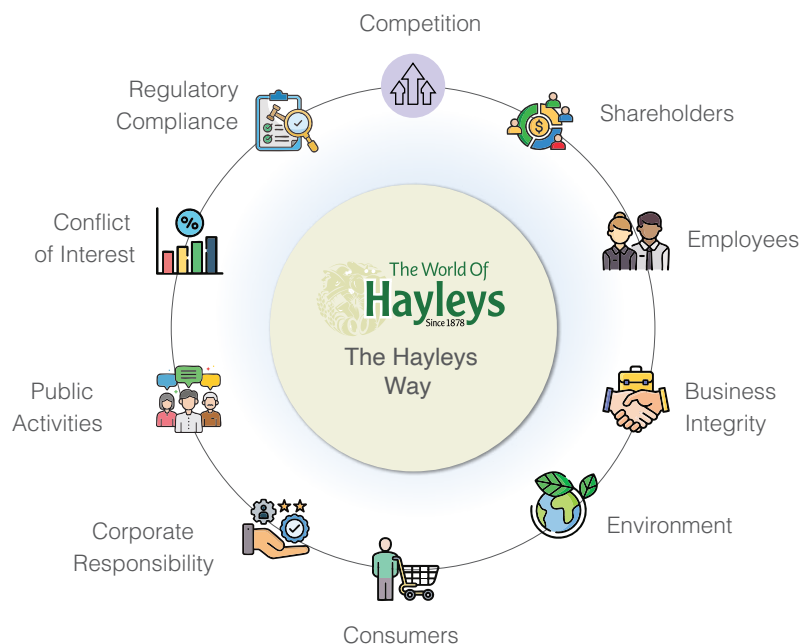
Corporate Governance

The Hayleys Way

This is the Ethical Road Map for all employees of the Group including its key management personnel and sets out clearly the expectations of all employees of the Group. It also provides information on the culture, grievance mechanisms and commitment of the Group to create a conducive work environment for all employees. This code of conduct is reinforced through the orientation training which all employees joining the Group undertake, typically within one month of joining. It sets out explicit statements on anti-corruption and acceptable gifts.



- It is based on the following principles:
- The Group is committed to conducting its business operations with honesty, integrity and with respect to the rights and interests of all stakeholders.
- All employees are required to comply with the laws and regulations of the countries in which they operate.
- Every employee shall be responsible for the implementation of and compliance with the Code in his/her environment.
- The Code of Conduct provides guidelines for employees on the conduct of its businesses and operations.



Audit Committee Report

PREAMBLE

The Audit Committee is empowered to review and monitor the financial reporting process of Singer Group so as to provide additional assurance on the reliability of the Financial Statements through a process of independent and objective review. As such, the Audit Committee acts as an effective forum in assisting the Board of Directors in discharging its responsibilities on ensuring the quality of financial reporting and related communications to the shareholders and the public.

COMPOSITION OF THE COMMITTEE

The Audit Committee consists of three Independent Non-Executive Directors and one Non-Executive Director and is chaired by the Senior Independent Director.

AUDIT COMMITTEE MEMBERS

The members who served on the Committee during the Financial Year 2025/26 are as follows:

- Mr. D.K. De S. Wijeyeratne - Chairman - Senior Independent Director
- Mr. D. Sooriyaarachchi - Non-Executive Director
- Mr. A. J. Alles - Independent Non-Executive Director
- Ms. H. M. G. De Alwis – Independent Non- Executive Director (Appointed on 12th August 2025)

Brief profiles of each member are given on pages 144 to 148 of this Annual Report. The Chairman of the Committee is a senior Chartered Accountant. He is an Associate Member of the Institute of Chartered Accountants of Sri Lanka and a Fellow Member of the Chartered Institute of Management Accountants, UK and other members possess relevant knowledge, qualifications and experiences in financial reporting, control and regulatory requirements.

Their individual and collective financial knowledge and business acumen and the independence of the Committee, are brought to bear on their deliberations and judgments on matters that come within the Committee's purview.

Hayleys Group Services (Private) Limited, the Secretary of the Company serves as the Secretary to the Committee.

CHARTER OF THE AUDIT COMMITTEE

The Audit Committee Charter is periodically reviewed and revised with the concurrence of the Board of Directors to make sure that new developments relating to the function of the Committee are updated. The terms of reference of the Committee are clearly defined in the Charter of the Audit Committee and it was revised in the 4th quarter to include oversight responsibilities on sustainability and ESG related reporting.

'Rules on Corporate Governance' under the Listing Rules of the Colombo Stock Exchange, 'Code of Best Practice on Corporate Governance' issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) in 2023 and in the case of the subsidiary Company, Singer Finance (Lanka) PLC, Finance Leasing (Corporate Governance) Direction No. 05 of 2021 issued by the Monetary Board of the Central Bank of Sri Lanka under the Finance Business Act No 42 of 2011, further regulate the composition, roles and functions of the Board Audit Committee.

AUTHORITY / RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

The Audit Committee's authority, responsibilities and specific duties have been formalised through the Audit Committee Charter. By this, the Audit Committee is empowered among other things, to examine any matters relating

to the financial affairs of Singer Group and to review the adequacy of the internal control procedures, coverage of internal and external audit programmes, disclosure of accounting policies and compliance with statutory and corporate governance requirements. The Committee is empowered to:

- Recommend the appointment, reappointment, dismissal, service period and fees of the External Auditor.
- Establish and maintain a direct communication channel with the External Auditor.
- Resolve any issues regarding financial reporting between the Management and the External Auditor.
- Pre-approve all audit and non-audit services performed by the External Auditor and internal audit service providers.
- Seek any information it requires from employees or external parties relating to investigations.
- Meet with the Management, External Auditor and Internal Auditor as necessary to carry out the assigned duties.

ACTIVITIES IN 2025/26

The Committee, inter alia, engaged in the following activities during the financial year under review:

FINANCIAL REPORTING

The Committee along with the Board, internal audit and external audit reviewed the Interim Financial Statements and the Annual Financial Statements to ensure compliance with mandatory, statutory and other regulatory requirements laid down by the authorities, prior to publication.

Audit Committee Report

INTERNAL AUDIT, RISK AND CONTROL

The Committee reviewed the process to assess the adequacy and effectiveness of the Internal Financial Controls that have been designed to provide reasonable assurance to the Directors that Group assets are safeguarded, and the financial reporting system can be relied upon in the preparation and presentation of Financial Statements.

The Committee also provides a forum for the impartial review of the reports of internal and external audits and to take into consideration findings and recommendations stated therein relating to significant business risks and control issues.

The Committee reviewed the Group audit plan for the year under review and agreed its budget and resource requirements. It reviewed interim and year-end summary reports and management's responses. The Committee carried out an evaluation of the performance of the internal audit function and was satisfied with the effectiveness of the function.

The Committee reviewed the Compliance Officer's Report on the Singer Group's compliance with the applicable laws and regulations, including internal policy codes of conduct of its employees.

The Committee obtained and reviewed statements from the Management identifying respective major business risks, mitigatory action taken or contemplated for management of these risks. The COSO Enterprise Risk Reporting Process is presently being implemented within the Group.

The Audit Committee also conducted ESG risk assessments during the year, thereby identifying, prioritising and monitoring sustainability-related risks and opportunities.

Review of risk management, internal controls, business continuity planning and information security systems are carried out and appropriate remedial actions are recommended to the board.

ETHICS AND GOOD GOVERNANCE

The Committee continuously emphasised upholding ethical values of the staff members. In this regard, The Internal Code of Business Conduct and Ethics, the policy on Whistleblowing and the policy on Anti-Bribery and Corruption were put in place and followed educating and encouraging all members of the staff. All appropriate procedures are in place to conduct independent investigations into incidents reported through whistleblowing or identified through other means. The policy on Whistleblowing guarantees strict confidentiality of the identity of the whistleblowers.

MEETINGS OF THE COMMITTEE

The Audit Committee met four times on a quarterly basis to discuss the interim and year end financial statements for the financial year under review. The minutes of the meetings were tabled at the meetings of the Board of Directors for information and necessary action. The Finance Director/ Compliance Officer, Head of Risk Management, Audit Staff, Representatives of External Auditors and the Chairman, the Group Managing Director and relevant Operational Directors and Managers attend the meetings by invitation.

The attendance of the Members at the Audit Committee meetings is given on page 159 of this Annual Report.

EXTERNAL AUDIT

The external audit approach, nature, scope, Audit Plan and the Audit Management Letters were reviewed and discussed by the Committee with the External Auditors and Management prior to the commencement of the audit.

Prior to concluding the Audit, the Committee confirms whether any matters need to be discussed with the External Auditors, without the presence of the Management and such discussions are held where necessary. Actions taken by the Management in response to the issues raised, as well as the effectiveness of the internal controls in place, were discussed.

The Audit Committee has reviewed the non-audit services provided by the External Auditors to the Group to ensure that their independence as Auditors has not been compromised. During the year under review, the Committee assessed the independence and effectiveness of the External Audit function and is satisfied that the independence of the External Auditors had not been impaired by any event or service that gives rise to a conflict of interest. Due consideration has been given to the nature of the services provided by the External Auditor and the level of audit and non-audit fees received by the Auditor, in order to ensure that it did not compromise their independence.

The Committee obtained written assurance from the External Auditors that they are and have been independent throughout the conduct of the audit engagement in terms of all relevant professional and regulatory requirements and has made a determination of the independence of auditors based on the same.

The current auditors, Messrs KPMG, Chartered Accountants were appointed as the External Auditors of the Company from the financial year 2007 and continue to hold that position at present. A partner rotation of the auditors takes place at periodic intervals and the most recent rotation took place in the Financial Year 2024/25.

The Audit Committee has recommended to the Board of Directors that Messrs KPMG, Chartered Accountants be reappointed as the External Auditors for

the financial year 2026/27, subject to the approval of the shareholders at the Annual General Meeting (AGM) and the required resolution will be put to the shareholders at the AGM.

COMPLIANCE

The Committee obtained written assurances from the respective Managing Director and Finance Director/CFO of Group companies on the status of the Group's operations and finances. The Committee also received representations on the adequacy of provisions made for possible liabilities and reviewed reports tabled by Group Companies certifying their compliance with relevant statutory requirements. Further, the Committee obtained regular updates from the Head of HR and Legal regarding compliance matters.

SRI LANKA ACCOUNTING STANDARDS

The Committee reviewed the revised policy decisions relating to adoption of new and revised Sri Lanka Financial Reporting Standards/ Sri Lanka Accounting Standards (SLFRS/LKAS) applicable to the Group companies and made recommendations to the Board of Directors.

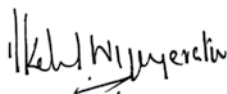
The Committee would continue to monitor the compliance with relevant Accounting Standards and keep the Board of Directors informed at regular intervals. The Committee has pursued the assistance of Messrs. KPMG to assess and review the existing SLFRS policies and procedures adopted by the Group and continuously monitors the progress of implementation of SLFRS as per the requirements of Sri Lanka Accounting Standards.

SUPPORT TO THE COMMITTEE

The Committee received information and support from the Management during the year to enable it to carry out its duties and responsibilities effectively.

EVALUATION OF THE COMMITTEE

An independent evaluation of the effectiveness of the Committee was carried out by the other Members of the Board during the year and considering the overall conduct of the Committee and its contribution on the overall performance of the Company, the Committee has been rated as highly effective.



Dilip De S. Wijeyeratne
Chairman - Audit Committee

18th May 2026
Colombo

Remuneration Committee Report

The Board has an established Remuneration Committee ('the Committee') which complies with Section 9.12 of the Listing Rules of Colombo Stock Exchange and the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka.

COMPOSITION OF THE COMMITTEE

The Remuneration Committee consists of three Independent Non-Executive Directors and one Non-Executive Director. It is chaired by the Senior Independent Director.

REMUNERATION COMMITTEE MEMBERS

The Members who served on the Committee during the Financial Year 2025/26 are as follows:

- Mr. D.K. De S. Wijeyeratne – Chairman - Senior Independent Director
- Mr. A.J. Alles – Independent Non-Executive Director
- Mr. D. Sooriyaarachchi - Non-Executive Director
- Ms. H.M.G. De Alwis – Independent Non- Executive Director (Appointed on 12th August 2025)

Brief profiles of the Directors are given on pages 144 to 148 of this Annual Report.

The Chairman of the Board, Managing Director and Head of Human Resources of the Company attend the meetings of the Committee by invitation.

Hayleys Group Services (Private) Limited functions as the Secretary to the Committee.

The Remuneration Committee has well defined Terms of Reference outlining the Committee's composition, quorum, authority, responsibilities and meeting related matters. The Terms of Reference of the Committee were last reviewed and approved by the Committee in the 4th quarter. The Members of the Committee are free from business, operational, personal or other relationships which may interfere with their independent, unbiased judgement. The Chairman of the Company participated as an observer to the Committee. The Group Managing Director ('Group MD') assists the Committee by providing the relevant information and participates in its analysis and deliberations except when his own compensation packages are reviewed.

RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

The Committee is responsible to the Board to determine the policy of the remuneration package of the Directors and Key Management Personnel.

The Committee evaluates, assesses and recommends to the Board of Directors on matters that may affect Human Resources Management of the Company and specifically include:

- Review and approve the Remuneration Policy of the Company and its specific application to the Directors and Key Management Personnel.
- Review the process of determination of the compensation of the Executive Directors and Key Management Personnel.

- Review and approve guidelines, policies and parameters for the compensation structures for Key Management Personnel.
- Evaluate the performance of the Key Management Personnel against the predetermined targets and goals.
- Review information related to Executive Directors' and Key Management Personnel pay from time to time to ensure same is in par with the market/industry rates.
- Approve the guidelines and parameters for annual salary increments and bonuses.

The Group MD's remuneration and benefits are evaluated by the Parent Company (Hayleys PLC) and submitted to the Company's Remuneration Committee for review and recommendation.

REMUNERATION POLICY

A primary objective of remuneration packages of the Group is to attract, motivate and retain a highly qualified and experienced workforce, and reward performance. These remuneration packages should provide compensation appropriate for each business within the Group and commensurate with each employee's level of expertise and contribution, bearing in mind the business performance and long-term shareholder returns.

All Non-Executive Directors (other than Directors who are employed by Hayleys PLC) receive a fee for serving on the Board and serving on Board Sub-Committees.

They do not receive any performance related incentive payments.

The remuneration packages which are linked to individual performances are aligned with the Group's short-term and long-term strategies.

The policy ensures that Non-Executive Directors' fee is based on principles of non-discriminatory pay practices among them so that their independence is not impaired.

MEETINGS OF THE COMMITTEE

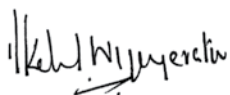
The Committee meets from time to time and reviews the Group's remuneration and fee structures to assure alignment with strategic priorities and with compensation offered by competitor companies.

The Committee met twice during the period and the attendance of the members given on page 159 of this Annual Report.

ACTIVITIES IN 2025/26

During the year the Committee reviewed the performance of the MD, Executive Directors and Key Management Personnel based on the targets set in the previous year. The Committee also reviewed Executive Directors' and Key Management Personnel's compensation and implemented market corrections to Executives' total compensation in line with the market median.

The remuneration of both Executive and Non-Executive Directors has been disclosed in Note 8 to the Financial Statements.



Dilip De S. Wijeyeratne

Chairman - Remuneration Committee

18th May 2026
Colombo

Nominations and Governance Committee Report

COMPOSITION OF THE COMMITTEE

The Board has an established Nominations and Governance Committee ('the Committee') which complies with Section 9.11 of the Listing Rules of Colombo Stock Exchange and the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka.

The Committee of the Company consists of three Independent Non-Executive Directors and one Non-Executive Director and is chaired by the Senior Independent Director.

NOMINATIONS AND GOVERNANCE COMMITTEE MEMBERS

The Members who served on the Committee during Financial Year 2025/26 are as follows:

- Mr. D.K. De S. Wijeyeratne – Chairman – Senior Independent Director
- Mr. S.C. Ganegoda – Non-Executive Director
- Mr. A.J. Alles - Independent Non-Executive Director
- Ms. A.A.K. Amarasinghe – Independent Non- Executive Director (Appointed w.e.f.12th August 2025)

The Committee met twice during the Financial Year 2025/26.

The Chairman of the Board, Managing Director, Executive Directors and the Chief Financial Officer of the Company attend the meetings of the Committee by invitation.

Hayleys Group Services (Private) Limited, the Secretary of the Company serves as the Company Secretary of the Company.

The Board has approved well-defined Terms of Reference outlining the Committee's purpose, composition, quorum, authority, responsibilities and meeting related matters. The Terms of Reference of the Committee were last reviewed and approved in the 4th quarter.

RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

- To approve a formal and transparent procedure to evaluate and recommend the appointment of Directors of the Company considering the required skills, experience and qualifications necessary.
- To maintain a set of criteria for selection of Directors such as academic/professional qualifications, skills, experience and key attributes required for eligibility taking into consideration the nature of the business of the Company and industry specific requirements.
- To consider and recommend (or not recommend) the re-election of current directors taking into account the combined knowledge, experience, performance and contribution made by the Director to meet the strategic demands of the Company and the discharge of the Board's overall responsibilities and the number of directorships held by the Director in other listed and unlisted companies and other principal commitments.
- To approve a suitable process for the periodic evaluation of the performance of the Board Directors and the Managing Director of the Company to ensure their responsibilities are satisfactorily discharged.
- To review the succession plans for Board of Directors and Key Management Personnel and evaluate training and development for those identified for succession.
- To review and recommend the overall corporate governance framework of the Company taking into account the Listing Rules and other applicable regulatory requirements and industry best practices.
- To review and update the corporate governance policies/ framework in line with regulatory and legal developments relating to same.
- To receive reports from the Management on compliance of the corporate governance framework of the Company including the Company's compliance with provisions of the Securities and Exchange Commission Act, Listing Rules of the Colombo Stock Exchange and other applicable laws and reasons for any deviation or non-compliance.
- To periodically review the insurance cover 'Directors and Officers Liability Cover' for Directors and Key Management Personnel.
- Ensure that induction takes place for the new directors.

Name of Committee Member	Date of Appointment to the Committee	No. of meetings attended
Mr. D.K. De S. Wijeyeratne	09.05.2024	2/2
Mr. A.J. Alles	22.11.2024	2/2
Ms. A.A.K. Amarasinghe	12.08.2025	1/1
Mr. S.C. Ganegoda	09.05.2024	2/2

DISCLOSURE OF ACTIVITIES

The Committee reviewed the structure and composition of the Board and Board Committees.

Board performance evaluation was carried out and discussed at Board meetings. This entails the evaluation of performance of the Board, its Committees and the performance of the Managing Director.

The Policies of the Company were reviewed during the year and necessary amendments were incorporated. The Committee ensured that the updated Policies were uploaded on the Company website. Sub Committee Charters and Terms of Reference were reviewed and amended where necessary. The list of Policies of the Company is given on page 191 of this Report.

The policies and processes relating to the nomination of new Members to the Board are governed by the Policy on Corporate Governance. Independent Directors are kept informed by the Chairman and Managing Director in the event any major issues arise.

The Committee also checked the Independence of the Directors against the criteria for independence as set out in the Listing Rules. The Committee ensured that the declaration of independence is carried out by the Independent Directors and concluded that all Independent Directors of the Company meet the criteria for determining independence. The Committee also evaluated all the Directors against the Fit and Proper assessment criteria.

The Committee ensured that Corporate Governance rules stipulated by the Colombo Stock Exchange are adhered to by the Board and the Company throughout the year. It has further established Board diversity by bringing a wide range of

experience and skills, age and gender diversity to the Board to make certain that the Board effectively performs its duties.

RE- APPOINTMENTS & RE-ELECTION OF DIRECTORS AT THE ANNUAL GENERAL MEETING

One Third (1/3) of all the directors, except the Chairman, Managing Director or joint Managing Director and those who have been appointed to the Board since the last Annual General Meeting, retire by rotation at least once in 03 years in terms of Article 24 (4) of the Articles of Association and being eligible submit themselves for re-election at the Annual General Meeting to be held on 23rd June 2026, based on their performance and the contribution made to achieve the objectives of the Board.

Accordingly, the Committee has recommended to re-elect Mr. D.K. De S Wijeyeratne, Ms. K.A.D.B. Perera and Ms. A.A.K. Amarasinghe who retire by rotation.

Mr. D.K. De S. Wijeyeratne, the Senior Independent Director, was appointed to the Board on 01st April 2018 and was last re-appointed as a Director in June 2024. His directorships and other principal commitments are given in the profile on page 145. He chairs the Audit Committee, Remuneration Committee, Nominations and Governance Committee of the Company.

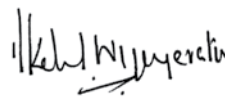
Ms. A.A.K. Amarasinghe, Independent Non- Executive Director, was appointed to the Board on 25th June 2024 and was last re-appointed as a Director in June 2025. Her directorships and other principal commitments are given in the profile on page 147. She serves on the Nominations and Governance Committee of the Company.

The Directors who are being proposed for re-election or their family members, have no relationship with the Directors

of the Company or shareholders holding more than 10% of the shares of the Company except Ms. K.A.D.B. Perera who has a family relationship with the main shareholder who holds 51% in the parent company.

Due to the invaluable contribution made to the Board as a result of his many years of experience, industry knowledge and business acumen, the Committee has recommended to reappoint Mr. A.M. Pandithage who is over seventy years of age and who retires in terms of Section 210 of the Companies Act No. 7 of 2007.

The Corporate Governance requirements stipulated under the Listing Rules of the Colombo Stock Exchange are met by the Company and details are given in page 362.



Dilip De S. Wijeyeratne

Chairman - Nominations and Governance Committee

18th May 2026
Colombo

Related Party Transactions Review Committee Report

PREAMBLE

The Board has an established Related Party Transactions Review Committee ('the Committee') which complies with Section 9.14 of the Listing Rules of the Colombo Stock Exchange (the "Rules") and the Code of Best Practice on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka).

COMPOSITION OF THE COMMITTEE

The Committee consists of three Independent Non-Executive Directors, and one Non-Executive Director and is chaired by an Independent Non-Executive Director.

The following Directors served on the Committee during the Financial Year 2025/26 :

- Mr. A.J. Alles - Chairman, Independent Non-Executive Director
- Mr. D.K. De S. Wijeyeratne - Senior Independent Director
- Mr. D. Sooriyaarachchi - Non-Executive Director
- Ms. H.M.G De Alwis - Independent Non-Executive Director (Appointed on 12th August 2025)

Brief profiles of the members are given on pages 144 to 148 of this Annual Report.

The Chairman of the Company, Managing Director, Finance Director and any other officers as may be required by the Committee attend the meeting by invitation.

Hayleys Group Services (Private) Limited functions as the Secretary to the Related Party Transactions Review Committee.

MEETINGS OF THE COMMITTEE

During the year under review, the Committee met four times on a quarterly basis. Attendance by the Committee Members at these meetings is given in the table on page 159 of the Annual Report.

ROLE AND RESPONSIBILITIES

The mandate of the Committee is derived from the Code and from the Listing Rules and is as follows:

- Subject to the exemptions given in terms of Rule 9.14.10 of the Listing Rules of Colombo Stock Exchange, review in advance all proposed related party transactions, of the Group either prior to the transaction being entered into or, if the transaction is expressed to be conditional on such review, prior to the completion of the transaction.
- Seek any information the Committee requires from Management, employees or external parties with regard to any transaction entered into with a related party.
- Obtain knowledge or expertise to assess all aspects of proposed related party transactions where necessary including obtaining appropriate professional and expert advice from suitably qualified persons.
- To recommend, where necessary, to the Board and obtain their approval prior to the execution of any related party transaction.
- To monitor that all related party transactions of the Group are transacted on normal commercial terms and are not prejudicial to the interests of the Company/Group and its minority shareholders.

- Meet with the Management, Internal Auditors/External Auditors as necessary to carry out the assigned duties.
- To review the transfer of resources, services or obligations between related parties regardless of whether a price is charged.
- To review the economic and commercial substance of both recurrent/non-recurrent related party transactions
- To monitor and recommend the acquisition or disposal of substantial assets between related parties, including obtaining "competent independent advice" from independent professional experts with regard to the value of the substantial assets of the related party transaction.
- To ensure that there is an adequate and effective process in place to capture information which is relevant to its review function.

POLICIES

Policies and procedures adopted by the Committee for reviewing Related Party Transactions (RPTs) are as follows:

Relevant information to capture RPTs are fed into the Company Data Collection System.

- All officers concerned are informed of the applicable regulatory requirements relating to the reporting of RPTs.
- Key Management Personnel (KMPs) and their Close Family Members (CFMs) are identified half yearly together with their NIC numbers and business registration numbers. This information is in the system.

- Systems are updated with KMP and their CFM details on a half yearly basis or as and when the need arises in the event of a material change.
- Data is extracted from the system, verified and validated.
- All Managers are advised to report RPTs to the Finance Director who has been identified as the Focal Point, for this purpose.
- Data is shared with the Finance Director and the Company Secretaries to meet the regulatory requirements if required.

TERMS OF REFERENCE OF THE COMMITTEE

The Committee has written terms of reference defining its scope, authority and duties. It was last approved by the Committee during the fourth quarter.

TASK OF THE COMMITTEE

The Committee reviewed the related party transactions and their compliance and communicated to the Board.

The Committee in its review process recognised the adequacy of the content and quality of the information forwarded to its members by the Management in compliance with Section 9 of the CSE Listing Rules.

DISCLOSURES

A detailed disclosure of all the related party transactions including recurrent and non-recurrent related party transactions which are required to be disclosed under Section 9.14.8 of the Listing Rules has been made in note 37 to the financial statements given in page 295 to this report.

REPORTING TO THE BOARD

The minutes of the Committee meetings are tabled at the Board meetings enabling all Board members to have access to the deliberations of the Committee.

DECLARATION

A declaration by the Board of Directors on compliance with the rules pertaining to related party transaction appears on the report of the Board of Directors on page 174 of this report.



Jonathan Alles

Chairman - Related Party Transactions
Review Committee

18th May 2026
Colombo

Risk Management

Managing risk is critical to pursuit of our strategic goals and delivering value to our stakeholders. There a number of inherent risks associated with a lengthy value chain, multiple business activities, an islandwide footprint, increasing digitalisation and the scale of business of the Singer Group. External factors including geopolitical and geoeconomic factors, commodity prices and availability, societal and environmental factors impact our risk profile, creating or elevating vulnerabilities or opportunities. This risk review sets out how we manage identify and manage the most material risks to the Group.

The Risk Landscape

The global risk landscape changed dramatically in the fourth quarter of the financial year under review with the escalation of the armed conflict in the Middle East and the subsequent closure of the Strait of Hormuz, affecting the flow of approximately 20% of the world's oil supply. Continued hostilities has pushed crude oil prices up from around US\$69 on 27th February 2026 to US\$104 as at 20th May 2026 having reached a high of US\$112 in the first week of April 2026. The resultant global energy shock led to the downward revision of global growth forecasts from a projected 3.4% to 3.1% by the International Monetary Fund in the its April 2026 reference forecast which is based on oil prices averaging around US\$82 in 2026. Two alternate adverse and severe scenarios with oil prices averaging US\$100 and US\$110 per barrel respectively forecast global growth to moderate to 2.5% for the adverse scenario and 2% for the severe scenario, which is expected to be a close call for a recession. Both food and non-food inflation is expected to rise leading to tightening financial conditions.

The impacts on Sri Lanka are significant. The increasing energy prices necessitated fuel rationing and upward revision of fuel prices and electricity tariffs exerting pressure on inflation. The steep increase in prices of crude oil is also expected to increase the country's trade deficit which had already widened due to the import of vehicles in the previous year. The Middle East is an important aviation hub for Sri Lanka's tourism sector which has seen a significant drop in tourist arrivals and earnings from tourism due to the high cost of long haul flights and the global scarcity of aviation fuel. The government has imposed an additional 50% tariff on motor vehicle imports for 3 months on 16th May 2026 as a result. The exchange rate has increased from Rs.309 on 27th February 2026 to Rs.326.92 on 19th May 2026.

	Status/Developments	
P	Escalation in geopolitics and resultant shocks to global energy availability and energy prices is exerting pressure on governments across multiple countries as inflation moves up in response.	
E	Sri Lanka is experiencing a notable rise in inflation in 2026, primarily driven by food and transport costs, with the Central Bank targeting a stabilisation around 5% by the end of the year. CBSL emphasises that inflation and growth projections remain sensitive to global fuel prices, geopolitical developments and structural reforms.	
S	Sri Lanka has recorded increased mobile penetration, internet subscriptions and social media use. Migrant worker remittances continue to remain strong, easing household budgets as inflation increases. Customers are also becoming more environmentally conscious, seeking to minimise their energy and water consumption.	
T	The integration of AI into business processes and digital devices has seen rapid growth during the year. Additionally, advances in green technologies have made appliances more efficient in use of water and energy. Furthermore, new products are being innovated to support modern lifestyles.	
E	Environmental regulations continue to evolve to manage potential risks, particularly with regards to management of waste. Rising costs of material and high levels of awareness of environmental risks continues to drive innovation in products and packaging.	
L	The Personal Data Protection Act became effective in 2025 and mandatory sustainability reporting in line with SLFRS S1 and S2 is effective for the financial year 2025/26.	

Risk/Opportunity

The continued conflict poses a significant risk to the country's growth prospects and exerts upward pressure on inflation, reducing savings and appetite for investment in consumer durables.

There is a definite window of opportunity to drive sales volumes as products remain affordable and household budgets have the capacity to spend or invest. We need to remain vigilant for early warning signs to manage related risks that may arise during the year.

Social media trends provide opportunities to push targeted offerings to customers, supporting growth of e-commerce. Migrant worker remittances continue to cushion the impact of inflation which would moderate demand.

Integration of AI into consumer durables enhances the appeal of a new range of digital products for a high-end clientele. Price conscious customers are more likely to be interested in potential savings in energy and water consumption. However, demonstration of enhanced features requires intensive training on relative merits of products for our staff as customers tend to require more knowledge of digitally advanced products.

Environment friendly products are sought after by customers as the cost of energy and water consumption continues to increase. Increased environmental consciousness has supported innovation in Singer's manufactured product range and packaging making significant savings in material usage and process and resource efficiency.

Customer privacy needs to be safeguarded by assessment of cybersecurity risks and investing in continuous monitoring and mitigation of threats.

Additionally, Singer has commenced compliance with SLFRS S1 and SLFRS S2.

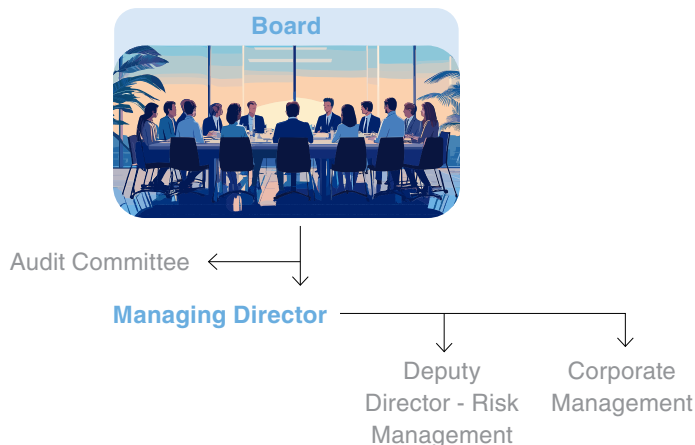
Risk Management Framework

The Board has the primary responsibility for managing risk for the Singer Group and has established a framework to identify, measure, monitor, and manage risks. Risk management aims to balance profitability with resilience, considering a broad context that includes financial and sustainability risks.

The Audit Committee is responsible for assisting the Board in overseeing risk management and plays a crucial role in identifying, measuring, monitoring, and mitigating key exposures. The Board and the Audit Committee constructively challenge risk assessments to ensure that all significant risks are identified and monitored. Internal Audit functions as the third line of defence, providing assurance on the efficacy of the risk management process.

Additionally, the Audit Committee reviews sustainability and climate-related risks and opportunities, offering guidance and escalating pertinent matters to the Board.

Implementation of the Risk Management Framework is the responsibility of the Managing Director who is assisted by a Deputy Director - Risk Management. This risk governance structure strengthens the first line of defence through increased awareness of risk across all departments.



Approach to Risk Management

The Group's risk management framework is based on the three lines of defence model with clear segregation of duties in risk management.



Risk Management

A Process for managing risk



Risk Identification	The first line of defence is responsible for risk identification as they engage with multiple stakeholders and review internal and external data in their respective areas of expertise.
Measurement	Appropriate risk indicators to measure risk are identified for the risks which may be quantitative as well as qualitative.
Monitor	Movements in identified risk indicators are monitored to understand the dynamics, drivers and evolution of identified risks.
Assess	Risks are assessed for the probability of occurrence and the severity of impact using the latest available data.
Mitigate & Manage	Plans are put in place to avoid, transfer, manage or mitigate risks.

Assessing risk

Risk assessments cover the following aspects.

- Severity of impact
- Likelihood of occurrence
- Time horizons

Severity of Impact

Singer uses both qualitative and quantitative factors to assess the impact of risk and has set the following thresholds.

Qualitative assessment

Level		1	2	3	4
Description		Low	Medium	High	Catastrophic
Risk Category	Market	Temporary segmental impact	Short-term loss of market share	Significant loss of market share	Game-changing loss of market share
	Legal/ Compliance	Reportable incident to regulator, no follow up	Report of breach to regulator with immediate correction to be implemented	Report to regulator requiring major project for corrective action	Significant prosecution and fines, litigation including class actions, incarceration of leadership
	Operational	➤ 3-to-5 day disruption of critical operations and services ➤ Moderate impact on efficiency, infrastructure and processes	➤ 6-to-15 day disruption of critical operations and services ➤ Substantial impact on efficiency, infrastructure and processes	➤ 15-to-30 day disruption of critical operations and services ➤ Serious impact on efficiency, infrastructure and processes	➤ >1 month disruption of critical operations and services ➤ Possible destruction of operations ➤ Severe impact on efficiency, infrastructure and processes

Level		1	2	3	4
Description		Low	Medium	High	Catastrophic
Risk Category	Strategic	➤ Moderate impact on achievement of strategic objectives ➤ Slows progress on more than one strategic goal	➤ Substantial impact on achievement of strategic objectives ➤ Stops progress on one strategic goal	➤ Serious impact on achievement of strategic objectives ➤ Stops progress on more than one strategic goal	➤ Severe impact on achievement of strategic objectives ➤ Reverses progress on one or more strategic goals
	Human Capital	➤ Affects 5%-10% of employees ➤ <5% Employee turnover ➤ General morale problems	➤ Affects 11%-25% of employees ➤ 6%-9% employee turnover ➤ Widespread staff morale problems	➤ Affects 26%-50% of employees ➤ 10%-25% employee turnover ➤ Some senior managers leave, high turnover of experienced staff, not perceived as employer of choice	➤ Affects >50% of employees ➤ >25% employee turnover ➤ Multiple Key Managers leave
	Reputational	➤ Minor, short-term effect on SSL's reputation and image	➤ * Moderate / short term damage to SSL's reputation and image	➤ Significant / long term damage to SSL's reputation and image	➤ Severe, long-term damage to SSL's reputation and image

Likelihood of Occurrence

Singer assesses the probability that the risk will materialise as follows:

Level	Risk Rating	Definition	Chance of occurring
5	Almost certain	Occurs frequently	100%
4	High	Occurs every 1-3 years	Above 70%
3	Medium	Occurs every 3-5 years	50% to 69%
2	Low	Occurs every 5-10 years	10% to 49%
1	Rare	Occurs over 10 years	Below 10%

Combined Analysis

The analysis of the consequences as assessed by quantitative and qualitative methods and the likelihood of occurrence is combined to prepare a risk heat map for the Group using the chart set out below.

		Consequences			
		Low	Medium	High	Catastrophic
		1	2	3	4
Likelihood	5 (Almost certain)	H	C	C	C
	4 (High)	H	H	C	C
	3 (Medium)	M	H	C	C
	2 (Low)	L	M	H	C
	1 (Rare)	L	M	H	H

Time horizons

In 2023/24 we commenced ranking risk for three time horizons, short, medium and long term and this continued during the year

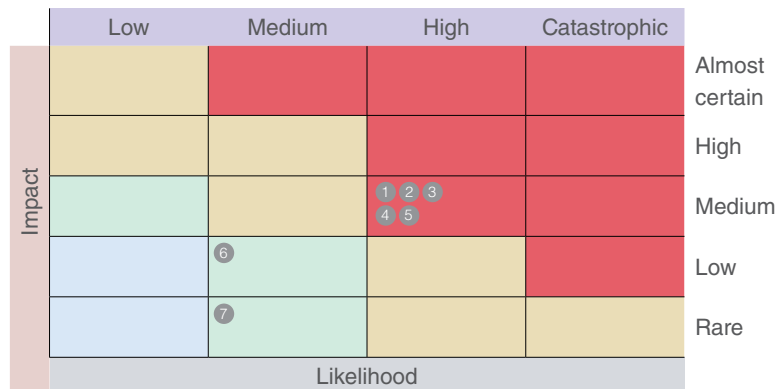
Period	Definition
Short Term	Within one year
Medium Term	One to five years
Long Term	Above five years

Risks were ranked for both impact and probability on all three time horizons.

Risk Management

Principal Risks 2025/26

Singer Group maintains a comprehensive risk register which is prioritised regularly, at least every quarter, for discussion at the Board meeting where risk is a regular agenda item. The processes described below are applied to business risks whereas the processes for sustainability risks and opportunities are described separately in the SLFRS S1 and SLFRS S2 Supplement on page 112.



The Risk heat map is given below.

1. Credit Risk

Risk Control Area	Financial		
Metrics	Credit Exposure		
Description	Trade receivables are the largest exposure on the Group balance sheet as both Singer and Singer Finance are engaged in extending credit facilities to its customers.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Medium	High
Possible Risk Mitigation Actions	➤ Strengthen credit quality through improved analytics ➤ Focus on debt collection ➤ Strengthen insights into credit risk management using advanced analytics		

2. Increased borrowings

Risk Control Area	Financial		
Metrics	Interest bearing borrowings		
Description	The Company currently bears a debt load of approximately Rs. 39 billion, accompanied by an interest cost of approximately Rs 315 mn a month – at present interest rates. This imposes a cash flow burden to the Company that can increase if the interest rates move up from present levels.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Medium	High
Possible Risk Mitigation Actions	➤ Focus on debt collection and reduction in credit terms. ➤ Focus on Working Capital Management by reducing slow moving aged inventory and funding new purchases of inventory through trade credit. ➤ Close monitoring of interest rate movement to optimise borrowing costs using appropriate financial instruments at the right time.		

3. Exchange Rate Volatility

Risk Control Area	Financial		
Metrics	Exchange Rate		
Description	The rupee is expected to depreciate marginally from the present Rs. 320 levels. However, escalating global uncertainties may lead to fluctuations in exchange rates, posing both transactional and translational risks.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Medium	High
Possible Risk Mitigation Actions	➤ Closely keeping an eye on currency forecasts with the assistance of the Hayleys group treasury and doing forward bookings at the opportune time..		

4. Information system availability

Risk Control Area	Operational		
Metrics	Number and duration of unplanned downtime incidents		
Description	Information system unavailability will have an impact for the business to operate as usual.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Medium	High
Possible Risk Mitigation Actions	➤ Default risk assessment is maintained at High due to the potential impact on operations. ➤ Maintain a Disaster recovery site ➤ Carry out periodic offline and offsite backups ➤ Carry out information security practices within the organisation ➤ Maintain redundant environment for critical application and infrastructure		

5. Logistics

Risk Control Area	Operational		
Metrics	Increased lead times Unavailability of stocks		
Description	Ongoing geopolitical tensions, trade restrictions, and regional conflicts continue to pose risks to global supply chains and import operations. Escalating U.S.–China trade and technology restrictions, together with instability in the Middle East affecting key shipping routes, may result in higher freight and input costs, supply shortages, shipment delays, and extended lead times. Export controls on semiconductors, critical minerals, and strategic technologies, combined with rising logistics disruptions and supplier diversification efforts, could adversely impact procurement reliability, inventory planning, operational continuity, and the Company's overall cost structure and competitiveness.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Medium	High
Possible Risk Mitigation Actions	➤ The majority of our suppliers are situated in the Asian region (South and South East Asia) , which means that any uncertainties mentioned are unlikely to affect our supply chain ➤ Diversification of Supply chains ➤ Local Manufacturing		

Risk Management

6. Market Demand

Risk Control Area	Market		
Metrics	Inflation Volume growth Revenue growth		
Description	The Company continues to benefit from improving domestic economic conditions, including higher worker remittances, tourism recovery, lower interest rates, and improving consumer spending power, which have positively supported business performance and market demand. In addition, opportunities arising from weakened competitor positioning and ongoing strategic initiatives are expected to further strengthen market share and growth momentum. While global geopolitical tensions and regional conflicts may create some pressure on import costs, freight rates, and supply chain efficiency, the overall impact is expected to remain manageable due to the Company's diversified customer base, broad geographic presence, and balanced product portfolio. Supported by historically strong financial performance and sustained operational momentum, the Company remains well-positioned to navigate external market volatility..		
Assessment	Likelihood	Impact	Overall Risk Rating
	Medium	Low	Medium
Possible Risk Mitigation Actions	➤ Use simple pay as an advantage to gain customers. ➤ Promotions to continue to attract customers ➤ Introduction and expansion of certain product lines which has demand such as solar energy/ Motor bikes/ Three-wheelers etc. ➤ Develop an e- commerce site and promote omnichannel.		

7. Natural hazards and business continuity of factories

Risk Control Area	Strategic		
Metrics	Percentage of revenue from own factory manufactured products		
Description	Over 25% of the revenue is dependent on factory manufacturing. Natural hazards or business discontinuity affect in achieving planned results and market share. Further possible reduction or removal of import duties of locally manufactured products and bilateral and multilateral agreement to remove duties will badly affect the viability of manufacturing.		
Assessment	Likelihood	Impact	Overall Risk Rating
	Rare	Low	Medium
Possible Risk Mitigation Actions	➤ Strong relationship with suppliers. ➤ Fire protection system is available. ➤ Factories are located in different geographical locations. ➤ Insurance for assets losses.		

FINANCIAL REPORTS



UNIFIED

As Singer Sri Lanka closes on another financial year of growth, we recall with purpose the processes that have enabled our path ahead, along with the development of our nation. Our dedication to excellent service across all segments ensures that our unified effort to bring positive growth for all, is realised and sustained.

A microwave brings speed and efficiency into everyday life, much like Singer's ability to deliver value with precision across every business segment, and be the quiet strength that keeps Sri Lanka going.

Financial Calendar

Financial Calendar - 2025/26

Annual Report and Annual General Meeting 2024/25	
Annual Report 2024/25 Approved	15th May 2025
Fiftieth Annual General Meeting	24th June 2025

Interim Financial Statements in Terms of Rule 7.4 of the Colombo Stock Exchange

For the three months ended 30th June 2025 (Unaudited)	12th August 2025
For the six months ended 30th September 2025 (Unaudited)	11th November 2025
For the nine months ended 31st December 2025 (Unaudited)	03rd February 2026
For the twelve months ended 31st March 2026 (Unaudited)	18th May 2026

Annual Report and Annual General Meeting 2025/26

Annual Report 2025/26 Approved	18th May 2026
Fifty-first Annual General Meeting	23rd June 2026

Annual report of the Board of Directors on the affairs of the Company

General

The Board of Directors of Singer (Sri Lanka) PLC ('the Company') has pleasure in presenting the Annual Report of the Board of Directors on the Affairs of the Company together with the Audited Financial Statements of the Company and the Audited Consolidated Financial Statements of the Group for the year ended 31st March 2026.

The details set out herein provide the pertinent information required by the Companies Act No. 07 of 2007 ('the Companies Act') Listing Rules of the Colombo Stock Exchange ('Listing Rules'), the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka and are guided by recommended best accounting practices. The Financial Statements were reviewed and approved by the Board of Directors.

Review of the year

Chairman's statement, (pages 16 to 19), and the Group Managing Director's Review, (pages 20 to 25) describe the Company's affairs and the Group's business. Financial results of the Company/Group are elaborated on pages 200 to 300. These reports together with the Audited Financial Statements reflect the state of affairs of the Company/Group.

Principal activities

The Company is engaged in Retail and Wholesale Marketing, Financing, Assembling and Manufacturing and in Financial Services. The Company markets Consumer Electronics, Home Appliances, Mobile and Smartphones, Personal Computers, Laptops, Furniture, Domestic and Industrial Sewing Machines, and provides Financing through Hire Purchase. In addition, the Company manufactures and sells Water Pumps, three wheelers and assembles and sells Motorcycles and Tractors. The Company also acts as a Bill Collection Agent for Banks, Mobile Service Providers, National Water Supply and Drainage Board, Ceylon Electricity Board and is also a sub-agent for Western Union.

There were no material changes in the nature of business of the Company and the Group during the financial year.

There has been no non-compliance with laws or regulations and the Directors to the best of their knowledge and belief, confirm that the Company and the Group have not engaged in any activity that contravenes applicable laws and regulations. There have been no material fines imposed on the Company by the Government or any regulatory authority.

Future Developments

Future developments of the Company are given under Way Forward on pages 52 to 63.

ESG Risk and Opportunities

Steps taken by the Company/Group to conserve scarce and non-renewable resources to ensure environmental protection and its environmental objectives and key initiatives are given under natural capital on pages 100 to 108.

Exposure to Risks

The Group has a structured risk management process in place to support its operations. The Audit Committee plays a major role in this process.

Information pertaining to material foreseeable risks are given under Risk Management on pages 176 to 182.

Ratios and Market Price Information

Ratios relating to equity and debt and market price information are given on pages 8 and 312.

Independent Auditors' report

The Independent Auditors' report on the Financial Statements is given on pages 195 to 199 in this Annual Report.

Financial statements

The Financial Statements for the year ended 31st March 2026 are in accordance with the Sri Lanka Accounting Standards, SLFRSs/LKASs, issued by The Institute

of Chartered Accountants of Sri Lanka and the requirements of Section 151 (and Section 153 for consolidated entity) of the Companies Act No. 07 of 2007.

The Financial Statements duly signed by the Directors are provided on pages 200 to 300 in this Annual Report.

Accounting policies

The accounting policies adopted in preparation of the Financial Statements are provided in detail in the Notes to the Financial Statements on pages 208 to 229. The Company/Group has consistently applied the accounting policies as set out in Note 2 in the Consolidated Financial Statements.

The Financial Statements and Notes thereto give a true and fair view of the Company's and Group's financial position as of March 31, 2026, and of their performance for the year-ended on that date.

There were no material changes in the Accounting Policies adopted with those of the last year other than disclosed in Note 2.13 to the Financial Statements.

Turnover

A detailed break-down of turnover is given in Note 3 of the financial statements on page 230.

Property, plant and equipment

During the financial year, the Group and the Company invested a sum of Rs. 1,528,654,699/- (2024/25 - Rs. 864,021,882/-) and Rs. 1,049,351,495/- (2024/25 - Rs.629,106,987/-) respectively in property, plant and equipment.

Details of property, plant and equipment and intangible assets and their movements are given in Notes 11 and 13 to the Financial Statements respectively. Details of freehold land and buildings are given in Note 11.18 and 11.19 to the Financial Statements.

Annual report of the Board of Directors on the affairs of the Company

Market value of properties

The freehold property of the Company/ Group is revalued by an Independent Qualified Valuer when there is a substantial difference between the fair value and the carrying amount of the freehold property. Company/Group reviews its assets once in each reporting date.

The most recent valuation was carried out as at 31st March 2025. The details of the valuation are given in Notes 11.18 and 11.19 to the Financial Statements on pages 244 to 247 in this Annual Report.

Directors' responsibility for Financial Reporting

The Directors are responsible for the preparation of the Financial Statements of the Company and Group to present a true and fair view of the state of its affairs. The Directors are of the view that these Financial Statements have been prepared in conformity with the requirements of the Sri Lanka Accounting Standards, The Companies Act and the Listing Rules. The Statement of Directors' Responsibility for Financial Reporting is given on page 192 which forms an integral part of the Annual Report of the Board of Directors.

Corporate governance

The Company has complied with Corporate Governance Rules laid down under the Listing Rules and the recommendations provided in the Code of Best Practice on Corporate Governance 2023, issued by The Institute of Chartered Accountants of Sri Lanka. The Corporate Governance Report on pages 152 to 166 describes the Corporate Governance Principles adopted by the Company.

Profit and appropriations

For the Year ended 31st March	2026 Rs.	2025 Rs.
Group Profit Before Tax for the Twelve Months Ended 31st March after Deducting all Expenses, Providing for Known Liabilities and Depreciation Amounts to	11,440,790,176	6,221,709,434
From this has to be deducted the Income Tax Expenses	(3,782,659,457)	(2,043,447,501)
Non-controlling Interest	(316,133,492)	(170,940,803)
Making a Profit for the Period	7,341,997,227	4,007,321,130
Total Other Comprehensive Income	(9,216,958)	447,351,530
Total Other Comprehensive Income - Non-controlling Interest	9,894,867	(7,274,000)
To this has to be added a Balance Brought Forward from the Previous Year	7,078,270,418	4,231,330,464
Interim Dividend for the Period – Rs 1.84 (2024/25 – 0.98)	(2,148,416,958)	(1,144,265,554)
Unclaimed Dividend Adjustment	-	35,329,831
Actuarial Gain on Employee Benefit Obligations (Net of Tax)	1,031,786	5,399,600
Adjustment due to Realisation on Revaluation Surplus	68,506,444	62,406,045
Leaving a Total Available for Appropriation	12,341,388,918	7,197,521,516
Transfer to Reserve Fund	(315,030,883)	(119,251,098)
Leaving a balance on Group Basis to be Carried Forward of	12,026,358,035	7,078,270,418
The Balance to be Carried Forward on Company Only Basis will be	7,376,261,765	3,667,515,157

Dividends

The First Interim Dividend of Rs. 0.32 per share was paid to the shareholders on 24th July 2025. The Second Interim Dividend of Rs. 0.36 per share was paid to the shareholders on 24th October 2025. The Third Interim Dividend of Rs. 0.31 per share was paid to the shareholders on 23rd January 2026. The Fourth Interim Dividend of Rs. 0.85 per share was paid to the shareholders on 28th April 2026.

The Directors have confirmed that the Company satisfied the solvency test requirement under Section 56 of the Companies Act for the interim dividend paid. Solvency certificates were obtained from the Auditors as required.

Reserves (excluding non-controlling interest)

Group reserves and retained equity as at 31st March 2026 amounted to Rs. 18,791

million vs Rs. 13,597 million as at 31st March 2025. The break-up and movement are shown in the Statement of Changes in Equity in the Financial Statements.

Stated capital

As per the terms of the Companies Act No. 07 of 2007, the Stated Capital of the Company was Rs. 1,138,856,653/- comprising 1,167,617,912 ordinary shares as at 31st March 2026 (Rs. 1,138,856,653/-

comprising 1,167,617,912 ordinary shares as at 31st March 2025). Details are given in Note 20 to the Financial Statements on page 263. The Company did not issue any shares during the year ended 31st March 2026.

Commitments and contingencies

Commitments and Contingent Liabilities of the Group are disclosed in the Note 35 to the Financial Statements.

Events occurring after the reporting period

No circumstances have arisen since the reporting date, which would require adjustment or disclosure except for the details given in Note 36 to the Financial Statements on page 295.

Statutory payments

The Directors, to the best of their knowledge and belief, are satisfied that all statutory payments due in relation to employees, the Government and other regulatory institutions have been made promptly and are up to date.

The declaration relating to statutory payments is made in the Statement of Directors' Responsibility on page 192.

Board of Directors and Board Sub-Committees

The following Directors served on the Board of the Company during the period under review:

Executive Directors

Mr. A.M. Pandithage - Chairman
Mr. M.H. Wijewardene - Group Managing Director
Mr. S.D. Seresinhe
Mr. T.M.V. Tennakoon
Mr. B.T.L. Mendis

Non-Executive Directors

Mr. D. Sooriyaarachchi
Mr. S.C. Ganegoda
Ms. K.A.D.B. Perera

Independent Non-Executive Directors

Ms. H.M.G. De Alwis
Ms. A.A.K. Amarasinghe
Mr. A.J. Alles

Senior Independent Director

Mr. D.K. De S. Wijeyeratne

Brief profiles of the Directors are shown on pages 144 to 148.

With a view to improving the collective effectiveness and performance of the Board, Board Sub-Committees evaluations were carried out during the year, including an assessment of the systems and processes which are in place.

In accordance with Rule 9.8.5. (a) of the Colombo Stock Exchange (CSE) Listing Rules, Independent Directors have submitted a signed and dated declaration as per the specimen given in Appendix 9A.

In terms of Rule 9.6.3 of the CSE Listing Rules, Mr. D.K. De S. Wijeyeratne was appointed as the Senior Independent Director of the company w.e.f 01st November 2023 as the Chairman is not an Independent Director.

The Board is of the opinion that Mr. A.M. Pandithage should remain as the Executive Chairman of the Company due to his extensive experience, deep insights and domain knowledge evidenced through the leadership provided to the Company. Please refer the Senior Independent Director's Report on page 193.

In terms of Article 24 (4) of the Articles of Association of the Company, Mr. D.K. De. S. Wijeyeratne, Ms. K.A.D.B. Perera and Ms. A.A.K. Amarasinghe retire by rotation and being eligible offer themselves for re-election and the shareholders will be requested to re-elect them at the forthcoming Annual General Meeting.

Notice has been given pursuant to Section 211 of the Companies Act No. 07 of 2007 of the intention to propose an ordinary

resolution for the re-appointment of Mr. A.M. Pandithage notwithstanding the age limit of seventy years stipulated by Section 210 of the Companies Act.

The Directors have provided declarations in terms of the Listing Rules on the Fitness of Directors and Group Managing Director and the Board is satisfied that the Directors have continuously satisfied the Fit and Proper Assessment criteria. There were no non-compliance by any Director during the financial year.

Audit Committee

The following Directors comprise the Audit Committee of the Board:

Mr. D.K. De S. Wijeyeratne - Chairman
Mr. D. Sooriyaarachchi
Mr. A.J. Alles
Ms. H.M.G. De Alwis (Appointed on 12th August 2025)

The Report of the Audit Committee on page 167 sets out the manner of compliance by the Company in accordance with the requirements of the Section 9 of the Listing Rules of the Colombo Stock Exchange on Corporate Governance.

Remuneration Committee

The following Directors comprise the Remuneration Committee of the Board:

Mr. D.K. De S. Wijeyeratne - Chairman
Mr. D. Sooriyaarachchi
Mr. A.J. Alles
Ms. H.M.G. De Alwis (Appointed on 12th August 2025)

The Report of the Remuneration Committee on page 170 contains a statement of the remuneration policy. The details of the remuneration paid to the Executive and Non-Executive Directors during the year under review are given in Note 8 to the Financial Statements on page 233.

Annual report of the Board of Directors on the affairs of the Company

Nominations and Governance Committee

The following Directors comprise the Nominations and Governance Committee of the Board:

Mr. D.K. De S. Wijeyeratne - Chairman
Mr. S.C. Ganegoda
Mr. A.J. Alles
Ms. A.A.K. Amarasinghe (Appointed on 12th August 2025)

The Report of the Nomination and Governance Committee on page 172 sets out the manner of compliance by the Company in accordance with the requirements of the Code of Best Practice on Corporate Governance issued by The Institute of Chartered Accountants of Sri Lanka and the Listing Rules of the Colombo Stock Exchange.

Related Party Transactions Review Committee

The following Directors comprise the Related Party Transactions Review Committee of the Board:

Mr. A.J. Alles - Chairman
Mr. D.K. De S. Wijeyeratne
Mr. D. Sooriyaarachchi
Ms. H.M.G. De Alwis (Appointed on 12th August 2025)

Related Party Transactions

The Board of Directors has given the following statement in respect of the Related Party transactions.

The Related Party Transactions of the Company during the financial year 2025/26 have been reviewed by the Related Party Transactions Review Committee of the Company and are in compliance with Listing Rules pertaining to related party transactions.

The Report of the Board-Related Party Transactions Review Committee on page

174 sets out the manner of compliance by the Company. Details of related party transactions are given in pages 295 to 299.

Directors' indemnity and insurance

The ultimate parent Company, Hayleys PLC has obtained a Directors' and Officers' Liability insurance from a reputed insurance company in Sri Lanka providing worldwide cover to indemnify all past, present and future Directors and Officers of the Group.

Directors' interests and interest register

The Directors of the Company and its subsidiaries have made the general disclosures provided for in Section 192(2) of the Companies Act. Note 37 to the Financial Statements dealing with related party disclosures includes details of their interests in transactions.

The Company, in compliance with the Companies Act No. 07 of 2007, maintains an Interests Register.

Particulars of entries in the Interests Register:

Mr. K.A.D.D. Perera directly holds 51.01% of the total issued shares of Hayleys PLC which in return holds 783,801,111 shares (67.13%) of shares in the Company.

Hayleys PLC, in which Mr. A.M. Pandithage, Mr. S.C. Ganegoda, and Mr. A.J. Alles are Directors, holds 783,801,111 shares (67.13%) in the Company.

Hayleys Advantis Limited in which Mr. A.M. Pandithage and Mr. S.C. Ganegoda are Directors, holds 111,382,980 shares (9.54%) in the Company.

Volanka (Private) Limited, in which Mr. A.M. Pandithage and Mr. S.C. Ganegoda are Directors, holds 34,787,235 shares (2.98%) in the Company.

Hayleys Aventura (Private) Limited, in which Mr. A.M. Pandithage and Mr. S.C. Ganegoda are Directors, holds 31,595,745 shares (2.71%) in the Company.

Carbotels (Private) Limited, in which Mr. A.M. Pandithage and Mr. S.C. Ganegoda are Directors, holds 29,042,553 shares (2.49%) in the Company.

Hayleys Agriculture Holdings Limited, in which Mr. A.M. Pandithage and Mr. S.C. Ganegoda are Directors, holds 28,404,255 shares (2.43%) in the Company.

There were no share transactions by the Directors during the financial year in the Company and the Subsidiaries.

Directors' remuneration

Executive Directors remuneration is structured within an established framework by the Board's Remuneration Committee to whom this task has been entrusted. The Directors are of the opinion that the framework assures appropriateness of remuneration and fairness for the Company. The total remuneration of the Executive Directors for the year ended 31st March 2026 is given in Note 8 and 37 which includes the value of perquisites granted to them as part of their terms of service.

The total Directors fees of Non-Executive Directors for the reporting year ended 31st March 2026 is given in Note 8 is determined according to the scales of payment decided upon by the Board. The Board is satisfied that the payment of remuneration is fair to the Company.

Directors' interest in shares

The following transactions of shares of the Directors of the respective companies were reported during the reporting period.

Singer (Sri Lanka) PLC

	Shareholding 31st March 2026 Number of shares	Shareholding 01st April 2025 Number of shares
Mr. A.M. Pandithage - Chairman	NIL	NIL
Mr. M.H. Wijewardene - Group Managing Director	NIL	NIL
Mr. D. Sooriyaarachchi	NIL	NIL
Mr. S.C. Ganegoda	NIL	NIL
Mr. D.K. De. S. Wijeyeratne	NIL	NIL
Ms. H.M.G. De Alwis	NIL	NIL
Ms. K.A.D.B. Perera	NIL	NIL
Ms. A.A.K. Amarasinghe	NIL	NIL
Mr. A.J. Alles	NIL	NIL
Mr. S.D. Seresinhe	NIL	NIL
Mr. T.M.V. Tennakoon	NIL	NIL
Mr. B.T.L. Mendis	NIL	NIL

Subsidiaries

As at 31st March 2026	Shareholding in Singer Finance (Lanka) PLC Number of shares

Common Directors of the Singer Group Companies

Mr. A.M. Pandithage - Chairman	NIL
Mr. M.H. Wijewardene - Group Managing Director	NIL
Mr. S.C. Ganegoda	NIL
Mr. B.T.L. Mendis	NIL
Mr. T.M.V. Tennakoon	NIL
Mr. A.J. Alles	NIL

Directors of Singer Finance (Lanka) PLC

Mr. M.Y.A. Perera	NIL
Mr. T.A. Amarasuriya	28,963
Mr. M.H. Wijewardene	NIL
Ms. D.G. Talpahewa	NIL
Mr. D.T.R. de Silva	NIL
Mr. A.J. Alles (Appointed on 5th March 2026)	NIL
Mr. K.M.S.P. Herath	NIL
Mr. D.D.W. Siriwardene	NIL
Ms. H.S. De Silva	NIL

Debentures

There were no debentures held by the Directors of the Company.

Subsidiaries

The names of the Directors who held office during the year ended 31st March 2026 in respect of the subsidiaries are given below:

Singer Finance (Lanka) PLC

Ms. H.S. De Silva
Mr. D.T.R. De Silva
Mr. M.H. Wijewardene
Mr. T.A. Amarasuriya
Mr. M.Y.A. Perera
Ms. D.G. Talpahewa
Mr. K.M.S.P. Herath
Mr. D.D.W. Siriwardene
Mr. A.J. Alles (Appointed on 5th March 2026)

Regnis Appliances (Private) Limited

Mr. A.M. Pandithage - Chairman
Mr. M.H. Wijewardene
Mr. S.C. Ganegoda
Mr. K.A. Kospelawatta
Mr. B.T.L. Mendis
Mr. T.M.V. Tennakoon

Realty & Distributors Ltd

Mr. A.M. Pandithage - Chairman
Mr. M.H. Wijewardene - Group Managing Director
Mr. S.C. Ganegoda
Mr. B.T.L. Mendis

Issue of listed debentures

The company has not issued any debentures during the year ended 31st March 2026.

Annual report of the Board of Directors on the affairs of the Company

Share information and substantial shareholdings

The distribution of shareholdings, public holding percentage, market value of shares, 20 largest shareholders and record of scrip issues are given on pages 312 to 315.

Earnings per share, dividends per share, dividend pay-out, net assets value per share and market value per share are given in the Highlights on page 8 of this Annual Report and prior year figures are adjusted in line with the subdivision.

Public Holding

There were 7,673 registered shareholders as at 31st March 2026 (31st March 2025 - 5,572) The percentage of shares held by the public as per the Listing Rules is 10.94% (2024/25 10.94%). Details are given on page 314.

Employment

The Company has a structure and a culture that recognises the aspirations, competencies and commitment of its employees. Career growth and advancement within the Company is promoted.

The number of persons employed by the Group and the Company as at 31st March 2026 was 3,689 (2025 – 3,224) and 2,390 (2025 – 2,176), respectively.

Material issues pertaining to employees and industrial relations

Details relating to material issues pertaining to employees and industrial relations are given in on page 73.

Internal Controls

The Directors acknowledge their responsibility for the Group's system of internal control. The system is designed to give assurance, inter alia, regarding the safeguarding of assets, the maintenance of proper accounting records, reliability of financial information generated and cyber security.

All internal controls, which include financial controls, operational and compliance controls and risk management have been reviewed by the Board of Directors and they have obtained reasonable assurance of the effectiveness of the existing controls. The successful adherence to existing controls has been ascertained and improvements have been carried out where necessary. The Board is satisfied with the Company's adherence to and the effectiveness of these controls.

Corporate governance - Directors' declarations

The Directors declare that having considered all information and explanations made available to them that –

- the Company complied with all applicable laws and regulations in conducting its business. The Board has updated themselves with the applicable laws, rules and regulations and are aware of the Listing Rules of the Colombo Stock Exchange and other regulatory requirements.
- they have declared all material interests in contracts involving the Company and refrained from voting on matters in which they were materially interested;
- the Company has made all endeavours to ensure the equitable treatment of shareholders;
- the business is a going concern with supporting assumptions or qualifications as necessary; and
- they have conducted a review of internal controls covering financial, operational and compliance controls and risk management and have obtained a reasonable assurance of their effectiveness and successful adherence herewith.

The Corporate Governance Report is given under the governance section of this Annual Report.

Donations (for approved and non-approved charities/organisations)

During the year, donations amounting to Rs. 518,256/- (2024/25 - Rs. 773,975/-) were made by the Group and donations made by the Company was Rs. 503,256/- (2024/25 - Rs. 773,975/-). Donations made by the Group and Company are given in Note 8. No donations were made for political purposes.

Auditors

The Financial Statements for the period under review were audited by Messrs KPMG, Chartered Accountants who offer themselves for re-appointment for the ensuing year. A resolution for the re-appointment of the Auditors for the Financial Year 2026/27 and to authorise the Directors to fix their remuneration will be proposed at the Annual General Meeting.

The Audit Committee reviews the appointment of the Auditor, its effectiveness and its relationship with the Company including the level of audit and non-audit fees paid to the Auditors. Details on the work of the Audit Committee are set out in the Audit Committee Report.

The audit and non-audit fees paid to the Auditors by the Company and Group are disclosed in Note 8 on page 233 in this Annual Report.

As far as the Directors are aware, the Auditors do not have any relationship or interest in the Company or its subsidiaries. The Auditors also have confirmed that they do not have any relationship (other than that of Auditors) with or interest in the Company or any of its subsidiaries other than those disclosed above.

Policies

The Company has adopted the following policies, with effect from 1st October 2024 and has uploaded them to the Company's website;

- Policy on Matters Relating to the Board of Directors
- Policy on Board Committees
- Policy on Corporate Governance
- Policy on Remuneration
- Policy on Internal Code of Business Conduct and Ethics
- Policy on Risk Management and Internal Controls
- Policy on Shareholder and Investor Communications
- Policy on Singer ESG Framework on Social Policies
- Policy on Singer ESG Framework 2022 on Environmental Policies
- Policy on Control and Management of Company Assets and Shareholder Investments
- Policy on Corporate Disclosures
- Policy on Whistleblowing
- Policy on Bribery and Corruption

'The Hayleys Way' serves as the Internal Code of Business conduct and Ethics for all Directors, Key Management Personnel and other employees. The 'Hayleys Lifecode' includes a suite of environmental, social

and governance related policies which are applicable across the Company. The Policy on Matters Relating to the Board of Directors was reviewed and amended in the fourth quarter.

The Notice of meeting

The Fifty First Annual General Meeting will be held at the Chas P. Hayley Lounge (formerly known as the Conference Hall) of Hayleys PLC, No. 400, Deans Road, Colombo 10 on Tuesday, 23rd June 2026 at 3.00 pm.

