

# PRECISION: BREAKING BARRIERS

## THE CHIEF EXECUTIVE'S PERSPECTIVE

With dedicated teams, stronger data-led visibility and a future-ready workforce, we are better equipped to convert strategy into execution and execution into measurable outcomes. As we look ahead, we do so with optimism and renewed determination; ready to move forward with precision, break barriers in performance and transformation, and create sustainable value for our stakeholders, the environment and our nation.



Group MD/ CEO Multilingual Video, Audio and PDF about the financial year.

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=7>

Dear Stakeholders,

It is with a sense of satisfaction and renewed confidence that I address you through our 16th Integrated Annual Report, following a year that was both challenging and rewarding. The year under review marked a strong comeback for the Group, as we delivered on our commitment to restore performance, rebuild momentum and position the business for the next phase of growth and transformation.

When challenged, we remained steadfast in our purpose, guided by our values and anchored to our commitment to create long-term value for our stakeholders. We used the period not merely to withstand pressure, but to strengthen our organisation through deeper expertise, sharper technology and empowered talent. With renewed confidence and clearer direction, we moved forward with precision; breaking barriers and shaping the opportunities beyond them.

### NAVIGATING GLOBAL HEADWINDS AND LOCAL MARKET DYNAMICS

The period under review was characterised by a gradually stabilising global economy, yet remained exposed to persistent geopolitical uncertainty, energy-price volatility, elevated financing costs, climate-related disruptions and shifting trade patterns. Supply-chain reliability also remained a key concern, with shipping-route disruptions and freight volatility affecting import-dependent economies and globally connected industries.

Within South Asia, growth remained comparatively resilient, led by domestic consumption, infrastructure investment and services. However, the region continued to face pressure from energy-import dependence, currency movements, food inflation, climate vulnerability and uneven export demand. These regional dynamics

were particularly relevant to Sri Lanka, given its exposure to imported fuel, raw materials, machinery and consumer goods, as well as its reliance on tourism, remittances and exports for foreign-exchange earnings.

Sri Lanka continued its recovery during the year, supported by improved macroeconomic stability, low inflation, easing interest rates, stronger tourism inflows, higher remittances and a gradual revival in private-sector credit. Nevertheless, the recovery remained measured, with household purchasing power, taxation, import costs, climate impacts and public-sector fiscal constraints continuing to influence business activity. The impact of Cyclone Ditwah further underscored the country's vulnerability to climate-related shocks, disrupting agriculture, infrastructure, logistics and rural livelihoods, and reinforcing the importance of climate resilience, business continuity and adaptive infrastructure.

**DIMO Revenue YoY Increase %**

**107%**

**DIMO PAT YoY Increase %**

**218%**

<b>GDP</b>	<b>5%</b> ↑
<b>Agriculture</b>	<b>1.4%</b> ↑
<b>Industry</b>	<b>7.8%</b> ↑
<b>Services</b>	<b>3.3%</b> ↑

Source: CBSL Annual Economic Review 2025 / Ministry of Finance, Planning and Economic Development

Industry performance was mixed. However, overall, the operating environment presented selective opportunities for businesses with strong market relevance, disciplined cost structures, resilient supply chains and the agility to respond to evolving customer and industry dynamics.

**ANCHORED IN PURPOSE, ADVANCING WITH PRECISION**

Our purpose, “Fuelling Dreams and Aspirations,” and our brand promise of being the “Perfect Partner” to our stakeholders have continued to guide every step of our journey. They remain central to the way we define our strategic direction, align business priorities and engage meaningfully with the stakeholders we serve.

As we navigated a shifting operating landscape, we remained steadfast in our commitment to long-term value creation, guided by our three strategic pillars: Diversification, Differentiation and Collaboration. These pillars are integrated and operationalised across the organisation through nine strategic priorities, which are further detailed in the section titled “Purpose Driven Strategy” in this Report.

