

EVER PRESENT

Ever Pre



Present

At Singer Sri Lanka, we celebrate the fact that we are ever-present in the lives of Sri Lankans.

As Sri Lanka's go-to supplier of home appliances and household electronics, Singer thrives when the country thrives. One can find Singer appliances in any home in the country; that stands as testament to our goal to make Singer goods accessible to all, and as proof that Singer is a lifestyle in itself.

We move forward, towards highly prosperous times and moments of brilliant innovation, and with us, we take forward the country's population. We are ever-present, in every kitchen, living room, bedroom, bathroom and guest room in the nation; and while our products are an aesthetic of their own, they are also efficient in every aspect and enhances the lives of their users.

In the year under review, we have ensured that our products and services are affordable for all – and while cementing our position in the economy, we cement our position in every home.

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SMART PHONE



AIR CONDITIONERS



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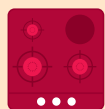


TABLE TOP GAS COOKERS



FURNITURE



SEWING MACHINES



GRINDERS & BLENDERS



KITCHEN APPLIANCES



AUDIOS

ABOUT THIS REPORT



This is the Integrated Annual report of Singer (Sri Lanka) PLC for the financial year ended 31st March 2025 which provides a balanced and concise overview of the Group's performance using financial, environmental, social and governance information. This is the fourth report using the <IR> Framework and seeks to provide a fair account of how its resources were allocated to create value for its key stakeholders.

REPORTING FRAMEWORKS AND ASSURANCE

1. Financial Statements and Information:

Sri Lanka Financial Reporting Standards and external assurance provided by Messrs. KPMG

2. Narrative Report:

Integrated Reporting Framework of the International Integrated Reporting Council (IIRC). External assurance on Integrated Reporting provided by Messrs. Ernst & Young

3. Sustainability Reporting:

Report has been prepared in accordance with the GRI Standards 2021, with external assurance obtained from Messrs. Ernst & Young. We have also adopted the Sustainability Accounting Standards Board Standard for Multiline and Specialty Retailers & Distributors, Appliance Manufacturing and Consumer Finance

Singer (Sri Lanka) PLC has opted for early adoption of the SLFRS S1 and S2 Sustainability Reporting Standards under the transitional relief allowed by the ISSB and CA Sri Lanka. Accordingly, the Group has embraced a climate-first approach to the new standards

4. **Gender Reporting:** Gender Parity Reporting Framework issued by the Institute of Chartered Accountants of Sri Lanka
5. **Corporate Governance:** Listing Requirements of the Colombo Stock Exchange and Code of Best Practice on Corporate Governance issued by CA Sri Lanka

REPORT PROFILE

Reporting period for financial and sustainability reporting:
Financial year ended 31st March 2025

Frequency: Annual (01st April 2024 to 31st March 2025)

Reporting Concepts

➤ Strategic Focus

Demonstrates how our activities are guided by clearly defined strategic priorities.

➤ Connectivity

Interrelatedness and dependencies shown through navigation icons and signposting

➤ Stakeholder Relationships

Chapter on stakeholder engagement, concerns and responses

➤ Materiality

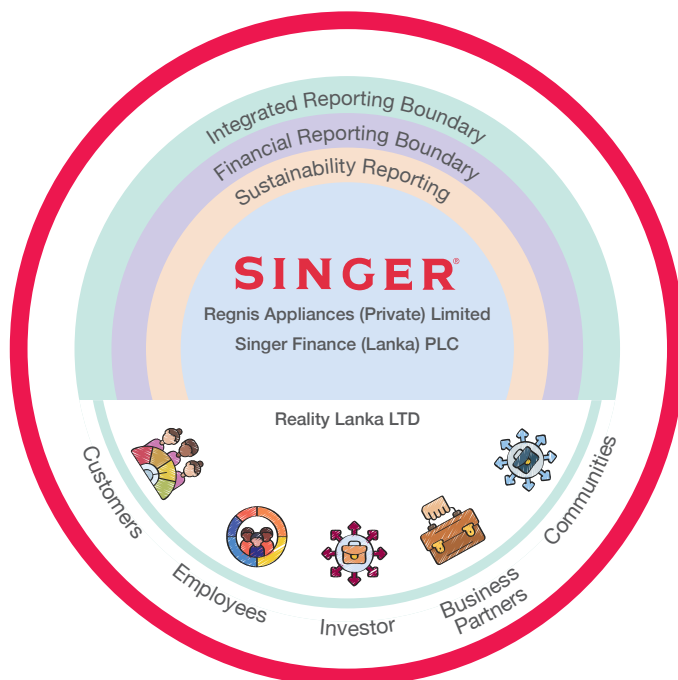
Systematic materiality assessment process

➤ Consistency and Comparability

Comparable information for the previous year provided wherever relevant

REPORTING BOUNDARY

The financial reporting included in this Report represents the Singer Group (comprising Singer (Sri Lanka) PLC or the “Company”) and 3 subsidiaries as illustrated below. The boundary for sustainability reporting is limited to the Company and 2 key subsidiaries, which collectively account for 99% of consolidated assets. The reporting boundary remains unchanged compared to the previous year and there are no major restatements of information provided in previous reports. The Group’s operations are solely in Sri Lanka.

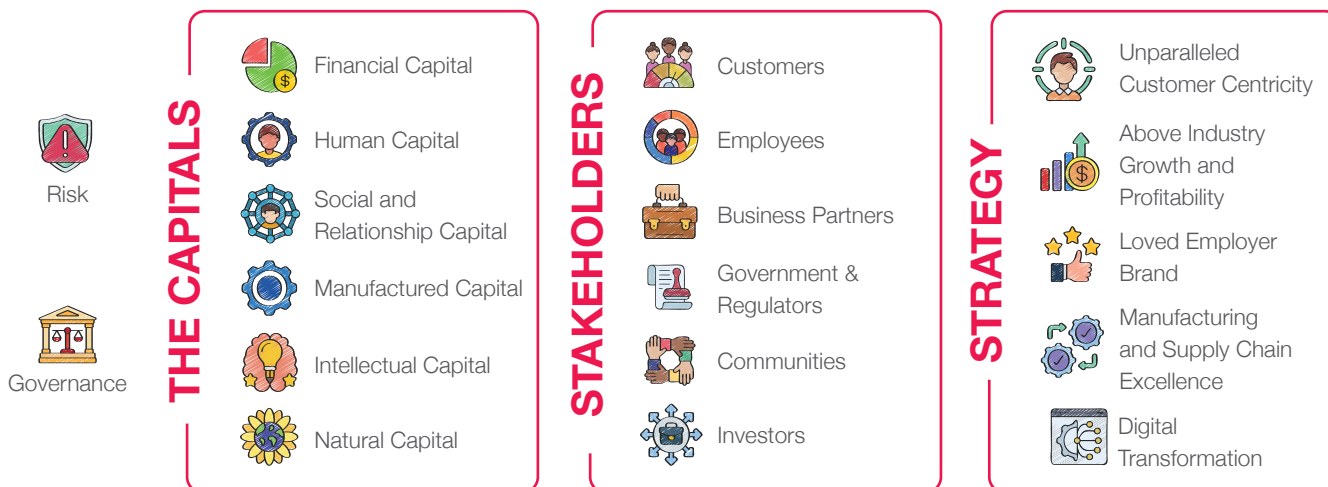


MATERIALITY

The leadership team have identified the issues that could have the most significant impact on the Group’s ability to create value. In determining these issues, we have considered the industry landscape, the concerns of our stakeholders and our strategic aspirations. The process used to determine material issues and the list of topics for the year are given on pages 52-53 of this Report.

CONNECTIVITY OF INFORMATION

Navigation icons



STATEMENT OF RESPONSIBILITY

Singer (Sri Lanka) PLC’s Board of Directors is ultimately responsible for ensuring the accuracy of this Report. We hereby confirm that the 2024/25 report addresses all relevant material matters and fairly represents the Group’s integrated performance. We also confirm that the Report has been prepared in line with the guidance provided in the Integrated Reporting Framework of the International Integrated Reporting Council.

Signed on behalf of the Board,

Mahesh Wijewardene
Group Managing Director

FEEDBACK

We are committed to consistently improving the quality and readability of our corporate reporting and welcome your feedback and suggestions on our Annual Report. Please direct your feedback to,

Finance Director,
Singer (Sri Lanka) PLC,
112, Havelock Road,
Colombo 5
Email: shalinkas@singersl.com



Greater

than the parts of our whole

With a 148-year track record, Singer Sri Lanka continues to be the nation's market leader in consumer durables. In the year under review, Singer has permeated every household in the nation, ensuring that accessibility is given to all, and prosperity is granted to all.

OVERVIEW

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PERFORMANCE HIGHLIGHTS 2024/25

For the year ended 31st March	Group			Company		
	2025 Rs. '000	2024 Rs. '000	Increased/ (Decreased) %	2025 Rs. '000	2024 Rs. '000	Increased/ (Decreased) %
Revenue – Net	88,240,636	69,872,299	26.3%	79,242,906	63,232,302	25.3%
Gross Profit	27,926,528	17,985,608	55.3%	22,929,434	16,141,591	42.1%
Operating Profit	8,470,327	3,137,411	170.0%	6,765,109	3,579,901	89.0%
Net Finance Cost	(1,648,088)	(2,401,902)	(31.4%)	(2,098,574)	(3,621,385)	(42.1%)
Profit/(Loss) Before Tax	6,221,709	338,653	1737.2%	4,583,535	(118,484)	3968.5%
Profit/(Loss) For the Year	4,178,262	(91,299)	4676.4%	3,202,029	(297,701)	1175.6%
Total Comprehensive Income for the Year (Net of Tax)	4,625,613	374,793	1134.2%	3,613,426	161,620	2135.8%
Stated Capital	1,138,857	1,138,857	0.0%	1,138,857	1,138,857	0.0%
Revenue Reserves	9,778,270	6,931,330	41.1%	6,367,515	4,236,739	50.3%
Capital Reserves	3,318,584	2,946,412	12.6%	3,318,584	2,946,412	12.6%
Statutory Reserves	495,639	376,387	31.7%	-	-	-
Non-Controlling Interest	1,225,087	1,046,510	17.1%	-	-	-
Total Equity	15,960,785	12,443,745	28.3%	10,827,591	8,324,543	30.1%
Property, Plant & Equipment – Net	8,808,846	8,142,751	8.2%	7,640,528	7,138,161	7.0%
Other Investments	22,468	22,326	0.6%	20,283	20,141	0.7%
Net-Current Assets	11,945,621	6,854,228	74.3%	7,228,760	6,335,539	14.1%
Gross Dividends	1,144,266	-	100.0%	1,144,266	-	100.0%
Dividend per Share Rs.	0.98	-	100.0%	0.98	-	100.0%
Dividend Payout Ratio %	28.55	-	100.0%	35.77	-	100.0%
Dividend Yield %	2.95	-	100.0%	2.95	-	100.0%
Earnings per Share Rs.	3.43	(0.14)	2534.6%	2.74	(0.26)	1143.4%
Price Earnings Ratio Times	9.68	114.21	91.5%	12.12	61.31	80.3%
Net Assets per Share Rs.	13.67	10.66	28.3%	9.27	6.72	38.1%
Market Price per Share Rs.	33.20	16.10	106.2%	33.20	16.10	106.2%
Gross Profit Margin %	31.65	25.74	22.9%	28.94	25.53	13.4%
Operating Profit Margin %	9.60	4.49	113.8%	8.54	5.66	50.8%
Net Profit/(Loss) Margin %	4.74	(0.13)	3723.8%	4.04	(0.47)	958.3%
Return on Average Net Assets %	29.42	(0.74)	4052.8%	33.44	(3.98)	940.8%
Return On Capital Employed %	17.08	8.63	97.8%	28.26	16.55	70.8%
Equity Assets Ratio %	13.07	13.21	(1.0%)	16.49	14.22	16.0%
Debt Ratio %	63.56	62.34	1.9%	43.61	49.30	(11.5%)
Debt to Equity Times	4.86	4.72	3.0%	2.64	3.47	(23.7%)
Gearing Ratio %	82.94	82.52	0.5%	72.56	77.62	(6.5%)
Interest Cover Times	4.78	1.14	318.5%	3.18	0.97	229.2%
Dividend Cover Times	3.5	0	100.0%	2.80	0.00	100.0%
Quick Assets Ratio Times	0.84	0.76	10.5%	0.62	0.60	2.8%

Group

Revenue

Rs.88,241Mn  **2025**

Rs. 69,872 Mn 2024

Operating Profit

Rs.8,470Mn  **2025**

Rs. 3,137 Mn 2024


Profit Before Tax

Rs.6,222Mn  **2025**

Rs. 339 Mn 2024


Company

Revenue

Rs.79,243Mn  **2025**


Rs. 63,232 Mn 2024

Operating Profit

Rs.6,765Mn  **2025**

Rs. 3,580 Mn 2024

Profit/(Loss) Before Tax

Rs.4,584Mn  **2025**

Rs. (118) Mn 2024

NON-FINANCIAL HIGHLIGHTS

Overview

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Management Discussion and Analysis
The Capitals Report
Stewardship
Financial Reports
Supplementary Information

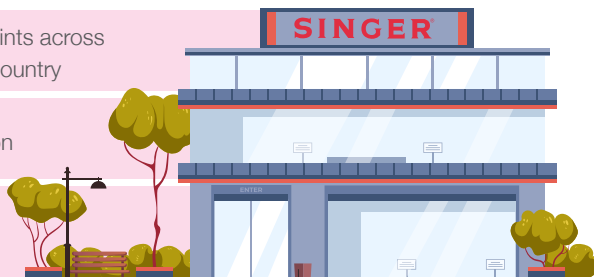


MANUFACTURED CAPITAL

421 Customer touch points across 9 provinces in the country

65% Capacity utilisation

Rs. 7,472 Mn
Total asset base



BRAND STRENGTH



PEOPLE'S BRAND OF THE YEAR 2025

at SLIM-KANTAR People's Awards for the 19th consecutive year

PEOPLE'S YOUTH BRAND OF THE YEAR 2025

at SLIM-KANTAR People's Awards

> 2.7 Mn

Loyal customer base



ENVIRONMENTAL IMPACT

57,584 GJ
Energy consumption

22 MT
E-waste collected

Rs. 2.5 Bn
Sales generated through energy-efficient products



RESPONSIBLE EMPLOYER

3,224
Employees

42,018
Training hours

22%
Female representation rate

13
Average training hours

Rs. 5.7 Bn
Personal cost

480
Employee promotions



GOVERNMENT & SOCIETY

Rs. 13.5 Bn
Total direct and indirect taxes paid to the government

2,800+
Indirect employment through entrepreneurial branch model



Customers

89%

Net promoter score

98.5%

Customer satisfaction rate

16

Service centres

405

Singer showrooms



Business Partners

Rs. 51 Bn

Payments to suppliers

1,610

Dealers

33%

Payments to local suppliers



Communities

43%

Employment outside Western Province

Rs. 2.9 Mn

CSR investment

2,400+

Beneficiaries

YEAR AT A GLANCE

Review of 2024/25

After a challenging period, we are seeing a strong recovery both in the market and within our industry. Initially, consumers had difficulty adjusting to new pricing, which raised concerns about affordability. However, with the exchange rate now more favourable for imports and interest rates declining, we have successfully secured improved terms with global suppliers, allowing us to progressively lower prices. We are steadily gaining momentum and increasing market share, with strong product availability and an expanded portfolio being key drivers of this growth. Throughout this period, we adhered to a strategy that we firmly believed would yield positive results, with management recognising that the renewal model was essential for navigating the challenging environment. We are now transitioning back to our “be big” strategy, where scale plays a critical role. Our focus remains on maintaining growth momentum as the foundation for long-term and sustainable success.