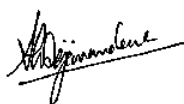
The Notice of the Annual General Meeting to the shareholders is given on page 391.

For and on behalf of the Board,



Mohan Pandithage

Chairman



Mahesh Wijewardene

Group Managing Director



Hayleys Group Services (Private) Limited
Company Secretaries for Singer (Sri Lanka)
PLC

18th May 2026
Colombo

Statement of Directors' Responsibility

The Directors are responsible under Sections 150 (1), 151, 152 (1), and 153 of the Companies Act No. 07 of 2007 ('the Companies Act'), to ensure compliance with the requirements set out therein and to prepare Financial Statements for each financial year giving a true and fair view of the state of affairs of the Company and the Group as at end of the financial year and of the profit and loss of the Company and the Group for the financial year.

The Directors are also responsible, under Section 148 of the Companies Act, for ensuring that proper accounting records are kept to enable determination of financial position with reasonable accuracy, preparation of Financial Statements and audit of such statements to be carried out readily and properly.

The Board accepts responsibility for the integrity and objectivity of the Financial Statements presented. The Directors confirm that in preparing the Financial Statements, appropriate accounting policies have been selected and applied consistently while reasonable and prudent judgements have been made so that the form and substance of transactions are properly reflected.

The Directors also confirm that the Financial Statements have been prepared and presented in accordance with the Sri Lanka Financial Reporting Standards/Sri Lanka Accounting Standards (SLFRS/LKAS), the Companies Act and the Listing Rules of the Colombo Stock Exchange. Further, the Financial Statements provide the information required by the Companies Act and the Listing Rules of the Colombo Stock Exchange.

The Directors are of the opinion, based on their knowledge of the Company, key operations and specific inquiries, that adequate resources exist to support the Company and the Group on a going concern basis over the next year. These Financial Statements have been prepared on that basis.

The Directors have taken proper and sufficient measures to safeguard the assets of the Company and the Group and, in that context, have instituted appropriate systems of internal control and accounting records to prevent and detect fraud and other irregularities. These have been reviewed, evaluated and updated on an ongoing basis.

The External Auditors, Messrs KPMG, Chartered Accountants who were re-appointed in terms of the Companies Act were provided with every opportunity to undertake the inspections they considered appropriate to enable them to form their opinion on the Financial Statements. The Independent Auditor's Report, shown on pages 195 to 199 sets out their responsibilities in relation to the Financial Statements.

Compliance Report

The Directors confirm that to the best of their knowledge, all statutory payments relating to employees and the Government that were due in respect of the Company and its subsidiaries as at the balance sheet date have been paid or provided where relevant.

By Order of the Board,



Hayleys Group Services (Private) Limited
Company Secretaries for Singer (Sri Lanka)
PLC

18th May 2026
Colombo

Statement by the Senior Independent Director

Profile of Mr. Dilip De S. Wijeyeratne is given on page 145 of this Report.

The Board of Directors designated me as the Senior Independent Director (SID) of the Company in 2023, in compliance with the regulatory requirements of the Colombo Stock Exchange, given that the Chairman of the Board serves as an Executive Director. I continue to hold this position and provide guidance to the Chairman on matters pertaining to corporate governance.

In my capacity as SID, I ensure that transparency in governance-related matters is consistently upheld. I also initiate an annual review of the effectiveness of the Board. Additionally, I remain available to Directors and employees for confidential discussions on any concerns relating to the affairs of the Company, should the need arise.

Activities during the year

In line with regulatory requirements, I presided over the following meetings and exercised my voting rights where necessary:

- A meeting of the Non-Executive Directors was held without the presence of the Executive Directors. At this meeting, the performance of the Chairman and the Executive Directors was formally evaluated.

- A separate meeting was convened exclusively among Independent Directors, during which matters relating to the Company and the functioning of the Board were discussed.

The outcome of these meetings, along with the relevant recommendations, were duly communicated to the Chairman and the Board.

The Company maintains a policy of strict compliance with all mandatory requirements while also embracing voluntary best practices. This approach is aimed at enhancing stakeholder confidence and contributing positively to long-term value creation.

I am of the view that I have fulfilled the responsibilities entrusted to me as the SID in accordance with the applicable Corporate Governance guidelines.



Dilip De S. Wijeyeratne
Senior Independent Director

18th May 2026
Colombo

Group Managing Director's and Finance Director's Responsibility Statement

The Financial Statements of Singer (Sri Lanka) PLC and the Consolidated Financial Statements of the Group as at 31st March 2026 are prepared and presented in compliance with the requirements of the following:

- Sri Lanka Accounting Standards issued by CA Sri Lanka;
- Companies Act No. 07 of 2007;
- Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995;
- Listing Rules of the Colombo Stock Exchange;
- Code of Best Practice on Corporate Governance 2023 issued by CA Sri Lanka;
- Finance Companies Corporate Governance Direction No 05 of 2021 issued by the Monetary Board of the Central Bank of Sri Lanka under the Finance Business Act No 42 of 2011.

We confirm that the significant accounting policies used in the preparation of the Financial Statements are appropriate and are consistently applied, as described in the Notes to the Financial Statements. The significant accounting policies and estimates that involved a high degree of judgment and complexity were discussed

with the Audit Committee and our External Auditors. Having voluntarily adopted the SLFRS S1 and S2 Sustainability Disclosure Standards last year, the Group improved the relevant disclosures in line with its roadmap for achieving full implementation by 2026/27.

We have also taken proper and sufficient care in installing systems of internal control and accounting records to safeguard assets and to prevent and detect frauds as well as other irregularities. These have been reviewed, evaluated and updated on an ongoing basis. Reasonable assurances that the established policies and procedures of the Company have been consistently followed were provided by periodic audits conducted by Group's internal auditors. However, there are inherent limitations that should be recognised in weighing the assurances provided by any system of internal controls and accounting.

The Audit Committee of the Company meets periodically with the Internal Auditors and the Independent Auditors to review the effectiveness of the audits and to discuss auditing, internal control and financial reporting issues. The Independent Auditors and the Internal Auditors have full and free access to the Audit Committee to discuss any matter of substance.

The Financial Statements were audited by independent external auditors, Messers KPMG, Chartered Accountants. Their report

is given on pages 195 to 199 of the Annual Report.

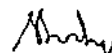
The Audit Committee approves the audit and non-audit services provided by the External Auditor, in order to ensure that the provision of such services do not impair their independence.

We confirm that,

- the Company and its subsidiaries have complied with all applicable laws, regulations and prudential requirements;
- there are no material non-compliances; and
- there are no material litigations that are pending against the Group other than those disclosed in Note 35 to the Financial Statements in this Annual Report.



Mahesh Wijewardene
Group Managing Director



Shalinka Seresinhe
Finance Director

18th May 2026
Colombo

Independent Auditor's Report



KPMG
(Chartered Accountants)
32A, Sir Mohamed Macan Markar Mawatha,
P. O. Box 186,
Colombo 00300, Sri Lanka.

Tel : +94 - 11 542 6426
Fax : +94 - 11 244 5872
+94 - 11 244 6058
Internet : www.kpmg.com/lk

TO THE SHAREHOLDERS OF SINGER (SRI LANKA) PLC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singer (Sri Lanka) PLC (the "Company") and the consolidated financial statements of the Company and its subsidiaries (the "Group"), which comprise the statement of financial position as at 31st March 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information set out on pages from 200 to 300.

In our opinion, the accompanying financial statements of the Company and the Group give a true and fair view of the financial position of the Company and the Group as at 31st March 2026, and of their financial performance and cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Sri Lanka Auditing Standards ("SLAuSs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics for professional

Accountants issued by CA Sri Lanka ("Code of Ethics"), and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Company financial statements and the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the Company financial statements and the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

01. Allowance for Expected Credit Losses - Trade Receivables, Hire Purchase Debtors, Lease Rental Receivables, Loan Receivables, and Other Receivables

Risk Description	Our response
Refer to note 2.4.5 (accounting policy) and note 17.3 to these financial statements.	Our audit procedures included:
The Group has recognised allowance for expected credit losses relating to Trade receivables of Rs. 1,096 million (Company Rs. 1,096 million), Hire Purchase debtors of Rs. 301 million (Company Rs. 298 million), Lease rental receivables amounting to Rs. 673 million (Company - Nil) Loans receivables amounting to Rs. 982 million (Company - Nil) and Other receivables Rs. 1,615 million (Company Rs. 1,615 million).	- Challenging the appropriateness of the selection of accounting policies based on the requirements of the SLFRS 09, our business understanding and industry practice. - Evaluating the appropriateness of the management approach over the application and use of practical expedients applied for SLFRS 9. - Assessing management's processes, systems and controls implemented over impairment assessment. - Identifying and testing the relevant key controls and evaluating the completeness, accuracy and relevance of data used. - Involving our IT specialists to assess the logics and compilation of the overdue information of Trade receivables, Other receivables and Hire purchase debtors. - Assessing the adequacy, completeness, accuracy and relevance of the disclosures made in the financial statements. - Reviewing the work carried out by Component auditor where necessary.
Allowance for expected credit losses represent management's best estimate of the losses expected within receivables as at the reporting date. They are calculated for specific assets and on a collective basis for portfolios of receivables of a similar nature.	
The calculation of allowance for expected credit losses is inherently judgemental for any institution and the Group use subjective assumptions/ judgements.	
With respect of Singer Finance (Lanka) PLC, a subsidiary, the determination of allowance for expected credit losses using the expected credit loss model is subject to a number of key parameters and assumptions, including the identification of loss stages, estimates of probability of default, loss given default, macroeconomic forecasts, exposures at default and discount rate, adjustments for forward looking information and other adjustment factors. In particular, the determination of the loss allowances is heavily dependent on the external macro environment and the Companies internal credit risk management strategy.	

KPMG, a Sri Lankan partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

T.J.S. Rajakarier FCA
W.K.D.C. Abeyrathne FCA
Ms. B.K.D.T.N. Rodrigo FCA
Ms. C.T.K.N. Perera ACA
R. G. H. Raddella ACA,

W.W.J.C. Perera FCA
G.A.U. Karunaratne FCA
R.H. Rajan FCA
A.M.R.P. Alahakoon ACA

Ms. S. Joseph FCA
R.M.D.B. Rajapakse FCA
M.N.M. Shameel FCA
Ms. P.M.K. Sumanasekara FCA

Principals: S.R.I. Perera FCMA (UK), LLB, Attorney-at-Law, H.S. Goonewardene ACA, Ms. F. R. Ziyad ACA, FCMA (UK), FCIT, K. Somasundaram ACMA (UK), Ms. D Corea Dhamaratne

Independent Auditor's Report



01. Allowance for Expected Credit Losses - Trade Receivables, Hire Purchase Debtors, Lease Rental Receivables, Loan Receivables, and Other Receivables (continued)

Risk Description	Our response
Additional subjectivity and judgement have been introduced into the Company's measurement of ECL due to the heightened uncertainty associated with the impact of the economic outlook to the Company's customers, increasing our audit effort thereon. Given the level of significant management judgment involved in the estimates and the subjective nature of such judgments involved, Allowance for expected credit losses of Trade receivables, Hire Purchase debtors, Lease rental receivables, Loan receivables, and Other receivables are considered as a key audit matter.	Working with our Financial Risk Management (FRM) Specialist in: - Evaluating the appropriateness of the assumptions used based on our knowledge and information of the client and the industry and assessing whether the macro-economic factors have been used with the latest available information to ensure that the latest economic forecasts have been used. - Evaluating whether the disclosures on impairment of Trade receivables, Hire purchase debtor, Lease rental, Loan receivables, and Other receivables meet the disclosure requirements of the Sri Lanka accounting standards.

02. Carrying value of Inventory

Risk Description	Our response
Refer to note 2.5 (accounting policy) and note 16 to these financial statements. The Group has recognised a total inventory provision of Rs. 3,082 million (Company -Rs. 3,036 million) in arriving at a total inventory value of Rs. 34,223 million (Company - Rs. 33,282 million). The Group and the Company have significant levels of inventories and significant management judgments are taken with regard to categorisation of inventories into obsolete and/or slow moving and which should be therefore be considered for provision. Estimates are then involved in arriving at provisions against cost in respect of slow moving and obsolete inventories to arrive at valuation based on lower of cost and net realisable value. Given the significant level of inventories and the level of significant management judgments, and estimates involved this is considered to be a key audit matter.	Our audit procedures included: - Obtaining an understanding and assessing the design, implementation and operating effectiveness of management's key internal controls over the provision computations and to ensure the accuracy of the inventory provision. - Challenging the management with regard to the calculation methodology, the basis for provision and the process with respect to inventory provision. - Attending stock counts as at the year-end. In addition, assessing the effectiveness of the physical count controls in operation at each count location to identify damaged stocks, and expired stocks that are written off in a timely manner and evaluating the results of the other counts performed by the management throughout the period to assess the existence of inventory. - Assessing the adequacy of, and movements in, inventory provisions held, by recalculating a sample of items included within the provision to ensure appropriate basis of valuation.



02. Carrying value of Inventory (continued)

Risk Description

Our response

- Evaluating, on a sample basis, whether inventories were stated at the lower of cost or net realisable value at the reporting date by comparing the sales prices of inventories subsequent to the reporting date where available and with the latest prices and checked whether there were any considerably low margin products which would potentially have an effect of the net realisable value.
- Evaluating the appropriateness of the assumptions used in management assessment of provision for slow moving inventory to ensure that management assessment is adequate based on our knowledge and information of the client and the industry.

03. Contingent liability on deemed VAT assessment

Risk Description

Refer to note 35.4 in these Financial Statements.

The Group and the Company have tax assessments which requires disclosures in the financial statements. The Assessment Notice received by Singer (Sri Lanka) PLC, relating to deemed VAT is considered significant.

Commissioner General of Inland Revenue has issued assessment notices on Singer (Sri Lanka) PLC pertaining to an additional VAT Liability/ Payment on account of Deemed VAT for seven quarters during the period 1st January 2014 to 30th September 2015. The assessments were for a Deemed VAT payment of Rs. 1,076 million and penalty of Rs. 423 million, totalling to Rs. 1,499 million. The assessments were appealed against and in due course the Commissioner General of Inland Revenue issued the determination on the appeal. In terms of the same, Rs. 791 million of Deemed VAT liability and penalty of Rs. 395 million totalling to Rs. 1,186 million was held to be a Deemed VAT liability for the seven quarters for the period from 1st January 2014 to 30th September 2015.

After reviewing the advice of tax consultants, the management is of the opinion that there is no basis for the Company to be made liable for Deemed VAT and accordingly the Company has decided to appeal to the Tax Appeal Commission against the determination. Hence, no provision has been made in the financial statements.

The outcome of the deemed VAT assessment is uncertain and it requires the management to make significant judgments and estimates in relation to the likely outcome of these tax issues and exposures.

Given the significant value relating to the Deemed VAT assessment and judgemental nature of this contingent liability, this is considered to be a key audit matter.

Our response

Our audit procedures included:

- Discussions with management and those charged with governance to understand the nature and status of tax assessment and to understand the latest updates with respect of the matter.
- Inspecting correspondence provided by the management, with tax consultants and lawyer's opinions obtained by the management in assessing the likelihood of outflow of resources have become probable.
- Assessing the adequacy and appropriateness of the Group's disclosure on deemed VAT assessment in accordance with applicable accounting standards.

Independent Auditor's Report



Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Sri Lanka Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's and the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SLAuSs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SLAuSs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are

appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company and the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group



as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our Auditor's Report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

As required by section 163 (2) of the Companies Act No. 07 of 2007, we have obtained all the information and explanations that were required for the audit and, as far as appears from our examination, proper accounting records have been kept by the Company.

CA Sri Lanka membership number of the engagement partner responsible for signing this independent auditor's report is 2599.

CHARTERED ACCOUNTANTS

Colombo, Sri Lanka

01 June 2026

Statement of Profit or Loss and Other Comprehensive Income

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Revenue	3	128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807
Cost of Sales		(81,115,809,903)	(56,136,513,518)	(81,451,215,758)	(56,313,471,321)
Direct Interest Cost		(6,567,934,506)	(4,177,594,671)	-	-
Gross Profit		40,892,146,357	27,995,732,329	32,672,390,176	22,929,434,486
Other Income	5	794,001,695	527,998,416	373,404,870	268,540,595
Selling and Administrative Expenses		(25,761,979,888)	(19,440,699,282)	(21,223,197,091)	(16,122,010,487)
Impairment Provision on Trade and Other Receivables	8.1	(1,031,191,630)	(543,499,943)	(638,356,757)	(310,855,420)
Operating Profit		14,892,976,534	8,539,531,520	11,184,241,198	6,765,109,174
Finance Income	6	1,269,970,474	1,527,109,285	889,847,337	1,069,011,050
Finance Cost	7	(3,564,445,480)	(3,175,197,376)	(3,540,098,518)	(3,167,584,941)
Net Finance Cost		(2,294,475,006)	(1,648,088,091)	(2,650,251,181)	(2,098,573,891)
VAT on Financial Services		(1,157,711,352)	(669,733,995)	(170,000,000)	(83,000,000)
Profit Before Tax	8	11,440,790,176	6,221,709,434	8,363,990,017	4,583,535,283
Income Tax Expense	9	(3,782,659,457)	(2,043,447,501)	(2,616,788,865)	(1,381,505,828)
Profit for the Year		7,658,130,719	4,178,261,933	5,747,201,152	3,202,029,455
Other Comprehensive Income					
Items that will not be Reclassified to Profit or Loss					
Revaluation Gain on Land and Buildings	11.6	-	620,825,783	-	620,825,783
Fair Value Change in Equity Instruments Designated at Fair	15.1	(505,538)	142,688	(505,538)	142,688
Value through Other Comprehensive Income					
Actuarial Gain / (Loss) on Employee Benefit Obligations	25.6	(12,479,889)	18,156,513	59,222,815	(33,259,821)
Related Taxes					
Tax on Other Comprehensive Income	9.4	3,768,469	(191,773,454)	(17,615,184)	(176,312,595)
Other Comprehensive Income for the year, Net of Tax		(9,216,958)	447,351,530	41,102,093	411,396,055
Total Comprehensive Income for the Year, Net of Tax		7,648,913,761	4,625,613,463	5,788,303,245	3,613,425,510
Profit Attributable to:					
Owners of the Company		7,341,997,227	4,007,321,130	5,747,201,152	3,202,029,455
Non-Controlling Interests		316,133,492	170,940,803	-	-
		7,658,130,719	4,178,261,933	5,747,201,152	3,202,029,455
Total Comprehensive Income Attributable to:					
Owners of the Company		7,342,675,136	4,447,398,660	5,788,303,245	3,613,425,510
Non-Controlling Interests		306,238,625	178,214,803	-	-
		7,648,913,761	4,625,613,463	5,788,303,245	3,613,425,510
Earnings per Share - Basic - (Rs.)	10.3	6.29	3.43	4.92	2.74
Dividend per Share (Rs.)	31	1.84	0.98	1.84	0.98

Figures in brackets indicate deductions

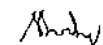
The Notes on pages 208 through 300 form an integral part of these Financial Statements.

Statement of Financial Position

As at 31st March	Note	Group		Company	
		2026	2025	2026	2025
		Rs.	Rs.	Rs.	Rs.
Assets					
Property, Plant and Equipment	11	9,272,870,036	8,808,845,807	8,062,151,438	7,640,527,786
Investment Property	12	177,450,000	29,502,000	30,400,000	29,502,000
Right-of-Use Assets	11.21.1	6,077,701,783	5,261,280,729	5,171,531,259	4,590,726,620
Intangible Assets	13	460,878,539	468,093,387	341,206,315	376,544,354
Investment in Subsidiaries	14	-	-	3,365,120,862	1,760,085,080
Financial Assets at FVOCI	15.1	21,962,864	22,468,402	19,777,822	20,283,360
Trade and Other Receivables	17.1	30,536,629,422	18,725,024,138	2,144,976,650	1,429,817,331
Deferred Tax Assets	24.1	1,185,040,669	817,277,070	843,319,290	566,927,066
Non-Current Assets		47,732,533,313	34,132,491,533	19,978,483,636	16,414,413,597
Inventories	16	34,223,147,339	23,782,502,342	33,282,475,759	23,233,823,624
Income Tax Receivables	29.1	112,768,128	281,920,321	112,768,128	281,920,321
Trade and Other Receivables	17.2	88,322,870,890	52,313,334,550	27,745,528,502	21,557,027,390
Amounts due from Related Parties	18	103,804,704	18,679,280	170,288,561	52,687,895
Deposits with Banks	19.4	3,406,713,220	1,440,987,907	3,406,713,220	1,440,987,907
Short Term Investments	15.2	3,699,761,613	2,812,655,388	-	-
Other Financial Assets	19.1	-	340,323,271	-	340,323,271
Cash in hand and at bank	19.2	4,192,808,636	6,963,283,877	2,187,829,445	2,343,976,768
Current Assets		134,061,874,530	87,953,686,936	66,905,603,615	49,250,747,176
Total Assets		181,794,407,843	122,086,178,469	86,884,087,251	65,665,160,773
Equity and Liabilities					
Stated Capital	20	1,138,856,653	1,138,856,653	1,138,856,653	1,138,856,653
Other Component of Equity	21	4,064,741,600	3,818,571,038	3,252,358,667	3,321,218,988
Revenue Reserves	22	14,726,358,034	9,778,270,418	10,076,261,765	6,367,515,157
Total Equity attributable to Equity Holders of the Company		19,929,956,287	14,735,698,109	14,467,477,085	10,827,590,798
Non - Controlling Interests	38	1,934,400,727	1,225,086,767	-	-
Total Equity		21,864,357,014	15,960,784,876	14,467,477,085	10,827,590,798
Liabilities					
Interest - Bearing Loans & Borrowings	23	20,920,043,789	15,170,581,265	3,899,550,000	5,149,750,000
Lease Liabilities	11.21.2/11.21.3	5,365,992,318	4,803,909,606	4,481,210,515	4,167,628,928
Deferred Tax Liability	24.1	85,263,486	88,344,178	-	-
Employee Benefit Obligations	25	1,533,847,599	1,362,178,036	1,278,089,914	1,212,887,836
Security Deposits	26	2,291,434,075	1,894,629,820	2,291,434,075	1,894,629,820
Other Financial Liabilities	33	13,744,991,335	6,406,998,884	-	-
Deferred Revenue	28	229,072,219	137,233,825	229,072,219	137,233,825
Other Non - Current Liabilities	27.1	349,326,505	253,451,932	349,326,505	253,451,932
Non-Current Liabilities		44,519,971,326	30,117,327,546	12,528,683,228	12,815,582,341
Trade and Other Payables	27	20,392,924,098	15,629,613,325	17,809,782,962	14,057,491,330
Deferred Revenue	28	540,863,984	405,541,526	540,849,722	405,527,264
Income Tax Payables	29.1	2,237,085,200	1,373,002,716	1,657,214,552	945,468,673
Dividend Payables	30	148,606,188	84,462,486	143,957,033	79,799,475
Amounts Due to Related Parties	32	1,852,534,005	1,259,878,890	2,618,495,542	1,975,571,917
Other Financial Liabilities	33	27,533,541,930	21,907,141,434	-	-
Lease Liabilities	11.21.2/11.21.3	1,294,233,309	1,239,960,126	1,132,616,860	1,072,706,022
Interest - Bearing Loans and Borrowings	23	58,676,201,751	31,297,364,227	34,269,213,753	21,591,806,065
Bank Overdrafts	19.3	2,734,089,038	2,811,101,317	1,715,796,514	1,893,616,888
Current Liabilities		115,410,079,503	76,008,066,047	59,887,926,938	42,021,987,634
Total Liabilities		159,930,050,829	106,125,393,593	72,416,610,166	54,837,569,975
Total Equity and Liabilities		181,794,407,843	122,086,178,469	86,884,087,251	65,665,160,773

The Notes on pages 208 through 300 form an integral part of these Financial Statements.

I certify that these Financial Statements comply with the requirements of the Companies Act No. 07 of 2007.



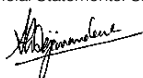
Shalinka Seresinha
Finance Director

The Board of Directors is responsible for the preparation and presentation of these Financial Statements. Signed for and on behalf of the Board by:



Mohan Pandithage
Chairman

18th May 2026
Colombo



Mahesh Wijewardene
Group Managing Director

Statement of Changes in Equity

Group

	Note	Stated Capital Rs.	Other Components of Equity	
			Statutory Reserve Rs.	Regulatory Loss Allowance Reserve Rs.
Balance at 31st March 2024		1,138,856,653	325,293,960	51,093,499
Unclaimed Dividend Adjustment		-	-	-
Realisation of Revaluation Surplus		-	-	-
Transferred to/(from) during the year		-	170,344,597	(51,093,499)
Total Comprehensive Income for the Year				
Profit for the Year		-	-	-
Other Comprehensive Income				
Revaluation Gain on Land and Buildings		-	-	-
Actuarial Gain /(Loss) on Employee Benefit Obligations	25.6	-	-	-
Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	15.1	-	-	-
Related Taxes				
Deferred Tax on Revaluation Gain on Land and Buildings	9.4	-	-	-
Deferred Tax on Actuarial gain/(loss) on Employee Benefit Obligations	9.4	-	-	-
Deferred Tax on Equity Investments at Fair Value Through Other Comprehensive Income	9.4	-	-	-
Total Other Comprehensive Income for the Year, Net of Tax		-	-	-
Total Comprehensive Income for the Year, Net of Tax		-	-	-
Transactions with Owners of the Company, Recognised Directly in Equity				
Distributions to Owners of the Company				
Interim Dividend - 2024/2025		-	-	-
Total Transactions with Owners of the Company, Recognised Directly in Equity		-	-	-
Balance at 31st March 2025		1,138,856,653	495,638,557	-
Rights Issue - Singer Finance (Lanka) PLC		-	-	-
Realisation of Revaluation Surplus		-	-	-
Transferred to/(from) during the year		-	315,030,883	-
Total Comprehensive Income for the Year				
Profit for the Year		-	-	-
Other Comprehensive Income				
Actuarial Gain /(Loss) on Employee Benefit Obligations	25.6	-	-	-
Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	15.1	-	-	-
Related Taxes				
Deferred Tax on Actuarial gain/(loss) on Employee Benefit Obligations	9.4	-	-	-
Deferred Tax on Equity Investments at Fair Value Through Other Comprehensive Income	9.4	-	-	-
Total Other Comprehensive Income for the Year, Net of Tax		-	-	-
Total Comprehensive Income for the Year, Net of Tax		-	-	-
Transactions with Owners of the Company, Recognised Directly in Equity				
Distributions to Owners of the Company				
Interim Dividend - 2025/2026		-	-	-
Total Transactions with Owners of the Company, Recognised Directly in Equity		-	-	-
Balance at 31st March 2026		1,138,856,653	810,669,440	-

Fair value reserve of Financial Assets at FVOCI relates to change in Fair Value of Financial Assets at FVOCI.

Figures in brackets indicate deductions

The Notes on pages 208 through 300 form an integral part of these Financial Statements.

Attributable to Equity Holders of the Company						Non-Controlling Interest Rs.	Total Equity Rs.
	Revaluation Reserve Rs.	Fair Value of Financial Assets at FVOCI Reserve Rs.	Revenue Reserves		Total Rs.		
			General Reserve	Retained Earnings			
	2,946,412,326	4,248,270	2,700,000,000	4,231,330,464	11,397,235,172	1,046,509,835	12,443,745,007
	-	-	-	35,329,831	35,329,831	362,130	35,691,961
	(62,406,045)	-	-	62,406,045	-	-	-
	-	-	-	(119,251,098)	-	-	-
	-	-	-	4,007,321,130	4,007,321,130	170,940,803	4,178,261,933
	620,825,783	-	-	-	620,825,783	-	620,825,783
	-	-	-	7,765,085	7,765,085	10,391,428	18,156,513
	-	142,688	-	-	142,688	-	142,688
	(186,247,735)	-	-	-	(186,247,735)	-	(186,247,735)
	-	-	-	(2,365,485)	(2,365,485)	(3,117,429)	(5,482,914)
	-	(42,806)	-	-	(42,806)	-	(42,806)
	434,578,048	99,882	-	5,399,600	440,077,530	7,273,999	447,351,529
	434,578,048	99,882	-	4,012,720,730	4,447,398,660	178,214,802	4,625,613,462
	-	-	-	(1,144,265,554)	(1,144,265,554)	-	(1,144,265,554)
	-	-	-	(1,144,265,554)	(1,144,265,554)	-	(1,144,265,554)
	3,318,584,329	4,348,152	2,700,000,000	7,078,270,418	14,735,698,109	1,225,086,767	15,960,784,876
	-	-	-	-	-	403,075,335	403,075,335
	(68,506,444)	-	-	68,506,444	-	-	-
	-	-	-	(315,030,883)	-	-	-
	-	-	-	7,341,997,227	7,341,997,227	316,133,492	7,658,130,719
	-	-	-	1,655,636	1,655,636	(14,135,525)	(12,479,889)
	-	(505,538)	-	-	(505,538)	-	(505,538)
	-	-	-	(623,850)	(623,850)	4,240,658	3,616,808
	-	151,661	-	-	151,661	-	151,661
	-	(353,877)	-	1,031,786	677,909	(9,894,867)	(9,216,958)
	-	(353,877)	-	7,343,029,013	7,342,675,136	306,238,625	7,648,913,761
	-	-	-	(2,148,416,958)	(2,148,416,958)	-	(2,148,416,958)
	-	-	-	(2,148,416,958)	(2,148,416,958)	-	(2,148,416,958)
	3,250,077,885	3,994,275	2,700,000,000	12,026,358,034	19,929,956,287	1,934,400,727	21,864,357,014

Statement of Changes in Equity

Company	Note	Stated Capital	Other Components of Equity		Revenue Reserves		Total Equity
			Revaluation Reserve	Fair Value of Financial Assets at FVOCI Reserve	General Reserve	Retained Earnings	
		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Balance at 31st March 2024		1,138,856,653	2,946,412,326	2,534,777	2,700,000,000	1,536,739,459	8,324,543,215
Unclaimed Dividend Adjustment		-	-	-	-	33,887,627	33,887,627
Realisation of Revaluation Surplus		-	(62,406,045)	-	-	62,406,045	-
Profit for the year		-	-	-	-	3,202,029,455	3,202,029,455
Other Comprehensive Income							
Revaluation Gain on Land & Building		-	620,825,783	-	-	-	620,825,783
Actuarial Loss on Employee Benefit Obligations	25.6	-	-	-	-	(33,259,821)	(33,259,821)
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	-	-	142,688	-	-	142,688
Related Taxes							
Deferred Tax on Revaluation Gain on Land and Building	9.4	-	(186,247,735)	-	-	-	(186,247,735)
Deferred Tax on Actuarial Loss on Employee Benefit Obligations	9.4	-	-	-	-	9,977,946	9,977,946
Deferred Tax on Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	9.4	-	-	(42,806)	-	-	(42,806)
Total Other Comprehensive Income for the Year, Net of Tax		-	434,578,048	99,882	-	(23,281,875)	411,396,055
Total Comprehensive Income for the Year, Net of Tax		-	434,578,048	99,882	-	3,178,747,580	3,613,425,510
Transactions with Owners of the Company, Recognised Directly in Equity							
Interim Dividend - 2024/2025		-	-	-	-	(1,144,265,554)	(1,144,265,554)
Total Distributions to Owners of the Company		-	-	-	-	(1,144,265,554)	(1,144,265,554)
Balance at 31st March 2025		1,138,856,653	3,318,584,329	2,634,659	2,700,000,000	3,667,515,157	10,827,590,798
Realisation of Revaluation Surplus		-	(68,506,444)	-	-	68,506,444	-
Profit for the year		-	-	-	-	5,747,201,152	5,747,201,152
Other Comprehensive Income							
Actuarial Gain on Employee Benefit Obligations	25.6	-	-	-	-	59,222,815	59,222,815
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	-	-	(505,538)	-	-	(505,538)
Related Taxes							
Deferred Tax on Actuarial Gain on Employee Benefit Obligations	9.4	-	-	-	-	(17,766,845)	(17,766,845)
Deferred Tax on Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	9.4	-	-	151,661	-	-	151,661
Total Other Comprehensive Income for the Year, Net of Tax		-	-	(353,877)	-	41,455,970	41,102,093
Total Comprehensive Income for the Year, Net of Tax		-	-	(353,877)	-	5,788,657,122	5,788,303,245
Transactions with Owners of the Company, Recognised Directly in Equity							
Interim Dividend - 2025/2026		-	-	-	-	(2,148,416,958)	(2,148,416,958)
Total Distributions to Owners of the Company		-	-	-	-	(2,148,416,958)	(2,148,416,958)
Balance at 31st March 2026		1,138,856,653	3,250,077,885	2,280,782	2,700,000,000	7,376,261,765	14,467,477,085

Fair value reserve of Financial Assets at FVOCI relates to change in Fair Value of Financial Assets at FVOCI.

Figures in brackets indicate deductions

The Notes on pages 208 through 300 form an integral part of these Financial Statements.

Statement of Cash Flows

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cash Flows From / (Used in) Operating Activities					
Profit Before Income Tax Expense		11,440,790,176	6,221,709,434	8,363,990,017	4,583,535,283
Adjustments for:					
Depreciation of Property, Plant & Equipment	11.9, 11.17	867,548,139	777,028,288	656,745,284	603,929,850
Amortisation of Intangible Assets	13.8	60,265,692	59,313,392	41,736,455	42,784,803
Amortisation of Right of Use Assets	11.21.1	1,352,575,056	1,175,293,907	1,176,824,391	1,027,609,229
Loss on Disposal of Property, Plant and Equipment	8	10,587,519	11,888,565	597,888	11,751,804
Gain on Disposal of Property, Plant and Equipment	5	-	(10,370,824)	-	(10,370,824)
Loss on disposal of Intangible Assets		-	537,899	-	537,899
Fair Value Gain on Investment Property	5	(34,348,000)	(29,502,000)	(898,000)	(29,502,000)
Interest Expense		3,472,449,831	3,175,197,376	3,329,113,749	3,167,584,941
Interest Income		(510,792,319)	(461,935,197)	(149,756,280)	(80,289,500)
Impairment of Inventories	16.1	737,130,712	486,073,393	732,685,005	513,297,064
Impairment Provision on Trade and Other Receivables	8	1,031,191,630	543,499,943	638,356,757	310,855,420
Dividend Income	5	(247,520)	(228,565)	-	-
Provision for Employee Benefit Obligations	25.6	253,958,718	235,300,767	207,217,043	194,665,649
Operating Profit Before Working Capital Changes		18,681,109,634	12,183,806,378	14,996,612,309	10,336,389,618
Changes in :					
Inventory		(11,177,775,700)	(2,667,656,635)	(10,781,337,141)	(2,539,681,615)
Debtors falling due after one Year		(11,811,605,284)	(8,578,298,049)	(715,159,319)	(918,503,132)
Debtors falling due within one Year		(36,957,623,486)	(14,390,811,355)	(6,428,266,137)	(1,918,064,734)
Dues from Related Parties		(85,125,424)	27,341,679	(117,600,666)	34,656,198
Dues to Related Parties		202,882,303	(614,339,345)	253,150,813	(535,487,290)
Security Deposits		396,804,255	168,938,148	396,804,255	168,938,148
Trade and Other Payables		4,859,185,346	3,622,053,279	3,532,677,959	3,082,661,249
Deferred Liabilities		227,160,852	105,817,953	227,160,852	105,853,528
Cash (used in)/Generated from Operations		(35,664,987,504)	(10,143,147,947)	1,364,042,925	7,816,761,970
Finance Costs Paid		(2,703,975,098)	(2,464,690,247)	(2,668,198,561)	(2,441,368,971)
Employee Benefits Paid (Net of Transfers)	25	(94,769,044)	(84,114,582)	(82,792,150)	(73,911,364)
Income Tax Paid	29.2	(3,116,499,608)	(1,175,190,353)	(2,029,897,200)	(675,562,577)
Net Cash from/(used in)Operating Activities		(41,580,231,254)	(13,867,143,129)	(3,416,844,986)	4,625,919,058

Statement of Cash Flows

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cash Flows from / (used in) Investing Activities					
Acquisition of Property, Plant and Equipment and Intangible Assets	11.4/11.13	(1,520,829,445)	(864,441,481)	(1,097,001,023)	(516,902,867)
Proceeds from Disposal of Property, Plant and Equipment		12,003,848	17,080,816	11,635,782	17,001,928
Investment in Subsidiaries - Singer Finance (Lanka) PLC		-	-	(1,605,035,782)	-
Investment in Fixed Deposits	19.4	(1,965,725,313)	(1,440,987,907)	(1,965,725,313)	(1,440,987,907)
Disposal/(Acquisition) of Marketable Securities		(887,106,225)	129,696,424	-	-
Interest Received		427,687,835	461,935,197	66,651,796	80,289,500
Dividend Received		247,520	228,565	-	-
Net Cash Flows used in Investing Activities		(3,933,721,780)	(1,696,488,386)	(4,589,474,540)	(1,860,599,346)
Cash Flows from/(used in) Financing Activities					
Proceeds From Interest - Bearing Loans and Borrowings		120,946,769,161	89,527,410,738	92,445,390,297	60,588,122,126
Repayment of Interest-Bearing Loans and Borrowings		(87,877,659,273)	(76,772,784,665)	(81,075,092,087)	(60,420,452,755)
Net Settlements to Lease Creditors	11.21.6	(2,261,924,781)	(1,798,878,116)	(1,988,142,316)	(1,562,832,779)
Proceed on Rights Issue from Minority Share Holders		403,075,335	-	-	-
Increase in Customer Deposit Liabilities		12,964,392,947	6,134,629,399	-	-
Dividends Paid		(1,694,486,588)	(677,218,389)	(1,694,486,588)	(677,218,389)
Net Cash Flows from/(used in) Financing Activities		42,480,166,801	16,413,158,967	7,687,669,306	(2,072,381,797)
Net Increase/(Decrease) in Cash and Cash Equivalents		(3,033,786,233)	849,527,452	(318,650,220)	692,937,915
Cash and Cash Equivalents at the Beginning of the Year		4,492,505,831	3,642,978,379	790,683,151	97,745,236
Cash and Cash Equivalents at the End of the Year	19	1,458,719,598	4,492,505,831	472,032,931	790,683,151
Analysis of Cash and Cash Equivalents					
Favourable balances					
Other Financial Assets-Unit Trust Investment	19.1	-	340,323,271	-	340,323,271
Cash in Hand and at Bank	19.2	3,902,879,306	4,161,342,507	2,187,829,445	2,318,985,893
Fixed Deposits	19.2	289,929,330	2,801,941,370	-	24,990,875
Unfavourable balances					
Bank Overdrafts	19.3	(2,734,089,038)	(2,811,101,317)	(1,715,796,514)	(1,893,616,888)
		1,458,719,598	4,492,505,831	472,032,931	790,683,151

Figures in brackets indicate deductions.

Cash and cash equivalents in the statement of financial position comprise cash at banks and in hand and short-term deposits with a maturity of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and short-term deposits as defined above, net of outstanding bank overdrafts.

The accounting policies and notes as set on pages 208 through 300 form an integral part of these financial statements.

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Notes to the Financial Statements

1. Corporate Information

1.1 Reporting Entity

1.1.1 General

Singer (Sri Lanka) PLC is a Public limited liability company incorporated and domiciled in Sri Lanka. The Registered Office of the Company is located at No 112, Havelock Road, Colombo 05 and the principal place of business is situated at the above address.

In the Report of the Directors and in the Financial Statements, "the Company" refers to Singer (Sri Lanka) PLC as the Holding Company and "the Group" refers to the Consolidated Financial Statements of Singer (Sri Lanka) PLC and its Subsidiaries, Singer Finance (Lanka) PLC, Regnis Appliances (Private) Limited and Realty & Distributors Ltd (Formerly known as Reality Lanka Ltd).

The ordinary shares of the Company are listed on the Colombo Stock Exchange of Sri Lanka.

Hayleys PLC together with its subsidiaries, Volanka (Private) Limited, and Carbotels (Private) Limited, acquired on 15th September 2017 a total of 231,864,362 ordinary shares in Singer (Sri Lanka) PLC, constituting approximately 61.73% of the total shares in issue at a price of Rs. 47/- per share, making Hayleys PLC the ultimate controlling party of Singer (Sri Lanka) PLC with effect from 15th September 2017.

Consequent to the purchase of 210,587,766 shares, a mandatory offer was made by Hayleys PLC on 31st October 2017 as Hayleys PLC triggered the Company takeovers and mergers code 1995, published under the rules made by the Securities and Exchange Commission of Sri Lanka under Section 53 of the Securities and Exchange Commission of Sri Lanka, Act No. 36 of 1987 as amended, and in terms of Rule 31 (1) (a) of the code. Accordingly subsequent to the mandatory offer, Hayleys PLC, with parties acting in concert held 304,108,410 shares constituting approximately 80.96% of the total shares in issue.

On 15th October 2018, Hayleys PLC purchased the balance 35,562,883 (9.47%) ordinary shares held by Retail Holdings (Sri Lanka) BV in Singer (Sri Lanka) PLC at a price of Rs. 47.00 per share upon Retail Holdings (Sri Lanka) BV exercising their option to sell its shares to Hayleys PLC as previously agreed. After accepting this offer, Hayleys PLC together with its Group Companies held 90.43% (80.96% previously) of Singer (Sri Lanka) PLC

The Board of Singer (Sri Lanka) PLC, Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC resolved to amalgamate Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC with Singer (Sri Lanka) PLC at the Board meetings held on 07th November 2023 in terms of Section 239 of the Companies Act No. 07 of 2007, subject to receiving Shareholder approval and relevant regulatory approvals. Shareholders' approval was received for the same at the Extraordinary General Meetings of the three Companies held on 18th January 2024. The Certificate of Amalgamation was issued by the Registrar of Companies dated 07th February 2024 with the effective date of amalgamation been 31st January 2024.

According to the Amalgamation proposal, Forty Million Seven Hundred and Thirty One Thousand Four Hundred and Twenty Two (40,731,422) ordinary voting shares at Rupees Twelve and Cents Fifty Nine (Rs. 12.59) each in Singer (Sri Lanka) PLC (SSL) have been issued and allotted to the minority shareholders of Regnis (Lanka) PLC, and to the minority shareholders of Singer Industries (Ceylon) PLC.

After the amalgamation, Hayleys PLC together with its Group Companies holds 87.28% (previously 90.43%) of Singer (Sri Lanka) PLC.

1.1.2 Consolidated Financial Statements

The Consolidated Financial Statements of Singer (Sri Lanka) PLC as at and for the year ended 31st March 2026 comprise the Company and its Subsidiaries namely, Singer Finance (Lanka) PLC, Regnis Appliances (Private) Limited and Realty & Distributors Ltd (Formerly known as Reality Lanka Ltd).

Subsidiaries

Singer Finance (Lanka) PLC

Singer Finance (Lanka) PLC, was incorporated on 19th April 2004 under the Companies Act No. 17 of 1982 and re-registered under the Company's Act No.07 of 2007 and its commercial operations commenced on 8th July 2004. Singer (Sri Lanka) PLC owns 79.93% of its equity shares.

Realty & Distributors Ltd (Formerly known as Reality Lanka Ltd)

Realty & Distributors Ltd was incorporated on 29th September 2006 under the Companies Act No. 17 of 1982 and re-registered under the Companies Act No: 07 of 2007 and its commercial operations commenced on 29th September 2006. Singer (Sri Lanka) PLC owns 100% of its equity shares.

Regnis Appliances (Private) Limited

The Regnis Appliance (Private) Limited, was incorporated on 18th January 2010 under the Companies Act No 07 of 2007 and commenced its commercial operations on 1st October 2010. Singer (Sri Lanka) PLC owns 100% of its equity shares

All of the above companies are incorporated in Sri Lanka.

1.1.3 Principal Activities and Nature of Operations

The Company

The Company is engaged in Retail and Wholesale Marketing, Financing, Assembling and Manufacturing and Financial Services. The Company markets Consumer Electronics, Home Appliances, Mobile Phones, Personal Computers, Laptops, Furniture, Domestic and Industrial Sewing Machines, Agricultural Equipment, and provides Financing through Hire Purchase. In addition, the Company manufactures and sells Water Pumps and assembles and sells Three wheelers, Motor cycles and Tractors. The Company acts as a Bill Collection Agent for Banks on Credit Cards, all Mobile service providers for Re-load and Bills, National Water Supply and Drainage Board, Ceylon Electricity Board, Lanka Electricity Company Limited, Sri Lanka Telecom and few others. In

addition, performing Top-ups and Counter Withdrawals with Dialog e-Zcash and Mobitel m Cash wallets. As a Value addition the company has started accepting premiums for Life Insurance, General Insurance and collections of Rentals from AIA Insurance Lanka Limited, SLIC, Union Assurance, MBSL, Allianz, Janashakthi, Ceylinco, Cooperative, HNB Assurance PLC and Softlogic PLC. Further extended to leading Finance Companies such as Singer Finance (Lanka) PLC, Central Finance PLC and CDB Bank PLC. On Cash disbursements also act as a Sub-Agent for Western Union and Nations Remittance portfolio.

Singer (Sri Lanka) Factory - SIC

The principal activities of the SIC Factory were assembling sewing machines and manufacturing of cabinets and stands for sewing machines.

Singer (Sri Lanka) Factory - Regnis

The principal activities of the Regins Factory were manufacturing of Refrigerators and Bottle Coolers.

Subsidiary

Singer Finance (Lanka) PLC

The principal activities of the Company consist of finance leasing, gold loan, financing of consumer durables under loan schemes and granting loans, factoring, authorised foreign currency dealer and mobilising fixed deposits and savings.

Singer Finance (Lanka) PLC is regulated under the Finance Business Act No. 42 of 2011 and was incorporated on 19th April 2004 as a Public Limited Liability Company domiciled in Sri Lanka under the provisions of the Companies Act No. 17 of 1982 and re-registered under the Companies Act No. 7 of 2007.

Realty & Distributors Ltd (Formerly known as Realty Lanka Ltd)

The principal activities of the Company is renting of company properties.

Regnis Appliances (Private) Limited

Principal activities of Regnis Appliances (Private) Limited are manufacturing and assembling of Washing Machines,

producing plastic components for Refrigerators and Plastic Chairs.

1.1.4 Parent Enterprise

The Company's ultimate Parent undertaking is Hayleys PLC.

1.1.5 Number of Employees

The number of employees of the Group at the end of the year 31st March 2026 was 3,689 (2025 - 3,224), Company - 2,390 (2025 - 2,176).

1.2 Basis of Accounting

1.2.1 Statement of Compliance

The Consolidated Financial Statements of the Group and the separate Financial Statements of the company have been prepared and presented in accordance with the Sri Lanka Accounting Standards (hereinafter referred to as SLFRSs / LKASs) issued by The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and further in compliance with the requirements of the Companies Act No. 07 of 2007. The related changes to material accounting policies are described in note 2.13.

1.2.2 Responsibility for Financial Statements

The Board of Directors is responsible for the preparation and presentation of the Financial Statements of the Company as per the provisions of the Companies Act No. 07 of 2007 and Sri Lanka Accounting Standards. The Directors' responsibility over Financial Statements is set out in detail in the Statement of Directors' Responsibility.

1.2.3 Approval of Financial Statements

The Financial Statements for the year ended 31st March 2026 were authorised for issue at a meeting of the Board of Directors on 18th of May 2026.

1.2.4 Basis of Measurement

The Consolidated Financial Statements have been prepared under the Historical Cost convention except for,

Financial instruments reflected as fair value through profit or loss which are measured at fair value

Financial instruments designated as fair value through other comprehensive income (OCI) which are measured at fair value

Items of Property, Plant and Equipment, which are measured at fair value

Defined Benefit Plans which are measured at present value of the Retirement Benefit Obligations

Where appropriate, specific policies are explained in the succeeding notes

No adjustments have been made for inflationary factors in the Consolidated Financial Statements

1.2.5 Functional and Presentation Currency

The Financial Statements are presented in Sri Lankan Rupees which is the functional currency of the Company and its Subsidiaries.

1.2.6 Rounding

The amounts in the Financial Statements have been rounded-off to the nearest rupee except where otherwise indicated as permitted by the Sri Lanka Accounting Standard LKAS 1 on "Presentation of Financial Statements" (LKAS 1).

1.2.7 Use of Estimates and Judgements

The preparation of Financial Statements in conformity with SLFRS/LKAS's requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Judgements and estimates are based on historical experience and other factors, including expectations that are believed to be reasonable under the circumstances. Hence actual experience and results may differ from these judgements and estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised if the revision affects only that period and any future periods.

Information about significant areas of estimation uncertainty and critical

Notes to the Financial Statements

judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

- **Note 11 - Valuation of Land and Building,**

The Group measures the freehold land and Building (classified as property, plant and equipment) at revalued amounts, with changes in fair value being recognised in OCI. The freehold lands and Buildings were valued by reference to transactions involving properties of a similar nature, location and condition. In addition, the Group carries its investment properties at fair value, with changes in fair value being recognised in the profit or loss. For investment properties, valuation methodologies such as market approach, and income approach (the discounted cash flow (DCF) model) for properties lacked comparable market data were used.

The Group engaged a valuation specialist to assess fair values as at 31 March 2025 for the freehold lands / Buildings and as at 31 March 2026 for the investment properties. The key assumptions used to determine the fair value of the properties and sensitivity analysis are provided in Notes 11 to the Financial Statements.

- **Note 16.1- Provision for Inventories**

The Group has applied judgment in the determination of impairment in relation to inventories that are slow moving or obsolete. The Group's impairment assessment in relation to such inventories take into account factors such as the ageing of items of inventories, dates for possible expiry and expectations in relation to how the inventories will be utilised or sold. Judgment has also been applied by management in determining net realisable value of inventories (NRV). The estimates and judgements applied in the determination of NRV are influenced by expectations of sales relating to identified goods historically realised sales prices

- **Note 17/35 - Impairment of Trade and other receivables / Financial Instruments**

The Group uses a provision matrix to calculate ECLs for loans and trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating). The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the relevant sectors, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed the assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's loans and trade receivables are disclosed in Note 17.3 to the Financial Statements

- **Note 9 / 25- Current Tax and Deferred Tax assets and Liabilities**

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies. The Group has Rs. Nil (2025: Rs Nil) of tax losses carried forward.

- **Note 26 - Measurement of Employee Benefit Obligations**

The present value of the employee benefit obligations is determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate, management considers the interest rates of government bonds, and extrapolated as needed along the yield curve to correspond with the expected term of the defined benefit obligation. The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at intervals in response to demographic changes. Future salary increases are based on expected future inflation rates. Further details about employee benefit obligation are provided in Note 26 to the Financial Statements.

1.2.8 Measurement of Fair Value

The Group measures financial instruments such as investments which are designated as fair value through other comprehensive income (OCI).

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

In the principal market for the asset or liability, or

In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the Financial Statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the

nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. Fair value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed are summarised in the following notes:

Disclosures for valuation methods, significant estimates and assumptions - Note 11 & 26

Quantitative disclosures of fair value measurement hierarchy - Note 35

Property (Land and Building) under revaluation model - Note 11 & 35

Investment Property under fair value model - Note 12

Financial instruments (including those carried at amortised cost) - Note 35

1.2.9 Materiality and Aggregation

Each material class of similar items is presented separately in the Consolidated Financial Statements. Items of a dissimilar nature or function are presented separately unless they are immaterial as permitted by the Sri Lanka Accounting Standard LKAS 1 on "Presentation of Financial Statements".

1.2.10 Offsetting

Assets and liabilities or income and expenses, are not offset unless required or permitted by Sri Lanka Accounting Standards

1.2.11 Going Concern

The Directors have made an assessment of the Group's ability to continue as a going concern and is satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the Financial Statements continue to be prepared on the going concern basis.

1.2.12 Comparative Information

Comparative information including quantitative, narrative and descriptive information as relevant is disclosed in respect of previous periods in the Financial Statements. The presentation and classification of the Financial Statements in the previous year are amended, where relevant for better presentation and to be comparable with those of the current year

In addition, the Group presents an additional statement of financial position at the beginning of the preceding period when there is a retrospective application of an accounting policy, a retrospective restatement, or a reclassification of items in financial statements.

2. Summary of Material Accounting Policies

Accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Other material accounting policies not covered with individual notes.

Following accounting policies, which have been applied consistently by the Group, are considered to be significant but not covered in any other sections.

Current versus non-current classification
The Group presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is current when it is:

Expected to be realised or intended to be sold or consumed in the normal operating cycle

Held primarily for the purpose of trading

Expected to be realised within twelve months after the reporting period, or

Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current

Notes to the Financial Statements

A liability is current when it is:

- Expected to be settled in the normal operating cycle
- Held primarily for the purpose of trading
- Due to be settled within twelve months after the reporting period, or

Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other liabilities are classified as non-current

Deferred tax assets and liabilities are classified as non-current assets and liabilities

2.1 Basis of Consolidation

Subsidiaries are those entities controlled by the Group. Control is achieved when the Group is exposed, or rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)

Exposure, or rights, to variable returns from its involvement with the investee

The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has the power over an investee, including:

The contractual arrangement(s) with the other vote holders of the investee.

Rights arising from other contractual arrangements

The Group's voting rights and potential voting right.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Financial Statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or Loss and each component of Other Comprehensive Income are attributed to equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.1.1 Subsidiaries

Subsidiaries are those entities controlled by the Group. Control is achieved when the Group is exposed, or rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)

Exposure, or rights, to variable returns from its involvement with the investee

The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when

the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has the power over an investee, including:

The contractual arrangement(s) with the other vote holders of the investee.

Rights arising from other contractual arrangements

The Group's voting rights and potential voting right.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Financial Statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or Loss and each component of Other Comprehensive Income are attributed to equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.1.2 Non-Controlling Interests (NCI)

NCI are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date.

2.1.3 Loss of Control

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while

any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.1.4 Interest in Equity Accounted Investees

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investments in its associates are accounted for using the equity method.

Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately.

The Statement of Profit or Loss reflects the Group's share of the results of operations of the associate. Any change in Other Comprehensive Income of those investees is presented as part of the Group's Other Comprehensive Income. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the Statement of Changes in Equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the Statement of Profit or Loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate.

The Financial Statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value, and then recognises the loss within 'Share of profit or loss of equity accounted investees' in the Statement of Profit or Loss.

Upon loss of significant influence over the associate over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence the fair value of the retained investment and proceeds from disposal is recognised in the Statement of Profit or Loss.

2.1.5 Business combination and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be

replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not re-measured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SLFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the Statement of Profit or Loss in accordance with SLFRS 9. Other contingent consideration that is not within the scope of SLFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in the Statement of profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests) and any previous interest held over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in the Statement of Profit or Loss.

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2.1.6 Acquisition of ownership without Changes of control

The acquisition of an additional ownership interest in a subsidiary without a change of control is accounted for as an equity transaction in accordance with SLFRS 10 Consolidated Financial Statements. Any excess or deficit of consideration paid over the carrying amount of the non-controlling interests is recognised in equity of the parent in transactions where the non-controlling interests are acquired or sold without loss of control. The Group has elected to recognise this effect in retained earnings. With respect to the subsidiary to which these non-controlling interests relate, there were no accumulated components recognised in OCI. If there had been such components, those would have been reallocated within equity of the parent.

2.1.7 Transactions Eliminated on Consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing the Consolidated Financial Statements. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2.1.8 Amalgamation of business with a common control combination

In its consolidated financial statements, the acquirer is permitted but not required to re-present its comparatives and adjust its current reporting period before the date of the transaction as if the combination had occurred before start of the earliest period presented.

As per the Company's accounting policies, amalgamation of three entities under common control is accounted by adding assets and liabilities as at the amalgamated date to the controlling entity and directly recognising the excess in the Statement of Changes in Equity as amalgamated reserve. No restatement is done to the comparative financials and controlling entity's current year statements of financial position will carry both entities assets and liabilities.

NCI amounts in the consolidated financial statements represents the NCI amount of Singer Finance (Lanka) PLC.

2.2 Foreign Currency

2.2.1 Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in the Statement of Profit or Loss. Tax charges and credit attributable to exchange differences on those monetary items are also recognised in other comprehensive income.

Non-monetary assets and liabilities which are measured in terms of historical cost in a foreign currency are translated using exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

2.3 Property, Plant and Equipment

The Group applies the requirements of LKAS 16 on 'Property Plant and Equipment' in accounting for its owned assets which are held for and use in the provision of the services or for administration purpose and are expected to be used for more than one year.

2.3.1 Recognition and Measurement

Property, plant and equipment is recognised if it is probable that future economic benefit associated with the assets will flow to the Group and cost of the asset can be reliably measured.

Items of property, plant and equipment are measured at cost/fair value, less accumulated depreciation and any accumulated impairment losses.

If a significant part of an item of Property, Plant and Equipment has different useful lives, then they are accounted for as separate items (major components) of Property, Plant and Equipment. Any gain or loss on disposal of an item of Property, Plant and Equipment is recognised in profit or loss.

(a) Cost Model

The Group applies the cost model to Property, Plant and Equipment except for freehold land and buildings.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and includes the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets. Purchased software that is integral to the functionality of the related equipment is capitalised as a part of that equipment.

When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives.

(b) Revaluation Model

Revaluation of Free hold land and building is done with sufficient frequency to ensure that the fair value of the land / Building does not differ materially from its carrying amount, and is undertaken by professionally qualified valuers.

Any revaluation surplus is recorded in Other Comprehensive Income and credited to the asset revaluation reserve in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in the Statement of Profit or Loss, the increase is recognised in the Statement of Profit or Loss. A revaluation deficit is recognised in the Statement of Profit or Loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings

(c) Subsequent Costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognised in accordance with the derecognition policy given below.

The costs of the repair and maintenance of property, plant and equipment are recognised in the Statement of Profit or Loss as incurred.

(d) Depreciation

Depreciation is calculated to write-off the cost of items of Property, Plant and Equipment less their estimated residual values using the straight-line method over their estimated useful lives, and is generally recognised in profit or loss. Land is not depreciated.

The estimated useful lives are as follows:

Freehold Buildings	Over 38 to 50 years
Motor Vehicles	Over 5 to 7 years
Furniture and Equipment	Over 10 years
Plant and Machinery	Over 10 years
EDP Equipment	Over 5 to 10 years
Improvement on Leasehold Premises	Over 4 to 10 years
Shop Furniture and Equipment	Over 7 years
EDP Equipment - Computer Servers	Over 7 years

Depreciation of an asset commences when the asset is available for use and ceases at the earlier of the date the asset is classified as held-for-sale and the date that the asset is derecognised.

Depreciation methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

(e) Derecognition

The carrying amount of an item of property, plant and equipment is derecognised on disposal or when no future economic benefits are expected from its use. Any gains and losses on derecognition are recognised (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) in the Statement of profit or Loss. Gains are not classified as Revenue.

(f) Assets in the Course of Construction

Capital expenditure incurred in relation to fixed assets which are not completed as at the reporting date are shown as capital work-in-progress and stated at cost. On completion, the related assets are transferred to property, plant and equipment. Depreciation on capital work-in-progress commences when the assets are ready for their intended use.

(g) Impairment of Property, Plant and Equipment

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses are recognised in the Statement of Profit or Loss, except that impairment losses in respect of property, plant and equipment previously revalued are recognised against the revaluation reserve through the statement of other comprehensive income to the extent that it reverses a previous revaluation surplus.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Profit or Loss unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase.

Notes to the Financial Statements

2.3.2 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, the investment properties are stated at fair values, which reflect market conditions at the reporting date.

Gains or losses arising from changes in fair values of investment properties are included in the Statement of Profit or Loss in the year in which they arise, including the corresponding tax effect. Fair values are evaluated annually by an accredited external, independent valuer.

Investment properties are derecognised either when they have been disposed of, or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. The difference between the net disposal proceeds and the carrying amounts of the asset is recognised in Statement of Profit or Loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner occupied property the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Derecognition of Investment Property

Investment properties are derecognised either when they have been disposed of, or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the Statement of Profit or Loss in the period of derecognition. If an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Non-Current Assets Held for Sale

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset or disposal group, excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the plan to sell the asset and the sale is expected to be completed within one year from the date of the classification. Property, plant and equipment, Investment Property and intangible assets are not depreciated or amortised once classified as held for sale. Assets classified as held for sale are presented separately as current assets in the Statement of Financial Position.

2.3.3 Intangible Assets

(a) Recognition and Measurement

An intangible asset is recognised if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably in accordance with LKAS 38 on "Intangible Assets".

The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets acquired separately are measured on initial recognition at cost. The costs of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Statement of Profit or Loss in the year in which the expenditure is incurred

(b) Subsequent Expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands are recognised in profit or loss as incurred.

(c) Subsequent Expenditure

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with finite useful lives are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit or Loss in the expense category that is consistent with the function of the intangible assets. Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

The estimated useful lives of intangible assets with finite lives are as follows:

The Class of Intangible Assets	Useful Life
Computer Software	10 years
Web site Development	10 years
Other Intangible Assets Externally Acquired	5 years

(d) Derecognition

Intangible assets are de-recognised on disposal or when no future economic benefits are expected from its use. Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit or Loss when the asset is derecognised.

(e) Research and development

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

The technical feasibility of completing the intangible asset so that it will be available for use or sale

Its intention to complete and its ability and intention to use or sell the asset

How the asset will generate future economic benefits

The availability of resources to complete the asset

The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation is recorded in cost of sales. During the period of development, the asset is tested for impairment annually.

(f) Trade mark

Trade marks purchased, being determined to have an indefinite useful life, are reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired

(g) Brand name

Brands acquired as part of a business combination, are capitalised if the Brand meets the definition of an intangible asset and the recognition criteria are satisfied. Brand Names, being determined to have an indefinite useful life, are reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired

(h) Other Intangible assets.

Other intangible assets which are acquired by the Group, with finite useful lives, are measured on initial recognition at cost. Following initial recognition ERP systems are carried at cost less accumulated amortisation and accumulated impairment losses

2.4. Financial Instruments

(a) Financial Assets

(i) Recognition and initial measurement

A financial instrument is any contract that gives rise to a financial asset of one entity and financial liability or equity instrument of another entity.

Receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) - debt investment; fair value through other comprehensive income (FVOCI) - equity investment;

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

it is held within a business model whose objective is to hold assets to collect contractual cash flows; and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Group financial assets classified and measured at amortised cost are limited to its Non Current financial Assets - Investments in debt instruments ,other receivables, short term investments and cash and cash equivalent.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Group has not designated any debt instruments as FVOCI.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements

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to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Group has not designated any equity investments as FVTPL.

Financial assets - Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets; how the performance of the portfolio is evaluated and reported to the Group's management; the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed; how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL

Financial assets - Assessment whether contractual cash flows are solely payments of principal and interest.

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

contingent events that would change the amount or timing of cash flows;

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

The Group has got trade and other receivables, loans due from related parties and amounts due from related parties, deposits, short term investments as financial assets at amortised cost.

(b) Financial Liabilities

(i) Recognition and initial measurement

A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition.

Financial liabilities at FVTPL are measured at fair value and gains and losses, including any interest expense, are recognised in profit or loss.

(ii) Subsequent measurement of financial

Liabilities

Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derecognition

Financial Assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial Liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

The Group has got trade and other payables, Amounts due to related parties, other financial liabilities and interest-bearing borrowings as financial liabilities at amortised cost.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously

2.4.1 Non-Derivative Financial Liabilities

The Group initially recognises debt securities issued and subordinated liabilities on the date that they are originated. All other liabilities are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group classifies non-derivative financial liabilities into other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction

costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise interest-bearing borrowings, bank overdrafts, amounts due to related parties, security deposits, trade and other payables and other financial liabilities due to customers.

Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the Statement of Cash Flows.

2.4.2 Derecognition of Financial Liability

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. Financial assets and liabilities are offset and the net amount presented in the Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset or settle the liability simultaneously.

2.4.3 Derivative financial instruments

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if certain criteria are met.

Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

2.4.4 Stated Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

2.4.5 Impairment

(a) Financial Assets

The Group except for Singer (Finance) PLC recognises loss allowances for ECLs on:

financial assets measured at amortised cost;

debt investments measured at amortised cost

Financial Assets measured at FVOCI

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

debt securities that are determined to have low credit risk at the reporting date; and

other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables is always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The Group considers a financial asset to be in default when:

the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

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The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and equity investments at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

significant financial difficulty of the borrower or issuer;

a breach of contract such as a default in payments the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; it is probable that the borrower will enter bankruptcy or other financial reorganisation; or the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the statement of financial position Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognised in OCI.

Write-off

The gross carrying amount of a financial

asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. For individual customers, the Group has a policy of writing off the gross carrying amount based on historical experience of recoveries of similar assets. For corporate customers, the Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures to recovery of amounts due.

Singer Finance (Lanka) PLC

The Group recognises loss allowances for ECL on the following financial instruments that are not measured at FVTPL:

financial assets that are debt instruments;

lease and loan receivables;

financial guarantee contracts issued; and loan commitments issued.

No impairment loss is recognised on equity investments.

The Group measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

debt investment securities that are determined to have low credit risk at the reporting date; and other financial instruments (other than lease receivables) on which credit risk has not increased significantly since their initial recognition.

Loss allowances for lease receivables are always measured at an amount equal to lifetime ECL.

The Group considers a debt investment security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Group does not apply the low credit risk exemption to any other financial instruments.

12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Financial instruments for which a 12-month ECL is recognised are referred to as 'Stage 1 financial instruments'.

Life-time ECL are the ECL that result from all possible default events over the expected life of the financial instrument. Financial instruments for which a lifetime ECL is recognised but which are not credit-impaired are referred to as 'Stage 2 financial instruments'.

Measurement of ECL

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive); financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows; undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive; -financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

The key inputs used for measurement of ECL is likely to be the term structures of the following variables:

Probability of Default (PD)

PD estimates are estimates at a certain date, which are calculated based on statistical models, and assessed using various categories based on homogeneous characteristics of exposures. These statistical models are based on internally compiled data comprising both quantitative and qualitative factors. The Group forecast PD by incorporating forward looking economic variables (unemployment, GDP growth, inflation, interest rate and using lag effect of these variables).

Loss Given Default (LGD)

LGD is the magnitude of the likely loss if there is a default. The Group estimates LGD parameters based on the history of recovery rates of claims against defaulted counterparties.

