




Business Reports

DIMO Annual Report 2025/2026



BUSINESS REPORTS

MOBILITY



Revenue Rs. 41.1 Bn (2024/25: Rs. 3.5 Bn)	Carbon Footprint Intensity 264,926 tCO₂e (2024/25: 15,449 tCO ₂ e)
Contribution to the Group 40% (2024/25: 7%)	CSI 92% (2024/25: 92%)
Employees 147 (2024/25: 65)	

At the heart of our Mobility business is a clear commitment: to deliver mobility solutions that enable progress with confidence, reliability and purpose.

We understand that mobility extends beyond transportation; it supports aspiration, creates opportunity and drives economic activity. This perspective shapes how we engage bringing customers closer to world-class technology, while setting benchmarks for quality and experience.

Accordingly, we work closely with our Principal brands and leverage deep product expertise to deliver a seamless, relationship-led ownership experience that extends across the full lifecycle.

By standing alongside our customers throughout their journey, we enable them to move forward with confidence, creating meaningful value through every mile travelled.

In the evolving automotive landscape of Sri Lanka, our strategic focus remains on further strengthening DIMO's market position by expanding into selected segments where we do not currently have a presence. At the same time, we remain committed to broadening our international footprint through distributorships in selected overseas markets, while deepening relationships with our existing principals. This strategic direction will enable us to drive growth beyond domestic boundaries, diversify our market presence, and enhance business resilience by mitigating the risks inherent in an import-driven operating model.

Rajeev Pandithage
Director

PERFECT PARTNER FOR MOBILITY

As a pioneer in Sri Lanka's automotive industry, DIMO continues to enable mobility solutions with a strong focus on innovation and customer centricity. With over 85 years of trusted partnerships, DIMO has consistently strived to offer a range of world class products to it's customers as well as evolved its portfolio to align with future mobility trends, including electric mobility and digitally advanced solutions. Architected for longevity, DIMO remains committed to delivering sustainable, forward looking mobility while strengthening its position as a Perfect Partner to its customers.

Our stakeholders

 Individual customers	 Financial regulatory bodies
 Fleet owners	 Community
 Institutional customers	 Employees
 Principals	 Foreign missions
 Government	

Video 

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=28>



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MOBILITY

Table 22: Stakeholder Interactions and Engagement- Mobility

Stakeholder Group	Interactions and engagement during 2025/26
Customers	<p>Participated in multiple industry exhibitions, campaigns and product launches engaging with a wide range of customers including;</p> <p>Passenger Vehicles</p> <ul style="list-style-type: none"> Mercedes-Benz Pageant 2025 and Mercedes-Benz Fashion Week Sri Lanka 2025 Mercedes Trophy National Final Sri Lanka 2026 The All-New Mercedes-Benz 2025 Range Showcasing at Symphony of Stars Mercedes Trophy 2026 Awards Night & Gala Dinner StarPrive Mercedes-Maybach Private Viewing Legends Unleashed - The official Jeep Wrangler & Gladiator Launch Expedition One Island, One Jeep - Jeep Club Expedition 2025 Team Jeep as "Anuradhapura Gladiators" at Ceylon Golf League - 1st ever franchise Golf Tournament in the Country TATA Passenger Vehicle Launch at ITC Colombo TATA Passenger Vehicle Flagship Showroom at Altair, Colombo and regional showroom openings in Kurunegala, Galle, Kandy and Batticaloa <p>Commercial Vehicles</p> <ul style="list-style-type: none"> Launch of new TATA ULTRA range and Prime Movers, Mercedes-Benz bus range and new Zhongtong bus models
Business and Channel Partners	Signed Memorandums of Understanding (MOUs) with leading leasing companies and financial institutions for financing solutions.
Community	Jeep Relief Program - Jeep Club along with DIMO visited the affected areas (Ditwah-floods) to deliver essential items in Thambuththegama

DIMO's portfolio of Mobility



Passenger Cars



Commercial Vehicles

INDUSTRY OVERVIEW

The Sri Lankan automotive industry recorded a strong rebound during the year under review, following the reopening of the market after a five year period of import restrictions. This release of pent-up demand drove a surge in vehicle imports and registrations across both passenger and commercial segments, although operational bottlenecks were observed in registration processes due to the unexpected volume.

Regulatory changes significantly influenced market dynamics in the industry following the reopening. The revision of duty structures, including higher excise duties and the introduction of engine capacity and kilowatt based taxation, reshaped the competitive landscape and supported the entry of new players, particularly in the electric and compact vehicle categories in the market. In parallel, the reopening of vehicle imports contributed to improved market activity and increased vehicle availability, while tighter Loan-to-Value (LTV) ratios ensured a measured expansion of credit in line with broader macroeconomic objectives.

Electric mobility gained further momentum during the year, driven by rising consumer interest, improving vehicle availability, and the continued development of charging infrastructure. This shift underscores the growing adoption of sustainable transportation solutions and positions the industry for long-term growth in line with global mobility trends.

The industry also witnessed a transition in its competitive structure, with traditional players giving way to new entrants offering modern, technologically advanced models at competitive price points. This evolution, coupled with ongoing digital advancement across sales and service channels, is reshaping market landscape, customer engagement and industry standards.

HOW WE PERFORMED

The last financial year marked a significant turnaround from the previous year, with the Mobility cluster recording a YOY revenue growth of 1,081% compared to FY 2024/25.

Passenger Cars

The Mercedes-Benz Passenger Vehicles segment delivered a strong performance during the year, driven by sustained demand across the luxury vehicle market. The segment's success was supported by sales of exclusive models, including the Mercedes-Maybach S-Class, Mercedes-Maybach GLS, and the iconic G-Class, reinforcing the enduring appeal of the Mercedes-Benz brand among discerning customers.

The newly introduced E-Class stood out as the hero model of the year. Known for its strong value retention and customer appeal in Sri Lanka, it outperformed others in its segment and remained a preferred choice among customers.

The TATA Passenger Vehicle segment showed steady growth, following the launch of the new ICE (Internal Combustion Engine) and EV (Electric Vehicle) range in March. During the year, seven new TATA branches were opened, expanding the network and improving customer reach.

During the year, the Wrangler and Gladiator models were launched in October, strengthening the Jeep portfolio. The Jeep Gladiator emerged as the best-performing model within the range.

The Jeep brand continued to cater to a niche customer segment, with purchasing decisions largely influenced by a strong and distinct Jeep community. This reflects the unique preferences and lifestyle-driven appeal associated with the brand.

Commercial Vehicles

TATA Commercial Vehicles emerged as the standout performer within the Mobility segment during the year under review. DIMO strengthened its portfolio with the launch of the new TATA CV range, offering advanced features and enhanced competitiveness.

The segment recorded strong performance across both chassis and prime mover categories, enabling DIMO to maintain its market leadership position.

DIMO PREMIER

The DIMO Premier - the pre-owned business continues to play a supporting role in driving new vehicle sales, acting as a key catalyst for customer conversions. The business accepts a wide range of vehicle models and brands, providing flexibility and convenience to customers.

During the COVID-19 period, when the vehicle market slowed significantly, the pre-owned segment operated as a standalone revenue driver and contributed meaningfully to sustaining operations. With market recovery, the business has returned to its traditional role of supporting and complementing new vehicle sales.

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MOBILITY

Developments and Highlights

- Achieved a strong YOY revenue growth of 1,081%
- Expanded portfolio with entry into the Chinese vehicle segment through Moveflex, securing distributorships for Zhongtong electric buses
- Celebrated 60 years of partnership with TATA Motors, reinforcing long-standing collaboration with global principals
- Set a global milestone with the Mercedes-Benz Pageant, bringing together 635 vehicles, the largest gathering of Mercedes-Benz vehicles worldwide
- The Prime Mover category recorded its highest-ever volumes to date, enabling DIMO to maintain its market leadership
- Successfully launched the new Mercedes-Benz model range, including the E-Class, GLE, GLS, S-Class, GLC, and G-Class
- Introduced TATA's latest passenger vehicle range, covering both ICE and electric vehicle offerings.

STRATEGIC REVIEW

Our Strengths

Our strong partnerships with globally renowned principals, unparalleled After sales commitment and capabilities together with our established reputation within the Sri Lankan motor vehicle industry and long-standing customer relationships, continue to serve as a key foundation of our business strength.

Areas for Development

Strengthening agility and responsiveness to market conditions in order to effectively combat new market entry strategies and increasing competition within the sector



The Road Ahead

Exploring new opportunities within the mobility sector by expanding the product portfolio to cater to emerging customer segments following the easing of vehicle imports, while strengthening market presence and enhancing accessibility across a wider customer base.

Potential Business Impacts

Increasing competition from new market entrants, changes in taxation structures, rising fuel and operating costs, supply chain disruptions, and evolving customer expectations could continue to impact market dynamics and overall business performance within the mobility sector.

FUTURE OUTLOOK

DIMO will continue to strengthen its product portfolio with the introduction of several new models across both EV and ICE segments, including the TATA Sierra, Harrier, and Safari. The TATA Safari is expected to stand out as the only seven-seater in its segment, enhancing its market appeal. Following the introduction of new models last year, the Company expects to scale up volumes during the coming year while also expanding its vehicle range across segments to cater to evolving customer needs.

In the commercial vehicle space, the introduction of the new Ultra range is expected to be a key growth driver. Positioned as a strong alternative to the Japanese reconditioned market, the range offers comparable comfort and features, while maintaining TATA's core advantage of low operating costs.

The business anticipates a gradual shift towards electric mobility, supported by improving vehicle range and technology. DIMO is well-positioned to cater to this transition, supported by a growing EV

portfolio and the planned expansion of fast-charging infrastructure across key locations. New Mercedes-Benz electric models are also expected to further strengthen the offering.

In line with enhancing customer experience, DIMO is expanding its service and sales network to provide greater accessibility and a seamless, hassle-free experience to customers. The Company also will introduce introduce a Mercedes-Benz café concept in Colombo, creating a unique brand engagement platform.

