

SPREADING A BUSINESS ACROSS MOBILITY, EDUCATION, AGRICULTURE, ENGINEERING, AND RETAIL MEANS THAT WHEN ONE SECTOR STALLS, ANOTHER CAN GROW

DIMO: BUILDING RESILIENCE AND CREATING OPPORTUNITY THROUGH DIVERSIFICATION

In an increasingly dynamic and unpredictable business environment, diversification is no longer merely a growth strategy. It is a strategic imperative. For organisations seeking longevity and sustained value creation, diversification provides the resilience required to navigate economic cycles, market disruptions, regulatory changes, and evolving customer needs.

The journey of diversification is not about entering multiple businesses for the sake of expansion. Rather, it is about making deliberate decisions to position an organisation where emerging opportunities intersect with long-term relevance. Successful diversification requires foresight, discipline, and a deep understanding of market dynamics. It demands a willingness to invest beyond traditional boundaries while remaining anchored to a clear purpose and core strengths.

For conglomerates such as DIMO, diversification serves as a powerful mechanism for balancing risk and opportunity. When one sector experiences headwinds, another may be poised for growth. This portfolio effect allows businesses to maintain stability during challenging periods while continuing to pursue innovation and investment. Diversification also enables organisations to leverage shared capabilities, knowledge, talent, technology, and stakeholder relationships across multiple sectors, creating synergies that accelerate growth and enhance competitiveness.

However, diversification is not without its challenges. Every expansion into a new business domain requires careful evaluation of market potential, operational capabilities, customer demand, and strategic fit. Sustainable diversification is achieved not through opportunistic acquisitions or short-term gains, but through a structured approach supported by strong governance, disciplined capital allocation, and a commitment to long-term value

creation.

Throughout its history, DIMO has embraced this philosophy. What began as a company primarily associated with mobility solutions has evolved into a diversified conglomerate with a broad portfolio of businesses and services. This transformation has been shaped by a strategic recognition that relying heavily on a single business domain can expose organisations to periodic volatility and external disruptions.

By broadening its portfolio, DIMO has strengthened its ability to adapt, respond, and grow across changing market conditions. The Group's diversification strategy is driven by the objective of reducing dependency on individual business domains while increasing its presence in sectors that are essential to national development and economic progress.

The journey has been guided by a disciplined focus on identifying sectors with long-term relevance, creating strategic partnerships, investing in capabilities, and continuously innovating to meet emerging needs. Equally important has been the ability to foster collaboration across business units, allowing expertise and resources to be shared across the group, creating greater value than what individual businesses could achieve independently.

As markets continue to evolve, diversification must also evolve. Future-ready organisations will focus not only on entering new sectors but also on building eco-



THE GROUP'S DIVERSIFICATION STRATEGY IS DRIVEN BY THE OBJECTIVE OF REDUCING DEPENDENCY ON INDIVIDUAL BUSINESS DOMAINS WHILE INCREASING ITS PRESENCE IN SECTORS THAT ARE ESSENTIAL TO NATIONAL DEVELOPMENT AND ECONOMIC PROGRESS.

systems that connect industries, technologies, and communities. The convergence of digital transformation, sustainability, education, energy, food security, and mobility presents unprecedented opportunities for organisations willing to think beyond traditional industry boundaries.

As DIMO progresses on its journey, the group remains committed to creating value through a portfolio that contributes meaningfully to society while delivering sustainable growth. Today, this approach is reflected in five key sectors that are central to DIMO's future: mobility, education, agriculture, engineering, and retail. Each sector addresses fundamental human and economic needs while creating opportunities for innovation, partnership, and long-term value creation.

Together, these sectors represent more than business interests. They reflect DIMO's commitment to powering aspirations, enhancing livelihoods, and supporting national development through a

GAHANATH PANDITHAGE
Group Managing Director and Chief Executive Officer, DIMO



diversified and resilient business model.

Gahanath Pandithage, Group Managing Director and Chief Executive Officer of DIMO notes "For DIMO, diversification is not simply about growing bigger; it is about growing stronger. By building a balanced portfolio of businesses that address essential needs and future opportunities, we create resilience, unlock innovation, and ensure that DIMO remains relevant to our stakeholders today and for generations to come."

In a world where change is the only constant, diversification remains one of the most effective pathways to sustainable growth, resilience, and enduring success. For DIMO, it is a journey that continues to shape the future while staying true to the purpose of fuelling the dreams and aspirations of all stakeholders.●