During the year, we took a disciplined and deliberate approach to capital deployment, ensuring that our financial, human, intellectual, social and relationship, manufactured and natural capitals were directed towards opportunities most aligned with our strategic priorities. This enabled us to pursue growth with precision, strengthen organisational capability and deliver value to our stakeholders in a focused and sustainable manner.

**INTEGRATED THINKING, PRECISION-LED VALUE CREATION**

We are committed to the integrated stewardship of our business, where purpose, strategy, capital allocation, performance and reporting are connected through a clear value creation mindset. Our strategy is built around our purpose and brand promise, and guided by our values, ensuring alignment with the long-term interests of our stakeholders.

Integrated thinking is central to this approach. We identify the six capitals and their providers as part of our long-range and

**Government tax revenue growth\***

**36.3%**

**Increase in taxes paid**

**56%**

\*Source: CBSL Annual Economic Review 2025 / Ministry of Finance, Planning and Economic Development

annual planning processes, enabling capital allocation across businesses with precision to support short, medium and long-term value creation.

To give effect to this, we have established dedicated teams, structures and functions with accountability for strategy, governance, risk, sustainability, performance monitoring and stakeholder engagement across our value chains. These mechanisms translate integrated thinking into purposeful resource allocation, disciplined decision-making and resilient execution, helping us preserve, nurture and enhance our capitals while mitigating erosion during challenging times.

Our stakeholder approach extends beyond conventional boundaries, recognising Nature and the Nation as important stakeholders whose wellbeing is connected to the sustainability of our business and the legacy we create.

**No. of Automobile qualified engineers released to the country's talent pool**

**46**

(2024/25: 33)

**Full scholarships awarded for Technical Education**

**23**

(2024/25: 15)

# THE CHIEF EXECUTIVE'S PERSPECTIVE

## Total Emission

**657,005** tCO<sub>2</sub>e  
(2024/25- 222,581 tCO<sub>2</sub>e)

## Renewable energy released to national grid

**87,138** GJ  
(2024/25- 17,431)

Integrated performance brings this thinking to life by aligning execution with strategy, measuring progress against relevant indicators and breaking barriers between financial outcomes and broader stakeholder value. At year end, this performance is translated into Integrated Reporting, providing a credible and transparent account of how we have used, preserved and enhanced our capitals.

We believe integrated thinking and integrated performance are fundamental to real value creation, while Integrated Reporting reinforces the accountability, discipline and credibility that drive this process forward.

## BREAKING THROUGH TO RENEWED GROWTH

The year commenced against a local economic landscape that showed encouraging, yet constrained, signs of recovery. The gradual revival of construction-sector activity, the lifting of vehicle import restrictions, growing interest in renewable energy and cautiously improving prospects in agriculture collectively provided renewed momentum at the start of the financial year, following the decline experienced in the previous year. The performance delivered during the year reflects the strategic alignment, resilience and perseverance of our teams across the Group.

## Mobility

The Mobility segment emerged as the strongest contributor to the Group's turnaround, regaining its position as a key growth driver. Automobile activity in Sri Lanka recovered following the removal of import restrictions, although affordability continued to be shaped by duties, exchange-rate movements, financing costs and loan-to-value requirements. The market landscape also evolved significantly, with new entrants gaining visibility through competitively priced offerings, particularly across fuel-efficient, hybrid and emerging electric mobility segments.

Against this backdrop of heightened competition, the Mobility segment delivered strong financial growth and made a substantial contribution to overall Group performance. This was driven by clear strategic focus, a deep understanding of evolving customer needs and aspirations, the credibility of our Principal brands, and product offerings that remained relevant to market demand. Equally important was the trusted, relationship-driven DIMO aftercare experience, which continued to differentiate us in the market, strengthen customer confidence and reinforce our competitive position.

With renewed momentum and focused strategies to break through market barriers, the segment enters 2026/27 with confidence and a clear path for growth.

## Automotive Engineering Solutions

The Automotive Engineering Solutions segment continued to serve as a pillar of confidence for both customers and Principals, while remaining a key differentiator for the Mobility business in an increasingly competitive automobile landscape. Beyond its core role in aftercare and technical support, the segment has established itself as a meaningful contributor to Group performance.