Singer won the coveted SLIM KANTAR ‘People’s Brand of the Year’ award for the 19th year in a row as well as the ‘People’s Youth Brand of the Year’ award and the ‘People’s Consumer Durable Brand of the Year’ award.

New product introductions

35+

Processes automated

11+

Rebranding of retail outlets and approved dealers

39

GROUP STRATEGIES AND KEY FOCUS AREAS

- Focus on optimising our cost structure to offer more affordable options to our customers while maintaining our profit margins.
- Prioritise the employee pillar by developing a skilled workforce and encouraging innovation to prepare employees for emerging trends and technological advancements.
- Investing significantly in marketing efforts to expand our brand reach, increase visibility, and drive consumer engagement across various platforms.
- Maintaining optimal inventory levels to ensure product availability, reduce lead times, and reinforce our position as a reliable supplier in the market.
- Pursuing digital transformation to modernise our workflows and focusing on process optimisation across all departments to improve operational efficiency.

MACRO-ECONOMIC HEADWINDS

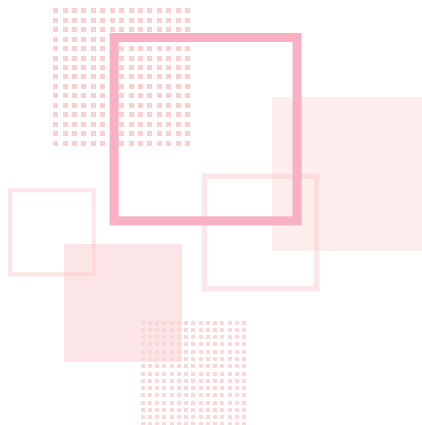
Consumer Purchasing Power

Concerns - Despite inflation stabilising, affordability remains a challenge for many consumers.

Impact of Increased Taxation - Higher taxes reducing disposable income, affecting both consumer spending and business operations.

Grey Market Competition -

Unregulated imports continue to create price competition, affecting official retailers.



OUTLOOK FOR 2025/26

- Exploring growth opportunities and expanding market reach both locally and internationally to strengthen our presence.
- Expanding retail and service networks to bridge gaps in upcoming urban areas.
- Advancing product innovation and introducing more technologically advanced products to meet evolving consumer needs.
- Enhance affordability and keeping products accessible, in line with our vision to elevate living standards across all segments.
- Integrating smart technologies to improve customer service, streamline operations, and drive efficiency.

ESG HIGHLIGHTS

Singer Group have a significant impact on ESG (Environmental, Social, and Governance) factors through its various initiatives and practices. Through these initiatives, Singer contributes to the advancement of ESG principles, driving sustainability, social welfare, and ethical governance.

Environmental (E)		
Sustainable Practices	Recycling & Reuse	Product Innovation
<p>Singer focuses on reducing the environmental footprint of its operations by implementing energy-efficient practices, using eco-friendly materials, and ensuring proper waste management to avoid landfill disposal.</p> <p>Energy consumption</p> <p>57,584 GJ</p> <p>Use paper pulp materials for all sides and top packaging of refrigerators</p> <p>100%</p>	<p>Singers strive to recycle and reuse a significant portion of its waste, contributing to a circular economy and reducing environmental harm.</p> <p>e-waste collected and recycled</p> <p>22 MT</p>	<p>Singer's products, such as energy-efficient appliances, help reduce energy consumption and promote sustainable living among customers.</p> <p>Refrigerators with MEP labelling</p> <p>9</p>
Social (S)		
Employee Welfare	Community Support	Youth Employment
<p>Singer offers a flexible medical scheme for employees and their families, along with organising health camps and mental health programs to promote overall well-being</p> <p>Employee benefits during the year</p> <p>Rs. 5.7 Bn</p>	<p>The Group actively supports social causes, partnering with organisations for disabled individuals, the deaf community, and rehabilitated prison inmates to enhance lives and promote inclusivity.</p> <p>Investment in community support programs</p> <p>Rs. 2.9 Mn</p>	<p>Through its Branch Entrepreneurship Retail network, Singer has created over 2,800+ youth employment opportunities, contributing to local communities' economic development.</p> <p>The Singer Fashion Academy provides world-class education to Sri Lankan youth at affordable rates, empowering them with valuable skills for the future</p> <p>Singer Fashion Academy produced</p> <p>615 diploma and certificate program holders who graduated during the year</p>
Governance (G)		
Transparency and Ethics	Corporate Responsibility	
<p>Singer's strong governance practices, ensuring transparency, fair business practices, and compliance with relevant laws and regulations.</p> <p>No major non-compliances in the Environmental & Quality Management System and Occupational Health & Safety.</p>	<p>The company emphasises ethical business conduct and social responsibility, ensuring its operations align with the interests of all stakeholders, including customers, employees, and the community.</p> <p>No whistle-blower cases reported during the year.</p>	

AWARDS AND ACCOLADES

These honours are more than accolades; they are reflections of the trust millions place in Singer daily. They celebrate Singer's relentless pursuit of innovation, commitment to quality, and the ability to evolve while staying true to its heritage. Singer remains not just a brand, but a beloved part of Sri Lanka's story.

- 1 SLIM KANTAR People's Brand Of The Year 2025
- 2 SLIM-KANTAR People's Youth Brand Of The Year 2025
- 3 SLIM-KANTAR People's Consumer Durable Brand Of The Year 2025
- 4 Federation of Asia Pacific Retailers Association (FAPRA) 2024 - Most Innovative Retail Concept Country Award Winner
- 5 Best Corporate Citizen Sustainability Awards 2024 - Retail Sector Winner
- 6 TAGS Awards 2024 - Trading Sector Gold Award
- 7 ACCA Sustainability Awards 2024 - Retail Sector Winner
- 8 Chairman's Award Winner - Consumer And Retail Sector For The Phenomenal Comeback In The Mobile Phone Category



Where tradition
meets tomorrow,
and excellence
becomes a habit.





Founded

in the drive to serve

Having achieved a reputation associated with trust, quality and reliability, Singer is now one of the island's most beloved brands, and through local manufacturing and international partnerships, Singer has grown from strength to strength, all in service of this country's citizens.

THE SINGER STORY

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CHAIRMAN'S MESSAGE



Mohan Pandithage
Chairman

The growth achieved by Singer significantly outpaces the 5% growth rate of the country and it takes meticulously executed strategy to deliver results of this scale.

Dear Shareholder,

I am delighted to report that the Singer Group recorded a Profit After Tax of Rs. 4.18 Bn for the financial year ended 31st March 2025, turning around the loss of Rs. 91 Mn recorded in the previous year as Sri Lanka's economy stabilised after two years of unprecedented challenges. The Group's performance for the year reflects the significant changes undertaken to realign the Group's portfolios, touchpoints and processes to meet the needs and budgets of customers, recognising the varied needs of a loyal and diverse customer base built and retained over generations. It is a story of building strong value propositions for discernible customer segments with attention to detail and driving change to deliver the same as a leaner and more efficient organisation that moves forward, further and faster.

RE-WRITING THE PLAYBOOK

Singer used the period of import restrictions to re-think its game plan as demand dynamics shifted and the country saw a surge in migrations, impacting both our internal and external customer base. While we took care of our internal customers during the lean times, we needed to rebuild the teams to be stronger and more agile than before. Significant work went into defining new value propositions for them that were aligned to Singer's business goals and their aspirations and tested with reality checks as the landscape had changed significantly.

There was a clear understanding that we needed multiple value propositions to cater to the diverse lifestyles of our extensive customer base. Infrastructure, processes

and products were aligned to deliver on these value propositions that we aspired to deliver for our loyal customers, to uplift lives. This is what Singer has been doing for more than a century and is still what drives and differentiates us.

This is also the first-year post-merger of the manufacturing arms, and the results affirm our decision to merge. Administration is leaner and more responsive. Our manufacturing has expanded reflecting the power of the Singer brand. Supply chains have been strengthened and made more resilient. Importantly, how we reach our customers is also changing as we look at omnichannel presence, serving customers at their convenience. We remain an integral part of Sri Lanka's socioeconomic fabric, guiding Sri Lankans to realise their

CHAIRMAN'S MESSAGE

potential by integrating technology to create comfort, convenience and time.

DELIVERING RESULTS

The Singer Group delivered a consolidated revenue growth of 26% to Rs. 88.24 Bn, creating a new growth trajectory for the Group. A new mix of products delivered through our multi-channel network enabled the Group to improve gross margins as gross profits increased by 57% to Rs. 27.93 Bn reflecting the effectiveness of the new playbook. The Group's operating profit increased by 170% to Rs. 8.47 Bn comfortably accommodating the increased Selling & Distribution expenses and Impairment provisions. Net finance costs declined by 31% to Rs. 1.65 Bn as interest rates declined during the year. Profit before tax increased by 1,737% to Rs. 6.22 Bn, positioning the Group for growth in a new era of value conscious, tech savvy consumers. Profit after tax amounted to Rs. 4.18 Bn as the Group turned around the loss of Rs. 91 Mn recorded in the previous year. This is a phenomenal story measured by any yardstick, and one that merits a deep dive into the annual report to appreciate the multiple initiatives and the holistic approach adopted to make it a reality.

It is important to note that the economic and political stability restored in the country played a key role with lower inflation and interest rates, an appreciating rupee and increased worker remittances serving as favourable tail winds. It is well established that retailers do well when the country prospers. While acknowledging the positive impact of economic conditions, it is necessary to acknowledge that the growth achieved by Singer significantly outpaces the 5% growth rate of the country and that it takes meticulously executed strategy to deliver results of this scale.

GOVERNANCE & OVERSIGHT

The merged entity simplified governance of the entity as a whole, significantly freeing up time of the Board and Corporate Management to focus on what needed to be managed. The benefits have undoubtedly filtered down the organisation, easing administrative burdens and eliminating overlaps in multiple functions and processes.

We strengthened Board capabilities welcoming 5 new directors to the Board, commencing with the appointment of Ms. Kawshi Amarasinghe in June 2024 and Mr. Jonathan Alles in November 2024 who serve as Independent Non-Executive Directors. This was followed by the appointments of Mr. Vajira Tennakoon, Mr. Thulitha Mendis and Mr. Shalinka Seresinhe as Executive Directors in April 2025. Mr. Mahesh Wijewardene was appointed Group Managing Director in April 2025. We bid farewell to Mr. Dumith Fernando and Mr. Hisham Jamaldeen who served as Independent Directors during the year. The Board of Directors was expanded from 9 to 12, facilitating a better balance of Executive, Non-Executive and Independent Directors.

The public float moved above the minimum 10% requirement as a result of the post amalgamation shareholding structure. As a result of this and the increase in the market capitalisation of the public float with the upward increase in the share price, the Company has been transferred out from the Secondary Board to the Main Board of the Colombo Stock Exchange in March 2025.

The Board ensured compliance with all the requirements of CSE Listing Rule #9 on Corporate Governance. A new Nomination & Governance Committee was established in May 2024, completing the mandatory Board committees required. The policies were published on the website in line with the requirements.

ESG integration gained importance with the issuance of IFRS Sustainability Standards, later adopted by the Institute of Chartered Accountants of Sri Lanka and progressively mandated. Singer Sri Lanka follows the Hayleys Group ESG Framework as detailed in this report. Going forward, we will consider expanding our customised ESG approach.

RISKS AND OPPORTUNITIES

The Board is firmly of the view that the potential benefits of opportunities in Singer's horizon far outweigh the risks. We are a business of people connecting people to opportunity and that is always a workable formula – we just need to read the signs, listen to the people and stay relevant.

Singer has been a critical partner in creating a tech savvy generation that enables the launch of a digital economy. Retail sales of digital devices support the country's national IT framework, and we are justifiably proud of the role we have played in putting technology in the hands of farmers and fishermen who can get accurate weather forecasts or the student who accesses e-learning or watches a lesson on the television. We continue to pursue opportunities in creating the tech ecosystems that connect people to opportunity, uplifting lives.

Singer has an opportunity to thrive in the transition to a low carbon economy, acting as a catalyst to introduce energy efficient appliances and renewable energy driven products to market. Our plans for the future have taken this into consideration and our products and processes have been aligned to seize this opportunity.

The grey market continues to thrive, supported by a relatively high VAT which widens the gap between entities that abide by the law and those that circumvent it. The incentive for consumers to risk purchases in the grey market is also

higher as a result. As we deal with the ramifications of a tariff shock announced by the US Administration, it is timely that we also consider the wisdom of our own tariff structures, understand their impact on the economy and consider the need to create a level playing field for those who abide by the rules.

While high levels of talent migration have moderated, it has given rise to a paucity of talent in the country making recruitment for specialised positions a difficult task. Clearly, the country needs a strategy to develop or attract the skilled expertise required to drive growth of businesses in the country. There is both an opportunity and a risk in this observation.

OUTLOOK

The outlook for 2025 dimmed with the announcement of tariffs by the US with global growth forecasts by the IMF revised downwards to 2.8%. Sri Lanka's growth forecast by The World Bank also reflects a moderated growth rate of 3.5% for 2025 and 2026. A steady growth of tourist arrivals and worker remittances are positive indicators and there is an ongoing debate as to whether these will be affected by the increased tariffs as they are key to sustain the growth momentum. Inflation which was in negative territory is expected to increase to mid-single digits and monetary policy will be dictated by the movement of inflation. World trade is expected to moderate in the wake of the tariff uncertainty. Oil prices are predicted to fall further which would be beneficial although agricultural commodity prices are expected to increase due to lower harvests. Uncertainty in exchange rate movements needs proactive management due to impact of price level in the imported products. The grey market is a serious concern, and authorities should ensure a fair marketplace for responsible product sales.

Singer will persist in its mission to integrate technology into homes, offices, and individual lives, thereby driving socioeconomic progress and connecting Sri Lankans to global opportunities. We anticipate the positive growth observed in 2024 to continue, and we aim to increase business volumes and achieve sustainable profitability while maintaining our status as the nation's most esteemed brand.

ACKNOWLEDGEMENTS

I would like to acknowledge the leadership of our Group Managing Director, Mahesh Wijewardene, who successfully guided his team through a difficult period in the country. I appreciate the dedication and loyalty of the Singer Group team throughout the year and commend their unwavering efforts. We deeply value the support of our loyal customers who continue to choose Singer for enhancing their lives. In conclusion, we extend our gratitude to our business partners and other stakeholders for their trust and support in the Group as we strive to deliver increased stakeholder value in the coming year.



Mohan Pandithage
Chairman

GROUP MANAGING DIRECTOR'S REVIEW



Smart strategy, a strong brand and a committed team combined to propel Singer (Sri Lanka) PLC to a new growth trajectory as we wrote our comeback story...

Dear Shareholders,

Smart strategy, a strong brand and a committed team combined to propel Singer (Sri Lanka) PLC to a new growth trajectory as we wrote our comeback story, recording a Profit after tax of Rs.4.18 Bn for the financial year ended 31st March 2025 compared to a loss of Rs.91 Mn in the previous year. A stable and favourable macroeconomy provided a conducive environment for growth as we leveraged our customer-centric mindset and market intelligence to cater to evolving demand dynamics. The strong profitability during the year contributed towards a stronger balance sheet and sturdy financial position as was reflected in our recent two notch rating upgrade by Fitch Ratings Lanka Ltd., to AA-(lka) with a stable outlook.