Exposure at default (EAD)

EAD represents the expected exposure in the event of a default. The Group derives the EAD from the current exposure to the counterparty and potential changes to the current amount allowed under the contract including amortisation. The EAD of a financial asset is its gross carrying amount.

The Group has used these parameters from internally developed statistical models using historical data. All inputs were adjusted to reflect forward-looking information and future economic scenarios.

Impairment losses and releases are accounted for and disclosed separately from modification losses or gains that are accounted for as an adjustment of the financial asset's gross carrying value.

The mechanics of the ECL method are summarised below:

Stage 1 : The 12 month ECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Group calculates the 12-month ECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.

Stage 2 : When a loan has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. The mechanics are similar to those explained above, including the use of multiple scenarios, but PDs and LGDs are estimated over the lifetime of the instrument. The expected cash shortfalls are discounted by an approximation to the original EIR.

Stage 3 : For loans considered credit-

impaired the Group recognises the lifetime expected credit losses. The method is similar to that of Stage 2 assets, with the PD set at 100%.

Restructured Financial Assets

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised and ECL are measured as follows.

If the expected restructuring will not result in derecognition of the existing asset, then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.

If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition. This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset

Credit-Impaired Financial Assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt financial assets carried at FVOCI, and finance lease receivables are credit-impaired (referred to as 'Stage 3 financial assets'). A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

significant financial difficulty of the borrower or issuer; a breach of contract such as a default or past due event; the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; it is becoming probable that the borrower will enter bankruptcy or other financial re-organisation; or the

disappearance of an active market for a security because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 180 days or more is considered credit-impaired even when the regulatory definition of default is different.

In making an assessment of whether an investment in sovereign debt is credit-impaired, the Group considers the following factors.

The market's assessment of creditworthiness as reflected in the bond yields.

The rating agencies' assessments of creditworthiness.

The country's ability to access the capital markets for new debt issuance.

The probability of debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness .

The international support mechanisms in place to provide the necessary support as 'lender of last resort' to that country, as well as the intention, reflected in public statements, of governments and agencies to use those mechanisms. This includes an assessment of the depth of those mechanisms and, irrespective of the political intent, whether there is the capacity to fulfil the required criteria.

Presentation of allowance for ECL in the statement of financial position.

Loss allowances for ECL are presented in the statement of financial position as follows:

financial assets measured at amortised cost as a deduction from the gross carrying amount of the assets;

loan commitments and financial guarantee contracts: generally, as a provision; where

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a financial instrument includes both a drawn and an undrawn component, and the Group cannot identify the ECL on the loan commitment component separately from those on the drawn component: the Group presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross amount of the drawn component is presented as a provision; and debt instruments measured at FVOCI.-no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance is disclosed and is recognised in the fair value reserve.

2.4.5.1 Impairment of Non-Financial Assets

The carrying amount of the Group's non-financial assets other than inventories and deferred tax assets are reviewed at each reporting date to determine whether there is an indication of impairment. If any such indication exists or when annual impairment testing for an asset is required, then the asset's recoverable amount is estimated.

For impairment testing, assets are grouped into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash flows of other assets or other cash-generating units (CGU). Goodwill arising from business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value, less costs to sell, an appropriate valuation model is used.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its estimated recoverable amount. Impairment losses are

recognised in profit and loss. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

2.4.6 Leases

2.4.6.1 Leases

(a) Group as a Lessee

Definition of a Lease

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in SLFRS 16 which is applicable to leases entered after 1st April 2019.

i. As a Lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end

of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from Group's existing financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

Fixed payments, including in-substance fixed payments;

Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

Amounts expected to be payable under a residual value guarantee; and

The exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in

an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero

The Group presents right-of-use assets that do not meet the definition of investment property and lease liabilities as a separate caption in the statement of financial position.

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term

ii. As a Lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

If an arrangement contains lease and non-lease components, then the Group applies SLFRS 15 to allocate the consideration in the contract

The Group applies the derecognition and impairment requirements in SLFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other revenue'

2.4.6.2 Finance Leases

(a) Finance Leases - Group as a Lessee

Finance leases that transfer substantially all risks and benefits incidental to ownership of the leased item to the Group, are capitalised at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability.

A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

b) Finance Leases - Group as a Lessor

When the Group is the lessor under the finance leases the amounts due under the finance leases, after deduction of unearned charges, are included in "lease rentals receivables", as appropriate. The finance income receivable is recognised in "interest income" over the periods of the leases so as to give a constant rate of return on the net investment in the leases

2.5 Inventories

Inventories are measured at the lower of cost and net realisable value, after making due allowances for obsolete and slow-moving items. Net realisable value (NRV) is the estimated selling price in the ordinary course of business, less the estimated cost of completion and selling expenses. Group assess the NRV by giving consideration to

future demand and condition of inventory and make adjustments to the value by making required provisions.

Raw Materials	At actual cost on first-in first-out basis
Finished Goods (Excluding Factory)	Weighted average cost
Finished Goods and Work-in-Progress at Piliyandala Factory, Factory Complex Regins and SIC	At the cost of direct materials, direct labour and an appropriate proportion of fixed production overheads, based on normal operating capacity
Goods-in-Transit	At actual cost
Supplies and Parts	Weighted average cost
Repossessed Goods	75% of its weighted average cost

2.6 Provisions

A provision is recognised in the Statement of Financial Position when the Group has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation and the amount of the provision can be measured reliably in accordance with LKAS 37 "Provisions, Contingent Liabilities and Contingent Assets". The amount recognised is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation at the date. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is determined based on the present value of those cash flows.

2.6.1 Provisions for Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighing of all possible outcomes against their associated probabilities. Provision is utilised to settle the actual claims made by the customers.

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2.6.2 Grants and Subsidies

Grants and subsidies are recognised where there is reasonable assurance that the grant or subsidy will be received and all attaching conditions, if any, will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Grants and subsidies related to assets, including non-monetary grants at fair value, are deferred in the Statement of Financial Position and credited to the Statement of Profit or Loss over the useful life of the asset.

2.6.3 Loyalty points programme

The Group has loyalty point programmes which allows customers to accumulate points that can be redeemed against subsequent purchases. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a contract liability until the points are redeemed. Revenue is recognised upon redemption of products by the customer.

When estimating the stand-alone selling price of the loyalty points, the Group considers the likelihood that the customer will redeem the points. The Group updates its estimates of the points that will be redeemed on a quarterly basis and any adjustments to the contract liability balance are charged against revenue

2.6.4 Dividend Payables

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are recommended and declared by the Board of Directors

2.6.5 Deposits due to Customers

These include term deposits and certificates of deposits of Singer Finance(Lanka) PLC.

Subsequent to initial recognition, deposits are measured at their amortised cost using the effective interest method, except where the Group designates liabilities at fair value

through profit or loss. Interest paid / payable on these deposits recognised in profit or loss

2.6.6 Contingent Liabilities

A contingent liability recognised is initially measured at its fair value. Subsequently, it is measured at the higher of the amount that would be recognised in accordance with the requirements for provisions above or the amount initially recognised less (when appropriate) cumulative amortisation recognised in accordance with the requirements for revenue recognition.

2.7. Employee Benefits

2.7.1 Defined Benefit Plan

The Group net obligation in respect of defined benefit plan is calculated by estimating the amount of future benefits that employees have earned in current and prior periods discounting that amount.

The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method, as recommended by LKAS 19- Employment Benefits. Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses are recognised immediately in OCI. The Group determines the net interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then net defined liability, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss. The Group recognised the gains and losses on the settlement of a defined benefit plan when the settlement occurs. When the benefits of the plan are changed or when a plan is curtailed the resulting change in benefit that relates to post service or the gain or the loss on curtailment is recognised immediately in profit or loss.

In accordance with the Payment of Gratuity Act No. 12 of 1983, entities within the Singer (Sri Lanka) PLC Group operating in Sri Lanka recognise a liability for gratuity payments to

employees only upon the completion of five years of continuous service.

The gratuity liability is not externally funded. The settlement of this liability is determined based on the legal liability method.

2.7.2 Defined Contribution Pans

Employees' Provident Fund/Mercantile Services Provident Society and Employees' Trust Fund

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Employees are eligible for contributions to Employees' Provident Fund/ Mercantile Services Provident Society and Employees' Trust Fund in line with the respective statutes and regulations. The Group contributes 12% and 3% of gross emoluments of employees to the Employees' Provident Fund, Mercantile Services Provident Society and the Employees' Trust Fund, respectively and is recognised as an expense in profit and loss in the periods during which services are rendered by employees.

2.7.3 Short-Term Benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past services provided by the employee and the obligation can be measured reliably.

2.8 Statement of Profit or Loss and Other Comprehensive Income

2.8.1 Revenue Recognition

Performance obligations and revenue recognition policies

The Group/Company recognises revenue from contracts with customers when control of the goods or services is transferred to the customer at an amount that reflects the consideration that the Group is to be entitled

in exchange for those goods or services. Determining the timing of the transfer of control of goods or services, at a point in time or over time, requires judgements taking into consideration the nature of goods or services that Group/Company offers.

Some contracts include multiple deliverables. Where the contracts include multiple performance obligations, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. Where these are not directly observable, they are estimated based on expected cost-plus margin.

The Group/Company disaggregate its revenue into following categories based on the nature, amount, timing of revenue and cash flows arising from contracts with customers.

- Sale of good (normal trading)
- Hire purchase sales
- Consignment arrangement
- Non-cash consideration
- Extended warranties
- Right to return goods
- Volume rebates
- AC project division
- Customer loyalty programme
- Principal versus agent evaluation
- Free services

2.8.2 Disaggregation of Revenue

SLFRS 15 requires an entity to disaggregate revenue recognised from contracts with customers into categories that depict how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors. The Group's contracts with customers are in similar nature and revenue from these contracts are not significantly affected by economic factors apart from the product and service categories. The Group believes objective of this requirement will be met by using two types of category timing of revenue and type of good and services (Note 3.b) .

Type of Product/ Service	Nature and timing of satisfaction of performance obligations including significant payment terms	Revenue recognition under SLFRS 15
Sale of Goods (Normal Trading Transactions)	Group sells goods to the customers on cash or credit basis. At the time of delivery of the goods to the customers, Group meets its performance obligation.	Revenue is recognised when the goods are delivered to the customers.
Sale of Goods (Hire Purchase Transactions)	Group sells its products to its customers by entering into Hire Purchase Agreements. At the time of delivery of the goods to the customers, Group meets its performance obligations.	Revenue is recognised when the goods are delivered to the customers. Transaction price is estimated by adjusting the consideration for the time value of money. As the HP agreements are based on market interest rates the cash price and the adjusted consideration has no significant difference.
Sale of Goods (Consignment Arrangements)	The Group sells goods to the customers through consignment arrangements with third parties. At the time of delivering the goods to the end-customers, the Group meets its performance obligations.	At the time of delivering the goods to the end-customers, the revenue is recognised.
Extended Warranty Income	The Group provides extended warranty for certain products by charging additional consideration from the client. The Group meets its performance obligations over the period of extended warranty.	The extended warranty fee income (net of taxes) is recognised over the period of Contract. Unrecognised income is accounted for as deferred revenue.
Income on Suraksha and Service Fees	When the Group sells goods under hire purchases, an additional fee is charged as Suraksha and service fee. This fee is calculated based on the value of the product. The Group meets its performance obligations over the period of the hire purchase contracts.	Revenue is recognised over the period of the hire purchase contract using effective interest rate. Unrecognised income is accounted for as unearned income.
Revenue on Customer Loyalty Program	The Group provides loyalty points where they could redeem such points for future purchases.	Revenue is deferred at the time of earning the loyalty points based on the expected redemption rate. Based on the actual redemptions the revenue is recognised.
Installation fee charged on AC products	The Group provides AC installation services to the customers at the time of selling the AC products. The Group meets its performance obligations over the period of AC Installation contracts.	Based on the stage of completion, installation fee is recognised as revenue.
Sewing school Income	Providing sewing and fashion educational services	Based on the course payments of the students

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2.8.2.1 Revenue Recognition Policy of Singer Finance (Lanka) PLC

Revenue is recognised to the extent that it is probable that control will pass to the customer and the revenue and associated costs incurred or to be incurred can be reliably measured. The following specific criteria are used for the purpose of recognition of revenue.

(a) Interest Income and Expense

Interest income and expense are recognised in profit or loss using the Effective Interest Rate (EIR) method. The EIR is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or liability. When calculating the EIR, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.

The calculation of the EIR includes transaction costs and fees and points paid or received that are an integral part of the EIR. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability. Interest income and expense presented in the Income Statement include:

Interest on financial assets and financial liabilities measured at amortised cost calculated using EIR method

(b) Over Due Interest

Over Due Interest have been accounted for on a cash received basis.

(c) Fees and Commission Income and Expense

Fees and commission income and expense that are integral to the EIR on a financial asset or liability are included in the measurement of the EIR. Other fees and commission income are recognised as the related services are performed.

(d) Net Gain / (Loss) from Trading

Net gain / (loss) from trading' comprise gains less losses related to trading assets and liabilities, and include all realised

and unrealised fair value changes and dividends.

(e) Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset. The amounts of borrowing costs which are eligible for capitalisation are determined in accordance with LKAS 23 – Borrowing Costs. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

2.8.3 Other income

2.8.3.1 Gains and losses

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the net sales proceeds with the carrying amounts of property, plant and equipment and are recognised net within "other income / Other expenses" in profit or loss respectively.

2.8.3.2 Dividend

Dividend income is recognised in profit or loss on the date the entity's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

2.8.3.3 Other income

Other income is recognised on an accrual basis.

2.8.4 Regulatory Provisions

(a) Deposit Insurance Scheme

In terms of the Finance Companies Direction No 2 of 2010 "Insurance of Deposit Liabilities" issued on 27th September 2010 all Registered Finance Companies are required to insure their deposit liabilities in the Deposit Insurance Scheme operated by the Monetary Board in terms of Sri Lanka Deposit Insurance Scheme Regulations No 1 of 2010 issued under Sections 32A to 32E of the Monetary Law Act with effect from 1st October 2010.

Deposits to be insured include demand, time and savings deposit liabilities and exclude the following.

Deposit liabilities to member institutions

Deposit liabilities to Government of Sri Lanka

Deposit liabilities to shareholders, directors, key management personnel and other related parties as defined in Finance Companies Act Direction No 03 of 2008 on Corporate Governance of Registered Finance Companies

Deposit liabilities held as collateral against any accommodation granted

Deposit liabilities falling within the meaning of dormant deposits in terms of the Finance Companies Act, funds of which have been transferred to Central Bank of Sri Lanka

Registered Finance Companies are required to pay a premium of 0.15% on eligible deposit liabilities as at end of the month to be payable within a period of 15 days from the end of the respective month.

(b) Debt Securities Issued and Subordinated Term Debts

These represent the funds borrowed by the Company for long-term funding requirements. Subsequent to initial recognition debt securities issued are measured at their amortised cost using the effective interest method, except where the Group designates debt securities issued at fair value through profit or loss. Interest paid/payable is recognised in profit or loss.

2.8.5 Reserve Fund

Singer Finance (Lanka) PLC is maintaining a reserve fund in compliance with Direction No. 01 of 2003 Central Bank (Capital Funds) issued to Finance Companies and it will be used for only the purpose specified in the said Direction above. The details of the reserve fund are disclosed in Note 23.1.

2.8.6 Expenditure Recognition

(a) Expenses are recognised in Profit and Loss on the basis of a direct association between the cost incurred and the earning of specific items of

income. All expenditure incurred in the running of the business and in maintaining the Property, Plant and Equipment in a state of efficiency has been charged to income in arriving at the profit for the year.

- (b) For the purpose of presentation of the Income Statement, the Directors are of the opinion that "function of expenses method" presents fairly the elements of the Group's performance and hence such presentation method is adopted.

2.8.7 Net Finance Cost

Finance income comprises interest income on funds invested interest income from related parties and which is recognised as it accrues in profit or loss, using the effective interest rate method.

Finance cost comprises interest payable on borrowings, interest on security deposits. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Foreign currency gains and losses are reported on a net basis as either finance income or finance cost depending on whether foreign currency movements are in net gain or net loss position.

2.8.8 Tax Expense

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in the Statement of Profit or Loss except to the extent that it relates to a business combination, or items recognised directly in Equity or in Other Comprehensive Income.

The Group has determined that interest and penalties related to income taxes including uncertain tax treatments do not meet the definition of Income taxes and there fore accounted for them under LKAS 36. Provision, Contingent Liabilities and Contingent Assets

(a) Current Tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation

authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current tax relating to items recognised directly in Other Comprehensive Income is recognised in Other Comprehensive Income and not in the Statement of Profit or Loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred Taxation

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss

In respect of taxable temporary differences associated with investments in subsidiaries, equity accounted investee and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset

or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss

Temporary differences in relation to Right-of-Use assets and a Lease liability are regarded separately, for the purpose of recognising deferred Tax.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside the Statement of Profit or Loss is recognised outside the Statement of Profit or Loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed.

The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or in the Statement of Profit or Loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the

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same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Tax on dividend income from subsidiaries is recognised as an expense in the Consolidated Statement of Profit or Loss at the same time as the liability to pay the related dividend is recognised.

(c) Value Added Tax (VAT) on Financial Services

The value base for the computation of value added tax on financial services is calculated by adjusting the depreciation computed on rates prescribed by the Department of Inland Revenue to the accounting profit before Income Tax and emoluments payable.

Emoluments payable include benefits in money and not in money including contribution or provision relating to terminal benefits.

With effect from January 01, 2022 VAT on financial services has been increased from 15% to 18% via an amendment to the VAT Act No. 14 of 2022

(d) Social Security Contribution Levy (SSCL)

The Social Security Contribution Levy (SSCL) Act No. 25 of 2022, has been passed in the parliament imposing a new levy on the turnover of persons.

The SSCL came into operations with effect from 01st October 2022 and the registration threshold was revised w.e.f 20th March 2025 as follows.

All persons with an aggregate annual turnover exceeding LKR 60,000,000 within 12 months

All persons with an aggregate total turnover exceeding LKR 15,000,000 within a quarter

The rate of SSCL is 2.5% on the "liable turnover". Liable turnover will vary as follows.

Importation of any article - 100% of the turnover

Manufacture of any article - 85% of the turnover

Service provider - 100% of the turnover

Wholesaler and retailer:

Sale of any article by a registered distributor, this includes all manufacturers and producers of any goods in Sri Lanka - 25% of the turnover

Wholesale or retail sale, excluding items mentioned under 1., including importation and sale - 50% of the turnover

2.9 Events After the Reporting Period

All material post reporting date events have been considered and where appropriate adjustments or disclosures have been made in the respective notes to the Financial Statements.

2.10 Earnings Per Share

The Group presents basic and diluted earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

2.11 Segment Reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating results are reviewed regularly by the Group Managing Director to make decisions regarding resources to be allocated to the segments and to assess its performance and for which discrete finance information is available.

Segment results that are reported to the Group MD include items directly attributable

to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the period to acquire Property, Plant and Equipment and intangible assets other than goodwill.

Segment information is presented in the respective Notes to the Financial Statements.

2.12 Statement of Cash Flows

The Cash Flow Statement has been prepared using the indirect method.

2.13 Changes in Accounting Policies and Disclosures

There are no changes to the accounting policies and disclosures during the financial year 2025/26. The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

2.14 Standards Issued but not yet Effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

• SLFRS 17 Insurance Contracts

SLFRS 17 is a comprehensive new accounting standard for insurance contracts, covering recognition, measurement, presentation, and disclosure. It replaces SLFRS 4 and applies to all types of insurance contracts, including life, non-life, direct insurance, reinsurance, as well as certain guarantees and financial instruments with discretionary participation features. The standard is built around the General Measurement Model, supported by two supplementary approaches: the Variable Fee Approach (VFA) for contracts with direct participation features; and the Premium Allocation

Approach (PAA), a simplified model mainly for short-duration contracts. SLFRS 17 is effective for annual reporting periods beginning on or after 1 January 2026, with comparative figures required. Early adoption is allowed if the entity also applies SLFRS 9 and SLFRS 15 by the date SLFRS 17 is first applied. SLFRS 17 does not have a material impact on the financial statements.

- **SLFRS 18 Presentation and Disclosure in Financial Statements**

SLFRS 18, which replaces LKAS 1, introduces significant enhancements to the way financial information is organised and communicated. The standard establishes new categories and subtotals in the statement of profit or loss to improve consistency and comparability across entities. It also requires entities to disclose management-defined performance measures together with clear explanations and reconciliations. In addition, SLFRS 18 introduces strengthened requirements regarding the location, aggregation, and disaggregation of financial information. SLFRS 18 and consequential amendments to other accounting standards are effective for annual reporting periods beginning on or after 1 January 2027. Early application is permitted. The potential impact of SLFRS 18 on the financial statements and the related notes is currently being identified and evaluated.

- **SLFRS 19 Subsidiaries without Public Accountability: Disclosures**

SLFRS 19 introduces reduced disclosure requirements for subsidiaries that do not have public accountability but continue to apply the full SLFRS recognition and measurement principles. The purpose of SLFRS 19 is to lessen the financial reporting burden on qualifying subsidiaries by simplifying disclosure requirements, while still ensuring that financial statements remain high-quality, consistent, and comparable. SLFRS 19 applies to Specified Business Enterprises as defined in the Sri Lanka

Accounting and Auditing Standards Act No. 15 of 1995. The Standard becomes effective for annual reporting periods beginning on or after 1 January 2027. Early application is permitted. The entity is not eligible to apply SLFRS 19.

- **Classification and Measurement of Financial Instruments – Amendments to SLFRS 9 and SLFRS 7**

The amendments introduce enhancements to the classification, measurement, derecognition, and disclosure requirements for financial instruments. Their objective is to strengthen transparency, promote greater consistency in financial reporting, and respond to emerging market developments, particularly features such as sustainability-linked terms and nature-dependent electricity contracts. These amendments are effective for annual reporting periods beginning on or after 1 January 2026. Early application is permitted. The amendments are not expected to have a material impact on the financial statements.

- **Annual Improvements to Sri Lanka Accounting Standards**

Narrow scope amendments as part of the periodic maintenance of Sri Lanka Accounting Standards will be adopted, if applicable, when they become effective.

Notes to the Financial Statements

3. Revenue

(a) Revenue Streams

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Revenue from Contracts with Customers	3.1	128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807
Total Revenue		128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807
(3.1) Revenue from Contracts with Customers					
Sale of Goods		106,781,779,562	73,340,625,223	106,663,186,211	73,342,963,414
Rendering of Services	3.2	21,794,111,204	14,969,215,295	7,460,419,723	5,899,942,393
Total Revenue		128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807
(3.2) Rendering of Services					
Interest Income on Hire Purchase		6,645,106,501	5,037,386,391	6,645,106,501	5,037,386,392
Interest Income on Leasing		4,534,157,846	3,316,053,281	-	-
Interest Income on Loans		7,965,309,474	4,559,994,635	-	-
Service Income		2,649,537,383	2,055,780,988	815,313,222	862,556,001
		21,794,111,204	14,969,215,295	7,460,419,723	5,899,942,393

(b) Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by major products, service lines and timing of revenue recognition.

For the Year ended 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
i) Major Products / Service Lines				
Consumer Electronics	13,147,131,442	10,904,182,693	13,147,131,442	10,904,182,693
Financial Services	21,784,295,204	14,959,399,295	7,460,419,723	5,899,942,393
Furniture	5,912,036,612	4,515,260,895	5,912,036,612	4,515,260,895
Home Appliances	43,576,020,459	30,667,312,560	43,457,427,108	30,659,834,852
Digital Products	26,740,488,213	18,661,595,305	26,740,488,213	18,661,595,305
Sewing	4,223,917,712	2,870,370,126	4,223,917,712	2,870,370,126
Other	13,192,001,124	5,731,719,644	13,182,185,124	5,731,719,543
Revenue from Contracts with Customers	128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807

For the Year ended 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
ii) Timing of Revenue Recognition				
Products and Services Transferred at a Point in Time	106,791,595,562	73,350,441,223	106,663,186,211	73,342,963,414
Products and Services Transferred Over Time	21,784,295,204	14,959,399,295	7,460,419,723	5,899,942,393
Revenue from Contracts with Customers	128,575,890,766	88,309,840,518	114,123,605,934	79,242,905,807

(C) Contract Balances

Following table provides information about contract liabilities from contracts with customers.

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Advances Received from Customers	27	1,277,849,698	578,465,841	1,277,849,698	578,465,841
Deferred Revenue	28	769,900,627	542,775,351	769,921,940	542,761,089
Warranty Provision	27.1	1,052,847,215	661,952,420	1,036,143,963	647,421,006
		3,100,597,540	1,783,193,612	3,083,915,601	1,768,647,936

The presentation and classification of Revenue of the previous period has been amended for better presentation and to be comparable with those of the current period.

4. Operating Segments Information

4.1 Segments

The following strategic divisions are the group's reportable Segments. These Divisions offer different products and services, which are managed separately as they require different technology and market strategies.

Segment	Products and Services
Consumer Electronics	Televisions, Audios, DVD and Other Electronic Products
Financial Services	Leasing, Hire Purchase and Loans
Furniture	Wood and Layered Furniture, Sofa Sets and Steel Furniture, Mattresses and Pantry Sets
Home Appliances	Refrigerators, Washing Machines, Deep Freezers, Bottle Coolers, Air Conditioners, Fans, Small Appliances and Kitchen Appliances
Digital Products	Computers, Mobile Phones and Accessories
Sewing	Domestic and Industrial Sewing Machines and General Merchandise
Others	Water Pumps, Paddy Threshers, Tractors, Solar Systems, Three-wheelers, E-bikes, Starlink satellite internet connections and Security Surveillance

4.2 Segmental Analysis of Revenue is as follows:

For the Year ended 31st March	Group		Company	
	2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Consumer Electronics	13,147,131	10,904,183	13,147,131	10,904,183
Financial Services	21,784,295	14,969,216	7,460,420	5,899,942
Furniture	5,912,037	4,515,261	5,912,037	4,515,261
Home Appliances	43,576,020	30,667,313	43,457,427	30,659,835
Digital products	26,740,488	18,661,595	26,740,488	18,661,595
Sewing	4,223,919	2,870,370	4,223,918	2,870,370
Other	13,192,001	5,721,903	13,182,185	5,731,720
	128,575,891	88,309,841	114,123,606	79,242,906

Notes to the Financial Statements

4.3 Segmental Analysis of Profit Before Tax is as follows:

For the Year ended 31st March	Group		Company	
	2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Consumer Electronics	1,574,420	1,152,826	1,574,420	999,848
Financial Services	5,915,637	3,435,360	2,239,805	1,685,843
Furniture	523,973	229,658	523,973	229,658
Home Appliances	5,040,455	2,793,966	4,630,119	2,697,445
Digital Products	1,587,928	869,651	1,587,928	869,651
Sewing	433,021	296,044	433,021	296,044
Others	848,734	305,527	833,332	297,475
Impairment Loss on Trade and Other Receivables	(1,031,192)	(543,500)	(638,357)	(310,855)
Operating Profit	14,892,976	8,539,532	11,184,241	6,765,109
Net Finance Cost	(2,294,475)	(1,648,088)	(2,650,251)	(2,098,574)
VAT on Financial Services	(1,157,711)	(669,735)	(170,000)	(83,000)
Profit Before Tax	11,440,790	6,221,709	8,363,990	4,583,535

4.4 There are no separately distinguishable assets and liabilities for the above segments.

5. Other Income

For the Year ended 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Dividend Income	247,520	228,565	-	-
Gain on Disposal of Property Plant and Equipment	-	10,370,824	-	10,370,824
Miscellaneous Income	669,560,813	413,003,243	282,661,508	153,773,987
Income from Bill Collection Services	89,845,362	74,893,784	89,845,362	74,893,784
Gain on Fair value of Investment Property	34,348,000	29,502,000	898,000	29,502,000
	794,001,695	527,998,416	373,404,870	268,540,595

Miscellaneous income mainly includes income received from Singer Business School, Insurance commissions and Insurance receivable for floods and fire.

6. Finance Income

For the Year ended 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Interest on Related Party Receivables	-	-	3,753,341	5,609,397
Interest Income on Short Term Investments	510,927,089	462,048,158	146,002,940	74,680,103
Foreign Exchange Gains	759,043,385	1,065,061,127	740,091,056	988,721,550
	1,269,970,474	1,527,109,285	889,847,337	1,069,011,050

7. Finance Cost

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Interest on Overdrafts and Loans		(2,762,156,369)	(2,462,676,338)	(2,725,108,039)	(2,439,355,056)
Interest on Lease Liabilities *		(606,830,480)	(549,405,154)	(604,005,712)	(545,344,020)
Interest on Security Deposits	26	(195,458,631)	(163,115,884)	(195,458,631)	(163,115,884)
Interest on Related Party Payables		-	-	(15,526,136)	(19,769,981)
		(3,564,445,480)	(3,175,197,376)	(3,540,098,518)	(3,167,584,941)
Net Finance Cost**		(2,294,475,006)	(1,648,088,091)	(2,650,251,181)	(2,098,573,891)

* Interest on Lease Liability – Singer Finance (Lanka) PLC has included interest on Lease Liabilities under Direct Interest Cost in the Statement of Profit or Loss and Other Comprehensive Income.

** Finance Cost (Note 7) Less Finance Income (Note 6)

8. Profit Before Tax

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Stated After Charging all Expenses including the Following:					
Executive Directors' Emoluments		263,442,916	106,038,662	224,201,607	69,860,232
Non-Executive Directors' Fees		27,383,343	26,600,012	17,033,343	16,500,012
Auditors' Remuneration - Statutory Audit		6,505,466	5,835,840	5,790,271	5,216,460
- Audit Related Services		6,921,894	2,501,717	1,110,000	1,000,000
- Non-Audit Services		4,937,480	3,551,594	451,000	1,940,725
Impairment Provision for Trade and other receivables	8.1	1,031,191,630	543,499,943	638,356,757	310,855,420
Provision for Inventories	16.1	737,130,712	486,073,393	732,685,005	513,297,064
Amortisation of Intangible Assets	13.8	60,265,692	59,313,392	41,736,455	42,784,803
Depreciation of Property, Plant and Equipment	11.9/11.17	867,548,139	777,028,288	656,745,284	603,929,850
Depreciation of Right of Use Asset	11.21.1	1,352,575,056	1,175,293,907	1,176,824,391	1,027,609,229
Personnel Costs	8.2	7,403,282,243	5,797,068,180	5,469,528,163	4,425,172,616
Loss on Disposal of Property, Plant and Equipment		10,587,519	11,888,565	597,888	11,751,804
Donations		518,256	773,975	503,256	773,975
Royalty		1,284,183,566	882,342,926	1,141,236,059	792,429,058

Notes to the Financial Statements

8.1 Impairment Provision for Trade and Other Receivables

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
(Reversal)/Provision for impairment of Hire Purchase Receivables	17.3	244,138,956	(60,593,185)	244,136,456	(60,574,064)
Provision for impairment on Lease Receivables	17.3	188,234,335	37,271,242	-	-
Provision for impairment on Loan Receivables	17.3	204,598,038	195,392,402	-	-
Provision for impairment on Trade Receivables	17.3	197,702,568	60,227,907	197,702,568	110,227,907
Provision for impairment on Other Receivables	17.3	196,517,733	311,201,577	196,517,733	261,201,577
		1,031,191,630	543,499,943	638,356,757	310,855,420

8.2 Personnel Costs

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Salaries and Other Staff Related Expenses		6,125,510,355	4,817,789,463	4,388,722,088	3,606,648,743
Provision for Employee Benefit Obligations	25.6	253,958,718	235,300,767	207,217,043	194,665,649
Defined Contribution Plan Costs - EPF, ETF and MSPS		1,023,813,170	743,977,950	873,589,032	623,858,224
		7,403,282,243	5,797,068,180	5,469,528,163	4,425,172,616

9. Tax Expenses / (Reversal)

For the Year ended 31st March	Note	Group		Company	
		2026	2025	2026	2025
		Rs.	Rs.	Rs.	Rs.
Current Income Tax Expenses					
Income Tax on Current Year Profits	9.1	4,109,071,148	2,242,041,851	2,870,724,299	1,505,852,019
Under Provision in Respect of Previous Year	9.1	40,663,141	87,857,168	40,070,973	5,070,034
		4,149,734,289	2,329,899,019	2,910,795,272	1,510,922,053
Deferred Tax					
Deferred Tax Reversal Recognised in statement of Profit or Loss	9.2	(367,074,832)	(286,451,518)	(294,006,407)	(129,416,225)
		3,782,659,457	2,043,447,501	2,616,788,865	1,381,505,828

9.1 Reconciliation Between Accounting Profit and Taxable Profit

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Profit Before Tax		11,440,790,176	6,221,709,434	8,363,990,017	4,583,535,283
Aggregate Disallowable Expenses		7,177,494,899	4,878,070,399	5,428,642,361	3,530,170,026
Aggregate Tax Deductible Expenses		(4,790,229,690)	(3,585,833,025)	(4,223,551,381)	(3,094,198,576)
Taxable Income		13,828,055,385	7,513,946,808	9,569,080,997	5,019,506,733
Current Income Tax @ 20%		78,690,935	24,284,384	-	-
Current Income Tax @ 30%		4,030,380,213	2,217,757,467	2,870,724,299	1,505,852,019
Income Tax on Current Year Profits	9	4,109,071,148	2,242,041,851	2,870,724,299	1,505,852,019
Under Provision in Respect of Previous Year		40,663,141	87,857,168	40,070,973	5,070,034
Income Tax Expense		4,149,734,289	2,329,899,019	2,910,795,272	1,510,922,053

9.1.1 Income Tax has been calculated at a tax rate of 30% for all group companies except Regnis Appliances (Pvt) Ltd. Regnis Appliances (Pvt) Ltd being a BOI registered entity is liable to pay income tax at the rate of 20%.

9.2 Deferred Tax Expense-(Reversal) in statement of Profit or Loss

For the Year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Deferred Tax Expense/(Income) arising due to					
Reversal of Temporary Differences During the Year	24.2	(369,410,832)	(284,789,503)	(294,006,407)	(129,416,225)
Deferred Tax relating to Change in Fair Value of Investment Property - Realty & Distributors Ltd.	24.2	10,034,991			
Deferred Tax impact on Unrealised Profit in Inventory	24.2	(7,698,991)	(1,662,015)	-	-
		(367,074,832)	(286,451,518)	(294,006,407)	(129,416,225)

9.3 Deferred Tax has been computed using the enacted tax rate of 30% and 20% applicable for the entities in the group.

Deferred tax has been calculated in accordance with SLFRS 12 - Income Taxes at a rate of 30% for all entities within the Group, except for Regnis Appliances (Pvt.) Ltd for which a rate of 20% has been applied.

Notes to the Financial Statements

9.4 Deferred Tax (Reversal) /Income Recognised in Other Comprehensive Income

For the Year ended 31st March	Note	2026			2025		
		Before Tax	Tax (Expense)/ Income	Net of Tax	Before Tax	Tax (Expense)/ Income	Net of Tax
		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Group							
Revaluation Gain on Land and Building	11.7	-	-	-	620,825,783	(186,247,735)	434,578,048
Actuarial Gain /(Loss) on Employee Benefit Obligations	25.6	(12,479,889)	3,616,808	(8,863,081)	18,156,513	(5,482,913)	12,673,600
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	(505,538)	151,661	(353,877)	142,688	(42,806)	99,882
		(12,985,427)	3,768,469	(9,216,958)	639,124,984	(191,773,454)	447,351,530
Company							
Revaluation Gain on Land and Building	11.7	-	-	-	620,825,783	(186,247,735)	434,578,048
Actuarial Gain /(Loss) on Employee Benefit Obligations	25.6	59,222,815	(17,766,845)	41,455,970	(33,259,821)	9,977,946	(23,281,875)
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	(505,538)	151,661	(353,877)	142,688	(42,806)	99,882
		58,717,277	(17,615,184)	41,102,093	587,708,650	(176,312,595)	411,396,055

10. Earnings per Share

10.1 Basic Earnings per Share

Basic Earnings Per Share is calculated by dividing the Profit for the Year attributable to the Ordinary Shareholders by the weighted average number of Ordinary Shares outstanding during the Year.

10.2 Diluted Earnings Per Share

The Calculation of Diluted earnings per share is based on dividing the profit attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding after adjustment for the effect of all dilutive potential ordinary shares.

10.3 The following reflects the income and weighted average number of ordinary shares used in the Basic/Diluted Earnings per Share computations:

For the Year ended 31st March	Note	Group		Company	
		2026	2025	2026	2025
Profit Attributable to Ordinary Shareholders					
Profit for the Year (Rs.)		7,658,130,719	4,178,261,933	5,747,201,152	3,202,029,455
Profit Attributable to Owners of the Company (Rs.)		7,341,997,227	4,007,321,130	5,747,201,152	3,202,029,455
Number of Ordinary Shares in issue					
Weighted Average Number of Ordinary Shares	10.3.1	1,167,617,912	1,167,617,912	1,167,617,912	1,167,617,912
Earnings per Share - Basic - (Rs.)		6.29	3.43	4.92	2.74

10.3.1 Weighted Average Number of Ordinary Shares

For the Year ended 31st March	Group		Company	
	2026	2025	2026	2025
No of shares at the Beginning of the Year	1,167,617,912	1,167,617,912	1,167,617,912	1,167,617,912
No of shares at the end of the Year	1,167,617,912	1,167,617,912	1,167,617,912	1,167,617,912

11 Property, Plant and Equipment

11.1 Gross Carrying Value - Group

As at 31st March	Balance as at 1st April 2025	Additions/ Transfers	(Disposals)/ (Transfers)	Balance as at 31st March 2026 Rs.
	Rs.	Rs.	Rs.	

At Cost

Motor Vehicles	164,296,240	62,317,453	(2,807,547)	223,806,146
Furniture & Equipment	831,024,871	219,808,485	(27,529,203)	1,023,304,153
Plant & Machinery	1,636,944,859	202,380,364	(18,622,991)	1,820,702,232
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	1,439,175,951	227,781,344	(10,720,957)	1,656,236,338
Shop Furniture	1,079,350,488	84,001,518	(2,176,497)	1,161,175,509
Shop Equipment	2,014,985,813	127,470,044	(9,364,085)	2,133,091,772
Improvements on Leasehold Premises	2,439,567,742	460,821,862	(25,732,061)	2,874,657,543
	9,605,421,778	1,384,581,070	(96,953,341)	10,893,049,507

At Valuation

Freehold Land	4,173,445,000	83,860	(113,600,000)	4,059,928,860
Freehold Building	1,670,113,250	143,989,769	(25,839,955)	1,788,263,064
	5,843,558,250	144,073,629	(139,439,955)	5,848,191,924

Gross Carrying Value Excluding Capital WIP	15,448,980,028	1,528,654,699	(236,393,296)	16,741,241,431

Capital Work -in-progress

Machinery and Equipment	133,473,139	131,067,760	(191,943,856)	72,597,043
Total Capital Work -in-progress	133,473,139	131,067,760	(191,943,856)	72,597,043
Total Gross Carrying Value	15,582,453,167	1,659,722,459	(428,337,152)	16,813,838,474

As at 31st March	Balance as at 1st April 2024	Additions/ Transfers	(Disposals)/ (Transfers)	Balance as at 31st March 2025 Rs.
	Rs.	Rs.	Rs.	

Total Gross Carrying Value	14,301,066,389	1,563,963,624	(282,576,846)	15,582,453,167

Notes to the Financial Statements

11.2 Depreciation and Impairment Losses - Group

As at 31st March	Balance as at 1st April 2025 Rs.	Charge for the year Rs.	(Disposals)/ Transfers In/ (Transfers Out) Rs.	Balance as at 31st March 2026 Rs.
Freehold Building	27,616,272	165,999,195	(19,015,590)	174,599,877
Motor Vehicles	148,476,322	4,042,810	(2,757,547)	149,761,585
Furniture & Equipment	432,922,515	118,520,853	(23,981,010)	527,462,358
Plant & Machinery	1,196,362,191	109,599,777	(17,157,642)	1,288,804,326
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	895,583,384	131,638,162	(9,664,696)	1,017,556,850
Shop Furniture	886,919,803	56,668,125	(1,441,269)	942,146,659
Shop Equipment	1,576,114,759	141,637,398	(8,070,135)	1,709,682,022
Improvements on Leasehold Premises	1,609,536,307	139,441,819	(18,099,179)	1,730,878,947
Total Depreciation and Impairment Loss	6,773,607,367	867,548,139	(100,187,068)	7,540,968,438

As at 31st March	Balance as at 1st April 2024 Rs.	Charge for the year Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2025 Rs.
Total Depreciation and Impairment Losses	6,158,335,220	777,028,288	(161,756,141)	6,773,607,367

11.3 Net Carrying Values - Group

As at 31st March	Group	
	2026 Rs.	2025 Rs.
Freehold Land	4,059,928,860	4,173,445,000
Freehold Building	1,613,663,187	1,642,496,979
Motor Vehicles	74,044,561	15,819,919
Furniture & Equipment	495,841,795	398,102,357
Plant & Machinery	531,897,906	440,582,668
E.D.P. Equipment	638,679,488	543,592,569
Shop Furniture	219,028,850	192,430,685
Shop Equipment	423,409,750	438,871,055
Improvements on Leasehold Premises	1,143,778,596	830,031,435
Total Capital Work -in-progress	72,597,043	133,473,140
Total Carrying Value of Property , Plant and Equipment	9,272,870,036	8,808,845,807

11.3 .1 Carrying Value

As at 31st March	2026 Rs.	2025 Rs.

At Cost	3,599,277,989	2,992,903,828
At Valuation	5,673,592,047	5,815,941,979
Total Carrying Amount of Property, Plant & Equipment	9,272,870,036	8,808,845,807

11.4 During the financial year, the Group acquired Property, Plant and Equipment to the aggregate value of Rs. 1,384,581,070/- (2024/25 Rs. 864,021,882/-) on a cash basis.

11.4.1 As at 31 March 2026, Capital Work in Progress (CWIP) amounted to Rs. 72.6 million, representing payments made towards assets under construction and installation relating to the Regnis factory infrastructure development.

11.5 The carrying amount of the revalued assets that would have been included in the Financial Statements had the assets been carried at cost would be as follows:

As at 31st March	Carrying Amount 2026 Rs.	Carrying Amount 2025 Rs.

Land	112,593,796	112,593,796
Building	317,802,759	327,115,482
Total Carrying Value	430,396,555	439,709,278

11.6 Land and buildings were revalued during the Financial Year 2024/25 by Messers P B Kalugalagedara, Chartered Valuation Surveyor (UK), FIV (Sri Lanka) , MSIZ (Zambia), IRRV (UK) ,FRICS (UK), Corporate and Registered Valuer (Sri Lanka) & Messers S Sivaskantha, FIV (Sri Lanka), Chartered Valuer,B.Sc. in Estate Management & Valuation (Sri Lanka), Diploma in Valuation (Sri Lanka).The results of such revaluation were incorporated in 2024/25 Financial statements from its effective date which is 31st March 2025.Such assets were valued on Direct Capital Consumption Method with the depreciated value of building added on to the current open market value of land.

Gain on Revaluation of Land and Buildings -2025/2026 not revalued. (2024/25 - Rs. 620,825,783/-)

Notes to the Financial Statements

11.7 Amounts by which values have been increased and decreased in respect of Land and Buildings revalued by the Independent Qualified Valuers are indicated below.

Company	Location	Address	Revaluation Surplus	
			2026 Rs.	2025 Rs.
Singer (Sri Lanka) PLC	Ambalantota	Main Street, Ambalantota.	-	7,713,924
	Balangoda	Ratnapura Road, Balangoda.	-	2,856,684
	Bandarawela	Main Street, Bandarawela.	-	2,332,184
	Borella	D.S.Senanayaka Mawatha, Borella.	-	3,600,956
	Chilaw	Bazaar Street, Chilaw.	-	6,883,964
	Colpetty	No 143, Galle Road, Colombo 03.	-	3,934,052
	Eheliyagoda	Ratnapuara Road, Eheliyagoda.	-	3,088,568
	Embilipitiya	Colombo Road, Pallegama, Embilipitiya.	-	(518,212)
	Galle	Main Street, Galle.	-	(1,220,116)
	Gampaha	Colombo Road, Gampaha.	-	23,093,824
	Hikkaduwa	Galle Road, Hikkaduwa.	-	9,192,892
	Kadawatha	Kandy Road, Kadawatha.	-	3,082,356
	Kandy- Mega	Sirimavo Bandaranayake Mawatha, Kandy.	-	6,716,620
	Katugastota	Madawala Road, Katugastota.	-	309,972
	Kirindiwella	Gampaha Road, Kirindiwella	-	3,148,016
	Kurunegala	Bodhiraja Mawatha, Kurunegala	-	5,998,560
	Maharagama	High Level Road, Maharagama.	-	4,445,024
	Matara	Anagarika Dharmapala Mawatha, Matara.	-	7,138,740
	Middeniya	Katuwana Road, Middeniya.	-	1,153,508
	Mount Lavinia	Galle Road, Mount Lavinia.	-	4,769,444
	Mount Lavinia-Mega	Galle Road, Mount Lavinia.	-	3,150,632
	Nawalapitiya	Kotmale Road, Nawalapitiya.	-	2,794,136
	Negombo	Greens Road, Negombo.	-	6,036,220
	Nuwara-Eliya	Kandy street, Nuwara-Eliya.	-	4,100,996
	Panadura	Galle Road, Panadura.	-	13,159,488
	Piliyandala	Gonamaddita Road, Piliyandala.	-	76,420,760
	Pussellawa	Nuwaraeliya Road, Pussellawa.	-	5,817,316
	Rathnapura	Colombo road, Rathnapura.	-	4,458,468
	Tangalle	Matara Road, Tangalle.	-	2,322,076
	Trincomalee	North Coast Road, Trincomalee	-	3,030,924
	Wellawatta	Galle Road, Wellawatta.	-	(3,270,256)
	Ratmalana	No 52, Ferry Road, Off Borupona Road, Ratmalana.	-	227,487,517
	Ratmalana	No.02, 5th Lane Ratmalana	-	166,376,546
	Ratmalana	No.435 Galle Road Ratmalana	-	11,220,000
			-	620,825,783

11.8 The amount of fully-depreciated assets included in the Property, Plant and Equipment are as follows.

As at 31st March	2026 Rs.	2025 Rs.
Fully depreciated Fixed Assets	4,753,478,662	4,111,117,440

11.9 Depreciation charge for the year is included in the following line items of the Statement of Profit or Loss and Other Comprehensive Income:

For the year ended 31st March	2026 Rs.	2025 Rs.
Cost of Sales	131,982,838	151,717,104
Administrative Expenses	735,565,301	625,311,184
Total Depreciation charge for the year	867,548,139	777,028,288

11.10 Gross Carrying Value - Company

As at 31st March	Balance as at 1st April 2025	Additions /Transfers Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2026 Rs.

At Cost

Motor Vehicles	164,051,238	2,723,703	(2,807,547)	163,967,394
Furniture & Equipment	348,079,704	24,165,964	(13,162,188)	359,083,480
Plant & Machinery	1,386,808,273	68,085,352	(18,622,991)	1,436,270,634
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	1,149,137,758	224,270,723	(10,720,957)	1,362,687,524
Shop Furniture	1,079,350,488	84,001,517	(2,176,497)	1,161,175,508
Shop Equipment	2,016,862,656	127,470,044	(9,364,084)	2,134,968,616
Improvements on Leasehold Premises	1,746,139,430	460,821,862	(25,732,061)	2,181,229,231
	7,890,505,361	991,539,165	(82,586,325)	8,799,458,201

At Valuation

Freehold Land	3,930,445,000	83,860	-	3,930,528,860
Freehold Building	1,627,113,249	57,728,470	-	1,684,841,719
	5,557,558,249	57,812,330	-	5,615,370,579

Capital Work -in-progress

Machinery and Equipment	31,345,928	131,067,760	(89,816,646)	72,597,042
Total Capital Work -in-progress	31,345,928	131,067,760	(89,816,646)	72,597,042

Total Gross Carrying Value	13,479,409,538	1,180,419,255	(172,402,971)	14,487,425,822

As at 31st March	Balance as at 1st April 2024	Additions / Transfers Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2025 Rs.

Total Gross Carrying Value	12,516,143,964	1,238,055,521	(274,789,947)	13,479,409,538

Notes to the Financial Statements

11.11 Depreciation and Impairment Losses - Company

As at 31st March	Balance as at 1st April 2025 Rs.	Charge for the year Rs.	(Disposals) / Transfers In/ (Transfers Out) Rs.	Balance as at 31st March 2026 Rs.
Freehold Buildings	-	82,723,753	-	82,723,753
Motor Vehicles	148,397,548	2,748,122	(2,757,547)	148,388,123
Furniture & Equipment	256,724,246	19,799,124	(13,162,188)	263,361,182
Plant & Machinery	1,033,662,006	83,688,956	(17,157,642)	1,100,193,320
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	716,554,241	130,152,810	(9,664,696)	837,042,355
Shop Furniture	886,919,801	56,668,125	(1,441,269)	942,146,657
Shop Equipment	1,576,114,760	141,637,399	(8,070,135)	1,709,682,024
Improvements on Leasehold Premises	1,220,433,340	139,326,995	(18,099,179)	1,341,661,156
Total Depreciation and Impairment Losses	5,838,881,756	656,745,284	(70,352,656)	6,425,274,384

As at 31st March	Balance as at 1st April 2024 Rs.	Charge for the year Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2025 Rs.
Total Depreciation and Impairment Losses	5,377,982,793	603,929,850	(143,030,887)	5,838,881,756

11.12 Net Carrying Value -Company

As at 31st March	Company	
	2026 Rs.	2025 Rs.
Freehold Land	3,930,528,860	3,930,445,000
Freehold Building	1,602,117,966	1,627,113,249
Motor Vehicles	15,579,271	15,653,690
Furniture & Equipment	95,722,298	91,355,457
Plant & Machinery	336,077,314	353,146,267
E.D.P. Equipment	525,645,169	432,583,518
Shop Furniture	219,028,851	192,430,691
Shop Equipment	425,286,592	440,747,896
Improvements on Leasehold Premises	839,568,075	525,706,090
Total Capital Work -in-progress	72,597,042	31,345,928
Total Carrying Value of Property , Plant and Equipment	8,062,151,438	7,640,527,786

11.12.1 Carrying Value

As at 31st March	Company	
	2026 Rs.	2025 Rs.
At Cost	2,529,504,612	2,082,969,537
At Valuation	5,532,646,826	5,557,558,249
Total Carrying Amount of Property, Plant & Equipment	8,062,151,438	7,640,527,786

11.13 During the financial year, the Company acquired Property, Plant and Equipment to the aggregate value of Rs.991,539,166 /- (2024/25 - Rs. 629,106,987/-) on cash basis.

11.13.1 As at 31 March 2026, Capital Work in Progress (CWIP) amounted to Rs. 72.6 million, representing payments made towards assets under construction and installation relating to the Regnis factory infrastructure development.

11.14 Land and buildings were revalued during the Financial Year 2024/25 by Messers P B Kalugalagedara, Chartered Valuation Surveyor (UK) FIV (Sri Lanka) , MSIZ (Zambia) , IRRV (UK) ,FRICS (UK), Corporate and Registered Valuer (Sri Lanka) & Messers S Sivaskantha, FIV (Sri Lanka), Chartered Valuer,B.Sc. in Estate Management & Valuation (Sri Lanka), Diploma in Valuation (Sri Lanka).The results of such revaluation were incorporated in the 2024/25 Financial statements from its effective date which is 31st March 2025.Such assets were valued on Direct Capital Consumption Method with the depreciated value of building added on to the current open market value of land.

Gain on Revaluation of Land and Buildings -2025/26 Assets not revalued (2024/25 - Rs 620,825,783/-)

11.15 The carrying amount of the revalued assets that would have been included in the Financial Statements had the assets been carried at cost would be as follows:

As at 31st March	Carrying Amount 2026 Rs.	Carrying Amount 2025 Rs.
Land	100,851,000	100,851,000
Building	248,630,334	257,943,057
Total carrying amount	349,481,334	358,794,057

11.16 The amount of fully-depreciated assets included in the Property,Plant and Equipment are as follows.

As at 31st March	2026 Rs.	2025 Rs.
Fully depreciated Assets	4,139,753,212	3,793,789,905

11.17 Depreciation charge for the year is included in the following line items in the Statement of Profit or Loss and Other Comprehensive Income

As at 31st March	2026 Rs.	2025 Rs.
Cost of Sales	104,220,577	133,994,270
Administration Expenses	552,524,707	469,935,580
Total Depreciation charge for the year	656,745,284	603,929,850

Notes to the Financial Statements

11.18 Information on the Freehold Land and Buildings of the Group

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Attidiya								
No.190, Main Rd, Attidiya, Dehiwala	6.20	1	2,260	22,000,000	11,000,000	3,548,387	4,867	33,000,000
Ahangama								
No 24A, Matara Rd, Ahangama	14.00	1	1,630	21,000,000	9,000,000	1,500,000	5,521	30,000,000
Ambalantota								
Main Street,Ambalantota.	6.60	1	1,885	23,150,000	15,150,000	3,507,576	8,037	38,300,000
Ambanpola								
No.108 Yaluwewa,Ambanpola.	10.00	-	-	6,000,000	-	600,000	-	6,000,000
Balangoda								
Ratnapura Road,Balangoda.	6.20	1	2,080	26,000,000	11,500,000	4,193,548	5,529	37,500,000
Bandarawela								
Main Street,Bandarawela.	4.10	1	2,660	14,800,000	14,500,000	3,609,756	5,451	29,300,000
Borella								
D.S.Senanayaka Mawatha,Borella.	4.64	1	2,310	77,900,000	15,000,000	16,788,793	6,494	92,900,000
Chilaw								
Bazaar Street,Chilaw.	13.05	1	4,120	54,000,000	24,750,000	4,137,931	6,007	78,750,000
Colpetty								
No 143, Galle Road,Colombo 03.	3.35	1	1,440	63,500,000	7,000,000	18,955,224	4,861	70,500,000
Eheliyagoda								
Ratnapuara Road,Eheliyagoda.	5.73	1	1,660	18,000,000	9,600,000	3,141,361	5,783	27,600,000
Embilipitiya								
Colombo Road,Pallegama,Embilipitiya.	4.60	1	2,070	21,000,000	12,000,000	4,565,217	5,797	33,000,000
Galle								
Main Street,Galle.	2.84	1	2,250	16,800,000	11,000,000	5,915,493	4,889	27,800,000
Galle								
No 13&15, Wackwella Rd, Galle	12.00	-	-	60,000,000	-	5,000,000	-	60,000,000
Gampaha								
Colombo Road,Gampaha.	17.87	1	7,870	86,600,000	44,800,000	4,846,111	5,693	131,400,000
Hikkaduwa								
Galle Road,Hikkaduwa.	8.74	1	2,400	34,500,000	17,000,000	3,947,368	7,083	51,500,000
Kadawatha								
Kandy Road, Kadawatha.	3.80	1	1,150	25,000,000	15,000,000	6,578,947	13,043	40,000,000
Kadawatha								
No 430/1,Ganemulla Road,Ihala-								
Karagahamuna,Kadawatha	4.38	-	-	19,000,000	-	4,337,900	-	19,000,000
Kalawana								
No. J63A,Watapotha Road,Nivithigala,Rathnapura.	259	-	-	4,000,000	-	15,464	-	4,000,000
Kandy								
No 129, Kotugodella VEDIYA, Kandy	9.55	1	2,900	48,000,000	14,000,000	5,026,178	4,828	62,000,000
Kandy- Mega								
Sirimavo Bandaranayake Mawatha,Kandy.	15.70	1	12,840	51,000,000	70,800,000	3,248,408	5,514	121,800,000
Katugastota								
Madawala Road, Katugastota.	4.88	1	1,620	16,450,000	8,250,000	3,374,359	5,093	24,700,000
Kiridiwella								
Gampaha Road,Kirindiwella	8.10	1	2,940	22,900,000	16,400,000	2,827,160	5,578	39,300,000
Kurunegala								
Bodhiraja Mawatha,Kurunegala.	7.66	1	2,810	30,400,000	19,850,000	3,968,668	7,064	50,250,000
Maharagama								
High Level Road,Maharagama.	6.20	1	2,700	43,500,000	15,000,000	7,016,129	5,556	58,500,000
Maradana								
No.51/57,Brandiyawatta,Wellampitiya.	10.00	-	-	8,000,000	-	800,000	-	8,000,000
Matara								
Anagarika Dharmapala Mawatha,Matara	10.00	1	3,520	46,500,000	21,500,000	4,650,000	6,108	68,000,000

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Middeniya								
Katuwana Road,Middeniya.	8.25	1	2,670	17,300,000	17,900,000	2,096,970	6,704	35,200,000
Mount Lavinia								
Galle Road,Mount Lavinia.	7.50	1	1,900	45,000,000	19,677,000	6,000,000	10,356	64,677,000
Mount Lavinia-Mega								
Galle Road,Mount Lavinia.	18.47	1	15,500	111,000,000	74,000,000	6,009,746	4,774	185,000,000
Nawalapitiya								
Kotmale Road,Nawalapitiya.	4.70	1	2,760	19,600,000	16,400,000	4,170,213	5,942	36,000,000
Negombo								
Greens Road,Negombo.	6.00	1	2,040	32,500,000	11,500,000	5,416,667	5,637	44,000,000
Nuwara-Eliya								
Kandy street,Nuwara-Eliya.	4.65	1	1,700	25,000,000	10,000,000	5,376,344	5,882	35,000,000
Panadura								
Galle Road,Panadura.	6.15	1	2,940	27,500,000	24,800,000	4,471,545	8,435	52,300,000
Piliyandala								
Gonamaditta Road,Piliyandala.	1,144	9	118,450	343,425,000	383,979,000	300,105	3,242	727,404,000
Pussellawa								
Nuwaraeliya Road,Pussellawa.	12.43	1	3,295	32,500,000	20,000,000	2,614,642	6,070	52,500,000
Rathnapura								
Colombo road,Rathnapura.	5.80	1	3,075	27,500,000	15,600,000	4,741,379	5,073	43,100,000
Ratmalana								
No.52,Ferry Road,Off Borupona Road,Ratmalana	705	18	123,910	1,440,720,000	236,668,000	2,043,574	1,910	1,677,388,000
Ratmalana								
No.02 5th lane Ratmalana	363	10	75,365	703,400,000	315,389,250	1,940,414	4,185	1,018,789,250
Ratmalana								
No.435 Galle Road Ratmalana	50.00	1	12,440	332,000,000	95,000,000	6,640,000	7,637	427,000,000
Tangalle								
Matara Road, Tangalle.	4.60	1	1,285	15,600,000	6,500,000	3,391,304	5,058	22,100,000
Trincomalee								
North Coast Road,Trincomalee	5.58	1	2,335	24,900,000	17,100,000	4,462,366	7,323	42,000,000
Wellawatta								
Galle Road, Wellawatta.	4.60	1	2,700	60,500,000	13,500,000	13,152,174	5,000	74,000,000
Moratuwa								
No. 17, New Galle Rd, Moratuwa	13.09	1	2,990	46,000,000	9,000,000	3,514,132	3,010	55,000,000
Trincomalee								
Nayanmarthidal,Thampalakamam,Trincomalee.	60.00	-	-	9,000,000	-	150,000	-	9,000,000
Digana								
No. 49, New Town, Kengalle, Rajawella, Digana	2.37	1	807	83,860	-	35,384	-	83,860
				4,173,528,860	1,670,113,250			5,843,642,110

Notes to the Financial Statements

11.19 Information on the Freehold Land and Buildings of the Company

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Ambalantota								
Main Street,Ambalantota.	6.60	1	1,885	23,150,000	15,150,000	3,507,576	8,037	38,300,000
Balangoda								
Ratnapura Road,Balangoda.	6.20	1	2,080	26,000,000	11,500,000	4,193,548	5,529	37,500,000
Bandarawela								
Main Street,Bandarawela.	4.10	1	2,660	14,800,000	14,500,000	3,609,756	5,451	29,300,000
Borella								
D.S.Senarayaka Mawatha,Borella.	4.64	1	2,310	77,900,000	15,000,000	16,788,793	6,494	92,900,000
Chilaw								
Bazaar Street,Chilaw.	13.05	1	4,120	54,000,000	24,750,000	4,137,931	6,007	78,750,000
Colpetty								
No 143, Galle Road,Colombo 03.	3.35	1	1,440	63,500,000	7,000,000	18,955,224	4,861	70,500,000
Eheliyagoda								
Ratnapuara Road,Eheliyagoda.	5.73	1	1,660	18,000,000	9,600,000	3,141,361	5,783	27,600,000
Galle								
Main Street,Galle.	2.84	1	2,250	16,800,000	11,000,000	5,915,493	4,889	27,800,000
Gampaha								
Colombo Road,Gampaha.	17.87	1	7,870	86,600,000	44,800,000	4,846,111	5,693	131,400,000
Hikkaduwa								
Galle Road,Hikkaduwa.	8.74	1	2,400	34,500,000	17,000,000	3,947,368	7,083	51,500,000
Embilipitiya								
Colombo								
Road,Pallegama,Embilipitiya.	4.60	1	2,070	21,000,000	12,000,000	4,565,217	5,797	33,000,000
Kadawatha								
Kandy Road, Kadawatha.	3.80	1	1,150	25,000,000	15,000,000	6,578,947	13,043	40,000,000
Kandy- Mega								
Sirimavo Bandaranayake								
Mawatha,Kandy.	15.70	1	12,840	51,000,000	70,800,000	3,248,408	5,514	121,800,000
Katugastota								
Madawala Road,Katugastota.	4.88	1	1,620	16,450,000	8,250,000	3,374,359	5,093	24,700,000
Kiridiwella								
Gampaha Road,Kirindiwela	8.10	1	2,940	22,900,000	16,400,000	2,827,160	5,578	39,300,000
Kurunegala								
Bodhiraja Mawatha,Kurunegala.	7.66	1	2,810	30,400,000	19,850,000	3,968,668	7,064	50,250,000
Maharagama								
High Level Road,Maharagama.	6.20	1	2,700	43,500,000	15,000,000	7,016,129	5,556	58,500,000
Matara								
Anagarika Dharmapala Mawatha, Matara.	10.00	1	3,520	46,500,000	21,500,000	4,650,000	6,108	68,000,000
Middeniya								
Katuwana Road,Middeniya.	8.25	1	2,670	17,300,000	17,900,000	2,096,970	6,704	35,200,000
Mount Lavinia								
Galle Road,Mount Lavinia.	7.50	1	1,900	45,000,000	19,677,000	6,000,000	10,356	64,677,000
Mount Lavinia-Mega								
Galle Road,Mount Lavinia.	18.47	1	15,500	111,000,000	74,000,000	6,009,746	4,774	185,000,000
Nawalapitiya								
Kotmale Road,Nawalapitiya.	4.70	1	2,760	19,600,000	16,400,000	4,170,213	5,942	36,000,000
Negombo								
Greens Road,Negombo.	6.00	1	2,040	32,500,000	11,500,000	5,416,667	5,637	44,000,000
Nuwara-Eliya								
Kandy street,Nuwara-Eliya.	4.65	1	1,700	25,000,000	10,000,000	5,376,344	5,882	35,000,000
Panadura								
Galle Road,Panadura.	6.15	1	2,940	27,500,000	24,800,000	4,471,545	8,435	52,300,000
Piliyandala								
Gonamaditta Road,Piliyandala.	1,144	9	118,450	343,425,000	383,979,000	255,678	3,224	727,404,000
Pussellawa								

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Nuwaraeliya Road, Pussellawa.	12.43	1	3,295	32,500,000	20,000,000	2,614,642	6,070	52,500,000
Ratmalana								
No.52, Ferry Road, Off Borupona Road, Ratmalana	705	18	123,910	1,440,720,000	236,668,000	2,043,574	1,910	1,677,388,000
Ratmalana								
No.02 5th lane Ratmalana	363	10	75,365	703,400,000	315,389,250	1,940,414	4,185	1,018,789,250
Ratmalana								
No.435 Galle Road Ratmalana	50.00	1	12,440	332,000,000	95,000,000	6,640,000	2,637	427,000,000
Rathnapura								
Colombo road, Rathnapura.	5.80	1	3,075	27,500,000	15,600,000	4,741,379	5,073	43,100,000
Tangalle								
Matara Road, Tangalle.	4.60	1	1,285	15,600,000	6,500,000	3,391,304	5,058	22,100,000
Trincomalee								
North Coast Road, Trincomalee	5.58	1	2,335	24,900,000	17,100,000	4,462,366	7,323	42,000,000
Wellawatta								
Galle Road, Wellawatta.	4.60	1	2,700	60,500,000	13,500,000	13,152,174	5,000	74,000,000
Digana								
No. 49, New Town, Kengalle, Rajawella, Digana	2.37	1	807	83,860	-	35,384	-	83,860
				3,930,528,860	1,627,113,250			5,557,642,110

11.20 Measurement of Fair Value

(i) Fair Value Hierarchy

The fair value of property was determined by an external independent property valuer as of 31st March 2025 having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

(ii) Valuation Technique and Significant Unobservable Inputs

The following table shows the valuation technique used in measuring the fair value of property, as well as the significant unobservable inputs used.