During the period of automobile import restrictions, the segment played a critical role in helping customers maintain their vehicles and sustain operations with reliability, continuity and cost efficiency. With the recovery of the vehicle market during the year under review, the segment strengthened its readiness to meet renewed demand through capacity enhancement, facility upgrades, technology improvements and focused upskilling of teams. These initiatives have positioned the business to support a growing vehicle population and respond to emerging technologies, including electric mobility.

The Marine and Railway-related businesses, together with related aftercare services, contributed meaningfully to segment performance, demonstrating the breadth and resilience of our engineering capabilities.

The Education division further advanced its strategic positioning by relocating closer to Colombo, improving accessibility, enhancing its course portfolio and expanding collaborations with foreign awarding bodies. This positions the division to better serve the growing demand for industry-relevant technical and vocational education.

Looking ahead, the Group remains firmly focused on strengthening the Automotive Engineering Solutions segment as a vital relationship builder with customers and a strategic enabler of long-term growth in 2026/27.

## Agriculture

While national agricultural growth progressed at a measured pace, our Agriculture segment delivered a significant year-on-year improvement, reaffirming its strategic relevance within the Group's diversification agenda. Growth was led by strong performance in Agri Machinery, with Agri Inputs contributing meaningfully, despite climate and weather-related disruptions, input cost pressures and supply-chain constraints arising from broader global conditions.

The Agri Machinery division recorded notable progress through a precise approach to market share expansion in an intensely competitive landscape.

The Agri Inputs business supported performance by addressing market needs for yield improvement, cost efficiency and sustainable agricultural practices. As the industry responds to climate variability and resource constraints, demand for reliable inputs, technology-led solutions and trusted advisory support is expected to grow.

The Agri Foods division advanced its branded value proposition, strengthening the presence of Flava and Miditer in local and export markets. While the full impact of these initiatives will materialise over time, the foundations established provide a stronger platform for growth.

Agriculture remains a priority within the Group's long-term diversification strategy. Looking ahead to 2026/27, we expect the segment to build on its momentum, navigating our industry in to technically advanced agriculture solutions.

### Power Engineering and Building Technological Solutions

The Power Engineering and Building Technological Solutions industries are undergoing rapid technology-led transformation, driven by the accelerating global and local shift towards renewable energy and smarter infrastructure solutions. This evolving landscape continues to reshape market opportunities, customer expectations and the future direction of the segment.

The Power Engineering and Building Technological Solutions segment delivered improved overall performance despite a marginal year-on-year revenue decline. Revenue was supported mainly by Lighting Solutions and Extra Low Voltage and Fire Solutions, while newly commissioned solar power plants contributed notably to profitability and future recurring income.

During the year, the Power Engineering division began reaping the benefits of six newly commissioned solar power plants across six regions, contributing close to 25MW to the national grid. These projects established recurring earnings while supporting Sri Lanka's transition towards cleaner energy. The segment introduced EV charging units to serve emerging electric mobility infrastructure needs, while solar power generated through the Group's own facilities reduced operational energy consumption, with excess output supplied to the national grid.

The Lighting Solutions division completed yet another a cricket stadium floodlighting project, reinforcing DIMO's position in advanced lighting technology and specialised execution. Its contribution to landmark developments within the country through Building Management systems, fire and lighting solutions further demonstrated the segment's breadth of capabilities.

Looking ahead to 2026/27, the segment is positioned to pursue growth across its domain, contributing towards the industry's technological advancements and the Group' growth and sustainability goals.

### Infrastructure Engineering

The Infrastructure Engineering segment entered the year after a period of subdued performance, but benefited from the gradual recovery in Sri Lanka's construction sector. The segment regained momentum amid renewed infrastructure, utility and construction-related activity.

The Construction Machinery Sales business made a notable contribution, driven by improving local demand. Securing an order through a competitive bidding process in Bangladesh strengthened our regional presence and reflected the segment's ability to leverage technical capability, Principal relationships and market insight beyond Sri Lanka.

