

# MOMENTUM IN — MOTION

ANNUAL REPORT 2024/25



## Business Reports

# BUSINESS SEGMENTS OVERVIEW

DIMO's diversified business segments keeps the wheel of value chain turning attracting capitals and generating demand in each respective domain while delivering customer experience and value creation to stakeholders in the short, medium and long term. This chapter demonstrates the integrated business performance of each segment of the Group.

## Mobility

Mercedes Benz | Jeep | TATA passenger cars | TATA commercial vehicles | Motor vehicle assembly | Transportation services



## Agriculture

Fertilizer | Agro chemicals | Agri machinery | Paddy, fruit & vegetable seeds | Micro irrigation projects | Agriculture techno farm | Agri experience centre | Coconut charcoal production | Coconut milk | Coconut water | Coconut oil | Value added fruit based exports.



## Power Engineering and Building Technologies

Medium voltage & low voltage projects | Renewable energy production | Rooftop solar panel installation projects | Type tested panel manufacturing



## Infrastructure Engineering

Fluid & water projects | Storage & material handling solutions | Automated car parking solutions | Construction machinery sales | Construction machinery rentals | Fleet Management | Engineering projects



## Automotive Engineering Solutions

Mercedes Benz and Jeep premium aftercare | Mercedes Benz & Jeep parts sales | DIMO Autolab | TATA vehicles aftercare | TATA parts sales counter | Engine care | Diesel lab | Marine engineering | Agri machinery aftercare | Education in Engineering

## Healthcare

Medical equipment sales | Medical equipment services | Consumables & devices | Pharmaceuticals



## Retail

Tyres | Automotive parts | Power tools | Lighting appliances | Auto care products | Lubricants | Home appliances | Construction solutions



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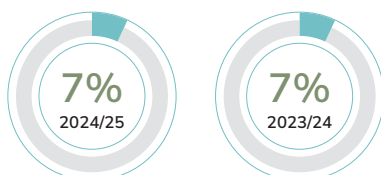
## MOBILITY



Reestablish the Mercedes Benz brand as the pinnacle of luxury mobility and make TATA passenger vehicles synonymous in the automotive segment in the next 2 to 3 years. Institutionalise the TATA commercial vehicle as best in class in Sri Lanka. Be a catalyst for the luxury tourism transportation sector and increase our footprint globally.”

**Rajeev Pandithage**  
Executive Director

Graph 01: Mobility segment revenue contribution to the Group



Mobility Video

<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=12>



### Mobility to enrich Lives, Businesses and a Nation

At DIMO, we believe that Mobility plays a significant role in the efficient running of the economic cycle of a country, whether it be a family car, a passenger transport bus, a tourist coach or a cargo transporting prime mover. We leverage our strategic partnerships built over the years with renowned global brands to enhance the mobility experiences of our customers and community by connecting them with vehicles that perfectly align with their needs, where such needs may vary from safety, comfort and prestige in personal mobility. Our commercial vehicles are designed to deliver mobility solutions that empower businesses, enabling them to operate seamlessly and efficiently while driving growth and innovation. We believe that vehicle purchasing decisions represent significant milestones and stepping stones in our customers' lives. Therefore, we strive to be the perfect partner in this decision making process by bringing the best suited vehicles for our customers to enrich the lives of Sri Lankans, from affordable or value creating mobility solutions to luxury travel.

#### Our stakeholders



#### The Sector in Brief

After almost five years of restrictions on the importation of motor vehicles, the market was opened in the latter part of the financial year. During the year, special permits were issued for importation of vehicles to be used in tourism. Additionally, the government-issued remittance permits, allowing vehicle purchases to be made based on foreign currency remittance. A few players continued with limited numbers of assembled vehicles of selected model ranges being released to the market. However, the opening of the market did not bring in the expected level of enthusiasm and activity in the market, owing to the high duty structure which made prices less attractive and affordable to the market.

#### How We Performed

Despite operating during a period of restrictions on motor vehicle importation, the segment financials exceeded budgets, positively contributing to the group result. In the personal mobility arena, keeping the trust and confidence our customers have placed on us, DIMO continued the “DIMO-Certified” vehicle sale enabling the customers to sell their vehicles to as well as buy a vehicle from, a trusted establishment. Customers were also offered an innovative option of converting their vehicle into an investment with a return through the “Carpital” initiative. Additionally, the remittance permit enabled the sale of 25 Mercedes Benz electric vehicles during the year.

In Commercial Mobility, DIMO continued the assembly of the TATA Ace light commercial vehicle and the TATA Yoda single cab, totalling 289 units, providing some much-needed traction amidst government restrictions. Addressing the tourism market through the vehicle permits for tourism, DIMO supplied three EQV, luxury electric vans for tourism service providers in Sri Lanka. DIMO has also placed orders for several luxury Mercedes Benz buses which are expected to be delivered to the customers in the coming year. Addressing the requirements of the commercial vehicle sector, the business supplied 147 TATA prime movers, thus contributing to the logistics sector of the country.

Figure 05: The Value Chain - Mobility

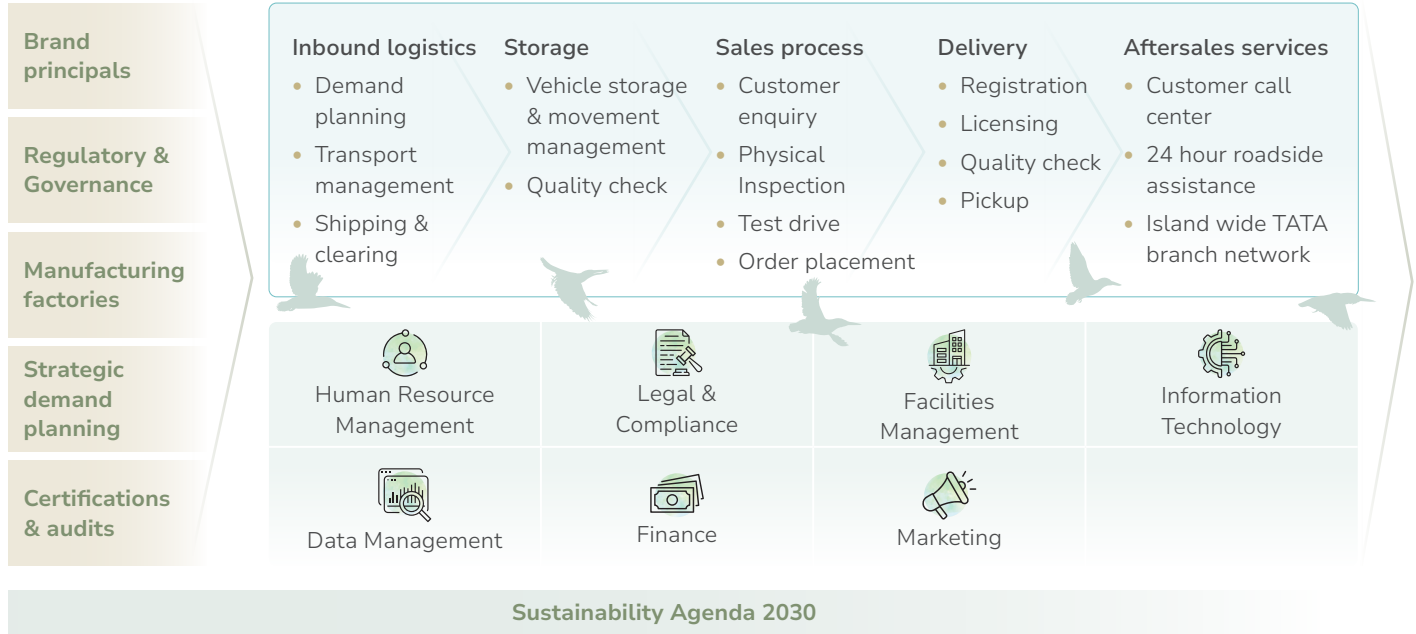








Table 06: Mobility - Value Creation Dashboard

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	3,483	2,943
	Contribution to group revenue	%	7	7
	Segment results	Rs. Million	180	84
	Contribution to group segment results	%	4	1
 Manufactured	Total capital expenditure during the year	Rs. Million	10	4
 Human	Engagement score	Index	4.23	4
	Employee benefits	Rs. Million	183	119
 Social & Relationship	Customer satisfaction index	%	92.33	93.45
	Principal brands	No.	5	5
 Intellectual	IT Spending	Rs. Million	9	10
	Accredited management systems	No	5	5
 Natural	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.10	0.11
	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.03	0.08

Modern mobility solutions, particularly those related to electric vehicles (EVs), play a critical role in a country's development. At DIMO, we ensure that every automobile we sell provides a unique and unparalleled customer experience, not just during the handover but throughout its lifetime of use.

Tata Motors is the largest player in India's rapidly growing EV space. DIMO recently launched the latest Tata EV passenger vehicles in Sri Lanka. These stylish, feature-packed electric vehicles leverage DIMO's 85+ years of automotive expertise and service capabilities. They represent a significant advancement in design, cabin comfort, performance, technology, and safety for you and your family.

*I was looking to buy an EV, and I found that only DIMO has expertly managed service facilities for EVs across the country. Peace of mind is very important to me, and the assurance of an established and proven company being behind my choice was one of the main reasons that I chose the Tata EV from DIMO. When you are buying a brand-new vehicle, trust and proven reliability matter.*

**Dilma Ekanayaka**  
Tata EV Owner



# BUSINESS REPORTS

## MOBILITY

Table 07: Mobility - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Import duty increase on high-emission vehicles	Transition - Policy & Legal	●	●	●	●	●	●	●	●	●
Loss of customers to EV-focused competitors due to shifting market preferences	Transition - Market	●	●	●	●	●	●	●	●	●
Negative brand perception due to association with fossil fuel industry	Transition - Reputation	●	●	●	●	●	●	●	●	●

### Highlights During the Year

Breaking stereotypes, DIMO introduced the brand-new range of TATA passenger vehicles, in both EV and Petrol configurations, paving the way to an affordable, yet high quality mobility experience.

67%

of our customer complaints have been resolved successfully.

### Key Risks for the Segment

- Potential import restriction that could be imposed on motor vehicles
- Principals' inability to respond to market demand

### The Future We See

With a continuous dedication to market development, DIMO will continuously expand its portfolio for evolving customer needs. In line with this view, the business will introduce the range of Zhongtong luxury coaches, aimed at luxury tourism and long-distance public transportation.

### A Birds' Eye View of the Segment

#### Our competencies

The DIMO brand name, along with superior aftersales services, resulting in a loyal customer base.

DIMO's longstanding relationship with world class brands enables the company to provide best-in-class service.

Ethical practices that are in line with the countries policies.

#### Potential for growth

The shift to sustainable and clean mobility solutions offers a good introductory step to the TATA EV range, which has evolved to meet the needs of the future.

Mercedes-Benz and Zhongtong bus range as the pinnacle of luxury passenger transportation

#### Business gaps

Existing stereotypes regarding vehicle brands in the market need to be changed and overcome to level the playing field.

#### Challenges to conquer

The segment continuously experiences stiff competition from grey market vehicle importers, who are able to operate on a unconventional business model.