Valuation Technique	Significant Unobservable Inputs	Interrelationship between key unobservable inputs and fair value measurements.
Contractors Method: The contractor's method works on the basis that a property's value can be equated to its cost. Valuer assess the cost of the building if it would have constructed in current year, and deduct margin for usage of the property based on their year of construction. Land value is based on the market prices of each land respectively. Value of property is considered as summation of land & Building value.	- Market value of land (Price per Perch). Valuer has used range of prices for respective lands based on their recently transacted cost. - Construction cost per Square foot of a building. - Depreciation rate for the usage of assets.	The Estimated fair value would increase (decrease) if - - Market Value per perch was higher (lower) - Cost per square foot was higher (lower) - Depreciation rate for usage lower (higher)

Notes to the Financial Statements

11.21 Right-of-Use Assets

11.21.1 Right of Use Assets - Entity as a Lessee

Group Asset Details	Cost				Depreciation				Carrying Value
	Balance as at 1st April 2025	Additions	Disposals	Balance as at 31st March 2026	Balance as at 1st April 2025	Charge for the Year	Terminations	Balance as at 31st March 2026	31st March 2026
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Buildings	9,084,267,615	2,290,696,705	(569,918,988)	10,805,045,332	3,822,986,886	1,352,575,056	(448,218,393)	4,727,343,549	6,077,701,783
Total	9,084,267,615	2,290,696,705	(569,918,988)	10,805,045,332	3,822,986,886	1,352,575,056	(448,218,393)	4,727,343,549	6,077,701,783

Group Asset Details	Cost				Depreciation				Carrying Value
	Balance as at 1st April 2024	Additions	Disposals	Balance as at 31st March 2025	Balance as at 1st April 2024	Charge for the Year	Terminations	Balance as at 31st March 2025	31st March 2025
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Buildings	8,299,753,924	1,657,883,319	(873,369,628)	9,084,267,615	3,479,778,952	1,175,293,907	(832,085,973)	3,822,986,886	5,261,280,729
Total	8,299,753,924	1,657,883,319	(873,369,628)	9,084,267,615	3,479,778,952	1,175,293,907	(832,085,973)	3,822,986,886	5,261,280,729

Company Asset Details	Cost				Depreciation				Carrying Value
	Balance as at 1st April 2025	Additions	Disposals	Balance as at 31st March 2026	Balance as at 1st April 2025	Charge for the year	Terminations	Balance as at 31st March 2026	31st March 2026
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Buildings	7,763,831,264	1,879,329,625	(569,918,988)	9,073,241,901	3,173,104,644	1,176,824,391	(448,218,393)	3,901,710,642	5,171,531,259
Total	7,763,831,264	1,879,329,625	(569,918,988)	9,073,241,901	3,173,104,644	1,176,824,391	(448,218,393)	3,901,710,642	5,171,531,259

Company Asset Details	Cost				Depreciation				Carrying Value
	Balance as at 1st April 2024	Additions	Disposals	Balance as at 31st March 2025	Balance as at 1st April 2024	Charge for the period	Terminations	Balance as at 31st March 2025	Balance as at 31st March 2025
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Buildings	7,041,446,187	1,587,005,620	(864,620,543)	7,763,831,264	2,970,168,969	1,027,609,229	(824,673,554)	3,173,104,644	4,590,726,620
Total	7,041,446,187	1,587,005,620	(864,620,543)	7,763,831,264	2,970,168,969	1,027,609,229	(824,673,554)	3,173,104,644	4,590,726,620

11.21.2 Group - Lease Liabilities

	Balance As at 1st April 2025 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2026 Rs.
Buildings	6,043,869,732	2,290,696,704	(121,700,595)	709,284,568	(2,261,924,782)	6,660,225,627
Total	6,043,869,732	2,290,696,704	(121,700,595)	709,284,568	(2,261,924,782)	6,660,225,627

	Rs.

Lease Liabilities Due Within One Year 1,294,233,309

Lease Liabilities Due After One Year 5,365,992,318

6,660,225,627

	Balance as at 1st April 2024 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2025 Rs.
Buildings	5,608,646,966	1,657,883,319	(76,280,794)	652,498,357	(1,798,878,116)	6,043,869,732
Total	5,608,646,966	1,657,883,319	(76,280,794)	652,498,357	(1,798,878,116)	6,043,869,732

	Rs.

Lease Liability due within one year 1,239,960,126

Lease Liability due after one year 4,803,909,606

6,043,869,732

11.21.3 Company - Lease Liabilities

	Balance As at 1st April 2025 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2026 Rs.
Buildings	5,240,334,950	1,879,329,625	(121,700,595)	604,005,712	(1,988,142,317)	5,613,827,375
Total	5,240,334,950	1,879,329,625	(121,700,595)	604,005,712	(1,988,142,317)	5,613,827,375

	Rs.

Lease Liabilities Due Within One Year 1,132,616,860

Lease Liabilities Due After One Year 4,481,210,515

5,613,827,375

	Balance as at 1st April 2024 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2025 Rs.
Buildings	4,745,511,978	1,587,005,620	(74,693,889)	545,344,020	(1,562,832,779)	5,240,334,950
Total	4,745,511,978	1,587,005,620	(74,693,889)	545,344,020	(1,562,832,779)	5,240,334,950

	Rs.

Lease Liabilities Due Within One Year 1,072,706,022

Lease Liabilities Due After One Year 4,167,628,928

5,240,334,950

Notes to the Financial Statements

11.21.4 The following table sets out a maturity analysis of lease payments, showing the discounted lease payments to be paid after the reporting date.

Aging Analysis for Lease - Group

	< 3 months Rs.	3 to 12 months Rs.	1-2 Years Rs.	2-5 Years Rs.	> 5 Years Rs.	Total Rs.
Based on SLFRS 16						
As at 31st March 2026	299,698,877	994,534,432	1,411,993,605	2,391,939,259	1,562,059,454	6,660,225,627
	299,698,877	994,534,432	1,411,993,605	2,391,939,259	1,562,059,454	6,660,225,627

Aging Analysis for Lease - Company

	< 3 months Rs.	3 to 12 months Rs.	1-2 Years Rs.	2-5 Years Rs.	> 5 Years Rs.	Total Rs.
Based on SLFRS 16						
As at 31st March 2026	272,378,556	860,238,305	1,080,802,363	2,184,265,028	1,216,143,123	5,613,827,375
	272,378,556	860,238,305	1,080,802,363	2,184,265,028	1,216,143,123	5,613,827,375

11.21.5 The following are the amounts recognised in profit or loss:

	Group 2026 Rs.	Company 2026 Rs.
For the Year Ended 31st March		
Depreciation Expense of Right of Use Assets - Administrative Expense	1,334,506,167	1,176,824,391
Depreciation Expense of Right of Use Assets - Cost of Sales	18,068,889	-
Interest Expense on Lease Liabilities - Direct Interest Cost	102,454,088	-
Interest Expense on Lease Liabilities - Finance Cost	606,830,480	604,005,712

11.21.6 The following are the amounts recognised in statement of cash flows:

	Group 2026 Rs.	Company 2026 Rs.
For the Year Ended 31st March		
Interest Expense on Lease Liability	709,284,568	604,005,712
Net Settlements to Lease Creditors	2,261,924,781	1,988,142,316

11.21.7 The following provides information on the Group's variable lease payments, including the magnitude in relation to fixed payments:

	Group 2026 Rs.	2025 Rs.	Company 2026 Rs.	2025 Rs.
For the Year Ended 31st March				
Fixed rent	2,261,924,781	1,798,878,116	1,988,142,316	1,562,832,779

There were no variable lease Payments for the Group during the Financial Year 2025/26.

11.21.8 Currency Wise Analysis Obligation

Consolidated and the Company lease obligation amounts are in Sri Lankan Rupees.

12. Investment Property

As at 31st March	Group		Company	
	Note	2026 Rs.	2025 Rs.	2026 Rs.
Balance at the beginning of the year		29,502,000	-	29,502,000
Classified as Investment Property during the period	12.1 / 12.2	113,600,000	29,502,000	-
Fair Value Change in Equity Instruments Designated at Fair Value through Profit or Loss	12.1	34,348,000	-	898,000
Balance at the end of the year		177,450,000	29,502,000	30,400,000

12.1 Information on the Investment Property

2026 Group / Company	Floor area (sq.ft.)	Land Extent	Value Rs.	Fair Value Change	Purpose
Company					
Block Numbers UG79, UG108, UG109 and US110 in Peoples Park Shopping Complex, Colombo 11	872	-	-	898,000	Rented to The Traveller Global (Private) Limited.
Total Company				898,000	
Group - Classified as Investment Property					
No 13&15, Wackwella Rd, Galle	-	A0-R0-P12.00	66,000,000	21,000,000	
No 430/1, Ganemulla Road, Ihala-Karagahamuna, Kadawatha	-	A0-R0-P2.78	19,000,000	4,700,000	
No.108 Yaluwewa, Ambanpola	-	A0-R0-P10	6,500,000	700,000	
No. J63A, Watapotha Road, Nivithigala, Rathnapura	-	A1-R2-P18.66	4,000,000	1,400,000	
Nayanmarthidal, Thampalakamam, Trincomalee.	-	A0-R1-P20	9,600,000	4,150,000	
No. 51/57, Brandiyawatta, Wellampitiya	-	A0-R0-P10	8,500,000	1,500,000	
Total			113,600,000	33,450,000	
Total Group			113,600,000	34,348,000	

Land earlier recognised under Property, Plant & Equipment transferred to Investment Property during the financial year 2025/26.

12.2 Information on the Investment Property Building Value

2025 Group / Company	Valuation of building Rs.	Floor area (sq.ft.) Rs.	Accommodation	Total amount taken to books Rs.
Block Numbers UG79, UG108, UG109 and US110 in Peoples Park Shopping Complex, Colombo 11	29,502,000	872	The Traveller Global (Private) Limited.	29,502,000
	29,502,000			29,502,000

Property purchased in a previous year recorded as an Investment Property in 2024/25

Notes to the Financial Statements

Measurement of fair value

(I). Fair value hierarchy

The fair value of property was determined by an external independent property valuers having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

(II). Valuation technique - Land

The fair value of property was determined by an external independent property valuer having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

(III). Valuation technique - Buildings

Investment Method: The Investment method is based on the rent accrued from the property during its lifetime.

13 Intangible Assets

As at 31st March	Group			Company	
	Note	2026	2025	2026	2025
		Rs.	Rs.	Rs.	Rs.
Trade Mark with Indefinite Useful Life	13.1	93,512,500	93,512,500	93,512,500	93,512,500
Software	13.2	299,581,765	309,207,481	179,909,540	217,658,448
Other Intangible Assets Externally Acquired	13.3	67,784,274	65,373,406	67,784,275	65,373,406
Balance at the end of the year		460,878,539	468,093,387	341,206,315	376,544,354

13.1 Trade Mark with Infinite Useful Life

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
As at the Beginning of the Year	93,512,500	93,512,500	93,512,500	93,512,500
As at the End of the Year	93,512,500	93,512,500	93,512,500	93,512,500
Less: Accumulated Impairment Loss	-	-	-	-
Net Carrying Amount	93,512,500	93,512,500	93,512,500	93,512,500

Trade mark consists of SISIL brand name Rs.55,000,000/- (Note 13.4) and UNIC Brand name Rs. 38,512,500/- (Note 13.5)

Notes 13.4 and 13.5 provide the basis on which the units recoverable amount (value in use or fair value less costs to sell) of SISIL and UNIC brands were determined.

13.2 Software

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
As at the Beginning of the Year	821,901,270	802,908,365	575,197,690	566,701,293
Acquired During the Year	47,050,219	21,017,030	397,790	10,520,522
Disposal During the Year	-	(2,024,125)	-	(2,024,125)
As at the End of the Year	868,951,489	821,901,270	575,595,480	575,197,690
Amortisation				
As at the Beginning of the Year	512,693,789	458,357,772	357,539,242	319,731,814
Amortisation Charge for the Year	56,675,935	55,822,243	38,146,698	39,293,654
Disposal During the Year	-	(1,486,226)	-	(1,486,226)
As at the End of the Year	569,369,724	512,693,789	395,685,940	357,539,242
Carrying Amount				
Balance at the beginning of the year	309,207,481	344,550,593	217,658,448	246,969,479
Balance at the End of the year	299,581,765	309,207,481	179,909,540	217,658,448

13.3 Other Intangible Assets Externally Acquired

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost				
Balance at the Beginning of the year	109,680,820	107,152,070	109,680,820	107,152,070
Acquired During the Year	6,000,625	2,528,750	6,000,626	2,528,750
Balance at the End of the year	115,681,445	109,680,820	115,681,446	109,680,820
Amortisation				
As at the Beginning of the Year	44,307,414	40,816,265	44,307,414	40,816,265
Amortisation charge for the Year	3,589,757	3,491,149	3,589,757	3,491,149
As at the End of the Year	47,897,171	44,307,414	47,897,171	44,307,414
Carrying Amount				
Balance at the beginning of the year	65,373,406	66,335,805	65,373,406	66,335,805
Balance at the End of the year	67,784,274	65,373,406	67,784,275	65,373,406

Other Intangible Assets externally acquired includes Sony distribution rights amounting to Rs.46,431,920/-, Hayleys Brand Amounting to Rs.32,000,000/- been fully amortised as at 31st March 2026 and Website Development amounting to Rs. 37,249,525/.

13.4 SISIL Trademark

The company acquired the "SISIL" Trademark in December 2000, amounting to Rs. 55 million. The Management is of the opinion that the aforementioned trademark has an indefinite useful life as their associated brand awareness and recognition have existed for over 30 years and the Company intends to utilise the said trademark for the foreseeable future. There are no legal, regulatory, contractual, competitive, economic or other factors that may limit its useful life and accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for any impairment as at 31st March 2026.

Annual Sales Growth for Next Five Years	17%
Gross Margin	29%
Discount Rate	9.5%
Indefinite Growth Rate after Year 2030/31	2%

Notes to the Financial Statements

Revenue growth was projected considering the average growth levels experienced over last five years and the estimated sales volume and price growth for next five years

13.5 UNIC Trademark

The Company acquired the "UNIC" Trademark in 2006 amounting to Rs. 38,512,500/-. This Trademark is also considered to have an indefinite useful life due to the factors mentioned in the preceding paragraph and accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for impairment as at 31st March 2026

Annual Sales Growth for Next Five Years	8%
Gross Margin	21%
Discount Rate	9.5%
Indefinite Growth Rate after Year 2030/31	2%

Revenue growth was projected considering the average growth levels experienced over last five years and the estimated sales volume and price growth for next five years

13.6 Hayleys Brand Name

The Company took over the showrooms, retail operation of the Hayleys Electronic Retail Ltd. from 2nd January 2008 including the Agencies of Phillips and Kenwood for Rs. 32 million. The entire purchase consideration was treated as Goodwill and has been amortised over the determined useful life of 5 years commencing from the period beginning 1st January 2009.

13.7 SONY Distribution Rights

The Company acquired the distribution rights of brand "SONY" in 2014 amounting to Rs. 46,431,920/- These assets are now carried at cost subject to annual impairment test and the carrying amount as at 31st March 2026 is Rs. 46,431,920/-. This distribution right also considered to have an indefinite useful life due to the factors mentioned in the preceding paragraph. Accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for impairment as at 31st March 2026.

Annual Sales Growth for next five years	5%
Gross Margin	16%
Discount Rate	9.5%
Indefinite Growth Rate after Year 2030/31	2%

Revenue growth was projected considering the average growth levels experienced over last five years and the estimated sales volume and price growth for next five years.

13.8 Amortisation of Intangible Assets

For the year ended 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Amortisation of Software	13.2	56,675,935	55,822,243	38,146,698	39,293,654
Amortisation of other intangible assets Externally Acquired	13.3	3,589,757	3,491,149	3,589,757	3,491,149
Amortisation Charge for the Year		60,265,692	59,313,392	41,736,455	42,784,803

14. Investment In Subsidiaries - Company

As at 31st March	Country of Incorporation	Holding %	Number of Shares		Carrying Value	
			2026	2025	2026 Rs.	2025 Rs.
Quoted Investment						
Singer Finance (Lanka) PLC	Sri Lanka	79.93%				
Investment at the Beginning of the Year			161,513,035	161,513,035	1,427,934,310	1,427,934,310
Investments made during the Year *			60,567,388	-	1,605,035,782	-
Investments Disposed During the Year			-	-	-	-
Investment at the End of the Year			222,080,423	161,513,035	3,032,970,092	1,427,934,310
Non-Quoted-Investments						
Realty & Distributors Ltd (Formerly known as Realty Lanka Ltd)	Sri Lanka	100%				
Investment at the Beginning of the Year			18,215,077	18,215,077	182,150,770	182,150,770
Investments made during the Year			-	-	-	-
Investments Disposed During the Year			-	-	-	-
Investment at the End of the Year			18,215,077	18,215,077	182,150,770	182,150,770
Regnis Appliances (Private) Limited						
Investment at the Beginning of the Year	Sri Lanka	100%	15,000,000	15,000,000	150,000,000	150,000,000
Investments made during the Year			-	-	-	-
Investments Disposed During the Year			-	-	-	-
Investment at the End of the Year			15,000,000	15,000,000	150,000,000	150,000,000
Total Investment in Subsidiaries						
					3,365,120,862	1,760,085,080

* Subscribing to the Rights Issue of Singer Finance (Lanka) PLC

'Singer Finance (Lanka) PLC ('Singer Finance'), a subsidiary of the Company offered a Rights Issue of ordinary voting shares up to 75,777,778 at Rupees Twenty Six and Cents Fifty (Rs. 26.50) to the existing shareholders of the Company, in the proportion of Six (6) new Ordinary shares for every Sixteen (16) existing shares held. Since the Company held 161,513,035 ordinary voting shares in Singer Finance before the Rights Issue, the company subscribed for the full entitlement of 60,567,388 ordinary voting shares at a total consideration of Rupees One Billion Six Hundred and Five Million Thirty-Five Thousand Seven Hundred and Eighty-Two (Rs. 1,605,035,782/-). Accordingly, Singer Finance issued shares to the company in October 2025. This investment has been recorded under Investment in Subsidiary in the Company's balance sheet as at 31st March 2026.

Notes to the Financial Statements

15. Financial Assets at FVOCI

15.1 Non Current Financial Assets

(a) Equity investments at Fair value through Other Comprehensive Income (FVOCI)

As at 31st March Non-Quoted	No. of Shares		Group		Company	
	2026	2025	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Equity Investment Lanka Limited	1,665,000	1,665,000				
Balance at the Beginning of the Year			20,283,360	20,140,672	20,283,360	20,140,672
Change in Fair Value during the Year			(505,538)	142,688	(505,538)	142,688
Balance at the End of the Year			19,777,822	20,283,360	19,777,822	20,283,360
Credit Information Bureau of Sri Lanka	100	100				
Balance at the Beginning of the Year			2,185,042	2,185,042	-	-
Change in Fair Value during the Year			-	-	-	-
Balance at the End of the Year			2,185,042	2,185,042	-	-
			21,962,864	22,468,402	19,777,822	20,283,360

The group designated the investment shown above as Equity Securities at FVOCI because these equity securities represent investments that the group intends to hold for the long term for strategic purpose.

There were no disposal of Strategic investments during the Financial Year 2025/26 and there were no transfers of any cumulative gain or loss within equity relating to these investments. The Board of Directors have resolved to sell the entire stake in Equity Investment Lanka Limited on 30th April 2026 as more fully described under the Events Occurring after the Reporting Period (Note 36)

15.2 Short Term Investments

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
(a) Financial Assets at Amortised Cost				
Investment in Treasury Bills	3,699,761,613	2,812,655,388	-	-
	3,699,761,613	2,812,655,388	-	-

Further details relating to fair valuation and carrying value is provided in Note 34 to the Financial Statements.

16. Inventories

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Raw Materials		3,218,592,309	2,363,140,475	2,594,162,893	2,075,179,354
Work-in-Progress		467,305,294	341,215,145	365,032,568	303,642,628
Finished Goods		30,016,511,465	19,971,782,090	30,009,646,568	19,957,821,592
Supplies and Spare Parts		2,227,258,057	1,466,076,616	2,227,258,057	1,466,076,616
Goods-in-Transit		1,429,916,869	2,013,930,645	1,122,146,094	1,734,188,850
		37,359,583,994	26,156,144,971	36,318,246,180	25,536,909,040
Provision for Inventories	16.1	(3,081,833,970)	(2,344,703,258)	(3,035,770,421)	(2,303,085,416)
Unrealised profit in Inventory		(54,602,685)	(28,939,371)	-	-
Total Inventories at the lower of cost and net realisable value		34,223,147,339	23,782,502,342	33,282,475,759	23,233,823,624

16.1 Provision for Inventories

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year		2,344,703,258	1,858,629,865	2,303,085,416	1,789,788,352
Amounts Provided During the Year	8	737,130,712	486,073,393	732,685,005	513,297,064
Balance at the End of the Year		3,081,833,970	2,344,703,258	3,035,770,421	2,303,085,416

16.2 There were no Inventories Pledged as Securities for Loans obtained by the Group/Company as at 31st March 2026.

17 Trade and Other Receivables

17.1 Non-Current

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Hire Purchase Debtors					
Hire Purchase Debtors - Installment Receivables		1,600,658,114	1,342,560,737	1,600,658,114	1,342,560,737
Less: Hire Purchase Debtors - Unearned Interest Income		(278,102,010)	(249,897,002)	(278,102,010)	(249,897,002)
		1,322,556,104	1,092,663,735	1,322,556,104	1,092,663,735
Lease Receivables					
Lease – Installments Receivables		16,906,047,887	14,952,787,840	-	-
Less: Lease Receivables - Unearned Interest Income		(3,768,962,081)	(3,549,345,148)	-	-
		13,137,085,806	11,403,442,692	-	-
Loan Receivables					
Consumer and Personal Loans - Installments Receivables		18,870,260,323	7,282,543,508	-	-
Less: Loan Receivables- Unearned Interest Income		(3,763,749,712)	(1,439,034,332)	-	-
		15,106,510,611	5,843,509,176	-	-
Other Receivables					
Rent paid in Advance		226,405,540	222,045,047	226,405,540	222,045,045
Loans to Employees	17.4	744,071,361	163,363,488	596,015,006	115,108,551
		970,476,901	385,408,535	822,420,546	337,153,596
		30,536,629,422	18,725,024,138	2,144,976,650	1,429,817,331

Notes to the Financial Statements

17.2 Current

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Hire Purchase Debtors					
Hire Purchase Debtors - Installment Receivables		19,621,730,208	14,396,429,162	19,618,509,124	14,393,210,578
Less: Hire Purchase Debtors - Unearned Interest Income		(3,408,564,754)	(2,626,004,677)	(3,408,564,754)	(2,626,004,677)
Provision for Impairment	17.3	(301,490,584)	(67,155,477)	(298,269,500)	(63,936,893)
		15,911,674,870	11,703,269,008	15,911,674,870	11,703,269,008
Lease Receivables					
Lease – Installments Receivables		11,463,937,402	9,223,300,975	-	-
Less: Lease Receivables - Unearned Interest Income		(3,318,050,182)	(2,923,617,105)	-	-
Provision for Impairment	17.3	(673,358,014)	(493,933,852)	-	-
		7,472,529,206	5,805,750,018	-	-
Loan Receivables					
Consumer and Personal Loans - Installments Receivables		55,034,250,473	26,191,767,868	-	-
Less: Loan Receivables- Unearned Interest Income		(2,790,023,890)	(1,352,587,639)	-	-
FD Loans		890,019,931	519,224,911	-	-
Net Receivable		53,134,246,514	25,358,405,140	-	-
Less: Provision for Impairment	17.3	(982,067,833)	(883,282,291)	-	-
		52,152,178,681	24,475,122,849	-	-
Trade Receivables					
Trade Receivables		7,709,070,923	6,882,947,508	7,709,070,923	6,882,947,508
Less : Provision for Impairment	17.3	(1,095,563,206)	(1,065,585,792)	(1,095,563,206)	(1,065,585,792)
		6,613,507,717	5,817,361,716	6,613,507,717	5,817,361,716
Other Receivables					
Advance and Other Receivables		7,343,384,312	5,956,451,593	6,613,658,465	5,654,706,473
Less : Provision for Impairment	17.3	(1,615,039,993)	(1,780,062,613)	(1,615,039,993)	(1,780,062,613)
		5,728,344,319	4,176,388,980	4,998,618,472	3,874,643,860
Prepayments		239,454,910	182,227,500	63,437,494	50,829,202
Loans to Employees		205,181,187	153,214,479	158,289,949	110,923,604
		444,636,097	335,441,979	221,727,443	161,752,806
		88,322,870,890	52,313,334,550	27,745,528,502	21,557,027,390

17.3 Provision For Impairment

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade, Hire Purchases, Lease and Other Receivables				
Provision for Impairment - Hire Purchase Debtors				
Movement				
Balance at the Beginning of the Year	67,155,477	130,711,467	63,936,893	127,473,762
Provisions/(Reversals) During the Year 8.1	244,138,956	(60,593,185)	244,136,456	(60,574,064)
Written-off /Transferred During the Year	(9,803,849)	(2,962,805)	(9,803,849)	(2,962,805)
Balance as at End of the Year	301,490,584	67,155,477	298,269,500	63,936,893
Provision for Impairment - Lease Rental Receivable				
Movement				
Balance at the Beginning of the Year	493,933,852	479,532,473	-	-
Provision During the Year 8.1	188,234,335	37,271,242	-	-
Written-off /Transferred During the Year	(8,810,173)	(22,869,863)	-	-
Balance as at end of the Year	673,358,014	493,933,852	-	-
Provision for Impairment - Loan Receivables				
Movement				
Balance as at the Beginning of the Year	883,282,291	708,401,919	-	-
Provision During the Year 8.1	204,598,038	195,392,402	-	-
Written-off /Transferred During the Year	(105,812,496)	(20,512,030)	-	-
Balance as at end of the Year	982,067,833	883,282,291	-	-
Provision for Impairment - Trade Receivables				
Balance at the Beginning of the Year	1,065,585,792	1,007,537,521	1,065,585,792	1,007,537,521
Provision During the Year 8.1	197,702,568	60,227,906	197,702,568	110,227,907
Written-off /Transferred During the Year	(167,725,154)	(2,179,635)	(167,725,154)	(52,179,636)
Balance as at end of the Year	1,095,563,206	1,065,585,792	1,095,563,206	1,065,585,792
Total Provision for Trade, Hire Purchases, Lease, Loans and Other Receivables at the end of the Year	3,052,479,637	2,509,957,412	1,393,832,706	1,129,522,685
Provision for Impairment - Other Receivables				
Movement				
Balance at the Beginning of the Year	1,780,062,613	2,161,274,474	1,780,062,613	2,160,185,375
Provision During the Year 8.1	196,517,733	311,201,577	196,517,733	261,201,576
Written-off /Transferred During the Year	(361,540,353)	(692,413,438)	(361,540,353)	(641,324,338)
Balance as at End of the Year	1,615,039,993	1,780,062,613	1,615,039,993	1,780,062,613
Total Provision for Trade, Hire Purchases, Lease, Loans and Other Receivables at the end of the Year	4,667,519,630	4,290,020,023	3,008,872,699	2,909,585,298

The contractual amount outstanding on Financial Assets that were written off during the year ended 31st March 2026 and there are no enforcement activity pending as of 31st March 2026.

Notes to the Financial Statements

17.4 Loans to Employees

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Movement				
Balance at the Beginning of the Year	316,577,967	321,562,493	226,032,155	230,881,341
Loans Granted During the Year	858,019,638	147,606,784	649,720,856	85,016,059
Less: Repayments	(224,404,879)	(150,029,093)	(121,448,056)	(89,865,245)
Unwinding of Interest	134,770	112,960	-	-
Less: Provision for Impairment	(1,074,948)	(2,675,177)	-	-
Balance as at the End of the Year	949,252,548	316,577,967	754,304,955	226,032,155
Due Within One Year	205,181,187	153,214,479	158,289,949	110,923,604
Due After One Year	744,071,361	163,363,488	596,015,006	115,108,551

17.5 Maturity Analysis of Hire Purchase, Lease and Loan Receivables

Group - As at 31 March 2026	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.

Hire Purchase Debtors	643,923,450	11,042,004,061	5,548,303,463	-	-	17,234,230,974
Lease Rental Receivables	1,987,294,249	5,485,234,957	10,495,590,707	2,625,315,556	16,179,543	20,609,615,012
Loans Receivables	1,216,885,116	49,788,115,096	10,862,188,272	5,256,082,057	135,418,751	67,258,689,292
	3,848,102,815	66,315,354,114	26,906,082,442	7,881,397,613	151,598,294	105,102,535,278

Group - As at 31 March 2025	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.

Hire Purchase Debtors	4,725,197,948	6,978,071,060	1,090,161,114	2,502,621	-	12,795,932,743
Lease Rental Receivables	1,679,195,323	4,126,550,952	8,577,204,466	2,801,089,186	25,152,783	17,209,192,710
Loans Receivables	9,026,697,729	15,448,428,866	4,065,248,944	1,754,760,023	23,496,463	30,318,632,025
	15,431,091,000	26,553,050,878	13,732,614,524	4,558,351,830	48,649,246	60,323,757,478

Company - As at 31 March 2026	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.

Hire Purchase Debtors - Net	643,923,450	11,042,004,061	5,548,303,463	-	-	17,234,230,974
	643,923,450	11,042,004,061	5,548,303,463	-	-	17,234,230,974

Company - As at 31 March 2025	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.

Hire Purchase Debtors - Net	4,725,197,948	6,978,071,060	1,090,161,114	2,502,621	-	12,795,932,743
	4,725,197,948	6,978,071,060	1,090,161,114	2,502,621	-	12,795,932,743

18. Amounts Due from Related Parties

As at 31st March	Relationship	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Hayleys PLC	Parent Company	792,939	3,548,851	792,939	3,548,851
Regnis Appliances (Pvt) Ltd	Subsidiary	-	-	66,483,918	34,008,615
Hayleys Advantis Limited	Affiliate Company	4,397,547	-	4,397,486	-
Hayleys Engineering	Affiliate Company	2,215,497	-	2,215,497	-
Advantis Freight (Private)Ltd	Affiliate Company	928,680	-	928,680	-
Air Global (Pvt) Ltd.	Affiliate Company	373,998	-	373,998	-
Hayleys Travels (Pvt) Ltd.	Affiliate Company	-	1,489,815	-	1,489,815
Dipped Products PLC	Affiliate Company	3,116,100	-	3,116,100	-
Toyo Cushion Lanka (Pvt) Ltd.	Affiliate Company	4,932,072	-	4,932,072	-
Creative Polymats (Private) Limited	Affiliate Company	99,120	-	99,120	-
Clarion Shipping	Affiliate Company	3,068,000	-	3,068,000	-
CMA CGM	Affiliate Company	33,999	-	33,999	-
Talawakelle Tea Estates PLC	Affiliate Company	8,655,549	-	8,655,549	-
Hayleys Fabric PLC	Affiliate Company	255,164	3,652,533	255,164	3,652,533
Hayleys Consumer Products Ltd.	Affiliate Company	948,061	-	948,061	-
The Kingsbury PLC	Affiliate Company	251,892	2,530,922	251,892	2,530,922
DPL Universal Gloves (Pvt) Ltd.	Affiliate Company	9,080,100	-	9,080,100	-
South Asia Textiles (Private) Limited	Affiliate Company	12,046,250	1,972,968	12,046,250	1,972,968
Fentons Limited	Affiliate Company	6,040,773	-	6,040,773	-
Alumex PLC	Affiliate Company	5,585,077	-	5,585,077	-
Puritas (Pvt) Ltd.	Affiliate Company	5,955,749	-	5,955,749	-
Energynet (PVT) Limited	Affiliate Company	55,098	-	55,098	-
HJS Condiments Ltd.	Affiliate Company	-	29,998	-	29,998
Hayleys PLC	Parent Company	792,939	3,548,851	792,939	3,548,851
S & T Interiors (Pvt) Ltd	Affiliate Company	27,050,484	40,271	27,050,484	40,271
Sri Lanka Shipping Company	Affiliate Company	89,998	-	89,998	-
Sun Tan Beach Resort	Affiliate Company	136,900	-	136,900	-
Rileys Pvt. Ltd	Affiliate Company	246,399	-	246,399	-
Horana Plantations PLC	Affiliate Company	2,548,243	325,423	2,548,243	325,423
Hayleys Agriculture Holdings Ltd	Affiliate Company	-	21,359	-	21,359
Logiwiz Limited	Affiliate Company	920,482	-	920,482	-
North South Lines (Pvt) Ltd.	Affiliate Company	354,000	664,460	354,000	664,460
Mabroc Teas (Pvt) Ltd.	Affiliate Company	1,001,033	755,594	1,001,033	755,594
MIT Global Solutions	Affiliate Company	2,625,500	-	2,625,500	-
Haycarb PLC	Affiliate Company	-	16,190	-	16,190
Cosco Shipping Lines Lanka Private Limited	Affiliate Company	-	3,630,896	-	3,630,896
		103,804,704	18,679,280	170,288,561	52,687,895

Notes to the Financial Statements

19. Cash and Cash Equivalents and Other Financial Assets

Components of Cash and Cash Equivalents

19.1 Other Financial Assets

This has been categorised under Cash and Cash Equivalents due to liquidity of Unit Trust Investment.

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Unit Trust Investment	-	340,323,271	-	340,323,271
	-	340,323,271	-	340,323,271

19.2 Cash in hand and at bank

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cash at Bank	1,573,646,234	2,499,809,076	864,346,783	1,237,315,321
Cash in Hand	2,329,233,072	1,661,533,431	1,323,482,662	1,081,670,572
Deposit with Banks (less than 03 months)	289,929,330	2,801,941,370	-	24,990,875
	4,192,808,636	6,963,283,877	2,187,829,445	2,343,976,768

19.3 Bank Overdrafts

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Bank Overdrafts *	(2,734,089,038)	(2,811,101,317)	(1,715,796,514)	(1,893,616,888)
Total Cash and Cash Equivalents for the Purpose of Cash Flow Statement	1,458,719,598	4,492,505,831	472,032,931	790,683,151

19.4 Deposits with Banks

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Deposit with Banks (More than 03 months)	3,406,713,220	1,440,987,907	3,406,713,220	1,440,987,907
	3,406,713,220	1,440,987,907	3,406,713,220	1,440,987,907

*All the overdraft interest rates are linked to AWPLR.

Refer notes 23.5 and 23.8 for overdraft facility limits.

The presentation and classification of Cash and Cash equivalents and Overdraft of the previous period has been amended for better presentation and to be comparable with those of the current period.

20 Stated Capital

As at 31st March	Note	2026	2025
		Number	Number
Number of Shares - Ordinary Shares	20.1	1,167,617,912	1,167,617,912
		1,167,617,912	1,167,617,912

As at 31st March		2026	2025
		Rs	Rs
Ordinary Shares (Rs.)		1,138,856,653	1,138,856,653
		1,138,856,653	1,138,856,653

20.1 Movement of Ordinary Shares

As at 31st March		2026	
		Number	Rs
No of shares at the Beginning of the Year		1,167,617,912	1,138,856,653
No of shares at the end of the Year		1,167,617,912	1,138,856,653

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at the meetings of the Company.

21. Other Component of Equity

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Capital Reserves	21.1	3,250,077,885	3,318,584,329	3,250,077,885	3,318,584,329
Statutory Reserves	21.2	810,669,440	495,638,557	-	-
Fair Value of Financial Assets at FVOCI Reserve		3,994,275	4,348,152	2,280,782	2,634,659
		4,064,741,600	3,818,571,038	3,252,358,667	3,321,218,988

Regulatory Loss Allowance Reserve

As per the Section 7.1 of the Finance Business Act Direction No. 01 of 2020 (Classification and measurement of Credit Facilities), the Singer Finance (Lanka) PLC requires to create a non-distributable regulatory loss allowance reserve through an appropriation of retained earnings, where the loss allowance for expected credit loss (ECL) falls below the regulatory provision (CBSL). However, there was no requirement to create a Regulatory Loss Allowance Reserve during the financial years 2024/25 and 2025/26.

Fair Value of Financial Assets at FVOCI Reserve

These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Notes to the Financial Statements

21.1 Capital Reserves

As at 31st March	Note.	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Revaluation Reserves	21.1.1	3,250,077,885	3,318,584,329	3,250,077,885	3,318,584,329
Revaluation Reserve		3,250,077,885	3,318,584,329	3,250,077,885	3,318,584,329

21.1.1 Revaluation Reserves Attributable to Equity Holders

As at 31st March		Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year		3,318,584,329	2,946,412,326	3,318,584,329	2,946,412,326
Realisation on Revaluation Surplus		(68,506,444)	(62,406,045)	(68,506,444)	(62,406,045)
Revaluation Gain on Land and Building		-	620,825,783	-	620,825,783
Deferred Tax on Revaluation Gain on Land and Building		-	(186,247,735)	-	(186,247,735)
Balance at the End of the Year		3,250,077,885	3,318,584,329	3,250,077,885	3,318,584,329

The revaluation reserve relates to revaluation of freehold land and buildings as at the date of revaluation.

21.2 Statutory Reserves

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Reserve Fund	21.2.1	810,669,440	495,638,557	-	-
Reserve Fund		810,669,440	495,638,557	-	-

21.2.1 Reserve Fund

As at 31st March		Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance as at the Beginning of the Year		495,638,557	325,293,960	-	-
Transfer of Surplus During the Year		315,030,883	170,344,597	-	-
Balance as at the End of the Year		810,669,440	495,638,557	-	-

The Balance in the reserve fund will be used only for the purposes specified in the Central Bank Direction No.1 of 2003.

The Reserve Fund is maintained in compliance with Direction No 1 of 2003 Central Bank of Sri Lanka (Capital Funds) issued to Finance Companies.

As per the said Direction , every Licensed Finance Company shall maintain a Reserve Fund and transfer to such reserve fund out of the net profits of the each year after due provisions has been made for taxation and bad and doubtful debts on following basis.

Capital Funds to Deposit Liabilities	% of transfer to Reserve Fund
Not less than 25%	5%
Less than 25% and not less than 10%	20%
Less than 10%	50%

Accordingly, Singer Finance (Lanka) PLC has transferred 20% of its net profit after taxation to the Statutory Reserve as Company's Capital Funds to Deposit Liabilities, belongs to less than 25% and not less than 10% Category.

22 Revenue Reserves

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Summary					
(a) General Reserve	22.1	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
		2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
(b) Retained Earnings		12,026,358,034	7,078,270,418	7,376,261,765	3,667,515,157
		12,026,358,034	7,078,270,418	7,376,261,765	3,667,515,157
Revenue Reserves		14,726,358,034	9,778,270,418	10,076,261,765	6,367,515,157

22.1 General Reserve

The general reserve which is a revenue reserve represents reserves set aside by the Directors for general application.

The movement of general reserve is as follows:

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
Transferred from Retained Earnings	-	-	-	-
Balance At the End of the Year	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000

23 Interest Bearing Loans and Borrowings

23.1 Loans and Borrowings - Group

As at 31st March	2026 Amount Repayable Within One Year Rs.	2026 Amount Repayable After One Year Rs.	2026 Total Rs.	2025 Amount Repayable Within One Year Rs.	2025 Amount Repayable After One Year Rs.	2025 Total Rs.
Debentures (Note 23.2)	2,424,624,812	4,000,000,000	6,424,624,812	153,733,423	1,980,296,351	2,134,029,774
Bank Loans (Note 23.3 a,b)	42,546,870,848	5,066,430,000	47,613,300,848	27,317,552,112	6,322,095,481	33,639,647,593
Securitisation (Note 23.4)	13,575,901,579	11,853,613,789	25,429,515,368	3,756,464,342	6,868,189,433	10,624,653,775
	58,547,397,239	20,920,043,789	79,467,441,028	31,227,749,877	15,170,581,265	46,398,331,142
Accrued Interest	128,804,512	-	128,804,512	69,614,350	-	69,614,350
	58,676,201,751	20,920,043,789	79,596,245,540	31,297,364,227	15,170,581,265	46,467,945,492

Notes to the Financial Statements

23.2 Debentures - Group

	2026 Rs.	2025 Rs.
Fixed rate 13.25%. Senior, Unsecured, Listed, Redeemable, Rated Debentures	-	5,567,651
Fixed rate 9.25% Listed, Rated, Unsecured, Subordinated Debenture	624,073,975	623,053,690
1 Year T-Bill Rate + 3.75% Listed, Rated, Unsecured, Subordinated Debenture	1,588,752,660	1,505,408,433
Fixed rate 12.30%. Senior, Unsecured, Listed, Redeemable, Rated Debentures	2,196,908,643	-
Fixed rate 13.75%. Senior, Unsecured, Listed, Redeemable, Rated Debentures	2,014,889,534	-
	6,424,624,812	2,134,029,774

23.2.1 Movement of Debentures

As at 31st March	As at 1st April 2025	Obtained during the year	Redemptions Rs.	Unamortised Issue cost Rs.	Accrued Interest Rs.	As at 31st March 2026 Rs.
Debentures & Subordinated Debt	2,134,029,774	4,000,000,000	(134,029,774)	(14,863,634)	439,488,446	6,424,624,812
Total	2,134,029,774	4,000,000,000	(134,029,774)	(14,863,634)	439,488,446	6,424,624,812

23.3 Bank Loans - Group

As at 31st March	As at 1st April 2025 Rs.	Loans Obtained Rs.	Repayment Rs.	As at 31st March 2026 Rs.
(a) Bank Loans Repayable within one Year - Group				
Bank Loans, Short Term Loans and Current Portion of Long-Term Loans	27,317,552,112	93,045,627,254	(77,816,308,518)	42,546,870,848
Total	27,317,552,112	93,045,627,254	(77,816,308,518)	42,546,870,848

The Bank loans repayable within one year consist of short term loans and current portion of long term loans obtained from Hatton National Bank PLC, Nations Trust Bank PLC, Commercial Bank of Ceylon PLC, Sampath Bank PLC, Peoples Bank, Seylan Bank PLC, Bank of Ceylon, Standard Chartered Bank, National Development Bank PLC and DFCC Bank PLC. These loans bears Variable interest and due for settlement at maturity.

(b) Bank Loan Repayable after one year - Group

Company	Lender/ Rate of Interest (p.a)	Repayment	Security	As at 31st March 2026 Rs.	As at 31st March 2025 Rs.
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Fixed Rate)	Semi Annually	Negative Pledged	-	300,000,000
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR review monthly)	Quarterly	Clean Basis	248,950,000	582,750,000
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR review monthly)	Quarterly	Clean Basis	1,500,600,000	2,167,000,000
Singer (Sri Lanka) PLC	Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Negative Pledged	-	600,000,000
Singer (Sri Lanka) PLC	Bank of Ceylon (Variable Rate - Linked to AWPLR, review monthly)	Semi Annually	Clean basis	900,000,000	1,500,000,000
Singer (Sri Lanka) PLC	Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Lease Receivables	1,250,000,000	-
Singer Finance (Lanka) PLC	Seylan Bank PLC AWPLR + Margin)	Quarterly	Lease Receivables	500,000,000	-
Singer Finance (Lanka) PLC	Nations Trust Bank PLC (AWPLR + Margin)	Quarterly	Lease Receivables	166,880,000	297,345,481
Singer Finance (Lanka) PLC	Pan Asia Banking Corporation PLC (AWPLR + Margin)	Monthly	Lease Receivables	500,000,000	875,000,000
				5,066,430,000	6,322,095,481

Notes to the Financial Statements

23.4 Securitisation Loans - Group

As at 31st March	As at 1st April 2025 Rs.	New Issues Rs.	Redemption Rs.	Accrued Interest Rs.	As at 31st March 2026 Rs.
Securitisation Loans	10,624,653,775	17,415,952,732	(4,371,655,500)	1,760,564,361	25,429,515,368
Total	10,624,653,775	17,415,952,732	(4,371,655,500)	1,760,564,361	25,429,515,368

(a) Securitisation Loans

Company	Trustee Bank	Repayment	Security	As at 31st March 2026	As at 31st March 2025
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Lease, Loans and Advances Receivables	-	201,561,091
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	1,766,508,578	3,196,971,101
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	609,852,574	1,036,039,421
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	1,931,948,267	2,036,319,651
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Lease, Loans and Advances Receivables	1,167,278,103	2,034,861,949
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	2,515,159,183	2,118,900,562
Singer Finance (Lanka) PLC	National Development Bank PLC	Structured	National Development Bank PLC	1,837,849,937	-
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Hatton National Bank PLC	5,891,735,314	-
Singer Finance (Lanka) PLC	National Development Bank PLC	Structured	National Development Bank PLC	4,613,366,408	-
Singer Finance (Lanka) PLC	National Development Bank PLC	Structured	National Development Bank PLC	1,194,800,831	-
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Hatton National Bank PLC	2,872,303,621	-
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Hatton National Bank PLC	539,048,524	-
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Hatton National Bank PLC	489,664,028	-
				25,429,515,368	10,624,653,775

23.5 Bank Facilities- Group

As at 31st March	2026		2025	
	Utilised Rs.	Total Facility Rs.	Utilised Rs.	Total Facility Rs.
Overdraft	2,734,089,038	4,185,000,000	2,811,101,317	4,245,000,000
Term Loans	15,390,604,812	13,524,175,000	6,322,095,478	7,249,750,000
Short Term Loans and Current Portion of Long Term Loans	38,647,320,848	47,706,701,000	27,317,552,115	36,354,200,000
Securitisation Loans	25,429,515,368	25,429,516,000	10,624,653,775	10,327,876,340
Total Debt Facility	82,201,530,066	90,845,392,000	47,075,402,685	58,176,826,340
Guarantees	1,354,030,388	2,000,000,000	3,495,378,972	3,565,000,000
Letter of Credit	6,269,027,259	15,077,499,000	4,881,490,301	9,865,000,000
Total Debt and Other Facilities	89,824,587,713	107,922,891,000	55,452,271,958	71,606,826,340

23.6 Interest Bearing Loans and Borrowings - Company

As at 31st March	2026 Amount Repayable Within One Year Rs.	2026 Amount Repayable After One Year Rs.	2026 Total Rs.	2025 Amount Repayable Within One Year Rs.	2025 Amount Repayable After One Year Rs.	2025 Total Rs.
Bank Loans (Note 23.7 a,b)	34,143,051,369	3,899,550,000	38,042,601,369	21,522,553,159	5,149,750,000	26,672,303,159
Accrued Interest	126,162,384	-	126,162,384	69,252,906	-	69,252,906
	34,269,213,753	3,899,550,000	38,168,763,753	21,591,806,065	5,149,750,000	26,741,556,065

23.7 Bank Loans - Company

(a) Bank Loans Repayable within One Year

	As At 1st April 2025 Rs.	Loans Obtained Rs.	Repayments Rs.	As At 31st March 2026 Rs.
Bank Loans ,Short Term Loans and Current Portion of Long-Term Loans	21,522,553,159	88,145,390,297	(75,524,892,087)	34,143,051,369
Total	21,522,553,159	88,145,390,297	(75,524,892,087)	34,143,051,369

The Bank loans repayable within one year consist of short term loans and current portion of long term loans obtained from Hatton National Bank PLC, Nations Trust Bank PLC, Commercial Bank of Ceylon PLC, Sampath Bank PLC.,Peoples Bank, Seylan Bank PLC, Bank of Ceylon, Standard Chartered Bank, National Development Bank PLC and Union Bank PLC. These loans bears Variable interest and due for settlement at maturity.

(b) Bank Loans repayable after one year

Lender/Rate of Interest (p.a)	Repayment	Security	As at 31st March 2026 Rs.	As at 31st March 2025 Rs.
Commercial Bank of Ceylon PLC (Fixed Rate)	Semi Annually	Negative Pledged	-	300,000,000
Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR review monthly)	Quarterly	Clean Basis	248,950,000	582,750,000
Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR review monthly)	Quarterly	Clean Basis	1,500,600,000	2,167,000,000
Bank of Ceylon (Variable Rate - Linked to AWPLR, review monthly)	Semi Annually	Clean basis	900,000,000	1,500,000,000
Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Clean Basis	-	600,000,000
Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Negative Pledged	1,250,000,000	-
			3,899,550,000	5,149,750,000

Notes to the Financial Statements

23.8 Bank Facilities-Company

As at 31st March	2026		2025	
	Utilised Rs.	Total Facility Rs.	Utilised Rs.	Total Facility Rs.
Overdraft	1,715,796,514	2,790,000,000	1,893,616,888	3,130,000,000
Term Loans	3,899,550,000	3,899,550,000	5,149,750,000	5,149,750,000
Short Term Loans and Current Portion of Long-Term Loans	34,143,051,369	37,827,662,349	21,522,553,159	30,204,200,000
Total Debt Facility	39,758,397,883	44,517,212,349	28,565,920,047	38,483,950,000
Guarantees	1,354,030,388	2,000,000,000	3,495,378,972	3,565,000,000
Letter of Credit	6,106,122,665	14,591,537,651	4,634,867,201	9,320,000,000
Total Debt and Other Facilities	47,218,550,936	61,108,750,000	36,696,166,220	51,368,950,000

24 Deferred Tax Assets/(Liabilities)

24.1 Net Deferred Tax Assets

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Deferred Tax Assets		1,185,040,669	817,277,070	843,319,290	566,927,066
Deferred Tax Liabilities		(85,263,486)	(88,344,178)	-	-
Net Deferred Tax Assets	24.2	1,099,777,183	728,932,892	843,319,290	566,927,066

24.2 Net Deferred Tax Assets

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year		728,932,892	634,254,828	566,927,066	613,823,436
Reversal of Temporary Differences During the Year	9.2	369,410,821	284,789,503	294,006,406	129,416,225
Amount (Originating) / Reversal During the Year - Recognised in the Other Comprehensive Income	9.4	3,768,469	(5,525,719)	(17,615,183)	9,935,140
Deferred Tax relating to Revaluation gain on Property, Plant and Equipment	9.4	-	(186,247,735)	-	(186,247,735)
Deferred Tax relating to Change in Fair Value of Investment Property - Realty & Distributors Ltd.	9.2	(10,034,991)	-	-	-
Deferred Tax Impact on Unrealised Profit in inventory	9.2	7,698,991	1,662,015	-	-
Balance as at the End of the Year		1,099,777,183	728,932,892	843,319,290	566,927,066

24.2.1 Applicable tax rates used to calculate deferred tax assets/liabilities are given in note 9.3.

24.3 Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against tax liabilities and when the deferred tax relate to the same fiscal authority.

24.3.1 Group

As at 31st March	2026		2025	
	Assets Rs.	Liabilities Rs.	Assets Rs.	Liabilities Rs.
Composition of Net Deferred Tax Asset				
Property, Plant and Equipment and Intangible Assets	1,310,695	1,586,038,416	-	1,637,810,679
Provision for Inventories	931,538,320	-	699,249,193	-
Provision for Receivables	1,036,846,102	-	1,030,644,882	-
Employee Benefit Obligation	441,091,131	-	407,620,295	-
Unrealised Exchange Gain	-	16,786,766	-	66,774,767
Lease Rental Receivables	-	11,078,273	-	11,690,894
Right Of Use Asset	-	1,551,459,378	-	1,575,275,844
Lease Liability	1,751,900,202	-	1,834,952,527	-
Provision for Warranty	121,455,891	-	56,868,779	-
Investment Property	-	19,002,325	-	8,850,600
	4,284,142,341	3,184,365,158	4,029,335,676	3,300,402,784
Net Deferred Tax Assets	1,099,777,183		728,932,892	

24.3.2 Company

As at 31st March	2026		2025	
	Assets Rs.	Liabilities Rs.	Assets Rs.	Liabilities Rs.
Composition of Deferred Tax Asset				
Property, plant and equipment and Intangible Assets	-	1,482,224,313	-	1,537,507,942
Provision for Inventories	910,731,127	-	690,925,625	-
Provision for Receivables	823,756,269	-	872,875,589	-
Employee Benefit Obligations	365,660,129	-	363,866,350	-
Unrealised Exchange Gain	-	16,440,659	-	63,226,952
Right Of Use Asset	-	1,551,459,378	-	1,377,217,986
Lease Liability	1,684,148,212	-	1,572,100,485	-
Provision for Warranty	118,115,240	-	53,962,497	-
Investment Property	-	8,967,337	-	8,850,600
	3,902,410,977	3,059,091,687	3,553,730,546	2,986,803,480
Net Deferred Tax Assets	843,319,290		566,927,066	

Notes to the Financial Statements

25 Employee Benefit Obligations

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Present Value of Unfunded Gratuity	1,533,847,599	1,362,178,036	1,278,089,914	1,212,887,836
Provision for Employee Benefit Obligations				
Balance at the Beginning of the Year	1,362,178,036	1,229,148,364	1,212,887,836	1,058,873,730
Actuarial (Gain) / Loss on Employee Benefit Obligations	12,479,889	(18,156,513)	(59,222,815)	33,259,821
Current Service cost	109,331,432	92,834,026	78,352,949	72,035,484
Interest Costs	144,627,286	142,466,741	128,864,094	122,630,165
	1,628,616,643	1,446,292,618	1,360,882,064	1,286,799,200
Cash received /(paid) received due to transfer of employees	1,014,862	(4,225,000)	3,860,962	(9,219,450)
Benefit Paid during the Year	(95,783,906)	(79,889,582)	(86,653,112)	(64,691,914)
Total Benefit paid	(94,769,044)	(84,114,582)	(82,792,150)	(73,911,364)
Balance at the End of the Year	1,533,847,599	1,362,178,036	1,278,089,914	1,212,887,836

25.1 The Group and Company maintains a non-contributory defined benefit plan providing for gratuity benefits payable to employees who will get eligible upon their retirement and resignation.

25.2 An actuarial valuation of the retirement gratuity payable was carried out as at March 31, 2026 by Mr.K. Arumugam, Fellow Member of Institute of Actuaries of India, at Messers. Actuarial & Management Consultants (Pvt) Ltd. firm of professional Actuaries.

25.3 The valuation was performed using the Projected Unit Credit (PUC) Method, which is the benchmark method prescribed by Sri Lanka Accounting Standard LKAS 19 – Employee Benefits.

25.4 Following key assumptions were made in arriving at the above figures:

Key Assumption	2026	2025	Notes / Basis
Discount Rate	10%	11%	Based on market yields of government/corporate bonds.
Salary Increase Rate	9%	10%	'Annual increments in April; includes inflation, seniority, promotions. Salary Escalation rates higher than expected will cause the value of liabilities to increase.
Promotion Increase (Non-Executives)	50% (Probability varies by service years)	50% (Probability varies by service years)	Probabilities: 2.5% (20–24 yrs), 5% (25–29 yrs), 7.5% (30–34 yrs), 10% (35+ yrs)
Mortality	A 1967/70 Mortality Table	A 1967/70 Mortality Table	Institute & Faculty of Actuaries, London (Ultimate mortality table)
Disability	10% of mortality rates	10% of mortality rates	Assumed due to lack of scheme-specific data
Staff Turnover	Age-specific rates, Refer table below	Age-specific rates, Refer table below	'Company-wise turnover assumptions, the staff turnover rate at an age represents the probability of an employee leaving within one year of that age due to reasons other than death, ill health and normal retirement.
Retirement Age	60 Years	60 Years	'The employees who are aged over the specified retirement age have been assumed to retire on their respective next birthdays. Management staff -60 years / Non-management staff 60 years.
Gratuity Formula	Statutory Scheme	Statutory Scheme	'Group Policy of the Singer Group.

Discount Rate :

LKAS 19 requires the discount rate to be determined by reference to the market yield of high-quality corporate bonds (rated AA and above) with a maturity consistent with the duration of the defined benefit obligation. As the Sri Lankan market does not have a deep pool of long-term high-quality bonds, the discount rate has been derived by examining short- and medium-term government and corporate bond yields and extrapolating along the yield curve. For the current valuation, a discount rate of 10% per annum has been applied (previous year: 11%).

Salary Increment Rate :

The Company has assumed a long-term salary escalation rate of 9% per annum, which reflects expected inflation, seniority, and promotional increases. This rate is considered appropriate in line with the Company's targeted future growth and prevailing macroeconomic conditions. For non-executive staff, additional promotional increases of 50% have been incorporated, with probabilities applied based on years of service.

Macroeconomic Considerations

In determining these assumptions, the Company has considered the impact of prevailing economic factors, including inflationary pressures and market conditions, with the support of an independent actuarial expert. The discount rate and salary increment assumptions are consistent with current market trends and inflation expectations.

Impact on Liability

Taking into account both financial and non-financial assumptions, as well as the Company's historical experience, management has concluded that there is no significant impact on the employment benefit liability arising from the current macroeconomic environment.

Staff Turnover Rates**Current Year 2025/26**

AGE GROUP	Singer SLMO	Singer Furniture Factory	Singer Refrigerator Factory	Singer Sewing Machine Factory	Regnis Appliances (Pvt) Ltd	Singer Finance (Lanka) PLC
18 to 24	25%	9%	6%	8%	6%	31%
25 to 29	18%	9%	6%	8%	6%	19%
30 to 34	12%	6%	6%	8%	6%	17%
35 to 39	11%	5%	5%	8%	6%	16%
40 to 44	10%	5%	5%	8%	6%	13%
45 to 49	10%	5%	2%	8%	6%	10%
50 to 54	8%	2%	2%	8%	6%	9%
55 to 59	0%	0%	0%	0%	0%	0%

Prior Year 2024/25

AGE GROUP	Singer SLMO	Singer Furniture Factory	Singer Refrigerator Factory	Singer Sewing Machine Factory	Regnis Appliances (Pvt) Ltd	Singer Finance (Lanka) PLC
18 to 24	25%	12%	12%	5%	5%	25%
25 to 29	18%	7%	5%	5%	5%	18%
30 to 34	13%	4%	5%	5%	5%	15%
35 to 39	13%	4%	5%	5%	5%	10%
40 to 44	13%	4%	5%	5%	5%	10%
45 to 49	12%	4%	2%	5%	5%	10%
50 to 54	10%	2%	2%	5%	5%	5%
55 to 59	0%	0%	0%	0%	0%	0%

Withdrawal rates higher than expected will cause employee's withdrawing their benefits early and hence the value of liabilities to increase.

Notes to the Financial Statements

25.5 Distribution of Employee Benefit Obligation over Future Years

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Less than or Equal to One Year	198,413,850	178,060,343	163,216,193	162,449,497
Over One Year and Less than or Equal to Five Years	727,816,229	640,828,623	625,239,287	580,005,215
Over Five Years and Less than or Equal to Ten Years	396,044,317	356,998,625	330,665,916	327,822,847
Over 10 Years	211,573,203	186,290,445	158,968,518	142,610,277
	1,533,847,599	1,362,178,036	1,278,089,914	1,212,887,836

25.6 The expense and actuarial (gain) / losses so recognised and included in following lines of cost of sales and Selling and Administrative expenses in the Statement of Profit or Loss and Other Comprehensive Income respectively.

For the Year Ended 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Cost of Sales	44,089,498	50,775,037	41,814,358	48,800,555
Selling and Administration Expenses	209,869,220	184,525,730	165,402,685	145,865,094
	253,958,718	235,300,767	207,217,043	194,665,649
Other Comprehensive Income	12,479,889	(18,156,513)	(59,222,815)	33,259,821

25.7 Sensitivity Analysis of Present Value of Defined Benefit Obligation

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the employee benefit obligation by the amounts shown below:

	Group		Company	
	As at 31st March 2026		As at 31st March 2026	
	Increase Rs.	Decrease Rs.	Increase Rs.	Decrease Rs.
Effect on Statement of Comprehensive Income :				
Discount Rate (1% Movement)	79,358,010	(88,038,400)	64,655,719	(71,548,183)
Future Salary Increment Rate (1% Movement)	(94,906,107)	86,915,861	(77,178,675)	70,857,427
Effect on Retirement Benefit Obligation				
Discount Rate (1% Movement)	(79,358,010)	88,038,400	(64,655,719)	71,548,183
Future Salary Increment Rate (1% Movement)	94,906,107	(86,915,861)	77,178,675	(70,857,427)

25.8 Average Future Working Life Time of Employees

As at 31st March	Group	Company
	2026 Years	2026 Years
Average Future Working Life Time of Employees	7.2	7.9

25.9 Actuarial losses/(gains) recognised in the other comprehensive income

As at 31st March	Group	Company
	2026 Rs.	2026 Rs.
Experience adjustment	21,944,194	(49,631,799)
Changes in financial assumptions	(7,259,064)	(5,942,872)
Changes in demographic assumptions	(2,205,241)	(3,648,144)
Total actuarial losses/ (gains)	12,479,889	(59,222,815)

26 Security Deposits

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at Beginning of the Year	1,894,629,820	1,560,727,969	1,894,629,820	1,560,727,969
Contribution During the Year	379,620,116	340,568,445	379,620,116	340,568,445
Interest Charges during the Year	195,458,631	163,115,884	195,458,631	163,115,884
Shortage Recoveries	(47,985,015)	(81,471,132)	(47,985,015)	(81,471,132)
Security Deposits Released during the Year	(130,289,477)	(88,311,346)	(130,289,477)	(88,311,346)
Balance at End of the Year	2,291,434,075	1,894,629,820	2,291,434,075	1,894,629,820

27 Trade and Other Payables

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade Payables		8,742,982,879	8,261,004,510	7,491,672,578	7,450,204,960
Advances Received from Customers		1,277,849,698	578,465,841	1,277,849,698	578,465,841
Accrued Expenses		6,647,341,640	4,208,024,734	6,078,259,385	3,854,739,181
Other Payables		3,021,529,171	2,173,617,752	2,275,483,844	1,780,112,275
Provisions for Warranty	27.1	703,220,710	408,500,488	686,517,457	393,969,073
		20,392,924,098	15,629,613,325	17,809,782,962	14,057,491,330

Notes to the Financial Statements

27.1 Provisions for Warranty

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at beginning of the Year	661,952,420	449,061,531	647,421,006	431,550,920
Provision made during the Year	1,194,692,447	390,177,132	1,183,377,656	386,518,692
Utilised during the Year	(804,097,652)	(177,286,243)	(794,954,700)	(170,648,606)
Balance as at the end of the Year	1,052,547,215	661,952,420	1,035,843,962	647,421,006
Due after One Year	349,326,505	253,451,932	349,326,505	253,451,933
Due within One Year	703,220,710	408,500,488	686,517,457	393,969,073
	1,052,547,215	661,952,420	1,035,843,962	647,421,006

Warranty Provision has been recognised for expected warranty claims on products based on the historical claims as described in the accounting policy in Note 2.6.1.

The presentation and classification of Trade and Other Payables of the previous period has been amended for better presentation and to be comparable with those of the current period.

28 Deferred Revenue

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at Beginning of the Year	542,775,351	436,957,398	542,761,089	436,907,561
Amounts Recognised during the Year	482,646,745	417,111,104	482,646,745	417,111,104
Amounts Transferred during the Year	(255,485,893)	(311,293,151)	(255,485,893)	(311,257,576)
Balance at the End of the Year	769,936,203	542,775,351	769,921,941	542,761,089
Due within One Year	540,863,984	405,541,526	540,849,722	405,527,264
Due after One Year	229,072,219	137,233,825	229,072,219	137,233,825
	769,936,203	542,775,351	769,921,941	542,761,089

28.1 Deferred Revenue includes the loyalty liability, deferred service fee on air conditioners and Sanasuma Extended Warranty Scheme as at 31st March 2026.

29 Income Tax Payables / (Receivables)

29.1 Income Tax Payables / (Receivables)

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Income Tax Receivables	(112,768,128)	(281,920,321)	(112,768,128)	(281,920,321)
Income Tax Payables	2,237,085,200	1,373,002,716	1,657,214,552	945,468,673
Net Income Tax Payable	2,124,317,072	1,091,082,395	1,544,446,424	663,548,352

29.2 Net Income Tax Payables / (Receivables)

As at 31st March	Note	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year		1,091,082,395	(216,647,651)	663,548,352	(324,832,505)
Income Tax on Current Year Profits	9	4,109,071,148	2,242,041,849	2,870,724,299	1,505,852,020
Tax on Dividend Income	9	-	-	-	-
Under Provision in respect of previous Year	9	40,663,137	87,857,173	40,070,973	5,070,037
Payments made during the year		(3,116,499,608)	(1,169,137,971)	(2,029,897,200)	(675,562,577)
WHT Set-off		-	(6,052,382)	-	-
Reclassification of Tax payable		-	153,021,377	-	153,021,377
Net Income Tax Payable		2,124,317,072	1,091,082,395	1,544,446,424	663,548,352

30 Dividend Payables

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Dividends Payables / Unclaimed Dividends	148,606,188	84,462,486	143,957,033	79,799,475
	148,606,188	84,462,486	143,957,033	79,799,475

31 Dividends

As at 31st March	Company			
	2026 Number	2025 Number	2026 Rs.	2025 Rs.
Weighted Average Number of shares-Ordinary Shares	1,167,617,912	1,167,617,912	-	-
Interim Dividend	-	-	2,148,416,958	1,144,265,554
Dividend per Share (Rs.)			1.84	0.98

31.1 Compliance with section 56 and 57 of Companies Act, No.07 of 2007

As required by Section 56 of the Companies Act, No. 07 of 2007, the Board of Directors of the Company satisfied the solvency test in accordance with Section 57, prior to recommending the 4th Interim dividend for the Financial Year 2025/26. A statement of solvency completed and duly signed by the Directors on 31 March 2026 has been audited by Messrs KPMG, Chartered Accountants.