In construction machinery aftersales, the Full Maintenance Contract with our long-standing customer marked an important milestone, reinforcing our lifecycle support model and the value customers place on reliability, equipment uptime and trusted service.

The Fluid and Water Solutions division maintained momentum through the Jaffna-Kilinochchi Water Supply and Sanitation Project, with long-term prospects supported by national priorities in water security, sanitation, climate resilience and utility modernisation.

Looking ahead, with a focused growth strategy and commitment to extending beyond geographical boundaries, the segment remains positioned to contribute meaningfully to the Group's growth agenda.

### Healthcare

The healthcare industry recorded moderate growth during the year, below the pace of national GDP growth. Market opportunities remained constrained, particularly as Government healthcare spending and procurement procedures continued to influence the pace and timing of business conversion within the sector.

Against this backdrop, the Healthcare segment remained resilient, recording measured growth across both the Capital Equipment and Pharmaceuticals portfolios despite a challenging operating environment. Ophthalmology-related products contributed positively to performance, while developments in the lens's portfolio provided encouraging indicators for future growth.

We recognise, however, the need to further sharpen strategic execution and direct our capabilities towards areas that offer stronger demand, improved returns and long-term relevance. The segment's gradual expansion from pharmaceuticals and consumables into advanced medical technology and capital equipment provides a broader platform to serve the evolving needs of Sri Lanka's healthcare sector.

# THE CHIEF EXECUTIVE'S PERSPECTIVE

As we move into 2026/27, the Healthcare segment enters the year with a more focused growth strategy. Our priorities will be to strengthen areas with proven short-term demand, while continuing to execute plans that support long-term growth. Through this approach, we aim to contribute more meaningfully to the advancement of healthcare in the country and to the Group's broader value creation agenda.

## Retail

The Retail segment operated in a gradually recovering market, supported by improved macroeconomic stability, easing credit conditions and the reopening of vehicle imports. However, growth remained uneven, with affordability pressures, import costs, taxes and cautious discretionary spending influencing demand across automotive parts, tyres, home appliances and power tools.

Despite improved market conditions, performance remained measured, reflecting price-sensitive consumer behaviour and constrained household purchasing power. Automotive parts remained the dominant contributor, supported by replacement demand, vehicle maintenance needs and revived automobile-related activity. The Power Tools business recorded encouraging sales improvement, driven by renewed construction, refurbishment, workshop and SME activity, indicating future growth potential. However, selected home appliances and other portfolio products remained below expectations, reflecting continued caution in discretionary spending.

In response, the segment enters the new financial year with a focused strategy to restore growth through portfolio rationalisation, sharper channel management, inventory optimisation and working capital efficiency. These priorities position the Retail segment to improve performance and deliver stronger results in the year ahead.

## SHARPENING OPERATIONAL EXCELLENCE

In reflecting on our 2025/26 performance, we recognise that future growth must be supported by sharper operational discipline alongside strategic expansion. While the year affirmed the strength of our recovery and growth priorities, it also highlighted areas requiring greater focus to sustain performance and build resilience.

Accordingly, our operational priorities for 2026/27 will centre on stronger cash flow management, disciplined working capital control, margin optimisation, portfolio rationalisation and improved performance monitoring through advanced analytics. Close monitoring of new initiatives and investments will also be a key focus, ensuring that expected returns, strategic relevance and execution progress are reviewed with greater discipline.

We will continue to complete the structural changes initiated across selected businesses and optimise the expected returns from these operating models. Dedicated teams will be empowered with clear accountability and measurable targets to drive these priorities into execution.

Through stronger operational rigour, we are confident that these priorities will support the Group in translating strategic intent into more consistent, sustainable performance in 2026/27.

## DIGITAL TRANSFORMATION: STRENGTHENING THE CORE FOR FUTURE GROWTH

With the implementation of the new ERP platform and the digitalisation initiatives driven by dedicated teams established in the previous year, our approach to digital transformation has taken a more structured and strategic direction. Digital is no longer viewed only as an enabler of efficiency, but as a core capability that strengthens decision-making, enhances stakeholder experience and supports sustainable growth.

