

BUSINESS reports

VEHICLE SALES



Vehicles for transportation of passengers and goods (brand-new motor vehicles, special purpose vehicles and pre-owned vehicles).

Industry & external environment

The embargo on import of motor vehicles continued for the third successive year seriously limiting business options. The segment was limited to sale of pre-owned vehicles, sale of TATA Ace vehicles assembled locally and prime movers which were permitted to be imported, though lacking in demand. These vehicle sales were too curtailed due to high interest rates and down payments applicable for leases.

Value chain

The following table shows how the segment-specific value creation activities impact each capital.

Table 5: Value chain activities and impact on capitals – Vehicle sales segment

Capital	Sourcing	Modifications Repairs	Delivering	Customer Engagement
Financial	Value erosion	Value erosion	Value creation	Value erosion
Manufactured	Value creation	Value creation	Value erosion	Value preservation
Human	Value preservation	Value creation	Value preservation	Value preservation
Social & Relationship	Value creation	Value preservation	Value creation	Value creation
Intellectual	Value preservation	Value creation	Value preservation	Value preservation
Natural	Value erosion	Value preservation	Value preservation	Value preservation

Value erosion (Red dot) Value preservation (Orange dot) Value creation (Green dot)



DIMO Batta Trucks give self-employed individuals the opportunity to organize their own transportation and run mobile sales outlets. This revolutionized their dependency on third party transport solutions. The reliability of the vehicle, its build quality, and unparalleled fuel efficiency sets the DIMO Batta apart from all other competitor vehicles.

"I am a curd businessman from Tissamaharama and currently have four shops in Colombo. My DIMO Batta vehicles travel to Colombo from Tissamaharama and back, on a daily basis. They run 365 days per year, covering a minimum of 500km per day. I also use these vehicles to transport coconut, rice, honey, etc. I started out with one DIMO Batta and now own five. This is a very reliable vehicle, backed by an efficient after sales team. Parts and service costs are affordable. My success is due to the cost-effective operations of DIMO Batta, especially its fuel efficiency, which allowed me to save a lot of money.

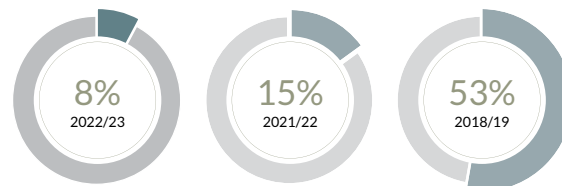
Mr. Nimal Rohana
Curd Businessman
Tissamaharama



Segment Strategy

Widening the pre-owned business for commercial vehicles arm was a product diversification strategy followed by the business. Curtailment of business was the only strategy for its survival with the alternative approach being to engage in vehicle assembly business.








Graph 1: Vehicle sales segment revenue contribution to the Group

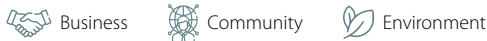


Scan this QR Code to view the sales related stakeholder testimonial in Our Performance Section

Value Creation Dashboard

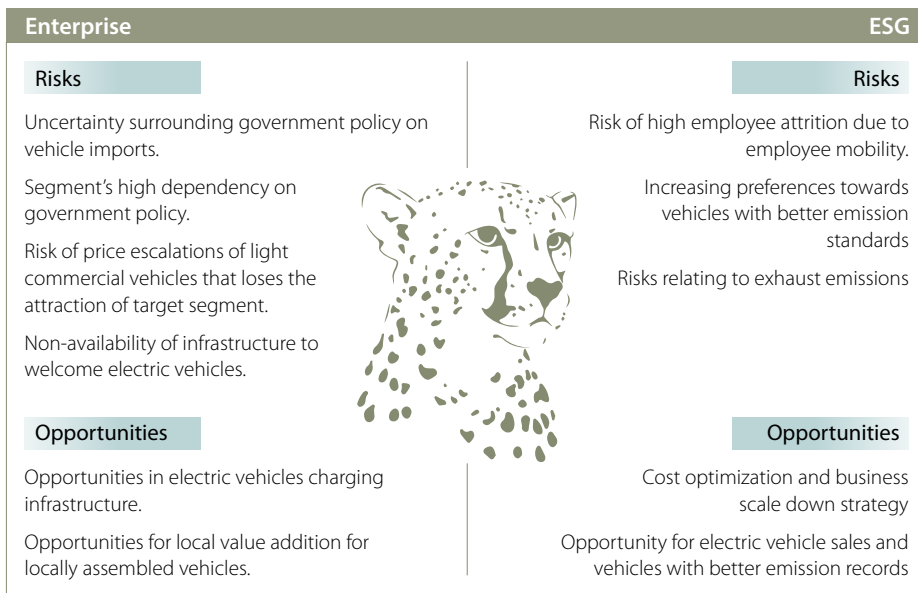
Table 6: Vehicle sales - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	2,710	5,684	6,439	13,783	20,318	
	Contribution to the group's revenue	%	8	15	21	40	53	
	Segment results	Rs. million	(185)	189	340	659	968	
	Contribution to the group's segment results	%	(2)	3	11	22	31	
Manufactured	Total capital expenditure during the year	Rs. million	5	2	3	17	13	
	Inventory	Rs. million	1,431	1,692	451	379	784	
Human	Engagement score	Index	3.95	4.36	3.76	4.08	3.88	
	Employee benefits	Rs. million	236	258	349	406	489	 
	Investment on Training & development	Rs. million	1	2	1	6	8	
Social & Relationship	Customer Satisfaction Index	%	92	96	93	91	91	
	Foreign principals	No.	4	4	4	4	4	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	14	19	18	10	10	
	Accredited management systems	No.	3	2	2	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	9.33	0.97	1.44	1.31	1.36	
	Energy consumption to generate one-million-rupee turnover	GJ	0.88	1.42	1.11	1.19	0.98	