## Sustainability Highlights

### Connecting Customers to Nature: Jeep Club Expedition

Jeep Club Sri Lanka, a community of JEEP Vehicle owners in Sri Lanka, collaborated with DIMO Nature Club on their annual expedition to Kumana National Park. DIMO Nature Club delivered a knowledge sharing session to promote sustainable and ethical tourism practices while enjoying the off road capabilities of their motor vehicles.



▶ Jeep Sri Lanka Video

<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=17>

### Greener Transport with Mercedes Benz & TATA EVs

As authorized distributor of Mercedes Benz and TATA, DIMO introduced the new EV range of vehicles to Sri Lankan customers to be greener and give them options as an effort to reduce their carbon footprint.

### Communicating More Sustainably with Customers

DIMO attempts to give the best to our customers and apply best sustainable practices. From invoicing to sharing catalogues with customers, employees and management alike are committed to avoid printing thereby choosing to go paperless and taking the digital route.



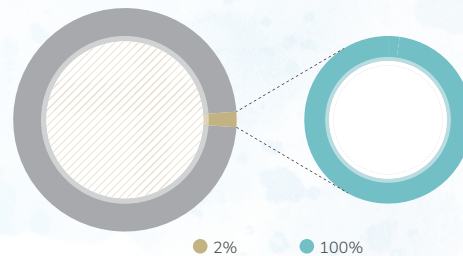
▶ Jeep Product Catalogue

### Alignment with Nationally Determined Contributors (NDCs)

**NDC 9.2 (Transport)** - DIMO is in the competitive EV market with renowned brands supporting EV transition.

DIMO Locations are equipped with EV charging facilities to support EV customers island wide.

Figure 05: The Value Chain - Mobility



### Revenue from Sustainable Products & Services

EV Vehicles - 67 Mn

### Alignment with Sustainable Development Goals (SDGs)



#### Target 7.3

Adopting & promoting EVs to improve efficient use of energy



#### Target 13.3

DIMO is actively engaged in greening our product portfolio, with active awareness on EVs to reduce emissions.



#### Target 15.1

During the Jeep Expedition 2025, DIMO has been able to raise awareness about the importance on ecosystems in the region.



#### Target 17.16

Partnering up with global brands to allow Sri Lankans to have quality solutions.

## Operational Priorities for the Segment

- Increase of visibility with display points
- Enhancing partnerships with financial institutions
- Ensuring necessary resources are available at all aftersales points

## Alignment with Strategic Priorities

- ii Diversify Business Domains
- iii Embrace Sustainable Practices
- iv Elevate Brand Experience
- viii Accelerate Digital Transformation

## BUSINESS REPORTS



# AUTOMOTIVE ENGINEERING SOLUTIONS

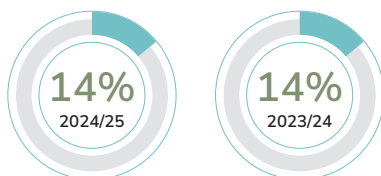


The focus of the Automotive Engineering Solutions segment is to provide unparalleled aftersales services through advanced technologies and comprehensive training. We ensure efficient, reliable, and seamless delivery of a World Class Customer Experience. Our commitment to delivering excellence drives us to continually innovate and invest in our operations, ensuring that we meet and exceed our customers' evolving needs."

**Mahesh Karunaratne**

Chief Operating Officer - Automotive Engineering Solutions

**Graph 02: Automotive Engineering Solutions segment revenue contribution to the Group**



Automotive Engineering Solutions Video



<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=13>



## Engineering solutions: Blend of Expertise, Care and Focus on 'Economic running'

We believe that your vehicle deserves to be maintained to deliver optimum performance at all times. To achieve this, we use our state-of-the-art facilities along with skilled and experienced teams trained in the most up to date technology to maintain vehicle performance, safety, and value throughout its lifecycle. Furthermore, we are focussed on providing excellent service to our customers to make vehicle ownership an enjoyable experience. We take pride in the trust customers place on our service when making the decision to purchase a vehicle - a high investment - and in their continued patronage of our facilities. Through our island wide reach specialised in commercial vehicle maintenance, and 24 hour roadside assistance for both commercial and passenger vehicles belonging to our Franchise Brands, we ensure availability and accessibility of our services anywhere in the country. Our Engine Care and Diesel pump Services facilities and the Marine & General Engineering solutions facilities testify to our specialised expertise in detailed engineering capabilities.

### Our stakeholders

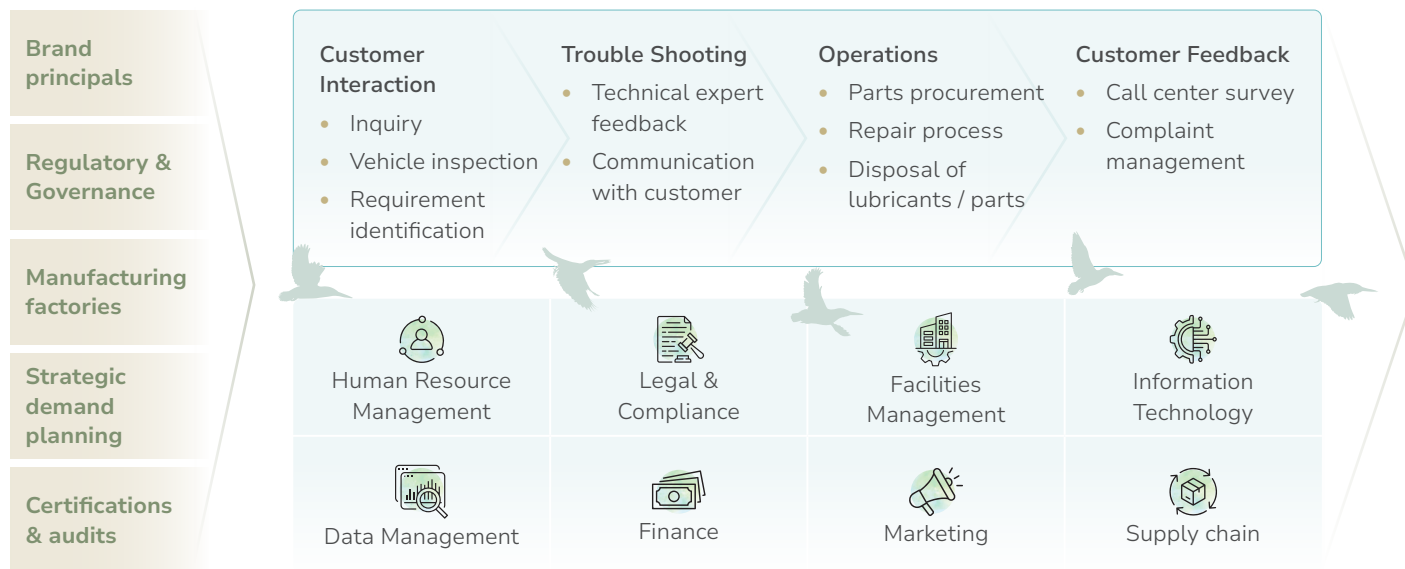








### Industry Analysis

Restrictions imposed on the importation of motor vehicles remained in force during the greater part of the year, which kept vehicle owners more dependent on reliable and economical vehicle maintenance for their vehicle needs. The import restrictions were lifted towards the latter part of the financial year, resulting in a much-awaited expansion of the new vehicle population in the country. This added on to the requirement for motor vehicle maintenance. Economic stabilization and growth led to increased economic activity, which enhanced the need for maintaining commercial vehicles at optimum operational levels.

### How we Performed

The segment ended the year positively exceeding expectations for bottom line growth. In addition to this, the mainstream and premium vehicle aftersales sectors experienced satisfactory year on year growth of revenue. Honouring DIMO's commitment to the wellbeing of Sri Lankans, the segment refurbished 110 Suwaseriya TATA ambulances. The TATA branch network was improved with a new branch opened in Marawila along with the relocation of the Kandy branch for improved operational efficiency and customer convenience. Furthermore, DIMO extended its world class facilities to a new customer base during the year. Reaping the benefits of DIMO's diversification strategy, the marine services sector also contributed positively to Group performance.

**Figure 06: The Value Chain - Automotive Engineering Solutions**

**Sustainability Agenda 2030**
**Table 08: Automotive Engineering Solutions - Value Creation Dashboard**

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	7,205	6,052
	Contribution to group revenue	%	14	14
	Segment results	Rs. Million	1,590	1,424
	Contribution to group segment results	%	35	22
 Manufactured	Total investment in manufactured capital	Rs. Million	247	25
	Engagement score	Index	4.38	4.43
 Human	Employee benefits	Rs. Million	773	695
	Customer satisfaction index	%	88.43	89.93
 Social & Relationship	Principal brands	No.	33	33
	IT Spending	Rs. Million	43	68
 Intellectual	Accredited management systems	No	5	5
	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.21	0.22
 Natural	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.05	0.16

Regular maintenance, timely repairs, and occasional part replacements are essential - to keep even the most advanced vehicles performing optimally and safely. A strong aftersales service ensures your vehicle stays in prime condition, proactively avoiding breakdowns and potential accidents. More than just fixing problems, prioritizing aftersales service is about forging lasting relationships, safeguarding customers, and boosting satisfaction across the board.

*"The Sri Lanka Army has long relied on a robust fleet of Tata Commercial Vehicles supplied through DIMO. These vehicles play a vital role in supporting our day-to-day operational activities across the country. Over the years, DIMO has consistently demonstrated an exceptional standard of service, marked by professionalism, efficiency, and a steadfast commitment to best practices in vehicle maintenance and repair. Their unwavering support has significantly contributed to enhancing the performance, reliability, and longevity of our fleet. We take this opportunity to express our sincere appreciation for the outstanding after-sales service extended by DIMO. We value our continued partnership and extend our best wishes for their continued success and growth."*

**Major General Chaminda Kalutharaarachchi**  
Director General Electrical & Mechanical Engineering, Sri Lanka Army



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AUTOMOTIVE ENGINEERING SOLUTIONS

Table 09: Automotive Engineering Solutions - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Workforce efficiency drops due to extreme heat affecting productivity.	Physical - Chronic	●	●	●	●	●	●	●	●	●
Losing fossil fuel focused business segments (diesel pump, engine repairs etc) due to changes in consumer patterns.	Transition – Market	●	●	●	●	●	●	●	●	●
Reduced demand for ICE-specific services.	Transition – Market	●	●	●	●	●	●	●	●	●

Highlights During the Year

Showcasing its unwavering commitment and competence in providing world class Mercedes Benz aftersales in Sri Lanka, the team won the “General Distributor Award” at the Mercedes Benz service excellence award ceremony for the financial year 2024/25.

95%

of our customer complaints have been resolved successfully.

Key Risks for the Segment

- The unregulated market conditions for motor vehicle spare parts results in a negative effect on demand
- Drain of critical skilled talent due to migration

The Future We See

Keeping up with global trends, the vehicle aftersales market is expected to include an increased number of electric vehicles. DIMO is fully equipped for such transitions with EV certification for both Mercedes Benz and TATA vehicles. Meanwhile, understanding the continued need for combustion engines, the DIMO engine care unit will undergo an expansion of capacity to cater to the constant market demand. TATA generators, which were recently introduced to the market, are expected to contribute positively to segment profitability in the coming years.