THE POWER OF POSITIVITY

We commenced the year under review with renewed positivity that this would be a transformative year. We anticipated the upward momentum of consumer spending as inflation and interest rates declined and import restrictions lifted in October 2023, leading to the release of pent-up demand. Foreign exchange liquidity and the appreciation of the rupee was also favourable, enabling us to pass on the benefit of lower import costs to our customers through better pricing. The improvement in the sovereign rating also meant that overseas suppliers could extend credit. Having navigated a multitude of challenges in the previous year, we were resolute in our ambition to accelerate growth, capitalising on the opportunities presented by the more favourable economic conditions.

Against this backdrop, we were able to harmonise the implementation of all aspects of the Singer Smart Strategy, which was embraced by all levels across the organisation. Strategic focus was placed on rebuilding our teams and management was strengthened at all levels with the necessary expertise. While labour market conditions remained tight, we leveraged the strength of our employer brand to attract the industry's top talent. Importantly, support functions such as Finance and HR operated with a high-level of business orientation and focused on finding workable solutions. The support of the Board was critical and their confidence in our execution of the Singer Smart Plan provided the extra impetus to beat the budgets and "be big."



GROUP MANAGING DIRECTOR'S REVIEW

EXECUTING THE SINGER SMART PLAN

Customer Centricity

Our brand is one that has been built through being close to the customer. This is affirmed by Singer winning the People's Brand of the Year Award at the SLIM-Kantar People's Choice Awards for the 19th consecutive year as well as the Youth Brand Award and the Consumer Durable Brand of the Year Award. We continued to invest in our outlet infrastructure, focusing on customer experience, ambience and service standards. Strong after-sales service is a crucial element of our competitive edge, and we sought to further elevate during the year through embedding digitalisation and more customer-service training.

We strengthened digital capabilities to drive increased customer-centricity through back-office processes. For example, customer service functions such as the Singer loyalty programme and call centres were strengthened. Digital capabilities were improved to enhance customer connectivity and the customer experience. A fully-fledged Customer Relationship Management model was implemented for the 2.7 Mn customers in the Singer loyalty programme.

We continued to widen our product proposition, marking a major milestone by diversifying into the automobile sector. Our ambition is to position Singer as a leader in transportation solutions, supported by a comprehensive sales, spare parts, and service model and leverage the synergies offered by our finance arm to offer affordable yet high-quality transportation options and to introduce electric bikes, three-wheelers, and other transportation options. By leveraging our established brand strength and market channels, we are confident in driving Singer to new heights of growth and innovation.

Above Industry Growth and Profitability

Our growth aspirations centre on the need to build. We need to keep growing as scale in delivering allied services that extend our value proposition beyond a sales transaction. Given competitive pressures in selected product categories, we are acutely aware of the need to drive growth horizontally through introducing new categories, thereby capturing higher wallet share. We see opportunities for growth in agriculture, solar and automobiles where Singer is still a relatively small player. We will also pursue opportunities in institutional sales, leveraging the strength of our brand name and relationships to drive growth.

A Place Where People Love to Come and Contribute

Our people agenda centres on attracting the right talent and our reputation as an employer of choice enables us to recruit and retain the top talent in the country. Being part of the Hayleys Group is a key strength as it provides multiple opportunities for cross-sector transfers. Despite the slowdown in migration, we continue to be challenged in retaining employees and significant efforts were directed towards employee engagement, happiness and benefits, ensuring that we offer an attractive employee value proposition. We continue to maintain a dialogue with the trade unions to understand their grievances and have demonstrated that we can work together, maintaining a cordial relationship with the trade unions who have been fair in their dealings. A systematic and structured approach to succession planning also ensures that we build the next generation of leaders within the Group.

Manufacturing and Supply Chain Excellence

The contribution from manufacturing was strong during the year, with local production capabilities covering washing

machines, refrigerators, water pumps and furniture. The sales of washing machines and refrigerators were driven by the release of pent-up demand and more favourable customer sentiments, resulting in locally manufactured washing machines and refrigerators contributing 83% and 88% of the total sales in each of its categories. Our manufacturing capabilities are aligned to international standards and during the year we introduced a premium, glass-door refrigerator model catering more sophisticated customer needs. Research & Development capabilities were strengthened in both factories and industry experts were hired to drive efficiency in processes. We are also driving investments towards upgrading the factories to modern standards.

We have seven channels for distribution of our products, and supply chain efficiency is critical. We deployed technological solutions for route optimisation and load calculations, making use of distribution trends. Singer maintains a very strong bond with our local and overseas supplier base and brand principles to ensure a smooth corporation and an undisrupted supply.

FINANCIAL PERFORMANCE

Group revenue increased by 26% to Rs.88.24 Bn, as we capitalised on the favourable demand dynamics through ensuring product availability across our network and market activations. Availability, affordability and energy efficiency were key concerns for customers and these factors were met through appropriate sourcing strategies. Gross profit improved by 57% to Rs.27.93 Bn with profitability margins widening through a richer product mix. Operating profit increased by 170% to Rs.8.47 Bn despite a 31% increase in selling and administrative expenses as we strengthened value to employees and upgraded our customer touchpoints. Impairment provisions increased by 81% to Rs.543 Mn as impairment provisions at Singer Finance increased during the year.

Finance income decreased by 34% to Rs.1.53 Bn as interest rates declined on financial investments along with reduction in the market interest rates. Finance costs also declined by 33% reflecting the downward trajectory in market interest rates, taking net finance costs down to Rs. 1.65 Bn. VAT on financial services increased by 51%. Accordingly, we were able to deliver a profit before tax of Rs.6.22 Bn, an increase of 1737% over the PBT of Rs.338 Mn recorded in the previous year. Income tax increased to Rs.2.04 Bn as taxable profits increased. Profit after tax for the year amounted to Rs.4.18 Bn compared to a loss of Rs.91 Mn in 2023/24 reflecting, perhaps the most successful comeback story of the Group in living memory.

Singer Finance also recorded an improved performance delivering a 36% growth in top line and a 124% growth in profit before tax. Singer Finance delivered a profit after tax of Rs.852 Mn, above the Rs.404 Mn recorded in the previous year. It remains one of the best performing finance companies amongst peers with sound regulatory ratios.

The Group's balance sheet expanded as total assets increased by 29% to Rs.122.09 Bn largely due to the increase in trade receivables in both non-current and current assets. Equity increased by 28% to Rs.15.96 Bn due to the increase in retained earnings. The Group's access to capital remains strong with liquid assets of Rs. 87.95 Bn, an improved rating and as part of the Hayleys Group, providing sufficient buffers for foreseeable risks.

INTEGRATING ESG

Singer aligns with the Hayleys ESG framework in embedding environmental, social and governance considerations across our business. This year, we focused on enhancing the energy efficiency of our customer journey through promoting energy-efficient refrigerators, rooftop solar, water-efficient appliances like washing machines and dishwashers and the introduction of electric bikes.

We support over 300 local businesses, fostering innovation and entrepreneurship while increasing local production and job creation. The Singer Fashion Academy provides access to affordable skill development among aspiring youth, partnering with institutions to offer up to degree-level qualifications in the apparel industry.

Collaborating with our parent company, we are advancing our ESG agenda to comply with IFRS Sustainability Standards by 2025/26. Our dedication to transparent corporate reporting earned us the Gold Award for the Retail Sector at the TAGS Awards by the Institute of Chartered Accountants of Sri Lanka.

A LOVED EMPLOYEE BRAND

The Singer Team comprises over 3,000 permanent staff and an additional 3,500 personnel across the showroom network, factories, and offices. Despite the challenging landscape, employees have remained motivated and resilient. We continue to engage with our staff to facilitate to the extent possible and retain the talents. A key priority is building the talent pipelines necessary for our long-term strategy.

DIGITALISATION

The year under review saw generative AI transforming the pace of technological evolution, and it is vital that Sri Lanka remains integrated into a world making rapid advances in this field. Singer continues to fulfil its catalytic role, placing technology in the hands of Sri Lankans across various domains including fields, homes, schools, SMEs, and institutions. We are also leveraging data and technology through our omni channel presence to get even closer to our customers.

FUTURE OUTLOOK

We are reinvigorated by the performance of the year under review and look forward to the future with positivity. While Sri Lanka's growth is forecasted to moderate

from the 5% recorded in 2024 to 3.1% in 2025 strong worker remittance growth, improved tourist arrivals and increased salaries are expected to sustain consumer confidence, driving demand.

The grey market remains a growing threat as increased taxation boosts illicit gains. This issue will lead to government revenue losses. Swift government action, similar to their approach with worker remittances, is necessary.

The rupee is likely to be more volatile with the lifting of restrictions on vehicle imports as well as potential impacts from the escalating trade tensions between the US and other countries. This may exert pressure on prices. Despite these potential challenges, we remain undaunted about our ability to face the future and grasp opportunities. Singer is well positioned to support the nation's aspirations to transition to a low carbon economy and build a digital workforce.

ACKNOWLEDGEMENTS

I thank my team for their unstinted cooperation in crafting the performance set out in this report. I also thank our loyal customers and supply chain partners who drive our growth for their continued patronage and support. I express my appreciation of the advice and counsel provided by the Chairman, Co-Chairman of the Parent company and the Board through the difficult years. Similarly, I thank our shareholders for their continued confidence in Singer Sri Lanka as we look to sustain the value delivered in the year ahead.



Mahesh Wijewardene
 Group Managing Director

WHO WE ARE

A Glance At Singer

Singer is deeply woven into the fabric of Sri Lankan life, standing as a trusted name that has shaped households, communities, and the economy for generations. With its advanced products and innovative technology, Singer empowers people with access to modern conveniences, enhancing their daily experiences and improving their quality of life. As the leader in Sri Lanka's consumer durables sector, Singer represents over 60 international brands and dominates multiple product categories. With local manufacturing capabilities, Singer proudly produces premium-quality home appliances. As a subsidiary of Hayleys PLC, one of Sri Lanka's leading conglomerates, Singer continues its legacy with a deep integration into the nation's business landscape.

Nation Building

Singer has been instrumental in uplifting Sri Lanka by empowering communities and enhancing the quality of life through innovation and accessibility.

Each new branch transforms towns, creating economic activity and furthering development in underserved regions.



Sustainability Journey

Committed to a sustainable future through environmentally conscious initiatives and eco-friendly practices.

Purpose-driven innovation that aligns with the long-term development of communities and the environment.

We recycled e-waste

22 MT



The People's Brand 19 Years Strong

Voted as the "People's Brand" for 19 consecutive years as well as the "People's Youth Brand" of the year and the "People's Consumer Durable Brand" of the year, a testament to our enduring trust, relevance, and connection with Sri Lankans.



Catalyst for Technology and Trendsetting

Introducing global technologies to the local market, setting trends and leading the way in modernising Sri Lankan lifestyles.

Bridging the gap between international advancements and local needs by providing affordable solutions through state-of-the-art home appliances, mobile devices, and other household technologies.

Empowering Women

Facilitating women through time-saving household appliances, freeing up time for professional pursuits.

Supporting women's skill development through initiatives such as our fashion academies and promoting entrepreneurship among females.

Recognising the critical role of women in economic growth, with the potential to significantly boost GDP.

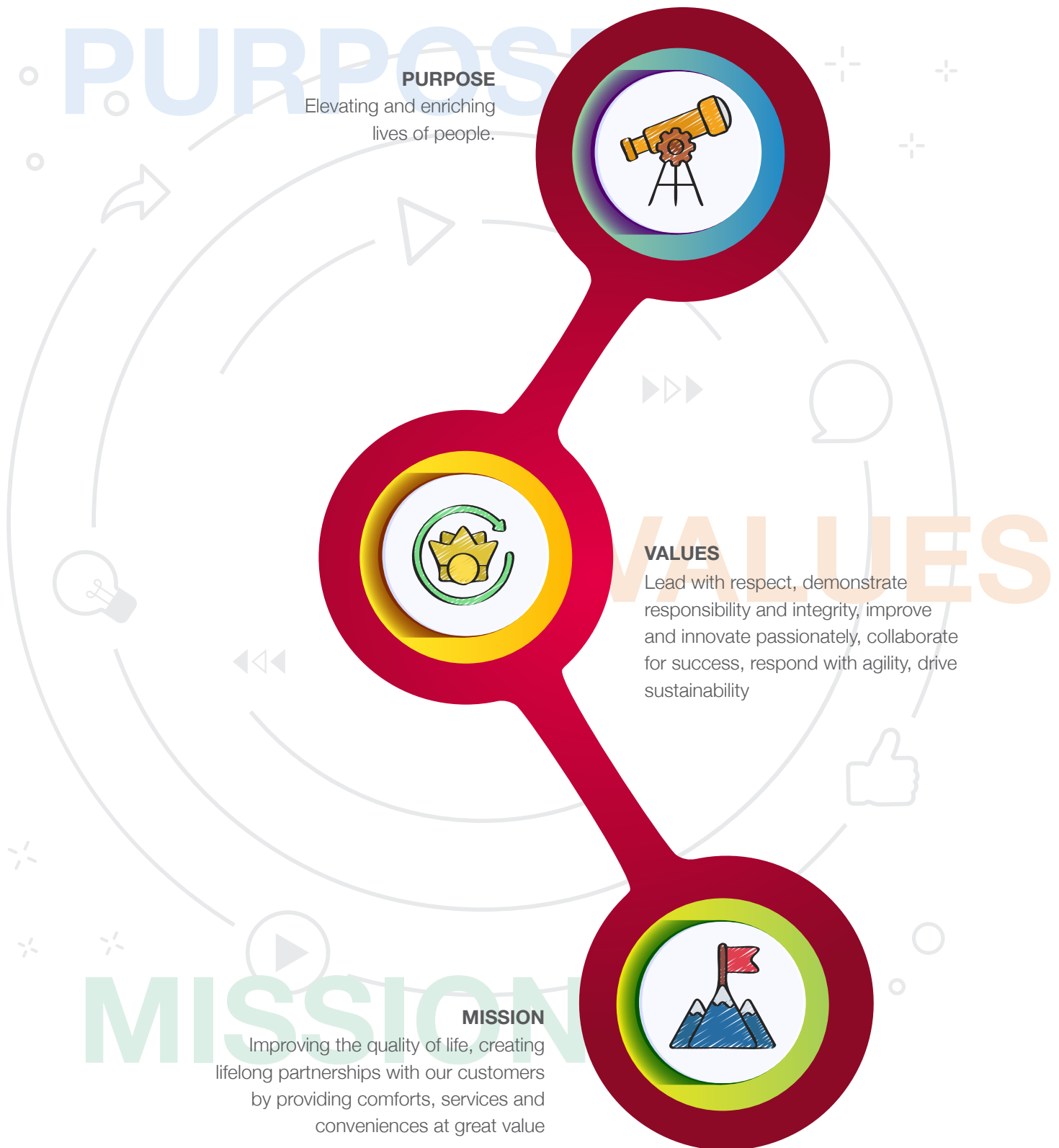
Community Impact

Creating employment opportunities nationwide through our extensive network.