Segment specific risks & opportunities

Figure 6: Vehicle sales segment risks & opportunities



Segment Outlook

- The industry is awaiting a signal from the Government regarding vehicle imports.
- Foreign principals have introduced efficient electric vehicles and DIMO is awaiting Government's policy change relating to vehicle imports.
- Demand for pre-owned vehicles may increase if interest rates reduce to acceptable levels.
- A strong demand for vehicles is anticipated if and when vehicle imports are permitted.

Impact on SDGs



BUSINESS REPORTS

AFTERSALES SERVICES



1990 Suwa Seriya Pre-Hospital Care Emergency Ambulance service is designed to serve the people of Sri Lanka with response times on par with international standards. It caters to medical emergencies quickly and competently to stabilize the patient and transfer to a suitable hospital depending on the patient's condition. It offers its service 24 hours a day with 297 Tata ambulances operating across the island.

"The fleet uptime is crucial to the success of the service. DIMO After Sales Service and their 24-hour Roadside Assistance continue to ensure that our ambulances are available on the road 24/7 for any emergency. Their service and parts support has been excellent around the clock. Even during the Covid-19 pandemic period and spare parts import restrictions period, they went beyond the normal call of duty to ensure that our ambulances were operational."

Mr. Sohan De Silva
CEO
1990 SuwaSeriya Ambulance Service



Premium vehicles aftersales, mainstream vehicles aftersales, general engineering, vehicle assembly, camper trailer manufacturing and education in engineering.

Industry & external environment

Road passenger transportation activities improved towards the latter part of 2022/23, demonstrating a progressive normalization of public mobility. Despite COVID-19 and fuel availability issues, the private sector running grew by almost 25% in 2022. Lack of the most important three ingredients mentioned below made 22/23 the one of the hardest years for the aftersales segment, notwithstanding improvements in the external environment.

- Restrictions on automotive spare-parts imports for replacement
- Fuel availability
- Foreign currency availability for imports

Value chain

The following table shows how the segment-specific value creation activities impact each capital.

Table 7: Value chain activities and impact on capitals – Aftersales services segment

Capital	Solution Mapping	Sourcing	Engineering	Customer Engagement
Financial				
Manufactured				
Human				
Social & Relationship				
Intellectual				
Natural				

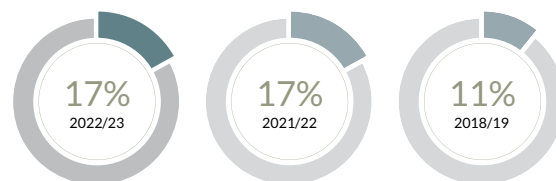
Value erosion Value preservation Value creation

Segment Strategy

The segment pre dominantly followed the differentiation pillar of the corporate strategy. Constantly seeking a differentiated proposition through quality, authenticity, ethical behaviour, customer confidence and value for money. The expertise from the 'Best in Class' foreign principals help the customer to have the optimum solution. The 'solutions' mindset of the aftersales teams adds value to customers in many ways. Tacit knowledge of the organisation carried by the team members is helpful in differentiating DIMO from other solutions available in the market.