FIGURE 31: VALUE CHAIN



FIGURE 32: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 16	2025/26 26	2025/26 41	2025/26 3,817
	2024/25 2	2024/25 4	2024/25 3	2024/25 181
Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Customer Touch Points	
	2025/26 230	2025/26 6	2025/26 26	
	2024/25 9	2024/25 1	2024/25 21	
Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 2	2025/26 147	2025/26 661	2025/26 280
	2024/25 1	2024/25 65	2024/25 183	2024/25 54
Social & Relationships	Value Driving Brands (No.)		Customer Satisfaction Index (%)	
	2025/26 7		2025/26 92	
	2024/25 5		2024/25 92	
Intellectual	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 5		2025/26 7	
	2024/25 4		2024/25 9	
Natural	Water Intensity (m ³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 32,166	2025/26 7,401	2025/26 264,926	
	2024/25 5,181	2024/25 1,266	2024/25 15,449	

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MOBILITY

TABLE 23: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
<p>Volatile local & global economic circumstances compounded by rapid pace of change of government regulations</p>	<ul style="list-style-type: none"> • Possibility of Vehicle import restrictions- full or partial • Impact on price to customers • Impact on Forex rates impacting cost • Increase in input and supplychain cost • Impact on Market demand • Impact on working capital • Impact on profitability 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> • Scaling the operation in line with market demand (showrooms Team re-structure) • Foreign-exchange exposure management through appropriate hedging instruments. <p>Long-term</p> <ul style="list-style-type: none"> • Diversify and rationalise product portfolio within mobility solutions
<p>Aggressive lower cost offerings from peers in vehicle distribution and grey-import channel traders.</p>	<ul style="list-style-type: none"> • Impact on Sales volumes and sales conversion cycle • Impact on margins • Impact on Market share 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> • Establish distinctive value proposition to our specific Target market • Re-emphasise on Brand equity and customer experience <p>Long Term</p> <ul style="list-style-type: none"> • Strengthen the portfolio with price applicability to different market strata

We have been Mercedes-Benz customers for a considerable period now. What makes us come to DIMO all the time is their authenticity and overall customer experience. They are the only authorized distributor for Mercedes-Benz in Sri Lanka, and they are honest and ethical in how they sell the Mercedes-Benz cars.

The customer experience that we get along with the trust and dependability, when we buy from DIMO is unparalleled. Their staff, their modern showrooms and aftersales premises, their attention to detail and how they always strive to go the extra mile for customer satisfaction - is the genuine safety feeling that we need, when we are making an investment in a Mercedes.

Roshan Silva
 Managing Director
 CL Synergy Holdings

 **SUSTAINABILITY HIGHLIGHTS**

Supporting During Ditwah: Jeep Club

The Jeep Club of Sri Lanka (JCSL) in response to the devastating impact of Cyclone Ditwah, members of Jeep Club generously contributed towards raising essentials and donations.

The dedicated crew travelled to severely affected remote village in Vilachchiya, Nochchigama. The crew personally delivered essential supplies to over 200 families.



Mobility Sustainability
<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=29>

Mobile Libraries Under Clean Sri Lanka

10 TATA Ace vehicles for the 'Arunu Dora Mobile Library Project', coordinated under the Clean Sri Lanka National Project took place on 7th February 2026 at the Presidential Secretariat, where the vehicles were presented to the Western Province Council.

Each vehicle was modified as a mobile library, featuring customized book racks and a dedicated counter for issuing and selling books. These libraries will serve schools and communities across urban, sub-urban and rural areas, enhancing access to reading.

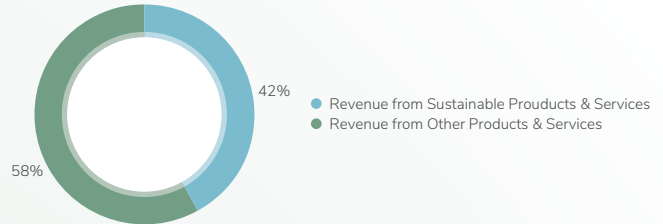


Uplifting Young Lives Together


Due to adverse children affected by Ditwah, DIMO LOVOL Harvesters Team successfully implemented a program under the theme 'Heta Dina Dathata – LOVOL Thulin Athwelak', distributing essential school supply kits, school bags and shoes.


Impact
18


Figure 33:




Alignment with Sustainable Development Goals (SDGs)

- 
Target 1.5
 Through Jeep Club, we were able to reduce exposure and vulnerability to climate-related extreme disasters.

- 
Target 4.a
 Building and partnering to upgrade education facilities that are child, inclusive and effective learning environments for all.

- 
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 17.16
 Partnering up with global brands to allow Sri Lankans to have quality solutions.

Figure 34: Alignment with Nationally Determined Contributions (NDC 3.0)

- NDC (Transport) 2**

With partnerships with globally renowned commercial vehicle brands, DIMO has been able to provide world-class luxury mobility solutions to enhance the country's public transportation.

- NDC (Transport) 4**


DIMO is in the competitive EV market with renowned brands supporting the EV transition.

- NDC (Transport) 6**

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

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AUTOMOTIVE ENGINEERING SOLUTIONS



Revenue Rs. 8.1 Bn (2024/25: Rs. 7.2 Bn)	Carbon Footprint Intensity 51,566 tCO₂e (2024/25: 31,961 tCO ₂ e)
Contribution to the Group 8% (2024/25: 14%)	CSI 88% (2024/25: 88%)
Employees 638 (2024/25: 562)	

At the heart of our Automotive Engineering Solutions business is a clear commitment: to keep every product we represent performing reliably and purposefully throughout its lifecycle.

We understand that our customers rely on these solutions not only as assets, but as enablers of mobility, productivity, livelihoods and business continuity. This perspective shapes how we engage with consistency, care and a strong sense of responsibility, building confidence at every stage of the journey.

Accordingly, we invest our capital, expertise, time and dedication in delivering an aftercare customer experience that extends well beyond the point of sale. Through close collaboration with our Principals, we strengthen capabilities and continuously elevate the quality of support we provide.

Our focus remains on building a future-ready automotive engineering solutions business driven by advanced technology, superior aftersales capabilities, and an unmatched customer experience across the island. Through continuous investments in innovation, digitalization, and service excellence, we are committed to delivering reliable and seamless mobility solutions that meet the evolving expectations of our customers while strengthening our position as a trusted partner in the industry.

Mahesh Karunaratne
Chief Operating Officer

PERFECT PARTNER FOR AUTOMOTIVE ENGINEERING SOLUTIONS

We are committed to delivering reliable and high-quality aftersales solutions through advanced facilities, specialised engineering expertise, and customer focused service. By consistently upholding the standards of the world-renowned brands we represent and building long-standing customer trust, we have strengthened our presence across wider automotive engineering solutions, further supporting the country's evolving mobility sector. Supported by skilled teams, islandwide accessibility, and 24-hour roadside assistance, we continue to enhance vehicle performance, safety, convenience, and the overall customer experience, positioning us as the perfect partner for automotive engineering solutions in Sri Lanka.

Our Stakeholders

- | | |
|---|---|
|  Individual customers |  Government |
|  Fleet owners |  Insurance companies |
|  Institutional customers |  Community |
|  Principals |  Employees |

Video 

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=30>



Table 24: Stakeholder Interactions and Engagement- Automotive Engineering Solutions

Stakeholder Group	Interactions and engagement during 2025/26
Customers	<p>Conducted and participated in multiple service campaigns, fleet maintenance programs, customer meets etc. engaging with a wide range of customers.</p> <p>Conducted a comprehensive After-sales campaign for TATA commercial vehicles at the DIMO Jaffna branch</p> <p>Conducted and participated in multiple events to engage with Marine and General Engineering customers, including;</p> <p>DIMO-MTU Technical Forum 2026</p> <p>Maldives Marine Expo 2026</p> <p>Boat and Marine Expo 2026 at Port City Colombo</p> <p>Expanded emergency roadside assistance service during disruptions</p>
Business and Channel Partners	<p>Strengthened strategic partnerships with business and channel partners through technical training sessions, partner audits, joint marketing campaigns etc.</p> <p>Successfully conducted Mercedes-Benz flying doctor service clinic</p> <p>Maintained regular coordination with Principals to ensure parts availability during adverse market conditions</p>
Community	<p>Deployed vehicles and technical teams to support relief logistics, conducted free vehicle inspection camps for communities affected by cyclone Ditwah, and participated in various social sustainability initiatives.</p>

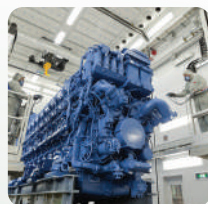
DIMO's portfolio of Automotive Engineering Solutions



Premium vehicle aftersales



Mainstream vehicle aftersales



General Engineering



Marine Operations



Education in Engineering



3PL Logistics and Supply Chain Management

INDUSTRY OVERVIEW

Following several years of restricted vehicle imports, the market witnessed the reopening of new vehicle importation during the year under review. Industry trends indicated a notable shift towards vehicle brands from China, driven by competitive pricing, evolving product quality, and the introduction of technologically advanced models, reflecting broader global market trends.

Rising fuel prices continued to influence consumer preferences, accelerating the transition towards electric mobility solutions and increasing demand for more energy efficient transportation options.

These emerging trends have impacted the technology, expertise, facilities and processes in demand in the Automotive Engineering Solutions sphere.

HOW WE PERFORMED

During the year under review, the segment recorded a strong recovery in performance, supported by the gradual revival of the automotive industry and the easing of vehicle import restrictions. The Automotive Engineering Cluster continued to maintain its market leadership position, particularly in the Mercedes-Benz and commercial vehicle aftersales segments. With the recommencement of vehicle imports and

the arrival of new vehicle consignments, customer traffic and workshop throughput increased significantly, as customers continued to rely on authorised agents for quality service and genuine spare parts.

In line with the growth in automotive sales and the Company's commitment to enhancing customer experience, several investments were carried out during the year. These included the expansion of the aftersales branch network, improvements to the Engine Care facility, and further investments in Zhongtong service operations, strengthening service capabilities and improving customer accessibility across the network.

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AUTOMOTIVE ENGINEERING SOLUTIONS

The segment also continued to diversify its operations by expanding into marine repairs and maintenance projects in both Sri Lanka and the Maldives, creating additional business opportunities while leveraging the Company's engineering expertise.

Additionally, DIMO invested in a new cold room facility in Peliyagoda to strengthen its cold chain capabilities and improve operational efficiency in supporting temperature-controlled solutions.

Following the reopening of the vehicle import market, the Company also streamlined certain operations, including rationalising and strategically scaling down the assembly and water pump businesses, in line with changing market conditions and business priorities.

Developments and Highlights - Education in Engineering

- Relocated the DIMO Academy to a new facility on the outskirts of Colombo, enhancing training standards and increasing student capacity.
- Strengthened international partnerships with organizations in Germany, Austria, and India to create overseas employment opportunities, trainee exchange programmes, and skilled technician placements.
- Introduced new programmes, including guaranteed employment pathway courses for Germany and mechatronics for refrigeration.
- Launched a customised Learning Management System (LMS) to enhance vocational training delivery and student learning experience.
- Partnered with Commercial Bank of Ceylon to provide student loan facilities, improving accessibility to vocational education.
- Conducted technical upskilling programmes for DATS students and government vocational training institutions in collaboration with international partners and development agencies.