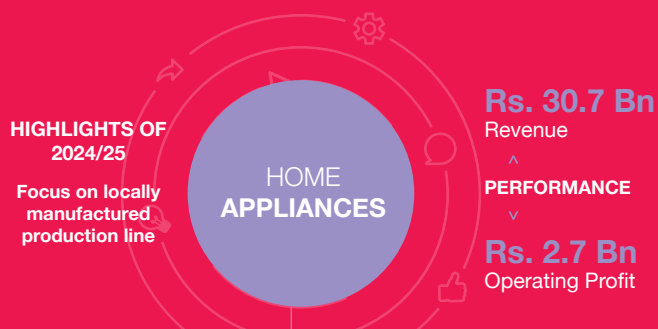
Supporting local businesses and serving as an anchor for community development in every town we serve.

more than 6,000+

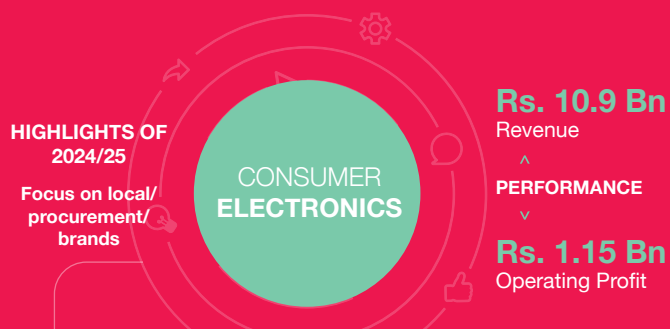
jobs created in 9 provinces



PORTFOLIO



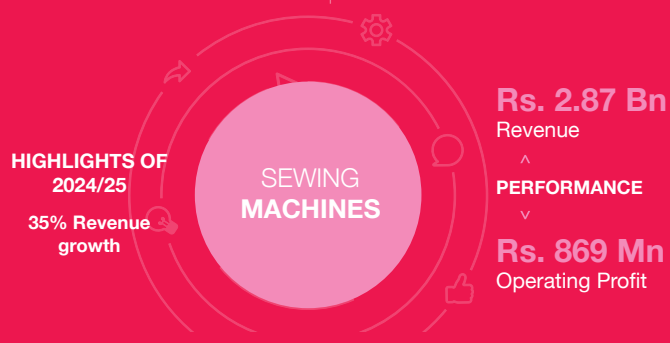
Refrigerators, washing machines, kitchen items and a comprehensive array of other appliances



Entertainment and audio-visual equipment including televisions, portable speakers, sound systems



Computers, mobile phones and digital cameras, security systems



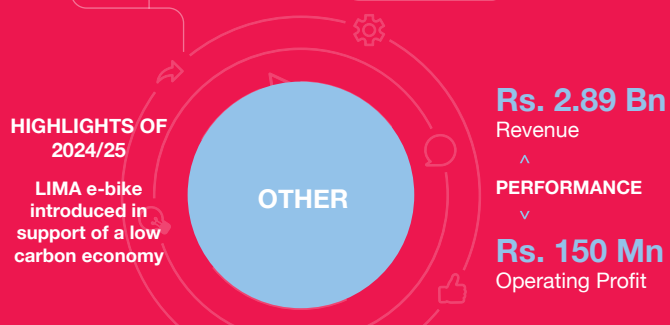
Domestic and industrial sewing machines



Range of solid and modular, living room, bedroom and office furniture



Tractors, water pumps and agricultural equipment



Solar solutions, motor bikes, other personal and household appliances



Leasing, hire purchases, loans, provision of a range of financial services such as acceptance of utility bill payments and insurance premiums

History of Singer and Our Milestones

1st Era

Single Product, Single Brand

Stitching Innovation into Every Home

Pioneering the first family friendly sewing machine, Singer revolutionized global textile creation and became a cultural cornerstone, embedding its brand into households worldwide.

Isaac Merritt Singer founded I. M. Singer & Company and commences production of sewing machines in the United States. With a patented sewing machine design that revolutionized the textile industry effectively transforming how families created and mended their clothes.



1851

Singer opened its first head office in New York, initiating its manufacturing operations in Europe to become the first multinational / global company.



1857



Singer opens its first free sewing course in New York, and becomes the first company to deliver training on tailoring, sewing and embroidery in the world.

1927

1877



Singer began its journey in Sri Lanka with the introduction of sewing machines, sparking a transformative era where the Singer sewing machine became a cultural icon, deeply woven into the fabric of Sri Lankan life.

1889



Singer manufactured the first electrical sewing machine.

1963



Singer Industries (Ceylon) PLC is incorporated for assembly of sewing machines and manufacture of cabinet and stands for sewing machines.

2nd Era

Home Appliance and Retail Shift

From Threads to Thresholds

Transitioning beyond sewing, Singer redefined itself as a home solutions leader, leveraging Sri Lanka's open economy to manufacture appliances and expand retail networks.



Singer is incorporated as a Limited Liability Company in Sri Lanka.

Singer's wholesale business arm is established and continues its operations for 37 years.



3rd Era

Diversification and Community Impact

Crafting Futures, Beyond Products

Strengthening the brand by diversifying into furniture, finance, brand acquisitions, global and local partnerships and empowering communities while fostering entrepreneurship through education and accessible technology.

Singer begins manufacturing of furniture and agricultural products at the Piliyandala factory.



Singer introduces refrigerators with CFC-free refrigerants ten years ahead of the scheduled phase-out under the Montreal Protocol.

Anticipating the mall concept in Sri Lanka, Singer introduces Singer Mega, launching its first store in Kandy and expanding to 30 locations nationwide.



2000

Singer acquires the Sri Lankan local brand SISIL.



Singer Sri Lanka launches its e-commerce website, pioneering the first such platform in the consumer durables sector.



Rebranded from Singer Sewing Center (established in 1960), the Singer Fashion Academy relaunches in 2001 and empowers Sri Lankan women through training and skill development.



Singer launches Sri Lanka's largest consumer durable exhibition, attracting 50,000+ visitors and setting a record for BMICH's second-highest footfall.



The successful launch of the Singer Finance IPO with over-subscription of more than 100 times.



4th Era

Digital and Sustainable Leadership

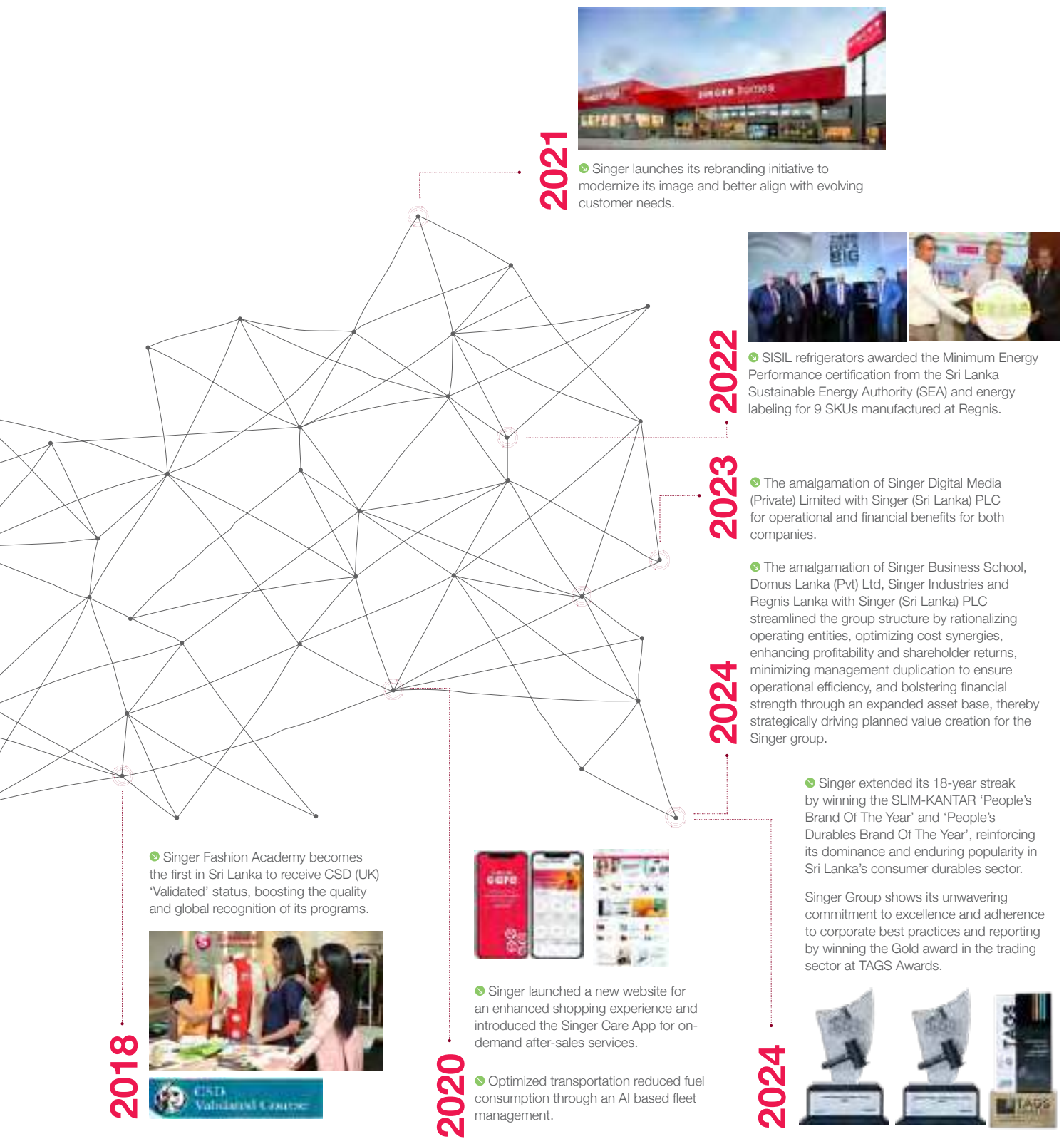
Threading Tomorrow's Technology

Leading Sri Lanka's digital revolution, Singer became the market leader in digital devices within just three years. Singer balanced innovation with eco-conscious initiatives like e-waste, recycling and energy efficiency.

Singer conducts group restructure in Sri Lanka purchasing Regnis and Singer Industries from Singer Sri Lanka B. V.



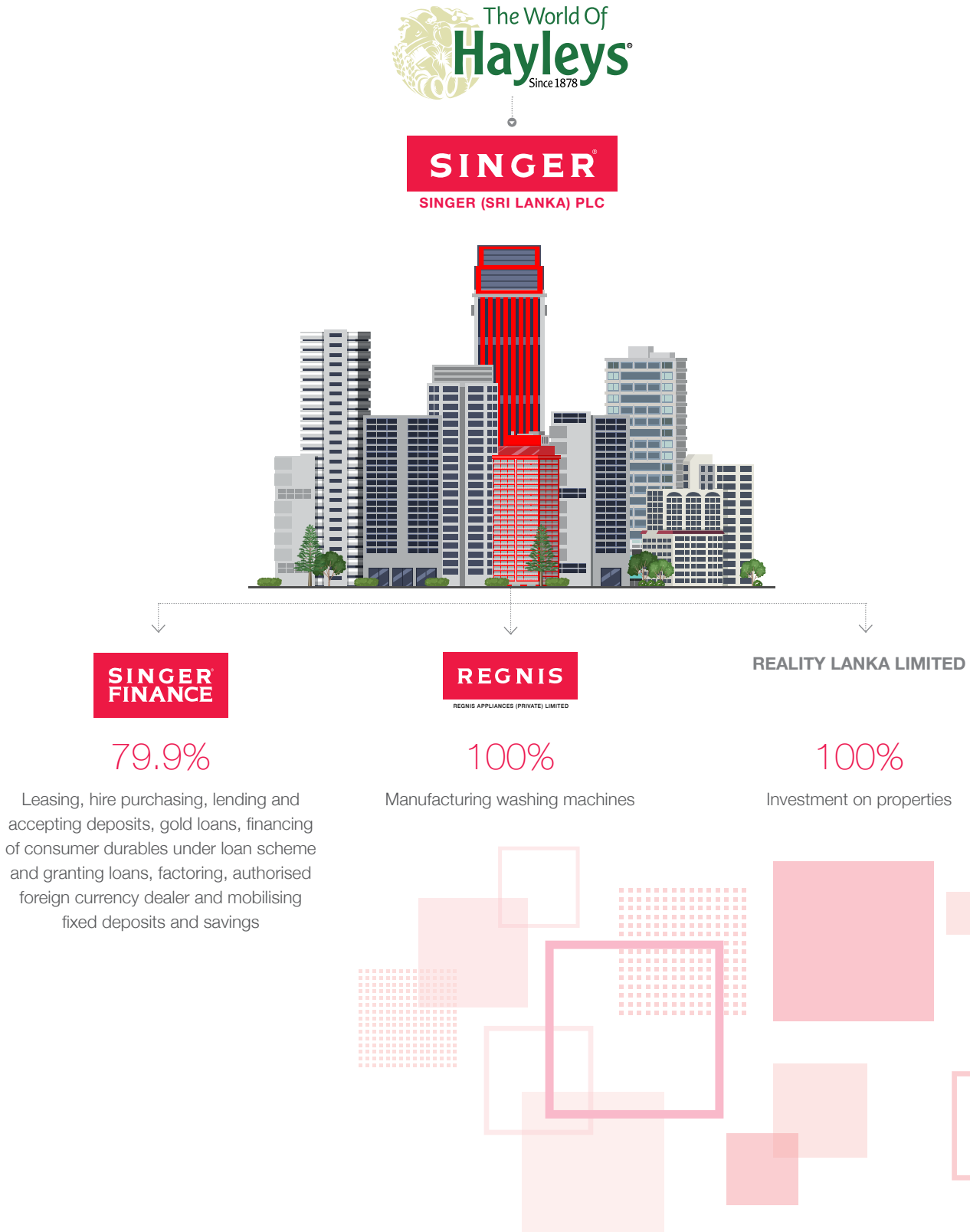
2016



Crafting Tomorrow, Anchored in Trust

As Sri Lanka's most enduring household ally, Singer is redefining progress by merging cutting edge digital solutions, eco-conscious manufacturing, and hyper local accessibility proving that a brand rooted over 148 years of trust can evolve while remaining inseparable from the nation's heartbeat. With every innovation Singer cements its role not just as a provider, but as a pillar of Sri Lanka's daily life and collective future.

GROUP STRUCTURE



Global Outlook

Following several years of overlapping global disruptions including a pandemic, geopolitical instability, and commodity shocks, the overall macroeconomic environment has shown modest improvement. Global economic growth is projected to remain subdued, stabilising at 2.7% for both 2025 and 2026—well below the pre-pandemic average of 3.7% recorded between 2000 and 2019. Inflation is expected to moderate, with global headline inflation forecasted to fall to 4.2% in 2025 and 3.5% in 2026. Commodity prices declined by around 3% in 2024, largely due to improved energy and food supply dynamics, despite ongoing geopolitical tensions. However, the global economy appears to be settling into a prolonged phase of low growth, raising concerns about its ability to support sustainable development over the long term. The outlook remains highly uncertain, with risks stemming from potential shifts in trade and fiscal policies, especially in major economies. In the U.S., unexpected trade protectionism could dampen growth. In China, further deterioration in the property sector may weigh heavily on broader economic activity. Additionally, the increasing frequency and severity of climate-related disasters threaten to weaken both short-term growth prospects and the structural drivers of long-term global performance. Achieving stronger long-term growth and development will require aligned efforts at both international and national levels to improve the external environment, strengthen macroeconomic fundamentals, and respond effectively to climate-related challenges. (sources: World Bank Group)

Country Outlook

After navigating a period of significant economic hardship, Sri Lanka is beginning to show promising signs of recovery, supported by focused policy interventions. This momentum has contributed to the restoration of macroeconomic stability and is setting the stage for a more resilient and future-oriented economy. With macroeconomic indicators stabilising faster than anticipated, the growth outlook for 2024 has improved to 4.4%. However, unlocking sustained medium- to long-term growth will depend heavily on the consistent implementation of structural reforms. Inflation is expected to stay below the central bank's 5% target in 2025, gradually rising toward the medium-term benchmark as domestic demand strengthens. The external sector is projected to remain in surplus, bolstered by continued recovery in tourism and strong remittance inflows. Despite recent gains, the overall macroeconomic environment remains fragile, underscoring the importance of maintaining credible and coordinated fiscal, financial, and monetary policies.