Graph 2:








Aftersales services segment revenue contribution to the Group






Scan this QR Code to view the after sales related stakeholder testimonial in Our Performance Section

Value Creation Dashboard

Table 8: Aftersales services segment - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	5,986	6,220	4,889	4,468	4,245	
	Contribution to the group's revenue	%	17	17	16	13	11	
	Segment results	Rs. million	1,445	1,583	964	867	806	
	Contribution to the group's segment results	%	19	29	31	30	26	
Manufactured	Total capital expenditure during the year	Rs. million	59	67	53	46	45	
	Inventory	Rs. million	803	768	684	1,942	3,175	
Human	Engagement score	Index	4.31	4.28	3.91	4.29	3.95	
	Employee benefits	Rs. million	614	587	440	476	720	 
	Investment on Training & development	Rs. million	10	6	3	13	16	
Social & Relationship	Customer Satisfaction Index	%	88	87	89	87	85	
	Foreign principals	No.	4	4	4	4	4	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	86	56	40	10	17	
	Accredited management systems	No.	3	2	2	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	20.6	9.25	7.01	11.00	13.93	
	Energy consumption to generate one-million-rupee turnover	GJ	1.94	2.03	2.68	3.58	4.45	

 Business  Community  Environment

Segment specific risks & opportunities

Figure 7: Aftersales services segment risks & opportunities

Enterprise
ESG

Risks

Risk of automotive spare parts shortage due to import restrictions.

Risk of decline in sales due to affected disposable income and thereby consumers shifting away from franchised spare parts to low- cost alternatives.


Transitions from fuel combustion engines to fully electrically powered vehicles that require lesser repairs.

Opportunities

Improve efficiency to bring down costs.

Offer bundled services at affordable prices to attract more sales & retain private customers.

To exploit opportunities in repair of fully electrically powered vehicles.



Risks

Risk of the need to scale down combustion engine mechanics.

Skill migration of technical experts.

Opportunities

Promoting DIMO automobile training school diplomas to produce more professional experts.

Segment Outlook

- More focus to be given in the long-term to the vehicle assembly line to enhance the product portfolio, which will benefit the Mobility segment, followed by Aftersales segment.
- Rationalize the island-wide after sales network in response to the current economic situation.
- Expansion of operations of the joint venture in Maldives.
- Build on expertise in catering to electric vehicles aftersales market.

Impact on SDGs



BUSINESS REPORTS



RETAIL



Automotive parts, Lighting products, Home and garden products.

Industry & external environment

Trade operations were negatively impacted by import restrictions that led to a significant decline in import volumes, notably imports of consumer items, and due to fuel supply shortages during the year. The problem was made worse by the low demand conditions brought on by the decline in purchasing power due to the high inflationary environment and the increase in taxes and utilities costs.

Value chain

The following table shows how the segment-specific value creation activities impact each capital.

Table 9: Value chain activities and impact on capitals – Retail segment

Capital	R&D	Sourcing	Distribution Channels	Customer Engagement
Financial	Value erosion	Value erosion	Value creation	Value erosion
Manufactured	Value preservation	Value creation	Value erosion	Value preservation
Human	Value creation	Value preservation	Value preservation	Value preservation
Social & Relationship	Value preservation	Value creation	Value creation	Value creation
Intellectual	Value creation	Value preservation	Value creation	Value creation
Natural	Value preservation	Value erosion	Value preservation	Value erosion

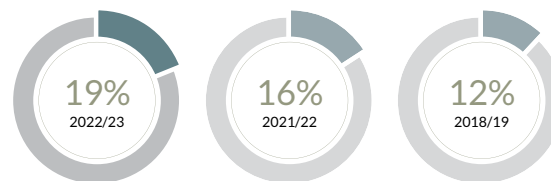
● Value erosion
 ● Value preservation
 ● Value creation

Segment Strategy

Differentiation through transformation from a product driven business to customer focused business. The segment focused on providing solutions to customers as opposed to selling a product through its channels. Cross selling is focused upon. More details of the strategy is available from pages 18 - 23. Diversification in terms of product portfolio is currently being pursued.

Graph 3:

Retail segment revenue contribution to the Group



Skilled entrepreneurship needs both technical and practical knowledge. DIMO has taken the initiative to arrange product demonstrations and trainings for students who undergo courses at the National Apprentice and Industrial Training Authority (NAITA) and Vocational Training Authority (VTA). This gives them an opportunity to put their technical and theoretical knowledge into practical use, without having to purchase expensive modern equipment.