Our ICT strategy is built around several focused priorities: strengthening the digital core, enriching customer and employee experience, advancing automation and AI, improving internal operations, enhancing process efficiency, building enterprise data capability, and strengthening systems and data security. These priorities are being institutionalised in a phased and disciplined manner to ensure long-term adoption and value creation.

During the year, we launched Phase II of the SAP ERP implementation, which is now underway. This phase introduces SAP Analytics Cloud, enabling more structured and automated planning, monitoring, business intelligence and analytics. The phase also includes customer-facing and field-based mobile applications, together with a number of carefully identified digital improvements aimed at enhancing operational agility and service delivery.

Beyond the ERP environment, our dedicated digitalisation team continued to progress initiatives that are integrated with the core system, while leveraging cost-effective and AI-enabled solutions. These initiatives are designed to address practical business needs, improve process responsiveness, unlock data-driven insights and strengthen sustainable customer value propositions across the Group.

Through these efforts, we are laying the foundation for a more future-ready organisation that is capable of harnessing emerging digital possibilities with precision, breaking traditional barriers in the way we operate, and creating greater value for stakeholders. Digital transformation remains central to our long-term strategy, enabling us to build resilience, improve productivity and support sustainable growth in an increasingly technology-led business environment.

## OUR PEOPLE, OUR COMPETITIVE EDGE

Our competitive edge is shaped by the expertise, professionalism and commitment our people bring to every customer interaction. Their contribution is central to the trust we build with customers, Principals and partners, and to the standard of service we strive to deliver.

We continue to strengthen this advantage through strategy-led Human Capital initiatives focused on capability building, empowerment, engagement and alignment with the Group's purpose and long-term strategy. Our programmes support learning and development, upskilling for emerging market needs and the creation of a culture of continuous learning.

Country's unemployment reduction\*

0.5%

DIMO employment net increase rate

12%

\*Source: Central Bank of Sri Lanka, Annual Economic Review 2025 – Key Economic Indicators; based on Department of Census and Statistics Labour Force Survey

During the year, our focus covered technical and soft skills, health and safety, sustainability, risk management, compliance standards and other areas critical to building confident, capable and future-ready teams. We also remain committed to fostering a workplace culture built on diversity, inclusion and respect, where every employee feels valued and empowered to perform at their best.

Human Capital development remains a key component of our long-range transformation agenda. As we move forward, we will continue to invest in our people, strengthen

leadership and specialist capabilities, and build an agile workforce that supports the Group's growth, resilience and long-term value creation.

## SUSTAINABILITY LIVED THROUGH ACTION

In alignment with our strategic imperatives, we continue to advance our sustainability agenda by integrating environmental, social and governance considerations into our business model. Our Sustainability Agenda 2030 sets out our long-term vision and targets across three key areas: growing sustainable businesses, strengthening employee and community contribution, and nurturing and preserving the environment, while maintaining responsible financial growth.

We believe sustainability becomes truly meaningful only when it is understood, embraced and lived by people. Accordingly, our efforts begin within the organisation, through employee engagement and awareness, and extend to our customers, communities and the wider society we serve.

During the year, our initiatives continued to promote awareness and action across multiple platforms, translating Sustainability into employee engagement. Through the 'DIMO Nature Club', we encouraged environmental and wildlife education among employees, nurturing a deeper appreciation of nature and responsible stewardship. These efforts were further extended to schoolchildren and communities through environmental and skill development education programmes, as well as plant distribution initiatives.

We also continued to strengthen a culture of social responsibility through our "Operation 8" Volunteerism Programme, encouraging employees to contribute meaningfully to community service beyond their formal roles. These initiatives reflect our belief that sustainability is not confined to policies, targets or reporting frameworks; it must be lived through culture, behaviour and shared responsibility.