Notes to the Financial Statements

32 Amounts Due to Related Parties

32.1 Amounts Due to Related Parties - Trade

As at 31st March	Relationship	Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Hayleys PLC	Parent Company	54,238,182	51,015,980	48,403,000	42,513,001
Regnis Appliances (Private) Limited	Subsidiary Company	-	-	716,175,621	713,094,619
Realty & Distributors Ltd.	Subsidiary Company	-	-	14,104,506	17,112,799
Singer (Finance) Lanka PLC	Subsidiary Company	-	-	80,624,650	24,669,533
Hayleys Travels (Private) Limited	Affiliate Company	2,029,759	17,715,532	2,029,759	17,715,532
Toyo Cushion Lanka (Private) Limited	Affiliate Company	140,039,820	112,253,849	140,039,820	112,253,849
Fentons Limited	Affiliate Company	301,864,987	434,505,073	298,040,968	430,491,638
Fentons Smart Facilities Limited	Affiliate Company	450,941	-	450,941	-
Energy Net (Private) Limited	Affiliate Company	3,119,390	215,522	1,956,353	-
Logiwiz Limited	Affiliate Company	88,720,545	51,744,485	88,720,545	51,744,485
Creative Polymats (Private) Limited	Affiliate Company	131,999,728	85,534,323	131,999,728	85,534,323
Hayleys Business Solutions International (Private) Limited	Affiliate Company	1,824,294	631,987	1,663,542	463,746
Advantis Express (Private) Limited	Affiliate Company	1,373,603	389,820	1,373,603	389,820
Hayleys Aventura (Private) Limited	Affiliate Company	25,036,530	10,652,459	2,001,750	-
Advantis Freight (Private) Limited	Affiliate Company	201,742,111	91,816,949	200,558,115	91,816,949
Alumex PLC	Affiliate Company	13,467	-	13,467	-
Hayleys Electronics (Pvt) Ltd.	Affiliate Company	-	4,561,684	-	-
Sri Lanka Shipping Company Limited	Affiliate Company	32,919,813	-	32,919,813	-
Puritas (Private) Limited	Affiliate Company	6,461,745	606,498	6,408,645	588,798
Expelogix (Pvt) Ltd	Affiliate Company	5,273,966	-	5,273,966	-
CEVA Logistics Lanka (Private) Limited	Affiliate Company	7,984,843	2,936,585	7,984,843	2,936,585
Clarion Shipping (Private) Limited	Affiliate Company	57,197,009	-	57,197,009	-
S&T Interiors	Affiliate Company	588,798	-	588,798	-
Ravi Industries	Affiliate Company	2,281,320	-	2,281,320	-
IML Delivery Systems (Private) Limited	Affiliate Company	36,854,278	36,470,248	36,854,278	36,470,248
The Kingsbury PLC	Affiliate Company	953,007	99,048	953,007	-
Mabroc Teas (Private) Limited	Affiliate Company	2,038,779	1,127,827	1,753,860	1,127,827
Hayleys Consumer Products Limited	Affiliate Company	183,450	183,450	183,450	183,450
Hayleys	Affiliate Company	1,702,657	-	1,702,657	-
Hayleys Advantis limited	Affiliate Company	-	4,315,586	-	-
Kelani Vally Plantations Plc	Affiliate Company	77,280	-	-	-
Uni Dil Packaging Limited	Other related companies	9,326,175	6,637,270	-	-
Total Trade		1,116,296,477	913,414,175	1,882,258,014	1,629,107,202

32.2 Amounts Due to Related Parties - Non Trade

As at 31st March		Group		Company	
		2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Hayleys PLC	Parent Company	566,296,303	266,492,374	566,296,303	266,492,374
Hayleys Advantis Limited	Affiliate Company	80,474,203	37,870,213	80,474,203	37,870,213
Volanka (Pvt) Limited	Affiliate Company	25,133,777	11,827,660	25,133,777	11,827,660
Hayleys Aventura (Private) Limited	Affiliate Company	22,827,926	10,742,553	22,827,926	10,742,553
Carbotels (Pvt) Limited	Affiliate Company	20,983,245	9,874,468	20,983,245	9,874,468
Hayleys Agriculture Holdings Limited	Affiliate Company	20,522,074	9,657,447	20,522,074	9,657,447
Total Non-Trade		736,237,528	346,464,715	736,237,528	346,464,715
Total Trade and Non Trade		1,852,534,005	1,259,878,890	2,618,495,542	1,975,571,917

Amounts Due to Related Parties - Non Trade

Amounts Due to Related Parties - Non Trade consist of Dividend declared by the Board of Directors of the Company on 31 March 2026. The Payment was made on 28th April 2026.

33 Other Financial Liabilities

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at Beginning of the Year	28,314,140,318	22,179,510,919	-	-
New Deposits	22,516,763,163	16,283,417,070	-	-
Capitalisation of Interest	1,457,420,892	578,996,444	-	-
	52,288,324,373	39,041,924,433	-	-
Repaid Deposits/(Withdrawals)	(11,009,791,108)	(10,727,784,115)	-	-
Balance at the End of the Year	41,278,533,265	28,314,140,318	-	-
Due within One Year	27,533,541,930	21,907,141,434	-	-
Due after One Year	13,744,991,335	6,406,998,884	-	-
	41,278,533,265	28,314,140,318		
Deposit Classification				
Fixed Deposits at Amortised Cost	40,053,521,222	27,460,318,867	-	-
Saving Deposits	1,225,012,043	853,821,451	-	-
	41,278,533,265	28,314,140,318	-	-

34. Financial Instruments

Financial Risk Management

Overview

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk
- Operational risk

The note presents information about Group's exposure to each of above risks, the Group's objectives, policies and processes measuring and managing risk and the Group's management of capital. Further quantitative disclosures are included throughout the Consolidated Financial Statements.

Risk Management Framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risks limits and controls and to monitor risks and adherence to limits.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Board of Directors oversees how management monitor compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Company's Directors are assisted in their oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of the risk management controls and producers, the result of which are reported to the Company's Directors.

Notes to the Financial Statements

Credit Risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's trade and other receivables.

Government Securities

Singer Finance Lanka PLC maintain assets in Sri Lanka Government Treasury Bills, Sri Lanka Government Securities and the Central Bank of Sri Lanka securities equivalent to 5% of the average of its month end total deposit liabilities and borrowings of 12 months of the proceeding financial year as per the Direction No. 02 of 2020, Amendments to the Directions on Liquid Assets.

Trade and Other Receivables

The Group's exposure to credit risk relates to sale of products on instalment credit/hire purchase which is an integral part of the business of the Group.

The Group's exposure to credit risk on instalment credit/hire purchase contracts is influenced mainly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risks of the country in which customers reside, has a lesser influence on credit risk.

Geographically, there is no concentration of credit risk. The Group establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. The main components of this allowance are a specific loss component that relates to individually significant exposure and a collective loss component established for groups of similar assets in respect of losses that have been incurred but not yet identified.

Liquidity Risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Group's income. The objective of market risk management is to manage and control market risk exposure within the acceptable parameters, while optimising the return.

Currency Risk

The Group is exposed to currency risk on purchases that are denominated in a currency other than the respective financial currencies of Group entities. The currency in which these transactions primarily are denominated in US Dollars. The currency risk is limited by the short-term nature of the period between the dates of the purchase and settlements of the related liability.

Interest Rate Risk

The Group manages interest rate risk on borrowings by using a combination of fixed and floating interest rate.

Operational Risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Group's processes, personnel, technology and infrastructure and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. Operational risks arise from all Group's operations.

The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Group's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity

The primary responsibility for the development and implementation of controls to address operational risks is assigned to Senior Management within each business unit. This responsibility is supported by the development of overall Group standards for the management of operational risk in the following areas:

Requirements for the appropriate segregation of duties, including the independent authorisation of transactions.

- Requirements for the reconciliation and monitoring of transactions.
- Compliance with regulatory and other legal requirements.
- Documentation of controls and procedures.
- Requirements for the periodic assessment of operational risks faced and the adequacy of controls and procedures to address the risks identified.
- Requirements for the reporting of operational losses and proposed remedial action.
- Development of contingency plans.
- Training and professional development.
- Ethical and business standards.
- Risk mitigation, including insurance where this is effective.

Compliance with Group standards is supported by a programme of periodic reviews undertaken by internal audit. The results of internal audit reviews are discussed with the management of the business unit to which they relate, Senior Management of the Group and the Board of Directors.

Credit Risk

Exposure to Credit Risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the Reporting date was:

As at 31st March	Carrying Amount - Group		Carrying Amount - Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Trade and other Receivables	118,859,500,312	71,038,358,688	29,890,505,152	22,986,844,721
Cash in hand and at Bank (19.2)	4,192,808,636	6,963,283,877	2,187,829,445	2,343,976,768
Amounts due from Related Parties	103,804,704	18,679,280	170,288,561	52,687,895
Short term investment	3,699,761,613	2,812,655,388	-	-
Financial assets measured at fair value through profit or loss (FVTPL)	-	-	-	-
Deposits with Bank (19.4)	3,406,713,220	1,440,987,907	3,406,713,220	1,440,987,907
Total	130,262,588,485	82,273,965,140	35,655,336,378	26,824,497,291

The Maximum exposure to credit risk for receivables at the reporting date by type of counterparty was:

Notes to the Financial Statements

As at 31st March	Carrying Amount - Group		Carrying Amount - Company	
	2026	2025	2026	2025
	Rs.	Rs.	Rs.	Rs.
Retail Customers	105,102,535,278	60,323,757,478	17,234,230,974	12,795,932,743
Wholesale Customers	6,613,507,717	5,817,361,716	6,613,507,717	5,817,361,716
Others	7,143,457,317	4,897,239,494	6,042,766,461	4,373,550,262
Total	118,859,500,312	71,038,358,688	29,890,505,152	22,986,844,721

Impairment Analysis

The aging of receivables at the Reporting date:

Group	2026			2025		
	Gross	Impairment Provision	Net Receivables	Gross	Impairment Provision	Net Receivables
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Not Past due	87,884,011,551	215,060,910	87,668,950,642	51,296,343,318	148,686,776	51,147,656,542
Past due 0-30 Days	16,946,814,741	210,726,734	16,736,088,008	9,627,701,398	138,440,511	9,489,260,887
Past due 31-120 Days	11,562,823,601	473,640,001	11,089,183,600	8,008,313,559	290,946,952	7,717,366,606
Past due more than 120 Days	7,133,370,049	3,768,091,987	3,365,278,061	6,396,020,433	3,711,945,785	2,684,074,648
Total	123,527,019,942	4,667,519,631	118,859,500,311	75,328,378,708	4,290,020,024	71,038,358,683

Company	2026			2025		
	Gross	Impairment Provision	Net Receivables	Gross	Impairment Provision	Net Receivables
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Not Past due	26,902,467,969	18,169,947	26,884,298,023	20,450,942,614	19,063,716	20,431,878,898
Past due 0-30 Days	719,916,114	94,381,395	625,534,720	525,048,485	62,266,841	462,781,643
Past due 31-120 Days	673,783,232	140,451,412	533,331,820	641,782,011	103,435,088	538,346,923
Past due more than 120 Days	4,603,210,536	2,755,869,946	1,847,340,589	4,278,656,906	2,724,819,653	1,553,837,253
Total	32,899,377,851	3,008,872,699	29,890,505,152	25,896,430,016	2,909,585,298	22,986,844,717

Total Impairment for the year resulted from counterparties

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Balance at the Beginning of the Year	4,290,020,024	4,487,457,852	2,909,585,298	3,295,196,655
Impairment Loss Recognised	1,031,191,630	543,499,943	638,356,757	310,855,422
Amounts Written-off	(653,692,024)	(740,937,771)	(539,069,356)	(696,466,779)
Balance at the End of the Year	4,667,519,630	4,290,020,024	3,008,872,699	2,909,585,298

Total impairment for the period resulted from following counterparties.

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Impairment for Hire Purchase Debtors	301,490,584	67,155,477	298,269,500	63,936,893
Impairment for Lease Rental Receivables	673,358,014	493,933,852	-	-
Impairment for Loan Receivables	982,067,833	883,282,291	-	-
Impairment for Trade Receivables	1,095,563,206	1,065,585,792	1,095,563,206	1,065,585,792
Impairment for Other Receivables	1,615,039,993	1,780,062,615	1,615,039,993	1,780,062,613
Total	4,667,519,630	4,290,020,027	3,008,872,699	2,909,585,298

A committee respective functional managers groups established a credit policy under which each new customer is analysed individually for credit worthiness before the Group's standard payment and delivery terms and conditions offered for wholesale customers, sale limits are established for each customer and reviewed periodically. Any sales exceeding these limits require approvals from Directors based on amount enhanced.

The Group establishes an allowance for impairment that represent its estimate of incurred losses in respect of trade and other receivables.

All related party receivables are from Subsidiary companies which are controlled by the same Board of Directors of Singer (Sri Lanka) PLC.

Cash at Bank (Cash Equivalents)

The Group held cash at bank equivalents of Rs. 4.19 bn at 31 March 2026 (2025 -Rs. 6.96 bn) which represents its maximum credit exposure on these assets.

Respective credit ratings of banks which group cash balances held are as follows

- People's Bank – AA-(Ika)
- Standard Chartered Bank – AAA (Ika)
- Commercial Bank of Ceylon PLC – AA-(Ika)
- Sampath Bank PLC – AA-(Ika)
- Nations Trust Bank PLC – A(Ika)
- HSBC Bank – AA- (Ika)
- Deutsche Bank – A+ (Ika)
- Pan Asia Banking Corporation PLC Bank– BBB(Ika)
- Hatton National Bank PLC– AA-(Ika)Bank of Ceylon– CCC+
- Bank of Ceylon– CCC+
- DFCC Bank– A(Ika)
- Citibank -AAA(Ika)
- Seylan Bank PLC -A+(Ika)
- National Development Bank PLC - A- (Ika)
- Union Bank of Colombo PLC- BBB- (Ika)
- Habib Bank AA(Ika)
- MCB - AA (Ika)
- Cargills - A (Ika)

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments. For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs.

Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Group has done no investments in debt securities as at 31st March 2026

Notes to the Financial Statements

Liquidity Risk

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements:

Group As at 31st March 2026	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Secured bank loans	8,941,660,910	10,506,814,441	2,544,578,484	3,002,279,511	2,504,067,681	1,957,252,189	498,636,576
Unsecured bank loans	38,671,639,938	-	23,339,567,610	11,432,522,328	3,899,550,000	-	-
Unsecured Debenture issues	6,424,624,812	7,549,194,879	1,828,291,436	2,157,151,746	1,799,184,236	1,406,294,770	358,272,691
Lease Liability	6,660,225,627	6,660,225,627	647,116,655	647,116,655	1,411,993,605	2,391,939,259	1,562,059,454
Bank overdrafts	2,734,089,038	2,734,089,038	2,734,089,038	-	-	-	-
Securitisation Loans	25,429,515,368	29,880,712,541	7,236,619,495	8,538,292,129	7,121,409,348	5,566,300,837	1,418,090,733
Security Deposits	2,291,434,074	-	-	-	-	-	-
Trade and Other Payables	10,020,832,577	10,020,832,577	9,927,491,333	93,341,244	-	-	-
Amounts due to Related parties	1,116,296,477	-	-	-	-	-	-
Public Deposits	41,278,533,265	30,025,050,962	16,433,294,278	6,268,178,667	4,549,792,116	2,736,049,868	37,736,033
Total	143,568,852,086	97,376,920,065	64,691,048,327	32,138,882,279	21,285,996,986	14,057,836,923	3,874,795,487

Group 31st March 2025	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Secured bank loans	6,749,527,970	7,313,645,455	5,682,181,595	361,135,144	635,164,358	635,164,358	-
Unsecured bank loans	26,890,481,068	221,447,309	18,047,237,763	2,700,100,000	2,500,200,000	2,649,550,000	-
Unsecured Debenture issues	2,134,029,775	2,391,414,950	172,275,200	-	2,219,139,751	-	-
Lease Liability	6,043,869,732	6,043,869,732	619,980,063	619,980,063	1,239,166,018	2,547,459,820	1,017,283,768
Bank overdrafts	2,811,101,317	2,811,101,317	2,811,101,317	-	-	-	-
Securitisation Loans	10,624,653,775	11,801,770,814	1,808,702,133	2,363,945,012	5,579,409,315	2,049,714,354	-
Security Deposits	1,894,629,819	1,894,629,819	-	-	-	-	-
Trade and Other Payables	8,839,470,351	8,839,470,351	8,757,133,165	82,337,186	-	-	-
Amounts Due to Related Parties	913,414,174	913,414,174	913,414,174	-	-	-	-
Public Deposits	28,314,140,318	30,025,050,962	16,433,294,278	6,268,178,667	4,549,792,116	2,736,049,868	37,736,033
Total	95,215,318,299	72,255,814,883	55,245,319,688	12,395,676,072	16,722,871,558	10,617,938,400	1,055,019,801

Company 31st March 2026	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Unsecured Bank Loans	38,042,601,369	-	23,339,567,610	11,432,522,328	3,899,550,000	-	-
Lease Liability	5,613,827,375	5,613,827,375	272,378,556	860,238,305	1,080,802,363	2,184,265,028	1,216,143,123
Security Deposits	2,291,434,075	2,291,434,075	-	-	-	-	-
Trade and Other Payables	8,769,522,276	8,769,522,276	8,687,836,637	81,685,639	-	-	-
Amounts Due to Related Parties	1,882,258,014	1,882,258,014	1,882,258,014	-	-	-	-
Bank overdrafts	1,715,796,514	1,715,796,514	1,715,796,514	-	-	-	-
Total	58,315,439,623	20,272,838,254	27,210,000,694	12,292,760,633	4,980,352,363	2,184,265,028	1,216,143,123

Company 31st March 2025	Carrying Amount Rs.	Contractual Cash Flows Rs.	6 Months or Less Rs.	6-12 Months Rs.	1-2 Years Rs.	2-5 Years Rs.	More than 5 Years Rs.

Non-Derivative Financial Liabilities

Unsecured bank loans	26,672,303,159	-	17,825,790,454	2,700,100,000	2,500,200,000	2,649,550,000	-
Lease Liability	5,240,334,950	5,240,334,950	536,353,011	536,353,011	957,970,755	2,209,641,434	1,000,016,739
Security Deposits	1,894,629,819	1,894,629,819	-	-	-	-	-
Trade and Other Payables	8,028,670,801	8,028,670,801	7,946,333,615	82,337,186	-	-	-
Amounts Due to Related Parties	1,629,107,202	1,629,107,202	1,629,107,202	-	-	-	-
Bank Overdrafts	1,893,616,888	1,893,616,888	1,893,616,888	-	-	-	-
Total	45,358,662,819	18,686,359,660	29,831,201,170	3,318,790,197	3,458,170,755	4,859,191,434	1,000,016,739

The outflows disclosed in the above table represent the contractual discounted cash flows relating to non-derivative financial liabilities held for risk management purposes and which are not closed out before contractual maturity.

Market Risk

Currency Risk

The summary quantitative data about the Group's exposure to currency risk as reported to the management of the Group is as follows:

As at 31st March	As at 31st March 2026				As at 31st March 2025			
	USD*	CNY**	EURO***	GBP****	USD*	CNY**	EURO***	GBP****
Trade Payables								
Net Exposure	17,235,497	0.00	0.00	0.00	15,335,328	0.00	0.00	0.00

* USD – United States Dollars

* Euro – EU Euro

* CNY – Chinese Yuan

**** GBP – British pound sterling

The following significant exchange rates have been applied:

	Average Rate		Year end Spot Rate	
	2026 Rs.	2025 Rs.	As at 31st March 2026 Rs.	As at 31st March 2025 Rs.
USD	315.40	296.25	316.00	296.75
CNY	40.66	40.80	45.67	41.93
EURO	319.78	307.65	363.21	326.16
GBP	383.61	372.36	418.73	390.71

Sensitivity Analysis

A reasonably possible strengthening (weakening) of the USD, CNY or EURO against all other currencies at reporting date would have affected the measurement of financial instruments denominated in a foreign currency and affected equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

Notes to the Financial Statements

As at 31st March	Profit or Loss		Equity net of Tax	
	Strengthening Rs. '000	Weakening Rs. '000	Strengthening Rs. '000	Weakening Rs. '000
2026				
USD (5% Movement)	(271,804)	271,804	(176,672)	176,672
2025				
USD (5% Movement)	(227,155)	227,155	(159,009)	159,009

Interest Rate Risk

Profile

At the Reporting date, the interest rate profile of the Group's interest-bearing financial instruments was:

As at 31st March	Group		Company	
	2026 Rs.	2025 Rs.	2026 Rs.	2025 Rs.
Fixed Rate Instruments				
Financial Assets	112,245,992,595	66,861,969,708	17,234,230,974	12,795,932,743
Financial Liabilities	(42,546,870,848)	(27,914,897,595)	(34,143,051,369)	(21,822,553,159)
	69,699,121,747	38,947,072,113	(16,908,820,395)	(9,026,620,416)
Variable Rate Instruments				
Financial Liabilities	(5,066,430,000)	(6,022,095,481)	(3,899,550,000)	(4,849,750,000)
	(5,066,430,000)	(6,022,095,481)	(3,899,550,000)	(4,849,750,000)

Cash Flow Sensitivity for Variable Rate Instruments

A reasonably possible change of 100 basis points in interest rate at the reporting date would have Increased (Decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables remain constant:

As at 31st March	Profit or Loss		Equity Net of Tax	
	1% Increase Rs. '000	1% Decrease Rs. '000	1% Increase Rs. '000	1% Decrease Rs. '000
31st March 2026				
Variable Rate Instruments	(389,955)	389,955	(253,471)	253,471
Cash Flow Sensitivity (Net)	(389,955)	389,955	(253,471)	253,471
31st March 2025				
Variable Rate Instruments	(48,498)	48,498	(36,858)	36,858
Cash Flow Sensitivity (Net)	(48,498)	48,498	(36,858)	36,858

Fair Values

Fair Values Versus Carrying Amounts

The fair values of financial assets and liabilities, together with the carrying amounts in the Balance Sheet, are as follows:

Group 31st March 2026	Note	Financial Assets at FVTPL	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level
			Rs.	Rs.	Rs.	

Financial Assets at FVOCI	15.1	-	21,962,864	-	21,962,864	Level 3
Hire Purchase Debtors	17	-	-	17,234,230,974	17,234,230,974	-
Lease Rental Receivables	17	-	-	20,609,615,012	20,609,615,012	-
Loan Receivables	17	-	-	67,258,689,292	67,258,689,292	-
Trade Receivables	17	-	-	6,613,507,717	6,613,507,717	-
Other Receivables	17	-	-	7,143,457,317	7,143,457,317	-
Amounts due from Related Parties	18	-	-	103,804,704	103,804,704	-
Cash and Cash Equivalents	19.2	-	-	4,192,808,636	4,192,808,636	-
Investment in Treasury Bills	15.2	-	-	3,699,761,613	3,699,761,613	-
Deposits with Banks	19.4	-	-	3,696,642,550	3,696,642,550	-
Total		-	21,962,864	130,552,517,815	130,574,480,679	-
Debentures	23.2	-	-	6,424,624,812	6,424,624,812	-
Bank Loans	23.3	-	-	47,613,300,848	47,613,300,848	-
Securitisation Loans	23.4	-	-	25,429,515,368	25,429,515,368	-
Bank Overdraft	19.3	-	-	2,734,089,038	2,734,089,038	-
Security Deposits	26	-	-	2,291,434,075	2,291,434,075	-
Trade and Other Payables	27	-	-	10,020,832,577	10,020,832,577	-
Dividend Payable	30	-	-	148,606,188	148,606,188	-
Amounts due to Related Parties	32	-	-	1,116,296,477	1,116,296,477	-
Deposits from Customers	33	-	-	41,278,533,265	41,278,533,265	-
Total		-	-	137,057,232,648	137,057,232,648	-

Group 31st March 2025	Note	Financial Assets at FVTPL	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level
			Rs.	Rs.	Rs.	

Financial Assets at Assets at FVOCI	15.1		22,468,402	-	22,468,402	Level 3
Other Financial Asset- Unit Trust	19.1	340,323,271			340,323,271	Level 2
Hire Purchase Debtors	17	-	-	12,795,932,743	12,795,932,743	Level 2
Lease Rental Receivables	17	-	-	17,209,192,712	17,209,192,712	-
Loan Receivables	17	-	-	30,318,632,025	30,318,632,025	-
Trade Receivables	17	-	-	5,817,361,716	5,817,361,716	-
Other Receivables	17	-	-	4,897,239,494	4,897,239,494	-
Amounts due from Related Parties	18	-	-	18,679,280	18,679,280	-
Cash and Cash Equivalents	19.2	-	-	6,963,283,877	6,963,283,877	-
Investment in Treasury Bills	15.2	-	-	2,812,655,388	2,812,655,388	-
Deposits with Banks	19.4	-	-	4,242,929,277	4,242,929,277	-
Total		340,323,271	22,468,402	82,273,965,142	82,636,756,815	-
Debentures	23.2	-	-	2,134,029,775	2,134,029,775	-
Bank Loans	23.3	-	-	33,639,647,593	33,639,647,593	-
Securitisation Loans	23.4	-	-	10,624,653,775	10,624,653,775	-
Bank Overdrafts	19.3	-	-	2,811,101,317	2,811,101,317	-
Security Deposits	26	-	-	1,894,629,820	1,894,629,820	-
Trade and Other Payables	27	-	-	8,839,470,351	8,839,470,351	-
Dividend Payable	32	-	-	84,462,486	84,462,486	-
Amounts due to Related Parties	33	-	-	913,414,175	913,414,175	-
Deposits from Customers		-	-	28,314,140,318	28,314,140,318	-
Total		-	-	89,255,549,610	89,255,549,610	-

Notes to the Financial Statements

Company 31st March 2026	Note	Financial Assets at FVTPL	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level
			Rs.	Rs.	Rs.	
Financial Assets at Assets at FVOCI	15.1		19,777,822	-	19,777,822	
Other Financial Asset- Unit Trust	19.1	-	-	-	-	
Hire Debtors	17		-	17,234,230,974	17,234,230,974	-
Trade Debtors	17		-	6,613,507,717	6,613,507,717	-
Other Debtors	17		-	6,042,766,461	6,042,766,461	-
Amounts due from Related Parties	18		-	170,288,561	170,288,561	-
Cash and Cash Equivalents	19.2		-	2,187,829,445	2,187,829,445	-
Total		-	19,777,822	32,248,623,158	32,268,400,980	-
Security Deposits	26		-	2,291,434,075	2,291,434,075	-
Bank Loans	23.7		-	38,042,601,369	38,042,601,369	-
Bank Overdrafts	19.3		-	1,715,796,514	1,715,796,514	-
Lease Liability	11.2		-	5,613,827,375	5,613,827,375	-
Trade and Other Payables	27		-	8,769,522,276	8,769,522,276	-
Dividend Payable	30		-	143,957,033	143,957,033	-
Amounts due to Related Parties	32		-	2,618,495,542	2,618,495,542	-
Total		-	-	59,195,634,184	59,195,634,184	-

Company 31st March 2025	Note	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level	
		Rs.	Rs.	Rs.		
Financial Assets at Assets at FVOCI	15.1		20,283,360	-	20,283,360	Level 3
Other Financial Asset- Unit Trust	19.1	340,323,271		-	340,323,271	Level 2
Hire Debtors	17		-	12,510,817,708	12,510,817,708	-
Trade Debtors	17		-	6,099,807,506	6,099,807,506	-
Other Debtors	17		-	4,039,065,908	4,039,065,908	-
Amounts due from Related Parties	18		-	52,687,895	52,687,895	-
Cash and Cash Equivalents	19.2	-	-	2,343,976,768	2,343,976,768	-
Total		340,323,271	20,283,360	25,383,509,384	25,744,116,015	-
Security Deposits	26		-	1,894,629,819	1,894,629,819	-
Bank Loans	23.3		-	26,672,303,159	26,672,303,159	-
Bank Overdrafts	19.3		-	1,893,616,888	1,893,616,888	-
Lease Liability	11.2		-	5,240,334,950	5,240,334,950	-
Trade and Other Payables	27		-	8,028,670,801	8,028,670,801	-
Dividend Payable	30		-	79,799,475	79,799,475	-
Amounts due to Related Parties				1,975,571,917	1,975,571,917	
Total		-	-	45,784,927,009	45,784,927,009	

Wherever the assets and liabilities are not fair valued, it was assumed that the carrying value of such assets and liabilities are a reasonable approximation to it's fair value as majority of such assets and liabilities are with shorter maturity periods.

(I) Fair Value Versus Carrying Amounts

Level 3 Recurring Fair Value

a) All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The fair value is calculated as the present value of the estimated future cash flows. Estimates of future floating-rate cash flows are based on forward interest ratio and forward currency rates. Estimated cash flows are discounted using a yield curve constructed from similar sources.

(b) The following shows a reconciliation from the opening balance to closing balances for Level 3 fair value.

As at 31st March 2026	Group	Company
As at 31st March		
Balance as at 1st April 2025	22,468,402	20,283,360
Net charge in fair value (Unrealised)	(505,538)	(505,538)
Balance as at 31st March 2026	21,962,864	19,777,822
Gain Included in OCI	(505,538)	(505,538)

Net Assets per share as at 31st March 2026 Rs. 18.73

The Group holds an investment in equity shares of Equity Investment Lanka Limited and Credit Information Bureau with a fair value of Rs. 21,962,864 measured at Net Asset basis. Fair value of this investment was categorised as level 3 as at 31st March 2026. This was because the shares were not listed on an exchange and there were no recent observable arms's length transactions in the shares.

Share investment details are given in note 15.1

Fair Values of Financial Instruments

The following table shows an analysis of assets and liabilities recorded at fair value by level of fair value hierarchy.

The amounts are based on the values recognised in the statement of financial position.

Net assets value per share of the investment is considered as the fair value of unquoted equity shares

As at 31st March 2025	Note	Level 1	Level 2	Level 3	Total
Group					
Financial Assets measured at Fair Value through Other Comprehensive Income	15	-	-	21,962,864	21,962,864
Company					
Financial Assets measured at Fair Value through Other Comprehensive Income	15	-	-	19,777,822	19,777,822

Notes to the Financial Statements

34.2 Capital Management

The Singer Finance (Lanka) PLC's Board's policy is to maintain a strong capital base to maintain confidence of the investors, creditors and the market while sustaining future development of the business capital consists to total equity. The Board of Directors monitors the return on capital as well as the level of dividends to ordinary shareholders.

The Board of Directors seeks to maintain a balance between higher returns facilitated through a higher level of borrowings and the benefits and security afforded by a sound capital position.

The Capital Structure of the Group consists of debt and equity of the Group. The capital structure of the Group is reviewed by the Board of Directors.

The Group monitors capital using the ratio of net debt to equity. For this purpose adjusted net debt is defined as total liabilities comprising interest bearing loans and borrowings and obligation under finance leases, less cash and cash equivalents.

As at 31st March	Company	
	2026	2025
Total Borrowings	87,111,160,916	51,012,519,055
Less: Cash and Cash equivalents	1,690,764,988	1,830,533,619
adjusted net Borrowings	88,801,925,904	52,843,052,674
Total Equity	9,638,033,327	6,104,069,576
Net Debt to Equity Ratio	9.21	8.66

The Regulatory Capital requirements for the Finance Companies are set by the Central Bank of Sri Lanka. The details of the computation of risk weighted assets, capital and the ratios of the Singer Finance PLC are given below:

34.2.1 Capital Adequacy of Singer Finance (Lanka) PLC

Capital adequacy is a measure of financial institutions financial strength and stability. This widely accepted concept tries to specify the limit to which a business can expand in terms of its risk-weighted assets. Finance companies in pursuit of business expansion, could engage themselves in activities in activities that regularly change their risk profile. In light of this, regulatory capital requirements have been established to avoid undue expansion beyond specified limits, keeping a hold on companies' exposure to risk. Capital serves as a comfort to absorb unexpected losses, providing a degree of security to depositors and other key stakeholders.

This Measure has been introduced by the Central Bank of Sri Lanka to protect the interest of the various stakeholders of the Company while ensuring the maintenance of confidence and stability of the financial system

The capital adequacy ratio is calculated as a percentage on company's capital to its risk weighted assets as specified by the direction No 03 of 2018 with the effect from 1st July 2018 . Previously, Capital Adequacy ratio was computed based on the Direction No.02 of 2006 and by the circular issued by the Central Bank of Sri Lanka dated 15/03/2017.

Based on the Direction No. 03 of 2018 the Listed Finance Companies which are having asset base less than 100 Billion need to be have minimum Core Capital Ratio (Tier-I) of 7% and 11% based on the Total Capital Ratio (Tier-II) . This minimum requirement will increase to 8.5% and 12.5% respectively with the effect from 1st July 2022.

The core capital represents the permanent shareholders, equity and reserves created or increase by appropriations of retained earnings or other surpluses and the total capital include, in addition to the core capital, the revaluation reserves, general provisions and other hybrid capital instruments and unsecured subordinated debts.

The risk-weighted Assets have been calculated by multiplying the value of each category of asset using the risk-weight specified by the Central Bank of Sri Lanka.

Capital Adequacy Ratio

As at 31st March	2026	2025
Tier 1 Capital	9,182,966,369	5,772,256,036
Tier 2 Capital	12,982,966,369	6,903,392,124
Total Risk - Weighted Assets	84,125,868,671	52,555,337,063
Tier 1 Capital Ratio	10.92%	10.98%
Total Capital Ratio	15.43%	13.14%

35. Commitments and Contingencies - Group / Company

35.1 Financial Contingencies

Documentary Credits effected for foreign purchases amounting to Group and Company respectively Rs. 10,207 million (2024/25-Rs.4,842 million) and Rs.10,044 million (2024/25- Rs.4,658 million)

Notes to the Financial Statements

35.2 Assets Pledged

Singer (Sri Lanka) PLC has given a negative pledge over the bank loans (short term and long term) obtained from Commercial Banks as stated below as at 31 March 2026.

As at 31st March	2026
	Rs. million

Bank	
Commercial Bank of Ceylon PLC	11,241
Standard Chartered Bank Sri Lanka Limited	1,451
Sampath Bank PLC	5,713
Seylan Bank PLC	750
Bank of Ceylon	2,000
People's Bank	2,124
Hatton National Bank PLC	10,253
National Development Bank PLC	3,200
Nations Trust Bank PLC	287
DFCC Bank PLC	1,023
Total	38,042

Bank	Exposure	Type of Facility	Outstanding	Carrying
			Credit Facility Rs. Million	Value Rs. Million
Sampath Bank PLC	130% of the Bank's exposure	Loan	500	1,040
		Overdraft Facility		300
Commercial Bank of Ceylon PLC	150% of the Bank's exposure	Overdraft Facility	200	300
Seylan Bank PLC	130% of the Bank's exposure	Loan		1,700
		Overdraft Facility	250	
Nations Trust Bank PLC	130% of the Bank's exposure	Loan		3,675
		Overdraft Facility	200	
National Development Bank PLC	130% of the Bank's exposure	Loan	400	650
		Overdraft Facility	100	
Cargills Bank PLC	150% of the Bank's exposure	Loan	500	750
Bank of Ceylon	130% of the Bank's exposure	Loan	1,500	1,950
Pan Asia Banking Corporation PLC	200% of the Company exposure	Loan	292	379
DFCC Bank PLC	130% of the Bank's exposure	Loan	250	650
		Overdraft Facility	250	
Sanasa Development Bank PLC	130% of the Bank's exposure	Loan	1,000	1,300
Habib Bank Limited	130% of the Bank's exposure	Loan	250	325
Trustee (Hatton National Bank PLC & National Development Bank PLC)	130% of the Bank's exposure	Securitisation	23,905	31,076
			35,271	45,993

35.4 Contingencies

- (a) Commissioner General of Inland Revenue has issued assessment notices on Singer (Sri Lanka) PLC pertaining to an additional VAT Liability/ Payment on account of Deemed VAT for seven quarters during the period 1st January 2014 to 30th September 2015. The assessments were for a Deemed VAT payment of Rs. 1,076 million and penalty of Rs. 423 million, totalling to Rs. 1,499 million. The assessments were appealed against and in due course the Commissioner General of Inland Revenue issued the determination on the appeal. In terms of the same, Rs. 791 million of Deemed VAT liability and penalty of Rs. 395 million totalling to Rs.1,186 million was held to be the Deemed VAT liability for the seven quarters for the period from 1st January 2014 to 30th September 2015. The Company after carefully reviewing the situation and based on the advice of tax consultants, was of the opinion that there is no basis for the Company to be made liable for Deemed VAT. Accordingly the Company decided to appeal to the Tax Appeals Commission against the determination. Further, the Company had previously provided bank guarantees amounting to Rs. 297 million to the Commissioner General of Inland Revenue - Tax Appeals Commission.

The Tax Appeals Commission hearings were concluded on 28th February 2023, and the determinations were consequently issued on the 17th of May 2023 and 23rd May 2023 for all seven quarters for the period from 1st January 2014 to 30th September 2015 – Though the Company was not informed of such determinations for a period of approximately one month from such dates. The Tax Appeals Commission in determining the case has confirmed the purported determinations made by the Commissioner General of Inland Revenue for all seven quarters. Accordingly at the time of receiving the said determinations on the 20th of June 2023, the company deposited 10% of the pending assessed value amounting to Rs. 108 Mn in lieu of renewing the bank guarantees which were previously given. The Rs. 108 Mn. has by now been transferred by the Tax Appeals Commission to the Department of Inland Revenue.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for Deemed VAT. Accordingly, the Company has decided to seek the judicial review in the Appellate Court against the determination issued by the Tax Appeals Commission by making an application for a case stated, which was submitted to the Court of Appeal in August 2023. Hence, no provision has been made in the Financial Statements until the matter has been determined by the Court.

- (b) Commissioner General of Inland Revenue has issued assessment notices on Singer Digital Media (Pvt) Ltd which has been amalgamated with Singer (Sri Lanka) PLC pertaining to an additional Income Tax Liability for the Year of Assessment 2018/2019. The assessment was for an income tax payment of Rs. 86 million and interest and penalty of Rs. 44 million and Rs. 16 million respectively, totalling to Rs. 147 million.

Since, the Commissioner General of Inland Revenue has failed to make the determination on the appeal, the Company has decided to appeal to the Tax Appeal Commission against the assessment dated 25th May 2022. Further, the Company has previously provided a bank guarantee amounting to Rs. 37 million to the Commissioner General of Inland Revenue - Tax Appeals Commission on 02nd March 2023.

The determination was issued by the Tax Appeals Commission for the year of assessment 2018/2019 on 21st November 2023 confirming the assessment notices issued. The tax authorities have exercised the bank guarantee of Rs. 37 million on 7th December 2023.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that it is unlikely that the company will be made liable for Income Tax. Accordingly, the Company has decided to seek the judicial review in the Appellate Court against the determination issued by the Tax Appeals Commission by making an application for a case stated, which was submitted to the Court of Appeal in February 2024. Hence, no provision has been made in the Financial Statements until the matter has been determined by the Court.

- (c) The Company has received default notices for assessments issued to Singer Digital Media (Pvt) Ltd which has been amalgamated with Singer (Sri Lanka) PLC, in relation to Income Tax and National Building Tax (NBT). These include income tax in default for the Year of Assessment 2015/2016, comprising tax payable of Rs. 2.8 million and a penalty of Rs. 2.7 million, income tax penalty for the Year of Assessment 2016/2017 amounting to Rs. 10.5 million and NBT default for the period 1620 comprising tax payable of Rs. 5.4 million and a penalty of Rs. 2.7 million, totalling to Rs. 24.1 million.

The company has responded to the Inland Revenue Department on 21 April 2026, stating that the liability had already been settled on 13 November 2015 for the income tax default notice received for the year of assessment 2015/16, while the company responded to the default notices for the year of assessment 2016/2017 and for the period 1620 on the 30th of April 2026.

- (d) Singer (Sri Lanka) PLC has provided bank guarantees amounting to Rs.807 million to Director General of Customs to clear imports during the years 2008 to March 2026. The bank guarantee related to alleged additional duty payable on imports, claimed by the customs and is being contested by the Company in courts. The Court of Appeal ordered that the Director General of Customs continue with the investigations. The Company being aggrieved by the decision has filed an appeal, which is pending before the Supreme Court. The Company lawyers are of the opinion that there is no basis that the Company is liable for the additional duty. Based on assessment the probability is higher that the Company would not be required to settle the liability. Hence, no provision is made in the Financial Statements
- (e) Inland Revenue Department has issued assessment notices on Singer (Sri Lanka) PLC pertaining to VAT for 17 quarters from 1st Quarter 2017 to 1st Quarter 2022. The assessment is for a VAT payment of Rs. 662.44Mn and penalties thereon amounting to Rs. 847.46Mn. The reason for these assessments is due to a mismatch between the tax invoice numbers/values associated with third-party input VAT claims (as reported in Customer VAT Schedule 02) and those recorded and declared by the company in VAT Schedule 01 of Singer (Sri Lanka) PLC.

Notes to the Financial Statements

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for VAT. Accordingly, the Company has decided to appeal against the assessments issued by the Senior Deputy Commissioner of the Inland Revenue Department

- (f) Inland Revenue Department has raised assessment notices on Singer (Sri Lanka) PLC pertaining to an additional Income Tax Liability for the Years of Assessment 2017/2018, 2018/2019, 2019/2020 and 2020/2021. These assessments were for income tax payments of Rs. 596 million and interest and penalty of Rs. 575 million and Rs. 205 million respectively, totalling to Rs. 1,376 million. The reason for these assessments is due to mismatches between the tax invoice numbers/values associated with third-party input VAT claims (as reported in Customer VAT Schedule 02) and those recorded and declared by the company in VAT Schedule 01 of Singer (Sri Lanka) PLC. Thus, the Inland Revenue Department arguing that there is an undeclared revenue, thereby resulting in an understatement of the taxable profit.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for Income Tax. Accordingly, the Company has decided to appeal against the assessments issued by the Senior Deputy Commissioner of the Inland Revenue Department.

- (g) The Commissioner General of Inland Revenue has issue assessments against Regnis Appliances (Pvt) Ltd, a 100% subsidiary of Singer (Sri Lanka) PLC. The assessments were raised on VAT for 1st & 4th Quarters of 2016, 4th Quarter of 2019 and 1st Quarter of 2023. The total amount assessed is Rs. 3.3 Mn. After carefully reviewing the assessments and based on the advice of tax consultants, the company appealed against the assessments raised.

The Company, after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for VAT. Accordingly, the Company has decided to appeal against the assessments issued by the Commissioner of the Inland Revenue Department.

- (h) Singer Finance (Lanka) PLC has provided letters of guarantee totalling to Rs.32,100,000/- against Fixed Deposits of Rs.32,100,000/- as at 31st March 2026.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessment. Therefore, the Company has initiated an appeal for an administrative review on 20th June 2024.

- (i) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional surcharge tax liability for the taxable period from 1st April 2020 to 31st March 2021. The assessment includes a surcharge tax of Rs. 333.5 million and interest of Rs. 49.7 million, totalling to Rs. 383.2 million.

Following a comprehensive review of the relevant facts and applicable tax legislation, management concluded that there were reasonable grounds to challenge the assessment. Accordingly, the Company submitted a request for an administrative review on 31 December 2024. Subsequent to this review, the Department of Inland Revenue issued its Determination on 19 January 2026. As per the Determination, the surcharge tax was revised to Rs. 300.2 million, with interest of Rs. 166.2 million and a penalty of Rs. 49.4 million, prior to adjusting for payments already made. The Company had previously settled Rs. 53 million in 2022 and Rs. 100.3 million in September 2024. After accounting for these payments, the outstanding amounts were a surcharge tax of Rs. 247.2 million, interest of Rs. 65.9 million, and a penalty of Rs. 49.4 million.

Upon careful consideration of the Determination and based on professional advice obtained from tax consultants, management determined that there are sufficient grounds to further contest the position taken by the Department of Inland Revenue. Accordingly, an appeal was filed with the Tax Appeals Commission on 11 February 2026.

- (j) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional Income tax liability for the taxable period from 1st April 2020 to 31st March 2021. The assessment includes an Income tax of Rs. 102.2 million and interest of Rs. 49 million, totalling Rs. 151.2 million.

After carefully reviewing the situation and based on the advice of tax consultants, the Company has settled part of the assessed amount, totalling Rs. 19.5 million, which includes interest of Rs. 6.4 million. The Company is of the view that it has strong grounds to contest the remaining portion of the assessment. Accordingly, the Company lodged an appeal for an administrative review on 20th June 2024. The administrative review interview was held on 06th March 2025, and a written submission was provided on 15th May 2025. Furthermore, the additional requested information has been submitted via email.

It was negotiated with the Department of Inland Revenue at the administrative review stage and agreed on a settlement of Rs.13,619,272/- inclusive of a reduced penalty of Rs. 1,284,186/- and interest of Rs. 2,735,797/-

- (k) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional Income tax liability for the taxable period from 1st April 2021 to 31st March 2022. The assessment includes an Income tax of Rs. 22.8 million and interest of Rs. 9.9 million, totalling Rs. 32.7 million.

After carefully reviewing the situation and based on the advice of tax consultants, the Company has settled part of the assessed amount, totalling Rs. 16.2 million. The Company is of the view that it has strong grounds to contest the remaining portion of the assessment. Accordingly, the Company lodged an appeal for an administrative review on 12th March 2025. The appeal hearing was held on 17th March 2026, and the Company submitted additional information on 10th April 2026. The matter is yet to be finalised.

- (l) Regnis (Lanka) PLC which is now merged with Singer (Sri Lanka) PLC has cleared a shipment of imported goods during the year 2008 on provision of a bank guarantee to the Director General of Customs amounting to Rs. 7 million. The bank guarantee relates to alleged additional duty payable on imports which is contested by the Company. The customs inquiry initiated in 2008 is still pending. The Management is of the opinion that there is no basis that the Company is liable for the additional duty and hence, no provision is made in the Financial Statements on additional duty payable on imports which is contested by the Company.
- (m) The Commissioner General of Inland Revenue has issued Default tax notices on Regnis (Lanka) PLC which was amalgamated with Singer (Sri Lanka) PLC on 31st January 2024 pertaining to VAT, IT, Dividend tax & ACT Liabilities from year 1998 to 2007. The default notices were Default tax amounting to for Rs. 12.2 million and penalty of Rs.5.5 million, totalling Rs. 17.7 million.

Based on the advice of tax consultants, the company has given a reply to the IRD mentioning reasons as to why the company should not be assessed.

- (n) The Commissioner General of Inland Revenue has issued assessments/default notices on Singer Industries (Ceylon) PLC which was amalgamated with Singer (Sri Lanka) PLC on 31st January 2024 pertaining to VAT, IT, Dividend tax & PAYE Liabilities from year 1993 to 2024. The assessments/ default notices were for Default tax amounting to Rs. 30.1 million and penalty of Rs.20.8 million, totalling Rs. 50.9 million.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessments/ default notices. Therefore, no provision has been made in the financial statements.

- (o) Commissioner General of Inland Revenue has issued an assessment notice on Singer (Sri Lanka) PLC pertaining to an additional VAT on Financial Services Liability for the taxable period of 01st January 2016 to 31 December 2016. The assessment was for VAT on Financial Services payment of Rs. 27 million and penalty of Rs. 16 million, totalling to Rs. 43 million. Subsequently, Commissioner General of Inland Revenue had given the determination on the appeal. As per the same, Rs. 26 million of VAT on Financial Services liability and a penalty of Rs. 26 million totalling Rs. 52 million is payable as VAT on Financial Services liability for the period 1st January 2016 to 31st December 2016. The Company after carefully reviewing the situation and based on the advice of tax consultants, was of the opinion that the Company has strong grounds on which to contest the CGIR's determination. Accordingly, the Company decided to appeal to the Tax Appeal Commission against the determination on 17th August 2021. Further, the Company has provided a bank guarantee amounting to Rs.13 million to the Commissioner General of Inland Revenue - Tax Appeal Commission on 03rd December 2021.

The Tax appeal commission annulled the assessment and the determination of the Commissioner General of Inland Revenue on the case through their determination made on the 24th December 2024.

36 Events Occurring after the Reporting Period

There have been no events occurring after the balance sheet date that require disclosure in the financial statements except for the following.

1. The Board of Directors passed a resolution on 30th April 2026 granting approval to sell the entirety of the 9.28% stake held in Equity Investments Lanka Limited for a consideration of Rs. 10,989,000/-based on an offer made by an investor.
2. Singer (Sri Lanka) PLC executed a Sale and purchase agreement with ACME Printing and Packaging PLC on 28th April 2026 to purchase the premises bearing Assessment No. 345, Gonamadhitha Road, Piliyandala at a price of Rs. 630 Mn for the purpose of expanding the local manufacturing business of the Company.

37 Related Party Transactions

37.1 Parent and Ultimate Controlling Party

The Company's Parent undertaking and Controlling Party is Hayleys PLC

37.2 (a) Transaction with Parent Companies

Name of the Company	Nature of Transaction	Group		Company	
		For the Year Ended 31st March 2026 Rs. Million	For the Year Ended 31st March 2025 Rs. Million	For the Year Ended 31st March 2026 Rs. Million	For the Year Ended 31st March 2025 Rs. Million
Hayleys PLC	Expenses Reimbursed	791.4	686.7	633.9	575.9

Notes to the Financial Statements

37.2 (b) Transactions with Subsidiary Companies

Name of the Company	Nature of Transaction	Company	
		For the Year Ended 31st March 2026 Rs. Million	For the Year Ended 31st March 2025 Rs. Million
Singer Finance (Lanka) PLC	Withdrawals of Rental collections from Singer (Sri Lanka) PLC	2,840.1	1,762.6
	Sale of Assets	98.2	78.8
	Net Interest Expense/Income	0.7	3.6
	Rental Collections through Singer (Sri Lanka) PLC	2,817.9	1,867.8
	Collection Commission paid	34.0	22.6
	Royalty Expense Charged During the Year	143.3	89.9
	Rent Reimbursed	9.3	9.0
	Expenses Reimbursed	282.3	206.2
	Balance settlement during the year	547.8	292.0
Regnis Appliances (Private) Limited	Purchases	4,517.1	2,956.7
	Non-Trade Settlement	58.8	119.8
	Sales	112.5	48.4
	Trade Settlements	4,544.8	3,020.1
	Reimbursement of the Expenses	44.9	43.5
	Interest Expense	15.8	25.1
	Interest Income	1.0	0.4
	Interest WHT	1.8	1.2
	Balance Payable	649.7	679.1
Realty & Distributors Ltd	Rent Expense	9.9	9.8
	Interest Expense	1.8	1.9
	Loan Payable	19.1	19.1
	Balance Payable Trade	14.1	19.5

* Subscribing to the Rights Issue of Singer Finance (Lanka) PLC

Singer Finance (Lanka) PLC ('Singer Finance'), a subsidiary of the Company offered a Rights Issue of ordinary voting shares up to 75,777,778 at Rupees Twenty Six and Cents Fifty (Rs. 26.50) to the existing shareholders of the Company, in the proportion of Six (6) new Ordinary shares for every Sixteen (16) existing shares held. Since the Company held 161,513,035 ordinary voting shares in Singer Finance before the Rights Issue, the company subscribed for the full entitlement of 60,567,388 ordinary voting shares at a total consideration of Rupees One Billion Six Hundred and Five Million Thirty-Five Thousand Seven Hundred and Eighty-Two (Rs. 1,605,035,782/-). Accordingly, Singer Finance issued shares to the company in October 2025. This investment has been recorded under Investment in Subsidiary in the Company's balance sheet as at 31st March 2026.

37. 2 (c) Transactions with Companies under Common Control of Hayleys PLC

Name of the Company		Group		Company	
		For the year ended	For the year ended	For the year ended	For the year ended
		31st March 2026	31st March 2025	31st March 2026	31st March 2025
Nature of Transaction		Rs. Million	Rs. Million	Rs. Million	Rs. Million
Hayleys Aventura (Private) Limited	Sales	3.8	-	3.8	-
	Purchases	215.9	94.3	60.0	-
Alumex PLC	Sales	16.2	-	16.2	-
	Purchases	0.0	-	0.0	-
The Kingsbury PLC	Sales	11.0	4.4	11.0	4.4
	Purchases	14.4	1.8	11.9	-
Fentons Limited	Sales	69.4	-	69.4	-
	Service obtained	779.5	882.2	760.5	869.3
Energynt (Private) Limited	Purchases	21.1	0.2	12.6	-
	Sales	8.4	-	8.4	-
Toyo Cushion Lanka (Private) Limited	Purchases	488.2	281.0	488.2	281.0
	Service obtained	703.1	555.2	703.1	555.2
Mabroc Teas (Private) Limited	Sales	4.8	2.9	4.8	2.9
	Purchases	17.1	21.7	13.8	19.4
Creative Polymats (Private) Limited	Sales	1.5	-	1.5	-
	Purchases	374.8	245.4	374.8	245.4
Advantis Freight (Private) Limited	Service obtained	264.3	609.1	108.7	570.5
IML Delivery Systems (Private) Limited	Sales	0.3	-	0.3	-
	Service obtained	54.8	-	54.8	-
Sri Lanka Shipping Company Limited	Sales	19.5	-	19.5	-
	Service obtained	172.2	44.9	172.2	44.9
Puritas (Private) Limited	Sales	9.7	-	9.7	-
	Purchases	18.2	0.2	18.0	-
Hayleys Business Solutions International (Private) Limited	Service obtained	6.5	5.9	4.0	4.1
Hayleys Consumer Products (Private) Limited	Sales	1.4	-	1.4	-
CEVA Logistics Lanka (Private) Limited	Service obtained	97.0	31.1	97.0	31.1
South Asia Textiles (Private) Limited	Sales	35.4	32.7	35.4	32.7
	Sales	3.2	-	3.2	-
Clarion Shipping (Private) Limited	Service obtained	81.1	70.1	81.1	70.1
	Purchases	66.3	88.0	-	88.0
Hayleys Advantis Limited	Sales	8.0	-	8.0	-
	Service obtained	12.3	-	12.3	-
Advantis Express (Private) Limited	Service obtained	7.5	16.0	7.5	16.0
Hayleys Fabric PLC	Sales	25.6	23.6	25.6	23.6
Expelogix (Private) Limited	Sales	0.0	-	0.0	-
	Service obtained	29.6	-	29.6	-
Dipped Products PLC	Sales	1.7	-	1.7	-

The receivable and payable balances of related parties as at 31st March 2026 have been disclosed in Notes 18 and 32 to the Financial Statements

Notes to the Financial Statements

37.2 (d) Transactions with Other Related Parties

There are no related party transactions other than those disclosed in Note 37 in the Financial Statements.

No security has been obtained or given for related party receivables and payables respectively where all related party dues are payable on demand.

For the Year Ended 31st March	Group		Company	
	2026 Rs. Million	2025 Rs. Million	2026 Rs. Million	2025 Rs. Million
Provisions for doubtful debts related to amount outstanding	Nil	Nil	Nil	Nil
Expense/(Reversal) recognised during the year in respect of bad or doubtful debts due from related parties	Nil	Nil	Nil	Nil

Terms and conditions of transactions with related parties

The Group and the Company carried out transactions in the ordinary course of business with its related parties as arms length transactions. The list of Directors at each of the subsidiary companies have been disclosed in the Group Directory under the Supplementary Information section of the Annual Report.

Non-recurrent related party transactions

There were no non-recurrent related party transactions which in aggregate value exceeds 10% of the equity or 5% of the total assets whichever is lower of the Group as per the latest audited financial statements, which required additional disclosures in the 2025/26 Annual Report under Colombo Stock Exchange listing Rule 9.3.2 and Code of Best Practices on Related Party Transactions under the Securities and Exchange Commission Directive issued under Section 13(c) of the Securities and Exchange Commission Act.

Recurrent related party transactions

There were no recurrent related party transactions which in aggregate value exceeds 10% of the consolidated revenue of the Group as per the latest audited financial Statements, which required additional disclosures in the 2025/26 Annual Report under Colombo Stock Exchange listing Rule 9.3.2 and Code of Best Practices on Related Party Transactions under the Securities and Exchange Commission Directive issued under Section 13 (c) of the Securities and Exchange Commission Act.

37.3 Transactions with Key Management Personnel

37.3.1 According to Sri Lanka Accounting Standard (LKAS) 24 – “Related Party Disclosure”, Key Management Personnel are those having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. Accordingly, the Directors (Including Executive and Non-Executive Directors) are the Key Management Personnels of the Group.

37.3.2 Transactions with Close Family Members of Key Management Personnel (KMP)

Close family members are defined as spouse or dependant. A dependant is defined as any one who depends on the respective Director for more than 50% of his/her financial needs.

For the Year Ended 31st March	Group	
	2026 Rs. Million	2025 Rs. Million
(i) Transactions with Key Management Personnel or close family members		
Deposits kept by Key Management Personnel or their close family members at Singer Finance (Lanka) PLC	201.2	214.1

For the Year Ended 31st March	Group		Company	
	2026 Rs. Million	2025 Rs. Million	2026 Rs. Million	2025 Rs. Million
(ii) Compensation of Key Management				
Short Term Employee Benefits	263.4	106.0	224.2	69.9
Post-Employment Benefits paid	-	-	-	-

(iii) In Addition to their Salaries, the Company contributes to a post employment defined benefit plan on their behalf. Directors' emoluments are disclosed in Note 8 to the Financial Statements.

38. Non - Controlling Interest

The following table summarises the information relating to each of the Group's subsidiaries that has material NCI.

31st March 2026	Singer Finance (Lanka) PLC Rs
NCI Percentage (%)	20.07
Non-Current Assets	30,595,641,672
Current Assets	66,153,552,571
Total assets	96,749,194,243
Non-Current Liabilities	31,931,621,195
Current Liabilities	55,179,539,721
Total liabilities	87,111,160,916
Net Assets	9,638,033,327
Net Assets Attributable to NCI	1,934,400,726
For the year ended 31st March 2026	
Revenue	14,323,875,480
Profit	1,575,154,417
OCI	(49,301,781)
Total Comprehensive Income	1,525,852,637
Profit Allocated to NCI	316,141,244
OCI Allocated to NCI	(9,895,110)
Cash Flows from Operating Activities	(23,091,771,668)
Cash Flows from Investment Activities	1,577,437,536
Cash Flows from Financing Activities	21,308,781,558
Net Increase (Decrease) in Cash and Cash Equivalents	(205,552,574)

Notes to the Financial Statements

31st March 2025	Singer Finance (Lanka) PLC Rs
NCI Percentage (%)	20.07
Non-Current Assets	18,974,672,945
Current Assets	38,141,915,686
Total assets	57,116,588,631
Non-Current Liabilities	17,225,188,218
Current Liabilities	33,787,330,840
Total liabilities	51,012,519,058
Net Assets	6,104,069,572
Net Assets Attributable to NCI	1,225,086,763
For the year ended 31st March 2025	
Revenue	9,059,456,901
Profit	851,722,983
OCI	36,243,149
Total Comprehensive Income	887,966,131
Profit Allocated to NCI	170,940,803
OCI Allocated to NCI	7,274,000
Cash Flows from Operating Activities	(12,246,910,881)
Cash Flows from Investment Activities	(2,246,258,783)
Cash Flows from Financing Activities	12,123,615,918
Net Increase (Decrease) in Cash and Cash Equivalents	(2,369,553,746)

38.1 Business combinations and acquisition of non-controlling interests

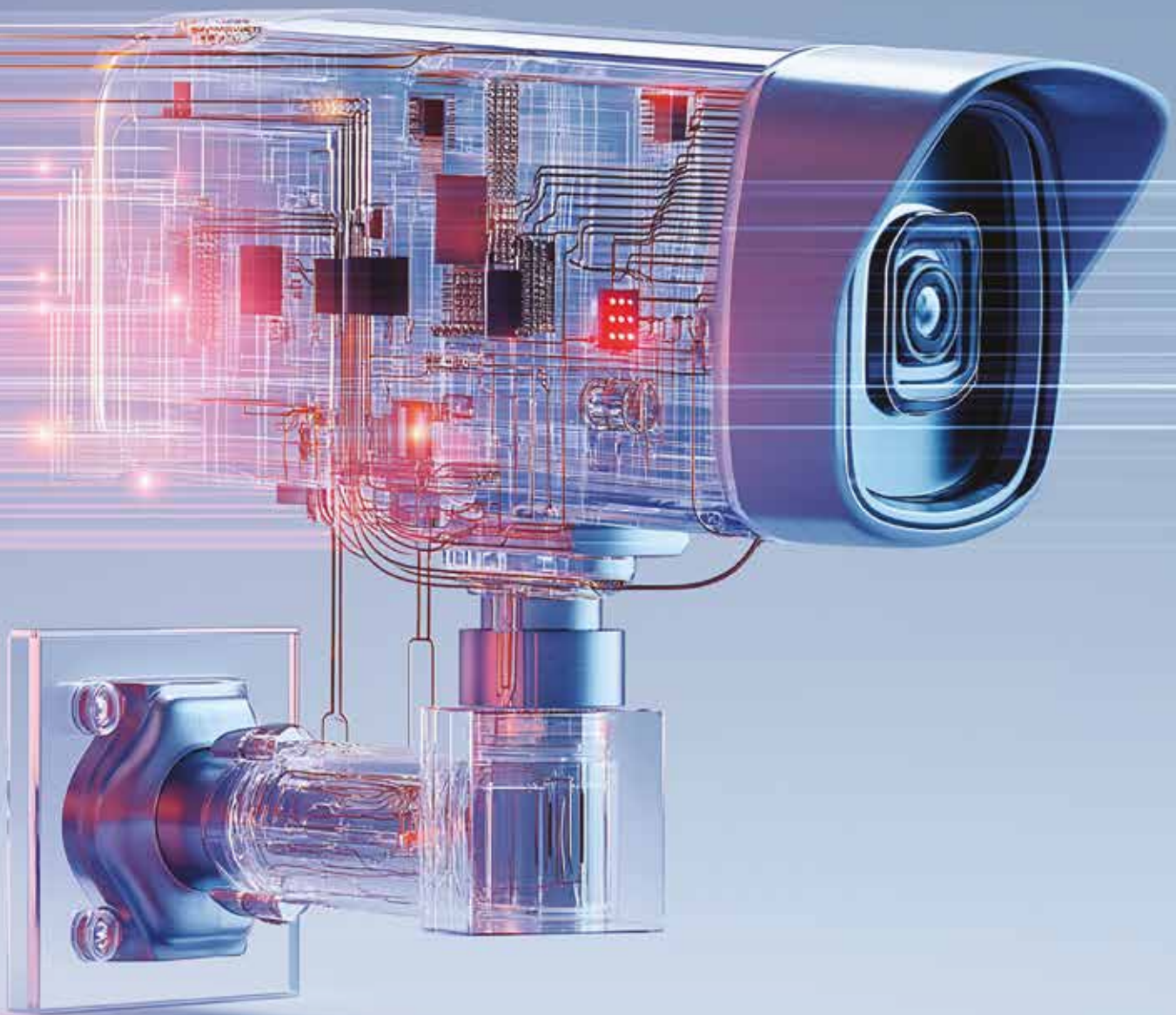
No acquisitions or disposals of Subsidiaries and Equity Accounted Investees occurred during the financial year 2025/26

39. Reclassification of Comparative Information

The presentation and classification of the Financial Statements of the previous period have been amended, where relevant, for better presentation and to be comparable with those of the current period.

For the Year Ended 31st March	Note	Group		
		Comparative reported on 31.03.2026 Rs.	As reported on 31.03.2025 Rs.	Classification Change Rs.
Revenue	3	88,309,840,518	88,240,636,137	69,204,381
Gross Profit		27,995,732,329	27,926,527,948	69,204,381
Operating Profit		8,539,531,520	8,470,327,139	69,204,381
VAT on Financial Services		(669,733,995)	(600,529,614)	(69,204,381)

SUPPLEMENTARY INFORMATION



UPSTANDING

At Singer Sri Lanka, every detail matters, and contributes to a larger story. Through transparency and clarity, we provide a complete view of our journey, ensuring that every aspect of our performance is understood and appreciated. We remain upstanding in the face of challenge, triumph and progress.

A surveillance system sits on the sidelines but plays a crucial part in preserving home security. We at Singer cherish the opportunity to track our progress as an organisation based upon details that help shape our present and our future.