A Birds' Eye View of the Segment

**Our competencies**

Best in class facilities and skilled staff with capabilities in both internal combustion and electric vehicles

Long standing relationships with globally accepted principal brands

**Business gaps**

The need for capacity expansion in Mercedes Benz aftersales services

Limitation of capacity in the DIMO engine care unit, with a rising need for expansion

**Potential for growth**

Breaking international borders through the expansion of marine services to the Maldives

Expansion of Mercedes Benz service facilities to cater to new imports of brand-new vehicles

**Challenges to Conquer**

Effective management of the transition from ICE to Electric Vehicles.

Increased competitiveness from substitute service providers

## Sustainability Highlights

### Supporting Emergency Healthcare Services

During the fiscal year, DIMO donated an ambulance to Suwaseriya to strengthen emergency medical response and improve healthcare accessibility. Additionally, DIMO extended special pricing for the repair and maintenance of Suwaseriya ambulances, reinforcing its commitment to community wellbeing.

### Empowering Young Minds: Sparking Her Interest in STEM

#### Impact: 37

In celebration of International Women's Day 2025, DATS organized a workshop at the Mercedes-Benz Centre to encourage female students to pursue STEM subjects. The event engaged 35 students from several schools, offering them hands-on experience in electric circuits and inspiring them with success stories of DIMO's female employees.

### Innovation through Learning & Implementation

As a continuous improvement initiative, the Mercedes Benz workshop team has invented a tool from used material to improve their processes, thereby encouraging learning-driven innovation in their operation.



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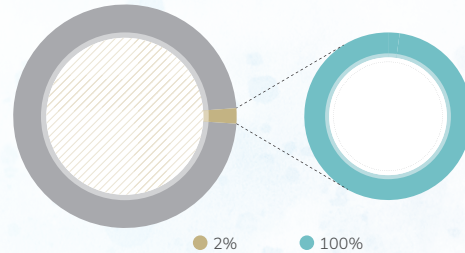
69%

of operations conducted using renewable energy

### Alignment with Nationally Determined Contributors (NDCs)

**NDC 2.2.2 (Water)** - DIMO has been able to harvest 274 m3 of rainwater, which was integrated into vehicle servicing purposes.

**NDC 4.2 (Water)** - DIMO actively participates and promotes water conservation with 3279 m3 of treated wastewater reused for vehicle undercarriage washing.



### Revenue from Sustainable Products & Services

DIMO Academy of Technical Skills - 217 Mn

### Alignment with Sustainable Development Goals (SDGs)



#### Target 3.8

By adopting a Suwa Seriya ambulance, DIMO contributed to the enhancement of health coverage in Sri Lanka.



#### Target 4.3 & 4.4

Empower students with hands-on skills, boosting female participation.



#### Target 8.2 & 8.5

Improving efficiencies by incorporating innovation.



#### Target 12.2, 12.4, & 12.5

Promoting sustainable use of natural resources through reusing and sound management of waste.



#### Target 17.16

Partnering with global brands to allow Sri Lankans to have quality solutions.

### Operational Priorities for the Segment

- Reducing downtime to vehicle owners caused due to repairs
- Reduction of total cost of vehicle ownership
- Ensuring availability of spare parts

### Alignment with Strategic Priorities

- Diversify Business Domains
- Expand Essential Presence
- Embrace Sustainable Practices
- Deepen Key Partnerships
- Foster Learning Culture
- Accelerate Digital Transformation

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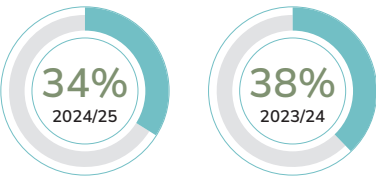
AGRICULTURE



We continue to strengthen our role as a pioneer in national agriculture transformation. With the evolving challenges in climate and market dynamics, DIMO Agribusinesses strives to build resilience through innovation, value chain integration, and empowering farmer communities toward sustainable livelihoods.”

Priyanga Dematawa  
Chief Operating Officer - Agriculture

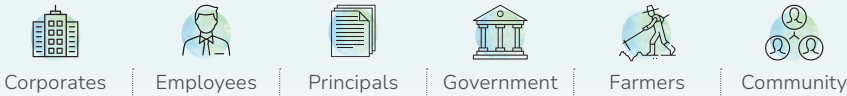
Graph 03: Agriculture segment revenue contribution to the Group



Strengthening National Agriculture for this generation and the next

We aim to transform agriculture through comprehensive solutions that integrate technological advancements, artificial intelligence and digital transformation. We intend to enhance agricultural productivity by increasing yields, reducing environmental impact, and improving profitability across diverse farming systems. Leveraging our comprehensive portfolio of agricultural inputs and advanced micro-irrigation solutions, we contribute meaningfully to national agricultural output and resource efficiency. We also strive to make a strong presence in the international market in future through our range of agri value added products. As suppliers of premium agri machinery including harvesters, tractors and related farming equipment, we are in position to support agricultural mechanisation. Through our research and development efforts, we are able to solve challenges and drive innovation within the Sri Lankan agriculture industry.

Our stakeholders



Industry Analysis

In 2024, Sri Lanka's agriculture sector grew by 1.2%, slightly below the 1.6% recorded in 2023, reflecting a challenging year impacted by adverse weather and fluctuating commodity markets. Key segments like coconut and rubber faced production declines, while tea and animal production contributed positively. The fertilizer and agrochemical markets experienced price pressures and margin erosion. Despite setbacks, the sector remains vital, employing 25% of the national workforce.

How we Performed

We further strengthened the presence of our own food brand, FLAVA, by initiating integrated food chains through the Agri Experience Centre in Dambulla, reinforcing our commitment to value addition and consumer engagement. DIMO fertilizer, experienced considerable pressure on profitability in a market affected by both adverse climatic effects and price competition on agri inputs. In contrast, the DIMO seed operation ended the year on a high note with a satisfactory bottom line result. The Agri Experience Center, which was opened on in April 2024, strengthened DIMO's visibility and consumer engagement throughout the financial year by combining retail, advisory, and agri-tourism elements along with DIMO's own brands and services.

Agriculture Video

<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=14>





Figure 07: Agriculture - The Value Chain

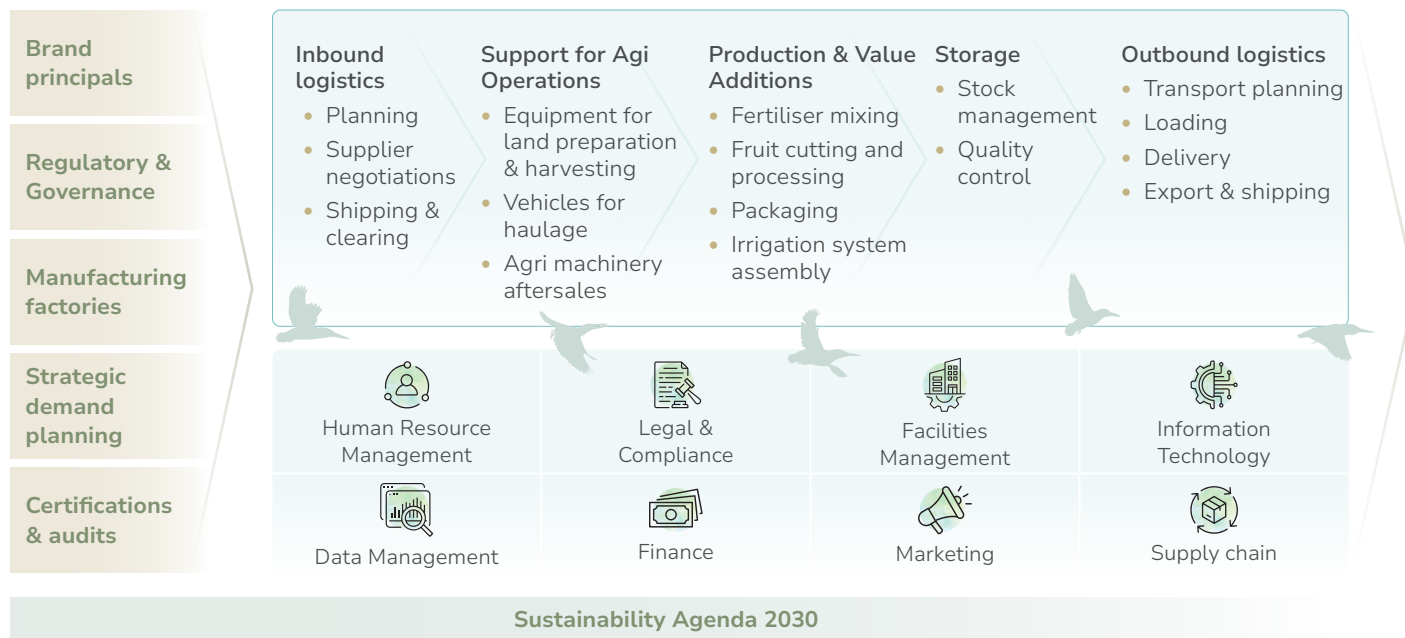








Table 10: Agriculture - The Value Dashboard

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	17,198	16,422
	Contribution to group revenue	%	34	38
	Segment results	Rs. Million	(314)	2,038
	Contribution to group segment results	%	(7)	32
 Manufactured	Total investment in manufactured capital	Rs. Million	349	922
 Human	Engagement score	Index	4.15	4.31
	Employee benefits	Rs. Million	852	723
 Social & Relationship	Customer satisfaction index	%	91	92
	Principal brands	No.	19	17
 Intellectual	IT Spending	Rs. Million	9	19
	Accredited management systems	No	6	6
 Natural	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.51	0.60
	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.12	0.44

As a company deeply entrenched in the entire agricultural value chain, we recognize the paramount importance of agriculture in a country's development. Mahindra Tractors, the world's largest tractor manufacturer by volume, offers a comprehensive range of agricultural machinery known for reliability and innovation.

"I always wanted to experience the Mahindra Tractor brought down by DIMO. I checked all the tractors brands during the last few months. I decided to buy the Mahindra Tractor because of better fuel efficiency, ideal for rough terrain in this area and suits the weather pattern in the area. I have already used the tractor for 500 hours. I have used it on paddy lands that were kept aside due to difficult terrain conditions – and I have received praise from the farmers. The tractor is good and equally the DIMO service is also good. I have got good support from DIMO with oil and lubricants also. When I am using the tractor on paddy fields, other farmers come and ask me about this tractor, and they like the performance of this tractor."

**KKGAS Wijeratne**  
Medawachchiya Anuradhapura



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## AGRICULTURE

Table 11: Agriculture - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Raw material cost & availability changes due to weather events.	Physical - Acute	●	●	●	●	●	●	●	●	●
Water stress increase in drought prone areas	Physical – Chronic	●	●	●	●	●	●	●	●	●
Global buyers enforcing stricter climate and sustainability standards for Agri exports (EU deforestation regulations, carbon disclosures)	Transition – Policy & Legal	●	●	●	●	●	●	●	●	●

### Highlights During the Year

In September 2024, DIMO launched “Natura Coco”, a coconut milk brand which will be produced at a facility in Anamaduwa, capable of a production capacity of 120,000 litres of coconut milk per month. The entire coconut supply for production will be sourced through DIMO’s farmer out grower program, thus maintaining the strong relationship with our farmer network.

97%

of our customer complaints have been resolved successfully.