Recognising the growing significance of climate risk, we reaffirm our role as a responsible corporate citizen by addressing climate-related challenges with urgency and purpose. This year's Report presents our key ESG performance indicators and progress, reflecting our commitment to creating long-term value for our business, stakeholders, environment and the nation.

## GOVERNANCE, RISK AND RESPONSIBLE STEWARDSHIP

Our purpose and brand promise are advanced within a strong framework of governance and risk and opportunity management. These frameworks bring together corporate governance, IT and cybersecurity governance, and risk governance, ensuring that our business is conducted with clear structure, discipline, accountability and oversight.

During the year, we further strengthened our risk and opportunity management systems to proactively address uncertainty and integrate sustainability considerations into strategic decision-making. Particular focus was placed on enhancing the Risk Management Framework, with greater emphasis on sustainability and climate-related risks. This included reviewing the Risk Policy, strengthening risk governance, introducing a Risk Working Group and refining the risk management process.

Our values are reflected through the policies, practices and standards that guide behaviour across the organisation. Governance has always remained a priority of the highest importance to the Group. During the year, one incident of inadvertent non-compliance was recorded, for which immediate corrective action was taken in consultation with the relevant authorities, as disclosed in the Corporate Governance Chapter of this Report.

We remain committed to upholding the highest standards of governance, transparency and accountability, continuing the legacy of trust and integrity built over our long-standing history.

# THE CHIEF EXECUTIVE'S PERSPECTIVE

## ASSURANCE, TRANSPARENCY AND CONFIDENCE

At DIMO, transparency remains a fundamental responsibility to our stakeholders. Guided by the highest standards of ethical conduct, accountability and disclosure, we are committed to ensuring that the information presented through our corporate reporting is reliable, balanced and complete. This Integrated Annual Report reflects that commitment, providing a clear and credible account of our performance, governance, strategy and value creation journey.

In addition to the assurance provided by our statutory independent auditors, we have obtained third-party assurance on selected disclosures, as outlined in the Reporting Landscape section of this Report.

Through this approach, we seek to strengthen stakeholder confidence, uphold reporting integrity and reinforce the trust placed in us as a responsible corporate steward.

## ADVANCING WITH PRECISION: BREAKING BARRIERS

As we enter FY 2026/27, our focus is on accelerating our strategic roadmap with clarity, discipline and precision. Anchored in our purpose, brand promise, strategic pillars and strategic priorities, we are realigning our core functions to sharpen market development, advance digitalisation, strengthen financial discipline, enable talent and cultural transformation, and support innovation across the Group.

The foundations we have built during the year across sustainability, governance, risk management, digital transformation and capital optimisation, provide the platform from which we will move forward. Our commitment to integrated stewardship ensures that strategy, capital allocation, performance and reporting remain connected to long-term value creation, while our sustainability agenda and strengthened governance frameworks guide us to grow responsibly and with resilience.

With dedicated teams, stronger data-led visibility and a future-ready workforce, we are better equipped to convert strategy into execution and execution into measurable outcomes. As we look ahead, we do so with optimism and renewed determination; ready to move forward with precision, break barriers in performance and transformation, and create sustainable value for our stakeholders, the environment and our nation.

## WITH SINCERE APPRECIATION

On behalf of the Board of Directors and the leadership team, I extend my sincere appreciation to our stakeholders including our employees, Principals, business partners, customers, shareholders and the communities we serve for the trust, commitment and support extended throughout the year.

Your confidence in our journey has been a source of strength, inspiring us to move forward with greater clarity, purpose and determination. As we step into the next phase of our transformation, our focus is not merely on sustaining progress, but on accelerating with precision: breaking barriers, strengthening inclusive growth and creating sustainable long-term value for all our stakeholders.

Your Sincerely,



**A G Pandithage**  
Managing Director /  
Group CEO's Message

3rd June 2026



An immersive experience with Augmented Reality (AR) – Scan the QR code & hold the smart phone over the printed report

<https://www.dimolanka.com/2025-2026-dimo-annual-report/url.php?id=8>