Developments and Highlights

- Redesigned and expanded the Engine Care facility into a modern, customer-centric complex, enhancing both technical capabilities and service convenience.
- Strengthened Zhongtong service centre operations, further enhancing aftersales support capabilities.
- Expanded the Matara branch to strengthen support for TATA commercial vehicle operations and improve regional customer accessibility.
- Enhanced passenger vehicle service facilities, including the introduction of capabilities for electric vehicle (EV) repair and maintenance, in line with the growing shift towards electric mobility.
- Introduced additional work bays and specialised infrastructure investments for Mercedes-Benz operations to support EV repair and maintenance requirements while improving workshop capacity.
- Secured an opportunity under an Asian Development Bank funded railway improvement project for the supply of spare parts to support railway operations.

STRATEGIC REVIEW

Our Strengths

State of the art technology, facilities and trained, upskilled talent pool inline with emerging technologies backed by our Principals who are world renowned industry global giants.

Island-wide presence supported by 24/7 Roadside Assistance (RSA) services, enabling the business to effectively serve customers across a wide geographical network.

The Road Ahead

Strengthening the pipeline of skilled and technically trained talent through the DIMO Academy, while expanding service operations to support a wider range of Automobile and engineering brands and customer requirements.

Areas for Development

Continuously enhancing the overall customer experience while identifying further improved efficient, sustainable and cost-effective solutions to deliver greater value to customers, improving front-end and customer focused digital capabilities.

Potential Business Impacts

Rising operational costs, supply chain disruptions, attraction in low cost options in challenging times, and evolving customer expectations could impact the efficiency and performance of operations.

FUTURE OUTLOOK

As the mobility landscape continues to evolve from ICE (Internal Combustion Engine) to EV (Electrical Vehicle) technologies, the business aims to further strengthen its future-ready service capabilities to support the growing demand for electric mobility solutions. As part of this transition, plans are underway to establish a battery disposal and recycling facility to support environmentally responsible practices and contribute towards sustainable waste management initiatives.

In addition, the business is strategically expanding its service operations and fleet maintenance capabilities within the government sector, further strengthening its presence and enhancing long term growth opportunities in the mobility and automotive engineering space.

FIGURE 35: VALUE CHAIN



FIGURE 36: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
 Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 4	2025/26 7	2025/26 8	2025/26 1,747
	2024/25 3	2024/25 10	2024/25 7	2024/25 1,590
 Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Customer Touch Points	
	2025/26 542	2025/26 14	2025/26 22	2025/26 22
	2024/25 247	2024/25 17	2024/25 22	2024/25 22
 Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 3	2025/26 638	2025/26 1,543	2025/26 13
	2024/25 2	2024/25 562	2024/25 773	2024/25 13
 Social & Relationships	Value Driving Brands (No.)		Customer Satisfaction Index (%)	
	2025/26 6		2025/26 88	
	2024/25 6		2024/25 88	

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AUTOMOTIVE ENGINEERING SOLUTIONS



Capital	Capital allocation		Value drivers
 Intellectual	Accredited Certifications		IT Spending (Rs. Mn)
	2025/26 5		2025/26 56
	2024/25 4		2024/25 43
 Natural	Water Intensity (m ³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)
	2025/26 6,261	2025/26 1,441	2025/26 51,566
	2024/25 10,719	2024/25 2,619	2024/25 31,961

TABLE 25: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
Attrition of experienced technical and engineering talent	<ul style="list-style-type: none"> Loss of tacit knowledge Loss of customer relationships affiliated with the staff Cost of replacement matching skill levels Impact on learning curve 		<ul style="list-style-type: none"> Mitigation Adaptation 	<p>Short Term</p> <ul style="list-style-type: none"> Align compensation, rewards and recognition with market demand <p>Long-term</p> <ul style="list-style-type: none"> Strengthen talent pipeline through DIMO Academy Progressively align work arrangements in line with market trends
Volatile local & global economic circumstances compounded by extreme weather phenomena, epidemics and geo-political escalations disrupting supply chain for parts.	<ul style="list-style-type: none"> Impact on maintenance decision deferment Impact on service level standards in Maintenance solution timing Impact on throughput and revenue Impact on working capital Impact on profitability 		<ul style="list-style-type: none"> Mitigation 	<p>Short Term</p> <ul style="list-style-type: none"> Alternative customer solutions for supply chain strains Alternative Supplychain arrangements with the strength of relationships Demand Planning to build Climate and geo-political impact in Planning process <p>Long Term</p> <ul style="list-style-type: none"> Alternative Sourcing arrangements for contingencies

"We are Sri Lanka's oldest authority managing law and order, and to deliver this to nation - our fleet relies heavily on TATA vehicles. For over six decades, spanning pre-war times to the present day, DIMO has been our leading transportation solutions partner.

Managing a nationwide fleet requires ultimate dependability, and DIMO consistently delivers through its extensive service facilities and 24-hour roadside assistance.

Their round-the-clock commitment ensures our vehicles remain operational and secure. DIMO's exceptional after-sales support provides the trust and reliability the Sri Lanka Police need to serve the nation effectively today and tomorrow."

DIG Manjula Senarath,
Sri Lanka Police

 **SUSTAINABILITY HIGHLIGHTS**

Empowering Future Technicians Through Practical Learning

DIMO's After-Sales team actively shares technical expertise, especially through the Mercedes-Benz Workshop, where university and vocational students gain valuable practical exposure each year.

Impact
408

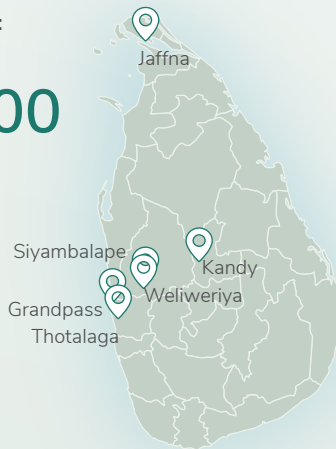
'DIMO Lassana Hetak' Annual Book Donation Campaign

DIMO Lassana Hetak annual book donation campaign completed educational packs across our main after sale branches.

The project aims to distribute school bags and stationery focusing mainly our after-sale workshops to continue and support the children around DIMO vicinity for education.

Figure 37:

Impact
1,200

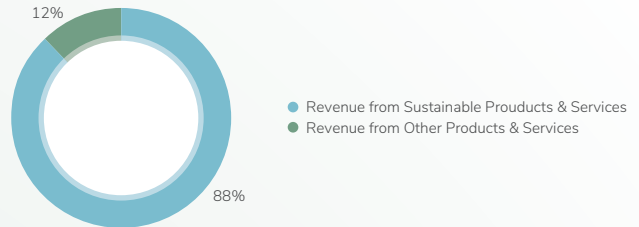


DIMO Care Hub & 'Manudam Mehewaraka Seva Sathkaraya'


During Ditwah Cyclone, DIMO Care Hub and DIMO Agribusiness opened for the public to bring their vehicles and tractors that were affected for service. This was an initiative and action taken immediately and given entirely free.




Figure 38:



Alignment with Sustainable Development Goals (SDGs)

- 
Target 4.3 & 4.4
 Empower students with hands-on skills, boosting female participation.

- 
Target 11.5
 Substantially decrease the direct economic losses relative to global gross domestic product caused by disasters in vulnerable situations through our DIMO Care Hub.


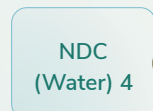
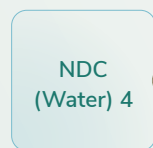
- 
Target 17.16
 Partnering for education and with global brands to allow Sri Lankans to have quality solutions.

Figure 39: Alignment with Nationally Determined Contributions (NDC 3.0)

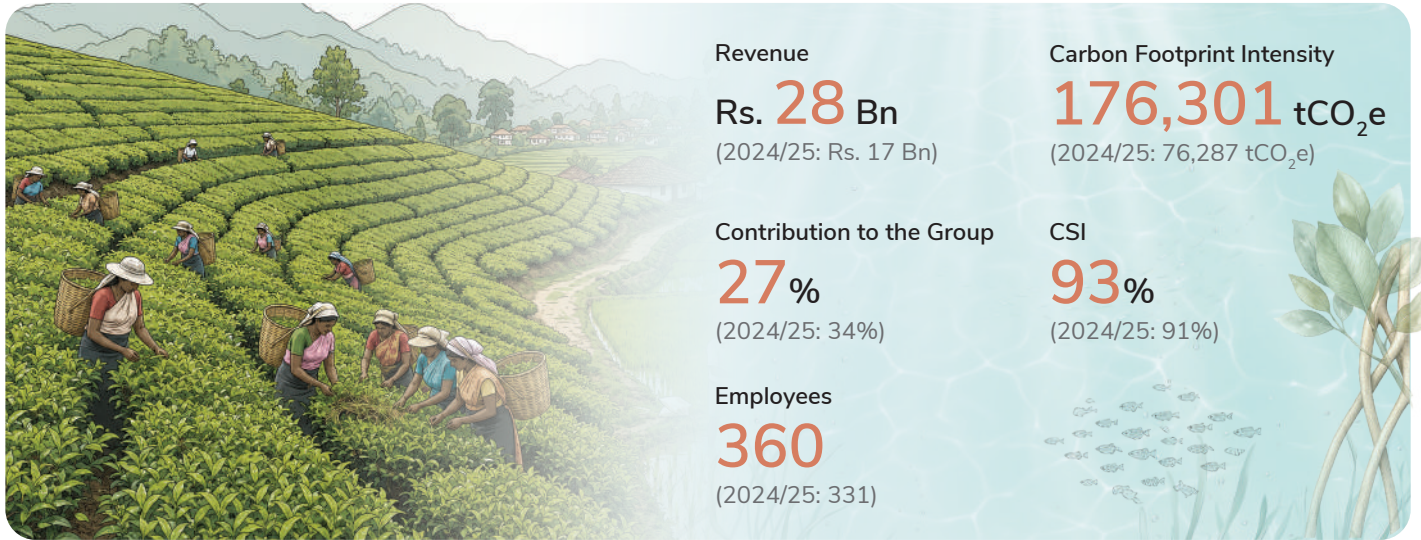
- 
 DIMO has been able to harvest 447.5 m³ of rainwater, which was integrated into vehicle servicing purposes.

- 
 DIMO actively participates and promotes water conservation with 2,674 m³ of treated wastewater reused for vehicle undercarriage washing.



BUSINESS REPORTS

AGRICULTURE



At the heart of our Agriculture business is a clear commitment: to strengthen agricultural productivity and resilience through progressive, future-ready solutions.

We understand that agriculture lies at the core of livelihoods, food security and national progress. This perspective shapes how we engage supporting farming communities with care, responsibility and a long-term vision for growth.

Accordingly, we bring together trusted technology, reliable inputs and strong partnerships to modernise agriculture and enhance its value across the ecosystem.

By enabling farmers and agribusinesses to grow with confidence and dignity, we contribute to a more sustainable, productive and prosperous agricultural sector.

Our aspiration is to strengthen national agriculture for this generation and the next by becoming a fully integrated agriculture solutions partner in Sri Lanka.