"While I was studying at the Vocational Training Authority (VTA), the DIMO Power Tools representative taught us to use the most modern power tools. With this practical knowledge, I was able to improve my skills and I have now started my own carpentry business. This is a good initiative.








Mr. NGR Lakmal (NVQ Level 3)
Kalagedihena






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Value Creation Dashboard

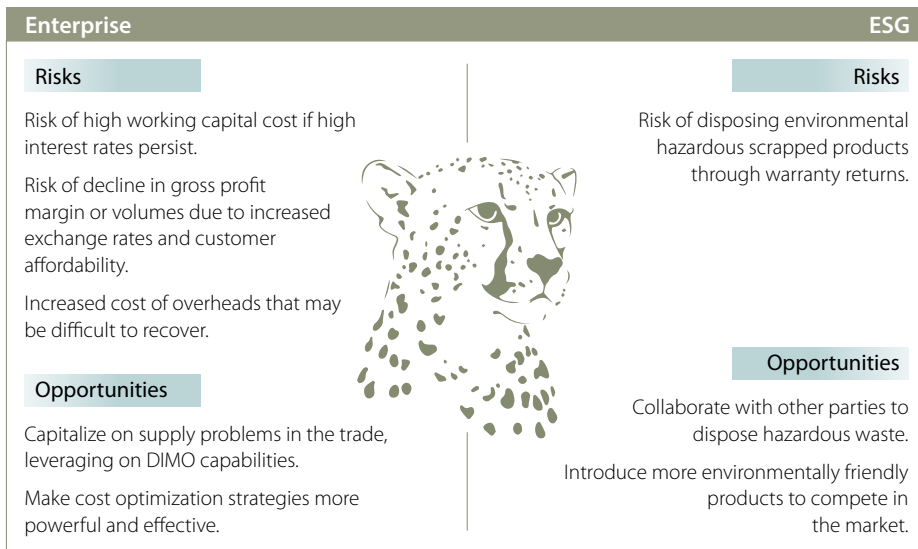
Table 10: Retail - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	6,274	6,112	4,598	5,077	4,406	
	Contribution to the group's revenue	%	19	16	15	15	12	
	Segment results	Rs. million	1,414	1,015	460	486	379	
	Contribution to the group's segment results	%	18	19	15	16	12	
Manufactured	Total capital expenditure during the year	Rs. million	31	12	12	39	76	
	Inventory	Rs. million	2,331	2,369	1,532	1,788	1,719	
Human	Engagement score	Index	4.13	4.10	4.07	3.95	3.7	
	Employee benefits	Rs. million	591	544	460	448	399	 
	Investment on Training & development	Rs. million	1	3	2	2	1	
Social & Relationship	Customer Satisfaction Index	%	88	90	86	87	84	
	Foreign principals	No.	32	33	36	39	40	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	26	18	13	7	8	
	Accredited management systems	No.	2	2	2	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	22.59	0.58	0.81	0.92	0.97	
	Energy consumption to generate one-million-rupee turnover	GJ	2.13	1.42	1.90	2.05	2.63	

 Business  Community  Environment

Segment specific risks & opportunities

Figure 8: Retail segment risks & opportunities



Segment Outlook

- Greater emphasis to be placed on forming synergies to develop the human capital foundation within the segment.
- More cost effective revenue through channel and route to market optimization.
- Launch of a customer-centric DIY store & enhance customer experience.

Impact on SDGs



BUSINESS REPORTS



CONSTRUCTION & LOGISTICAL SOLUTIONS



Construction machinery, storage, material handling and warehouse solutions, car parking solutions.

Industry & external environment

This segment serves the construction and logistics business domains. Due to the adverse economic situation in the country, initiation of new projects in this segment were curtailed and, in many instances, current projects were temporarily halted. The increase in interest rates and reduced appetite to borrow affected this segment, which comprises mainly capital-intensive projects and equipment.

Value chain

The following table shows how the segment-specific value creation activities impact each capital.