Parent, Subsidiaries and Related Companies

Company name	Principal activity	Directors
Hayleys PLC Parent Company	Global marketing and manufacturing, agriculture, power and energy, domestic and industrial lighting, transportation and logistics, leisure and aviation, consumer, investments and services.	Mr. Mohan Pandithage - Chairman and Chief Executive Mr. K D D Perera - Co-Chairman Mr. S C Ganegoda Mr. H S R Kariyawasan Dr. H Cabral, PC Mr. L R V Waidyaratne Ms. J Dharmasena Mr. R J Karunarahah Mr. K D G Gunaratne Mr. T A B Speldewinde Mr. P Y S Perera (Appointed as Senior Independent Director 15.09.2025) Mr. A J Alles Ms. S R Fernando (Appointed on 19.07.2025) Mr. M Y A Perera (Resigned w.e.f. 15.09.2025)
Singer Finance (Lanka) PLC Singer - Interest 79.9%	Leasing, hire purchasing, lending and accepting deposits.	Mr. Aravinda Perera – Chairman Mr. Thushan Amarasuriya - MD (Appointed as MD w.e.f. 01.01.2026) Mr. Mahesh Wijewardene – Group MD Mr. Saman Herath Mr. Ranil De Silva Ms. Darshini Talpahewa Mr. Dhammika Siriwardene Ms. Hiranthi De Silva Mr. Jonathan Alles (Appointed w.e.f. 05th March 2026)
Realty and Distributors Ltd Singer - Interest 100%	Investment on properties.	Mr. Mohan Pandithage - Chairman Mr. Mahesh Wijewardene - Group MD Mr. Sarath Ganegoda Mr. Thulitha Mendis
Regnis Appliances (Private) Limited Singer - Interest 100%	Manufacturing washing machines.	Mr. Mohan Pandithage - Chairman Mr. Mahesh Wijewardene - Group MD Mr. Sarath Ganegoda Mr. Kelum Kospelawatte Mr. Vajira Tennakoon Mr. Thulitha Mendis

A Decade in Perspective

As of/ Year Ended	31st March (12 Months) 2026 Rs. '000	31st March (12 Months) 2025 Rs. '000	31st March (12 Months) 2024 Rs. '000	31st March (12 Months) 2023 Rs. '000	31st March (12 Months) 2022 Rs. '000	31st March (12 Months) 2021 Rs. '000	31st March (12 Months) 2020 Rs. '000	31st March (12 Months) 2019 Rs. '000	31st March (15 Months) 2018 Rs. '000	31st December (12 Months) 2016 Rs. '000
GDP Growth - %	5.0	5.0	(2.3)	4.2	3.7	(3.6)	(4.9)	3.2	3.2	4.1
Market Capitalisation Growth - %	1.30	1.06	0.11	0.07	(0.18)	(0.14)	(19.20)	(37.81)	(4.44)	(8.48)
Trading Results										
Group Revenue - Net	128,575,891	88,240,636	69,872,299	54,767,234	76,847,842	67,412,239	54,751,038	58,505,395	65,122,304	46,924,144
Profit before Tax	11,440,790	6,221,709	338,653	174,192	5,535,560	3,818,007	610,717	672,129	2,049,052	3,126,233
Tax	(3,782,659)	(2,043,448)	(429,952)	(78,261)	(1,425,769)	(1,210,485)	(183,450)	(286,149)	(828,758)	(768,477)
Profit for the Year	7,658,131	4,178,262	(91,299)	95,931	4,109,791	2,607,521	427,268	385,981	1,220,295	2,357,756
Total Comprehensive Income for the Year	7,648,914	4,625,613	374,793	(136,459)	4,554,012	2,809,992	449,249	1,006,328	691,655	2,623,507
Statement of Financial Position										
Assets										
Property, Plant & Equipment	9,272,870	8,808,846	8,142,751	7,652,258	7,521,444	6,805,750	6,911,741	6,704,649	5,649,424	5,426,841
Investment in Equity Accounted Investees	-	-	-	-	-	-	-	-	-	-
Right-of-use Assets	6,077,702	5,261,281	4,819,975	4,469,009	4,807,413	4,433,003	4,448,560	-	-	-
Other Investments	21,963	22,468	22,326	23,645	22,900	24,990	113,258	17,061	17,061	17,061
Deferred Tax Assets/ (Liability)	1,185,041	817,277	710,812	743,956	801,299	497,329	155,734	(246,869)	(467,236)	124,061
Other Non-Current Assets	31,174,958	19,222,620	11,194,625	8,294,842	12,790,242	12,236,793	11,647,255	11,809,824	9,508,817	8,467,619
Total Non-Current Assets****	47,732,533	34,132,492	24,890,489	21,183,710	25,943,298	23,997,865	23,276,547	18,284,665	14,708,066	14,035,582
Current Assets	134,061,875	87,953,687	69,309,244	56,872,937	62,938,881	44,929,302	41,670,719	39,510,816	35,406,813	28,214,282
Total Assets	181,794,408	122,086,178	94,199,734	78,056,648	88,882,179	68,927,167	64,947,266	57,795,481	50,114,879	42,249,864
Share Capital and Reserves										
Stated Capital	1,138,857	1,138,857	1,138,857	626,048	626,048	626,048	626,048	626,048	626,048	626,048
Capital Reserves	3,250,078	3,318,584	2,946,412	1,350,892	1,635,092	1,232,580	1,092,442	1,118,123	577,919	1,057,964
Other component of equity	3,994	4,348	4,248	5,165	4,437	6,025	-	-	-	-
Statutory Reserves	810,669	495,639	376,387	244,215	223,763	198,939	182,548	163,096	136,009	95,361
Revenue Reserves	14,726,358	9,778,270	6,931,330	7,916,760	9,080,204	6,416,501	4,667,856	5,035,831	5,495,478	6,374,444
Shareholders' Funds	19,929,956	14,735,698	11,397,235	10,143,080	11,569,544	8,480,094	6,568,891	6,943,097	6,835,455	8,153,817
Non-Controlling Interest	1,934,401	1,225,087	1,046,510	1,946,904	1,971,082	1,778,543	1,619,012	1,508,546	1,349,114	1,401,088
Total Equity	21,864,357	15,960,785	12,443,745	12,089,984	13,540,625	10,258,638	8,187,907	8,451,644	8,184,569	9,554,905

A DECADE IN PERSPECTIVE

As of/ Year Ended	31st March (12 Months) 2026 Rs. '000	31st March (12 Months) 2025 Rs. '000	31st March (12 Months) 2024 Rs. '000	31st March (12 Months) 2023 Rs. '000	31st March (12 Months) 2022 Rs. '000	31st March (12 Months) 2021 Rs. '000	31st March (12 Months) 2020 Rs. '000	31st March (12 Months) 2019 Rs. '000	31st March (15 Months) 2018 Rs. '000	31st December (12 Months) 2016 Rs. '000
Liabilities										
Security Deposit	2,291,434	1,894,630	1,560,728	1,468,392	1,462,347	1,366,565	1,394,611	1,388,433	1,199,127	1,018,452
Interest bearing Loans and Borrowings repayable after one year and Lease Liability	26,286,036	19,974,491	12,929,408	14,471,569	16,682,914	11,436,878	12,450,161	10,640,159	4,319,898	8,381,885
Provision for Gratuity	1,533,848	1,362,178	1,229,148	1,060,341	1,041,152	946,775	900,984	871,971	794,645	651,144
Public Deposits	13,744,991	6,406,999	3,252,235	5,844,248	2,317,848	2,091,132	1,979,089	804,556	411,394	454,013
Total Non-Current Liabilities	44,519,971	30,117,328	19,300,972	23,109,123	21,802,326	16,091,372	16,898,160	14,181,042	7,204,761	10,505,513
Current Liabilities	115,410,080	76,008,066	62,455,016	42,857,541	53,539,227	42,577,157	39,861,199	35,409,664	35,192,785	22,189,446
Total Liabilities	159,930,051	106,125,394	81,755,989	65,966,664	75,341,554	58,668,530	56,759,359	49,590,706	42,397,546	32,694,959
Total Equity & Liabilities	181,794,408	122,086,178	94,199,734	78,056,648	88,882,179	68,927,167	64,947,266	58,042,350	50,582,115	42,249,864
Net Current Assets	18,651,795	11,945,621	6,854,228	14,015,396	9,399,653	2,352,145	1,809,520	4,101,152	214,028	6,024,836
Net Assets	21,864,357	15,960,785	12,443,746	12,089,984	13,540,625	10,258,638	8,187,907	8,451,644	8,184,568	9,554,905
Total Assets Less Current Liabilities	66,384,328	46,078,112	31,744,717	35,199,106	35,342,952	26,350,010	25,086,068	22,632,687	15,389,331	20,060,398
Ratio and Statistics .										
Profitability										
Earning per Share - Rs **	6.29	3.43	(0.14)	0.01	3.51	2.18	0.25	0.22	0.93	1.88
Net Assets per Share - Rs. **	17.07	13.67	10.66	9.00	10.27	7.53	5.83	6.16	6.07	7.24
Return on Average Net Assets - %	40%	29%	-1%	1%	35%	28%	5%	5%	14%	29%
Dividends										
Amount - Rs. '000	2,148,417	1,144,265	0	225,377	1,239,575	713,695	93,907	244,159	826,383	1,101,845
Per Share - Rs. **	1.84	0.98	0.00	0.20	1.10	0.63	0.08	0.22	0.73	0.98
Cover	3.42	3.50	0.00	0.98	3.15	2.45	0.14	0.58	1.21	1.00
Others										
Market Price per Share - Rs.	77.00	33.20	16.10	15.00	14.00	17.4**	20.20	25.00	40.20	126.20
Price Earnings Ratio	12.24	9.68	(61.92)	76.62	4.03	11.23	2,020.00	208.33	45.17	128.78
Annual Sales Growth - %	45.71	26.29	27.77	(28.73)	14.00	23.13	(6.42)	N/A ***	38.78	21.22
Current Ratio	1.16	1.16	1.11	1.33	1.18	1.06	1.05	1.12	1.00	1.27
Average Annual Inflation - % *****	1.20	(0.08)	2.50	50.30	21.50	4.70	4.20	4.30	4.20	3.75
Net Income to Net Revenue - %	5.96	4.74	(0.13)	0.18	5.35	3.87	0.78	0.66	1.87	5.02

* 4th Interim dividend of 0.85 cents per share was paid on 28th April 2026.

** Information for the previous years have been restated to reflect the subdivision of shares in March 2021.

** Market price per share for 31st March 2018 was after subdivision of shares.

*** Not Comparable due to change in Financial year in 2017/18

**** Total Non-current Assets after deducting the Net of Deferred Tax Assets and Liabilities.

***** Source for Inflation - Colombo Consumer Price Index (CCPI)

Quarterly Analysis

	Quarter 01		Quarter 02		Quarter 03		Quarter 04	
	2026 Rs.'000	2025 Rs.'000	2026 Rs.'000	2025 Rs.'000	2026 Rs.'000	2025 Rs.'000	2026 Rs.'000	2025 Rs.'000
Revenue	27,527,809	19,123,797	29,468,606	20,096,860	35,894,181	24,881,268	35,685,295	24,138,711
Profit/Loss Before Tax	2,334,376	892,402	2,326,264	1,147,881	3,122,036	2,118,098	3,658,115	2,063,329
Tax expenses	(781,115)	(305,802)	(809,809)	(386,648)	(1,016,729)	(690,394)	(1,175,006)	(660,604)
Profit/Loss After Tax	1,553,261	586,600	1,516,455	761,233	2,105,307	1,427,704	2,483,109	1,402,725
Profit attributable to Owners of the Company	1,492,548	567,682	1,436,014	718,996	2,024,703	1,375,019	2,388,734	1,345,625
Profit attributable to Non Controlling Interests	60,713	18,918	80,441	42,237	80,604	52,685	94,375	57,101
Total Comprehensive Income for the Period, Net of Tax	1,553,261	586,600	1,516,455	761,233	2,105,307	1,427,704	2,473,892	1,850,077
Non current Assets	36,486,794	26,331,224	39,285,542	28,375,180	43,769,348	30,029,294	47,732,534	34,132,491
Current Assets	94,998,436	66,559,094	103,549,938	65,344,535	117,135,375	74,325,230	134,226,641	87,953,686
Non Current Liabilities	33,407,423	19,568,990	35,788,443	21,494,453	37,142,963	27,459,637	44,519,971	30,117,328
Current Liabilities	80,937,399	60,466,125	88,810,516	58,818,999	103,378,819	62,318,936	115,574,846	76,008,064

	Quarter 01		Quarter 02		Quarter 03		Quarter 04	
	2026	2025	2026	2025	2026	2025	2026	2025
Market Price Per Share (Rs.)	46.50	16.1	84.00	17.3	88.00	26.0	77.00	33.8
Basic Earning Per Share (Rs.)	1.28	0.49	1.23	0.62	1.73	1.18	2.05	1.15
Highest price recorded for the quarter (Rs.)	47.80	20.3	86.90	17.8	97.50	26.8	101.00	35
Lowest price recorded for the quarter (Rs.)	29.50	15.9	45.00	14.5	79.50	16.8	61.50	25
Market Capitalisation (Rs. Mn)	54,294	18,799	97,846	20,200	102,400	30,358	89,907	39,465
Share Trading Information								
No of transactions	8,853	5,516	17,750	2,480	10,626	8,335	9,649	6,836
No of shares traded	41,323,494	36,621,202	58,570,487	12,664,976	19,775,901	54,676,935	24,163,305	32,228,711
Value of shares traded (Rs.)	1,603,162,893	658,948,791	3,846,023,041	202,999,900	1,755,092,065	1,188,559,821	1,910,209,586	991,615,531

Horizontal and Vertical Analysis

Horizontal Analysis - Company

Statement of Profit or Loss for the Last Five Years

For the Year Ended	31st March (12 Months) 2026		31st March (12 Months) 2025		31st March (12 Months) 2024		31st March (12 Months) 2023		31st March (12 Months) 2022	
	Mn.	%	Mn.	%	Mn.	%	Mn.	%	Mn.	%
Revenue	114,124	166%	79,243	115%	63,232	92%	47,950	70%	68,652	100%
Cost of Sales	(81,451)	163%	(56,313)	112%	(47,091)	94%	(31,734)	63%	(50,090)	100%
Gross Profit	32,672	176%	22,929	124%	16,142	87%	16,216	87%	18,562	100%
Other Income	373	191%	269	137%	292	149%	210	107%	196	100%
Selling and Administrative Expenses	(21,223)	187%	(16,122)	142%	(12,426)	110%	(10,293)	91%	(11,344)	100%
Impairment (Provision)/ Reversal on Trade and Other Receivables	(638)	227%	(311)	110%	(427)	152%	140	-50%	(281)	100%
Operating Profit	11,184	157%	6,765	95%	3,580	50%	6,273	88%	7,132	100%
Finance Income	890	661%	1,069	794%	1,006	747%	385	286%	135	100%
Finance Cost	(3,540)	166%	(3,168)	149%	(4,627)	217%	(6,648)	312%	(2,129)	100%
Net Finance Cost	(2,650)	133%	(2,099)	105%	(3,621)	182%	(6,263)	314%	(1,994)	100%
VAT on Financial Services	(170)	181%	(83)	88%	(77)	82%	(78)	83%	(94)	100%
Profit/(Loss) Before Tax	8,364	166%	4,584	91%	(118)	-2%	(69)	-1%	5,044	100%
Income Tax (Expense)/ Reversal	(2,617)	231%	(1,382)	122%	(179)	16%	289	-25%	(1,135)	100%
Profit/(Loss) for the Year	5,747	147%	3,202	82%	(298)	-8%	221	6%	3,909	100%

Horizontal Analysis - Group

Statement of Profit or Loss for the Last Five Years

For the Year Ended	31st March (12 Months) 2026		31st March (12 Months) 2025		31st March (12 Months) 2024		31st March (12 Months) 2023		31st March (12 Months) 2022	
	Mn.	%	Mn.	%	Mn.	%	Mn.	%	Mn.	%
Revenue	128,576	167%	88,310	115%	69,872	91%	54,767	71%	76,848	100%
Cost of Sales	(81,116)	154%	(56,137)	106%	(47,099)	89%	(31,432)	60%	(52,736)	100%
Direct Interest Cost	(6,568)	342%	(4,178)	218%	(4,788)	249%	(4,463)	232%	(1,920)	100%
Gross Profit	40,892	184%	27,996	126%	17,986	81%	18,872	85%	22,192	100%
Other Income	794	303%	528	201%	446	170%	248	95%	262	100%
Selling and Administrative Expenses	(25,762)	191%	(19,441)	144%	(14,994)	111%	(12,614)	93%	(13,514)	100%
Impairment (Provision)/ Reversal on Trade and Other Receivables	(1,031)	147%	(543)	77%	(300)	43%	182	-26%	(703)	100%
Operating Profit	14,893	181%	8,540	104%	3,137	38%	6,688	81%	8,237	100%
Finance Income	1,270	747%	1,527	898%	2,320	1364%	1,153	678%	170	100%
Finance Cost	(3,564)	143%	(3,175)	128%	(4,722)	190%	(7,272)	292%	(2,490)	100%
Net Finance Cost	(2,294)	99%	(1,648)	71%	(2,402)	104%	(6,119)	264%	(2,320)	100%
VAT on Financial Services	(1,158)	303%	(670)	176%	(397)	104%	(395)	103%	(382)	100%
Profit Before Tax	11,441	207%	6,222	112%	339	6%	174	3%	5,536	100%
Income Tax Expense	(3,783)	265%	(2,043)	143%	(430)	30%	(78)	5%	(1,426)	100%
Profit/ (Loss) for the Year	7,658	186%	4,178	102%	(91)	-2%	96	2%	4,110	100%

Vertical Analysis - Company

Statement of Financial Position for the Last Five Years

As at	31st March 2026 Mn.	31st March 2025 Mn.	31st March 2024 Mn.	31st March 2023 Mn.	31st March 2022 Mn.	31st March 2026 %.	31st March 2025 %	31st March 2024 %	31st March 2023 %	31st March 2022 %
ASSETS										
Property, Plant and Equipment	8,062	7,641	7,138	3,852	3,578	9.28%	11.64%	12.19%	8.66%	7.04%
Investment Property	30	-	-	-	-	0.03%	0.00%	0.00%	0.00%	0.00%
Right-of-Use Assets	5,172	4,591	4,071	3,789	3,863	5.95%	6.99%	6.95%	8.52%	7.67%
Intangible Assets	341	377	407	409	223	0.39%	0.57%	0.69%	0.92%	0.78%
Investment in Subsidiaries	3,365	1,760	1,760	2,963	2,968	3.87%	2.68%	3.01%	6.66%	5.48%
Other Investments	20	50	20	22	25	0.02%	0.08%	0.03%	0.05%	0.04%
Trade and Other Receivables	2,145	1,430	822	738	803	2.47%	2.18%	1.40%	1.66%	1.29%
Deferred Tax Assets	843	567	614	1,371	833	0.97%	0.86%	1.05%	3.08%	2.08%
Non-Current Assets	19,978	16,414	14,832	13,143	12,292	22.99%	25.00%	25.34%	29.56%	24.37%
Inventories	33,282	23,234	21,207	17,929	16,151	38.31%	35.38%	36.22%	40.32%	37.93%
Loans Due From Related Parties	-	-	-	268	-	0.00%	0.00%	0.00%	0.60%	0.20%
Income Tax Receivables	113	282	325	481	-	0.13%	0.43%	0.55%	1.08%	0.00%
Trade and Other Receivables	27,746	21,557	19,715	10,660	12,965	31.93%	32.83%	33.67%	23.97%	33.92%
Amounts due from Related Parties	170	53	87	155	39	0.20%	0.08%	0.15%	0.35%	0.37%
Other Financial Assets	-	340	311	-	-	0.00%	0.52%	0.53%	0.00%	0.00%
Short Term Investments	-	1,466	449	-	-	0.00%	2.23%	0.77%	0.00%	0.00%
Deposits with Banks	3,407	-	-	-	-	3.92%	0.00%	0.00%	0.00%	0.00%
Cash in hand and at bank	2,188	2,319	1,629	1,829	784	2.52%	3.53%	2.78%	4.11%	3.20%
Current Assets	66,906	49,251	43,723	31,322	29,938	77.01%	75.00%	74.66%	70.44%	75.63%
Total Assets	86,884	65,665	58,555	44,465	42,231	100.00%	100.00%	100.00%	100.00%	100.00%
Equity	-	-	-	-	-					
Stated Capital	1,139	1,139	1,139	626	626	1.31%	1.73%	1.94%	1.41%	1.16%
Capital Reserves	-	-	-	1,199	1,171	0.00%	0.00%	0.00%	2.70%	2.39%
Other Component of Equity	3,252	3,321	2,949	4	6	3.74%	5.06%	5.04%	0.01%	0.01%
Statutory Reserve	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	0.00%
Revenue Reserves	10,076	6,368	4,237	4,819	3,278	11.60%	9.70%	7.24%	10.84%	10.94%
Total Equity attributable to Owners of the Company	14,467	10,828	8,325	6,648	5,081	16.65%	16.49%	14.23%	14.94%	14.49%
Total Equity	14,467	10,828	8,325	6,648	5,081	16.65%	16.49%	14.23%	14.94%	14.49%
Liabilities	-	-	-	-	-					
INTEREST - BEARING LOANS AND BORROWINGS	3,900	5,150	6,200	7,550	3,000	4.49%	7.84%	10.59%	16.98%	12.01%
Lease Liabilities	4,481	4,168	3,771	3,603	3,787	5.16%	6.35%	6.44%	8.10%	7.25%
Employee Benefit Obligations	1,278	1,213	1,059	725	655	1.47%	1.85%	1.81%	1.63%	1.33%
Security Deposits	2,291	1,895	1,561	1,468	1,294	2.64%	2.89%	2.67%	3.30%	2.60%
Deferred Revenue	229	137	77	76	108	0.26%	0.21%	0.13%	0.17%	0.20%
Other Non - Current Liabilities	349	253	175	188	142	0.40%	0.39%	0.30%	0.42%	0.35%
Non-Current Liabilities	12,529	12,816	12,843	13,611	8,985	14.42%	19.52%	21.92%	30.60%	23.74%
Trade and Other Payables	17,810	14,057	11,191	6,056	13,560	20.50%	21.41%	19.11%	13.63%	25.44%
Deferred Revenue	541	406	359	216	183	0.62%	0.62%	0.61%	0.49%	0.37%
Income Tax Payables	1,657	945	-	-	25	1.91%	1.44%	0.00%	0.00%	0.80%
Dividends Payable	144	80	49	49	59	0.17%	0.12%	0.08%	0.11%	0.13%
Amounts Due to Related Parties	2,618	1,976	2,145	1,232	4,259	3.01%	3.01%	3.66%	2.77%	7.65%
Other Financial Liabilities	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	0.00%
Lease Liabilities	1,133	1,073	975	908	624	1.30%	1.63%	1.66%	2.04%	1.58%
Interest - Bearing Loans and Borrowings	34,269	21,592	20,378	14,271	8,133	39.44%	32.88%	34.79%	32.10%	25.01%
Bank Overdrafts	1,716	1,894	2,291	1,475	1,322	1.97%	2.88%	3.91%	3.32%	0.79%
Current Liabilities	59,888	42,022	37,387	24,206	28,165	68.93%	63.99%	63.85%	54.46%	61.77%
Total Liabilities	72,417	54,838	50,231	37,817	37,150	83.35%	83.51%	85.78%	85.06%	85.51%
Total Equity and Liabilities	86,884	65,665	58,555	44,465	42,231	100.00%	100.00%	100.00%	100.00%	100.00%

Horizontal and Vertical Analysis

Vertical Analysis - Group

Statement of Financial Position for the Last Five Years

As at	31st March 2026 Mn.	31st March 2025 Mn.	31st March 2024 Mn.	31st March 2023 Mn.	31st March 2022 Mn.	31st March 2026 %	31st March 2025 %	31st March 2024 %	31st March 2023 %	31st March 2022 %
ASSETS	-	-	-	-	-					
Property, Plant and Equipment	9,273	8,809	8,143	7,652	6,806	5.10%	7.22%	8.64%	9.71%	8.42%
Right-of-Use Assets	6,078	5,261	4,820	4,469	4,433	3.34%	4.31%	5.12%	5.67%	5.38%
Intangible Assets	461	468	504	521	315	0.25%	0.38%	0.54%	0.66%	0.61%
Other Non - Current Assets	22	22	-	-	61	0.01%	0.02%	0.00%	0.00%	0.07%
Other Investments	177	30	22	24	25	0.10%	0.02%	0.02%	0.03%	0.03%
Trade and Other Receivables	30,537	18,725	10,690	7,774	11,861	16.80%	15.34%	11.35%	9.87%	13.63%
Deferred Tax Assets	1,185	817	711	1,485	874	0.65%	0.67%	0.75%	1.88%	1.42%
Non-Current Assets	47,733	34,132	24,890	21,925	24,374	26.26%	27.96%	26.42%	27.82%	29.56%
Inventories	34,223	23,783	21,601	20,227	18,181	18.83%	19.48%	22.93%	25.67%	25.77%
Income Tax Receivables	113	282	325	502	17	0.06%	0.23%	0.34%	0.64%	0.05%
Trade and Other Receivable	88,323	52,313	37,923	28,236	23,978	48.58%	42.85%	40.26%	35.83%	39.49%
Amounts due from Related Parties	104	19	46	91	11	0.06%	0.02%	0.04%	0.12%	0.04%
Other Financial Assets	-	-	-	-	-					
Deposits with Banks	3,697	4,243	703	1,414	61	2.03%	3.48%	0.75%	1.79%	0.20%
Short Term Investments	3,700	3,153	3,253	2,014	813	2.04%	2.58%	3.45%	2.56%	1.58%
Cash in hand and at bank	3,903	4,161	5,459	4,388	1,869	2.15%	3.41%	5.80%	5.57%	3.33%
Current Assets	134,062	87,954	69,309	56,873	44,929	73.74%	72.04%	73.58%	72.18%	70.44%
Total Assets	181,794	122,086	94,200	78,798	69,304	100.00%	100.00%	100.00%	100.00%	100.00%
Equity	-	-	-	-	-					
Stated Capital	1,139	1,139	1,139	626	626	0.63%	0.93%	1.22%	0.79%	0.70%
Capital Reserves	-	-	-	1,351	1,233	0.00%	0.00%	0.00%	1.71%	1.83%
Other Component of Equity	4,065	3,819	3,327	5	6	2.24%	3.13%	3.53%	0.01%	0.00%
Statutory Reserve	-	-	-	244	199	0.00%	0.00%	0.00%	0.31%	0.25%
Revenue Reserves	14,726	9,778	6,931	7,917	6,417	8.10%	8.01%	7.36%	10.05%	10.16%
Total Equity attributable to Owners of the Company	19,930	14,736	11,397	10,143	8,480	10.96%	12.07%	12.10%	12.87%	12.95%
Non - Controlling Interests	1,934	1,225	1,047	1,947	1,779	1.06%	1.00%	1.10%	2.46%	2.21%
Total Equity	21,864	15,961	12,444	12,090	10,259	12.03%	13.07%	13.21%	15.34%	15.15%
Liabilities	-	-	-	-	-	0.00%				
Interest - Bearing Loans and Borrowings	20,920	15,171	8,405	10,242	7,129	11.51%	12.43%	8.92%	13.00%	13.56%
Lease Liability	5,366	4,804	4,524	4,230	4,308	2.95%	3.93%	4.80%	5.37%	5.12%
Deferred Tax Liability	85	88	77	741	376	0.05%	0.07%	0.08%	0.94%	0.52%
Employee Benefit Obligations	1,534	1,362	1,229	1,060	947	0.84%	1.12%	1.30%	1.35%	1.17%
Security Deposits	2,291	1,895	1,561	1,468	1,367	1.26%	1.55%	1.66%	1.86%	1.64%
Other Financial Liabilities	13,745	6,407	3,252	5,844	2,091	7.56%	5.25%	3.45%	7.42%	2.59%
Deferred Revenue	229	137	77	76	108	0.13%	0.11%	0.08%	0.10%	0.12%
Other Non - Current Liabilities	349	253	175	188	142	0.19%	0.21%	0.19%	0.24%	0.21%
Non-Current Liabilities	44,520	30,117	19,301	23,850	16,468	24.49%	24.67%	20.49%	30.29%	24.93%
Trade and Other Payables	20,393	15,630	12,247	7,124	18,755	11.22%	12.80%	13.00%	9.03%	21.62%
Deferred Revenue	541	406	359	216	209	0.30%	0.33%	0.38%	0.27%	0.23%
Income Tax Payables	2,237	1,373	108	269	278	1.23%	1.12%	0.11%	0.34%	0.80%
Dividend Payables	149	84	60	64	133	0.08%	0.07%	0.06%	0.08%	0.09%
Amounts Due to Related Parties	1,853	1,260	1,528	830	341	1.02%	1.03%	1.62%	1.05%	1.20%
Other Financial Liabilities	27,534	21,907	18,927	13,351	8,374	15.15%	17.94%	20.09%	16.94%	11.00%
Lease Liability	1,294	1,240	1,084	1,024	686	0.71%	1.02%	1.15%	1.30%	1.02%
Interest - Bearing Loans and Borrowings	58,676	31,297	25,312	18,400	12,085	32.28%	25.64%	26.86%	23.35%	22.65%
Bank Overdrafts	2,734	2,811	2,830	1,580	1,715	1.50%	2.30%	3.00%	2.00%	1.31%
Current Liabilities	115,410	76,008	62,455	42,858	42,577	63.48%	62.26%	66.30%	54.37%	59.92%
Total Liabilities	159,930	106,125	81,756	66,708	59,045	87.97%	86.93%	86.79%	84.66%	84.85%
Total Equity and Liabilities	181,794	122,086	94,200	78,798	69,304	100.00%	100.00%	100.00%	100.00%	100.00%

Horizontal Analysis - Company

Statement of Financial Position for the Last Five Years

As at	31st March 2026 Mn.	31st March 2025 Mn.	31st March 2024 Mn.	31st March 2023 Mn.	31st March 2022 Mn.	31st March 2026 %.	31st March 2025 %	31st March 2024 %	31st March 2023 %	31st March 2022 %
ASSETS										
Property, Plant and Equipment	8,062	7,641	7,138	3,852	3,807	212%	201%	187%	101%	100%
Investment Property	30	-	-	-	-					
Right-of-Use Assets	5,172	4,591	4,071	3,789	4,148	125%	111%	98%	91%	100%
Intangible Assets	341	377	407	409	422	81%	89%	96%	97%	100%
Investment in Subsidiaries	3,365	1,760	1,760	2,963	2,968	113%	59%	59%	100%	100%
Other Investments	20	50	20	22	23	87%	218%	88%	94%	100%
Trade and Other Receivables	2,145	1,430	822	738	695	308%	206%	118%	106%	100%
Deferred Tax Assets	843	567	614	1,371	1,126	75%	50%	55%	122%	100%
Non-Current Assets	19,978	16,414	14,832	13,143	13,190	151%	124%	112%	100%	100%
Inventories	33,282	23,234	21,207	17,929	20,525	162%	113%	103%	87%	100%
Loans Due From Related Parties	-	-	-	268	110	0%	0%	0%	244%	100%
Income Tax Receivables	113	282	325	481	-					
Trade and Other Receivables	27,746	21,557	19,715	10,660	18,357	151%	117%	107%	58%	100%
Amounts due from Related Parties	170	53	87	155	199	86%	27%	44%	78%	100%
Current Assets	66,906	49,251	43,723	31,322	40,923	163%	120%	107%	77%	100%
Total Assets	86,884	65,665	58,555	44,465	54,113	161%	121%	108%	82%	100%
Equity	-	-	-	-	-					
Stated Capital	1,139	1,139	1,139	626	626	182%	182%	182%	100%	100%
Other Component of Equity	3,252	3,321	2,949	4	4	73297%	74849%	66460%	79%	100%
Revenue Reserves	10,076	6,368	4,237	4,819	5,920	170%	108%	72%	81%	100%
Total Equity attributable to Equity Holders of the Company	14,467	10,828	8,325	6,648	7,842	184%	138%	106%	85%	100%
Total Equity	14,467	10,828	8,325	6,648	7,842	184%	138%	106%	85%	100%
Liabilities	-	-	-	-	-					
Interest - Bearing Loans and Borrowings	3,900	5,150	6,200	7,550	6,500	60%	79%	95%	116%	100%
Lease Liabilities	4,481	4,168	3,771	3,603	3,925	114%	106%	96%	92%	100%
Employee Benefit Obligations	1,278	1,213	1,059	725	719	178%	169%	147%	101%	100%
Security Deposits	2,291	1,895	1,561	1,468	1,407	163%	135%	111%	104%	100%
Deferred Revenue	229	137	77	76	110	208%	124%	70%	69%	100%
Other Non - Current Liabilities	349	253	175	188	188	186%	135%	93%	100%	100%
Non-Current Liabilities	12,529	12,816	12,843	13,611	12,849	98%	100%	100%	106%	100%
Trade and Other Payables	17,810	14,057	11,191	6,056	13,765	129%	102%	81%	44%	100%
Deferred Revenue	541	406	359	216	198	273%	205%	181%	109%	100%
Income Tax Payables	1,657	945	-	-	434	382%	218%	0%	0%	100%
Dividend Payables	144	80	49	49	68	212%	117%	72%	72%	100%
Amounts Due to Related Parties	2,618	1,976	2,145	1,232	4,138	63%	48%	52%	30%	100%
Other Financial Liabilities	-	-	-	-	-					
Lease Liabilities	1,133	1,073	975	908	854	133%	126%	114%	106%	100%
Interest - Bearing Loans and Borrowings	34,269	21,592	20,378	14,271	13,536	253%	160%	151%	105%	100%
Bank Overdrafts	1,716	1,894	2,291	1,475	427	402%	443%	536%	345%	100%
Current Liabilities	59,888	42,022	37,387	24,206	33,421	179%	126%	112%	72%	100%
Total Liabilities	72,417	54,838	50,231	37,817	46,270	157%	119%	109%	82%	100%
Total Equity and Liabilities	86,884	65,665	58,555	44,465	54,113	161%	121%	108%	82%	100%

Horizontal and Vertical Analysis

Horizontal Analysis - Group

Statement of Financial Position for the Last Five Years

As at	31st March 2026 Mn.	31st March 2025 Mn.	31st March 2024 Mn.	31st March 2023 Mn.	31st March 2022 Mn.	31st March 2026 %.	31st March 2025 %	31st March 2024 %	31st March 2023 %	31st March 2022 %
ASSETS										
Property, Plant and Equipment	9,273	8,809	8,143	7,652	7,521	123%	117%	108%	102%	100%
Right-of-Use Assets	6,078	5,261	4,820	4,469	4,807	126%	109%	100%	93%	100%
Intangible Assets	461	468	504	521	549	84%	85%	92%	95%	100%
Other Non - Current Assets	22	22	22	-	59	37%	38%	38%	0%	100%
Other Investments	177	30	-	24	23	775%	129%	0%	103%	100%
Trade and Other Receivables	30,537	18,725	10,690	7,774	12,182	251%	154%	88%	64%	100%
Deferred Tax Assets	1,185	817	711	1,485	1,270	93%	64%	56%	117%	100%
Non-Current Assets	47,733	34,132	24,890	21,925	26,412	181%	129%	94%	83%	100%
Inventories	34,223	23,783	21,601	20,227	23,022	149%	103%	94%	88%	100%
Income Tax Receivables	113	282	325	502	45	250%	624%	720%	1112%	100%
Trade and Other Receivables	88,323	52,313	37,923	28,236	35,285	250%	148%	107%	80%	100%
Amounts due from Related Parties	104	19	46	91	24	430%	77%	191%	377%	100%
Deposits with Banks	3,697	4,243	703	1,414	177	2083%	2391%	396%	797%	100%
Short Term Investments	3,700	3,153	3,253	2,014	1,413	262%	223%	230%	143%	100%
Cash in hand and at bank	3,903	4,161	5,459	4,388	2,972	131%	140%	184%	148%	100%
Current Assets	134,062	87,954	69,309	56,873	62,939	213%	140%	110%	90%	100%
Total Assets	181,794	122,086	94,200	78,798	89,351	203%	137%	105%	88%	100%
	-	-	-	-	-					
Equity										
Stated Capital	1,139	1,139	1,139	626	626	182%	182%	182%	100%	100%
Capital Reserves	-	-	-	1,351	1,635	0%	0%	0%	83%	100%
Other Component of Equity	4,065	3,819	3,327	5	4	91606%	86058%	74981%	116%	100%
Statutory Reserve	-	-	-	244	224	0%	0%	0%	109%	100%
Revenue Reserves	14,726	9,778	6,931	7,917	9,080	162%	108%	76%	87%	100%
Total Equity attributable to Equity Holders of the Company	19,930	14,736	11,397	10,143	11,570	172%	127%	99%	88%	100%
Non - Controlling Interests	1,934	1,225	1,047	1,947	1,971	98%	62%	53%	99%	100%
Total Equity	21,864	15,961	12,444	12,090	13,541	161%	118%	92%	89%	100%
Liabilities										
Interest - Bearing Loans and Borrowings	20,920	15,171	8,405	10,242	12,112	173%	125%	69%	85%	100%
Lease Liabilities	5,366	4,804	4,524	4,230	4,571	117%	105%	99%	93%	100%
Deferred Tax Liability	85	88	77	741	469	18%	19%	16%	158%	100%
Employee Benefit Obligations	1,534	1,362	1,229	1,060	1,041	147%	131%	118%	102%	100%
Security Deposits	2,291	1,895	1,561	1,468	1,462	157%	130%	107%	100%	100%
Other Financial Liabilities	13,745	6,407	3,252	5,844	2,318	593%	276%	140%	252%	100%
Deferred Tax Liability	-	-	-	-	-					
Deferred Revenue	229	137	77	76	110	208%	124%	70%	69%	100%
Other Non - Current Liabilities	349	253	175	188	188	186%	135%	93%	100%	100%
Non-Current Liabilities	44,520	30,117	19,301	23,850	22,271	200%	135%	87%	107%	100%
Trade and Other Payables	20,393	15,630	12,247	7,124	19,315	106%	81%	63%	37%	100%
Deferred Revenue	541	406	359	216	202	268%	201%	178%	107%	100%
Income Tax Payables	2,237	1,373	108	269	714	313%	192%	15%	38%	100%
Dividend Payables	149	84	60	64	81	182%	104%	73%	79%	100%
Amounts Due to Related Parties	1,853	1,260	1,528	830	1,074	172%	117%	142%	77%	100%
Other Financial Liabilities	27,534	21,907	18,927	13,351	9,829	280%	223%	193%	136%	100%
Lease Liabilities	1,294	1,240	1,084	1,024	912	142%	136%	119%	112%	100%
Interest - Bearing Loans and Borrowings	58,676	31,297	25,312	18,400	20,236	290%	155%	125%	91%	100%
Bank Overdrafts	2,734	2,811	2,830	1,580	1,176	232%	239%	241%	134%	100%
Current Liabilities	115,410	76,008	62,455	42,858	53,539	216%	142%	117%	80%	100%
Total Liabilities	159,930	106,125	81,756	66,708	75,810	211%	140%	108%	88%	100%
Total Equity and Liabilities	181,794	122,086	94,200	78,798	89,351	203%	137%	105%	88%	100%

Vertical Analysis - Group

Statement of Profit or Loss for the Last Five Years

For the Year Ended	31st March (12 Months) 2026		31st March (12 Months) 2025		31st March (12 Months) 2024		31st March (12 Months) 2023		31st March (12 Months) 2022	
	Mn.	%	Mn.	%	Mn.	%	Mn.	%	Mn.	%
Revenue	128,576	100%	88,310	100%	69,872	100.0%	54,767	100.0%	76,848	100.0%
Cost of Sales	(81,116)	-63%	(56,137)	64%	(47,099)	67.4%	(31,432)	57.4%	(52,736)	68.6%
Direct Interest Cost	(6,568)	-5%	(4,178)	4.7%	(4,788)	6.9%	(4,463)	8.1%	(1,920)	2.5%
Gross Profit	40,892	32%	27,996	32%	17,986	25.7%	18,872	34.4%	22,192	29.0%
Other Income	794	1%	528	0.6%	446	0.6%	248	0.5%	262	0.3%
Selling and Administrative Expenses	(25,762)	-20%	(19,441)	22%	(14,994)	21.5%	(12,614)	23.0%	(13,514)	17.6%
Impairment (Provision)/ Reversal on Trade and Other Receivables	(1,031)	-1%	(543)	-0.6%	(300)	0.4%	182	-0.3%	(703)	0.9%
Operating Profit	14,893	12%	8,540	10%	3,137	4.5%	6,688	12.1%	8,237	10.8%
Finance Income	1,270	1%	1,527	1.7%	2,320	3.3%	1,153	2.1%	170	0.2%
Finance Cost	(3,564)	-3%	(3,175)	4%	(4,722)	6.8%	(7,272)	13.3%	(2,490)	3.2%
Net Finance Cost	(2,294)	-2%	(1,648)	2%	(2,402)	3.4%	(6,119)	11.2%	(2,320)	3.0%
VAT on Financial Services	(1,158)	-1%	(670)	0.8%	(397)	0.6%	(395)	0.7%	(382)	0.5%
Profit Before Tax	11,441	9%	6,222	7.0%	339	0.5%	174	0.2%	5,536	7.3%
Income Tax Expense	(3,783)	-3%	(2,043)	2.3%	(430)	0.6%	(78)	0.1%	(1,426)	1.9%
Profit/(Loss) for the Year	7,658	6%	4,178	4.7%	(91)	-0.1%	96	0.1%	4,110	5.4%

Vertical Analysis - Company

Statement of Profit or Loss for the Last Five Years

For the Year Ended	31st March (12 Months) 2026		31st March (12 Months) 2025		31st March (12 Months) 2024		31st March (12 Months) 2023		31st March (12 Months) 2022	
	Mn.	%	Mn.	%	Mn.	%	Mn.	%	Mn.	%
Revenue	114,124	100%	79,243	100%	63,232	100.0%	47,950	100.0%	68,652	100.0%
Cost of Sales	(81,451)	-71%	(56,313)	71%	(47,091)	74.5%	(31,734)	66.2%	(50,090)	73.0%
Gross Profit	32,672	29%	22,929	29%	16,142	25.5%	16,216	33.8%	18,562	27.0%
Other Income	373	0%	269	0.3%	292	0.5%	210	0.4%	196	0.3%
Selling and Administrative Expenses	(21,223)	-19%	(16,122)	20%	(12,426)	19.7%	(10,293)	21.5%	(11,344)	16.5%
Impairment (Provision)/ Reversal on Trade and Other Receivables	(638)	-1%	(311)	-0.4%	(427)	0.7%	140	-0.3%	(281)	0.4%
Operating Profit	11,184	10%	6,765	9%	3,580	5.7%	6,273	13.2%	7,132	10.5%
Finance Income	890	1%	1,069	1.3%	1,006	1.6%	385	0.8%	135	0.2%
Finance Cost	(3,540)	-3%	(3,168)	4%	(4,627)	7.3%	(6,648)	13.9%	(2,129)	3.1%
Net Finance Cost	(2,650)	-2%	(2,099)	3%	(3,621)	5.7%	(6,263)	13.1%	(1,994)	2.9%
VAT on Financial Services	(170)	0%	(83)	0.1%	(77)	0.1%	(78)	0.2%	(94)	0.1%
Profit Before Tax	8,364	7%	4,584	-5.8%	(118)	-0.1%	(69)	0.0%	5,044	7.5%
Income Tax (Expense)/ Reversal	(2,617)	-2%	(1,382)	-1.7%	(179)	0.3%	289	-0.6%	(1,135)	-1.7%
Profit/(Loss) for the Year	5,747	5%	3,202	4.0%	(298)	-0.5%	221	0.6%	3,909	5.9%

Share information

Stated Capital

		31st March 2026	31st March 2025
Stated Capital (Rs.)		1,138,856,653	1,138,856,653
Number of Ordinary Shares		1,167,617,912	1,167,617,912
Class of Shares	Ordinary Shares		
Voting Rights	One Vote per Ordinary Share		

Stock Exchange Listing

The issued ordinary shares of Singer (Sri Lanka) PLC are listed with the Colombo Stock Exchange of Sri Lanka.

Distribution of Shareholding – 31st March 2026

No. of Shareholders: 31st March 2026 – 7,673 (31st March 2025 – 5,572).

	Residents			Non Residents			Total		
	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%
1 - 1,000	4,203	1,078,204	0.09	13	4,375	-	4,216	1,082,579	0.09
1,001 - 10,000	2,314	8,510,757	0.73	19	79,073	0.01	2,333	8,589,830	0.74
10,001 - 100,000	899	28,411,451	2.43	10	345,621	0.03	909	28,757,072	2.46
100,001 - 1,000,000	191	48,984,169	4.20	2	222,305	0.02	193	49,206,474	4.22
Over 1,000,000	22	1,079,981,957	92.49	-	-	-	22	1,079,981,957	92.49
Total	7,629	1,166,966,538	99.94	44	651,374	0.06	7,673	1,167,617,912	100.00
Category									
Individuals	7,257	97,563,191	8.35	44	651,374	0.06	7,301	98,214,565	8.41
Institutions	372	1,069,403,347	91.59	-	-	-	372	1,069,403,347	91.59
Total	7,629	1,166,966,538	99.94	44	651,374	0.06	7,673	1,167,617,912	100.00

Directors' Shareholding

	Shareholding as at 31st March 2026 Number of shares	Shareholding as at 01st April 2025 Number of shares
Mr. Mohan Pandithage	-	-
Mr. Mahesh Wijewardene (GMD)	-	-
Mr. Deepal Sooriyaarachchi	-	-
Mr. Sarath Ganegoda	-	-
Mr. Dilip De Silva Wijeyeratne	-	-
Ms. Gayani De Alwis	-	-
Ms. Brindhiini Perera	-	-
Ms. Kawshi Amarasinghe	-	-
Mr. Jonathan Alles	-	-
Mr. Shalinka Seresinhe (appointed on 01.04.2025)	-	-
Mr. Thulitha Mendis (appointed on 01.04.2025)	-	-
Mr. Vajira Tennakoon (appointed on 01.04.2025)	-	-

Market value per share

	Twelve months ended 31st March 2026 Rs.		Twelve months ended 31st March 2025 Rs.	
Highest during the year	101.00	28th January 2026	35.00	26th March 2025
Lowest during the year	29.50	07th April 2025	14.50	08th August 2024
Closing	77.00		33.20	

Twenty largest shareholders

Name of Shareholder		As at 31st March 2026	
		Number of Shares	%
1	Hayleys PLC	783,801,111	67.13
2	Hayleys Advantis Limited	111,382,980	9.54
3	Volanka (Private) Limited	34,787,235	2.98
4	Hayleys Aventura (Private) Limited	31,595,745	2.71
5	Carbotels (Private) Limited	29,042,553	2.49
6	Hayleys Agriculture Holdings Limited	28,404,255	2.43
7	Mr. Kulappu Arachchige Don Dhammika Perera	20,807,739	1.78
8	Hatton National Bank PLC - Capital Alliance Quantitative Equity Fund	8,669,975	0.74
9	Mrs. Mihiri Virani Fernando	6,025,000	0.52
10	People's Leasing and Finance PLC/M.E.Amarasinghe	5,828,780	0.50
11	Deutsche Bank AG Trustee to Lynear Wealth Dynamic Opportunities Fund	3,550,000	0.30
12	People's Leasing and Finance PLC/L.P.Hapangama	2,742,905	0.23
13	Hatton National Bank PLC - NDB Wealth Growth and Income Fund	2,000,000	0.17
14	Invenco Capital (Private) Limited	1,509,554	0.13
15	Deutsche Bank AG-National Equity Fund	1,458,194	0.12
16	Union Investments (Private) Limited	1,355,798	0.12
17	DFCC Bank PLC A/C No.02	1,267,865	0.11
18	Seylan Bank PLC/Sarath Kumara Wijekoon	1,213,730	0.10
19	Miss. Nai Kaluge Ruvani Hemamala De Silva	1,192,914	0.10
20	Mr. Abeysiri Hemapala Munasinghe & Mr. A.R.R. Munasinghe	1,143,220	0.10
		1,077,779,553	92.31
Others		89,838,359	7.69
Total		1,167,617,912	100.00

Non-Voting Shares

There were no non-voting shares as at 31st March 2026

Dividends

Dividends for 2025/26	Date of Payment	DPS
First Interim Dividend	24th July 2025	Rs. 0.32
Second Interim Dividend	24th Oct 2025	Rs. 0.36
Third Interim Dividend	23rd Jan 2026	Rs. 0.31
Fourth Interim Dividend	28th Apr 2026	Rs. 0.85

Dividend for 2024/25 - Rs. 0.98

Listed Debentures

There were no listed debentures as at 31st March 2026.

Share information

Name of Shareholder	As at 31st March 2025	
	Number of Shares	%
1 Hayleys PLC	783,801,111	67.13
2 Hayleys Advantis Limited	111,382,980	9.54
3 Volanka (Private) Limited	34,787,235	2.98
4 Hayleys Aventura (Private) Limited	31,595,745	2.71
5 Carbotels (Private) Limited	29,042,553	2.49
6 Hayleys Agriculture Holdings Limited	28,404,255	2.43
7 Mr.Kulappuarachchige Don Dammika Perera	20,807,739	1.78
8 Deutsche Bank AG Trustee to Lynear Wealth Dynamic Opportunities Fund	6,813,129	0.58
9 Mrs.Mihiri Virani Fernando	6,025,000	0.52
10 J.B.Cocoshell (Pvt) Ltd	3,700,000	0.32
11 Hatton National Bank PLC - Capital Alliance Quantitative Equity Fund	3,418,311	0.29
12 Mrs.Lorraine Estelle Marlene Yaseen	3,105,676	0.27
13 People's Leasing and Finance PLC/L.P.Hapangama	2,655,760	0.23
14 People's Leasing and Finance PLC/M.E.Amarasinghe	2,284,866	0.20
15 Mr.Oshan Senanayake, Mr.D.R.Pieris & Mr.S.P.Perera	2,008,342	0.17
16 Sampath Bank PLC/Andaradeniya Estate (Private) Limited	1,509,609	0.13
17 Union Investments (Private) Limited	1,355,798	0.12
18 Miss. Nai Kaluge Ruvani Hemamala De Silva	1,192,914	0.10
19 Seylan Bank PLC/JN Lanka Holdings Company (Pvt) Ltd	1,167,960	0.10
20 Mr.Abeysiri Hemapala Munasinghe & Mr. A.R.R.Munasinghe	1,153,220	0.10
	1,076,212,203	92.17
Others	91,405,709	7.83
Total	1,167,617,912	100.00

Share trading

For the year ended	As at 31st March 2026	As at 31st March 2025
Number of Transactions	46,674	23,167
Number of Shares Traded	143,442,952	136,191,824
Value of Shares Traded (Rs.)	9,088,576,477	3,042,124,043

Public Holding as at 31st March 2026

The percentage of shares held by the public is 10.94 % (2025 – 10.94%).

Number of Shareholders representing public holding – 7,665 (2025 - 5,564)

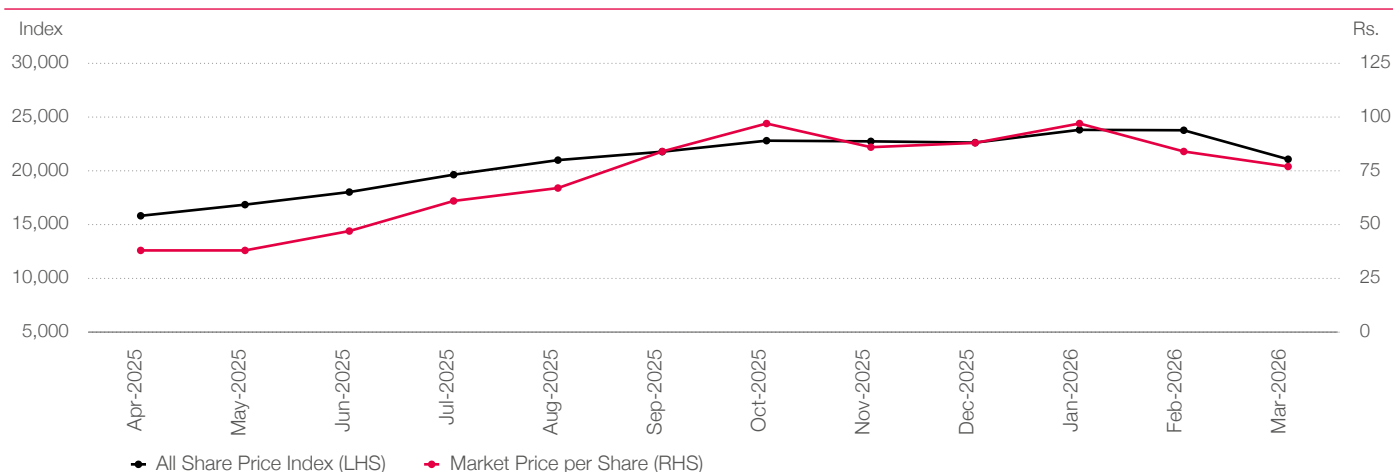
Float adjusted market capitalisation – Rs. 9,832,229,638 (2025- 4,239,350,961)

The Company is in compliance with option 2 of the Listing Rule 7.13.1 (i) (a) which requires a Company with a Float Adjusted Market Capitalisation of more than Rs. 7.5 Bn. to maintain a minimum public Holding of 5%.

Record of Scrip Issues

Year ended 31st March	Issue	Basis	Number of Shares	Cumulative Stated Capital Rs. '000
1981	Prior to Public Issue	–	1,855,200	18,552
1982	Public Issue	–	463,800	23,190
1984	Bonus	02:01	1,159,500	34,785
1985	Bonus	03:01	1,159,500	46,380
1989	Bonus	01:01	4,638,000	92,760
1992	Bonus	04:01	2,319,000	115,950
1992	Rights (at Rs. 40.00)	08:01	1,449,375	130,444
1994	Bonus	05:01	2,608,875	156,533
1996	Bonus	09:02	3,478,500	191,318
1996	Rights (at Rs. 50.00)	09:02	1,855,766	209,875
1998	Bonus	11:03	5,723,868	267,114
2000	Bonus	05:01	5,342,276	320,537
2004	Bonus	04:01	8,013,415	400,671
2005	Bonus	04:01	10,016,769	500,838
2006	Bonus	04:01	12,520,961	626,048
2011	Subdivision	1 for 1	62,604,805	–
2017	Subdivision	3 for 1	250,419,220	–
2021	Subdivision	3 for 1	751,257,660	–
2024	Amalgamation of Regnis (Lanka) PLC (REG) and Singer Industries (Ceylon) PLC (SIC) with Singer (Sri Lanka) PLC	3.6544877 for 1 share of REG and 2.6735504 for 1 share of SIC (minority shareholders only)	40,731,422	1,138,857
Total Number of Shares			1,167,617,912	1,138,857

All share price index Vs market price per share



Compliance with Corporate Governance Frameworks

Code of best practice on corporate governance

We set out below the corporate governance practices adopted and practiced by the Company, the extent of adoption of the Code of Best Practice on Corporate Governance issued in year 2023 by the Institute of Chartered Accountants of Sri Lanka and the Section 9 of the Listing Rules of the CSE on Corporate Governance.

Section A

This section covers Company's extent of adherence to the requirements of the Code of Best Practice on Corporate Governance issued in year 2023 by the Institute of Chartered Accountants of Sri Lanka covering following eight fundamental aspects:

- Directors
- Director Remuneration
- Relations with Shareholders

- Accountability and Audit
- Institutional Investors
- Other Investors
- Internet of Things and Cybersecurity
- Sustainability: ESG Risk and Opportunities

These are discussed in the sections that follows.

A. Directors

A.1 The Board

Main principle

Every public company should be headed by an effective Board, which should direct, lead and control the company.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Board Meeting	A.1.1	The Board should meet regularly, at least once in every quarter of a financial year.	The Board meets at least four times a year and additional meetings are held as necessary. The Board Subcommittees also met on a regular basis. Circular Resolutions are passed as per the requirements. The Board met four times during the year under review. Details of the meetings and attendance of the members are set out on page 159. The meetings convened by the Board Subcommittees during 2025/26 are also provided on page 159.	✓
		The regularity of Board meetings and the structure and process of submitting information should be agreed to and documented by the Board.	A board pack containing all relevant information is submitted to the Board of Directors.	✓
Responsibility of the Board	A.1.2	Board should be responsible for matters including: Ensuring the formulation and implementation of a sound business strategy.	The Board is responsible for the strategic planning process of the Company. This includes the responsibility for the formulation of the strategic vision and mission of the Company, setting the overall corporate policy and strategy, monitoring performance and reviewing risks and major investments. The Board also takes on the added responsibility of directing Company performance towards achieving the best results possible and increasing shareholder value. The Board sets the broad parameters of the Company's business. The Company's business units are then tasked with their application, in achieving specific targets and objectives.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Appointing the Chair and the Senior Independent Director if relevant.	Mr. Dilip De S. Wijeyeratne was appointed as the Senior Independent Director on 01st November 2023 in accordance with the Corporate Governance requirements. The Board was of the opinion that Mr. Mohan Pandithage should remain as the Executive Chairman of the Company due to his extensive experience, deep insights and domain knowledge evidenced through the leadership provided to the Group.	✓
		Ensuring that the Group Managing Director and Management Team possess the skill, experience and knowledge to implement strategy.	The profile of the Group Managing Director is provided in this Annual Report on page 144. While the Board of Directors is ultimately responsible for the operations and financial soundness of the Company, the day-to-day management of the Company is entrusted to the Group Managing Director. There is extensive staff participation in decision-making at all levels, with strategic recommendations on material matters flowing to the Board for final decisions. The Group Managing Director chairs the Executive Committee. The Executive Committee, comprising all Key and relevant Senior Managers who are divisional heads together with Group Managing Director, meets every week for performance review and decision-making. The Company's Annual Plan addresses the requirements of all business units and divisions. This ensures that the entire Company follows the set plans and objectives as articulated in the Annual Plan. These in turn become the primary objectives of the Executive Committee, which is represented by all Heads of Divisions, and are shared with Divisional Heads and Heads of all SBUs. The Executive Committee together with the Heads of Divisions and SBUs have autonomy and freedom to translate these objectives to specific goals that are achievable. Key programmes are identified by the Group Managing Director for each year in line with the Annual Plan after they are discussed at Executive Committee meetings. A review of progress on plan implementation is a key item on the agenda of the monthly Management Review meetings.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Ensuring the adoption of an effective Managing Director and Senior Management succession strategy.	Succession planning is given due recognition in the corporate culture. Effective succession planning is a criterion in the performance appraisals of the Senior Management and Key Management Personnel('KMP'). Addition to that, as part of the development and succession programme, the "3x3x3" initiative seeks to ensure that all positions of Key Managers, Senior Managers, Middle Managers and Junior Managers have been identified and are groomed for succession.	✓
		Approving budgets and major capital expenditure.	Budgets and major capital expenditure are reviewed and approved by the Board.	✓
		Determining the matters expressively reserved to the Board and those delegated to the Management including limits of authority and financial delegation.	The Board has agreed and reserved power to determine matters including approving of major capital expenditure, appointing the Secretaries to the Board and seeking professional advice as and when needed. Limits of authority and financial delegation are agreed by the Board in order to manage affairs efficiently.	✓
		Ensure effective systems to secure integrity of information, internal control and risk management.	The Board has delegated this responsibility to the Audit Committee. The Audit Committee is empowered to review and monitor the financial reporting process of Singer Group so as to provide additional assurance on the reliability of Financial Statements through a process of independent and objective review. As such, the Audit Committee acts as an effective forum in assisting the Board of Directors in discharging their responsibilities on ensuring the quality of financial reporting and related communication to the shareholders and the public. Audit Committee framework, composition, responsibilities and duties are given in the Audit Committee Report on pages 167 to 169. Risk Management framework is given in the Risk Management Report appearing from pages 176 to 182.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Ensuring the availability of information communication technology (ICT) roadmap in line with business strategy of the company and monitor the progress of implementation through the ICT dashboard.	ICT roadmap is in line with business strategy. Progress of implementation is monitored through ICT dashboard.	✓
		Ensuring compliance with laws, regulation and ethical standards.	The Board follows a policy of strict compliance with laws and regulatory requirements and ensures that stakeholder interests are considered in key corporate direction. A compliance checklist is provided to Audit Committee and Board members in every quarter by the Compliance Officer indicating compliance with applicable laws, regulations etc. The Company has also issued a Code of Ethics and Human Resources Policies and Procedures applicable to all employees.	✓
		All stakeholders' interests are considered in corporate decisions.	The Board considers interests of all stakeholders when making a corporate decision in line with policies and procedures laid down by the Board itself.	✓
		Recognising sustainable business development and ESG risk and opportunities in corporate strategy, decisions and activities and consider the need for adopting "integrated reporting".	The Board relies on the integrity and due diligence of Key Managers, Senior Managers, Auditors and Advisors to oversee the Group's overall performance objectivities, financial plans and annual budgets, investments, financial performance reviews, risk management and corporate governance practices. The Board reviews risk management and corporate governance practices. Development of sustainable value is embedded in the corporate strategies and embrace the principles of Integrated Reporting, to produce Singer (Sri Lanka) PLC's Annual Report.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		The Company's values and standards are set with emphasis on adopting appropriate accounting policies and fostering compliance with financial regulations.	The Group enshrines the highest ethical standards in the conduct of its business affairs, and its Board of Directors are tasked with ensuring that the resultant regime of exemplary governance across all aspects of business are in the best interests of stakeholders. Ethically correct conduct comprising integrity, honesty, fair play and loyalty pervade all Group actions. Accounting policies are reviewed annually in light of changing business requirements, evolving international and local accounting standards and industry best practice. As mentioned above, significant emphasis is placed on compliance with applicable regulations. Group continues to adopt same accounting policies adopted previous year and which are given as part of the Financial Reports on pages 208 to 229.	✓
		Establish a process of monitoring and evaluation of progress on strategy implementation, budgets, plans and related risks.	Performance and progress of strategy implementation, budgets, plans and risks are monitored through a formal reporting process.	✓
		Ensuring that a process is established for corporate reporting on annual and quarterly basis or more regularly as relevant to the Company.	The Board ensures compliance to annual and quarterly corporate reporting requirements such as submitting Interim Financial Statements. Financial Statements are prepared in accordance with Sri Lanka Financial Reporting Standards and reviewed by the Audit Committee prior to obtain Board approval.	✓
		Fulfilling such other Board functions as relevant to the Organisation.	The Board makes every endeavour to ensure a balanced and objective assessment of the Company's position, performance and prospects. All Board members have relevant experience and qualifications required to discharge their duties.	✓
Compliance with laws and seeking independent professional advice	A.1.3	The Board collectively, and Directors individually, must act in accordance with the laws of the country and there should be a procedure agreed by the Board of Directors to obtain independent professional advice where necessary, at the Company's expense.	As mentioned above, there is a significant emphasis across the organisation to ensure compliance with applicable laws and regulations. The Board members are permitted, and a procedure is in place to obtain independent professional advice from a third party including the Company's External Auditors and other professional consultants whenever deemed necessary at the expense of the Company.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Company Secretaries	A.1.4	All Directors should have access to the advice and service of the Company Secretaries, who is responsible to the Board in ensuring, that the Board procedures are followed and that the applicable rules and regulations are complied with. Any question of the removal of the Company Secretaries should be a matter for the Board as a whole.	The Company Secretaries ensure that all Board Terms of Reference are followed and applicable rules and regulations are adhered to. The Company Secretaries advises the Board and ensures that the Company complies with its Articles of Association, Companies Act and such other regulatory requirements, Board procedures and other applicable rules and regulations are followed. All Directors have access to the Company Secretaries. The Secretaries possess the required qualifications as set out in the Companies Act.	✓
		The Company should obtain appropriate insurance cover as recommended by the Nomination Committee for the Board of Directors and Key Management Personnel.	The parent Company, Hayleys PLC has obtained a Directors' and Officers' Liability insurance from a reputed insurance company in Sri Lanka providing worldwide cover to indemnify all past, present and future Directors and Officers of the Group.	✓
Independent Judgement of Directors	A.1.5	All Directors should bring independent judgement to bear on issues of strategy, performance, resource allocation, risk management, compliance and standards of business conduct.	The Chairman conducts Board meetings in a manner which ensures that there is effective participation from all Directors, their individual contribution and concerns are objectively assessed prior to making key decisions and that the balance of power is maintained. In advance of every Board meeting, each Director receives a comprehensive set of Board papers and any additional information requested by the Directors. It is the Group Managing Director's duty to ensure that all members are properly briefed. None of the Independent Directors have held executive responsibilities in the Company. In accordance with Rule 9.8.5. (a) of the Listing Rules of the CSE, Independent Directors have submitted a signed and dated declaration as per the specimen given in Appendix 9A.	✓
Dedication of adequate time and effort by the Directors	A.1.6	Every Director should dedicate adequate time and effort to matters of the Board and the Company, to ensure that the duties and responsibilities owed to the Company are satisfactorily discharged.	The Board met on four occasions during the year. The Board is satisfied that the Chairman and the Non-Executive Directors committed sufficient time during the FY 2025/26 to fulfil their duties.	✓
	A.1.7	One-third of Directors can call for a resolution to be presented to the Board where they feel it is in the best interest of the Company to do so.	As per Articles of Association, resolutions could be passed with majority voting. However, if a single Director deems it necessary that such resolution must be decided at a Board meeting and not by circulation, the Chairman shall put the resolution to be decided in a meeting.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Training for new and existing Directors	A.1.8	Every Director should receive appropriate training when first appointed to the Board of a company, and subsequently as necessary. The training curricular should encompass both general aspects of directorship and matters specific to the particular industry/ company concerned. A Director must recognise that there is a need for continuous training and expansion of the knowledge and skill required to effectively perform his duties as a Director. The Board should regularly review and agree on the training and development needs of the Directors.	The Directors are given the opportunities to familiarise and obtain an in-depth understanding of the Company's business, its strategies, risks and processes at their discretion. Training is provided to Executive Directors and Alternate Directors (if any) to equip themselves to discharge their responsibilities effectively. This includes training provided by principles, external and in-house training. Training and development needs are reviewed on a regular basis. Directors are briefed on changes in laws and regulations, tax laws and accounting standards from time to time either during the Board meetings or at specially convened sessions. In accepting an appointment as a Director, consideration is given to the responsibilities of the role, ability to commit time, any existing or potential conflicts of interest and required competencies.	✓

A.2 Chairman and Chief Executive Officer (CEO)

Main Principle : There should be a clear division of responsibilities between the Chairman and Chief Executive Officer in order to ensure a balance of power and authority, in such a way that any individual has no unfettered powers of decision-making

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Separation of the roles of Chairman and Chief Executive Officer	A.2.1	The positions of Chairman and Chief Executive Officer are separated to ensure a balance of power and authority and to prevent any one individual from possessing unfettered decision-making authority.	Although Chairman acts as Executive Chairman, the Chairman's and Group Managing Director's functions are separated to ensure a balance of power of authority and this dual panel structure has been continued throughout the year 2025/26. The Chairman of the Board of Directors functions in an executive capacity. The Group Managing Director functions as an Ex-Officio Director of the Board and is the apex executive in charge of the day-to-day management of operations and business of the Company, while providing the link between the, Board of the Parent Company and Divisional Heads (Key Management) and relevant senior managers.	✓

A.3 Chairman's role

Main principle

The Chairman's role in preserving good corporate governance is crucial. As the person responsible for running the Board, the Chairman should preserve order and facilitate the effective discharge of Board functions.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Role of Chairman	A.3.1	The Chairman should conduct Board proceedings in a proper manner and ensure, inter alia, that –	Agenda for Board meetings is developed in consultation with the Group Managing Director, Directors, Finance Director and the Company Secretaries.	
		The agenda for Board meetings is developed in consultation with the Group Managing Director, Directors and the Company Secretaries taking into consideration matters relating to strategy, performance, resource allocation, risk management and compliance.		✓
		Sufficiently detailed information of matters included in the agenda should be provided to Directors in a timely manner.	Required information is provided to Directors in a timely manner.	✓
		All Directors are made aware of their duties and responsibilities and the Board and Committee structures through which it will operate in discharging its responsibilities.	All Directors are aware of their duties and responsibilities and Chairman and Group Managing Director provide a comprehensive overview of the Company and its operations once a new Director is appointed to the Board.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		The effective participation of both Executive and Non-Executive Directors is secured.	The Chairman is responsible for leading the Board and for its effectiveness. In practice, this means taking responsibility for the Board's composition, ensuring that the Board focuses on its key tasks and supports the Group Managing Director in managing the day-to-day running of the Company. The Chairman is also the ultimate point of contact for shareholders, particularly on corporate governance issues.	✓
		All Directors are encouraged to make an effective contribution, within their respective capabilities, for the benefit of the Company.	The Chairman satisfies himself that the information available to the Board is sufficient to make an informed assessment of the Company's affairs as well as to discharge their duties to all stakeholders.	✓
		All Directors are encouraged to seek information considered necessary to discuss matters on the agenda of meetings and to request inclusion of matters of corporate concern on the agenda.	Necessary information and presentations are given if necessary to the agenda items. All Directors are free to communicate with Divisional Heads if required.	✓
		A balance of power between Executive and Non-Executive Directors is maintained.	The Chairman conducts Board meetings in a manner which ensures that there is effective participation from all Directors, their individual contribution and concerns are objectively assessed prior to making key decisions and that the balance of power is maintained.	✓
		The views of Directors on issues under consideration are ascertained;	Chairman ensures that regular meetings are conducted at least once a quarter and the minutes of the meetings are accurately recorded and followed up	✓
		The Board is in complete control of the Company's affairs and alert to its obligations to all shareholders and other stakeholders.	Chairman approves the agenda prepared by the Company Secretaries. The Board maintains an effective oversight of the Company's operations.	✓

A.4 Financial acumen

Main principle

The Board should ensure the availability within it of those with sufficient financial acumen and knowledge to offer guidance on matters of finance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Financial acumen and knowledge	A.4.1	Availability of sufficient financial acumen and knowledge.	The Board includes a member who is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and a Fellow member of the Chartered Institute of Management Accountants UK , a member who is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and a member of the Institute of Certified Management Accountants of Australia, a member who is an Associate Member of the Institute of Chartered Accountants of Sri Lanka and a Fellow Member of the Chartered Institute of Management Accountants, UK, (FCMA) and these three members of the Board have the ability to offer guidance on matters of finance to the Board. The profiles of the Board of Directors are provided in this Annual Report from pages 144 to 148.	✓