We aim to support farmers, consumers, corporates and communities through sustainable agriculture inputs, mechanisation, irrigation, digital technologies, value-added food products and market-oriented agri solutions. Through innovation, partnerships and responsible business practices, DIMO Agribusinesses will continue to contribute towards productivity improvement, food security, farmer empowerment and sustainable growth in Sri Lanka's agriculture sector.

Priyanga Dematawa
Chief Operating Officer

PERFECT PARTNER FOR AGRICULTURE

By combining advanced Agri machinery, agricultural inputs, micro-irrigation solutions, and technology-driven innovations, DIMO Agribusinesses continues to support the modernisation and transformation of agriculture in Sri Lanka. Through continuous research, innovation, and sustainable farming solutions, the business enhances productivity, improves farmer profitability, and supports efficient resource utilisation across the agricultural value chain, strengthening its position as the perfect partner in the future of agriculture.

Our Stakeholders



Video

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=31>



Table 26: Stakeholder Interactions and Engagement- Agriculture

Stakeholder Group	Interactions and engagement during 2025/26
Customers	<p>Conducted multiple sessions and campaigns to engage with customers including;</p> <ul style="list-style-type: none"> • Farmer training sessions and field demonstrations on fertilizer application, fertigation, and efficient irrigation practices. • Activities at the Dambulla Agri Experience Center • DIMO Care Camp Mega service Campaign for all tractor brands • MAHENDRA Pocket service campaigns, "SWARAJ Parapura" door to door service campaign and LOVOL Pre Service Campaign. • DIMO's 1st ever Corporate Service Campaign, covering corporate and government institutions across the island that have purchased DIMO Agri Machinery. <p>Ensured the continuous availability of essential agricultural inputs while maintaining regular communication with customers during adverse weather conditions.</p>
Business and Channel Partners	<p>Maintained ongoing strategic engagement with international principals and suppliers (partner meetings, technical consultations, conferences etc.)</p> <p>Successfully conducted the "DIMO Agri Machinery Prestige Awards 2025" for the second consecutive year, recognizing and rewarding dealers across multiple performance categories.</p> <p>Signed Memorandums of Understanding (MOUs) with leading leasing companies and financial institutions for DIMO Agri Machinery financing solutions.</p> <p>Maintained close coordination with suppliers, distributors, and operational partners to ensure supply continuity, technical support, and timely market responsiveness during adverse weather and market conditions.</p>
Community	<p>Engaged with farming communities through farmer training programmes and agricultural education programs</p> <p>The DIMO Agri Machinery team, together with the LOVOL Harvester principal, supported school children affected by Ditwah by delivering essential school supplies directly to their homes.</p>

DIMO's portfolio of Agriculture



Agri inputs (Fertilizer, Seeds & Agrochemicals)

Agri Machinery

Organic food products (local & Export)

R&D Techno parks & Agri advisory

BUSINESS REPORTS

AGRICULTURE

INDUSTRY OVERVIEW

Sri Lanka's agriculture sector showed moderate recovery during 2025, supported by improved macroeconomic conditions, enhanced access to financing, and continued demand for food security, mechanisation, and value-added agricultural products. Sector growth improved to 1.4% in 2025, compared to 0.6% in the previous year, while agriculture, forestry, and fishing continued to play an important role in the national economy, contributing approximately 7.1% to GDP.

Despite this improvement, the sector continued to face several structural and operational challenges, including climate variability, seasonal supply fluctuations, dependence on imported inputs, margin pressures, and weather-related production risks. Access to finance remained a key enabler of agricultural activity, with sector credit expanding by approximately Rs. 163 billion during the year, largely supporting short-term cultivation requirements such as seeds, fertiliser, labour, and other farming inputs.

HOW WE PERFORMED

During 2025/26, DIMO Agribusinesses continued to strengthen its position as an integrated agriculture solutions provider, delivering steady growth across agri inputs, machinery, irrigation, value-added food products, and advisory services. Despite market pressures, climate-related challenges, and seasonal demand fluctuations, the segment maintained its focus on operational efficiency, farmer engagement, and technology-driven agricultural solutions. The Agri Machinery segment recorded a strong performance with notable growth in both market share and volumes across tractors and harvesters, while maintaining healthy margins across product categories. The successful securing of multiple tractor tenders further strengthened the business presence and supported continued growth momentum during the year.

FUTURE OUTLOOK

The agriculture sector is expected to continue playing a vital role in supporting Sri Lanka's food security, rural livelihoods, and export growth. However, future growth will depend on climate resilience, productivity improvement, access to quality inputs, mechanisation, irrigation efficiency and stronger market linkages.

DIMO Agribusinesses will continue to focus on smart agriculture solutions, value added food processing, farmer productivity enhancement, and agri tourism opportunities. The business will also explore opportunities in digital agriculture, precision farming, efficient irrigation systems and sustainable input solutions.

Developments and Highlights

- Strengthened the product portfolio with new product registrations on crop protection and advanced seed varieties for Ridge Gourd, Tomato and Watermelon.
- Introduced "Nitrogen efficient Fertilizer" (Limus treated Urea, Hybrid urea) with effective Nitrogen utilization and having a positive environment impact.
- Expanded FLAVA branded and private label product offerings across modern trade and HORECA channels, including Virgin Coconut Oil and value added fruit products, in addition to the expanded export destinations.
- Enhanced agri machinery and mechanisation solutions through advanced tractors, combine harvesters, and related farming equipment
- Executed island wide "Tea estate irrigation projects with high performing fertilizer" to improve " per Acre Yield and quality of harvest.
- Moved out from generic fertilizer and have introduced slow-releasing "Nitro Range" fertilizer with efficient nutrient absorption capacity
- Won Market Excellence award for Lovol harvesters in Weichai Lovol Global Partners Conference held in Qingdao China
- Achieved 70% market share in all government tenders for tractors

STRATEGIC REVIEW

Our Strengths

Established ourselves as one of the country's leading agricultural input providers.

Areas for Development

Enhancing storage and distribution capabilities through greater integration of technology and innovation.

The Road Ahead

Driving agricultural modernisation through active engagement and collaboration with the next generation of farmers and agri-entrepreneurs.

Potential Business Impacts

Changing climate conditions, rising global temperatures, and unpredictable weather patterns impacting agricultural productivity and the demand for fertiliser and agri-related equipment.

FIGURE 40: VALUE CHAIN





FIGURE 41: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 16	2025/26 30	2025/26 28	2025/26 1,326
	2024/25 2	2024/25 31	2024/25 17	2024/25 (314)
Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Revenue Increase YoY (%)	
	2025/26 160	2025/26 4	2025/26 65	
	2024/25 326	2024/25 22	2024/25 5	
Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 2	2025/26 360	2025/26 883	2025/26 79
	2024/25 1	2024/25 331	2024/25 852	2024/25 52
Social & Relationships	Value Driving Brands (No.)		Customer Satisfaction Index (%)	
	2025/26 17		2025/26 93	
	2024/25 19		2024/25 91	
Intellectual	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 5		2025/26 7	
	2024/25 5		2024/25 7	
Natural	Water Intensity (m ³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 21,406	2025/26 4,925	2025/26 176,301	
	2024/25 25,585	2024/25 6,252	2024/25 76,287	

BUSINESS REPORTS

AGRICULTURE

TABLE 27: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
<p>Volatile local & global economic circumstances compounded by geo-political escalations, pace of change in government policies and volatile commodity prices, freight & insurance</p>	<ul style="list-style-type: none"> Impact on Forex rates Impact on input cost Impact on Margins Impact on Customer price Impact on Market demand and Market share 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> Foreign-exchange exposure management through appropriate hedging instruments. Demand Planning to build Climate and geo-political impact in Planning process <p>Long-term</p> <ul style="list-style-type: none"> Diversification of supplier base for fertilizer Diversification of product portfolio to reduce dependency on a single supplier or sourcing region.
<p>Extreme weather related phenomina, change in rainfall patterns, increase in soil salinity and increase in water stressed regions.</p>	<ul style="list-style-type: none"> Volatility in customer order quantities and frequencies Volatility in sales patterns Impact on margins Impact on profitability 		<p>Transference</p> <p>Adaptation</p> <p>Acceptance</p>	<p>Short Term</p> <ul style="list-style-type: none"> BCP for continuous supply on top spends Insure susceptible infrastructure and stocks against natural disasters. Demand Planning to build Climate and geo-political impact in Planning process <p>Long Term</p> <ul style="list-style-type: none"> Expansion of outgrower communities and capacity building with fertilizer solutions

As a generational paddy farmer from Kantale, owning a tractor was always my dream. In 2010, I leased my first Mahindra tractor. Thanks to its support, my business grew, allowing me to upgrade to a new Mahindra in 2020.

By 2023, I expanded further into a farming entrepreneur by purchasing a Lovol harvester. Demand skyrocketed, leading me to add a second harvester in 2024, followed by a third Lovol harvester and another Mahindra tractor in 2025.

Mahindra and Lovol stand out for their incredible fuel efficiency, readily available parts, and DIMO's exceptional local aftersales service team right here in Kantale. Thanks to DIMO, my business has truly thrived, and I trust them to support my future growth.

H.M. Lalith Karunatilake
Farming Entrepreneur,
Kantale.

 **SUSTAINABILITY HIGHLIGHTS**

Outgrower Network

A farmer network across Sri Lanka. The farmers are 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.

Impact
6,049

Use of Modern Technology

Promoting adoption of environmentally sustainable limus-treated urea among paddy and maize farmers. Limus-treated urea limits NH3 emissions by 95% and offers 5% yield increase.

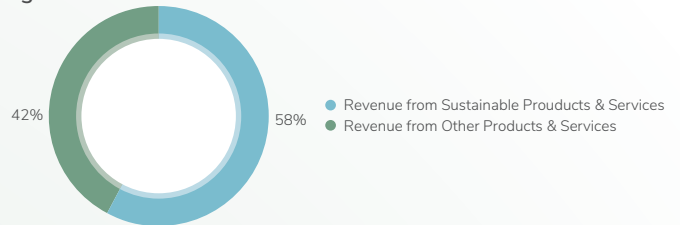
DIMO provides next-generation agricultural solutions tailored for coconut and tea plantations, featuring advanced fertigation systems. These systems optimize water and nutrient delivery, significantly improving resource efficiency while minimizing soil erosion.

Awareness on Efficient Fertilizer Usage


DIMO conducted a series of focus group discussions to educate farmers on sustainable fertilizer practices through our 'DIMO Kramayata Wawamu' initiative. In tandem with this educational outreach, DIMO introduced its next-generation, slow-release fertilizer range, engineered to reduce nutrient leaching and associated environmental emissions significantly.





Figure 42:




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 needs to promote sustainable development.

- 
Target 8.2
 Provide technological solutions to boost economic productivity.