### Key Risks for the Segment

- Supply and demand uncertainty due to climate changes, natural disasters
- Demand dependent on seasons and climate situation

### The Future We See

Catering to specific customer requirements, the segment will develop specialized products to target niche markets which will result in differentiation from market competition, while accelerating growth in value-added food processing. Amalgamating digital technology and agriculture, we will promote agriculture productivity improvements through the expansion of smart farming solutions including agriculture drones service, coated seeds technology, and fertigation systems. The segment will also increase its focus on agro tourism to capitalize on the growing tourism prospects in the economy.



### A Birds' Eye View of the Segment

#### Our competencies

The extensive Reach of over 1,500 dealers and 2,000+ contract farmers.

A combined 60 acres of Agri techno Parks in Lenadora and Lindula, specializing in Research & Development operations and precision agriculture technologies.

#### Potential for growth

The rapid growth of tourism in the country can be leveraged to promote agriculture-related tourism using existing facilities and talent.

#### Business gaps

The relatively recent entry to the agriculture industry has resulted in a lack of experience, weak asset base and lower capital investment.

The need to build economies of scale through volume growth in new revenue streams.

#### Challenges to conquer

Unstable and unpredictable weather conditions, climate change and natural disasters have adverse effects on the entire industry.

## Sustainability Highlights

### Outgrower Network

#### Impact: 2,000 Farmers

A farmer network across Sri Lanka, diversified in cultivating a variety of crops, including coconut, pineapple, mango, papaya, jackfruit, lime, passion fruit, king coconut, rambutan, lotus root, and soursop.

Each farmer or cultivation plot is supported by a dedicated DIMO field officer, ensuring consistent quality and integration into a managed agricultural ecosystem.

DIMO facilitates the acquisition of international certifications for its outgrower network, such as EU Organic, USDA/NOP, BIOSUISSE, JAS, and Fairtrade.



[DIMO Agribusinesses Echelon Article](https://echelon.lk/dimos-outgrower-model-addressing-food-security-elevating-agripreneurship/)

<https://echelon.lk/dimos-outgrower-model-addressing-food-security-elevating-agripreneurship/>

### Use of Modern Technology

#### Impact: 10,500 Farmers

Improved fertilizer usage by increasing smallholder farmers' uptake of advanced fertilizers and extension services through training, material and campaigns.

Hybrid chilli seed production and farmer training through structured training programs, supporting chilli cultivators each season with the produced seeds.

Promoting adoption of environmentally sustainable limus-treated urea among paddy and maize farmers.

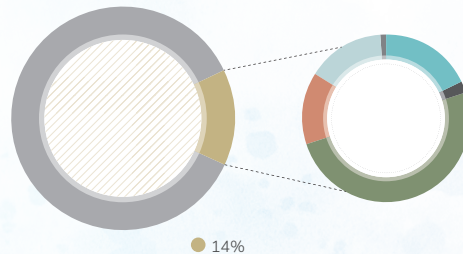
### Alignment with Nationally Determined Contributors (NDCs)

**NDC 1.3.1 (Agriculture)** - Repurposing excess raw materials

**NDC 2.4 (Agriculture)** - Improving efficiency of fertilizer use by introducing slow-releasing fertilizers to the Sri Lankan market.

**NDC 2.5 (Agriculture)** - Improving efficiency of water use through efficient water irrigation technologies.

**NDC 2.6 (Agriculture)** - Promoting precision agriculture by adopting new and sophisticated technologies.



### Revenue from Sustainable Products & Services

- Agri Fertilizer - 430 Mn
- Agri Farm (R&D Operation) - 38 Mn
- Plantseeds - 1,159 Mn
- Plantchem - 323 Mn
- Agri Exports - 358 Mn
- Agri Experience Center - 24 Mn

### Alignment with Sustainable Development Goals (SDGs)



#### Target 2.3, 2.4 & 2.5

Double agricultural productivity and income of small-scale food producers, ensure sustainable food production systems and resilient agricultural practices and maintain genetic diversity of seeds.



#### Target 4.7

Ensure all learners acquire the knowledge and skills needed to promote sustainable development.



#### Target 8.2

Provide technological solutions to boost economic productivity.



#### Target 9.4

Support government agencies to make industries sustainable through global best practices.

### Operational Priorities for the Segment

- Focusing on technological development to support next generation agriculture solutions
- Improvements of the food processing sector to reduce dependency on agriculture input business
- Focused management of margins through cost efficiencies and pricing strategies

### Alignment with Strategic Priorities

- i Diversify Business Domains
- ii Expand Essential Presence
- iii Embrace Sustainable Practices
- vi Deepen Key Partnerships
- ix Manage Climate Risk



# BUSINESS REPORTS



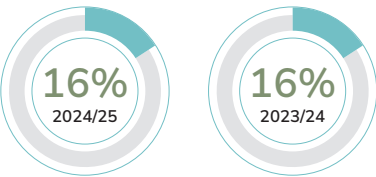
## RETAIL



As the retail arm for the mainstream businesses of the group, we strive to be a part of the daily life of every Sri Lankan household and business through our diverse product range. Within this space, our objective is to identify markets where we can establish a dominant position by leveraging on our strengths and be a significant contributor to consistent cash flow and profits of the group."

**Rakhita Gunasekera**  
Chief Operating Officer - Retail

Graph 04: Retail segment revenue contribution to the Group



### Consumer Products to Uplift Convenient and Safe Living

We believe at all times in leveraging on our core-competencies. In this context, collaboration with our strategic partners is imperative. Stemming from this, We constantly seek room to translate our strengths of such long-nurtured collaboration to the benefits of the Sri Lankan consumer by delivering high quality - value adding products and services through globally recognised brands. The said offering said products and services cover a wide range of household and industrial needs. Our extensive network of over five thousand dealer and distributor points together with other channel partners allow us to reach out to a wider customer base. Our presence in this value chain allows us to become a value creator for our strategic partners in their growth journey.

#### Our stakeholders



Consumers



Channel partners



Suppliers



Principals



Community

#### Industry Analysis

Recovering from economic downturn, the retail product market of the country experienced varied levels of growth in across sectors. Whilst the FMCG and related segments recorded a notable growth during the period, the trading components in relation to the capital goods are yet to see a momentum. This is largely due to the sluggish growth in the construction and adjacent industries.

#### How We Performed

The segment achieved a 20% year on year growth in revenue with the Mobility related trading retail businesses being the main contributors to the segment results. Certain challenges with the Lighting and Power tools businesses resulted the contribution and profitability adversely. Addressing these concerns, management has taken a number of initiatives to strengthen the market channels and rationalizing the product portfolio under the Retail segment.

Retail Video



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Figure 08: Retail - The Value Chain

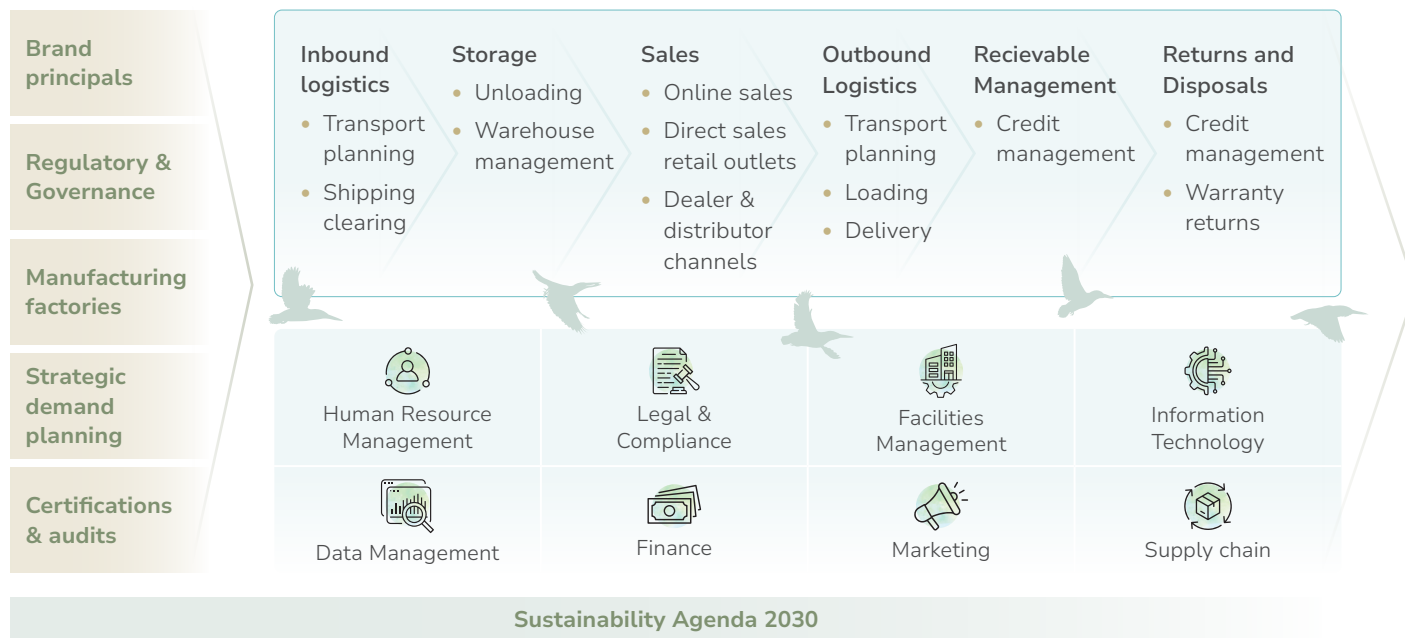








Table 12: Retail - The Value Dashboard

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	8,245	6,940
	Contribution to group revenue	%	16	16
	Segment results	Rs. Million	832	746
	Contribution to group segment results	%	19	12
 Manufactured	Total investment in manufactured capital	Rs. Million	21	6
 Human	Engagement score	Index	4.17	4.16
	Employee benefits	Rs. Million	877	661
 Social & Relationship	Customer satisfaction index	%	88.14	92.65
	Principal brands	No.	6	6
 Intellectual	IT Spending	Rs. Million	16	24
	Accredited management systems	No	3	3
 Natural	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.24	0.25
	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.06	0.19

DIMO's Retail business offers consistent consumer interaction and opportunities for diversification. DIMO's retail ventures include power tools, lighting, tires, home appliances, and genuine parts. Commercial and Passenger Car tyres is an important segment in the retail business.

*"I have been doing business with DIMO for over seven years, and I can confidently say that the service provided has been extremely satisfactory throughout."*

*In the Jaffna area, most lorry and truck owners typically carry heavy loads over long distances, making durability and reliability critical factors in tyre performance. Through my experience, MRF tyres from DIMO have consistently proven to be the best-suited tyres in Sri Lanka to meet the demanding needs of these customers.*

*The after-sales support provided by DIMO has been outstanding, further enhancing customer confidence and satisfaction. Over the years, the strong combination of MRF and DIMO has built trust and loyalty among our customer bases.*

*Doing business with DIMO has always been convenient and efficient, and I look forward to continuing this valuable partnership in the years to come*

**Mr. Sathish**  
Chairman - Kabishan Group  
of Company Jaffna



# BUSINESS REPORTS

## RETAIL

**DIMO Initium, innovative chemical solutions enhancing the well-being of our people.**

During the year, DIMO Initium the chemical solutions segment of the group extended its presence mainly in the human nutrition segment by partnering with leading brands in the industry, namely, Connell Caldic (USA), JRS Food & Pharma (Germany), Kalsec (USA) and General Starch Limited (Thailand). These collaborations will add a great strength to the existing partnership with BASF and in offering an array of products and solutions with advanced technology to meet specific needs of the industry. Though DIMO Initium is a new entry to this market, with the said partnerships and tailored approach which cut across a number of industries have helped us to establish ourselves in the market.