A.5 Board balance

Main principle

It is preferable for the Board to have a balance of Executive and Non-Executive Directors such that no individual or small group of individuals can dominate the Board's decision-taking.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Presence of strong team of Non-Executive Directors	A.5.1	The Board should include Non-Executive Directors of sufficient calibre and number for their views to carry significant weight in the Board's decisions. The Board should include at least three Non- Executive Directors or such number of Non- Executive Directors equivalent to one-third of total number of Directors, whichever is higher. In the event, the Chairman and Group Managing Director is the same person, Non-Executive Directors should comprise a majority of the Board.	Seven out of twelve Directors on the Board are Non-Executive Directors which is well above the minimum prescribed by the Code. This ensures views of Non- Executive Directors carry a significant weight in the decisions made by the Board.	✓
Independence of Non-Executive Directors	A.5.3	For a Director to be deemed "independent" such Director should be independent of management and free of any business or other relationship that could materially interfere with or could reasonably be perceived to materially interfere with the exercise of their unfettered and independent judgement.	The Company maintains the "Interest Register" required by the Companies Act No. 07 of 2007, which also shows details of Director Interest in Contracts with the Company or Group. A disclosure on related party transactions is available on pages 174 to 175.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual Declaration	A.5.4	Each Non-Executive Director should submit a signed and dated declaration annually of his/her independence or non-independence against the specified criteria set out in the Specimen in Schedule C.	Every Non-Executive Director of the Company has made written submissions as to their independence/ non-independence against the specified criteria set out by the Company, which is in line with the requirements of Schedule C of this Code.	✓
Determination of Independence of Director	A.5.5	The Board should make a determination annually as to the independence or non-independence of each Non-Executive Director based on such a declaration made of decided criteria and other information available to the Board and should set out in the Annual Report the names of Directors determined to be "independent". The Board should specify the criteria not met and the basis for its determination in the Annual Report, if it determines that a Director is independent notwithstanding the existence of relationships or circumstances which indicate the contrary.	The Board has determined the independence of Directors based on the declarations submitted by the Non-Executive Directors, as to their independence, as a fair representation and will continue to evaluate their independence on this basis annually. No circumstances have arisen for the determination of independence by the Board, beyond the criteria set out in the Code. Independent Non-Executive Directors are: Mr. D. K. De S. Wijeyeratne – Senior Independent Director Ms. H.M.G. de Alwis Ms. A.A.K. Amarasinghe Mr. A.J. Alles	✓
Appointment of Alternate Director	A.5.6	If an Alternate Director is appointed by a Non-Executive Director, such Alternate Director should not be an executive of the Company. If an Alternate Director is appointed by an Independent Director, the person who is appointed also should meet the criteria of independence and the provision on minimum number of independent Directors also should be satisfied.	There were no alternate Directors during the year under review.	✓
Requirement to appoint "Senior Independent Director"	A.5.7	In the event the Chairman and Group Managing Director is the same person, or the Chairman is not an Independent Director or the Chairman is the immediately preceding Chief Executive Officer, or the Chairman and Group Managing Director are close family members, the Board should appoint one of the Independent Non- Executive Directors to be the "Senior Independent Director" (SID) and disclose this appointment in the Annual Report.	The Company has appointed Mr. D.K. De S. Wijeyeratne as the Senior Independent Director ('SID') with effect from 01 st November 2023 since the Chairman is not an Independent Director.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Confidential discussion with Senior Independent Director	A.5.8	The Senior Independent Director should make himself available for confidential discussions with other Directors who may have concerns which they believe have not been properly considered by the Board as a whole and which pertain to significant issues that are detrimental to the Company. A report from the Senior Independent Director should be included in the Annual Report.	SID makes himself available for confidential discussions with other Directors where necessary. This Statement of the Senior Independent Director is given on page 193 of this Annual Report.	✓
Chairman's meetings with Non-Executive Directors	A.5.9	The Chairman should hold meetings with the Non-Executive Directors only, without the Executive Directors being present, as necessary and at least once each year.	Chairman meets with Non-Executive Directors without the presence of Executive Directors, whenever necessary.	✓
Recording of concerns in Board Minutes	A.5.10	Where Directors have concerns about the matters of the Company which cannot be unanimously resolved, they should ensure their concerns are recorded in the Board minutes.	Concerns raised by the Directors on matters which cannot be unanimously resolved, during the period, if any, are recorded in the minutes of Board meetings with adequate details by the Company Secretaries.	✓

Compliance with Corporate Governance Frameworks

A.6 Supply of information

Main principle

The Board should be provided with timely information in a form and of a quality appropriate to enable it to discharge its duties.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Management obligation to provide appropriate and timely information to the Board	A.6.1	Management has an obligation to provide the Board with appropriate and timely information, but information volunteered by Management may not be enough in all circumstances and Directors should make further inquiries where necessary. The Chairman should ensure all Directors are properly briefed on issues arising at Board meetings.	The Company ensures that the Directors receive adequate information in a timely manner. On urgent matters, every effort is made to provide the information, as early as possible. The Board receives a standard set of documents, which are timely, accurate, relevant and comprehensive. These papers include a detailed analysis of financial and non-financial information. The Board may call for additional information or clarify issues with any member of the Executive Committee. If necessary, all Directors are adequately briefed by the Group Managing Director on matters arising at Board meetings. The Company Secretaries and the Compliance Officer ensure that Board papers are circulated in advance prior to Board meeting. If necessary, members of the Executive Committee, External Auditors and outside Consultants make presentations on issues of importance.	✓
Adequate time for effective conduct of Board meetings	A.6.2	The minutes, agenda and papers required for a Board meeting should ordinarily be provided to Directors at least seven (7) days before the meeting, and the minutes of the meeting should ordinarily be provided to Directors at least two weeks after the meeting date.	The Chairman ensures that all Directors are briefed adequately on issues arising at Board meetings. The minutes, agenda and papers required for Board meetings are provided in advance to facilitate its effective conduct.	✓

A.7 Appointments to the Board; Nomination Committee

Main principle

There should be a formal and transparent procedure for the appointment of new Directors to the Board.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of Nomination	A.7.1	A Nomination Committee should be established to make recommendations to the Board on all new Board appointments. Majority of the membership of the Committee shall comprise maximum of 3 Directors of be Non-Executive Directors and shall include at least two or one third (whichever is higher) of Independent Non-executive Directors. In situations where a Senior Independent Director has been appointed, he/she should chair the Nomination Committee.	The composition of the Nominations and Governance Committee ('NGC') was re-composite on 12th August 2025 to be in compliance with the Code and the Listing Rules. Accordingly, the NGC consists of the Senior Independent Director, two Independent Non-Executive Directors and a Non-Executive Director. The Chairman of the Committee is Mr. D.K. De S. Wijeyeratne the SID. The other three Members are Mr. A.J. Alles, Ms. A.A.K. Amarasinghe and Mr. S.C. Ganegoda Please refer NGC report on pages 172 to 173.	✓
Assessment of Board composition by the Nomination Committee	A.7.2	The Nomination Committee should annually assess Board composition to ascertain whether the combined knowledge and experience of the Board match the strategic demands facing the Company. The findings of such assessment should be taken into account when new Board appointments are considered and when incumbent Directors come up for re-election.	Board as a whole annually assessed the composition of the Board to ensure that the combined knowledge and experience of the Board match the strategic demand facing the Company. The findings of such assessments are taken into account when new Board appointments are considered. (Refer NGC Report Page 172 to 173)	✓
Disclose of required details of new Directors to shareholders	A.7.4	Upon the appointment of a new Director to the Board, the Company should forthwith disclose to shareholders: • A brief résumé of the Director; • the nature of his expertise in relevant functional areas; • the names of companies in which the Director holds directorships or memberships in Board committees; and • whether such a Director can be considered "independent".	All new appointments are communicated to the shareholders via the CSE with the relevant information. The details of the current Board of Directors and new appointments are provided on pages 144 to 148 in this Annual Report. Further, any changes in the details provided by the Directors are disseminated to the CSE without delay.	✓
Member of the Committee and the work of the Committee	A.7.5	The chairman and members of the Nomination Committee should be identified in the Annual Report. A separate section of the Annual Report should describe the work of the Nomination Committee including the process it has used in relation to board appointments.	Refer NGC Report on pages 172 to 173.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Terms of Reference for Nominations Committee	A.7.6	Terms of reference for Nomination Committees are set out in Schedule E.	Terms of Reference for NGC was adopted by the Board.	✓

A.8 Re-election

Main principle

All Directors should be required to submit themselves for re-election at regular intervals and at least once in every three years.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Re-election of Non-Executive Directors, Chairman, and MD	A.8.1	Non-Executive Directors should be appointed for specified terms subject to re-election and to the provisions in the Companies Act relating to the removal of a Director, and their reappointment should not be automatic.	In terms of the Articles of Association, one-third of the Directors, except for Chairman, Group Managing Director, retire by rotation and may offer themselves for re-election at the AGM. By virtue of being the Chairman, Group Managing Director are not required to make themselves available for re-election as per the Articles of Association. The Directors who retire are those who have served for the longest period after their appointment/reappointment. The Company's Articles of Association provides that any Director appointed by the Board during the period shall hold office until the next Annual General Meeting and seek reappointment by the shareholders at the said AGM. Accordingly, Mr. D. K. De. S. Wijeyeratne, Ms. K.A.D.B. Perera and Ms. A.A.K. Amarasinghe retire by rotation being eligible to offer themselves for re-election at the AGM 2025/26.	✓
	A.8.2	All Directors including the Chairman of the Board, should be subject to election by shareholders at the first opportunity after their appointment, and to re-election thereafter at intervals of no more than three years. The names of Directors submitted for election or re-election should be accompanied by a résumé minimally as set out in paragraph A.7.3 above, to enable shareholders to make an informed decision on their election.	Based on the Articles of Association and the current composition of the Board, a Director seeks for re-election, every three years. A résumé of the Directors coming up for re-election at the AGM, 2025/26 is available on pages 144 to 148. The Chairman and Group Managing Director do not retire by rotation.	✓
Resignation	A.8.3	In the event of a resignation of a Director prior to completion of his appointed term, the Director should provide a written communication to the Board of his reasons for resignation.	Written communications are provided to the Board by Directors who resign prior to completion of his appointed term.	✓

A.9 Appraisal of Board performance

Main principle

Boards should periodically appraise their own performance in order to ensure that Board responsibilities are satisfactorily discharged.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual performance evaluation of the Board and its Committee	A.9.1	The Board should have in place a formal and rigorous process for annually reviewing the performance of the Board and its committees and should address any matters that may arise from such review, in the discharge of its key responsibilities as set out in A.1.2.	The performance of the Board and the sub-committees is reviewed and evaluated by the Board and Chairman based on a self-appraisal basis.	✓
	A.9.2	The Board should also undertake an annual self-evaluation of its own performance and that of its committees. The evaluation should be carried out by each Director individually. The collective outcome should be compiled and made available to Nomination Committee, which should make recommendations to the Board on initiatives and actions required to improve the balance of skills, experience, independence, industry and company knowledge, training of Directors, governance processes, strategy review and other factors relevant to its effectiveness.	Annual self-evaluation forms were circulated to the directors, and the Board evaluated its performance and effectiveness in the year under review.	✓
	A.9.3	The Board should have a process to review the participation, contribution and engagement of each Director at the time of re-election.	Board reviews the participation, contribution and engagement of each Director at the re-election.	✓
	A.9.4	The Board should state how such performance evaluations have been conducted, in the Annual Report.	Evaluation criteria with regard to Executive Directors are financial and non-financial targets set at the beginning of the year through the annual corporate plan. Criteria relating to evaluation of Board Committees are the performance against their duties referred in respective Committee reports.	✓

Compliance with Corporate Governance Frameworks

A.10 Disclosure of information in respect of Directors

Main principle

Shareholders should be kept advised of relevant details in respect of Directors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Details in respect of Directors	A.10.1	The Annual Report of the Company should set out the following information in relation to each Director:		
		i. Name, qualifications and brief profile;	Available on pages 144 to 148 of Board of Directors.	✓
		ii. The nature of his/her expertise in relevant functional areas;	Available on pages 144 to 148 of Board of Directors.	✓
		iii. Immediate family and/or material business relationships with other Directors of the Company;	No Directors have immediate family and/or material business relationships with each other.	✓
		iv. Whether Executive, Non-Executive and/or Independent Director	Available on pages 144 to 148 of Board of Directors.	✓
		v. Names of listed companies in Sri Lanka in which the Director concerned serves as a Director;	Available on pages 185 to 191 of Board of Directors.	✓
		vi. Names of other companies in which the Director concerned serves as a Director, provided that where he/she holds directorships in companies within a Group of which the Company is a part, their names need not be disclosed; it is sufficient to state that he/she holds other directorships in such companies;	Available on pages 185 to 191 of Board of Directors.	✓
		vii. Number/percentage of Board meetings of the Company attended during the year;	Available on page 159.	✓
		viii. The total number of Board seats held by each Director indicating listed and unlisted companies and whether in an executive or non-executive capacity;	Not disclosed in the Annual Report. But can be obtained from Company Secretaries.	✓
		ix. Committees in which the Director serves as Chairman or a member;	Available on pages 185 to 191.	✓
		x. Number/percentage of Committee meetings attended during the year.	Available on page 159.	

A.11 Appraisal of Group Managing Director

Main principle

The Board should be required, at least annually, to assess the performance of the Group Managing Director.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Setting annual targets and the appraisal of performance of the MD	A.11.1	At the commencement of every fiscal year, the Board in consultation with the Group Managing Director, should set, in line with the short, medium and long-term objectives of the Company, reasonable financial and non-financial targets that should be met by the Group Managing Director during the year.	The Annual Business Plan is prepared setting up short-term, medium-term and long-term financial and non-financial goals. The Annual Business Plan is initially approved by the Board.	✓
	A.11.2	The performance of the Group Managing Director should be evaluated by the Board at the end of each fiscal year to ascertain whether the targets set by the Board have been achieved and if not, whether the failure to meet such targets was reasonable in the circumstances.	Assessment of performance of the Group Managing Director is carried out by the Board at the end of each year to ensure that pre- agreed targets have been achieved or if not whether there are acceptable reasons for not achieving them.	✓

B. Directors' remuneration

B.1 Remuneration procedure

Main principle

Companies should establish a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual Directors. No Director should be involved in deciding his/her own remuneration.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Establishment of the Remuneration Committee	B.2.1	The Board of Directors should set up a Remuneration Committee to make recommendations to the Board on the Company's framework of remunerating the Group Managing Director, Executive and Non-Executive Directors, and guidelines for fair and transparent procedures for remunerating senior management, including post-employment benefits as well as terminal benefits.	The scope of the Committee is to consider and recommend to the Board remuneration and perquisites of Independent Directors, Executive Directors of the Board of the Company including KMP and approve recommendations made by the Group Managing Director and the Parent Company. Remuneration and perquisites of Group Managing Director is considered and recommended by the Parent Company – Hayleys PLC Remuneration Committee.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of the Remuneration Committee	B.2.2	Remuneration Committees should consist exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom the majority should be Independent. The Chairman should be an independent Non- Executive Director and should be appointed by the Board.	The Committee consists of three Independent Non-Executive Directors. The Committee is chaired by the SID. Hayleys Group Services (Private) Limited serves as the Secretary to the Committee. Chairman of the Company participates as an observer to the Committee. Group Managing Director and the Finance Director assist the Committee by providing the relevant information and participating in its analysis and deliberations.	✓
Consultation of the Chairman and access to professional advice	B.2.3	The Remuneration Committee should consult the Chairman and/or Managing Director about its proposals relating to the remuneration of other Executive Directors and have access to professional advice from within and outside the Company, in discharging their responsibilities.	The Committee has the authority to seek internal and external independent professional advice on matters falling within its purview, at the Company's expense. Views of the Chairman and Group Managing Director are obtained as they too assist and participate in its analysis and deliberations to the said Board Subcommittee.	✓

B.2 Remuneration Committee

Main principle

Level and make up of remuneration of both Executive and Non-Executive Directors should be sufficient to attract and retain the Directors needed to run the Company successfully. A proportion of Executive Directors' remuneration should be structured to link rewards to corporate and individual performance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Executive Directors' remuneration package	B.2.4	The Remuneration Committee should provide the packages needed to attract, retain, and motivate Executive Directors and Managing Director of the quality required but should avoid paying more than is necessary for this purpose.	The Board Remuneration Committee and the Board ensure that Executive Directors (Including Alternate Directors to the Non-Executive Directors) who are on the Board and KMP are provided with an attractive remuneration package. Remuneration package of the Group Managing Director is considered at the Parent Company Remuneration Committee.	✓
	B.2.5	Executive Directors' remuneration should be designed to promote the long-term success of the Company.	Executive Directors' and KMP's remuneration is designed to promote the long- term success of the Company/Group	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Comparison of remuneration with other companies/ Other companies in the Group	B.2.6	The Remuneration Committee should judge where to position levels of remuneration of the Company, relative to other companies. It should be aware what comparable companies are paying and should take account of relative performance, but should use such comparisons with caution, mindful of the risk that they can result in an increase of remuneration levels with no corresponding improvement in performance.	A primary objective of compensation packages is to attract and retain a highly qualified and experienced workforce and reward performances. These compensation packages should provide compensation appropriate for each business within the Group and commensurate with each employee's level of experience and contribution, bearing in mind the business performance and long-term shareholder returns.	✓
	B.2.7	The Remuneration Committee should be sensitive to remuneration and employment conditions elsewhere in the Company or Group of which it is a part, especially when determining annual salary increases.	Remuneration and annual salary increases are decided considering industry practices, performance of the Company/Group, each employee's level of experience and contribution bearing in mind the business performance and the long-term shareholder returns.	✓
Performance-based remuneration of Executive Directors	B.2.8	The performance-related elements of remuneration of Executive Directors should be designed and tailored to align their interests with those of the Company and main stakeholders and to give these Directors appropriate incentives to perform at the highest levels. The performance-related elements should be transparent, stretching and rigorously applied.	Objectives for Group Managing Director, Executive Directors and KMP are set at the beginning of the year and the remuneration including the performance bonus is decided based upon the degree of achievement of such pre-set targets subject to the remuneration policy.	✓
Executive share options	B.2.9	Executive share options should not be offered at a discount (i.e. less than market price prevailing at the time the exercise price is determined), save as permitted by the Listing Rules of the CSE. Shares granted under share options schemes should not be exercisable in less than three years and the Remuneration Committee should consider requiring Directors to hold a minimum number of shares and to hold shares for a further period after vesting or exercise.	Presently the Company does not have an Executive Share Option Scheme.	✓
Designing the remuneration of Executive Directors	B.2.10	In designing schemes of performance-related remuneration, Remuneration Committees should follow the provisions set out in Schedule G. The schemes should include provisions that would enable the Company to recover sums paid or withhold a portion of such performance-related remuneration and specify the circumstances in which a company may not be entitled to do so.	The Remuneration Committee follows the provisions set out in Schedule G of the Code as required.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Early termination of Executive Directors	B.2.11	Remuneration Committee should consider what compensation commitments (including pension contributions) their Directors' contracts of service, if any, entail in the event of early termination. Remuneration Committee should in particular, consider the advantages of providing explicitly for such compensation commitments to apply other than in the case of removal for misconduct, in initial contracts.	Not applicable to the Board except for Group Managing Director and other Executive Directors who are employees of the Company, and their terms of employment are governed by the contract of service/employment.	✓
	B.2.12	Where the initial contract does not explicitly provide for compensation commitments, Remuneration Committees should, within legal constraints, tailor their approach in early termination cases to the relevant circumstances. The broad aim should be, to avoid rewarding poor performance while dealing fairly with cases where departure is not due to poor performance.	Not applicable.	✓
Determination of remuneration of Non-Executive Directors	B.2.13	The Board as a whole, or where required by the Articles of Association the shareholders, should determine the remuneration of Non- Executive Directors, including members of the Remuneration Committee, within the limits set in the Articles of Association. Where permitted by the Articles, the Board may delegate this responsibility to a subcommittee of the Board, which might include the Managing Director.	After consideration of the recommendation made by the Group Managing Director and the Parent Company, the Committee as a whole decides the remuneration of the Non-Executive Directors. The Non-Executive Directors receive a fee for being a Director of the Board and separate fee for either chairing or being a member of a Board Subcommittee. They do not receive any performance/incentive payments.	✓
Level of remuneration of Non-Executive Directors	B.2.14	Levels of remuneration for Non-Executive Directors should reflect the time commitment and responsibilities of their role, taking into consideration market practices. Remuneration for Non-Executive Directors should not normally include share options. If exceptionally options are granted, shareholder approval should be sought in advance and any shares acquired by exercise of the options should be held until at least one year after the Non-Executive Director leaves the Board. Holding share options could be relevant to the determination of a Non-Executive Director's independence. (as set out in provision A.5.5).	Non-Executive Directors of the Company are paid nominal fees commensurate with their time and role in the Company and taking into consideration market practices. Non-Executive Directors are not included in share options as there is no scheme in existence.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Chairman and Members of the Remuneration Committee	B.2.15	The Chairman and members of the Remuneration Committee should be listed in the Annual Report each year.	Please refer page 170 of the Remuneration Committee Report for details of the Chairman and members of the Board Remuneration Committee.	✓
Terms of Reference	B.2.16	The Terms of Reference for Remuneration Committee are set out in Schedule H.	Terms of Reference for the Remuneration Committee was adopted by the Board	✓

B.3 Disclosure of Remuneration

Main principle

The Company's Annual Report should contain a Statement of Remuneration Policy and details of remuneration of the Board as a whole.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of remuneration	B.3.1	The Annual Report should set out the names of Directors (or persons in the Parent Company's Committee in the case of a Group Company) comprising the Remuneration Committee, contain a statement of remuneration policy and set out the aggregate remuneration paid to Executive and Non-Executive Directors.	Please refer Remuneration Committee Report on page 170 for disclosure on the names of Remuneration Committee members and Remuneration Policy of the Company. Please refer Note 8 to the Financial Statements on page 223 for aggregate remuneration paid to Executive and Non-Executive Directors.	✓
	B.3.2	The Annual Report should also contain the number and aggregate remuneration of the senior management personnel reporting directly to the Group Managing Director including that of the Group Managing Director, if he/she is not an executive director.	Please refer Note 8 to the Financial Statements on page 223.	✓

C. RELATIONS WITH SHAREHOLDERS

C.1 Constructive use of Annual General Meeting (AGM) and Conduct of General Meetings

Main principle

Boards should use the AGM to communicate with shareholders and should encourage their participation.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Adequate Notice of the AGM	C.1.1	Companies should arrange for the Notice of AGM and related papers to be sent to shareholders at least as determined by statute, before the meeting.	A copy of the Annual Report including Financial Statements is posted on corporate website as well as CSE website. The Notice of Meeting and the Form of the Proxy are sent to shareholders 15 working days prior to the date of the AGM, as required by statute, in order to provide the opportunity to all the shareholders to attend the AGM.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Separate resolution for all separate issues at the AGM	C.1.2	Companies should propose a separate resolution at the AGM on each substantially separate issue and should in particular propose a resolution at the AGM relating to the adoption of the report and accounts. For each resolution, proxy appointment forms should provide shareholders with the option to direct their proxy to vote either for or against the resolution or to withhold their vote. The Proxy Form and any announcements of the results of a vote should make it clear that a “vote withheld” is not a vote in law and will not be counted in the calculation of the proportion of the votes for and against the resolution.	Company proposes a separate resolution at the AGM on each substantially separate issue. Further, adoption of the Annual Report of the Board of Directors on the affairs of the Company and Audited Financial Statements together with the Report of the Auditors thereon are considered as a separate resolution.	✓
	C.1.3	The Company should ensure that all valid proxy appointments received for General Meetings are properly recorded and counted. For each resolution where a vote has been taken on a show of hands, the Company should ensure that the following information is given at the Meeting and made available as soon as reasonably practicable on a website which is maintained by or on behalf of the Company: • The number of shares in respect of which proxy appointments have been validly made; • The number of votes for the resolution; • The number of votes against the resolution; and • The number of shares in respect of which the vote was directed to be withheld; When, in the opinion of the Board a significant proportion of votes have been cast against a resolution at any General Meeting, the Board should take steps to understand the reasons behind the vote results and determine if any actions are required.	The Company ensures that all valid proxy appointments received for General Meetings are properly recorded and counted.	✓
Availability of all Subcommittee Chairmen	C.1.4	The Chairman of the Board should arrange for the Chairmen of the Audit, Remuneration, Nomination and Related Party Transactions Review Committees and the Senior Independent Director where such appointment has been made, to be available to answer questions at the AGM if so requested by the Chairman.	The Chairman of the Company ensures that Chairmen of all Board Subcommittees namely, Audit, Remuneration, Nominations and Governance and Related Party Transactions Review Committees are present at the AGM to answer the questions under their purview.	✓
Procedures of Voting at AGM	C.1.5	Companies should circulate with every Notice of General Meeting, a summary of the procedures governing voting at General Meetings.	A summary of the procedures governing voting at the General Meeting is circulated to shareholders with every Notice of General Meeting.	✓

C.2 Communication with shareholders

Main principle

The Board should implement effective communication with shareholders.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Channel to reach all shareholders of the Company	C.2.1	There should be a channel to reach all shareholders of the Company in order to disseminate timely information.	The primary modes of communication between Company and the shareholders are the CSE announcements. Interim Financial Statements, Shareholders Circulars/Notices, Annual Report and notice of AGM are published on the CSE website. Information is provided to the shareholders prior to the AGM to give them an opportunity to exercise the prerogative to raise any issues relating to the business of Company, either verbally or in writing prior to the AGM. The Company used the following channels to disseminate timely information; • Shareholders meetings • Financial and other notices as and when required through the CSE • Corporate website • Press notices.	✓
Policy and methodology for communication with shareholders	C.2.2	The Company should disclose the policy and methodology for communication with shareholders.	The Company will focus on open communication and fair disclosure, with emphasis on the integrity, timeliness and relevance of the information provided. The Company will ensure information is communicated accurately and in such a way as to avoid the creation or continuation of a false market. The Company has a Policy on Shareholder and Investor Communications published on the corporate website: www.singersl.com	✓
Implementation of the Policy and methodology for communication with shareholders	C.2.3	The Company should disclose how they implement the above policy and methodology.	Printed copies of Annual Report are provided to all shareholders on request without charge and soft copies are available in CSE website and corporate website. All other announcements are also posted on the CSE website and corporate website.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Contact person for the communication	C.2.4	The Company should disclose the contact person for such communication.	Details of Hayleys Group Services (Private) Limited, Company Secretaries of the Company are disclosed in Corporate Information Section. Shareholders may, at any time, direct questions, request for publicly available information and provide comments and suggestions to Directors or Management of the Company. In addition, Head of Investor Relations is assigned to handle communications related to investor relations. Such questions, requests and comments should be addressed to the Company Secretaries and in the absence of him, the Group Managing Director.	✓
Process to make Directors aware of major issues and concerns of shareholders	C.2.5	The Company should have a process to make all Directors aware of major issues and concerns of shareholders and this process should be disclosed by the Company.	The Company Secretaries shall maintain a record of all correspondence received from shareholders and will deliver as soon as practicable such correspondence to the Board or individual Director/s as applicable. The Board or individual Director/s, as applicable, will generate an appropriate response to all validly received shareholder correspondence and will direct the Company Secretaries to send the response to the particular shareholder.	✓
	C.2.6	The Company should decide on the person to contact in relation to shareholders' matters.	Company Secretaries or head of Investor Relations can be contacted in relation to shareholders' matters.	✓
	C.2.7	The process for responding to shareholders matters should be formulated by the Board and disclosed.	Company Secretaries is assigned to respond to shareholders by the Board and update the Board on such matters.	✓

C.3 Major and Material Transactions

Main principle

Further to complying with the requirements under the Companies Act, Securities and Exchange Commission law and CSE regulations; as applicable, directors should disclose to shareholders all proposed material transactions, which if entered into, would materially alter/ vary the company's net assets base or in the case of a Company with subsidiaries, the consolidated group net asset base.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure on "Major Transaction"	C.3.1	Prior to a company engaging in or committing to a "Major Transaction", with a related party, involving the acquisition, sale or disposition of greater than one third value of the Company's assets or that of a subsidiary which has a material bearing on the net assets of the Company or consolidated net assets of the Company, or a transaction which has or is likely to have the effect of the Company acquiring obligations and liabilities, of greater than one third of the value of the Company's assets, the Directors should disclose to shareholders the purpose and all material facts of such transaction and obtain shareholders' approval by ordinary resolution at an EGM. It also applies to transactions or series of related transactions which have the purpose or effect of substantially altering nature of the business carried on by the Company.	During the year, there were no major transactions as defined by Section 185 of the Company's Act No. 07 of 2007 which materially affect the Net Assets Base of the Company or Consolidated Group Net Asset Base. Transactions which materially affect the net assets base of the Company will be disclosed in the Quarterly/Annual Financial Statements, if any.	✓
	C.3.3	Public listed companies should in addition comply with the disclosure requirements and shareholder approval by special resolution as required by the Rules and Regulations of the Securities and Exchange Commission and by the CSE.	Not applicable since there were no transactions which required approval of the shareholders by way of a special resolution. The Company complied with the disclosure requirements of the CSE in this regard.	✓

Compliance with Corporate Governance Frameworks

D. Accountability and audit

D.1 Financial reporting

Main principle

The Board should present a balanced and understandable assessment of the Company's financial position, performance and prospects.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Board's responsibility for Statutory and Regulatory Reporting	D.1.1	The Board should present an annual report including Financial Statements that is true and fair, balanced and understandable and prepared in accordance with the relevant laws and regulations and any deviation being clearly explained.	An annual report is presented including financial statements that is true and fair, balanced and understandable and prepared in accordance with the relevant laws and regulations.	✓
	D.1.2	The Board's responsibility to present a balanced and understandable assessment extends to interim and other price-sensitive public reports and reports to regulators, as well as to information required to be presented by statutory requirements.	The Board is well aware of its responsibility to present regulatory and statutory reporting in a balanced and understandable manner and a statement to this effect is given in the Statement of Directors' Responsibility on page 192 confirming this position. The Company had strictly complied with the requirements of the Companies Act No. 07 of 2007 in the preparation of Quarterly and Annual Financial Statements which are prepared and presented in conformity with Sri Lanka Accounting Standards. Further, Company has complied with the reporting requirements prescribed by the regulatory authority such as the CSE.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance																		
			In case of Subsidiary Company – Singer Finance (Lanka) PLC has also complied with the requirements of the Finance Companies Act No. 78 of 1988 and amendments thereto and reporting requirements prescribed by the regulatory authorities such as the Central Bank of Sri Lanka and the CSE. Given below is a table containing the dates on which the Annual and Interim Financial Statements of Singer Finance Lanka) PLC were uploaded to the CSE website/ dispatched to the shareholders in the year under review: <table><tr><th>Report</th><th>Date of Dispatch/ Upload</th><th>Status</th></tr><tr><td>Annual Report for the year ended 31st March 2026</td><td>29th May 2026</td><td>Complied</td></tr><tr><td>Interim Financials for 3 months ended 30th June 2025</td><td>22nd July 2025</td><td>Complied</td></tr><tr><td>Interim Financials for 6 months ended 30th September 2025</td><td>28th October 2025</td><td>Complied</td></tr><tr><td>Interim Financials for 9 months ended 31st December 2025</td><td>20th January 2026</td><td>Complied</td></tr><tr><td>Interim Financials for 12 months ended 31st March 2026</td><td>7th May 2026</td><td>Complied</td></tr></table>	Report	Date of Dispatch/ Upload	Status	Annual Report for the year ended 31st March 2026	29th May 2026	Complied	Interim Financials for 3 months ended 30th June 2025	22nd July 2025	Complied	Interim Financials for 6 months ended 30th September 2025	28th October 2025	Complied	Interim Financials for 9 months ended 31st December 2025	20th January 2026	Complied	Interim Financials for 12 months ended 31st March 2026	7th May 2026	Complied	✓
Report	Date of Dispatch/ Upload	Status																				
Annual Report for the year ended 31st March 2026	29th May 2026	Complied																				
Interim Financials for 3 months ended 30th June 2025	22nd July 2025	Complied																				
Interim Financials for 6 months ended 30th September 2025	28th October 2025	Complied																				
Interim Financials for 9 months ended 31st December 2025	20th January 2026	Complied																				
Interim Financials for 12 months ended 31st March 2026	7th May 2026	Complied																				
	D.1.3	The Board should, before it approves the Company's Financial Statements for a financial period, obtain from its Group Managing Director and Finance Director a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the Financial Statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Company and that the system of risk management and internal control was operating effectively.	It is assigned to the Finance Director, Head of Risk Management and Compliance Officers of the respective subsidiary companies. Finance Director, Head of Risk Management and Compliance Officers (financial accountants) review quarterly and year-end Financial Statements before submitting to the Audit Committee and Board and ensure that, the financial records of the entity have been properly maintained and that the Financial Statements comply with the appropriate accounting standards and give a true and fair view. Finance Director has made all required declarations in the 'Responsibility Statement of Managing Director and Finance Director' and the 'Statement of Directors' Responsibility. Refer Page 192.	✓																		

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Directors' Report in the Annual Report	D.1.4	The Directors' Report, which forms part of the Annual Report, should contain declarations by the Directors to the effect that: the Company has not engaged in any activity which contravenes laws and regulations; the Directors have declared all material interests in contracts involving the Company and refrained from voting on matters in which they were materially interested; the Company has made all endeavours to ensure the equitable treatment of shareholders; the Directors have complied with best practices of corporate governance Property, plant and equipment are reflected at fair value, where it is different from fair value adequate disclosures are made the business is a going concern, with supporting assumptions or qualifications as necessary; and they have conducted a review of the internal controls, covering financial, operational and compliance controls and risk management, and have obtained reasonable assurance of their effectiveness and successful adherence therewith, and, if it is unable to make any of these declarations, to explain why it is unable to do so.	The Annual Report of the Board of Directors on the affairs of the Company is given on pages 190 to 191 covers all of these sections. In addition to that Company has established procedures to ensure compliance with all applicable statutory and regulatory requirements. The Accountants of respective companies within the Group act as Compliance Officers and are responsible for ensuring proper compliance with applicable laws and regulations. A compliance statement is tabled at each Board meeting by the Compliance Officer. The Company's compliance with Section 9 of the CSE Listing Rules on Corporate Governance and details of such compliance are discussed on pages 362 and 369 of this Report.	✓
Statements of Directors' and Auditors' Responsibility for the Financial Statements	D.1.5	The Annual Report should contain a statement setting out the responsibilities of the Board for the preparation and presentation of Financial Statements, together with a statement by the Auditors about their reporting responsibilities. Further the Annual Report should contain a report/statement on internal control.	The "Statement of Directors' Responsibility" is given on page 192. The "Independent Auditors' Report" on pages 195 to 199 including the Statement of the Auditor's responsibility. The Statement on Internal Control is given on page 192 in the Statement of Director's Responsibilities.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Management Discussion and Analysis	D.1.6	The Annual Report should contain a "Management Discussion and Analysis", discussing, among other issues: business model; industry structure and developments; opportunities and threats; risk management; internal control systems and their adequacy; governance; stakeholder relationships; social and environmental protection activities carried out by the Company; financial performance; investment in physical and intellectual capital; human resource/industrial relations activities carried out by the company; and prospects for the future. The Management Discussion and Analysis may be structured based on the integrated reporting framework issued by International Integrated Reporting Council and "a preparer's guide to integrated Corporate Reporting" issued by CA Sri Lanka.	Please refer Chairman's Statement on pages 16 to 19, Group Managing Director's Review on pages 20 to 25, and Management Discussion and Analysis on pages 33 to 111 of this Annual Report. Management Discussion and Analysis is structured based on the Integrated Reporting Framework in this Annual Report.	✓
Summon an EGM to notify serious loss of capital	D.1.7	In the event the net assets of the Company falling below 50% of the value of the Company's shareholders' funds, the Directors shall forthwith summon an Extraordinary General Meeting of the Company to notify shareholders of the position and of remedial action being taken. The Directors should report periodically to the shareholders progress on these remedial actions.	Likelihood of such occurrence is remote. However, should the situation arise, an EGM will be called for and shareholders will be notified.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of related party transaction	D.1.8	The Board should adequately and accurately disclose the Related Party Transactions in its Annual Report: Each Company within the Group to submit signed and dated quarterly declarations mentioning whether they have related party transactions with the Company as defined in this Code; The Company Secretaries keeps a record on related party transactions and make necessary disclosures accordingly; There should be a process to capture related parties and related party transactions. This process needs to be operationalised and related party transactions should be properly documented: A record/register either in hard or soft form on related party and related party transaction should be maintained by the Company; This record should ensure that the company captures information to comply with the respective related party disclosure requirements imposed by SEC/Accounting Standards/Auditing Standards and similar regulations.	Each Company within the Singer Group has submitted signed and dated declarations mentioning whether they had related party transactions with the Company during the period ended 31st March 2026. Related Party Transactions Review committee reviewed related party transactions of the Singer Group which is described in this Annual Report in pages 174 and 175. Related parties and related party transactions are captured and documented by the Company.	✓

D.2 Risk management and internal control

Main principle

The Board should establish a policy for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives. The Board should have a process of risk management and a sound system of internal control to safeguard shareholders' investments and the Company's assets.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual Review of the effectiveness of Group's system of internal control	D.2.1	The board should adopt a framework for risk management and the processes to identify, assess, monitor and manage risks with clear delegation of responsibilities to ensure its effectiveness in supporting achievement of the strategic, operational, and financial objectives of the company.	The Company's Directors are responsible for instituting a system of internal controls to ensure the effective implementation of all policies and decisions of the Board. This framework is designed to provide reasonable but not absolute assurance that all aspects are safeguarded. The Company has its own internal audit processes, implemented to ensure that effective controls are in place. These processes extend across all Company operations. The internal audit function is headed by the Deputy Director of Risk Management, who reports in relation to the retail network, the internal audit function includes an individual risk assessment for every outlet directly operated by Singer (Sri Lanka) PLC, based on five criteria: 1. Receivables management 2. Inventory management 3. Cash management 4. Internal checks and balances 5. Effectiveness of internal controls Each location is graded by the Internal Audit Department based on its adherence to controls and its administrative performance on the management of the five criteria mentioned above.	✓
Review the need for internal audit function	D.2.1.1	The Board should ensure that the Company has carried out a robust assessment of the principal risks facing the Company, including those that would threaten its business model, future performance, solvency or liquidity. The Directors should describe those risks and explain how they are being managed or mitigated.	Please refer to the Risk Management report on pages 176 to 182.	✓
	D.2.2.2	Companies should have an internal audit function.	The Deputy Director of Risk Management and heads the internal audit functions.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Review of the process and effectiveness of risk management and internal controls	D.2.2.3	The Board should require the Audit Committee to carry out reviews of the process and effectiveness of risk management and internal controls, and report their recommendations to the Board and Board takes the responsibility for the disclosures on risk management and internal controls	The Internal Audit Division of the Company carries out regular reviews on the risk management function and internal control system including internal control over financial reporting. The Audit Committee monitors, reviews and evaluates the effectiveness of internal control system including the internal controls over financial reporting. In the reporting period ended 31st March 2026, the Board of Directors was satisfied with the effectiveness of the system of internal controls of the Company. Refer the Directors' Statement on Internal Control on page 192 for details.	✓

D.3 Audit committee

Main principle

The Board should establish formal and transparent arrangements for considering how they should select and apply accounting policies, financial reporting, determine the structure and content of corporate reporting, implement internal control and risk management ensure compliance with laws and regulations and ensuring the independence of the company's auditors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of the Audit Committee	D.3.1	The Board should establish an Audit Committee exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom at least two should be independent. If there are more Non-Executive Directors. The majority should be independent. The Committee should be Chaired by an Independent Non-Executive Director who is a member from a professional accounting body. The Board should satisfy itself that at least one member of the Audit Committee has recent and relevant experience in financial reporting and control.	Three of the four Members of the Board Audit Committee are Independent Non-Executive Directors i.e. Mr. D. K. De S. Wijeyeratne (Chairman), Mr. A. J. Alles and Ms. H.M.G. De Alwis are Independent Non-Executive Directors. Hayleys Group Services (Private) Limited serve as the Secretaries of the Committee. Refer Audit Committee Report on Page 167 to 169.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Terms of Reference of the Audit Committee	D.3.2	The Audit Committee should have a written Terms of Reference, dealing clearly with its authority and duties. The Audit Committee's written Terms of Reference must address: The Committee's purpose – which, at a minimum, must be to – • Assist Board oversight of the: • Preparation, presentation and adequacy of disclosures in the Financial Statements, in accordance with the Sri Lanka Accounting Standards; • Compliance with financial reporting requirements, information requirements of the Companies Act and other relevant financial reporting related regulations and requirements; • Process to ensure that the Company's internal controls and risk management procedures are adequate to meet the requirements of the Sri Lanka Auditing Standards; • Assessing the Company's ability to continue as a going concern in the foreseeable future: • Performance of the Company's internal audit function; • Process to the identification, monitoring and management of significant business/financial risk; and • Independence and performance of the Company's external audit.	Company established written Audit Committee charter which addressed Terms of Reference of the Audit Committee and further details are disclosed in Audit committee report on pages 167 to 169 of this Annual Report. The Committee reviewed the Terms of Reference in the 4th quarter.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		The duties and responsibilities of the Audit Committee should at a minimum include those set out below: • Making recommendations to the Board, pertaining to appointment, reappointment and removal of External Auditors and to approve the remuneration and terms of engagement of the External Auditors; • To develop and implement policy on the engagement of the External Auditor to supply non-audit services, taking into account relevant ethical guidance regarding the provision of non-audit services by the external audit firm; and to report to the Board, identifying any matters in respect of which it considers that action or improvement is needed and making recommendations as to the steps to be taken; • To review and monitor the External Auditor's independence and objectivity and the effectiveness of the audit process, taking into consideration relevant Sri Lankan professional and regulatory requirements; • Discussion of the audit plan, key audit issues, their resolution and management responses; • Review the Company's annual Audited Financial Statements and Quarterly Financial Statements with management and the Auditor to ensure compliance with the Sri Lanka Accounting Standards and other relevant laws and regulations; • To review significant financial reporting judgments; • Review the Company's earnings press releases and financial information and earnings guidance provided to analysts and rating agencies; • Discussion of policies and practices with respect to risk assessment and risk management; • Ensuring that a process of sound system of internal control is in place; • Ensuring that a periodic review of the Board's risk management, internal controls, business continuity, planning and information security systems are carried out and appropriate remedial action recommended to the Board;		

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		- Ensuring that an effective internal audit function is in place and monitor and review the internal audit activities; - Meeting separately, periodically, with Management, Auditors and Internal Auditors; - Ensuring that there is a mechanism for the confidential receipt, retention and treatment of complaints alleging fraud, received from internal/ external sources and pertaining to accounting, internal control or other such matters; - Assuring confidentiality to whistle-blowing employees; - Setting clear hiring policies for employees or former employees of the Auditors; and - Reporting regularly to the Board of Directors.		
Disclosure of names of the members of the Audit Committee	D.3.3	A separate section of the Annual Report should describe the work of the Committee in discharging its responsibilities. The report should include – - The names of the Directors (persons in the Parent Company's Committee in the case of a Group Company) comprising the Audit Committee should be disclosed in the Annual Report. - The number of meetings held and attendance of each Director; - The scope of work and how its roles and responsibilities were discharged; - An explanation of how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external audit, and information on the length;	Names of the members of the Audit Committee are given on page 167 under the section on the Composition of the Committee and disclosure on the independence of the Auditors is found on pages 195 to 199 under the Auditors' in the Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191.	✓
		If the External Auditor provides non-audit services, an explanation of how audit objectivity and independence are safeguarded; and the Committee should also make a determination of the independence of the Auditors and should disclose the basis of such determination in the Annual Report.	Report by the Audit Committee is given on pages 167 to 169.	✓
		The Annual Report should contain a Report by the Audit Committee, setting out the manner of compliance by the Company, in relation to the above, during the period to which the Annual Report relates.	Report by the Audit Committee is given on pages 167 to 169.	✓

Compliance with Corporate Governance Frameworks

D.5 Related Party Transactions Review Committee

Main principle

The Board should establish a procedure to ensure that the Company does not engage in transactions with "related parties" in a manner that would grant such parties "more favourable treatment" than that accorded to third parties in the normal course of business.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Related Party Transactions	D.5.1	A related party and related party transactions will be as defined in LKAS 24.	The Company adopts the definition of Related party and related party transactions as defined as per LKAS 24.	✓
Related Party Transactions Review Committee	D.5.2	The Board should establish a Related Party Transactions (RPT) Review Committee consisting exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom the majority should be independent. Executive Directors may attend by invitation. The Chairman should be an Independent Non-Executive Director appointed by the Board.	In compliance with Section 9 of the Listing Rules of the CSE, the Related Party Transactions Review Committee (RPTRC) comprises three Independent Non-Executive Directors, and one Non-Executive Director. The Committee is chaired by an Independent Non- Executive Director. Refer RPTRC report in Page 174.	✓
	D.5.3	RPT Review Committee should have written terms of reference dealing clearly with its authority and duties which should be approved by the Board of Directors. The RPT Review Committee's written terms of reference must address – A procedure for documenting related parties in accordance with the definitions in LKAS 24 and the CSE Listing Rules. • A procedure to obtain a statement of related party interest from each such related party at least once in each quarter, when there's a change in the status and in any event prior to entering into any transaction between such related parties and the Company, its parent or any of subsidiaries, sub- subsidiaries, fellow subsidiaries, associates, joint ventures and any other entities which are considered related parties as defined in LKAS 24 unless they are exempted related party transactions as defined in CSE Listing Rules.	The Related Party Transactions Review Committee Report sets out the functions of the Committee which is given on pages 174 to 175.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		• Key Management Personnel of the Company responsible for contracting, procurement, payments, and any other channel through which an inflow or outflow of resources can result, should have a list of all related parties and have a process in place to capture and report any related party transaction within their area of responsibility. • A procedure to inform all related parties of what constitutes exempted related party transactions. • A procedure and guideline to delegate to Key Management Personnel to deal with recurrent related party transactions as defined in the CSE Listing Rules. • A procedure for the RPT Review Committee to review and recommend to the Board matters relating to such transactions. • Any interested Directors should not participate at the meeting at which the transaction relating to him/her is discussed unless invited to seek clarification/information. • A procedure and definition of disclosure required to be made by the Company on an annual basis, those requiring immediate disclosure and those requiring shareholder approval. • A procedure to identify related party transactions which require immediate disclosure as per the CSE Listing Rules and to ensure that required disclosures are made by the Company to the CSE in accordance with the CSE Listing Rules. • A procedure to identify related party transactions which require shareholder approval by special resolution at an Extraordinary General Meeting. • The Company Secretaries should maintain a permanent record in manual or electronic form of such statements, submissions, approvals, and minutes. • Review and recommend to the Board the related party disclosures to be made in the Annual Report of the Company.		

Compliance with Corporate Governance Frameworks

D.6 Code of business conduct and ethics

Companies must adopt a Code of Business Conduct and Ethics for Directors, Key Management Personnel and all other employees including but not limited to; dealing with shares of the Company; compliance with listing rules; bribery and corruption; confidentiality; encouraging that any illegal, fraudulent and unethical behaviour be promptly reported to those charged with governance. The Company must disclose waivers of the code for Directors, if any –

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Code of Business Conduct and Ethics	D.6.1	All companies must disclose whether they have a Code of Business Conduct and Ethics for Directors and Key Management Personnel and if they have such a code, make an affirmative declaration in the Annual Report that all Directors and Key Management Personnel have declared compliance with such code, and if unable to make that declaration, state why they are unable to do so. Each company may determine its own policies in the formulation of such a code, but all companies should address the following important topics in their respective codes: • Conflict of interest; • Bribery and corruption; • Entertainment and gift; • Accurate accounting and record- keeping; • Fair and transparent procurement practices;	Company has an internally-developed Code of Conduct. All employees including Directors, Key Managers and Senior Managers are bound by the Company's written Code of Ethics that includes the following aspects: • Exercise honesty, objectivity and diligence when performing one's duties. • Avoid situations where personal interest might conflict with the interest of the Company; and if so, disclose such interest in advance. • Maintain confidentiality of commercial and price sensitive information. • Work within applicable laws and regulations. • Safeguard the Company's assets. • Avoid conduct that will reflect badly on the person concerned or the Company's image. • Strictly avoid giving or accepting any kind of bribe, either directly or indirectly.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		• Corporate opportunities; • Confidentiality; • Protection and proper use of company assets including information assets; • Compliance with laws, rules and regulations (including insider trading laws); and • Encouraging the reporting of any illegal, fraudulent or unethical behaviour.	Strictly avoid making contributions for political funds, either directly or indirectly. Strictly avoid any kind of sexual harassment. The Company has implemented a formal whistle-blowing procedure and encourages any employee who suspects wrongdoing at work, whether by Management, peers or any other employee, to raise their concerns. Other Policies In addition, the Company implements policies in relation to business conduct and ethics covering: • Recruitment and selection • Financial integrity/Financial Manual • Use of Company property including computers • Non-harassment in the workplace • Environment, safety, and health • Security of IT system • In addition to the internal code of conduct, the parent entity's Hayleys Way- serves as a blueprint for ethical behaviour, explicitly setting out the behaviour expected from an employee and reinforcing the Group's organisational values.	
	D.6.2	The Company should have a process in place to ensure that material and price sensitive information is promptly identified and reported in accordance with the relevant regulations.	Company has established a policy and process to ensure that material and price sensitive information is immediately disclosed to the CSE immediately after relevant decisions are made by the Board of Directors. This task is assigned to the Company Secretaries, and it is a prime responsibility of the Company Secretaries.	✓

Compliance with Corporate Governance Frameworks

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	D.6.3	The Company should establish a policy, process for monitoring and disclosure of shares purchased by any Director, Key Management Personnel or any other employee involved in financial reporting.	The policy is in place and any share transaction done by a Board Director need to be immediately disclosed to the Company Secretaries and Company Secretaries will inform such transactions to the CSE. Any share transaction done by KMP other than Board Directors should inform such transactions to the Compliance Officer of the Company.	✓
Affirmative Statement by the Chairman	D.6.7	The Chairman must affirm in the Company's Annual Report that a code of conduct and ethics has been introduced company-wide and the procedure for disseminating, monitoring and compliance with that code. He must also disclose that he is not aware of any violation of any of the provisions of the code of business conduct and ethics.	Please refer Chairman's statement on pages 16 to 19 in this Report.	✓

D.7 Corporate governance disclosures

Directors should be required to disclose the extent to which the Company adheres to established principles and practices of good corporate governance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Corporate Governance	D.7.1	The Directors should include in the Company's Annual Report, a Corporate Governance Report setting out the manner and extent to which the Company has complied with the principles and provisions of this Code.	This Report from pages 152 to 166 and 316 to 369 sets out the manner and extent to which Singer (Sri Lanka) PLC has complied with the principles and provisions of the Code.	✓

Shareholders

E. Institutional investors

E.1 Shareholder voting

Main principle

Institutional shareholders have a responsibility to make considered use of their votes and should be encouraged to ensure their voting intentions are translated into practice.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Communication with Shareholders	E.1.1	A listed Company should conduct a regular and structured dialogue with shareholders based on a mutual understanding of objectives. Arising from such dialogue, the Chairman should ensure the views of shareholders are communicated to the Board as a whole.	In order to avoid conflict of interest by nurturing the mutual understanding, the Board carries out dialogues with its shareholders at General Meetings. In this regard, the Annual General Meeting (AGM) and Extraordinary General Meetings (EGM) of the Company plays a critical role. Voting of the shareholders is crucial in carrying a resolution at the AGM/EGM. The Chairman who plays the role of the agent and communicates the views and queries of the shareholders to the Board and the Key and Senior Management in order to ensure that the views are properly communicated to the Company. Head of Investor Relations is a dedicated position to communicate with shareholders if necessary. Investors and shareholders can directly communicate and share their views, and it will be communicated to the Board for necessary actions. Shareholders are provided with Quarterly Financial Statements and the Annual Report, which the Company considers as its principal communication with them and other stakeholders. These reports are also available on the Company's website – www.singersl.com and are provided to the CSE. Any information that the Board considers as price sensitive is disseminated to the shareholders as necessary.	✓

Compliance with Corporate Governance Frameworks

E.2 Evaluation of Governance Disclosures

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Due weight by Institutional Investors	E.2	When evaluating Companies' governance arrangements, particularly those relating to Board structure and composition, institutional investors should be encouraged to give due weight to all relevant factors drawn to their attention.	The Institutional Investors are at liberty to give due weight to matters relating to the Board structure and composition, when they consider resolutions relating to Board structure and composition.	✓

F. Other investors

F.1 Investing/Divesting decision

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Individual Shareholders	F.1	Individual shareholders, investing directly in shares of companies should be encouraged to carry out adequate analysis or seek independent advice in investing or divesting decisions.	Individual investors are encouraged to carry out adequate analysis or seek independent advice in investing or divesting decisions.	✓
Individual Shareholder Voting	F.2	Individual shareholders should be encouraged to participate in General Meetings of companies and exercise their voting rights.	Individual shareholders are encouraged to participate in General Meetings of the Company and exercise their voting rights.	✓

G. Internet of things and cybersecurity

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	G.1	The Board should have a process to identify how in the organisation's business model, IT devices within and outside the organisation can connect to the organisation's network to send and receive information and the consequent cybersecurity risks that may affect the business. Internal and external parties could have computing devices embedded in everyday objects which may enable them to interconnect with the Company's network to send and receive data. Such access could be authorised or unauthorised.	The Board assigned this responsibility to the Information Technology Division and Deputy Director -IT is mainly assigned to complete this task. IT policy and Cybersecurity policies are in place.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	G.2	The Board should appoint a Chief Information Security Officer (CISO) with sufficient expertise, authority and budgetary allocation to introduce and implement a cybersecurity risk management policy which should be approved by the Board. The policy should include a robust cybersecurity risk management process, incident response system, vendor management system, disaster recovery plan and a governance structure to monitor effective implementation, reporting and the need for cybersecurity insurance.	Deputy Director -IT is appointed as a Chief Information Security Officer. IT policy and cyber security areas have been implemented after obtaining the board approval.	✓
	G.3	The Board should allocate regular and adequate time on the Board meeting agenda for discussions about cyber-risk management: The matters taken up for the discussion on the Board meeting agenda may include; • Potential cybersecurity risks in the Company's business model. • CISO's security strategy and status of the current projects. • Compliance with the cybersecurity risk management process and incident report. • Findings and recommendations from independent reviewers.	Any critical security risk/incident will be updated to the Board.	✓
	G.4	The Board should ensure the effectiveness of the cybersecurity risk management through independent periodic review and assurance. The scope and the frequency of the independent periodic reviews could be determined based on the industry vulnerability, Company's business model and incident findings.	Security assessment has been carried out and corrective actions are taken.	✓
	G.5	The Board should disclose in the Annual Report, the process to identify and manage cybersecurity risks.	IT Risk assessments are carried out according to ISO 27001:2013 and ISO 31000:2018 standards, at least annually to identify the risks on the IT environment of SSLP. Identified risks will be evaluated and proper measures are taken by the SSLP IT team to mitigate or minimise the threats. The Board of Directors shall be updated regarding the controls in place to mitigate cyber-risks, and on possible cyber-risks that the company is exposed to.	✓

Compliance with Corporate Governance Frameworks

H. Sustainability: ESG Risk & Opportunities

H.1 The board should consider sustainability/ESG risk and opportunities in the company's business model, operations, short- and medium-term planning and in its long-term strategy to ensure that the company remains resilient and able to deliver durable and sustainable value over the short, medium and long term in order to maintain the confidence and continued engagement of shareholders and all significant stakeholders

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.1.1	Provide the impact of ESG Risks & Opportunities for the Board	The Annual Report contains sufficient and relevant information of to assess how ESG risks and opportunities are recognised, managed, measured and reported presented from pages 100 to 110. The impact of ESG issues is disclosed in Risk Management report from pages 116 to 142. Further, information related to the ESG Risks & Opportunities are provided to the Board in the Corporate Budget Discussion as well.	✓

H.2 The board and key management personnel should continuously engage with and consider the views of its stakeholders to better understand and manage the company's sustainability/ESG risk and opportunities, as stakeholder expectations are heightening across various sustainability/ESG issues relating to the protection of environment and other ESG issues. Many institutional investors consider these factors in their investment decision making.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.2.1	Method of recognising significant stakeholders & their matters	The company has its own method to recognise the major stakeholders, their matters and level of interest & it is described in the Stakeholder Relationships Report in Page 36.	✓

H. 3 The company should establish a governance framework and structure which includes conformance, performance and sustainability/ESG factors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.3.1	Environmental and Social Governance	The Company has a unique ESG Framework which names as "'Singer - Paramaarthayen Perata' (Progress through Purpose)". It includes the Social and Relationship Framework separately. Refer the Social and Relationship in Page 80.	✓

H.4 The board should establish a governance structure to support sustainability/ESG factors including its ability to create value and manage risks in the short, medium and long term, recognising, managing and measuring on all pertinent aspects of sustainability using financial and non-financial measures.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.4.1, H.4.2, H.4.3	Method of measuring the Impact on Company Sustainability through ESG factors & Boards Role on ESG Factors	The Company is measuring the impact on sustainability through analysing the data gathered from the Factories . The Company has recognised the key resources deployed in the business and financial and non-financial measures are established. The Company has identified risk and has taken mitigatory actions for the risks which have an impact on the sustainability of the business and are discussed in the Risk Management report from pages 130 to 142. The Board has committed to environment, social and governance aspects and the environmental management and social activities have been discussed from pages 66 to 108.	✓

H.5 The company's annual report should contain sufficient information to enable investors and other stakeholders to assess how ESG risks and opportunities are recognised, managed, measured and reported

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.5.1, H.5.2, H.5.3, H.5.4	How the ESG risks are recognised, measured, and reported and the Board's Responsibility on ESG	Board is responsible on the ESG risks and whenever a risk aroused in ESG, the board members will discuss it in the quarterly board meetings. Refer the Risk Management section in pages 176 to 182.	✓

Compliance with Corporate Governance Frameworks

SECTION B

This section covers the Company's extent of adherence to the requirements of the Continuous Listing Requirements Section 9 on Corporate Governance Rules for Listed Companies issued by the CSE. This reflects the Company's level of conformity to CSE's Listing Rules which comprise the following fundamental principles:

- Non-Executive Directors
- Independent Directors
- Disclosures Relating to Directors
- Remuneration Committee
- Audit Committee

The following table presents the details of the Company's compliance with Section 9 of the CSE Listing Rules on Corporate Governance as at 31st March 2026:

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Policies	9.2.1	Establish and maintain the policies and disclose the fact of existence of such policies together with the details relating to such policies.	The Company has established and continues to maintain the policies such as policy on matters relating to the Board, Board Committees, Corporate Governance, Internal Code of Business Conduct, Risk Management and Internal Control, Relations with Shareholders and Investors, Environment, Social Governance and Sustainability and Anti Bribery and Corruption etc.	✓
Board Committees	9.3	The following Board committees are established and maintained at a minimum and are functioning effectively. (a) Nominations and Governance Committee (b) Remuneration Committee (c) Audit Committee (d) Related Party Transactions Review Committee	The Company has established Nominations and Governance Committee, Remuneration Committee, Audit Committee and Related Party Transactions Review Committee	✓
Chairperson of Board Committees	9.3.3	The Chairperson of the Board of Directors of the Listed Entity shall not be the Chairperson of the Board Committees	Chairperson of Board Committees is not the Chairperson of the Board	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Meeting Procedures	9.4.1	Listed Entities shall maintain records of all resolutions and the following information upon a resolution being considered at any General Meeting of the Entity. The Entity shall provide copies of the same at the request of the Exchange and/or the SEC. (a) The number of shares in respect of which proxy appointments have been validly made; (b) The number of votes in favour of the resolution; (c) The number of votes against the resolution; and (d) The number of shares in respect of which the vote was directed to be abstained.	Company maintains records of all resolutions passed at General Meetings.	✓
Communication and relations with shareholders and investors	9.4.2	a) Listed Entities shall have a policy on effective communication and relations with shareholders and investors and disclose the existence of the same in the Annual Report and the website of the Listed Entity. (b) Listed Entities shall disclose the contact person for such communication. (c) The policy on relations with shareholders and investors shall include a process to make all Directors aware of major issues and concerns of shareholders, and such process shall be disclosed by the Entity in the Annual Report and the website of the Entity. (d) Listed Entities that intend to conduct any shareholder meetings through virtual or hybrid means shall comply with the Guidelines issued by the Exchange in relation to same and published on the website of the Exchange.	The Company has a Shareholder Communication and Relations policy and it is published on the corporate website. The contact person is mentioned. The policy includes a process whereby Directors are informed of major issues and concerns of shareholders.	✓
Policy on matters relating to the Board of Directors	9.5	Listed Entities shall establish and maintain a formal policy governing matters relating to the Board of Directors	The Company maintains a Policy on Matters relating to the Board of Directors. This policy was reviewed and adopted in the 4 th quarter of the year under review.	✓

Compliance with Corporate Governance Frameworks

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Chairperson and Managing Director	9.6.2	A Listed Entity that is unable to comply with Rule 9.6.1 shall make a Market Announcement within a period of one (1) month from the date of implementation of these Rules or an immediate Market Announcement from the date of non-compliance (if such date falls subsequent to the implementation of these Rules). Such Market Announcement shall include the following: (a) The reasons for non-compliance (b) The rationale for combining the positions of the Chairperson and Managing Director.	Chairperson and Managing Director are not the same person. However, since the Chairman is an Executive Director, market announcement was made on 03rd November 2023 with the required information.	✓
The Requirement for a SID	9.6.3	A Listed Entity shall appoint an Independent Director as the SID in the following instances: i. The Chairperson and CEO are the same person ii. The Chairperson is an Executive Director. iii. The Chairperson and CEO are Close Family Members or Related Parties Such appointment shall be immediately disclosed with reasons for such appointment, by way of a Market Announcement	The Company has appointed a Senior Independent Director since the Chairperson is an Executive Director. The Company appointed Mr. D.K. De S. Wijeyeratne.	✓
	9.6.3 (b)	The Independent Directors shall meet at least once a year or as often as deemed necessary at a meeting chaired by the SID without the presence of the other Directors to discuss matters and concerns relating to the Entity and the operation of the Board. The SID shall provide feedback and recommendations from such meetings to the Chairperson and the other Board Members.	The SID holds a meeting once a year with the Independent Directors without the presence of other Directors to discuss matters and concerns relating to the Company and the operation of the Board.	✓
	9.6.3 (c)	The SID shall chair a meeting of the Non-Executive Directors without the presence of the Chairperson at least annually, to appraise the Chairperson's performance and on such other occasions as are deemed appropriate.	The SID holds a meeting once a year with the Non-Executive Directors without the presence of the Chairperson to appraise the Chairperson's performance	✓
		The SID shall make a signed explanatory disclosure in the Annual Report demonstrating the effectiveness of duties of the SID.	The SID has made a disclosure demonstrating the effectiveness of duties of the SID in page 193.	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Fitness of Directors and CEOs	9.7.1	The Listed Entities shall take necessary steps to ensure that their Directors and the CEO are, at all times, fit and proper persons as required in terms of these Rules: In evaluating fitness and propriety of the persons referred in these Rules, Listed Entities shall utilise the 'Fit and Proper Assessment Criteria'	The Company ensures that the persons recommended by the Nominations and Governance Committee fulfil the assessment criteria set out in the Listing Rules	✓
	9.7.4	Listed Entities shall obtain declarations from their Directors and CEO on an annual basis confirming that each of them has continuously satisfied the Fit and Proper Assessment Criteria set out in these Rules during the financial year concerned and satisfies the said criteria as at the date of such confirmation.	The Directors and the CEO has provided the declaration confirming that they satisfy the Fit and Proper Assessment Criteria during the financial year and as at the date of such confirmation. The Directors have provided the declaration confirming that they satisfy the Fit and Proper Assessment Criteria during the financial year and as at the date of such confirmation.	✓
Board Composition	9.8.1	The Board of Directors of a Listed Entity shall, at a minimum, consist of five (05) Directors.	The Board consisted of 12 Directors up to 31st March 2026	✓
Independent Directors	9.8.2	Minimum Number of Independent Directors: (a) The Board of Directors of Listed Entities shall include at least two (2) Independent Directors or such number equivalent to one third (1/3) of the total number of Directors of the Listed Entity at any given time, whichever is higher. (b) Any change occurring to this ratio shall be rectified within ninety (90) days from the date of the change.	Four Directors are Independent	✓
	9.8.3	Criteria for determining independence:	All NEDs have submitted their confirmations on Independence as per the criteria set by the Company, which is in line with the regulatory requirements.	