- 
Target 9.4
 Supporting government agencies to make industries sustainable through global best practices.

Alignment with Nationally Determined Contributions (NDC 3.0)

- NDC (Agriculture) 1**


Recognizing climate-induced impact as a critical factor in agriculture, DIMO actively incorporates climate-related risks into strategic decision-making through its comprehensive risk management framework.
- NDC (Agriculture) 5**

Through advanced solutions, DIMO drives efficient resource management by optimizing fertilizer and water usage while embedding climate consciousness into every stage of execution.
- NDC (Agriculture) 6**

DIMO's value-added food brands, Miditer and Flava, optimize agricultural output by minimizing post-harvest wastage and driving enhanced revenue margins.

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HEALTHCARE




Revenue
Rs. 3.9 Bn
(2024/25: Rs. 3.5 Bn)

Carbon Footprint Intensity
25,020 tCO₂e
(2024/25: 15,587 tCO₂e)

Contribution to the Group
4%
(2024/25: 7%)

Employees
132
(2024/25: 136)



At the heart of our Healthcare business is a clear commitment: to improve access to reliable, advanced and impactful healthcare solutions. We understand that a healthier nation underpins social and economic progress, and that the solutions we provide directly influence the quality of life of individuals and communities. This perspective shapes how we engage with responsibility, precision and a strong focus on outcomes. Accordingly, we leverage global partnerships and technical expertise to bring world-class healthcare technologies closer to those who need them most. By supporting healthcare professionals, patients and communities with meaningful solutions, we contribute to a healthier nation and a better quality of life for all.

At DIMO, we are proud to bring world class medical equipment covering all the disciplines in healthcare spear, implants, pharmaceuticals, and healthcare technologies to the Sri Lankan community through our comprehensive 360 degree healthcare presence. Guided by strategic focus, industry expertise, and the collective strength of the Group, we continue to identify the right opportunities to create meaningful impact in the healthcare sector.

Our aspiration is to become the perfect partner for all Medical professionals while creating accessibility for high quality diagnostic & treatments for citizens of Sri Lanka.

Wijith Pushpawela
Director

PERFECT PARTNER FOR HEALTHCARE


DIMO has been a pioneer in introducing the latest medical equipment and healthcare technologies to Sri Lanka, continuously bringing advanced global innovations in diagnostics, medical devices, pharmaceuticals, and capital equipment to support the evolving needs of the healthcare industry. Backed by one of the industry's most efficient and technically skilled service teams, together with strong after sales and technical capabilities, DIMO remains committed to enhancing healthcare delivery and supporting the nation's growing healthcare needs.

Our Stakeholders

 Private & government hospitals

 Ministry of Health

 Individuals

 End-users of our products

 Channel partners

Video 

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=32>



Table 28: Stakeholder Interactions and Engagement - Healthcare

Stakeholder Group	Interactions and engagement during 2025/26
Customers	Partnered with Radiology Across Borders (RAB) to strengthen Radiology Education in Sri Lanka Participated in multiple conferences including Annual Academic Sessions of the Sri Lanka College of Radiologists', Sri Lanka College of Ophthalmologists, and Sri Lanka College of Cardiology, meetings, and professional sessions to engage with healthcare professionals and key opinion leaders of the industry
Business and Channel Partners	Attended multiple global healthcare exhibitions, including Arab Health 2026 and MEDICA 2025, to engage with principals and explore new and emerging healthcare solutions. Participated in multiple principal-led training programs including comprehensive product portfolio training by Siemens Healthineers and microsurgery (MCS) training conducted by ZEISS

DIMO's portfolio of Healthcare



Capital Equipment



Pharmaceuticals



Medical Devices

INDUSTRY OVERVIEW

During the period under review, Sri Lanka's healthcare sector underwent significant revamping, with procurement protocols and procedures being updated across the industry. Adapting to these changes, amidst prevailing geopolitical uncertainties, remained challenging for the sector throughout the year.

Developments and Highlights

- Introduced FibroScan technology for advanced fatty liver detection, marking a new segment entry for the department, with the solution successfully supplied to several leading hospitals in Sri Lanka.
- Supplied advanced Electrophysiology Systems to private sector hospitals.
- Successfully equipped a leading private hospital with state-of-the-art ZEISS ophthalmology technologies, further expanding access to advanced eye-care diagnostics and treatment solutions in Sri Lanka.

HOW WE PERFORMED

The Healthcare sector continued to strengthen its presence in Sri Lanka's healthcare industry during the period concerned through a diversified portfolio. The sector remained focused on delivering advanced technologies and reliable healthcare solutions to both public and private healthcare institutions across the country.

The Capital Equipment segment recorded steady performance during the year, driven by demand for technologically advanced healthcare solutions and the trust placed in DIMO's engineering expertise and aftersales service capabilities. The sector further

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HEALTHCARE

strengthened its position in the ophthalmology segment through its partnership with ZEISS, securing a significant order from the Ophthalmology unit in one of the leading private hospitals and expanding its footprint in specialized eye care solutions.

The Pharmaceuticals segment recorded growth in turnover during the period concerned, supported by improved product availability and increased market acceptance. However, global supply chain disruptions, pricing regulations, and changes in government protocols and procedures continued to pose operational challenges during the year.

DIMO Healthcare continued to introduce the latest technologies to the medical fraternity during the period under review. The Company actively participated in numerous medical conferences, academic sessions, and training programmes across Sri Lanka, engaging with over 1,800 healthcare professionals throughout the year.

STRATEGIC REVIEW

Our Strengths

Building strong partnerships with globally renowned principals while broadening our portfolio and strengthening specialised healthcare backed by industry leading aftersales service capabilities and one of the most efficient and technically skilled teams in the sector.

Areas for Development

Strengthening agility in responding to evolving government procurement procedures and regulatory requirements.

The Road Ahead

Introducing next generation healthcare technologies and digital healthcare solutions through global partnerships with leading principals.

Increasing focus on preventive healthcare, early diagnostics, and healthcare modernisation driving demand for technologically advanced medical solutions.

Potential Business Impacts

Navigating global supply chain disruptions and geopolitical uncertainties that continue to impact the availability and cost of healthcare solutions.

FUTURE OUTLOOK

The outlook for the Capital Equipment and Pharmaceuticals sectors remains positive for the upcoming year, driven by anticipated ADB-funded healthcare projects and growing demand from the private healthcare sector. Increasing investments in healthcare infrastructure and the need for advanced medical technologies are expected to create further opportunities for growth across the sector.

The Medical Devices segment also continued to maintain a healthy pipeline of opportunities, with several projects expected to materialize during the upcoming financial period following lower procurement activity from the State Pharmaceuticals Corporation (SPC) during the year under review.

Going forward, DIMO Healthcare plans to further strengthen its market presence through the introduction of new and advanced technologies across the devices segment, while continuing to expand its portfolio of innovative healthcare solutions to meet the evolving needs of the healthcare industry in Sri Lanka.



FIGURE 43: VALUE CHAIN



FIGURE 44: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
<p>Financial</p>	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 3.6	2025/26 6	2025/26 3.9	2025/26 206
	2024/25 3.8	2024/25 11	2024/25 3.5	2024/25 428
<p>Manufactured</p>	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Revenue Increase YoY (%)	
	2025/26 48	2025/26 1	2025/26 12	2025/26 57
	2024/25 104	2024/25 7	2024/25 57	
<p>Human</p>	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 2	2025/26 132	2025/26 597	2025/26 30
	2024/25 1	2024/25 136	2024/25 425	2024/25 26
<p>Social & Relationships</p>	Value Driving Brands (No.)		Local Supplier Payments (Rs. Mn)	
	2025/26 28	2025/26 149	2025/26 149	2025/26 247
	2024/25 28	2024/25 247	2024/25 247	
<p>Intellectual</p>	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 4	2025/26 4	2025/26 4	2025/26 6
	2024/25 4	2024/25 6	2024/25 6	
<p>Natural</p>	Water Intensity (m ³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 3,038	2025/26 699	2025/26 25,020	2025/26 25,020
	2024/25 5,228	2024/25 1,277	2024/25 15,587	2024/25 15,587

BUSINESS REPORTS

HEALTHCARE

TABLE 29: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
<p>Volatile local & global economic circumstances.</p>	<ul style="list-style-type: none"> Impact on Government spending on Capital equipment (High earner of he segment) Impact on Forex Rates Impact on input cost Impact on sales Impact on Profitability 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> Foreign-exchange exposure management through appropriate hedging instruments. <p>Long-term</p> <ul style="list-style-type: none"> Diversify within the Healthcare domain

Our partnership with DIMO Healthcare has been instrumental in advancing Lanka Hospitals' pursuit of clinical excellence. What distinguishes this relationship is not simply the calibre of technology introduced, but the depth of commitment brought to every engagement.

The installation of the ZEISS KINEVO 900 neurosurgical visualization system has empowered our surgical teams to perform complex neurological procedures with previously unattainable precision, delivering measurable improvements in patient outcomes. More recently, the Siemens Healthineers Symbia Evo Excel Gamma Camera installation has substantially elevated diagnostic capabilities, enabling earlier and more accurate diagnosis across a broad spectrum of complex conditions.

Equally significant is DIMO Healthcare's comprehensive after-sales support framework, ensuring uninterrupted operational continuity, which in a hospital environment is a clinical imperative.

In DIMO Healthcare, we have found a partner who shares our purpose with equal conviction.

Dr. R. P. Sanjaya Ratnayake
 Group Chief Executive Officer/ Group Director Medical Services
 Lanka Hospitals Corporation PLC



SUSTAINABILITY HIGHLIGHTS

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.



POWER ENGINEERING & BUILDING TECHNOLOGICAL SOLUTIONS



Revenue
Rs. 6.3 Bn
 (2024/25: Rs. 6.6 Bn)

Carbon Footprint Intensity
38,953 tCO₂e
 (2024/25: 29,344 tCO₂e)

Contribution to the Group
6%
 (2024/25: 13%)

Employees
189
 (2024/25: 168)

At the heart of our Power Engineering and Building Technological Solutions business is a clear commitment: to deliver solutions that enable a more efficient, connected and sustainable future. We understand that energy systems and building infrastructure are critical to economic progress and environmental responsibility. This perspective shapes how we engage, focusing on innovation, efficiency and long-term impact in every solution we deliver. Accordingly, we leverage our expertise and partnerships to advance renewable energy and intelligent building technologies that meet evolving industry and national needs. By supporting energy transition and smarter infrastructure, we contribute to sustainable development while creating lasting value for businesses, communities and the country.

We aspire to be a driving force in the country's transition towards green energy by delivering world-class engineering solutions across renewable power generation and grid infrastructure development. Our focus will also extend to providing energy efficiency and building service solutions for commercial and industrial sectors, while continuing to strengthen our leadership in the Extra Low Voltage (ELV) domain.