SINGER'S PATH AHEAD

- Leverage Singer's long-standing reputation and market trust to expand reach across both existing and untapped customer segments.
- Expand Singer's product portfolio to strategically cater to higher-income consumer segments by introducing a carefully curated selection of niche and premium brands.
- Expansion into the transportation sector, with a focus on electric motorbikes and three-wheelers, supported by a fully integrated infrastructure that includes spare parts, and after-sales services.
- Adopt a fully-fledged ESG framework in alignment with Hayleys Life Code 2.0
- Lead the industry in e-waste responsibility, managing the entire product lifecycle, from sales to end-of-life disposal.
- Introduce a new range of modern washing machines manufactured in Sri Lanka, aligned with international standards.
- Expand Singer's local manufacturing capabilities by introducing the production of deep freezers and bottle coolers, supported by the development of a dedicated facility within the existing Ratmalana sewing machine plant.
- Operationalise the Singer Advanced Analytics Centre of Excellence, leveraging the company's rich customer database for predictive marketing and AI-driven personalisation.
- Use data intelligence to craft targeted promotions, personalised offers, and predictive sales strategies, setting the foundation for future marketing excellence.
- Transition toward a seamless omni-channel retail experience, integrating e-commerce and physical showrooms using real-time customer data and behaviour tracking.
- Enhance back-end operations with digital dashboards and business intelligence tools to streamline decision-making and approvals.
- Gradually discontinue paper-based processes, shifting toward app-based approvals and digital workflows to drive operational efficiency.
- Launch a structured skill development program to build future-ready leadership and strengthen middle management succession over the next three years.

Stronger

than the bigger picture

At Singer Sri Lanka, every aspect of operations is designed to benefit every component of our complex organisation. As our leaders move with strategic precision towards increased success, they continue to ensure that Singer is present across the island, in every home.

MANAGEMENT DISCUSSION AND ANALYSIS

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VALUE CREATION MODEL

The Group procures, manufactures, and retails consumer durables through diverse distribution channels. To fulfil this business model successfully the group relies on key resources and relationships. Through a comprehensive strategy that optimises its business activities the group generates value for its stakeholders, including shareholders, employees, customers, suppliers, and partners.

Capital Inputs



FINANCIAL CAPITAL

Financial capital comprises the monetary resources that fund business operations, expansion, and R&D, enabling growth and value creation.

- Shareholders' funds: **Rs. 15.96 Bn**
- Borrowings: **Rs. 77.6 Bn** (Pg. 66)



MANUFACTURED CAPITAL

Physical infrastructure and manufacturing capabilities inclusive of 4 manufacturing facilities

- Property, plant and equipment: **Rs. 7.5 Bn** (Pg. 93)



HUMAN CAPITAL

Our employees across all nine regions of the country are equipped with competencies that drive our vision forward.

- Capabilities, skills and industry knowledge of our **3,224** strong employees (Pg. 78)



INTELLECTUAL CAPITAL

Intangible assets, including our brand strength, structural capital including our systems and processes and knowledge-based resources, that fuel our organisation's competitive advantage.

(Pg. 99)



SOCIAL AND RELATIONSHIP CAPITAL

Our relationships with stakeholders - customers, suppliers, employees, communities, and regulatory bodies - that drive sustainable business performance.

- **2.8 Mn** customers ➤ **864** suppliers
- **Rs. 2.9 Mn** Investment in CSR (Pg. 86)



NATURAL CAPITAL

Effectively managing our business processes to safeguard natural capital to minimise environmental impacts.

- **57,584 GJ** energy consumption
- **8,042 tCO₂e** emissions (Scope 1 and 2)
- **913,105 kWh** solar generation

(Pg. 107)

Capital Transformation

Purpose

Elevating and enriching lives of people.

Our Values

Lead with respect, demonstrating responsibility and integrity, improve and innovate passionately, collaborate for success, respond with agility, drive sustainability



Corporate Governance (Pg. 126)

Risk Management (Pg. 148)

Planning and Budgeting

	Outputs	Outcomes	SDG Alignment	Stakeholders Impacted
 <p>Mission Improving the quality of life, creating lifelong partnerships with our customers by providing comforts, services and conveniences at great value</p>	<p>Rs. 88.24 Bn Revenue generated</p>	<p>FINANCIAL CAPITAL</p> <ul style="list-style-type: none"> Profit-after-tax: Rs. 4,178 Mn Earnings per share: Rs. 3.43 Dividends per share: Rs. 0.98 Net assets per share: Rs 13.67 		
<p>Above industry growth and profitability</p>	<p>Rs. 744 Mn EPF</p>			
<p>Manufacturing and supply chain excellence</p>	<p>89,957 Refrigerators manufactured</p>	<p>MANUFACTURED CAPITAL</p> <ul style="list-style-type: none"> 65% capacity utilisation Enhancing manufacturing technology 		
<p>Unparalleled customer centricity</p>	<p>47,241 Washing machines manufactured</p>	<p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> Rs. 5.7 Bn Payments to employees Rs. 37.8 Mn investment in training 22% Female representation 	    	
<p>A place where people love to come and contribute</p>	<p>9,869 Sewing machines manufactured</p>	<p>INTELLECTUAL CAPITAL</p> <ul style="list-style-type: none"> Increased digitisation of processes Investment in brand building initiatives 		
<p>Digital transformation</p>	<p>26% Sales value growth</p>	<p>SOCIAL AND RELATIONSHIP CAPITAL</p> <ul style="list-style-type: none"> Increase in loyalty customer base: 8% Net promoter score : 89% CSR beneficiaries : 2400+ Payments to suppliers: Rs 51 Bn 	    	
	<p>20%+ Contribution from local manufacturing</p>	<p>NATURAL CAPITAL</p> <ul style="list-style-type: none"> Energy consumption: 57,584 GJ Water consumption: 121,618,047 litres Renewable input material used: 19% e-waste collected: 22 MT Carbon footprint: 8, 042 tCO₂e (Scope 1 and 2) 913,105 kWh solar generation 	    	
	<p>51% Employees over 5 years service</p>			
	<p>13% Energy intensity reduction</p>			
	<p>4% Emission intensity increase (Scope 1 & 2)</p>			

Information technology

Supply chain management

STAKEHOLDER RELATIONSHIPS

Actively engaging with our stakeholders is a top priority for shaping strategies and driving innovation. The following steps outline the stakeholder engagement process within the Singer value creation model, illustrating the progression from stakeholder identification to the strengthening of relationships through strategic engagement.

Identify Stakeholders

Assess current and potential stakeholders with an interest in the business.

Understand Stakeholder Needs

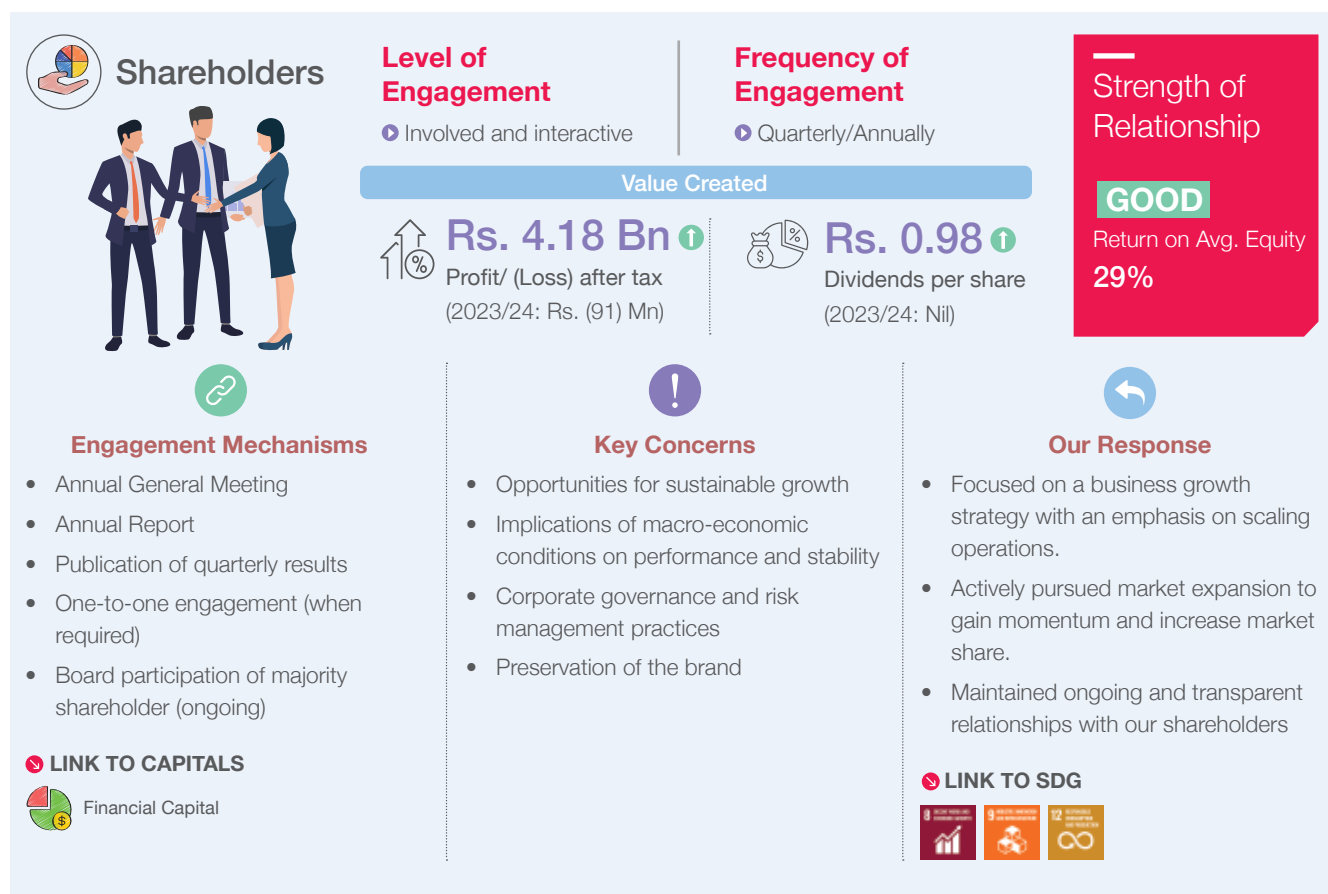
- Stay aware of stakeholder needs and expectations
- Strive to create value by meeting or exceeding these expectations.

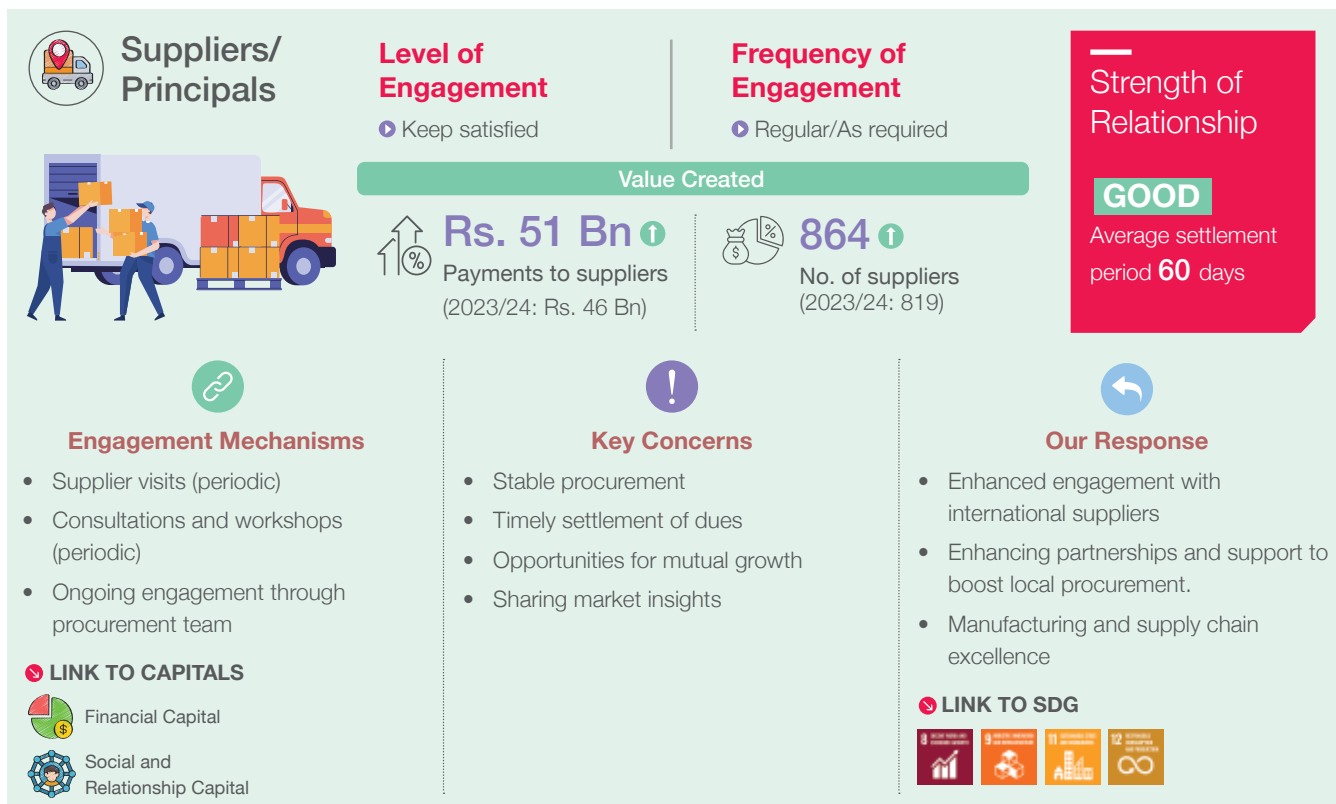
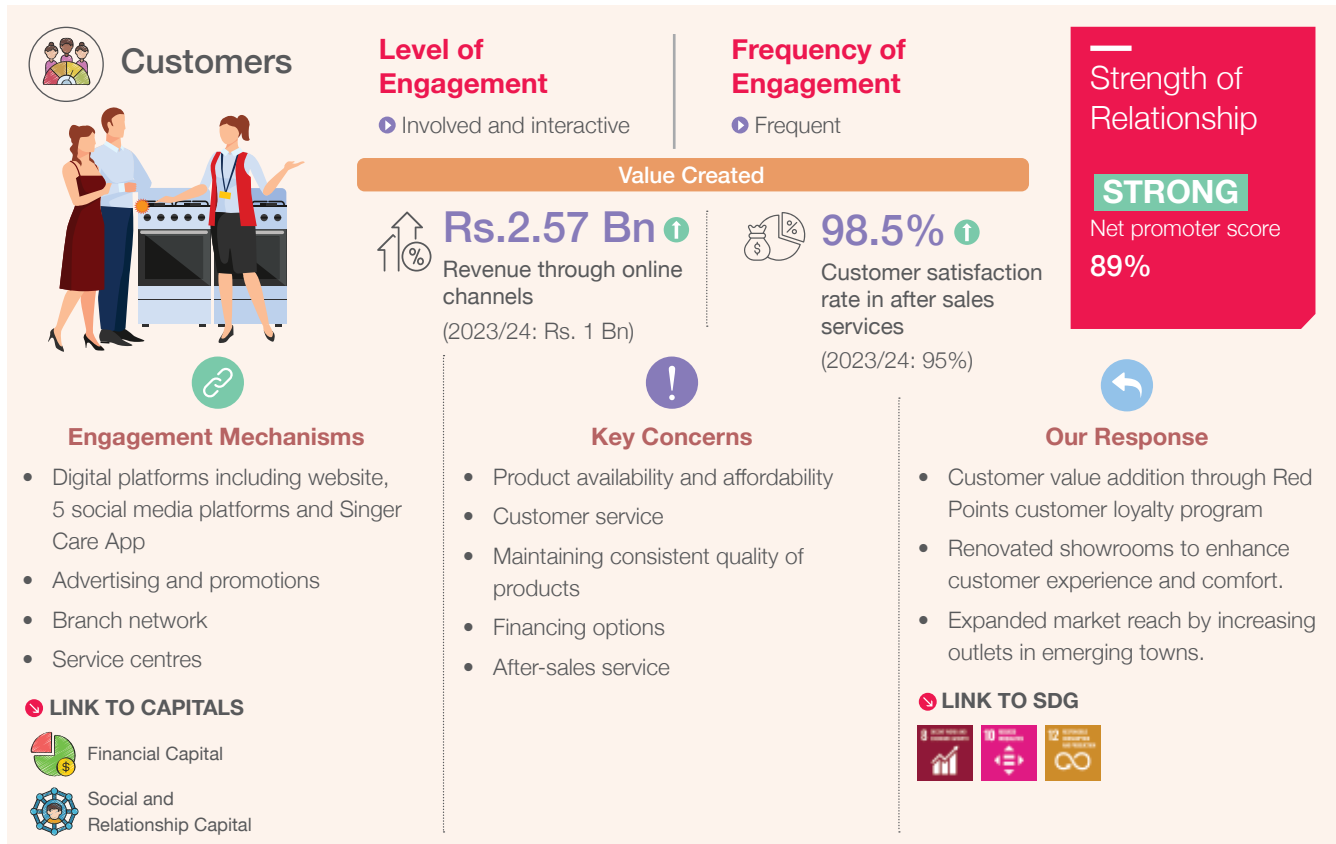
Determine Engagement Approach