Table 11: Value chain activities and impact on capitals – Construction and logistical solutions segment

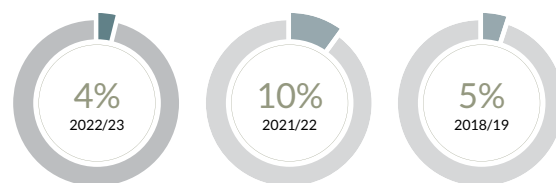
Capital	Solution Mapping	Sourcing	Engineering Installation & Testing	Aftersales Services	Continuous Customer Engagement
Financial	Value creation	Value erosion	Value creation	Value creation	Value erosion
Manufactured	Value preservation	Value creation	Value erosion	Value preservation	Value preservation
Human	Value creation	Value preservation	Value creation	Value preservation	Value preservation
Social & Relationship	Value creation	Value creation	Value creation	Value creation	Value creation
Intellectual	Value creation	Value preservation	Value preservation	Value creation	Value creation
Natural	Value preservation	Value preservation	Value preservation	Value preservation	Value preservation

Value erosion (Red dot) Value preservation (Orange dot) Value creation (Green dot)

Segment Strategy

The strategy for the construction and machinery business in 22/23 was to follow the corporate strategy pillars of diversification and collaboration. This strategy led commencement of a permanent establishment in Bangladesh. Establishing arrangements with overseas partners also helped us to expand the ambitions of this business. The section on strategy and resource allocation from pages 18 - 23 provides more information on this.

Graph 4: Construction and logistical solutions segment revenue contribution to the Group



Scan this QR Code to view the construction and logistics related stakeholder testimonial in Our Performance Section

Cargills Ceylon PLC's Kist Production Plant sought a contemporary storage and material handling solution. DIMO Infrastructure successfully secured the opportunity to supply Schaefer material flow systems and Bendi Articulated Forklifts to meet their requirements.








"Our supplier selection process adhered to rigorous standards. Following a thorough tender procedure, we evaluated potential suppliers and ultimately chose DIMO based on their established reputation, corporate strength, and proven track record. The valuable input from our frontline operators aided our decision, as they expressed a preference for DIMO solutions based on their experience. We are highly content with DIMO's performance and the effective solutions they have provided."


Mr. Arjuna Kumarasinghe
Chief Operating Officer
Cargills Ceylon PLC



Value Creation Dashboard

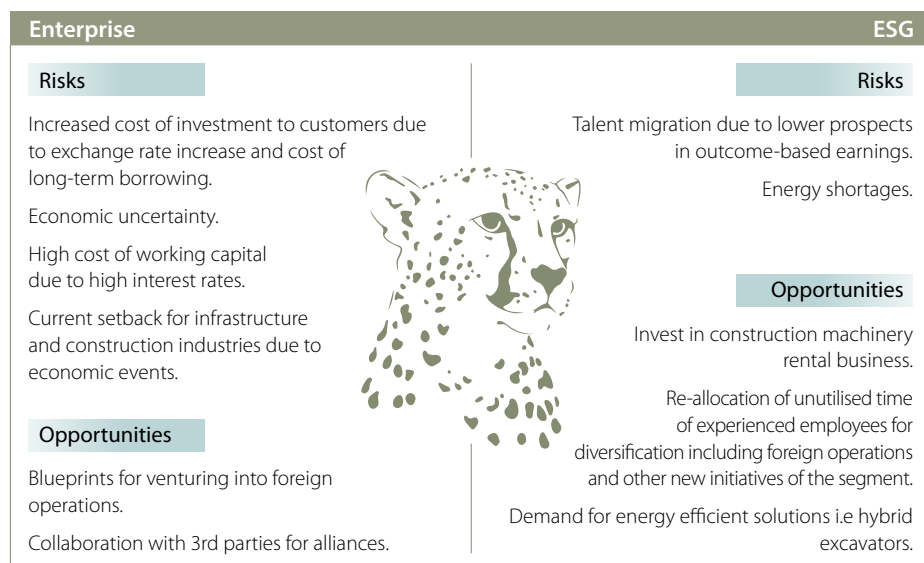
Table 12: Construction & logistic solutions - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	1,431	3,708	1,943	1,607	1,984	
	Contribution to the group's revenue	%	4	10	6	5	5	
	Segment results	Rs. million	399	618	303	250	263	
	Contribution to the group's segment results	%	5	11	10	9	9	
Manufactured	Total capital expenditure during the year	Rs. million	11	110	36	26	33	
	Inventory	Rs. million	671	400	495	201	358	
Human	Engagement score	Index	4.53	4.50	4.09	4.13	3.85	
	Employee benefits	Rs. million	197	214	150	132	162	 
	Investment on Training & development	Rs. million	1	1	1	2	2	
Social & Relationship	Customer Satisfaction Index	%	89	91	90	91	91	
	Foreign principals	No.	19	20	17	17	18	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	7	5	3	2	2	
	Accredited management systems	No.	2	2	2	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	4.93	2.27	2.32	3.49	3.49	
	Energy consumption to generate one-million-rupee turnover	GJ	0.46	0.621	1.20	2.92	5.52	