Wijith Pushpawela
 Director

PERFECT PARTNER FOR POWER ENGINEERING AND BUILDING TECHNOLOGICAL SOLUTIONS

We cater to one of society's most essential requirements by delivering reliable, efficient, and sustainable energy solutions integrated with advanced building technologies. Our focus is on supporting the evolving energy landscape through renewable energy solutions, grid strengthening and smart building technologies that enhance operational efficiency and sustainability for our customers.

Backed by strong partnerships with globally recognised brands, long standing relationships with customers and government authorities and a proven track record in supporting national infrastructure development, we continue to drive progress through the expertise, innovation, and dedication of our teams, making us the perfect partner for integrated energy and building solutions.

Our Stakeholders

 Private sector institution	 Construction companies
 Government	 Property developers
 Ceylon Electricity Board	 Consultants & Architects

Video 

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=33>



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POWER ENGINEERING & BUILDING TECHNOLOGICAL SOLUTIONS

Table 30: Stakeholder Interactions and Engagement - Power Engineering & Building Technological Solutions

Stakeholder Group	Interactions and engagement during 2025/26
Customers	<p>Participated in multiple industry exhibitions, including TECHNO 2025 and Architect 2026, reaching out to and engaging with a wide range of customers.</p> <p>Conducted several awareness sessions on latest technologies and technical training sessions for key customers, including:</p> <ul style="list-style-type: none"> • Training on industry specific solutions for major B2B customers. • Operational and maintenance training for Ceylon Electricity Board personnel.
Business and Channel Partners	<p>Multiple recognitions received including;</p> <ul style="list-style-type: none"> • 'Best Overseas Solution Partner' for Building Fire Safety at the Siemens Partner Summit 2025 <p>Participated in multiple onsite and online technical training and awareness programs, including:</p> <ul style="list-style-type: none"> • Technical training conducted by Siemens India • Technical training on elevator systems conducted by TK Elevator (TKE)

DIMO's portfolio of Power Engineering and Building Technologies Solutions



Power Engineering - Renewable Energy, Power Utility, Electrical Switch Board Manufacturing



Building Services - Lighting, Elevators and Escalators, Extra Low Voltage (ELV)

INDUSTRY OVERVIEW

Sri Lanka's Power and Energy sector, with an estimated market size exceeding USD 5 billion, continues to play a vital role in the country's economic growth and sustainability agenda. With electricity demand expected to grow steadily, the sector is witnessing increasing focus on renewable energy, energy efficiency, and grid modernization.

The Government's target of achieving 70% renewable energy by 2030, together with evolving grid regulations and higher technical standards, is reshaping the industry landscape. These developments are creating growing demand for reliable,

technically capable, and sustainable energy and building services solutions providers.

HOW WE PERFORMED

The Power Engineering, Energy, and Building Solutions sectors demonstrated gradual recovery during the financial year, supported by increasing demand for sustainable and energy-efficient solutions. Despite delays in infrastructure and power sector investments during the earlier part of the year, momentum improved towards the final quarter with renewed activity in both private and commercial sector projects. DIMO continued to strengthen its position in renewable energy, grid infrastructure, EV

charging solutions, and intelligent building technologies through its integrated solutions platform, "DIMO Energy."

During the year, the business successfully executed several large-scale Building Management System (BMS) projects for reputed clients, enabling significant long-term energy savings through the intelligent control and optimisation of air conditioning and building operations. These initiatives further reinforced DIMO's role in supporting energy efficiency and sustainable infrastructure development through advanced engineering solutions

Developments and Highlights

- Developed advanced software solutions for the monitoring and control of power plants.
- Expanded investments in EV charging infrastructure with installations at strategic locations including Port City and key highway entry points.
- Successfully connected 30 MW of ground-mounted solar power projects to the national grid, completing all projects within the timelines stipulated by the CEB
- Strengthened transformer supply capabilities through partnerships with Siemens Energy transformer factories in China and Budapest, securing over seven transformer orders during the year
- Secured a 20-year Power Purchase Agreement (PPA) for the 30 MW solar power projects, ensuring a stable and sustainable long-term revenue stream for the business
- Successfully delivered the complete ELV and ICT scope for Sri Lanka's largest landmark projects, including Building Management Systems (BMS), Access Control Systems (ACS), Fire Detection Systems, and LV Switchboards.
- Successfully delivered the complete ELV and ICT scope for a leading retail chain, including Fire Detection and Fire Protection Systems.
- Successfully delivered the state of the art floodlighting system for the Sinhalese Sports Club (SSC), enabling the venue to host international day-night cricket matches.
- Secured approximately Rs. 450 million worth of Auto Recloser tenders through a partnership with a Korean supplier.
- Delivered a medium-voltage power supply solution for a leading global beverage company.
- Manufactured a significant number of electrical panels under the licence and quality standards of Siemens.
- Strengthened our presence in grid infrastructure development by securing a significant number of supply orders from the Ceylon Electricity Board (CEB)

FUTURE OUTLOOK

Looking ahead, the Power Engineering & Building Technological Solutions sector will continue to focus on strengthening its position as a diversified and technology-driven business supporting Sri Lanka's energy transition. The business aims to expand its presence across utility, medium voltage, Switch Board Manufacturing, renewable energy, Battery Energy Storage Systems (BESS), digitalisation, and EV charging infrastructure. A key priorities will be the expansion of Digitalization solutions & DIMO EV charging network and mobile application across major cities in the country, while further strengthening panel manufacturing operations and export market presence, particularly within the electrical switchboard segment. The sector will also continue to invest in renewable energy projects to increase renewable power generation capacity and develop long-term, recurring revenue streams through services, digital platforms, operations and maintenance, and integrated energy infrastructure solutions.

STRATEGIC REVIEW

Our Strengths

Providing customer focused, value added solutions by our team who possess deep industry knowledge and expertise, backed by unmatched aftersales service.

Areas for Development

Retaining talent through fair and competitive compensation, while fostering long-term employee commitment.

The Road Ahead

By establishing ourselves as a leading and recognised provider of clean energy solutions in the country.

Potential Business Impacts

Extended delivery lead times arising from global supply chain disruptions, delays in funding for government power projects.

BUSINESS REPORTS

POWER ENGINEERING & BUILDING TECHNOLOGICAL SOLUTIONS

FIGURE 45: VALUE CHAIN



FIGURE 46: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
 Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 11	2025/26 17	2025/26 6	2025/26 1,427
	2024/25 6	2024/25 17	2024/25 7	2024/25 892
 Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Renewable Energy Exported (GJ)	
	2025/26 2,855	2025/26 74	2025/26 80,376	
	2024/25 747	2024/25 51	2024/25 6,045	
 Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 1.4	2025/26 189	2025/26 795	2025/26 33
	2024/25 1.8	2024/25 168	2024/25 822	2024/25 39
 Social & Relationships	Value Driving Brands (No.)		Local Supplier Payments (Rs. Mn)	
	2025/26 10		2025/26 1,745	
	2024/25 10		2024/25 2,102	
 Intellectual	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 4		2025/26 11	
	2024/25 4		2024/25 23	
 Natural	Water Intensity (m³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 4,750	2025/26 1,088	2025/26 38,953	
	2024/25 9,841	2024/25 2,405	2024/25 29,344	

TABLE 31: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
Shift to generation, storage and consumption of renewable & emerging energy for mobility, households, corporates and gov. institutions	<ul style="list-style-type: none"> Impact on revenue from Non-renewable energy related business Impact on profitability 		Exploitation	<p>Short Term</p> <ul style="list-style-type: none"> Increasing offerings of renewable energy <p>Long-term</p> <ul style="list-style-type: none"> Arrangements with consortium partners on new projects
Attrition of experienced and technically competent personnel	<ul style="list-style-type: none"> Loss of tacit knowledge Disruption to project execution Cost of replacement matching skill levels Impact on learning curve 		<p>Mitigation</p> <p>Adaptation</p>	<p>Short Term</p> <ul style="list-style-type: none"> Align compensation, rewards and recognition with market demand Strengthen engagement <p>Long Term</p> <ul style="list-style-type: none"> Strengthen talent pipeline through succession planning and career progression Progressively align work arrangements in line with market trends

When it comes to project execution and timely delivery, DIMO stands out as one of the most trusted partners for utilities like ours, LECO. Whenever we seek to introduce an innovative or novel concept to the country, we are eager to collaborate with companies like DIMO due to their unwavering commitment to the successful implementation of such initiatives. Their track record speaks for itself.

DIMO approaches each project with confidence and a clear vision of the entire project life cycle, extending its support well beyond completion to ensure long-term value for the nation. Based on our experience, I highly recommend DIMO Energy as a reliable and dedicated partner for energy solutions in Sri Lanka.

Mr Tharindu Silva
Senior Project Manager
Lanka Electric Company Private Limited

BUSINESS REPORTS

POWER ENGINEERING & BUILDING TECHNOLOGICAL SOLUTIONS



SUSTAINABILITY HIGHLIGHTS

Making a Renewable Future

Expanding our renewable energy generation, DIMO is greening the grid with 23,786 MWh solar energy generation through both ground and rooftop mounted solar projects.

Locations:

Ground Mounted - Anuradhapura, Galle I, II, III, IV
 Rooftop – Dambadeniya, Nikaweratiya, Kandy, Rathmalana

Impact

23,786 MWh
 Generation

30.8 MW
 Ground Mounted (Capacity)

590 MW
 Rooftop (Capacity)

Community Contributions

Building a Community Centre for the community in Anuradhapura.

1,000+ coconut plants for the Pradeshiya Sabha & religious places in Galle for cultivation.



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.

Figure 47: Alignment with Nationally Determined Contributions (NDC 3.0)

NDC (Energy) 1


DIMO is actively expanding its rooftop and ground-mounted solar systems, contributing to the national grid.

NDC (Energy) 2

In response to an expanding energy footprint, DIMO delivers high-tech infrastructure—such as Battery Energy Storage Systems (BESS)—to enhance industrial efficiency and strengthen the stability of the national grid.



INFRASTRUCTURE ENGINEERING



Revenue Rs. 6.9 Bn (2024/25: Rs. 3.9 Bn)	Carbon Footprint Intensity 43,959 tCO₂e (2024/25: 17,377 tCO ₂ e)
Contribution to the Group 7% (2024/25: 8%)	CSI 91% (2024/25: 89%)
Employees 117 (2024/25: 99)	

At the heart of our Infrastructure Engineering business is a clear commitment: to deliver solutions that enable lasting progress across the nation's infrastructure landscape.

We understand that every project we undertake plays a role in supporting industries, strengthening systems and improving the quality of life within the communities we serve. This perspective shapes how we engage with responsibility, foresight and a focus on long-term impact.

Accordingly, we draw on trusted global partnerships, deep technical expertise and strong customer relationships to deliver solutions that are reliable, future-ready and aligned with evolving national needs.