Table 13: Retail - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Supply chain disruptions due to extreme weather events	Physical - Acute	●	●	●	●	●	●	●	●	●
Increased consumer preference for energy-efficient and sustainable products.	Transition - Market	●	●	●	●	●	●	●	●	●
Import regulations on non-compliant/ inefficient products	Transition - Policy & Legal	●	●	●	●	●	●	●	●	●

95%

of our customer complaints have been resolved successfully.

Key Risks for the Segment

- Grey market competition resulting in substitute products at a cheaper rate/ low entry barriers

The Future We See

We focus on constantly reviewing and changing the product portfolio to ensure the sustainability of the business in the medium to long term. According to forecasts, DIMO envisions potential for growth in the lighting (DIMO Lumin) and car care (Ferri) sectors, through the development of the company's own branded product range. Improvements to the distribution channels will enable island wide availability of these products.

Continuous analysis and improvements in working capital management will be key to the way forward to ensure cost control and improved cashflow.

### A Birds' Eye View of the Segment

#### Our competencies

Relationships with over 50 recognised global brands

A channel reach of over 5,000 dealer points

#### Potential for growth

Introduction of DIMO's own brands, rate / low entry barriers

Moving to a circular supply chain, with products such as bulbs and tyres / automobile - after market and Life Style related segments

#### Business gaps

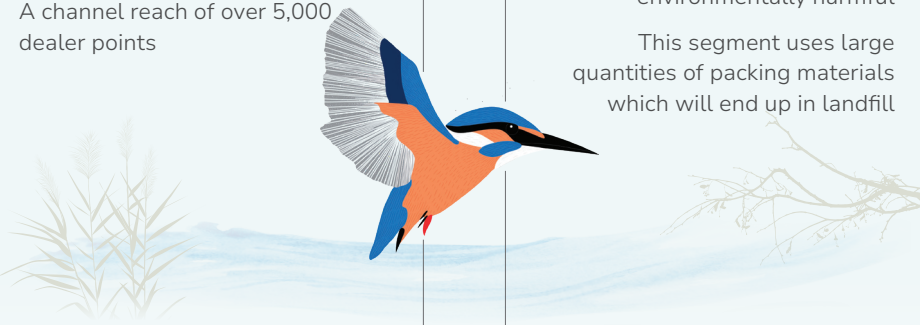
Inability to recycle many retail products, which may be environmentally harmful

This segment uses large quantities of packing materials which will end up in landfill

#### Challenges to conquer

Changes to the tax structures, regulations on standards of retail products

Lack of regulations governing entry and operation in the Sri Lankan retail market



## Sustainability Highlights

### “Lassana Hetak” Power Tool Training Sessions

#### Impact: 473 Students

DIMO Retail partnered with Vocational Training Authority (VTAs) to conduct hands-on training sessions aimed at educating school students on safe use of power tools. Of the participants, 40% were females, marking a positive shift in gender representation within these traditionally male-dominated industries. This initiative provides students with hands-on experience and practical skills, opening doors to future employment and personal development.

### DIMO Lumin LED Bulbs Certified for Energy Efficiency

The DIMO Lumin LED bulb range received the Certificate for Minimum Energy Performance from the Sri Lanka Standards Institution (SLSI), in compliance with SLS 1530. This certification affirms the brand's commitment to energy efficiency and quality standards.

### ‘Divi Eliya’ Program

The program empowers electricians with knowledge and quality. It is our commitment to powering Sri Lanka's future responsibly. By equipping electricians with expertise, we don't just light up homes; we illuminate progress, safety and sustainable progress. DIMO has conducted sessions in Anuradhapura, Polonnaruwa, Batticaloa and Ampara – reaching and educating over 500 electricians.

### Sustainable Packaging Transition

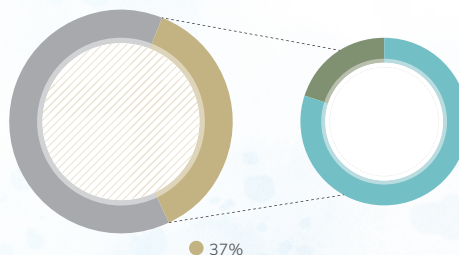
Changing packaging from single-use plastic to more sustainable material such as cardboard for Ferri Wiper Blades.

### Alignment with Nationally Determined Contributors (NDCs)

**NDC 2.1 (Energy)** - Supporting national target 2,603GWh energy saving by phasing out incandescent bulbs

**NDC 2.2 (Energy)** - Supporting national target 5,189 GWh by introducing efficient lighting, fans and other appliances.

**NDC 1.1.1 (Transport)** - Promoting e-shopping facilities by DIMO Retail online platform.



### Revenue from Sustainable Products & Services

- Lighting Solutions - 605 Mn
- Tyres - 2,461 Mn

### Alignment with Sustainable Development Goals (SDGs)



#### Target 4.3 & 4.4

DIMO power tools training program empowers students with hands-on skills, boosting female participation.



#### Target 8.5

DIMO Retail trained 500+ electricians, promoting safety, quality, and sustainable progress across Sri Lanka



#### Target 7.3

Improving energy efficiency through lighting and appliances solutions.



#### Target 12.5 & 12.6

Sustainable packaging in Ferri Wiper Blades



#### Target 17.16

Partnering up with global brands to allow Sri Lankans to have quality solutions.

## Operational Priorities for the Segment

- Improvements in working capital management through optimised supply chain management & credit management
- Regular review and optimising of the product portfolio
- Constant strengthening and improvement of distribution channels

## Alignment with Strategic Priorities

- iii Embrace Sustainable Practices
- iv Elevate Brand Experience
- v Empower Talent Growth
- vi Deepen Key Partnerships
- ix Manage Climate Risk



# BUSINESS REPORTS



## POWER ENGINEERING AND BUILDING TECHNOLOGIES



### Enhancing Infrastructure, Sustainable Energy for the Future

We address one of modern society's most fundamental needs reliable, efficient, and sustainable energy systems integrated with intelligent building technologies. We are focused on exploring the world of energy transition by being a contributor of renewable energy, microgrids, and smart building technologies that help clients navigate evolving energy landscapes. We are able to do so, through our strong partnership with globally accepted brands, the relationships we have nurtured with customers and government authorities, with our history of reliability and contributions to the development of our nation's infrastructure, powered by the unwavering skill and creativity of our teams.



Our key focus for the immediate future is to continue expanding our footprint in renewable power generation, while drawing special attention to Energy Storage. We are actively engaging in grid infrastructure development projects by introducing the latest technology from our world-leading Principals in the Power & Energy space. Another key focus area would be Electrical Distribution Board manufacturing under Siemens' license, targeting high-end projects here in Sri Lanka and export markets. Additionally, we are taking initiatives to replicate Siemens' "Building-X" digital platform".

#### Wijith Pushpawela

Executive Director – Power Engineering and Building Technologies

### Our stakeholders



Private sector institution



Government



Ceylon Electricity Board



Construction companies



Property developers



Consultants & Architects

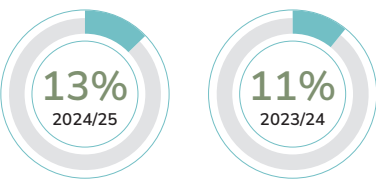
### Industry Analysis

The market experienced a decline - compared to pre-pandemic years - in large development projects which are funded by the Asian Development Bank (ADB) and Japan International Cooperation Agency (JICA). However, dedicated to the country's commitment to source 70% of energy from clean energy sources by 2030, the government expanded its capacity of solar power generation by opening the market to Independent Power Producers. The building solutions sector also reflected reduced activity, with only a few large projects getting off the ground, such as the Harbour Village project by Access Engineering, Galadari Hotel and several new shopping mall projects.

### How We Performed

In spite of a market recession in the sector, DIMO continued to collaborate with the Ceylon Electricity Board for its grid maintenance activities throughout the year. The segment also faced occasional demand for the supply of 'Transformers' and 'Gas Insulated Switchgear'. Diversifying the product portfolio, DIMO launched the production of type tested panels in the previous financial year. Production and sale of these panels successfully continued throughout the year. Pursuing market development opportunities, the company crossed international borders for the installation of elevator systems at the Male international airport.

Graph 05: Power Engineering and Building Technologies segment revenue contribution to the Group

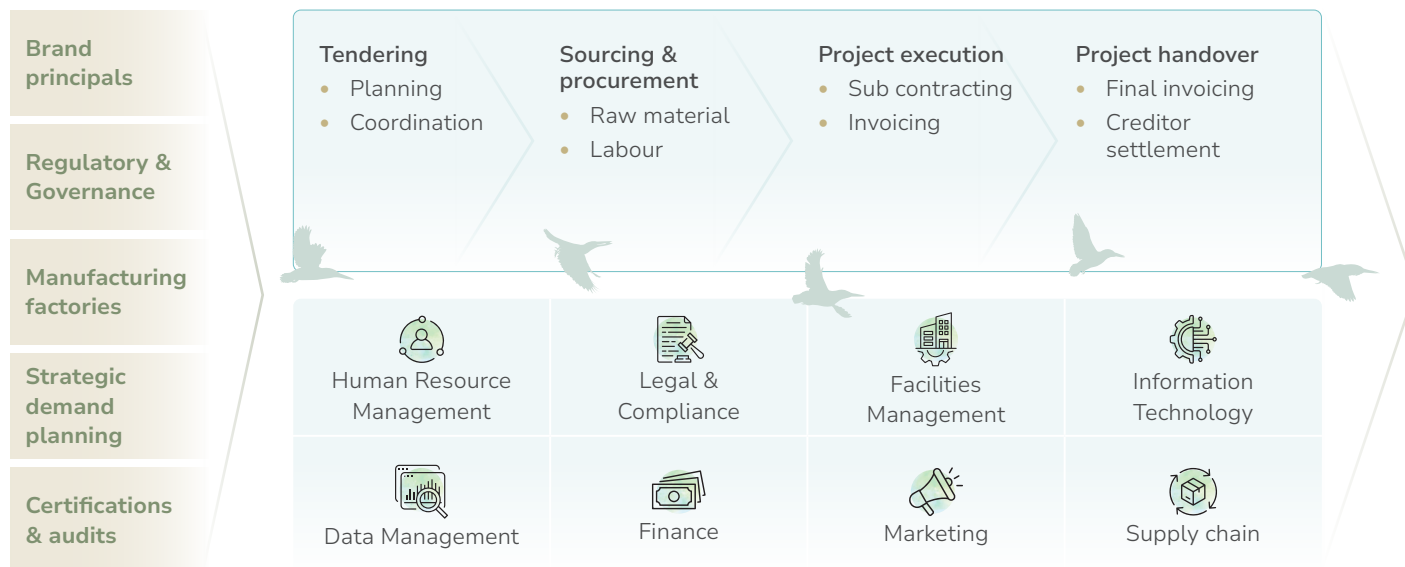








Power Engineering and Building Technologies Video



<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=16>



**Figure 09: The Value Chain - Power Engineering and Building Technologies**

**Sustainability Agenda 2030**
**Table 14: Power Engineering and Building Technologies - Value Creation Dashboard**

Capital	KPI's	Measure	2024/25	2023/24
 <b>Financial</b>	Revenue	Rs. Million	6,615	4,675
	Contribution to group revenue	%	13	11
	Segment results	Rs. Million	892	566
	Contribution to group segment results	%	20	9
 <b>Manufactured</b>	Total investment in manufactured capital	Rs. Million	735	5
 <b>Human</b>	Engagement score	Index	4.35	3.96
	Employee benefits	Rs. Million	822	301
 <b>Social &amp; Relationship</b>	Customer satisfaction index	%	85.45	90
	Principal brands	No.	4	5
 <b>Intellectual</b>	IT Spending	Rs. Million	23	12
	Accredited management systems	No	4	4
 <b>Natural</b>	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.20	0.17
	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.05	0.13

DIMO partners with premier global innovators to provide advanced solutions that address critical challenges in the building and energy sectors. We firmly believe that microgrids are poised to revolutionize energy distribution across Sri Lanka, offering a resilient and efficient path forward.