 Business  Community  Environment

Segment specific risks & opportunities

Figure 9: Construction and logistical solutions segment risks & opportunities



Segment Outlook

- Forecasted drop in interest rates and government's efforts to bring debt sustainability may increase business opportunities significantly.
- Further expansion of geographic footprint, by commencing a business operation in another country in 2023/24 provides additional revenues as well as geographical diversification.
- Business plans indicate that this segment will produce a much-improved performance.

Impact on SDGs



BUSINESS REPORTS



AGRICULTURE



Fertiliser, seeds and agrochemicals, agri machinery, organic food products for export and local market, R&D techno-parks, agri advisory services.

Industry & external environment

This segment faced a few problems during the early part of the financial year, which included limitations in opening letters of credit for imports, fuel shortages and an increase in costs due to rupee depreciation during the first quarter. However, with the help of financial institutions import of fertiliser was managed to an extent that supply shortages from DIMO were minimal.

Value chain

The following table shows how the segment-specific value creation activities impact each capital.

Table 13: Value chain activities and impact on capitals – Agriculture segment

Capital	R&D	Agriculture Inputs (Sourcing)	Production	Processing & Value Adding	Export & Retail Markets
Financial	Value erosion	Value erosion	Value erosion	Value erosion	Value erosion
Manufactured	Value creation	Value creation	Value creation	Value creation	Value erosion
Human	Value creation	Value preservation	Value creation	Value preservation	Value preservation
Social & Relationship	Value preservation	Value creation	Value preservation	Value preservation	Value creation
Intellectual	Value creation	Value preservation	Value preservation	Value preservation	Value preservation
Natural	Value creation	Value preservation	Value erosion	Value erosion	Value preservation

Value erosion (Red dot) Value preservation (Orange dot) Value creation (Green dot)

Segment Strategy

All three pillars of DIMO corporate strategy were seen in action in this segment. Product and service differentiation was the key strategy of the segment under the theme of 'next generation agriculture' that focuses on transformation of traditional agriculture to contemporary agriculture through management, technology and innovation. Segment's newest additions to the business, namely, Tropical Health Food (Pvt) Ltd. and Virgin Oil International (Pvt) Ltd. are clear examples of diversification in terms of product as well as geographically, through exports. The segment also partnered with new renowned principals in Germany, Belgium, and Thailand, by bringing in technology to Sri Lanka.

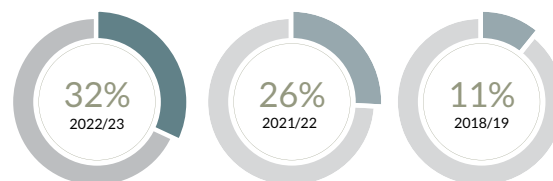
Farmers are facing substantial challenges due to the prevailing economic situation in the country. In particular, the significant costs associated with renting tractors to prepare their fields for crop cultivation is a growing concern. Despite these hardships, DIMO has stepped forward to provide valuable assistance to farmers in Bellana, offering Mahindra tractors free of charge for land preparation.

"I oversee a village organisation comprising 85 farming families who collectively work on 120 acres of land. We extend our heartfelt gratitude to DIMO and Mahindra Tractor Company for their invaluable support in preparing our fields. This noble act of generosity will greatly alleviate the difficulties we currently encounter."

Mr. Serasinghe Bandara
President
Bellana Govi Development Society



Graph 5: Agriculture segment revenue contribution to the Group

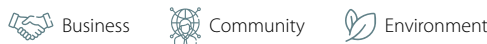


Scan this QR Code to view the agriculture related stakeholder testimonial in Our Performance Section