By enabling productivity, connectivity and sustainable development, we contribute to building resilient infrastructure that supports economic growth and shared progress.

Our aspiration is to be the leader across all sectors we operate in, including construction machinery, material handling, warehouse and storage solutions, and fluid and water technologies and to expand our operation to international markets. Through our globally recognized brands, strong industry partnerships, and customer centric approach, we strive to deliver world class solutions and exceptional customer service across both local and international markets. We remain committed to continuously identifying new opportunities, driving innovation, and creating long term value for our customers and stakeholders.

Chaminda Ranawana
Director

PERFECT PARTNER FOR INFRASTRUCTURE ENGINEERING

Well equipped with our expertise and trusted well-grounded collaborations with our Business Partners in the realm of construction machinery, material handling, warehouse & storage solutions, and fluid & water technologies, DIMO has established its presence and impact as the perfect partner in the domains of Infrastructure Engineering and Material Handling. We provide end to end engineering and operational solutions that drive and reshape the development and efficiency of infrastructure projects. With a strong purpose of fuelling the aspirations of our customers and Business Partners, and our focus on reliability, innovation, after sales excellence and overall customer experience, we work closely with our customers to deliver solutions that meet evolving industry requirements and project demands.

Our Stakeholders

-  Government institutions
-  Contractors
-  Corporate customers
-  Water Supplies & Drainage Board of Sri Lanka
-  Construction companies

Video 

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=34>



BUSINESS REPORTS

INFRASTRUCTURE ENGINEERING

Table 32: Stakeholder Interactions and Engagement - Infrastructure Engineering

Stakeholder Group	Interactions and engagement during 2025/26
Customers	<p>Participated in multiple industry exhibitions, including Construct Exhibition 2025 and TECHNO 2025 engaging with a wide range of customers.</p> <p>Conducted INSEE and CEB operator training programmes for customers with trainers from Komatsu, Japan.</p> <p>Provided free inspection services for machinery affected by the cyclone Ditwah</p>
Business and Channel Partners	Product Launch for new excavator models with participation from Komatsu principals from India

DIMO's portfolio of Infrastructure Engineering



Construction Machinery



Storage, Material Handling



Warehouse Solutions & Car Parking Solutions



Fluid & Water related Solutions

INDUSTRY OVERVIEW

During the year under review, the material handling equipment sector experienced subdued market activity, while the water-related solutions segment remained challenging due to the limited new projects initiated through public tenders. The infrastructure engineering and material handling sectors continued to operate in a highly competitive environment, with increased pressure on pricing and project acquisition.

In addition, the industry faced several external challenges, including geopolitical uncertainties, fluctuations in foreign exchange rates, and rising costs, all of which impacted market dynamics and overall business operations during the year.

HOW WE PERFORMED

Despite the challenging operating environment during the year under review, the business recorded a positive performance, achieving a YOY revenue growth of 76% compared to the previous financial year. This growth was primarily driven by the successful completion and progress of several key projects, including the Jaffna-Kilinochchi water projects, the car parking system project in the Maldives, the commissioning and handover of material handling equipment, and the supply of machinery to a government agency in Bangladesh.

Developments and Highlights

- Completed the largest single water project undertaken by by DIMO, supporting the provision of water to the entire Jaffna Peninsula.
- Secured the Ambatale Energy Saving Project, covering the full scope of electrical and mechanical system integration.
- Commissioned and handed over the automated car parking system project in the Maldives.
- Supplied Kalmar machinery, including two reach stackers and three container handlers, to private sector customers.
- Executed the design, manufacture, installation and commissioning of one of the tallest multi-tier long-span shelving systems developed for document archiving purposes.
- Undertook the full subcontract scope for the Kirula–Narahenpita sewage network development project, including the supply, installation, and integration of mechanical and electrical equipment together with the SCADA system.
- Completed the supply of machinery to a government agency in Bangladesh, further strengthening the Company’s international project portfolio.

STRATEGIC REVIEW

Our Strengths

Strong partnerships with globally recognized principals, partners, and suppliers have significantly strengthened our presence within the industry. Coupled with a growing portfolio of successfully executed projects across diverse sectors, this has further reinforced our reputation as a trusted and capable solutions provider.

Areas for Development

Further strengthening our adaptability to evolving market dynamics and customer requirements through advanced technologies and innovative solutions, while enhancing our competitiveness and readiness for large-scale project opportunities.



The Road Ahead

Strengthening our regional presence by expanding into markets outside Sri Lanka, with strong economic potential and a stable business environment.

Navigating External Challenges

Changes in government policies, taxation frameworks, and regulatory requirements may influence the operating environment and overall business stability within the industries we serve.

FUTURE OUTLOOK

The outlook for the infrastructure engineering sector remains positive, supported by the anticipated rollout of several large-scale water and highway development projects in the coming years. These developments are expected to create new opportunities across the sectors in which the business operates.

We will further strengthen presence in regional markets, particularly in Bangladesh, by expanding our operations and enhancing service offerings. Our expertise, strong partnerships, and project execution capabilities, the business remain well positioned to support the growing infrastructure needs of both local and international markets.

BUSINESS REPORTS

INFRASTRUCTURE ENGINEERING



FIGURE 48: VALUE CHAIN



FIGURE 49: VALUE CREATION DASHBOARD

Capital	Capital allocation		Value drivers	
 Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 3.9	2025/26 6	2025/26 6	2025/26 1,197
	2024/25 4.4	2024/25 13	2024/25 7	2024/25 887
 Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Revenue Increase YoY (Rs. Mn)	
	2025/26 22	2025/26 1	2025/26 76	
	2024/25 19	2024/25 1	2024/25 (10)	
 Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 1.4	2025/26 117	2025/26 502	2025/26 59
	2024/25 1.8	2024/25 99	2024/25 526	2024/25 40
 Social & Relationships	Value Driving Brands (No.)		Customer Satisfaction Index (%)	
	2025/26 19		2025/26 91	
	2024/25 19		2024/25 89	
 Intellectual	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 4		2025/26 5	
	2024/25 4		2024/25 11	
 Natural	Water Intensity (m³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 5,337	2025/26 1,228	2025/26 43,959	
	2024/25 5,828	2024/25 1,424	2024/25 17,377	

TABLE 33: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
<p>Volatile local & global economic circumstances</p>	<ul style="list-style-type: none"> • Impact on Government spending on projects • Impact on Forex Rates • Impact on input cost • Impact on revenue • Impact on Profitability 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> • Foreign-exchange exposure management through appropriate hedging instruments. <p>Long-term</p> <ul style="list-style-type: none"> • Manuer focus and scalability among the business lines in line with the market changes.
<p>Aggressive lower cost offerings from local contractors, traders, and low-cost foreign suppliers.</p>	<ul style="list-style-type: none"> • Impact on revenue • Impact on margins • Impact on Market share 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> • Establish distinctive value proposition to our specific Target market • Re-emphasise on Brand equity and customer experience <p>Long Term</p> <ul style="list-style-type: none"> • Strengthen the portfolio with price applicability to different market strata

The Jaffna and Kilinochchi Water Supply and Sanitation Project is a massive infrastructure initiative by the National Water Supply and Drainage Board (NWSDB) and the Asian Development Bank (ADB) to deliver safe drinking water to approximately 300,000 residents and provide sanitation facilities to 80,000 people across the Jaffna Peninsula.

We are pleased with the professionalism and level of expertise shown by DIMO worked under the main contractor CMEC for the contract of Design, Supplying & Installation of Mechanical, Electrical, Instrumentation, Control Components & SCADA System throughout the project , from design to implementation. Their technical capabilities, the competence of their engineers, and their attention to detail have reassured us that DIMO is able to deliver according to our expectations."

Eng. (Mrs).S.Malathy
 Actg. Project Director
 Jaffna - Kilinochchi Water Supply & Sanitation Project
 NWS&DB
 Jaffna.

BUSINESS REPORTS

INFRASTRUCTURE ENGINEERING

SUSTAINABILITY HIGHLIGHTS

Engineering Water. Enabling Life.

In Kilinochchi, a large-scale treatment plant has strengthened water access in a region where infrastructure expansion is critical. The facility boasts a capacity of 4,500 m³ per day, significantly strengthening safe drinking water access and critical infrastructure in the Northern Province. The Kilinochchi facility represents one of the company's flagship infrastructure projects.



Infrastructure Projects

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=35>

Komatsu Machines for National Earthquake Preparedness

DIMO Bangladesh successfully handed over 15 Komatsu machines to Bangladesh Science House in support of the government's earthquake disaster preparedness initiative.

The fleet comprises 6 Dozers, 6 Excavators and 3 Forklifts, reflecting Komatsu's standards of reliability, durability and superior performance.



Alignment with Sustainable Development Goals (SDGs)



Target 6.1 & 6.4

As one of 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 11.9

Resource efficiency, resilience to disasters and develop and implement holistic disaster risk management.



Target 17.16

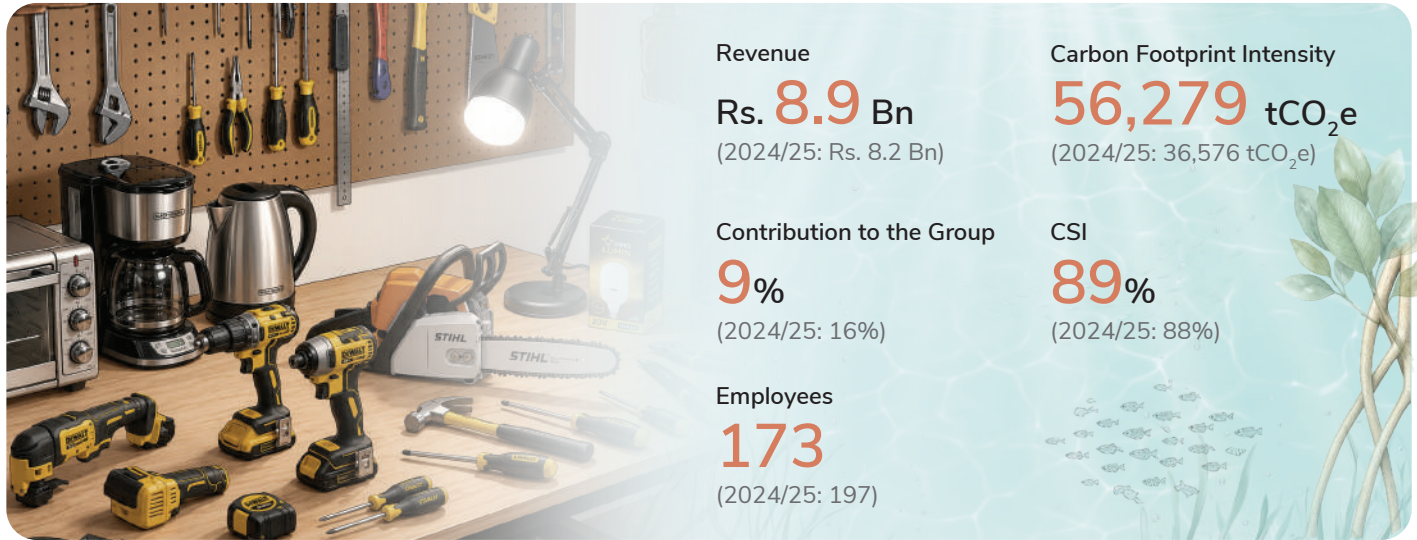
Partnering with global brands to allow Sri Lankans to have quality solutions.