Compliance with Corporate Governance Frameworks

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.8.5	The Board of Directors of Listed Entities shall require: (a) Each Independent Director to submit a signed and dated declaration annually of his or her "independence" or "non-independence" against the criteria specified herein and in the format in Appendix 9A, containing at a minimum the content prescribed therein. (b) Make an annual determination as to the "independence" or "non-independence" of each Independent Director based on the Directors' declaration and other information available to it and shall set out the names of Directors determined to be 'independent' in the Annual Report. (c) If the Board of Directors determines that the independence of an Independent Director has been impaired against any of the criteria set out in Rule 9.8.3, it shall make an immediate Market Announcement thereof.	Each Independent Director signed and submitted a declaration regarding his/her independence. The Board assessed the independence declared by the Director.	✓
Disclosures relating to Directors	9.10.2	Listed Entities shall, upon the appointment of a new Director to its Board, make an immediate Market Announcement setting out the following; i. a brief resume of such Director; ii. his/her capacity of directorship; and, iii. Statement by the Entity indicating whether such appointment has been reviewed by the Nominations and Governance Committee of the Entity.	There were no appointments to the Board during the year under review.	✓
	9.10.3	Listed Entities shall make an immediate Market Announcement regarding any changes to the composition of the Board Committees referred to in Rule 9.3 above containing, at minimum, the details of changes including the capacity of directorship with the effective date thereof.	All changes to Board Sub-Committees were immediately informed to the CSE.	✓
	9.10.4	Disclosure relating to Directors	Pages 144 to 148 of the Annual Report contains the relevant information	✓
Nominations and Governance Committee	9.11.3	The Nominations and Governance Committee shall have a written terms of reference clearly defining its scope, authority, duties and matters pertaining to the quorum of meetings	Refer the Nominations and Governance Committee Report on pages 172 to 173.	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.11.4	Composition	The Nominations and Governance Committee comprises three Independent Non-Executive Directors and 1 Non-Executive Director. Chairman of the Committee is the Senior Independent Director.	✓
	9.11.5	Functions	Refer the Nominations and Governance Committee Report on pages 172 to 173.	✓
Remuneration Committee	9.12.1	Details of Remuneration Committee	Refer the Remuneration Committee Report on page 170 and Principles B1 to B3 on pages 333 to 337 of this Corporate Governance Report.	✓
	9.12.6	Composition The members of the Remuneration Committee shall; (a) comprise of a minimum of three (03) Directors of the Listed Entity, out of which a minimum of two (02) members shall be Independent Directors of the Listed Entity. (b) not comprise of Executive Directors of the Listed Entity.	Remuneration Committee comprise three Independent Directors and one Non-Executive Director. The Chairman of the Committee is the Senior Independent Director.	✓
	9.12.7	Functions	Refer Remuneration Committee report on page 170	✓
		Disclosure in the Annual Report relating to Remuneration Committee	Refer Remuneration Committee report on page 170	✓
Audit Committee	9.13.1	Audit & Risk Functions	Audit Committee additionally perform the Risk Functions set out in Rule 9.13 of these Rules.	✓
	9.13.2	Written Terms of Reference	Refer Audit Committee Report on pages 167 to 169.	✓
	9.13.3	Composition	Audit Committee comprises three Independent Non-Executive Directors and one Non-Executive Directors. Chairman of the Committee is the Senior Independent Director who is a member of a recognised professional accounting body.	✓
	9.13.4	Functions	Refer Audit Committee report on pages 167 to 169	✓
The Related Party Transactions Review Committee (RPTRC)	9.14.2	Composition	RPTRC comprises four Directors out of which three Directors are Independent. Chairman of the Committee is an Independent Non-Executive Director. Please refer the Report of the RPTRC in pages 174 to 175.	✓

Compliance with Corporate Governance Frameworks

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.14.3	Functions	Please refer the Report of the RPTRC on pages 174 to 175.	✓
	9.14.4	General Requirements	Please refer the Report of the RPTRC on pages 174 to 175	✓
	9.14.5	Review of Related Party Transactions	Please refer the Report of the RPTRC on pages 174 to 175.	✓
	9.14.7	Immediate Disclosures	Please refer Note 37 of the Notes to the Accounts on pages 295 to 299	✓
	9.14.8 (1) & (2)	Disclosure of Non-Recurrent and Recurrent Related Party Transactions	Please refer Note 37 of the Notes to the Accounts on pages 295 to 299	✓
	9.14.8. (3)	The Report by the RPTRC	Please refer the Report of the RPTRC on pages 174 to 175	✓
	9.14.8 (4)	An affirmative declaration by the Board of Directors	Please refer the Annual Report of Board of Directors for an affirmative statement of compliance of the Board on pages 185 to 191	✓
General Disclosures	9.17	Additional Disclosures	Please refer the Report of the Board of Directors on pages 192	✓

The following table presents the details of the Company's compliance with Section 7.6 of the CSE Listing Rules on Annual Report Disclosure as at 31st March 2026:

Rule No.	Applicable requirement	Details of compliance	Compliance
7.6 (i)	Names of persons who during the financial year were Directors of the Entity.	Annual Report of the Board of the Directors on the affairs of the Company. Refer pages 185 to 191.	✓
7.6 (ii)	Principal activities of the entity and its subsidiaries during the year, and any changes therein.	Annual Report of the Board of Directors on the affairs of the Company. Refer Page 185 Management Discussion and Analysis on pages 33 to 53 and Notes to the financial statements on pages 208 to 300.	✓
7.6 (iii)	The names and the number of shares held by the 20 largest holders of voting and non-voting shares and the percentage of such shares held.	Share Information on pages 312 to 315.	✓
7.6 (iv)	The float adjusted market capitalisation, public holding percentage (%), number of public shareholders and under which option the Listed Entity complies with the Minimum Public Holding requirement.	Share Information on pages 312 to 315.	✓
7.6 (v)	A statement of each Director's holding and Managing Director's holding in shares of the Entity at the beginning and end of each financial year.	Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191.	✓
7.6 (vi)	Information pertaining to material foreseeable risk factors of the Entity.	Risk Management on pages 176 to 182.	✓
7.6 (vii)	Details of material issues pertaining to employees and industrial relations of the Entity.	Management Discussion and Analysis on pages 33 to 53.	✓
7.6 (viii)	Extents, locations, valuations and the number of buildings of the Entity's land holdings and investment properties.	Information on the Freehold Land and Buildings of the Group/Company on pages 244 to 247.	✓
7.6 (ix)	Number of shares representing the Entity's stated capital.	Share Information on pages 312 to 315.	✓
7.6 (x)	A distribution schedule of the number of holders in each class of equity securities, and the percentage of their total holdings.	Share Information on pages 312 to 315.	✓

Rule No.	Applicable requirement	Details of compliance	Compliance
7.6 (xi)	Financial ratios and market price information.	Highlights on page 8, Share Information on pages 312 to 315, ten-year summary on pages 303 and 304	✓
7.6 (xii)	Significant changes in the Company's or its subsidiaries' fixed assets, and the market value of land, if the value differs substantially from the book value as at the end of the year.	Notes to the Financial Statements on pages 208 to 300.	✓
7.6 (xiii)	Details of funds raised through a public issue, rights issue and a private placement during the year.	Notes to the Financial Statements on pages 208 to 300.	✓
7.6 (xiv)	Information in respect of Employee Share Ownership or Stock Option Schemes.	Not Applicable	✓
7.6 (xv)	Disclosures pertaining to Corporate Governance practices in terms of Section 9 of the Listing Rules.	Corporate Governance on pages 152 to 166 and 316 to 369.	✓
7.6 (xvi)	Related Party transactions exceeding 10% of the equity or 5% of the total assets of the Entity as per audited financial statements, whichever is lower.	Notes to the Financial Statements on pages 208 to 300.	✓

Section C

This section covers the adherence to the requirements of the Companies Act No. 07 of 2007 on Annual report disclosure.

The following table presents the details of the Company's compliance pertaining to Companies Act No. 7 of 2007 on Annual Report Disclosure as of 31st March 2026:

Rule No.	Applicable requirement	Details of compliance	Compliance
168 (1) (a)	The nature of the business of the Group and the Company together with any change thereof during the accounting period.	Annual Report of the Board of Directors Page 185. Notes to the Financial Statements on pages 208 to 300.	✓
168 (1) (b)	Signed Financial Statements of the Group and the Company for the accounting period completed.	Financial Statements on pages 200 to 206.	✓
168 (1) (c)	Auditors' Report on Financial Statements of the Group and the Company.	Independent Auditors' Report on pages 195 to 199.	✓
168 (1) (d)	Accounting Policies and any changes therein.	Notes to the Financial Statements on pages 208 to 300.	✓
168 (1) (e)	Particulars of the entries made in the Interests Register during the accounting period.	Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191.	✓
168 (1) (f)	Remuneration and other benefits paid to Directors of the Company during the accounting period.	Notes to the Financial Statements on pages 208 to 300.	✓
168 (1) (g)	Corporate donations made by the Company during the accounting period.	Notes to the Financial Statements on pages 208 to 300.	✓
168 (1) (h)	Information on the Directorate of the Company and its Subsidiaries during and at the end of the accounting period.	Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191 and Board of the Directors on pages 144 to 148.	✓
168 (1) (i)	Number of shares representing the Entity's stated capital. Amounts paid/payable to the External Auditor as audit fees and fees for other services rendered during the accounting period.	Notes to the Financial Statements on pages 208 to 300.	✓
168 (1) (j)	Auditors' relationship or any interest with the Company and its Subsidiaries.	Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191.	✓
168 (1) (k)	Acknowledgment of the contents of this Report and Signatures on behalf of the Board.	Annual Report of the Board of Directors on the Affairs of the Company on pages 185 to 191.	✓

Independent Assurance on Integrated Reporting



Ernst & Young
Chartered Accountants
Rotunda Towers
No. 109, Galle Road
P.O. Box 101
Colombo 03, Sri Lanka

Tel: +94 11 246 3500
Fax: +94 11 768 7869
Email: eysl@lk.ey.com
ey.com

Independent practitioner's assurance report to the Board of Directors of Singer (Sri Lanka) PLC on the Integrated Annual Report 2025/26

Scope

We have been engaged by Singer (Sri Lanka) PLC to perform a 'limited assurance engagement,' as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on Singer (Sri Lanka) PLC's Information on how it's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation, preservation or erosion of value over the short, medium and long term (the "Subject Matter") contained in the Singer (Sri Lanka) PLC's (the "Entity's") Integrated Annual Report for the year ended 31 March 2026 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Singer (Sri Lanka) PLC

In preparing the Subject Matter, Singer (Sri Lanka) PLC applied the Integrated Reporting Framework (<IR> Framework) initially developed by the International Integrated Reporting Council (IIRC) and currently maintained by the Integrated Reporting and Connectivity Council (IRCC) of the IFRS Foundation. (the "Criteria"),

Such Criteria were specifically designed for the purpose of assisting in determining whether the capital management, stakeholder engagement, business model, strategy, organisational overview & external environment outlook presented in the Integrated Annual Report is presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

Singer (Sri Lanka) PLC's responsibilities

Singer (Sri Lanka) PLC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised), and the terms of reference for this engagement as agreed with the Singer (Sri Lanka) PLC on 5 May 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in

accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement.

Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Performed a comparison of the content of the Integrated Annual Report against the Guiding Principles and Content Elements given in the Integrated Reporting Framework (<IR> Framework).
- Checked whether the information contained in the Integrated Annual Report – Financial Capital element information has been properly derived from the audited financial statements.
- Conducted interviews with the selected key management personnel and relevant staff and obtained an

understanding of the internal controls, governance structure and reporting process relevant to the Integrated Report.

- Obtained an understanding of the relevant internal policies and procedures developed, including those relevant to determining what matters most to the stakeholders, how the organisation creates value, the external environment, strategy, approaches to putting members first, governance and reporting.
- Obtained an understanding of the description of the organisation's strategy and how the organisation creates value, what matters most to the stakeholders and enquiring the management as to whether the description in the Integrated Report accurately reflects their understanding.
- Checked the Board of Directors meeting minutes during the financial year to ensure consistency with the content of the Integrated Report.
- Tested the relevant supporting evidence related to qualitative & quantitative disclosures within the Integrated Report against identified material aspects.
- Read the Integrated Report in its entirety for consistency with our overall knowledge obtained during the assurance engagement.

We also performed such other procedures as we considered necessary in the circumstances.

Emphasis of matter

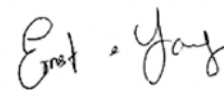
Economic, Environment, Social and Intellectual capital management data/information are subject to inherent limitations

given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity's Annual Report.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the information contained in the Integrated Annual Report of Singer (Sri Lanka) PLC for the year ended 31 March 2026, in order for it to be in accordance with the Criteria.



28 May 2026

Colombo

Partners: D K Hulangamuwa FCA FCMA LLB (London), Ms. Y A De Silva FCA, Ms. G G S Manatunga FCA, W K B S P Fernando FCA FCMA FCCA, B E Wijesuriya FCA FCMA, R N de Saram ACA FCMA, N M Sulaiman FCA FCMA, Ms. L K H L Fonseka FCA, Ms. P V K N Sajeewani FCA, A A J R Perera FCA ACMA, N Y R L Fernando ACA, D N Gamage ACA ACMA, C A Yalagala ACA ACMA, Ms. P S Paranavitane ACA ACMA LLB (Colombo), B Vasanthan ACA ACMA, W D P L Perera ACA, M U M Mansoor ACA

Principals: T P M Ruberu FCMA FCCA MBA, G B Goudian ACMA, D L B Karunathilaka ACMA, W S J De Silva Bsc (Hons) - MIS Msc - IT, V Shakthivel B.Com (Sp)

A member firm of Ernst & Young Global Limited

Independent Assurance on Sustainability Reporting



Ernst & Young
Chartered Accountants
Rotunda Towers
No. 109, Galle Road
P.O. Box 101
Colombo 03, Sri Lanka

Tel: +94 11 246 3500
Fax: +94 11 768 7869
Email: eysl@lk.ey.com
ey.com

Independent practitioner's assurance report to the Board of Directors of Singer (Sri Lanka) PLC on the Sustainability reporting criteria presented in the Integrated Annual Report FY 2025/26

Scope

We have been engaged by Singer (Sri Lanka) PLC to perform a 'limited assurance engagement,' as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on Singer (Sri Lanka) PLC's Economic, Environment, Social and Governance (EESG) indicators (the "Subject Matter") contained in Singer (Sri Lanka) PLC's (the "Entity's") Integrated Annual Report for the year ended 31 March 2026 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Singer (Sri Lanka) PLC

In preparing the Subject Matter, Singer (Sri Lanka) PLC applied the following criteria ("Criteria"):

- The Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines, publicly available at <https://www.globalreporting.org>

Such Criteria were specifically designed for the purpose of assisting you in determining whether Entity's Economic, Environment, Social and Governance (EESG) indicators contained in the Entity's Report is presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

Singer (Sri Lanka) PLC's responsibilities

Singer (Sri Lanka) PLC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised), and the terms of reference for this engagement as agreed with the Singer (Sri Lanka) PLC on 5 May 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in

order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance

engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Validated the information presented and checked the calculations performed by the organisation through recalculation.
- Performed a comparison of the content given in the Report against the criteria given in the selected sustainability standards/frameworks.
- Conducted interviews with relevant

organisation's personnel to understand the process for collection, analysis, aggregation and presentation of data. Interviews included selected key management personnel and relevant staff.

- Read the content presented in the Report for consistency with our overall knowledge obtained during the course of our assurance engagement and requested changes wherever required.
- Provided guidance, recommendations and feedback on the improvement of the sustainability reporting indicators to improve the presentation standard.

We also performed such other procedures as we considered necessary in the circumstances.

Emphasis of matter

Economic, Environment, Social management data/information are subject to inherent limitations given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity's Report.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the information on the Economic, Environment, Social and Governance (EESG) contained in

the Integrated Annual Report of Singer (Sri Lanka) PLC for the year ended 31 March 2026, in order for it to be in accordance with the Criteria.



28 May 2026
Colombo

Partners: D K Hulangamuwa FCA FCMA LLB (London), Ms. Y A De Silva FCA, Ms. G G S Manatunga FCA, W K B S P Fernando FCA FCMA FCCA, B E Wijesuriya FCA FCMA, R N de Saram ACA FCMA, N M Sulaiman FCA FCMA, Ms. L K H L Fonseka FCA, Ms. P V K N Sajeewani FCA, A A J R Perera FCA ACMA, N Y R L Fernando ACA, D N Gamage ACA ACMA, C A Yalagala ACA ACMA, Ms. P S Paranavitane ACA ACMA LLB (Colombo), B Vasanthan ACA ACMA, W D P L Perera ACA, M U M Mansoor ACA

Principals: T P M Ruberu FCMA FCCA MBA, G B Goudian ACMA, D L B Karunathilaka ACMA, W S J De Silva Bsc (Hons) - MIS Msc - IT, V Shakthivel B.Com (Sp)

A member firm of Ernst & Young Global Limited

GRI Content Index

Statement of use	Singer (Sri Lanka) PLC has reported in accordance with the GRI Standards for the period 1st April 2025 to 31st March 2026
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Refer the following index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
General disclosures							
GRI 2: General Disclosures 2021	2-1 Organisational details	Overview	5-7, IBC	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organisation's sustainability reporting	Overview	6				
	2-3 Reporting period, frequency and contact point	Overview	5-7				
	2-4 Restatements of information	Overview	6				
	2-5 External assurance	"Independent Assurance on Integrated Reporting"	6, 370-373				
	2-6 Activities, value chain and other business relationships	Value Creation Model	26-29, 34-35, 82-84, 97				
	2-7 Employees	Human Capital	74-77				
	2-8 Workers who are not employees	Human Capital		2-8	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-9 Governance structure and composition	Corporate Governance	155, 158-159				
	2-10 Nomination and selection of the highest governance body	Corporate Governance	158-159				
	2-11 Chair of the highest governance body	Corporate Governance	144				
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	115-116				
	2-13 Delegation of responsibility for managing impacts	Corporate Governance	115-116				
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance	7				
	2-15 Conflicts of interest	Corporate Governance	357				
	2-16 Communication of critical concerns	Corporate Governance	36 - 39	2-16	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-17 Collective knowledge of the highest governance body	Corporate Governance	159	2-17	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance	172-173				
	2-19 Remuneration policies	Corporate Governance	170-171				
	2-20 Process to determine remuneration	Corporate Governance	333-337				
	2-21 Annual total compensation ratio	Corporate Governance		2-21	Confidentiality constraints	Not disclosed due to confidentiality constraints	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-22 Statement on sustainable development strategy	Reporting at Singer, Corporate Governance	16-19, 164-165				
	2-23 Policy commitments	Corporate Governance	72-73, 5,100				
	2-24 Embedding policy commitments	Corporate Governance	72-73, 100-102				
	2-25 Processes to remediate negative impacts	Corporate Governance	36-39				
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance	36-39, 166,354-355				
	2-27 Compliance with laws and regulations	Corporate Governance	194				
	2-28 Membership associations	Social & Relationship Capital	84				
	2-29 Approach to stakeholder engagement	Stakeholder Relationships	36-39				
	2-30 Collective bargaining agreements	Human Capital	77-78				
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics	44-47	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Material Topics	45-47				
Economic performance							
GRI 3: Material Topics 2021	3-3 Management of material topics		66-71				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Value Added Statement	111				
	201-2 Financial implications and other risks and opportunities due to climate change	Natural Capital	42, 126-129				
	201-3 Defined benefit plan obligations and other retirement plans	Human Capital	124, 272				
	201-4 Financial assistance received from government			201-4	Not applicable	Not relevant to the Group's operations	
Indirect economic impacts							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social & Relationship Capital, Manufactured Capital	80-87, 88-91				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social & Relationship Capital, Manufactured Capital	82-86, 90-91				
	203-2 Significant indirect economic impacts	Social & Relationship Capital, Manufactured Capital	84-87				

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Procurement practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social & Relationship Capital	80-87				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social & Relationship Capital	85				
Materials							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	100-108				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Natural Capital	107-108				
	301-2 Recycled input materials used	Natural Capital	107-108				
	301-3 Reclaimed products and their packaging materials	Natural Capital		80-87	Information unavailable/incomplete	Currently we don't reclaim packaging material	
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	100-108				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Natural Capital	103-104				
	302-2 Energy consumption outside of the organisation			302-2	Information unavailable/incomplete	"The group does not currently measure this criteria"	
	302-3 Energy intensity	Natural Capital	103-104				
	302-4 Reduction of energy consumption	Natural capital	103-104				
	302-5 Reductions in energy requirements of products and services			302-5	Information unavailable/incomplete	"The group does not currently measure this criteria"	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Water and effluents							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	100-108				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Natural capital	106-107				
	303-2 Management of water discharge-related impacts	Natural capital		303-2	Information unavailable/incomplete	"The group does not currently measure this criteria"	
	303-3 Water withdrawal	Natural capital	106-107				
	303-4 Water discharge	Natural capital	106-107				
	303-5 Water consumption	Natural capital	106-107				
Emissions							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	100-108				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Natural capital	104				
	305-2 Energy indirect (Scope 2) GHG emissions	Natural capital	104				
	305-3 Other indirect (Scope 3) GHG emissions	Natural capital	104				
	305-4 GHG emissions intensity	Natural capital	104				
	305-5 Reduction of GHG emissions	Natural capital	"104 (Increase in emission)"				
	305-6 Emissions of ozone-depleting substances (ODS)	Natural capital		305-6	Information unavailable/incomplete	"The group does not currently measure this criteria"	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural capital	104-105				
Waste							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	100-108				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital	107				
	306-2 Management of significant waste-related impacts	Natural Capital	107				
	306-3 Waste generated	Natural Capital	107				
	306-4 Waste diverted from disposal	Natural Capital	107	306-4	Information unavailable/incomplete	"The group does not currently measure this criteria"	
	306-5 Waste directed to disposal	Natural Capital		306-5	Information unavailable/incomplete	"The group does not currently measure this criteria"	

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Employment							
GRI 3: Material Topics 2021	3-3 Management of material topics		72-79				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Capital	75				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital	77				
	401-3 Parental leave	Human Capital	78				
Labour/management relations							
GRI 3: Material Topics 2021	3-3 Management of material topics		72-79				
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital	77				
Occupational health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics		72-79				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital	78-79				
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital	78-79				
	403-3 Occupational health services	Human Capital	78-79				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital	78-79				
	403-5 Worker training on occupational health and safety	Human Capital	78-79				
	403-6 Promotion of worker health	Human Capital	78-79				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital	78-79				
	403-8 Workers covered by an occupational health and safety management system	Human Capital	78-79				
	403-9 Work-related injuries	Human Capital	78-79				
	403-10 Work-related ill health	Human Capital		403-10	Information unavailable/ incomplete	Not reported for current year	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Training and education							
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	72-79				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital	74-76	404-1	Information unavailable/incomplete	Currently we don't measure	
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital	76-77				
	404-3 Percentage of employees receiving regular performance and career development reviews	Human Capital	76-77				
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	72-79				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Capital	77,153		Partially reported	Incomplete information	
	405-2 Ratio of basic salary and remuneration of women to men	Human Capital	78				
Child labour							
GRI 3: Material Topics 2021	3-3 Management of material topics		80-87				
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Social & Relationship Capital	84				
Forced or compulsory labour							
GRI 3: Material Topics 2021	3-3 Management of material topics		80-87				
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Social & Relationship Capital	84				
Local communities							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social & Relationship Capital	80-87				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social & Relationship Capital	81,82,85-86				
	413-2 Operations with significant actual and potential negative impacts on local communities	Social & Relationship Capital		201-4	Information unavailable/incomplete	"The group does not currently measure this criteria"	

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Customer health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics		80-87				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social & Relationship Capital	83				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social & Relationship Capital	83				
Marketing and labelling							
GRI 3: Material Topics 2021	3-3 Management of material topics		80-87				
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Social & Relationship Capital	83				
	417-2 Incidents of non-compliance concerning product and service information and labelling	Social & Relationship Capital	83				
	417-3 Incidents of non-compliance concerning marketing communications	Social & Relationship Capital	83				

Board of Directors

Number and Name of Directorships Held in Sri Lanka

Name of the Director	Classification	Listed Companies		Unlisted Companies	
		Executive	Non-Executive	Executive	Non-Executive
Mr. A.M. Pandithage Listed Companies: Executive - 12 and Non-Executive - 01 Unlisted Companies: Executive - 132 and Non-Executive - 11 Total - 156	Chairman - Executive Director	Singer (Sri Lanka) PLC Hayleys PLC Haycarb PLC Dipped Products PLC Hayleys Fabric PLC Hayleys Fibre PLC The Kingsbury PLC Hayleys Leisure PLC Talawakelle Tea Estates PLC Kelani Valley Plantations PLC Horana Plantations PLC Alumex PLC	Diesel & Motor Engineering PLC	Hayleys Group - 132 Companies	Beata Power (Pvt) Ltd Joule Power (Pvt) Ltd Delmege Forsyth & Co. Exports (Pvt) Ltd Delmege Coir (Pvt) Ltd Delmege Forsyth & Co. (Shipping) Ltd Delmege Freight Services (Pvt) Ltd Lewis Shipping (Pvt) Ltd Lewis Brown Air Services (Pvt) Ltd Ocean Network Express Lanka (Private) Limited Sojitz Kelanitissa (Pvt) Ltd The Beach Resorts Ltd
Mr. M.H. Wijewardene Listed Companies: Executive -01 and Non-Executive - 01 Unlisted Companies: Executive -02 and Non-Executive - 01 Total - 05	Managing Director - Executive Director	Singer (Sri Lanka) PLC	Singer Finance Lanka PLC	Regnis Appliances (Private) Limited Realty & Distributors Ltd	Equity Investments Lanka Limited
Mr. D.K. De S. Wijeyeratne Listed Companies: Executive -Nil and Non-Executive -04 Unlisted Companies: Executive - Nil and Non-Executive - Nil Total - 04	Senior Independent Director		Singer (Sri Lanka) PLC Sampath Bank PLC Janashakshi Insurance PLC Hayleys Fiber PLC		
Mr. D. Sooriyaarachchi Listed Companies: Executive - Nil and Non-Executive - 05 Unlisted Companies: Executive - 01 and Non-Executive - 01 Total - 07	Non-Executive Director		Singer (Sri Lanka) PLC Siyapatha Finance PLC Panasian Power PLC Kelani Cables PLC Prime Land Residencies PLC	SATI Human Development Institute (Pvt) Ltd	AIA Insurance Lanka Limited
Mr. S.C. Ganegoda Listed Companies: Executive - 02 and Non-Executive - 09 Unlisted Companies: Executive - Nil and Non-Executive - 57 Total - 68	Non-Executive Director	Hayleys PLC Alumex PLC	Singer (Sri Lanka) PLC Dipped Products PLC Haycarb PLC Hayleys Fabric PLC Hayleys Leisure PLC Horana Plantations PLC Kelani Valley Plantations PLC Hayleys Fibre PLC The Kingsbury PLC	-	Hayleys Group - 57 Companies

Board of Directors

Name of the Director	Classification	Listed Companies		Unlisted Companies	
		Executive	Non-Executive	Executive	Non-Executive
Mr. A.J. Alles Listed Companies; Executive - Nil and Non-Executive - 09 Unlisted Companies; Executive - 01 and Non-Executive - 02 Total - 12	Independent Non-Executive Director		Singer (Sri Lanka) PLC Hayleys PLC Alumex PLC The Kingsbury PLC United Motors Lanka PLC Ceylon Beverage Holdings PLC Lion Brewery Ceylon PLC Singer Finance (Lanka) PLC Vallibel One PLC	New Wave Consultants (Private) Limited	D H T Cement (Private) Limited Laugfs Holdings Limited
Ms. H.M.G. De Alwis Listed Companies; Executive - Nil and Non-Executive - 01 Unlisted Companies; Executive - 01 and Non-Executive - 02 Total - 04	Independent Non-Executive Director		Singer (Sri Lanka) PLC	Arutha Foundation (Guarantee) Ltd	Global Marine Investments (Pvt) Ltd C-Suite HR (Pvt) Ltd
Ms. A.A.K. Amarasinghe Listed Companies; Executive - 01 and Non-Executive - 04 Unlisted Companies; Executive - 01 and Non-Executive - 02 Total - 08	Independent Non-Executive Director	Vallibel One PLC	Singer (Sri Lanka) PLC Hayleys Leisure PLC "Pan Asia Banking Corporation PLC" "The Fortress Resorts PLC"	Dhammika & Priscilla Perera Foundation	Greener Water Ltd Hayleys Retail Holdings Ltd
Ms. K.A.D.B Perera Listed Companies; Executive - Nil and Non-Executive - 11 Unlisted Companies; Executive - Nil and Non-Executive - 05 Total - 16	Non-Executive Director		Singer (Sri Lanka) PLC Haycarb PLC Dipped Products PLC The Kingsbury PLC Hayleys Leisure PLC Hayleys Fabric PLC Lanka Tiles PLC Royal Ceramics Lanka PLC The Fortress Resorts PLC. Lanka Walltiles PLC Vallibel One PLC		Delmege Limited Otmo Biscuit (Private) Limited The Canbury Biscuit Company Limited Manatee Clothing Company (Pvt) Ltd Dhammika & Priscilla Perera Foundation
Mr. S.D. Seresinhe Listed Companies; Executive - 01 and Non-Executive - Nil Unlisted Companies; Executive Nil - and Non-Executive - Nil Total - 01	Executive Director	Singer (Sri Lanka) PLC			
Mr. T.M.V.Tennakoon Listed Companies; Executive - 01 and Non-Executive - Nil Unlisted Companies; Executive 01 and Non-Executive - Nil Total - 02	Executive Director	Singer (Sri Lanka) PLC			Regnis Appliances (Private) Limited
Mr. B.T.L. Mendis Listed Companies; Executive - 01 and Non-Executive - Nil Unlisted Companies; Executive 02 - and Non-Executive - Nil Total - 03	Executive Director	Singer (Sri Lanka) PLC			Realty & Distributors Ltd Regnis Appliances (Private) Limited

DISTRIBUTION NETWORK

Singer Shops

Ampara

Ampara - C
Akkaraipattu
Ampara
Kalmunai
Kalmunai B
Uhana
Dehiattakandiya
Padiyathalawa
Pothuvil

Anuradhapura

Anuradhapura A
Anuradhapura B
Anuradhapura C
Kahatagasdigiliya
Nochchiyagama
Rambewa
Shomes- Anuradhapura
Thalawa
Thambuttegama
Thirappane
Eppawela
Galenbidunuwewa
Galnewa
Habarana
Kekirawa
Kekirawa - B
Horowpathana
Kebithigollewa
Medawachchiya
Parakramapura

Badulla

Badulla
Badulla - C
Badulla B
Bandarawela
Bandarawela B
Bandarawela -C
Diyathalawa
Hali-Ela
Haputhale
Shomes-Badulla
Girandurukotte
Mahiyangana
Mahiyangana - B
Meegahakiula
Passara
Welimada - B
Ettampitiya
Welimada A

Batticaloa

Batticaloa
Batticaloa B
Chenkalady
Kalawanchikudy
Kattankudy

Colombo

Colpetty
Dehiwela
Kotahena
Mattakkuliya
Akuregoda
Thimbirigasyaya
Union Place
Union Place - B
Wellawatta
Boralesgamuwa
Borella C
Delkanda
Kohuwela
Maradana
Pita-Kotte
Samsung -Nugegoda
Ward Place
Wellampitiya
Angoda
Athurugiriya
Battaramulla
Gothatuwa
Kaduwela
Kaduwela B
Malabe
Pelawatta
Thalawathugoda
Avissawella
Avissawella - B
Hanwella
Homagama
Homagama - B
Kottawa
Maharagama
Maharagama B
Padukka
Shomes- Godagama
Attidiya
Katubedda
Moratuwa
Moratuwa - B
Piliyandala
Piliyandala B
Kesbawa
Rathmalana
Nawala
Kosgama

Galle

Imaduwa
Neluwa
Ambalangoda
Elpitiya
Hikkaduwa
Pitigala
Thalgaswala
Ahangama
Baddegama
Galle - C
Galle B
Galle-A
Karapitiya
Pinnaduwa
Wanduramba

Gampaha

Dompe
Gampaha
Ganemulla
Kadawatha A
Kadawatha B
Mawaramandiya
Pugoda
Shomes-Kadawatha
Weliveriya
Yakkala
Delgoda
Divulapitiya
Katana
Kochchikade
Maradagahamulla
Negombo
Negombo - C
Seeduwa
Kirindiwela
Kirindiwela - B
Mirigama
Mirigama - B
Nittambuwa
Nittambuwa - B
Pasyala
Veyangoda
Veyangoda - B
Ja Ela - B
Ja-Ela
Kandana
Kiribathgoda B
Minuwangoda
Minuwangoda - B
Peliyagoda
Ragama
Wattala
Polwatta

Hambantota

Ambalantota
Ambalanthota B
Angunakolapelessa
Hambantota
Kataragama
Middeniya
Suriyawewa
Tissamaharama
Tissamaharama – B
Beliatta
Tangalle
Weeraketiya
Walassmulla

Jaffna

Chankani
Chavakachcheri
Chunnakam - B
Jaffna
Jaffna Pannai Branch
Jaffna-Hospital Road
Kodikamam
Manipay
Nelliady
Point Pedro

Kalutara

Aluthgama
Beruwela
Darga Town
Agalawatta
Baduraliya
Bandaragama
Bulathsinghala
Horana
Ingiriya
Kalutara A
Mathugama
Matugama - B
Pelawatta-Matu
Shomes-Kalutara
Wadduwa
Panadura
Panadura - B

Kandy

Digana
Digana - B
Katugastota
Katugastota - B
Kundasale
Poojapitiya
Ududumbara
Wattegama

Gampola
Gampola - C
Gelioya
Nawalapitiya
Pussellawa
Galaha
Kandy
Kandy - B
Peradeniya
Pilimathalawa
Pilimathalawa - B
Shomes- Kandy
Akurana
Alawathugoda
Menikhinna
Galagedara
Kegalle
Dehiowita
Deraniyagala
Kegalle
Kegalle - C
Kegalle B
Kotiyakumbura
Ruwanwella
Shomes-Kegalle
Yatyanthota
Rambukkana
Warakapola
Warakapola – B
Mawanella
Mawanella - B
Kilinochchi
Kilinochchi
Kilinochchi – B
Pallai

Distribution Network

Kurunegala

Bingiriya
Hettipola
Kuliyapitiya
Kuliyapitiya -B
Ibbagamuwa
Kurunegala -D
Kurunegala B
Kurunegala C
Mawathagama
Narammala
Narammala -B
Pothuhara
Rideegama
Melsiripura
Giriulla
Pannala
Galgamuwa
Katupotha
Maho
Nikawaratiya - B
Nikaweratiya
Polpithigama
Wariyapola
Alawwa
Polgahawela
Hiripitiya

Matara

Akuressa
Akuressa - B
Deniyaya
Kamburupitiya
Morawaka
Urubokka
Dickwella
Dickwella - B
Hakmana
Issadeen Town
Matara-A
Matara-B
Shomes-Matara
Weligama

Mannar

Murunkan
Mannar

Mullaitivu

Mallavi
Mullaitivu
Puthukkudiyiruppu

Matale

Dambulla
Wilgamuwa
Matale
Matale - B
Naula
Pallepola
Rattota
Shomes- Matale
Galewela - B

Moneragala

Bibile
Badalkumbura
Buttala
Monaragala
Monaragala - B
Siyambalanduwa
Wellawaya
Thanamalwila

Nuwara Eliya

Nuwareliya A
Nuwareliya B
Thalawakelle
Ginigathena
Rikillagaskada
Hatton

Polonnaruwa

Aralaganwila
Bakamoona
Diyasenapura
Hingurakgoda
Jayanthipura
Kaduruwela
Kaduruwela B
Medirigiriya
Polonnaruwa
Welikanda

Puttalam

Chilaw
Nattandiya
Norochcholai
Puttalam
Shomes- Chilaw
Wennappuwa
Dankotuwa
Anamaduwa

Ratnapura

Balangoda
Balangoda - B
Balangoda - C
Embilipitiya
New Town Embilipitiya
Godakawela
Kahawatta
Kahawatta - B
Eheliyagoda
Eheliyagoda - B
Kalawana
Kiriella
Kuruwita
Nivithigala
Rathnapura - C
Rathnapura A
Rathnapura B
Shomes-Rathnapura
Pelmadulla
Pelmadulla – B

Trincomalee

Trincomalee
Trincomalee B
Kantalai
Mutur

Vavuniya

Vavuniya
Vavuniya – B

Lite Shop

Siripura
Nawa Medagama
Rakwana
Lunugala
Nelumdeniya
Kelaniya
Ukuwela
Pabahinna
Mahawewa
Dippitiya
Karandeniya
Hettimulla
Wellawa
Valaichenai
Settikulam
Hatharaliyadda
Gomarankadawala
Dummalasuriya
Batapola
Arachchikattuwa
Abanpola

Budget-Shop

Budget-Shop -Borella
Budget-Shop Udahamulla
Budget Shop-Horana
Budget Shop-Moratuwa
Budget Shop-
Katugasthota
Budget Shop-
Eheliyagoda
Budget Shop-Dambulla

Singer Mega

Mega Malabe
Mega Kaduwela
Mega
Borelasgamuwa
Mega Peliyagoda
Mega Thurstan Road
Mega Kotte
Mega Mount
Lavinia
Mega Nugegoda
Mega Rajagiriya
Mega Colpetty
Mega Maharagama
Mega
Thalawathugoda
Mega Katubedda
Mega Kottawa
Mega Nugegoda B
Mega Beko & Sony
Havelock City
One Galle Face
Mega Shangrilahuawei
Mega Ratmalana
Mega Kiribathgoda
Mega Negombo
Mega Wattala
Mega Ja-Ela
Mega Gampaha
Mega Panadura
Mega Kaluthara
Mega Kandy
Mega Kandy City Centre
Mega Kurunegala
Mega Warehouse
Shomes-Negombo
Mega Marata
Mega Milagiriya
Shomes-Negombo

Approved Dealers

Badulla

Halduummulla
Kegalle
Bulathkohupitiya
Galle

Habaraduwa

Kaluthara

Moragahena
Kandy

Kadugannawa

Kegalle

Hemmathagama

Kurunegala

Kobeigane

Matale

Yatawatte

Matara

Pitabeddara

Moneragala

Medagama

Nuwara Eliya

Walapane

Polonnaruwa

Diyabeduma

Ratnapura

Pallebadda

Batticaloa

Kokkadicholai

Other

Katunayake Duty Free
Store

Fashion Academies

Ambalangoda	Hatton	Mega - Nugegoda B	Piliyandala
Angoda	Homagama	Mega -Thalawathugoda	Polonnaruwa
Anuradhapura	Horana	Mega-Kandy	Rathnapura
Avissawella	Ja-Ela	Mega-Kiribathgoda	Singer Finance -Panadura
Badulla B	Jaffna-Hospital Road	Mega-Mount Lavinia	Tissamaharama
Bandarawela	Kaduwela	Mega-Kurunegala	Kadawatha
Borella	Kalutara A	Shomes-Kegalle	UnionPlace
Dambulla	Kandana	Shomes- Chillaw	Wennappuwa
Tangalle	Kandy	Shomes-Matale	
Wellawattha	Katubedda	Shomes- Kadawatha	
Eheliyagoda	Katugastota	Minuwangoda	
Embilipitiya B	Malabe	Nawalapitiya	
Galle B	Maradana	Negombo	
Gampaha	Matara-A	Nittambuwa	
Gampola	Mawanella	Peliyagoda	

SERVICE NETWORK

Return Product Repair Centers

Arotel Technologies
B M N Engineering
Cool Breeze
Eco Cool Ref
K Tronic
K V Electronic
Kariyawasam
Lahiru Ref
Pradeep Chaminda Perera
S A Electricals
S J V Bulathgama
S N Com Sys
Sampath Electrical
Sampath Electronic
T.S.Electronic
Virtual IT Solution

Mobile Phone & Computer Service Franchise Agents

Akila-Ambalanthota (Shadow Computer And Video House)
Arotel Mobile
Buddi-Avissawella (Bestway Computers)
Care Technology
Colombo Trading International
Deepal-Homagama (Netplus Technologies)
G.P.W.Electronics
Hasitha - SC Matara (Hasitha Electronics and Electrical)
Leshani Electrical
Loshantha-Nuwaraeliya (A Soft Computer)
Madhawa Computer Repair
Manoj Udayanga (Mc Link)
Mayura Chularathna – SC Kandy (Redline Computer Service)
Nalin Indunil - Embilipitiya (World It Solutions & Mobile)
Nalin-Ja_Ela (Leem Technology)
Nuwan -Mahiyanganaya (Nw Net Computer System)
Nuwan-Kuliyapitiya (Eye Computers)
Padmika-Bandarawela (Pc Systems)
Pc Friends
Praneeth-Nattandiya (Ez Tech Computers)
Rayan Saliya - Kandy (Rayan Zone)
Really Techzone
Robin Tech
Rosana Sandun - Rathnapura (Video World And Computers)
Ruwan-Kurunagala (Cosmo Computers)
Sahan Joseph - Rajagiriya (Icon Technologies)
Saminda-Mathara (Gold Lion Electronic)

Samitha-Kaluthara (SP Computers)
Sampath-Mirigama (Techno World)
Shammi - Middeniya (Ranmak Tech Solution (Pvt) Ltd)
Sumudu-Kegalle (St Computers)
Suranga - Ampara (SSR Computer Solutions)
Suranga-Kottawa (Western Digital Computer System)
Surenthiraraj-Jaffna (Comtal Manpower System)
Tharaka - Panadura (Tharu Technologies)
Western Digital Computer Systems And Electronics (Pvt) Ltd
Wimal-Anuradhapura (Rapid Computer)
Yurani Technologies

Corporate Service

A M Cool Life
Air Mech Airconditioning
B Y Credible Air Cool
Cool Tech – Ja-ela
Dhanushka Ref
Dihan High Cool
Duninda Ref Engineers
Express Air Conditioning
Geliater Engineering
Hirumal Air Condition Services
K & A Cool Engineers
Kool Rite Services
Lahiru Ref
MCS Engineering
Metro Engineering
New Ashen Electricals
New Dynamic Ref Engineers
R&T Ref Engineering
Rathna Technical Maintenance
Ref & Air Con Ref Air Electricals
Sandaruwan Cool Engineers
Sri Lankan Engineering
Tempcool Engineering
Wishu Air Cool
Yellowma Airconditioning

Vavuniya

Ayesha Electricals
BL Electronics
Chandana Furniture
Emil Electronics
Europa Spears
Janany Thaiyal Eyanthira Thiruththakam
M.R. Cooling
Majee A/C & Electrical (Vavuniya)
Mohan AC Workshop
Presad Signees

Raj Motor Winding
Ranasinghe Service & Electricals
Ruban Ref and Air

Ratnapura

Amangi Electronics
D S Electricals - Rathnapura
Hi Frost Ref
High Cool Air & Ref Center
Indika Ref Engineers
Lakmal Ref
Nalin Ref Engineers
Ranjith Electronic
RTS Electricals
S M Electricals
Samagi Deisel Engineering
Sanjaya Electronics
Senadheera Multi Ref & Air Engineering
Shashei Service
Smart Wood Creations
Solanta Electronics
Star Ref Electricals
Sunil Sewing Machines

Polonnaruwa

Akila Electrical
Ananda Electricals
Ashoka Ref
Cool Control Pvt Ltd
Dj Engineers
Express Cooling Centre
Green Tech Engineering
J & P Electronics
Jayalath Electrical Engineers
K K Electrical
Manjula Ref & Cool
Mr K.P.G.C.K. Kottagepitiya
Niluka Ref & Electricals
S S Electronics
Subasinghe Ref Engineers
Thilak Electronics
Trinco AC Care
Yehara Sewing Machine Centre

Matara

C.J. Electricals
Chaminda Air Ref Engineering
Cool Tech Solutions
Dammika Sewing Machine Service Dharshana Industries
Disanayake Cushions
Emano Air Cooler
Go First Industries

Isuru Aero Tec
 Lakmal Electricals
 Lal Electronics
 Lion Electronics
 New Shiney Electronics
 New Freeze Air
 Nilanka Pathirana Ref Centre
 Penguin International
 Prince Electricals
 Priyantha Ref Engineers
 Quick Help Cooling
 Rohan Ref Centre
 Ruhunu Ref & Air Services
 Sampath Engineering Works-Kataragama
 SD Machine Service Centre
 Sigma Electronics
 Thisara Ref & Electricals
 U D Ref Engineering
 Uduwella Ref Engineering

Pasyala

ACT Engineering
 Aysha Ref & AC Engineering
 Chicko AC Mec
 Cool Care
 Cool Plus
 Cool World Ref & Air Con. Engineering Service
 Deepthi Sewing Machine Service
 Dinu Electricals
 GPJ Ref Engineers
 Herath Electrical & Ref Centre
 Kavia Engineering
 Lakshan Electricals
 M S H Technician
 New Ashen Electricals
 P Wickramasinghe
 Pradeep Ref Engineers
 SD Machine Repair
 Silicon Electronics
 Sisira Furniture & Steel Furniture
 SJ Electronics
 S T S Technical Service
 Sumith Motors
 Susantha Ref Electricals
 Techno Ref & Air Enterprises
 Thilak Electricals
 Udaya Ref

Maharagama

A C N Elect
 Anujaya Enterprises
 Cool Stat Engineering
 Cool Way
 Dhanushka Ref
 Duminda Ref Engineering
 Electro Frost
 Green Air-Condition Service
 Harshana Electrical
 Hasitha Electricals
 High Cool Air & Ref Center
 INH Air Condition
 Lahiru Electricals
 Keerthi De Jayasinghe Engineering
 Mechway Engineering
 Nuwan Engineering
 Ranmadu Sewing Machine Agent
 Re Cool
 Romak Air Condition Service and Repairs
 Ruwan Electricals
 S I Engineering
 Sandaruwan Cool Engineers
 Smart Ref Engineers
 Sri Lankan Engineering
 Super Cool AC
 Super Cool - Maharagama
 Super Wash Electricals
 Techmax Electronics (Pvt) Ltd
 WDR Electricals
 Zenon Sewing Machine Service

Kuliyapitiya

Adhikari Ref
 Cool Mart
 CS Ref Engineers
 D.S. Refrigeration and Air Conditioning
 Dasuna Motors
 Ever Most Furniture
 Freezair
 High Cool Engineer
 I Tec Electronics
 Jayasooriya Sewing Machine
 Maduranga Electricals
 Mahesh Electricals & Services
 Malaka Machine Service Center
 Modern Air Condition
 Nethushi Taylors & Machine S/C
 New Leeds Electronics
 Prabath Ref And Air
 Rish Lanka Ref & Electrical
 S P L Technologies
 S S Machine Center

S S K Electricales
 Samodha Electronics & Services
 Sanjeeva Auto Works
 Senadeera Ref Centre
 Sisira Furniture
 Sri Ishara Madushika Furniture
 Techno Frost
 Thapobaane International
 Thushara Engineers & Motor Works
 Ultra Air Conditioning
 Unique Tech Electrical
 Valiants Cooling And Services
 Wasantha Air Condition
 World Air Conditioner
 Y H Air Condition

Kandy

Air Cool Engineering
 Ashan Electricals and Electronics
 Chilled Air
 Dismitha Electricals
 Edirisinghe Electricals
 Envision Interiors
 Fast Tech Helpline
 Gayan Electricals
 Hesara Enterprises
 Hyper Cool
 Kodikara Coolair
 Lakmal Electricals
 Lionel Wijesinghe
 MC Sawing Maching
 Micro Electricals
 Neon Electrical
 New Sameera Electricals
 New Vision Electronics
 P S Electrical
 Prabath Electrical
 Rashmika Electricals
 Ravindu Cushion Works
 Sachintha Electricals
 Sandamini Multi Electrical Engineers
 SGK New Electronics
 Silverlight Solutions
 Sisilto Electricals & Technical Services
 Smart Solution
 Srimal Electrical
 Super Air Electrical Works
 Tech Mart Ref Engineers
 Thapobaane International
 Thisara Electronics And Electricals
 Thushara Electronics
 Ushan Electrical - Kandy
 Vimod Electricals
 Vithanage Electricals

Service Network

Jaffna

City Link Coolers
JTN Electronics
Kugan Coolers
M J Electrical & Air Condition
Nijeon Sewing Machine
North Air
Pacifia Cool Mount Engineering Pvt Ltd
Snow Breeze
SS Multi Professionals
The Best Chill Air Conditioning
TNR Electricals & Electronics
United Air Cooling Engineering PVT LTD
Viji Air Conditioners

Colombo

ACN Electronics - Colombo
Air Tech Solutions Pvt Ltd
Air Unique Pvt Ltd
Balasooriya Electricals
C & D Ref Engineers - Colombo
Cafco Engineering
Chamath Enterprises - Colombo
Chandima Electronic
Chandrasena Brothers
Chirathma Electronics - Colombo
Colombo - Kulasiri Fernando Coolzer Air
Condition - Colombo
D and G Green Engineering
Dimora Ref and Cool
Econ Air
Electro-Frost
Geliater Engineering-Colombo
Hirumal Air Condition Services - Colombo
Joseph Sewing Machine Repair
Kumara Electronics
Melona Aircon Services - Colombo
MLK Electronics
New Ashen Electricals - Colombo
New Dynamic Ref Engineers - Colombo
Power Electronics
R D Electronics
R&T Ref Engineering - Colombo
Ref Air Electricals
Colombo Ref Air Engineers
Rich Eye Engineering
Royal Cool - Colombo
Samagi Ref Center – Colombo
SAT Engineering
Seneviratne Ref & Air Conditioner Services
Sharp Electronics - Colombo
Smart Cooling Technology SNA Ref Air -
Colombo
SSB Enterprises
Sun Ref Engineers - Colombo

Super Tech Ref Engineers - Colombo
T C Air Cool
Tech-Way-Services
Tempcool Engineering - Colombo
Thushara Electronics
United Air Cool-Colombo
WDR Electricals
Yellowma Air-Conditioning - Colombo
Yoshitha Machine Center

Badulla

Aruna Electricals
Balendran Machine center Chandana Electronic
Cool Air Engineering (Pvt) Ltd Cool D Center

Anuradhapura

B T Technology
Dasun Electrical
Dream Home Furniture
Indunil Ref
KLK Air Engineering
Lahiru Ref Engineers
Lakshan Cool House (Pvt) Ltd
Luck Cool Ref Engineers
New Gihan Service
NK Furniture
Sumedha Electronics
Sumudu Electricals

Ampara

Air Golden Enterprises
Akele
Ameesha Electricals
Amila Srilal Dissanayake
Aruna Ref & Electricals
Cool Air Ref & Electrical
Gadget Electrical
Green Lanka Technology
Isuru Electrical
Isuru Sameera Cushion Work
Januda Ref & Electricals
Life Line Enterprises
M Tech Cooling
Magic Cool Air Con
Prasanna Electrical Service
R.M.M.Sofa Repair
Ravie

S R Vikum Prasanna
Sandaruwan Fresh Cool Electrical
Smart Cool Air
Speed Cool
Techno Cool
Uddika Electrical
Ultracool
Umjah

Aluthgama

AC House
ACN Electronics - Aluthgama
Air Cool
Amal Ref & Electricals
Anujaya Enterprises - Aluthgama
Ashan Electronics & Electricals
Benaragama Engineering
Cool Line Air Condition
Cool Tech Engineering (Sc Aluthgama)
DS Electricals
Dinan Machine Centre
Easy Cool Electricals (SC Aluthgama)
Global Electricals
Lal Electronics
Mendis Cool Solution Work Shop
New Air Tech
New Darshana Electronics
Nimnethu Electronics
Nishantha Repair Center
Pradeep Ref & Electricals Engineering
Sameera Electricals
Sandaruwan Cool Engineers
Silver Dale Electronics
Siri Electricals
SNP Cooling Solutions
Sola Edge Cooling & Power Solution
Wishu Air Cool

Glossary

Accounting Policies

Specific principles, bases, conventions, rules and practices adopted by an enterprise in preparing and presenting Financial Statements.

Acid Ratio

Current asset less inventory divided by current liabilities.

Amortisation

The expense of writing off over a fixed period, the initial value of an intangible asset such as goodwill, patents etc.

Available-for-Sale

All assets not in any of the three categories namely held to maturity fair value through profit or loss and loan and receivables. It is a residual category does not mean that the entity stands ready to sell these all the time.

Borrowings

All interest bearing loans, fixed deposits and saving deposits.

Capital Employed

Total of interest bearing loans and borrowings, bank overdraft and total equity.

Capital Reserves

Reserves identified for specific purposes and considered not available for distribution.

Cash Equivalents

Liquid investments with original maturity periods of three months or less.

Contingent Liabilities

Conditions or situations at reporting date the financial effect of which are to be determined by future events which may or may not occur.

Credit Rating

An evaluation of a corporate's ability to repay its obligations or the likelihood of not defaulting, carried out by an independent rating agency.

Current Ratio

Current assets divided by current liabilities. A measure of liquidity.

Debt

Total liabilities, excluding deferred income.

Debt to Equity

Total borrowings less cash and cash equivalents divided by total equity.

Debt Ratio

Total liabilities divided by total assets.

Deferred Taxation

The net tax effect on items which have been included in the Income Statement, which would only qualify for inclusion on a tax return at a future date.

Dividend Cover

Profit attributable to ordinary shareholders divided by gross dividend. Measures the number of times dividend is covered by distributable profit.

Dividend Payout

Dividend per share divided by earnings per share of the Company.

Earnings Per Share

Profits attributable to ordinary shareholders divided by the weighted average number of ordinary shares in issue.

Equity

Shareholders' funds.

Fair Value

Fair value is the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Financial Instruments

Financial instrument is any contract that gives rise to both financial assets in one entity and a financial liability or equity instrument in another entity.

Gearing Ratio

Proportion of borrowings to capital employed.

Gross Dividend

Portion of profits inclusive of tax withheld, distributed to shareholders.

Held-to-Maturity

Debt assets acquired by the entity with positive intention to be held-to-maturity.

Interest Cover

Profit before tax plus net finance cost divided by net finance cost. Measure of an entity's debt service ability.

Impairment

This occurs when recoverable amount of an asset is less its carrying value.

Market Capitalisation

Number of shares in issue multiplied by the market value of a share at the reporting date.

Net Assets Per Share

The equity attributable to owners of the Company divided by the number of ordinary shares outstanding at the Balance Sheet date.

Non-controlling Interest

Equities in subsidiary not attributable, directly or indirectly to a parent.

Price Earnings Ratio

Closing market price of a share divided by earnings per share as at reporting date.

Related Parties

Parties who could control or significantly influence the financial and operating policies of the business.

Return on Average Net Assets Equity

Profits for the year divided by average total equity.

Revenue Reserves

Reserves considered as being available for distributions and investments.

Segment

Constituent business units grouped in terms of similarity of operations and location.

Value Addition

The quantum of wealth generated by the activities of the Group measured as the difference between turnover and the cost of materials and services bought in.

Working capital

Capital required to finance the day-to-day operations computed as the excess of current assets over current liabilities

Notes



Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT THE FIFTY FIRST ANNUAL GENERAL MEETING OF SINGER

(SRI LANKA) PLC, will be held on Tuesday, 23rd June, 2026 at 3.00 p.m. at the Chas P. Hayley Lounge of Hayleys PLC, No. 400, Deans Road, Colombo 10 for the following purposes:

- 1) To consider and adopt the Annual Report of the Board of Directors and the Statements of Accounts for the year ended 31st March, 2026, with the Report of the Auditors thereon.
- 2) To re-elect as a Director Mr. D. K. De. S. Wijeyeratne, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
- 3) To re-elect as a Director Ms. K.A.D.B. Perera, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
- 4) To re-elect as a Director Ms. A.A.K. Amarasinghe, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
- 5) To propose the following resolution for the re-appointment of Mr. A. M. Pandithage, in terms of Section 211 of the Companies Act No.07 of 2007.

Ordinary Resolution

"That Mr. Abeyakumar Mohan Pandithage, who is over the age of seventy years be and is hereby re-appointed as a Director until the next Annual General Meeting and it is hereby declared that the age limit of seventy years referred to in Section 210 of the Companies Act No.07 of 2007 shall not apply to him."

- 6) To authorise the Directors to determine donations and contributions to charities for the ensuing year.
- 7) To re-appoint Messrs. KPMG, Chartered Accountants as the Auditors of the Company for the year 2026/27 and to authorise the Directors to determine their remuneration.
- 8) To consider and if thought fit, to pass the following Special Resolution to amend the existing Article 43 (1) in the Articles of Association of the Company and;

Special Resolution (1)

IT IS HEREBY RESOLVED THAT Article 43(1) of the Articles of Association of the Company be amended by the inclusion of the following paragraph at the end of Article 43(1);

'The Company may serve any notice or document by electronic mail to an electronic mail account notified by a shareholder in writing or by any other acceptable means to the Company or to the Central Depository System (Pvt) Ltd. Where electronic mail is used, the notice or document shall be deemed to have been received by the shareholder upon the dispatch of same by the Company or by the Central Depository System (Pvt) Ltd, through electronic mail.'

- 9) To consider any other business of which due notice has been given.

By Order of the Board

SINGER (SRI LANKA) PLC



Hayleys Group Services (Private) Limited

Secretaries

Colombo

27th May 2026

Notice of Annual General Meeting

Notes to shareholders:

1. A Shareholder is entitled to appoint a proxy to attend and vote instead of him/her and a proxy need not be a Shareholder of the Company. A Form of Proxy is enclosed for this purpose. The instrument appointing a proxy must be deposited at the office of the Company Secretaries at No. 400, Deans Road, Colombo 10, Sri Lanka not less than forty-eight (48) hours before the time fixed for the Meeting.
2. The Annual Report of the Company for 2025/26 is available on the corporate website www.singersl.com and on the Colombo Stock Exchange website - www.cse.lk. If you wish to have a printed copy of the Annual Report, please forward the duly completed 'Request Form - Annexure A' to the office of the Secretaries. A printed copy of the Annual Report will be forwarded within 8 market days from the date of receiving the Request Form.
3. You may contact the undernoted person for any requests and queries.

Contact Person : Vajira Perera

Contact Number : +94 11 2627652

Email Address : vajira.perera@secretarial.hayleys.com

Mailing Address : Hayleys Group Services (Private) Limited, Secretaries for
Singer (Sri Lanka) PLC, No. 400, Deans Road, Colombo 10.

Shareholder Feedback Form

To request information or submit a comment / query to the Company, please complete the following and return this page to -

Hayleys Group Services (Private) Limited,
Company Secretaries for Singer (Sri Lanka) PLC,
No. 400, Deans Road,
Colombo 10

Name :

Permanent Mailing Address :

Contact Numbers - (Tel) :
Country Code Area Code Number

- (Fax) :
Country Code Area Code Number

E-mail :

Name of Company :
(If Applicable)

Designation :
(If Applicable)

Company Address :
(If Applicable)

Queries / Comments :

Form of proxy

I/We(full name of shareholder) NIC
No./Reg. No. of Shareholder of.....
.....

being a shareholder/shareholders of SINGER (SRI LANKA) PLC hereby appoint,
1.....(full name of proxyholder)

NIC No. of Proxyholder of.....
.....or failing him/her,

2. ABEYAKUMAR MOHAN PANDITHAGE (Chairman of the Company) of Colombo, or failing him, one of the Directors of the Company as my/our proxy to attend and vote as indicated hereunder for me/us and on my/our behalf at the Fifty First Annual General Meeting of the Company to be held on Tuesday, 23rd June, 2026 at 3.00 p.m. and at every poll which may be taken in consequence of the aforesaid meeting and at any adjournment thereof.

	For	Against
1 To adopt the Annual Report of the Board of Directors and the Statements of Accounts for the year ended 31st March, 2026 with the Report of the Auditors thereon.		
2 To re-elect as a Director Mr. D. K. De. S. Wijeyeratne, as set out in the Notice.		
3 To re-elect as a Director Ms. K.A.D.B. Perera, as set out in the Notice.		
4 To re-elect as a Director Ms. A.A.K. Amarasinghe, as set out in the Notice.		
5 To re-appoint Mr. A. M. Pandithage in terms of Section 211 of the Companies Act No.07 of 2007.		
6 To authorise the Directors to determine donations and contributions to charities for the ensuing year.		
7 To re-appoint Messrs. KPMG, Chartered Accountants as the Auditors of the Company for the year 2026/27 and to authorise the Directors to determine their remuneration.		
8 To pass the Special Resolution to amend Article 43(1) of the Articles of Association of the Company as set out in the Notice.		

Signed on this day of 2026

.....

Signature of Shareholder
(Instructions are given overleaf)

Instructions

1. The completed Form of Proxy must be deposited with the Company Secretaries, Hayleys Group Services (Private) Limited, at No. 400, Deans Road, Colombo 10, Sri Lanka not less than forty-eight (48) hours before the start of the meeting. **Delayed Proxy Forms shall not be accepted.**
2. A Shareholder entitled to attend and vote at the Annual General Meeting of the Company, is entitled to appoint a Proxy to attend and vote instead of him/her/them and the Proxy need not be a Shareholder of the Company.
3. Full name of Shareholder/Proxy holder and their NIC Nos. are mandatory. Your Proxy Form will be rejected if these details are not completed.
4. A Shareholder is not entitled to appoint more than one Proxy to attend on the same occasion.
5. The duly completed Form of Proxy must be dated and signed by the Shareholder.
6. Please indicate with an "X" in the space provided how your proxy is to vote on the resolutions. If no indication is given, the proxy can vote as he/she thinks fit.
7. In the case of a company/corporation the proxy must be executed in the manner prescribed by its Articles of Association or by a duly authorised Director.
8. Where the Form of Proxy is signed under a Power of Attorney (POA) which has not been registered with the Company, the original POA together with a photocopy of same or a copy certified by a Notary Public must be lodged with the Company along with the Form of Proxy.
9. In case of Marginal Trading Accounts (slash accounts), the Form of Proxy should be signed by the respective authorised Fund Manager/Banker with whom the account is maintained.

Corporate Information

Name of the Company

Singer (Sri Lanka) PLC

Legal form

Public company with limited liability. Incorporated as a public company in Sri Lanka on 30th December 1974 under the Companies Ordinance and re-registered under the Companies Act No. 07 of 2007 on 13th June 2008.

Founded in 1877 as a Branch of Singer Sewing Machine Company, USA. The shares of the Company are listed on the Colombo Stock Exchange. Accounting Year End 31st March.

Registered office

Singer (Sri Lanka) PLC
No. 112, Havelock Road,
Colombo 05, Sri Lanka.
Phone: +94 11 231 6316 (13 lines)
Facsimile: +94 11 242 3544
Email: singer@singersl.com
Website: www.singer.lk

Company registration number

New – PQ 160
Old – PBS 802 (S.P.)

Tax payer Identification Number

124008026

Bankers

Bank of Ceylon
Commercial Bank of Ceylon PLC
Deutsche Bank Sri Lanka
Hatton National Bank PLC
MCB Bank Sri Lanka
Nations Trust Bank PLC
NDB Bank PLC
Pan Asia Bank PLC
People's Bank
Seylan Bank PLC
Sampath Bank PLC
Standard Chartered Bank (Sri Lanka) Limited
The Hongkong & Shanghai Banking Corporation
Union Bank PLC
Cargills Bank
DFCC Bank PLC
HABIB Bank Limited

Auditors

KPMG
Chartered Accountants
No. 32A, Sir Mohamed Macan Markar Mawatha,
P.O. Box 186,
Colombo 3, Sri Lanka.

Registrars

Hayleys Group Services (Private) Limited
No. 400, Deans Road,
Colombo 10, Sri Lanka.

Company Secretaries

Hayleys Group Services (Private) Limited
No. 400, Deans Road,
Colombo 10, Sri Lanka.

Lawyers

Neelakandan & Neelakandan
Attorneys-at-Law & Notaries Public
M&N Building (Level 5),
No. 2, Deal Place,
Colombo 3, Sri Lanka.

Directorate

Mr. Mohan Pandithage - Chairman
(Executive)

Mr. Mahesh Wijewardene - Group
Managing Director

Mr. Deepal Sooriyaarachchi

Mr. Sarath Ganegoda

Mr. Dilip De S. Wijeyeratne

Ms. Gayani de Alwis

Ms. Brindhiini Perera

Ms. Kawshi Amarasinghe

Mr. Jonathan Alles

Mr. Vajira Tennakoon

Mr. Thulitha Mendis

Mr. Shalinka Seresinhe

Senior management

Mahesh Wijewardene - Group
Managing Director

Vajira Tennakoon - Chief Operating
Officer

Thulitha Mendis - Director –
Commercial

Shalinka Seresinhe – Director - Finance

Sujeewa Perera - Director - Logistics

Kelum Kospelawatta - Director –
Regnis Factories

Jagath Perera - Director – Operations

Thushan Amarasuriya – Managing
Director – Singer Finance (Lanka) PLC

Roshan Kulasuriya - Director – Human
Resources and Business Integration

Janmash Antony - Marketing Director

Priyanjith Meegoda - Credit Director

Aruna Kolambage - Director - SSL
Factory

Indika Gunathilake - Deputy Director
– Mega Channel, B2B and Emerging
Channels

Irzan Cader - Deputy Director – Risk
Management

Kasun Udayanga - Deputy Director –
Service and Process Development

Damitha Serasinghe - Deputy Director
– Information Technology

Upul Peiris - Deputy Director - Retail

Priyantha Wettewa - Deputy Factory
Director – Regnis Appliances (Pvt) Ltd

Prasad Dasanayake - Deputy Factory
Director – Factory Complex - Regnis

Asantha Karunaratne - General
Manager - Merchandising

Ransiri Perera - General Manager –
Administration

Hemantha Perera - General Manager -
Budgeting and Planning

Terrence Martyn - General Manager
- Apparel Solutions and Fashion
Academy

Piyum Jayatilake - General Manager -
Marketing - White Goods

Thanuja Senaviratne - General
Manager - IT - Systems and
Operations

Eraj Fernando - General Manager -
Finance

Rohan Perera - General Manager –
Sales and Administration

Saman Serasinghe - General Manager
- Distribution

Nishan Ranasinghe - General Manager
- Revenue, Margins and Financial
Operations

Indika Perera - General Manager -
Wholesale

Suren Kanishka - General Manager -
Events and Promotions

Sampath Jayatilake - General Manager
- Human Resource Operations

Shirani Edirisinghe - General Manager
- Human Resources - Regnis Factory

Mohamed Hanas - General Manager -
Sales - Digital Devices

Upali Ganesharachchi - General
Manager - Sales - Agro and General
Trade

Lasanka Arunajith - General Manager
- Logistics

Gihan Jayawardana - General Manager
- Manufacturing - Furniture

Sujith Sirimanne - General Manager –
Sales North

Tharindu Mahawedage - General
Manager - Commercial

Tharaka Warnakulasuriya - General
Manager - Marketing - Digital Devices

Waruna Wickramasinghe - General
Manager - Sales - Computers and
Security Surveillance

Rahula Bandara Gaspe - General
Manager – Emerging Business

Suneth Sudasinghe - General Manager
- Automobile

Dassana Liyanagunawardana - General
Manager Automobile – Motorcycles

Minuwan Gunaratne - Deputy General
Manager – Sales Mega

Vinod Gamage - Deputy General
Manager - Manufacturing Finance

Darshana Appuhamy - Deputy General
Manager - Marketing - Consumer
Electronics and Small Appliances

Prabhath Mayadunnage - Deputy
General Manager - Manufacturing -
Regnis

Tilak Wijeratne - Deputy General
Manager – Special Projects - Retail

Chamil Ranaweera - Deputy General
Manager – Treasury

Shamendra Dias - Deputy General
Manager – Sales - South

Shamaindra Pinidiya - Deputy General
Manager - Commercial

Sankha Bandara - Deputy General
Manager – Commercial – Regnis