*Evaluating options in a competitive market is always challenging, which is why we conducted 1-on-1 meetings with all potential vendors. Among them, the DIMO team stood out.*

*They demonstrated a clear understanding of our requirements and added meaningful value to their proposal. The DIMO team invested considerable effort during the planning phase, which significantly minimized the need for rework during implementation.*

*Throughout the project, the team remained highly responsive and flexible, effectively collaborating with multiple internal stakeholders to ensure smooth execution. The initiative delivered strong results, exceeding our expectations. Most notably, it led to a substantial 20–25% reduction in electricity consumption, resulting in significant cost savings for our factory operations.*

*We highly recommend the DIMO team. Their expertise, professionalism, and commitment to service excellence made a real impact and set a benchmark for future engagements.*

**Nilushi Kumaradas**  
Director - Supply Chain  
GAMMA PIZZAKRAFT LANKA  
PVT LTD



# BUSINESS REPORTS

## POWER ENGINEERING AND BUILDING TECHNOLOGIES

Table 15: Power Engineering and Building Technologies - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Workforce efficiency drops due to extreme heat affecting productivity.	Physical - Chronic	●	●	●	●	●	●	●	●	●
Stricter energy efficiency and carbon standards for buildings and lighting systems	Transition – Policy & Legal	●	●	●	●	●	●	●	●	●
Evolving building codes and green building requirements	Transition – Technology	●	●	●	●	●	●	●	●	●

### Highlights During the Year

DIMO was successful in winning the tender for a 30 Mega Watt ground mounted solar power project as an independent power producer supplying to the national grid.

DIMO managed a complete upgrading of the flood light system at the R. Premadasa cricket stadium, replacing the existing lighting system with a state-of-the-art LED lighting system.

### Key Risks for the Segment

- Over dependency on a limited number of clients
- Unexpected weather patterns causing negative effects to project timelines

### The Future We See

With a recently launched digitalisation business, DIMO will now use predictive models for maintenance, using sensors and data analytics for more efficiency in operation and energy optimisation.

With \$200 million funding expected from the Asian Development Bank for grid infrastructure projects, there is a positive outlook for projects in the coming financial year in Power & Energy space.



### A Birds' Eye View of the Segment

#### Our competencies

A workforce consisting of over 60 qualified engineers

347 annual maintenance contracts in elevator, escalator, MV & fire, and ELV businesses

#### Business gaps

Reliance on government funded projects can be reduced by focusing on private sector opportunities

#### Potential for growth

Growing as an Independent Power Producer to the national power supply of Sri Lanka

Growth of the digitalisation venture for competitive advantage

#### Challenges to conquer

Talent migration leading to high employee turnover

Rising competition in the market for renewable energy

## Sustainability Highlights

### Making a Renewable Future

Impact: 4,842 MWh Solar Generation

Expanding our renewable energy generation, DIMO is greening the grid with 4,875 MWh solar energy generation through both ground and rooftop mounted solar projects.

Rooftop **2,897** MWh

Ground Mounted **1,945** MWh

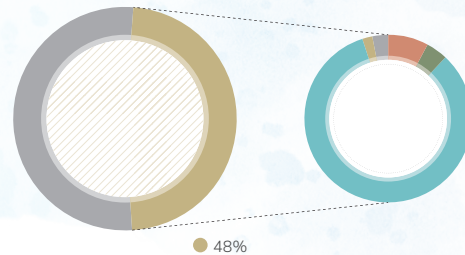
Alignment with Nationally Determined Contributors (NDCs)

**NDC 1.1.2 (Energy)** - DIMO has improved its renewable energy generation capacity

**NDC 2.3 (Energy)** - Providing solutions on energy efficient buildings with automation solutions.

**1,967**tCO<sub>2</sub>e

Avoided Emissions from Renewable Energy Generation



### Revenue from Sustainable Products & Services

- EPC business – **263**Mn
- Installation of solar systems – **137**Mn
- Sustainable projects – **10**Mn
- Solar generation – **44**Mn
- DIMO Roof top generation – **95**Mn

### Alignment with Sustainable Development Goals (SDGs)



#### Target 7.2 & 7.3

Improving renewable energy mix while providing energy efficient solutions.



#### Target 13.3

DIMO continues to increase the renewable energy generation to tackle climate change.

### Operational Priorities for the Segment

- Increase EPC contracts for a balanced portfolio
- Constant improvement to be up to date with new technology
- Retention of skilled labour

### Alignment with Strategic Priorities

- i Diversify Business Domains
- ii Expand Essential Presence
- iii Embrace Sustainable Practices
- vi Deepen Key Partnerships:
- viii Accelerate Digital Transformation
- ix Manage Climate Risk



# BUSINESS REPORTS



## INFRASTRUCTURE ENGINEERING



To be a partner in the infrastructure industry and segment, by positioning ourselves in all areas of the Infrastructure Engineering and Material Handling domain. With the competencies and resources to cater to any need in these sectors, we are geared to provide the best service to our customers upon economic recovery and the consequent growth in construction."

**Chaminda Ranawana**

Executive Director – Infrastructure Engineering

### Infrastructure solutions for a better tomorrow

We deliver world-class infrastructure engineering expertise that addresses complex challenges in urban development, water management systems, and industrial facilities. We possess the relationships, resources and competencies to supply, operate, and maintain advanced construction and engineering equipment from global leaders in the field, complemented by specialized technical services, which we use to ensure optimal performance throughout project lifecycles. Our state-of-the-art storage and material handling solutions, along with the creative designs of our experts, provide businesses economies of scale and operational efficiencies so that the best benefits may be transferred to our customers. We are driven to provide the country's infrastructure requirements with sustainable infrastructure development that balances immediate needs with long-term environmental considerations.

#### Our stakeholders



Government institutions



Corporate customers



Construction companies



Contractors



Water Supplies & Drainage Board of Sri Lanka

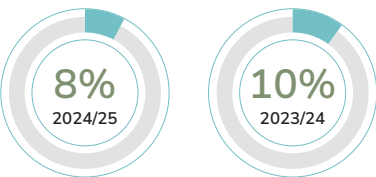
#### The Sector in Brief

During the year 2024/25, Sri Lanka's infrastructure engineering sector experienced a period of survival, driven by renewed investments in the sustainable energy sector. The most notable investments to the sector were 220MW Sobadhanavi LNG power plant in August 2024 and the advancement of the 600MW Maha Oya Pumped Storage project, which highlights the nation's commitment to its 2030 target for renewable energy. The government also launched the "rural road rehabilitation project" with a total investment of Rs 20 billion, thus contributing to growth in the sector.

#### How we Performed

Along with the slow recovery of the sector, the infrastructure engineering segment was able to maintain the momentum of the business by focusing on private sector businesses and projects instead of the usual government funded developments. These projects include installation of storage & racking systems, handling equipment for container terminals and automated car parking facilities of storage & racking systems, handling equipment for container terminals and automated car parking facilities of material handling systems for container terminals and several car parking facilities in the Colombo city region. Relying on the core products, the segment achieved its targets in sales and after-sales of the construction machinery business.

Graph 06: Infrastructure Engineering segment revenue contribution to the Group

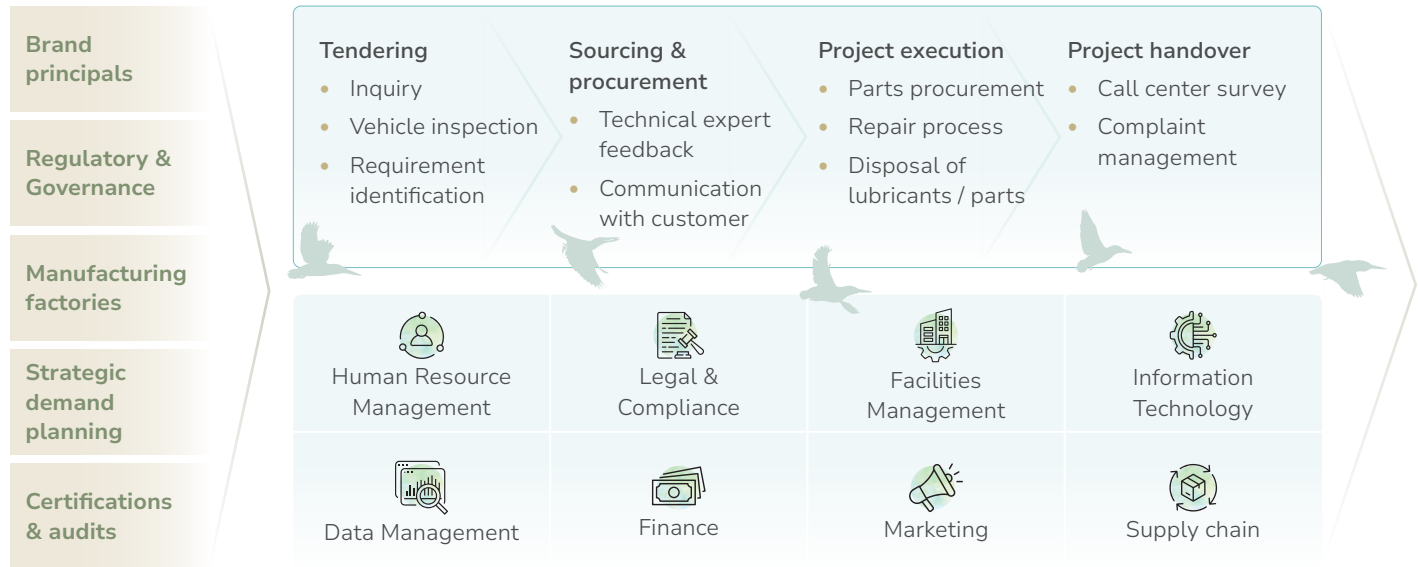








Infrastructure Engineering Video



<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=17>



**Figure 10: Infrastructure Engineering - The Value Chain**

**Sustainability Agenda 2030**
**Table 16: Infrastructure Engineering - Value Creation Dashboard**

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	3,917	4,367
	Contribution to group revenue	%	8	10
	Segment results	Rs. Million	887	728
	Contribution to group segment results	%	20	11
 Manufactured	Total investment in manufactured capital	Rs. Million	21	75
 Human	Engagement score	Index	4.16	4.06
	Employee benefits	Rs. Million	526	325
 Social & Relationship	Customer satisfaction index	%	89.49	91.36
	Principal brands	No.	35	35
 Intellectual	IT Spending	Rs. Million	11	11
	Accredited management systems	No	3	3
 Natural	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.12	0.16
	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.03	0.12

Infrastructure engineering solutions play a pivotal role in a country's development. It is crucial to execute such projects in collaboration with proven partners who possess the expertise to deliver round the-clock, world-class after-sales support.