Alignment with Nationally Determined Contributions (NDC 3.0)

NDC (Water) 4

Carrying out drinking water projects in Northern and North-central provinces.

RETAIL



Revenue Rs. 8.9 Bn (2024/25: Rs. 8.2 Bn)	Carbon Footprint Intensity 56,279 tCO₂e (2024/25: 36,576 tCO ₂ e)
Contribution to the Group 9% (2024/25: 16%)	CSI 89% (2024/25: 88%)
Employees 173 (2024/25: 197)	

At the heart of our Retail business is a clear commitment: to make trusted, high-quality products accessible with consistency and care across every customer touchpoint.

We understand that our role extends beyond distribution; these products bring convenience to everyday life, support industries and enable progress for the communities we serve. This perspective shapes how we engage, building trust through reliability, service excellence and enduring relationships.

Accordingly, we work closely with our Principals, suppliers and channel partners to deliver value that is consistent, dependable and responsive to evolving customer needs. Through these partnerships, we continuously strengthen our reach and the quality of experience we provide.

As the retail arm representing world renowned global brands, we aim to serve the everyday needs of Sri Lankan households and businesses through a diverse portfolio of products and solutions. Our focus is on identifying and strengthening our presence in markets where we can establish a leading position by leveraging our capabilities, while consistently contributing to the Group's revenue growth.

Navin Seneviratne
Chief Operating Officer

PERFECT PARTNER FOR RETAIL

By leveraging our core competencies and long-standing partnerships with globally recognised brands, we continue to deliver high-quality products and services that cater to a wide range of household and industrial needs. Supported by an extensive dealer and distributor network, we remain committed to creating value for both our strategic partners and customers, making us the perfect partner for world renowned brands and reliable customer care solutions.

Our Stakeholders



Consumers



Principals



Channel partners



Community



Suppliers

Video

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=36>



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RETAIL

Table 34: Stakeholder Interactions and Engagement- Retail

Stakeholder Group	Interactions and engagement during 2025/26
Customers	Participated in multiple industry exhibitions, including Construct Exhibition 2025, Motor Show engaging with a wide range of customers.
Business and Channel Partners	Strengthened strategic partnerships with business and channel partners through product training sessions, dealer development programmes, and recognition initiatives, including TGP Excellence Awards 2025/26.
Community	Conducted programmes to educate garage owners and technicians on mechanical safety practices. Extended support for well-cleaning initiatives in communities affected by cyclone Ditwah.

DIMO's portfolio of Retail



Automotive



Lighting



Home & Gardening Products



Power tools

INDUSTRY OVERVIEW

The retail landscape showed signs of gradual recovery during the year, with performance varying across industries. Consumer-oriented sectors demonstrated improved activity, while businesses linked to construction and heavy investments continued to face slower demand. Encouragingly, the resurgence in the automotive sector positively influenced supporting industries, creating better growth prospects despite ongoing pressure from taxation changes and constrained consumer spending.

HOW WE PERFORMED

The segment recorded a YOY revenue growth, driven by the continued strength of the Original Equipment Manufacturing (OEM) category, which maintained its market leadership position. This performance was further supported by ongoing initiatives to strengthen and expand the dealer network, despite increasing competition from lower-priced alternatives in the retail market and continued pressure on consumer purchasing power.

The Power Tools business recorded an improvement in turnover, although the highly competitive nature of the market continued to impact overall performance. Meanwhile, the Car Care – Ferri DIMO Own Brand business, catering to the passenger spare parts market for Japanese and Indian vehicles, remained in its developmental stage and is expected to gradually build momentum over time.

Management also continued to focus on strengthening market channels and rationalising the product portfolio to enhance the overall performance of the Retail segment.

Developments and Highlights

- Introduced 'SRMT' and 'RKI' Brands, to the Original (OE) spare parts department to strengthening the commercial vehicle producer offering with King pins, Steering Parts, and propeller shaft components.
- Expanded the power tools portfolio with the introduction of Vehicle Hacks, Water Pumps, Deep well pumps, Welding Plants, Sprayers and high-pressure industrial range from 'DiTEC' Brand.

FUTURE OUTLOOK

With the expected improvement in economic conditions, the segment is positioning itself to capitalise on emerging growth opportunities through continuous rationalisation and enhancement of the product portfolio, expansion of distribution channels, and strengthening of current brands to ensure long term business sustainability.

STRATEGIC REVIEW

Our Strengths

A diversified product portfolio tailored to evolving customer needs, supported by an extensive channel network spanning across the country.

Areas for Development

Enhancing market positioning and strengthening channel presence to further improve the effectiveness of the distribution network. Strengthen the operation and customer experience with digital capabilities.



The Road Ahead

Unlocking growth by focusing on opportunities where our expertise, resources, and market position provide a competitive advantage.

Potential Business Impacts

Increasing price sensitivity among consumers and the expansion of lower-cost market offerings

FIGURE 50: VALUE CHAIN



BUSINESS REPORTS

RETAIL

FIGURE 51: VALUE CREATION DASHBOARD









Capital	Capital allocation		Value drivers	
 Financial	Segment Assets (Rs. Bn)	Share of Group Assets (%)	Revenue (Rs. Bn)	Segment Result (Rs. Mn)
	2025/26 4.7	2025/26 7	2025/26 9	2025/26 640
	2024/25 4.5	2024/25 13	2024/25 8	2024/25 832
 Manufactured	Segment CAPEX (Rs. Mn)	Share of Group CAPEX (%)	Revenue Increase YoY (Rs. Mn)	
	2025/26 8	2025/26 0	2025/26 8	2025/26 19
	2024/25 21	2024/25 1	2024/25 19	
 Human	Investment in T&D (Rs. Mn)	No. of Employees	Employee Benefit (Rs. Mn)	Revenue Per Employee (Rs. Mn)
	2025/26 2	2025/26 173	2025/26 789	2025/26 51
	2024/25 1	2024/25 197	2024/25 877	2024/25 42
 Social & Relationships	Value Driving Brands (No.)		Customer Satisfaction Index (%)	
	2025/26 23		2025/26 89	2025/26 89
	2024/25 23		2024/25 88	2024/25 88
 Intellectual	Accredited Certifications		IT Spending (Rs. Mn)	
	2025/26 3		2025/26 20	2025/26 20
	2024/25 3		2024/25 16	2024/25 16
 Natural	Water Intensity (m ³)	Non-Renewable Energy Intensity (GJ)	Carbon Footprint Intensity (tCO ₂ e)	
	2025/26 6,833	2025/26 1,572	2025/26 56,279	2025/26 56,279
	2024/25 12,267	2024/25 2,998	2024/25 36,576	2024/25 36,576

TABLE 35: RISK

Key Risks	Impacts	Risk Category	Management Strategy	Response Measures
<p>Volatile local & global economic circumstances compounded by logistical cost increases and geo-political escalations</p>	<ul style="list-style-type: none"> Impact on Forex rates Impact on input cost Impact on Margins Impact on Customer price Impact on Market demand and Market share 		<p>Mitigation</p>	<p>Short Term</p> <ul style="list-style-type: none"> Foreign-exchange exposure management through appropriate hedging instruments. Demand Planning to build Climate and geo-political impact in Planning process <p>Long-term</p> <ul style="list-style-type: none"> Diversification of supplier base Diversification of product portfolio to reduce dependency on a single supplier or sourcing region.
<p>Attrition of experienced and technically competent personnel</p>	<ul style="list-style-type: none"> Loss of tacit knowledge Impact on channel partner relationships Cost of replacement matching skill levels Impact on learning curve 		<p>Mitigation</p> <p>Adaptation</p>	<p>Short Term</p> <ul style="list-style-type: none"> Align compensation, rewards and recognition with market demand Strengthen engagement <p>Long Term</p> <ul style="list-style-type: none"> Strengthen talent pipeline through succession planning and career progression Progressively align work arrangements in line with market trends

Throughout our journey in this industry, we have worked alongside countless suppliers and manufacturers, but DIMO stands out as a true benchmark of reliability.

What sets DIMO apart is a unique relationship built entirely on mutual respect, shared understanding, and an unmatched level of dependability. In our line of work, product excellence is vital, and DIMO consistently delivers world-class quality that has been cornerstone to our business success. The frameless designs and the elegance looks of the DIMO Lumin switches are one of the best in the market right now.

However, it is the absolute peace of mind and trust we share that we value above all else. DIMO isn't just a supplier; they are a partner you can count on when it matters most. We look forward to strengthening this exceptional professional bond and continuing to grow together into the future.

Danesh Withanage
 Proprietor – Danesh Electricals
 Boraesgamuwa

BUSINESS REPORTS

RETAIL

SUSTAINABILITY HIGHLIGHTS

“Lassana Hetak” Power Tool Training Sessions

DIMO Retail Cluster partnered with Vocational Training Authority (VTAs) to conduct hands-on training sessions aimed at educating school students. 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.

Impact

415



‘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 electricians

Over 277

During Ditwah

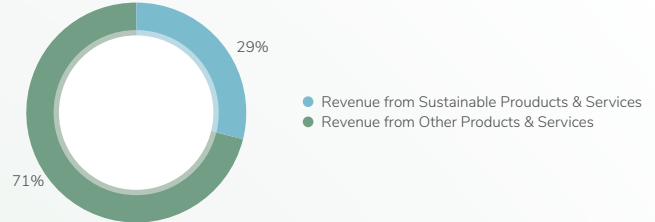
DIMO Power Tools Team in collaboration with the government launched home water well cleaning project in Seethawaka Pradeshiya Sabha.

The teams that were deployed used DIMO water pumps to extract dirty water in wells.

Impact

250

Figure 52:



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 6.3**
 Improving water quality and cleaning wells after a natural disaster and increasing safe reuse.

- Target 7.3**
 Improving energy efficiency through lighting and appliances solutions.

- Target 8.5**
 DIMO Retail trained electricians, promoting safety, quality, and sustainable progress across Sri Lanka

- Target 17.16**
 Partnering up with global brands to allow Sri Lankans to have quality solutions.

Alignment with Nationally Determined Contributions (NDC 3.0)

NDC
(Industry) 1

Supporting industrial efficiency by providing energy-efficient solutions.