Value Creation Dashboard

Table 14: Agriculture - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	11,331	9,804	7,565	3,532	4,153	
	Contribution to the group's revenue	%	32	26	25	10	11	
	Segment results	Rs. million	3,753	1,992	599	124	307	
	Contribution to the group's segment results	%	49	36	19	4	10	
Manufactured	Total capital expenditure during the year	Rs. million	132	53	68	88	105	
	Inventory	Rs. million	2,526	1,827	596	353	115	
Human	Engagement score	Index	4.37	4.02	3.58	4.21	3.77	
	Employee benefits	Rs. million	450	321	243	203	206	
	Investment on Training & development	Rs. million	61	1	0.5	1	2	
Social & Relationship	Customer Satisfaction Index	%	91	89	88	85	84	
	Foreign principals	No.	21	5	3	2	2	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	11	5	4	2	1	
	Accredited management systems	No.	6	4	4	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	39.00	2.00	4.20	0.44	1.53	
	Energy consumption to generate one-million-rupee turnover	GJ	3.67	0.94	1.44	1.58	3.45	



Segment specific risks & opportunities

Figure 10: Agriculture segment risks & opportunities

Enterprise
ESG

Risks

Risk of business continuation during fertiliser ban in Sri Lanka.

Risk of lower revenue, through adversely affected demand as a result of unprecedented price escalations in the market.

Possible risk of excessive regulation by government relating to fertiliser imports.

Low demand for agri machinery due to high leasing rates and down payments.

Opportunities

Partnered with farmers during their worst period through agri advisory services and strengthened the partnerships as a long-term investment.

Move from higher to lower government regulation provided a level playing field in the fertiliser industry.

Risks

Unclear understanding of the truths and myths surrounding use of organic fertiliser

Excessive use of fertiliser and agrochemicals can be harmful to the environment and society.

Incomes of Agri Machinery hirers in the farming areas affected due to disruptions in Agriculture and unaffordable interest rates.

Too much dependence of agriculture sector on rainfall

Opportunities

Explaining correct use of fertiliser and agrochemicals and advisory through customer interaction initiatives allow development of customer intimacy

Segment Outlook

- Having faced many obstacles, the segment performed extremely well during the year.
- Expects a year with a favourable economic background that will help the country's agriculture.
- With the stability of the country's agriculture sector improving, this segment is expected to deliver satisfactory result for the ensuring year.
- Committed to be a leader in propagating technology-based agriculture to maximize yields.
- Plans are afoot to make further investments and take the agriculture business to facilitate a leap in DIMO Agriculture to the next level.
- Long term goal of the business is to balance the agriculture portfolio between agriculture inputs and outputs.

Impact on SDGs



BUSINESS REPORTS

ENGINEERING SOLUTIONS



Fluorodeoxyglucose (FDG) is a radiotracer that is vital in the use of Positron Emission Tomography (PET), an important medical imaging format. The transportation of FDG presents a highly delicate logistical challenge. The radiotracers must be meticulously handled with upright storage within a lead-shielded setting, while maintaining controlled room temperatures. Additionally, it is noteworthy that FDG exhibits a relatively short half-life of 110 minutes.

DIMO Healthcare successfully ensured that a steady and stable supply of Fluorodeoxyglucose (FDG) is provided to Apeksha Hospital - Maharagama for their critical PET Scans.

"The exceptional focus on precision and the display of professionalism by the teams at DIMO and Healthcare played a significant role in our decision to form a partnership with DIMO. Despite encountering various obstacles, they have consistently delivered the supplies promptly, which is a commendable achievement!"

Dr. P. A. S. P. Sarath Perera
 Consultant Radiologist
 MBBS, MD (Radiology)
 Apeksha Hospital - Maharagama



Engineering and related solutions in power & energy, building technologies, water and fluid management, and healthcare.

Industry & external environment

The Government's construction projects made barely any progress in 2022, which was due to the year's severe financial constraints, shortages of raw materials, and escalations in the cost of construction industry inputs. With regard to healthcare industry, the investment on capital goods were at its lowest, predominantly due to liquidity constraints. However, in terms of power & energy industry, Sri Lanka Sustainable Energy Authority continued to engage in developing all forms of renewable energy, improving energy efficiency and encouraging energy conservation, while National Water Supply and Drainage Board increased its services in supplying safe and sustainable water to satisfy the rising demand for pipe-borne water.

Value chain

The following table shows how the segment-specific value creation activities impact each capital.