KALMAR container handlers are robust, high-performance machines essential for global logistics. Known for their reliability, efficiency, and advanced safety features, they handle laden and empty containers in ports, terminals, and distribution centres worldwide. KALMAR's range includes reach stackers and empty container handlers, with increasing focus on eco-efficient electric models.

"IWS has trusted the KALMAR brand for decades. Partnering with DIMO as the local agent for KALMAR gives us peace of mind—combining world-class equipment with excellent customer service, engineering expertise and after-sales support. We are confident that the KALMAR DCU80 Empty Container Handler will greatly improve our yard operations and provide our customers with more value. This enables us to provide reliable, outstanding service for our clients."

**Mr. Dimitri Sheriff**  
Director - Corporate Affairs  
IWS Holdings Pvt Ltd stated



# BUSINESS REPORTS

## INFRASTRUCTURE ENGINEERING

Table 17: Infrastructure Engineering - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Workforce efficiency drops due to extreme heat affecting productivity.	Physical - Chronic	●	●	●	●	●	●	●	●	●
Pressure on construction sector to adopt low-emission machinery and site practices.	Transition – Policy & Legal	●	●	●	●	●	●	●	●	●
Climate-linked compliance requirements in public and donor-funded infrastructure projects.	Transition – Policy & Legal	●	●	●	●	●	●	●	●	●

### Highlights During the Year

Securing the tender for mechanical and electrical components of the Jaffna – Kilinochchi water distribution project, the segment takes pride in contributing to one of the main water distribution projects in the country while securing one of the highest revenue projects for DIMO.

83%

of our customer complaints have been resolved successfully.

### Key Risks for the Segment

- Import of substandard, price competitive products by competition
- Less than anticipated growth in government infrastructure investments

### A Birds' Eye View of the Segment

#### Our competencies

A fully equipped service center for construction machinery aftersales services in Siyambalape

10 customer service engineers acting as service advisors for maintenance, operations, and parts provision.

#### Business gaps

Over reliance on government development projects

Revenue streams being primarily focused on the Sri Lankan market

#### Opportunities

Economic recovery and stabilisation expected to lead to opportunities in government-funded construction projects in the country.

Possible expansion of private sector projects in the areas of storage and material handling.

#### Challenges to conquer

Loss of skilled labour due to the talent migration experienced by the country in the recent past.

Rising costs diminishing affordability for premium products offered by DIMO

### The Future We See

A positive outlook is expected for the segment along with the stabilisation of the economy, leading to an increase in the construction component of the segment. Several large projects including road construction projects, ports development projects, and multi modal transport hubs are expected to be launched in the foreseeable future.

## Sustainability Highlights

### Drinking Water Projects for Climate Stressed Regions

The DIMO water and wastewater team has been involved in water treatment and distribution projects in collaboration with NWSDB to facilitate drinking water to the regions affected excessively by climate change, thereby supplying drinking water for their wellbeing.

- Water treatment projects – Kilinochchi
- Water distribution projects – Jaffna & Anuradhapura

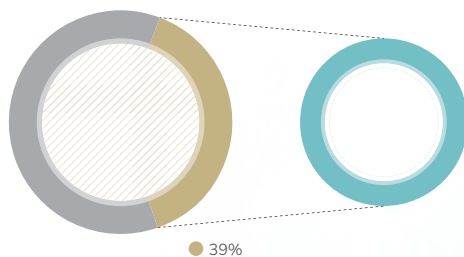
### Providing Solutions in Waste Handling

DIMO has been able to provide large-scale waste handling machinery to the Aruwakkalu waste management facility to provide proper waste management solutions to Sri Lanka.

Alignment with Nationally Determined Contributors (NDCs)

**NDC 2.1.1 (Water)** - Carrying out drinking water projects in Northern and North-central provinces.

**NDC 4.1.2 (Waste)** - Providing solutions to optimize the use of sanitary landfills



### Revenue from Sustainable Products & Services

 Water Projects - **1,526 Mn**

### Alignment with Sustainable Development Goals (SDGs)



#### Target 6.1 & 6.4

As one of a Sri Lanka's leading water solution providers, DIMO has collaborated with NWSDB to provide water to climate affected regions.



#### Target 8.2

Provide technological solutions to boost economic productivity.



#### Target 9.4

Supporting government agencies to make industries sustainable through global best practices.



#### Target 17.16

Partnering with global brands to allow Sri Lankans to have quality solutions.

### Operational Priorities for the Segment

- Pursue aggressive growth in the DIMO foreign operation
- Expansion of the portfolio offered through new, innovative products

### Alignment with Strategic Priorities

- Diversify Business Domains
- Expand Essential Presence
- Embrace Sustainable Practices
- Deepen Key Partnerships



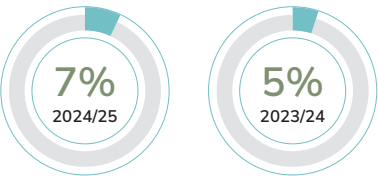
# BUSINESS REPORTS



"Our aspiration is to establish ourselves as a premier manufacturer and the foremost agency for our principals within the field of medicine. We endeavour to spearhead innovation, guaranteeing the provision of high-quality, dependable healthcare products while upholding ethical and sustainable practices. We seek to augment national healthcare and overall wellbeing with integrity and excellence by fostering robust relationships with partners and clients."

**Priyantha Dissanayake**  
Chief Operating Officer – Healthcare

Graph 07: Healthcare segment revenue contribution to the Group



Healthcare Video

<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=18>

## Building a Healthier Nation

DIMO believes a healthier nation will be a happier and more progressive nation, and we have thus risen to the responsibility of making our contribution to building a healthier nation. DIMO has been a well known medical equipment provider for many years in the industry, and we aim to provide state-of the art, best-in-class products and services in this domain, including the supply and installation of medical equipment and servicing and maintenance of the same. In recent years, we have enhanced our scope to include consumables and pharmaceuticals, expanding our commitments to good health by offering our valued customers the best of brands and products in each range. We serve as trusted partners to hospitals, clinics, laboratories, and healthcare systems by supplying and supporting sophisticated medical equipment from world-leading manufacturers. We've developed specialized expertise in healthcare equipment, maintenance and pharmaceuticals. We intend to use this knowledge and experience to contribute to the betterment of healthcare in Sri Lanka.

**Our stakeholders**

Private & government hospitals

Individuals

Channel partners

Ministry of Health

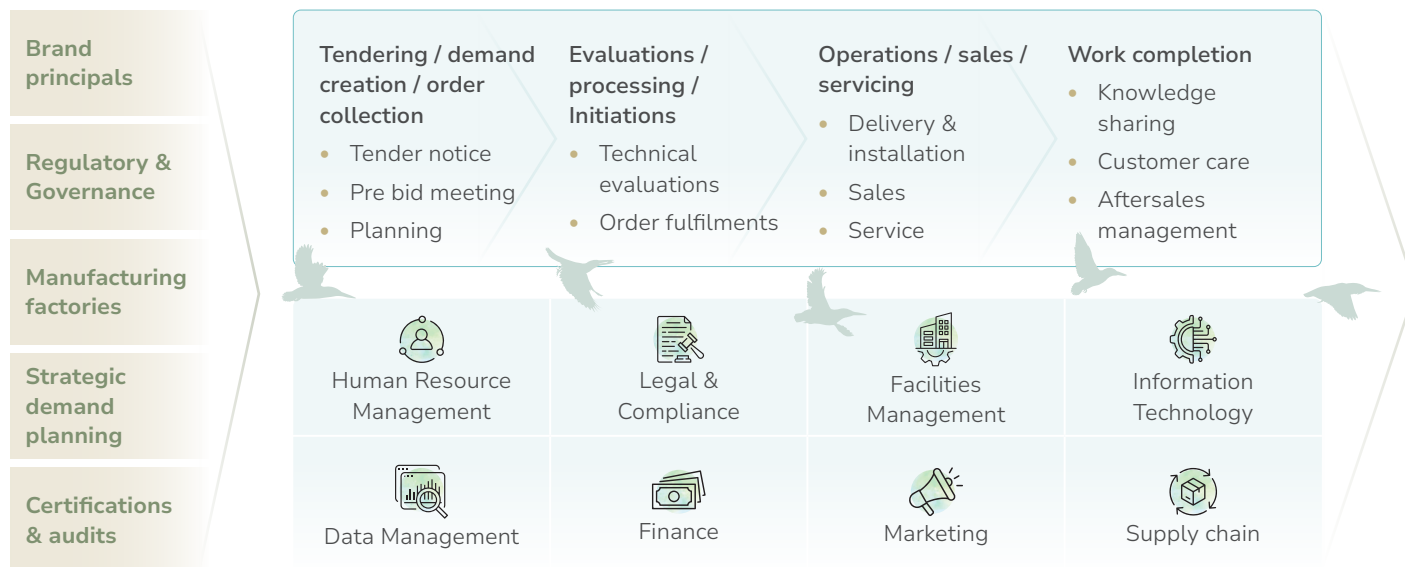
End-users of our products







## The Sector in Brief

Within the year 2024/25, the healthcare sector of Sri Lanka demonstrated notable resilience and progressive improvement. The medical devices segment experienced consistent expansion with the market, estimated to be valued at approximately LKR 85 billion in 2024, anticipated to escalate to LKR 147 billion by the year 2030, thereby indicating a compound annual growth rate (CAGR) of 8.3%. Furthermore, the market for hospital equipment and supplies also witnessed growth, invigorated by investments directed towards healthcare infrastructure and modernization initiatives. The demand for sterilization apparatus, disposable supplies, and diagnostic instruments amplified. In the pharmaceutical domain, the market valuation approximated LKR 625 billion in 2024, accompanied by a modest CAGR of 1.6%. The government's emphasis on localizing pharmaceutical production to satisfy half of the domestic requirement by 2024 significantly contributed to this growth.

## How we Performed

The Capital Equipment sector, bolstered by DIMO's portfolio of diagnostic imaging and surgical as well as critical solutions, maintained substantial revenue flows during the year. In the devices sector, particularly cardiac devices, several uncontrollable challenges at the State Pharmaceutical Corporation (SPC) and the Medical Supplies Division (MSD) adversely impacted volume. The team's prompt response facilitated the attainment of performance objectives. The Pharmaceuticals segment encountered a multifaceted environment characterized by rigorous price regulations, global supply chain disruptions, and a disjointed purchasing process involving prescribers, patients, and chemists. Nonetheless, strategic channel management and portfolio optimization empowered DIMO Pharma to achieve both net profitability and sustained growth momentum.