Decide engagement methods based on stakeholders' level of interest and potential influence.

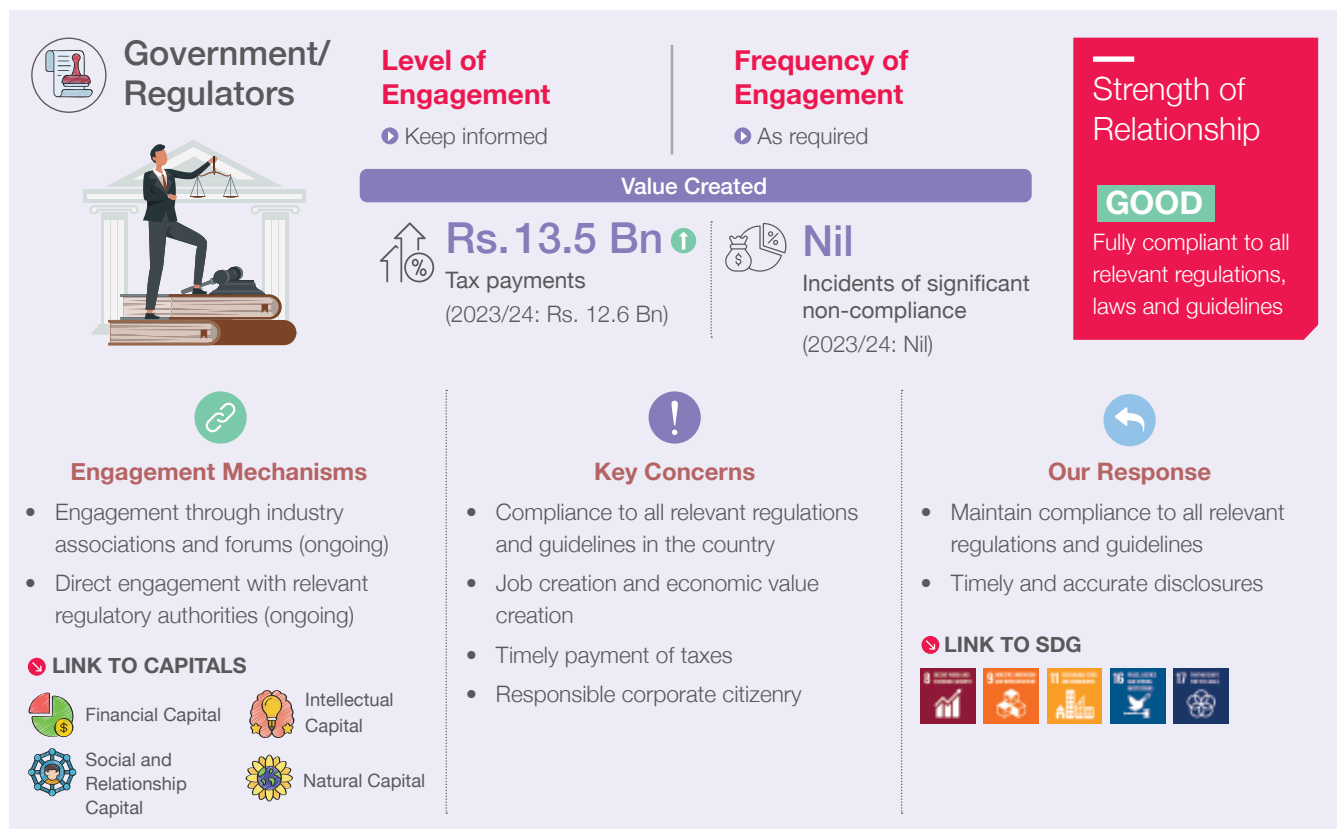
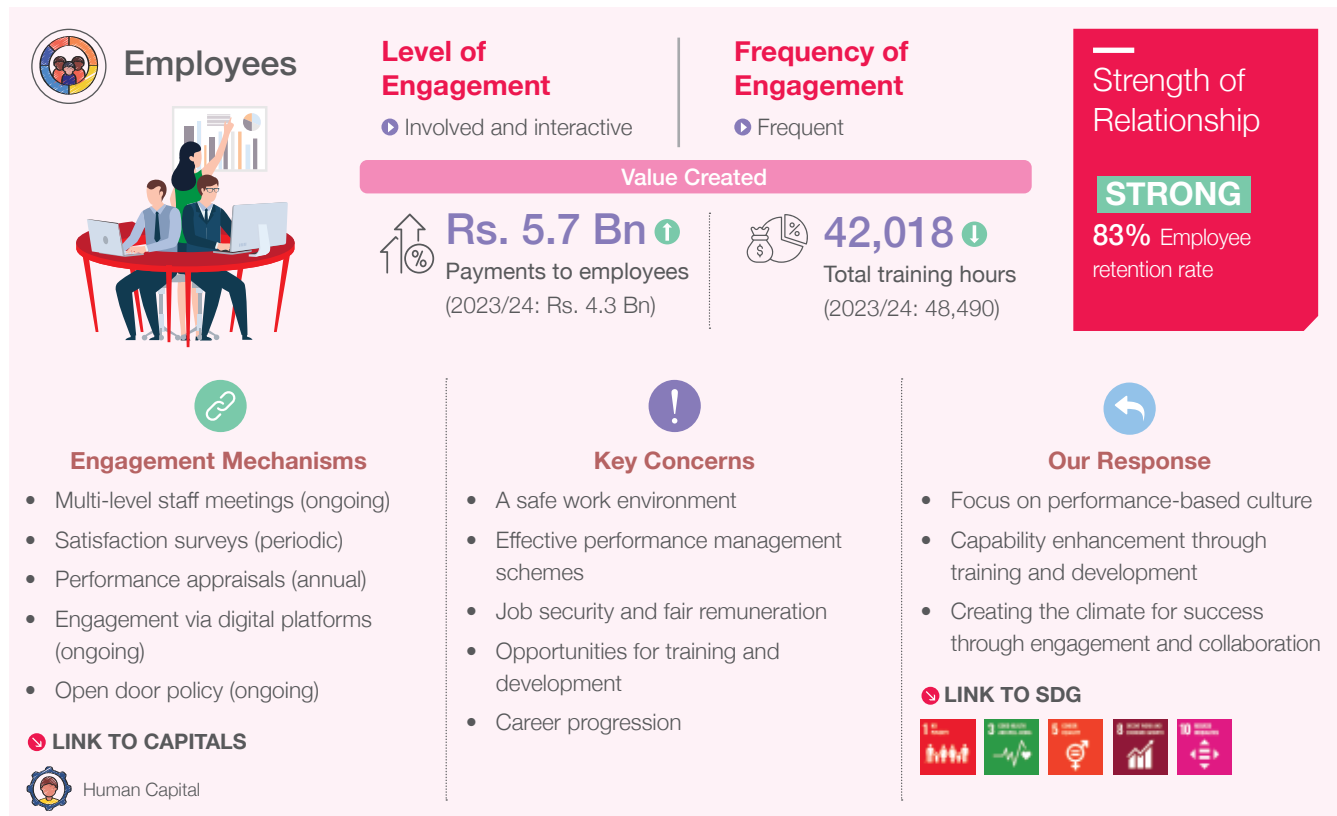
Implement Engagement Strategies

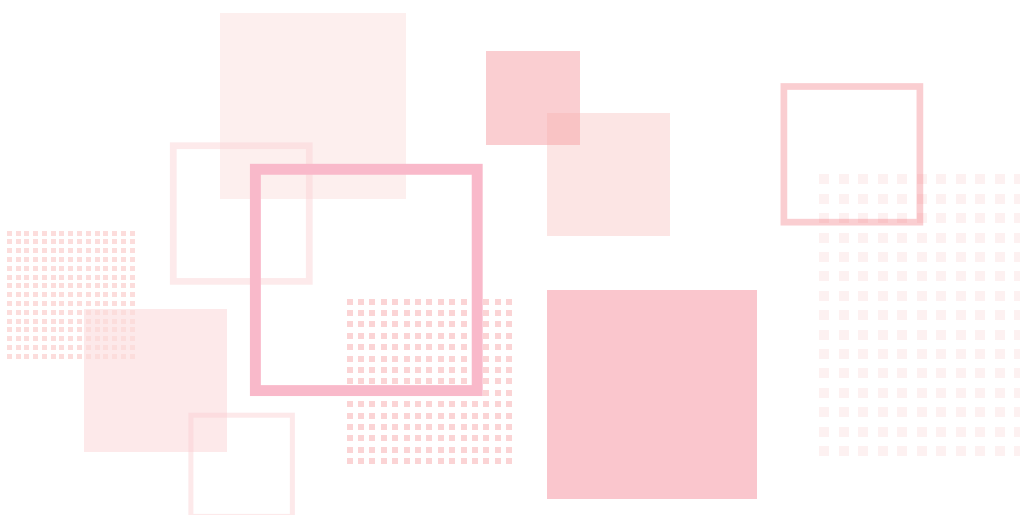
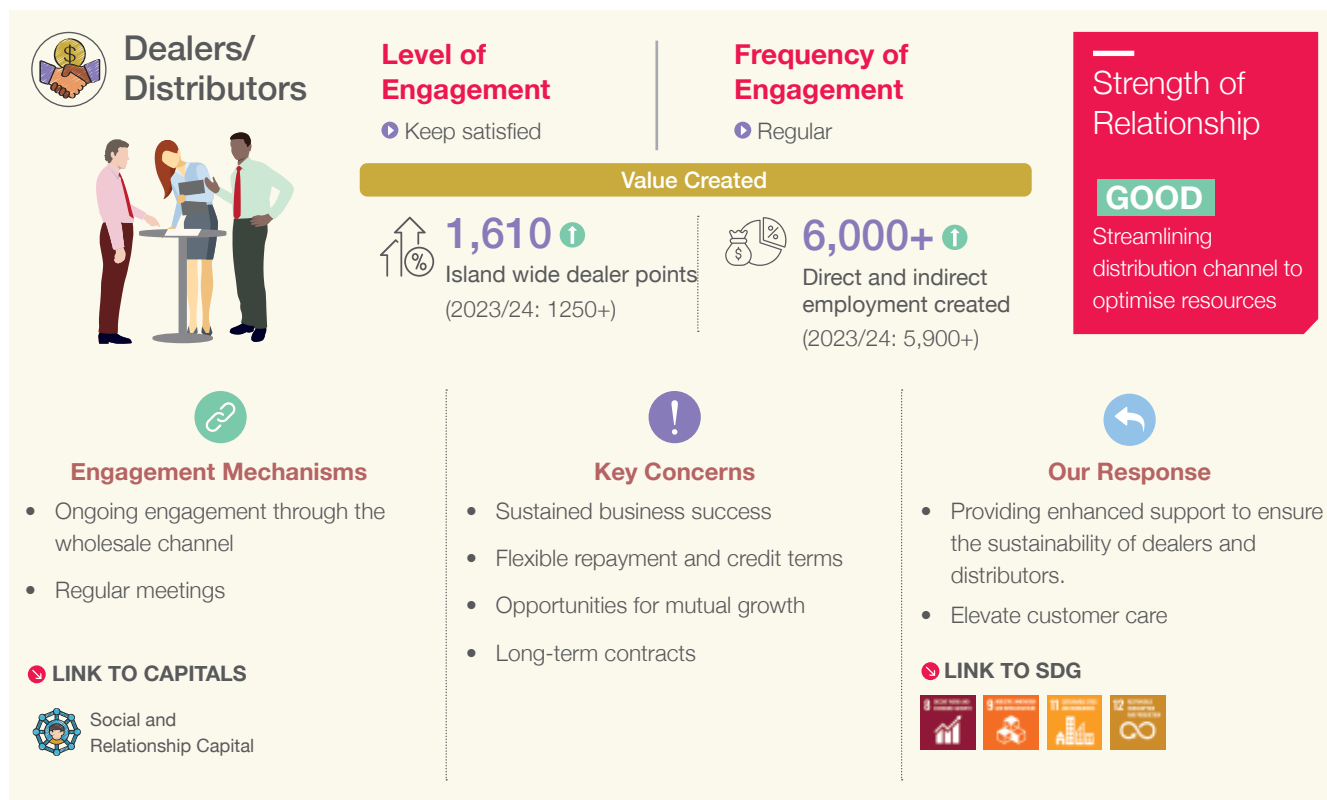
Tailor strategies for engagement according to stakeholder influence and interest.





STAKEHOLDER RELATIONSHIPS





OPERATING LANDSCAPE

As economic activity stabilised over the course of the year, and with the Group's performance closely linked to the country's GDP, it is essential to evaluate the impact of external dynamics on the Group's operations. The following PESTEL analysis outlines the key socio-economic and environmental factors that have influenced the Group's value creation.



Technological advancements have transformed organisational operations, and Singer has identified digitisation as a key strategic priority to maintain its competitive edge. By embracing digital transformation as a core pillar, Singer has seamlessly integrated it across all aspects of its strategy. Additionally, the Group has been a catalyst for change in the country, spearheading the adoption of modern technologies and promoting digital enablement initiatives.