Table 15: Value chain activities and impact on capitals – Engineering Solutions segment

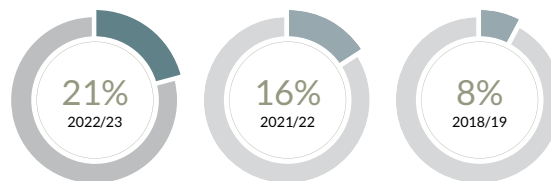
Capital	Solution Mapping	Sourcing	Engineering, Installation, Testing, Commissioning, and Project Management	Aftersales Services	Customer Engagement
Financial	Value creation	Value erosion	Value creation	Value creation	Value erosion
Manufactured	Value preservation	Value creation	Value erosion	Value erosion	Value preservation
Human	Value creation	Value preservation	Value creation	Value preservation	Value preservation
Social & Relationship	Value creation	Value creation	Value creation	Value creation	Value creation
Intellectual	Value creation	Value preservation	Value creation	Value creation	Value preservation
Natural	Value preservation	Value erosion	Value preservation	Value preservation	Value preservation

Value erosion (Red dot) Value preservation (Orange dot) Value creation (Green dot)

Segment Strategy

The differentiation strategy was followed by leveraging in-house technology capabilities and expertise of 'best in class' foreign principals. Create a position of strength by building teams, that can provide solutions for complex engineering related issues to a niche. Geographical diversification was also sought by securing business opportunities overseas.

Graph 6: Engineering Solutions segment revenue contribution to the Group



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Value Creation Dashboard

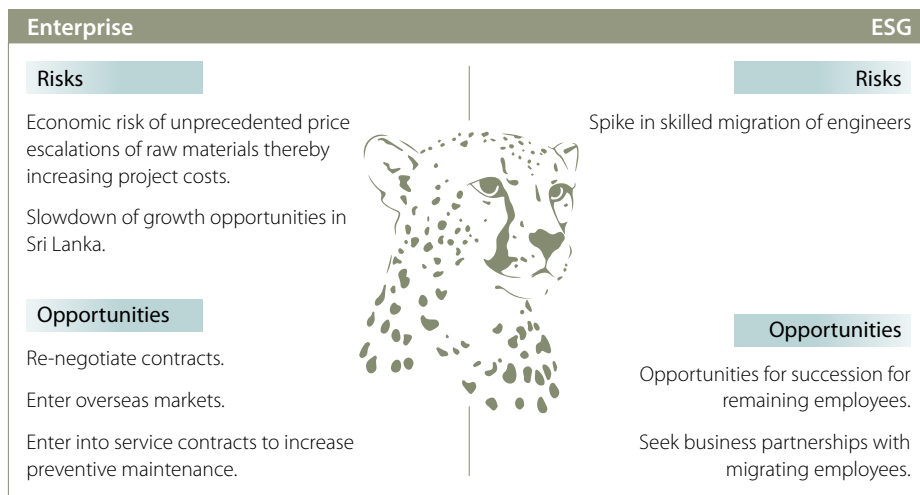
Table 16: Engineering Solutions - Value creation dashboard

Capital	KPI's		Availability, Affordability & Quality of capitals					Sustainability pillars
			2022/23	2021/22	2020/21	2019/20	2018/19	
Financial	Revenue	Rs. million	7,567	6,179	5,386	5,911	3,196	
	Contribution to the group's revenue	%	21	16	17	17	8	
	Segment results	Rs. million	878	73	407	546	366	
	Contribution to the group's segment results	%	11	1	13	19	12	
Manufactured	Total capital expenditure during the year	Rs. million	29	34	166	198	65	
	Inventory	Rs. million	310	137	123	101	85	
Human	Engagement score	Index	3.95	4.15	4.15	3.94	3.51	
	Employee benefits	Rs. million	634	470	611	595	473	
	Investment on Training & development	Rs. million	8	6	2	8	12	
Social & Relationship	Customer Satisfaction Index	%	85	97	89	98	98	
	Foreign principals	No.	44	37	31	31	27	
Intellectual	IT spending (process & knowledge management, data security)	Rs. million	26	15	9	5	5	
	Accredited management systems	No.	3	2	2	2	2	
Natural	Water consumption to generate one-million-rupee turnover	m ³	39.00	0.23	0.27	0.41	1.78	
	Energy consumption to generate one-million-rupee turnover	GJ	3.67	1.22	0.91	1.09	2.00	

Business Community Environment

Segment specific risks & opportunities

Figure 11: Engineering Solutions segment risks & opportunities



Segment Outlook

- Looking forward to expanding our healthcare domain by entering into related new businesses and growing the recently acquired businesses.
- Energy sector to enhance footprint in renewable energy.
- Strengthen our presence in the Maldives and other neighbouring countries in power and energy business in the medium term.
- Long term focus on a portfolio in renewable energy.

Impact on SDGs