**Figure 11: The Value Chain - Healthcare**

**Sustainability Agenda 2030**
**Table 18: Healthcare - Value Creation Dashboard**

Capital	KPI's	Measure	2024/25	2023/24
 Financial	Revenue	Rs. Million	3,514	2,245
	Contribution to group revenue	%	7	5
	Segment results	Rs. Million	428	786
	Contribution to group segment results	%	10	12
 Manufactured	Total investment in manufactured capital	Rs. Million	104	24
	Engagement score	Index	4.04	4.16
 Human	Employee benefits	Rs. Million	425	344
	Customer satisfaction index	%	N/A	N/A
 Social & Relationship	Principal brands	No.	28	29
	IT Spending	Rs. Million	6	7
 Intellectual	Accredited management systems	No	5	5
	Water consumption per 1million Rs Turnover	m <sup>3</sup>	0.10	0.08
 Natural	Non-renewable Energy consumption per 1million Rs Turnover	GJ	0.03	0.06

A robust and healthy population is fundamentally indispensable for sustainable economic development. The strategic implementation of advanced healthcare solutions plays a pivotal role in this regard, significantly enhancing capabilities in disease prevention, accurate diagnosis, and effective treatment.

Over the past 15 years, Ceylinco Healthcare has had the privilege of maintaining a strong and enduring partnership with DIMO Healthcare.

During our partnership, all installations done by DIMO Healthcare at our facilities have been accompanied by their comprehensive service and maintenance support. Their technical expertise and attention to detail have ensured that our medical equipment operates at peak performance, enabling us to provide the best possible care for our patients.

Most recently, in 2024, DIMO Healthcare facilitated the installation of the SOMATOM go. SIM Advanced CT Simulator from Siemens Healthineers at the Ceylinco Cancer Centre.

What sets DIMO Healthcare apart is not just their technical competence, but their genuine partnership approach. As we look toward the future, Ceylinco Healthcare is excited to continue this valuable partnership with DIMO Healthcare.

**Prof. Rohan Jayasekara**  
Medical Director  
Ceylinco Healthcare Services Ltd.



# BUSINESS REPORTS

## HEALTHCARE

Table 19: Healthcare - Climate Risk

Climate Related Risks	Risk Category	BAU			Intermediate			Low-Carbon		
		S	M	L	S	M	L	S	M	L
Delivery and installation disruptions of healthcare equipment at hospitals.	Physical - Acute	●	●	●	●	●	●	●	●	●

### Highlights During the Year

A pivotal achievement was the successful installation and commissioning of a cutting-edge CT simulator for cancer treatment at the Ceylinco Cancer Centre, which exemplifies DIMO's dedication to the development of advanced oncology solutions of the country. Furthermore, the organization accomplished a record number of installations of high-end ophthalmology equipment across both public and private healthcare facilities, thereby enhancing diagnostic and surgical capabilities on a national scale.

### Key Risks for the Segment

- Presence of low-cost competition from substitute providers
- Unpredictability of government tendering, policy changes and procurement cycles

### The Future We See

With the rapid global advancement of AI-driven diagnostics, robotic-assisted interventions, and data-integrated platforms, DIMO is well-positioned to be a front-runner in introducing next-generation medical technologies to the Sri Lankan market. The segment plans to expand into emerging therapeutic areas such as precision oncology, regenerative medicine, and digital health monitoring, in alignment with global healthcare trends.



### A Birds' Eye View of the Segment

#### Our competencies

DIMO's acknowledgment as one of the largest and most trustworthy service contractors for the Ministry of Health (MOH)

The company's highly skilled biomedical engineering and aftersales service teams -positioned across key regions - ensure unmatched service uptime and technical reliability.

#### Potential for growth

Embedding AI and remote-monitoring technologies into the offerings and enhancing patient education, in collaboration with medical professionals.

Pioneering total care platforms that combine diagnostics, equipment, and medication solutions under unified service models.

#### Business gaps

Need for faster digital transformation and adaptive marketing in a tech-driven healthcare environment.

#### Challenges to conquer

Price sensitivity in government tenders, frequent policy shifts, and delays in procurement cycles introduce unpredictability, particularly for premium capital equipment.

The emerging presence of low-cost competitors and parallel importers also threatens margins and erodes brand differentiation.

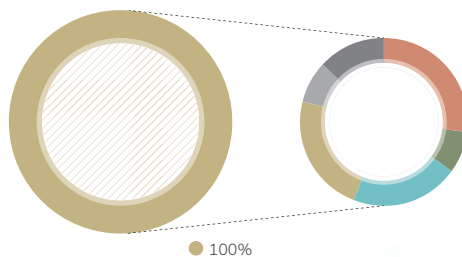
## Sustainability Highlights

### Improving Healthcare Facilities

DIMO is dedicated to fostering a healthier nation by advancing medical services and expanding access to cutting-edge healthcare technologies. This year, DIMO refurbished the 'Wet Lab' at the National Eye Hospital and donated a Carl Zeiss Lumera 300 microscope. The company also provided essential training grounds for medical residents, advancing their skills and enabling them to offer better service to community.

### Impact on Nations Healthcare Systems

A donation of an additional workstation was extended to Jaffna Teaching Hospital with a Siemens Healthineers 3 Tesla MRI Scanner. This makes a significant impact on communities in the Northern Province as this is the only MRI Scanner available in the public healthcare system in the northern region. This workstation accelerates MRI report generation, allowing for faster and more accurate diagnoses that expedites treatment plans.



### Revenue from Sustainable Products & Services

- Medical Engineering **958Mn**
- Consumables & Contrast Media **288Mn**
- Service **736Mn**
- DIMO Lifeline - Interventional Cardiology **807Mn**
- Mansel (Ceylon) (Pvt) Ltd **282Mn**
- Associated Labortaries(Pvt) Ltd **439Mn**

### Alignment with Sustainable Development Goals (SDGs)



#### Target 3.8

Achieve universal health coverage, including access to quality essential health-care services and access to safe, effective, quality and affordable medicines.



#### Target 9.4

Supporting government agencies to make industries sustainable through global best practices.

### Operational Priorities for the Segment

- Re-establishing profitability in the capital equipment sales sector
- Establishing the over-the-counter pharmaceutical business

### Alignment with Strategic Priorities

- i Diversify Business Domains
- ii Expand Essential Presence









# CAPITAL REPORTS



Capital Reports Section

<https://www.dimolanka.com/2024-2025-dimo-annual-report/url.php?id=19>

Table 20: Capital Deployment

Capitals	Unit	2024/25	2023/24	2022/23	2021/22	2020/21
 <b>Financial Capital</b>						
Equity	Rs. Millions	15,438	16,849	15,354	15,466	14,961
Borrowings	Rs. Millions	27,923	22,395	13,730	8,951	4,551
Earnings per share	Rs.	(137)	4.65	62.73	76.06	52.72
Gross Margin	%	22.71	27.16	36.1	26.3	24.23
Gearing Ratio	%	64.40	57.07	47.21	36.66	23.33
 <b>Manufactured Capital</b>						
Freehold building Sq. feet	Sq. Ft.	874,574	857,163	823,359	823,359	823,359
 <b>Human Capital</b>						
Total employees	Number	1994	1,933	1,868	1,875	1,804
Turnover per employee	Rs. Millions	25.16	22.58	18.90	20.00	17.08
Employee engagement score	Index	4.3	4.2	4.2	4.2	4.06
female employees in decision making roles	Number	64	59	54	50	43
 <b>Social &amp; Relationship Capital</b>						
Customer satisfaction index	%	91.2	91	89	90	89
Number of strategic relationships with foreign principals	Number	116	118	116	94	86
Investment in social progress	Rs. million	62	31	17	24	22
 <b>Intellectual Capital</b>						
Being recognised as a Great Place to Work	Status	Yes	Yes	Yes	Yes	Yes
Recognition for corporate reporting by external bodies	Status	Yes	Yes	Yes	Yes	Yes
Obtaining ISO accreditation for QMS and EMS	Status	Yes	Yes	Yes	Yes	Yes
 <b>Natural Capital</b>						
Total water consumption to generate Rs. 1 million revenue	m3	1.49	1.6	1.44	2.62	3.13
Total energy consumption to generate Rs. 1 million revenue	GJ	0.36	1.18	1.21	1.52	1.47
Renewable energy generation	GJ	17,431	11,605	11,415	11,739	10,734

**Table 21: Management Approach Alignment to Strategy**

Capital	Diversification	Differentiation	Collaboration
 <b>Financial</b>	<p>Financial capital is allocated strategically, on diversification initiatives, securing future revenue streams against potential risks and unlocking future growth opportunities.</p>	<p>Financial Capital is allocated on differentiation strategy driven by marketing efforts to enhance and enrich customer experience and Brand equity, securing competitive advantage for gains in terms of enhancing financial and other Capitals.</p>	<p>Collaboration strategy is built on relationship and intellectual capital. Financial capital allocation depends on the nature of collaboration with value creation expected in the short, medium, and long term. Whilst Financial Capital can enhance collaboration, it is not the key requirement for the pillar.</p>
 <b>Manufactured</b>	<p>Manufactured capital is key to diversification, supported by financial capital to enhance infrastructure through investments and acquisitions.</p>	<p>Manufactured Capital helps in differentiation in terms of efficiencies, reach and customer experience created using infrastructure and technology.</p>	<p>Manufactured capital promotes collaboration in terms of Compliance to safety and quality standards by Principals and in terms of comfort and reach made available to customers and employees.</p>
 <b>Human</b>	<p>Human Capital enables successful diversification through specialized talent, occasionally necessitating trade-offs with financial capital.</p>	<p>The differentiation strategy requires a mix of new and experienced human capital to create innovative marketing strategies, processes, and procedures.</p>	<p>The collaboration strategy depends on human capital, with its success largely driven by the individuals involved, impacted by the skills, knowledge and traits.</p>
 <b>Social &amp; Relationship</b>	<p>Success of Diversification is impacted by relationship capital to establish and maintain partnerships for new ventures through strong connections.</p>	<p>Social and relationship capital, if effectively nurtured and utilised, can create a long-term impact on differentiation strategy.</p>	<p>Enhanced social and relationship capital is critical to the success of collaboration, serving as its foundational element.</p>
 <b>Intellectual</b>	<p>Enhanced intellectual capital serves as a strength in diversification strategy and is essential for maximizing synergies through diversification.</p>	<p>In differentiation, the expertise and knowledge of employees translate strategic goals into action, generating value and strengthening both human and financial capital in the short to medium term.</p>	<p>In collaboration, intellectual capital is a core value driver, with financial, social &amp; relationship, and human capital acting as key enablers of value creation across all time horizons.</p>
 <b>Natural</b>	<p>While natural capital might not be the primary driver for initiating diversification The importance of Natural Capital in diversification depends largely on the type of venture. However, the need for preserving natural capital encourages diversification, when focussed on sustainability.</p>	<p>Natural capital, including land and water, is primarily required in agriculture, whereas vehicle aftersales operations demand only moderate levels. Although essential for functionality, these resources generally do not serve as key differentiators within these sectors.</p>	<p>DIMO may occasionally utilise natural capital, such as land, to support new partnerships under its collaboration strategy. However, there are no current plans to pursue this approach.</p>