- Focused on leveraging AI to gain deeper insights into consumer behaviour and improve operational efficiency through enhanced machine learning capabilities.
- Aimed at enhancing customer experience and engagement with Singer through e-commerce enhancements.
- Bringing new technology to Sri Lankans through smartphones, laptops, and tablets, empowering individuals to thrive in the digital economy.
- Facilitating the transition to a more modern and convenient lifestyle for consumers.

Implications for Singer

- ✔ Need for digital transformation and modernisation in retail operations and production processes to remain competitive.
- ✔ Investments in R&D to drive innovation and develop smart solutions.
- ✔ Need for workforce upskilling to operate advanced machinery, navigate digital platforms, and adapt to rapidly evolving technology.
- ✔ Greater dependence on digital tools demands robust data protection measures and heightened cybersecurity awareness.
- ✔ Repositioning as a tech-savvy brand rather than a legacy appliance manufacturer.

Strategic response

- ✔ Automation and integration, to enhance process efficiencies.
- ✔ Agile approach to evolving customer demands with future-focused product portfolio.
- ✔ Comprehensive IT security policy and regular IT system audits.
- ✔ Strengthening customer engagement through expanded digital platform initiatives.



Political Stability

In 2024, Sri Lanka held both presidential and parliamentary elections, reshaping its political landscape and creating a generally positive outlook on economic growth. Reforms implemented since 2022 have continued to contribute towards the restoration of macroeconomic stability. While recent economic performance has been strong, stability remains fragile and dependent on consistently implementing key fiscal, financial, and monetary policies.

Taxation

As part of its commitment to fiscal consolidation under the IMF program and its goal of increasing revenue, the government has implemented a series of tax reforms. These include revisions to personal income tax, an increase in the VAT rate the removal of VAT exemptions.



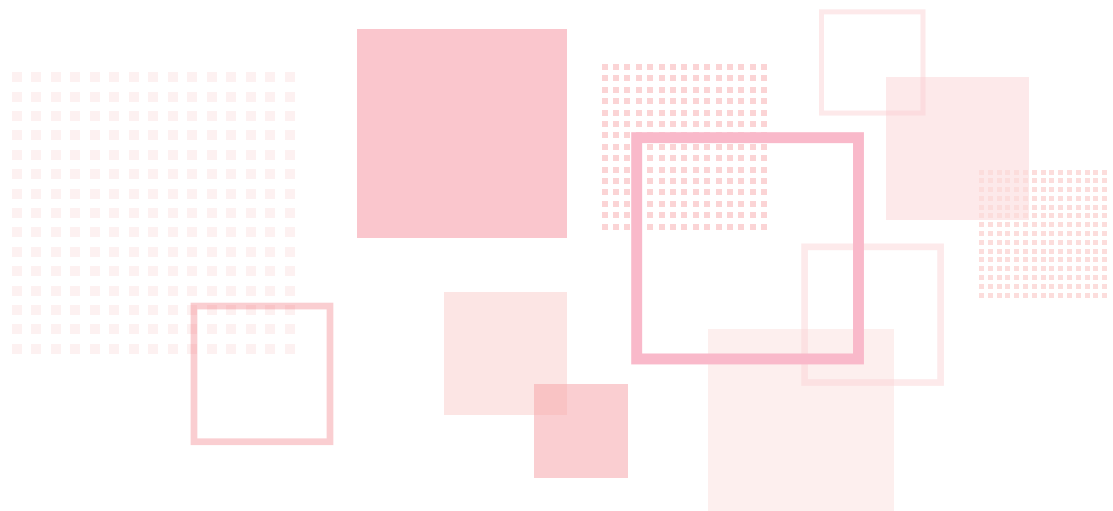
Implications for Singer

- ✔ Prolonged economic hardships negatively affecting domestic demand.
- ✔ Increased taxation schemes creating additional pressure on businesses and consumers' earnings.



Strategic response

- ✔ Adjusting business operations to align with new tax schemes.
- ✔ Expanding product offerings to target a broader customer segment and diversify the portfolio.
- ✔ Prioritising liquidity through effective cash flow management.





ENVIRONMENTAL

Climate change

Climate change presents significant challenges to global value chains, agriculture, communities, and businesses, with widespread implications.

- Governments around the world are implementing new regulations, policies, and taxes to curb its effects.
- Consumers and investors are increasingly concerned about organisations' environmental impact and sustainability commitments.
- At the same time, climate change drives innovation, creating opportunities for new products and services that address environmental challenges.

Greening the customer journey

Singer's strategic positioning allows it to lead sustainability efforts and help customers reduce their environmental footprint.

- Integrating sustainable practices across the entire product lifecycle, from design and production to end-of-life disposal.
- Prioritising local manufacturing to reduce transportation emissions while incorporating energy- and water-efficient technologies.
- Continuously investing in research and development to create durable, repairable, and recyclable products that support a circular economy.



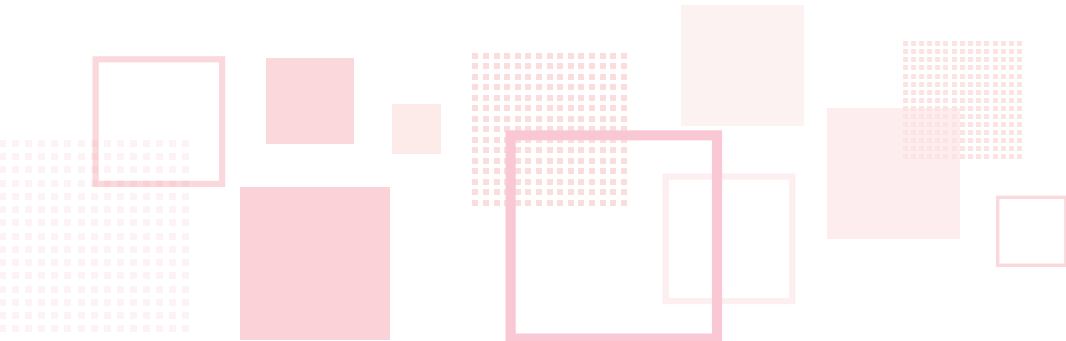
Implications for Singer

- ✔ Opportunities to strengthen energy efficiency and climate resilience across operations.
- ✔ Growing stakeholder concerns regarding environmental impact within the value chain.
- ✔ Necessity for developing robust strategies to ensure long-term resilience against climate change



Strategic response

- ✔ Continued focus on improving the sustainability of operations and supply chain practices.
- ✔ Adoption of Hayley's Lifecode framework to effectively manage socio-economic and environmental impacts.
- ✔ Commitment to life cycle management, ensuring responsible oversight from procurement to disposal of products.



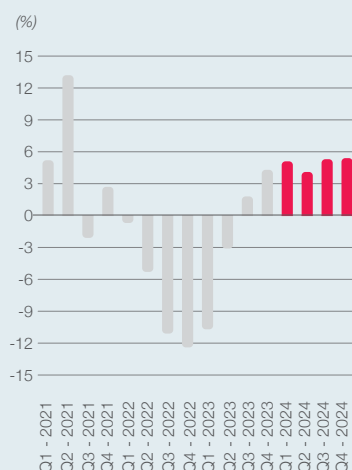


ECONOMIC

GDP Performance

Sri Lanka's economy grew by 5.4% Y-O-Y in Q4 2024, as the country continued its recovery from its most severe financial crisis in decades. This marks the sixth consecutive quarter of growth, driven by strong performances in the industrial and tourism sectors. The economic rebound has been further supported by essential structural and policy reforms, reinforcing the nation's path to sustained recovery.

Quarterly Real GDP Growth

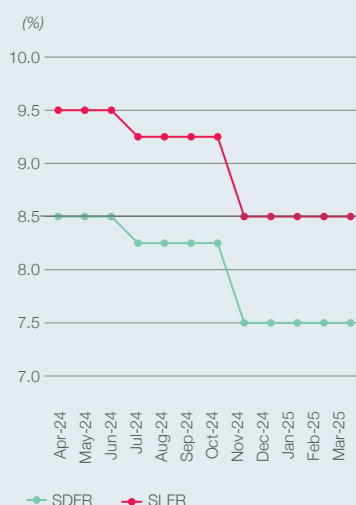


Interest Rates

Market interest rates continued to decline, aligning with the ongoing monetary easing cycle that began in mid-2023. Lower inflation, reduced inflation expectations, and declining risk premiums on government securities further supported this adjustment, with deposit rates also reflecting the impact

of monetary policy easing. Between June 2023 and March 2025, the Central Bank lowered policy interest rates by a total of 725 basis points. By the end of March 2025, the Standing Deposit Facility Rate (SDFR) stood at 8.25%, while the Standing Lending Facility Rate (SLFR) was 9.25%.

Interest Rates

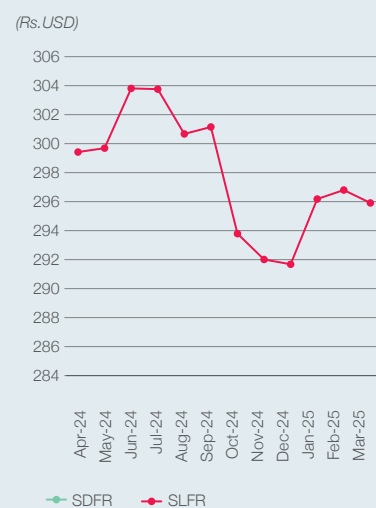


Exchange Rate

The Sri Lankan rupee strengthened against the U.S. dollar during the first eight months of 2024, driven by improved foreign exchange inflows and controlled outflows. Higher worker remittances, increased tourism earnings, and the conversion of export proceeds helped ease pressure on the currency. As a result, the rupee appreciated by 6.9% year-to-date by the end of August 2024, continuing its upward trend since late 2023.

Meanwhile, liquidity conditions in the domestic foreign exchange market improved significantly, supported by rising inflows from service exports and remittances. Additionally, the country's sovereign rating was upgraded by several notches, substantially lowering its risk premium.

Movement in Exchange Rate

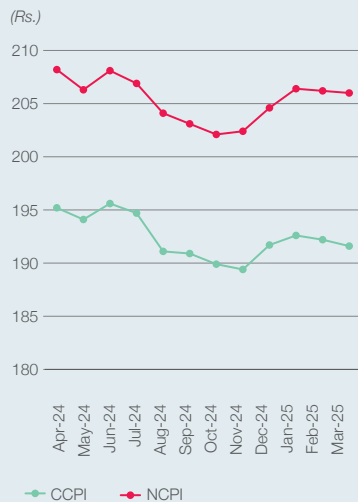


OPERATING LANDSCAPE

Inflation

Inflationary pressures eased significantly, leading to a temporary period of deflation after several years. This allowed for further monetary easing throughout the year, stimulating credit expansion and economic activity. Headline inflation, measured by the Colombo Consumer Price Index, remained in the low single digits throughout 2024, reaching 0.5% in March 2025. This decline was driven by decreased interest rates, currency appreciation, and improved supply conditions.

Inflation



Implications for Singer

- ✓ Improved GDP growth positively influencing the Group's business performance.
- ✓ Lower interest rates leading to reduced borrowing costs for the Group.
- ✓ The downward trend of inflation positively impacting the affordability of consumers.



Strategic response

- ✓ Focus on expanding market reach and further penetrating the market in line with the Group's growth strategy.
- ✓ Utilising digital platforms to engage with customers and enhance visibility.
- ✓ Continued efforts to strengthen and diversify the Group's supply chain and local manufacturing footprint.



Disposable income

The lasting impact of prolonged economic hardships continues to affect both individuals and businesses. While targeted policy measures have provided temporary relief to the most vulnerable, a sustainable solution lies in creating inclusive economic growth. Household budgets remain under pressure due to rising taxes and job and income losses.

Migration

Migration from the country remained high in 2024, driven by a significant outflow of skilled workers seeking overseas employment. This trend exerted pressure on the local labour market while simultaneously contributing to foreign remittances, which play a vital role in stabilising the economy.

Total departures for foreign employment in 2024 are estimated at approximately 313,642, reflecting an increase from 297,656 in the previous year.



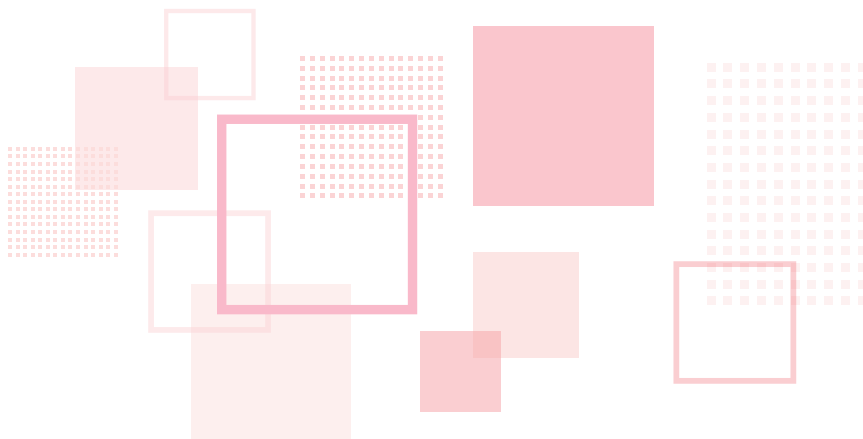
Implications for Singer

- ✔ Increasing price sensitivity among customers, leading to more cautious spending and value-driven purchasing decisions.
- ✔ Growing consumer preference for budget-friendly alternatives, prioritising affordability over premium offerings.
- ✔ Increased prevalence towards technology.



Strategic response

- ✔ Implemented targeted marketing strategies to drive growth, focusing on customer insights, digital engagement, and personalised outreach.
- ✔ Expanded product offerings across multiple price points, ensuring a diverse portfolio that caters to value-conscious consumers while maintaining quality.
- ✔ Developed and introduced technologically advanced products to align with evolving consumer preferences, enhancing functionality, efficiency, and user experience.



DETERMINING MATERIALITY

We define material topics as key areas that influence our ability to create value over the short, medium, and long term, aligning with the definitions provided in the <IR> Framework and the GRI Standards. Our approach to determining materiality is guided by the Hayleys Group Material assessment process and uses a 7-part materiality test.

Through this assessment, the Group evaluates potential organisational impacts using six filters and analyses their influence on stakeholder decisions. Moreover, the Group has expanded its list of material topics beyond those recommended by the GRI guidelines, encompassing the SASB standards and other aspects relevant to its value creation model and strategic objectives.



Establish process parameters

- Group's business model
- Strategic aspirations
- Reporting frameworks (GRI and IR)
- Development in corporate reporting frameworks
- Risks and opportunities in the internal and external landscape



Filtration

- Financial Impact
- Organisational impact (refer below)
- Stakeholder impact (refer below)



Evaluate

- Each factor is scored from 1 (low impact) to 3 (high impact) and aggregated to obtain a consolidated score



Setting the reporting boundary

- Group's operations
- Industry dynamics, risks and opportunities
- External stakeholders



Determine disclosures

- Disclosures determined based on,
- (1) IR Framework
- (2) GRI and SASB Standards
- (3) Performance Management/KPI framework

The following filters are used in determining the organisational and stakeholder impacts

Organisational impact

- Financial Impact
- Innovation Opportunity
- Reputation
- Externalities
- Strategic link
- Risk

Stakeholder impact

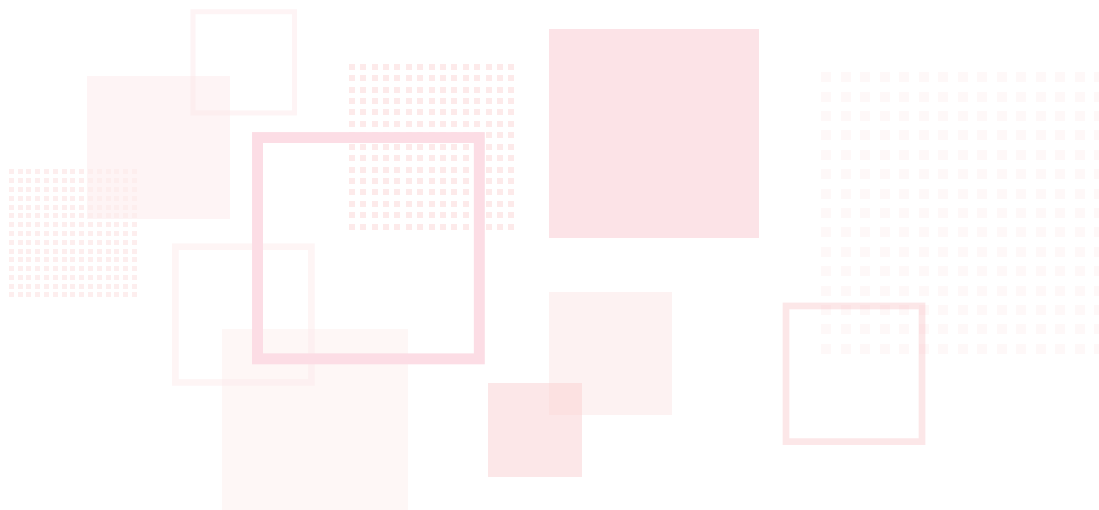
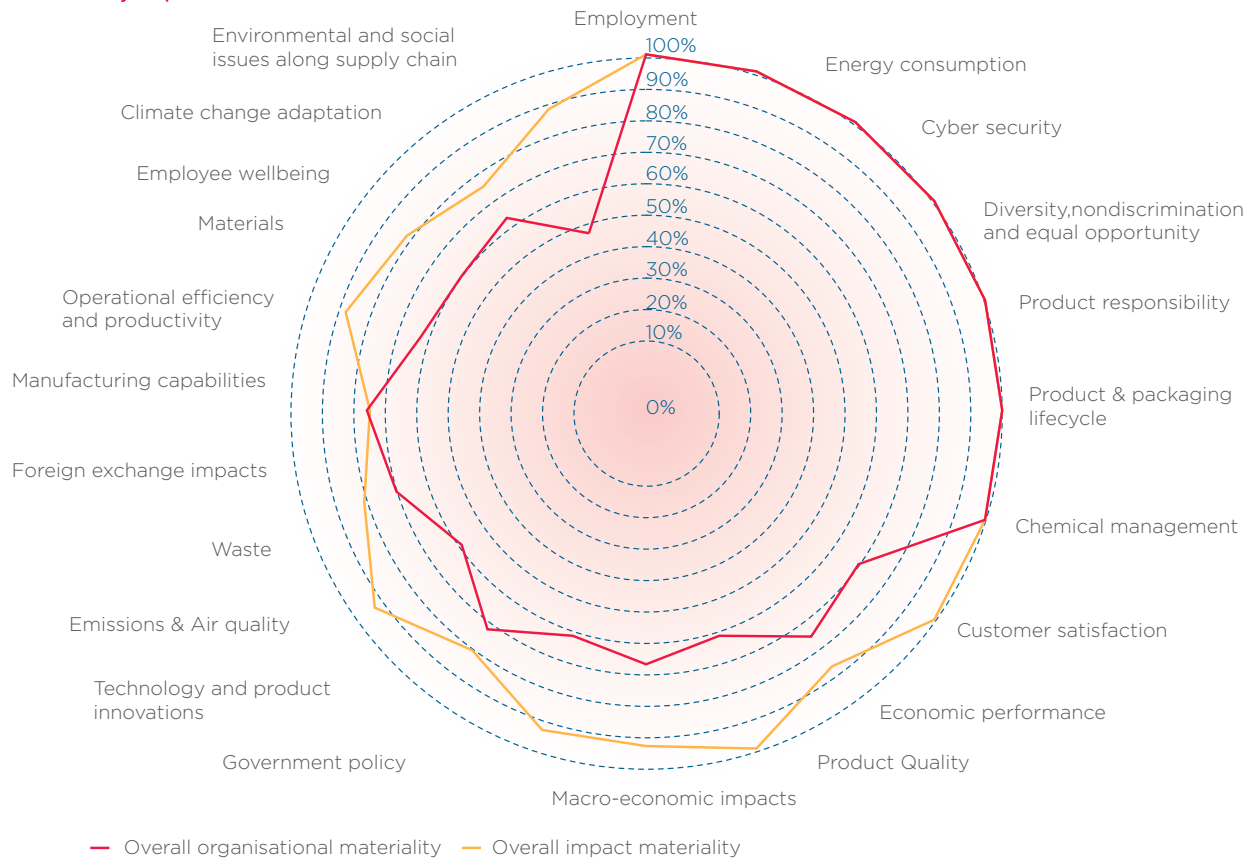
- Customers
- Employees
- Shareholders
- Suppliers
- Business partners
- Government
- Communities

1. **Financial impact:** Potential impact on Group's short, medium and long-term financial performance, cash flow generation and financial stability
2. **Innovation opportunity:** Opportunity for new product or process development arising from the relevant material issue that could lead to a sharpening of the Company's competitive edge
3. **Reputation:** Potential impacts on the organisation's reputation
4. **Externalities:** Potential impacts from external variables including (but not limited to) exchange rates, interest rates, commodity prices, climate change etc.
5. **Strategic link:** Matters related to value creation which form the basis of boardroom discussions
6. **Risk:** The magnitude and likelihood of exposure to both external and internal risk factors
7. **Importance to stakeholders:** Level of impact on stakeholder decisions

MATERIAL TOPICS FOR 2024/25













This year saw a more stable operating environment as political, social, and economic fluctuations began to settle. The table below outlines the key material topics for the year, along with their corresponding GRI, SASB disclosures.

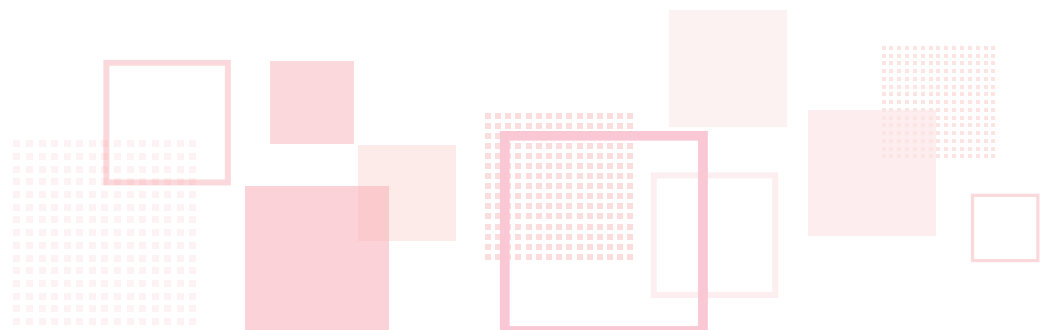
Materiality Map 2024/25



DETERMINING MATERIALITY

Material Topic	Corresponding GRI topic / SDG	Topic boundary	Strategic response
Employment	GRI 205, GRI 401, GRI 402, GRI 403, GRI 404  	All Group's operations in Sri Lanka	Loved Employer Brand
Energy consumption	GRI 302 	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Cyber security		All Group's operations in Sri Lanka	Unparalleled customer centricity
Diversity, non-discrimination and equal opportunity	GRI 405, GRI 406, GRI 407, GRI 408, GRI 409 	All Group's operations in Sri Lanka	Loved Employer Brand
Product responsibility	GRI 416, GRI 417 	All Group's operations in Sri Lanka	Unparalleled customer centricity
Product & Packaging lifecycle	Product sourcing, packaging and marketing Product Lifecycle Environmental Impacts GRI 301, GRI 303 	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Chemical management	 	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Customer satisfaction	GRI 413 	Relates to the Group's extensive customer base across all products/ services	Unparalleled customer centricity
Economic performance	GRI 201, GRI 203, GRI 207 	Extends beyond our operations to our supply/ distribution chain and communities	Above industry growth and profitability
Product Quality		All Group's operations in Sri Lanka	Unparalleled customer centricity
Macro-economic impacts		All Group's operations in Sri Lanka	Above industry growth and profitability
Government policy		All Group's operations in Sri Lanka	Above industry growth and profitability

Material Topic	Corresponding GRI topic / SDG	Topic boundary	Strategic response
Technology and product innovations		All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Emissions & Air quality	GRI 305, GRI 306  	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Waste	 GRI 306	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Foreign exchange impacts		All Group's operations in Sri Lanka	Above industry growth and profitability
Manufacturing capabilities		All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Operational efficiency and productivity		All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Materials	 	Extends beyond our operations to our supply	Manufacturing and supply chain excellence
Employee wellbeing	 	All Group's operations in Sri Lanka	Loved Employer Brand
Climate change adaptation	 	All Group's operations in Sri Lanka	Manufacturing and supply chain excellence
Environmental and social issues along supply chain	GRI 204, GRI 414	Boundary extends to all international brands we represent in Sri Lanka	Manufacturing and supply chain excellence

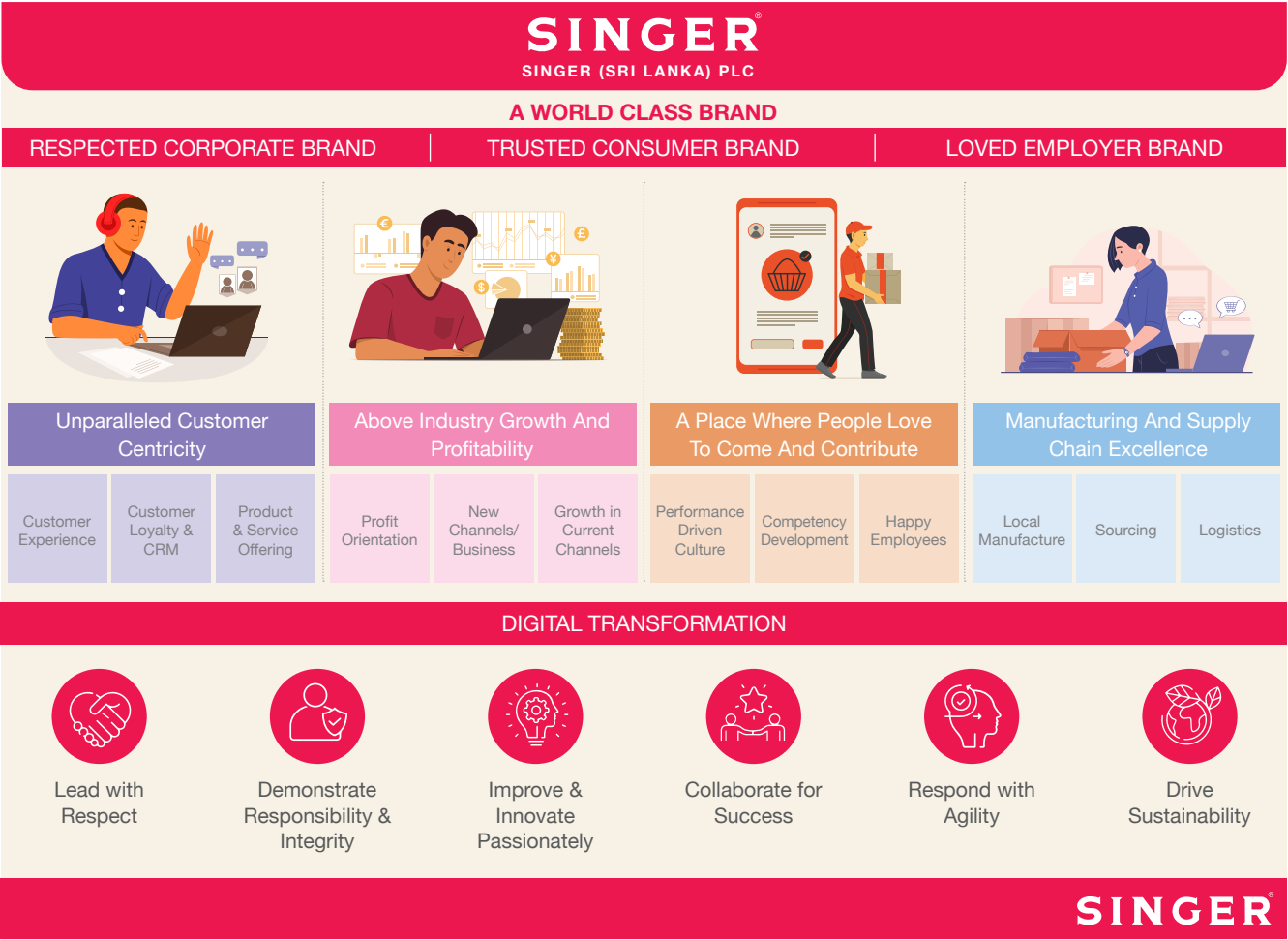


OUR STRATEGY

Following a challenging period in which consumers had to adjust to new pricing structures and affordability emerged as a significant concern, the Group diligently monitored market conditions and analysed consumer behaviour to strategise a way forward. With the stabilisation of the economy, and the positive sentiments displayed by consumers, the Group recognised the need to strategically adapt in preparation for the anticipated positive changes. This evolving economic landscape presented a valuable opportunity to position the company for future growth and expansion.

Singer's strategy has been anchored in the SMART plan for the past three years, which has guided our operations and decisions. This year, we have refocused our efforts with a clear emphasis on expanding our scale and presence across Sri Lanka. Our approach involves strengthening and diversifying our portfolio by introducing multiple brands that appeal to a wide range of customer segments. In addition, we are prioritising the establishment of large retail outlets to enhance our market visibility and accessibility.

Our approach is structured around four core pillars, each supported by three sub-pillars. Recognising the rapid pace of technological advancement, we introduced a fifth pillar in 2024/25—digital transformation—which spans across all existing pillars. This addition highlights our commitment to modernising operations and business practices to better align with evolving consumer expectations and the digital age.



PROGRESS AGAINST STRATEGY IN 2024/25

UNPARALLELED CUSTOMER CENTRICITY



Developments and Highlights

- Revamping the Singer Care app with a new user-friendly interface and enhanced functionality
- Launching the Singer Lite store concept in 30 locations across emerging towns for greater customer reach
- Strengthening social media presence to enhance consumer interactions, deliver personalised content, and tailor promotions
- Upgrading the Singer website to gain deeper customer insights, improve efficiency, and reduce delivery times

Measuring progress

98.5%

Customer satisfaction rate in after sales service

89% NPS score

39 outlets renovated

26% increase in revenue

ABOVE INDUSTRY GROWTH AND PROFITABILITY



Developments and Highlights

- Focus on expanding the product portfolio with 4 new brand partnerships.
- Partnering with top global manufacturers to leverage economies of scale, offering competitive pricing and driving business growth.
- Implementing cost management policies to eliminate non-essential expenditures and enhance financial efficiency.
- Maintaining market leadership in refrigerators, washing machines, and televisions by aligning pricing with market trends.

Measuring progress

26% growth in consolidated revenue

6% growth in gross margin

170% increase in operating profit

Rs. 621 Mn
cost efficiencies achieved

A PLACE WHERE PEOPLE LOVE TO COME AND CONTRIBUTE



Developments and Highlights

- Prioritising mental health programs to create a supportive and employee-friendly work environment.
- Conducting extensive training to improve product knowledge and customer service, reinforcing a service-driven culture.
- Integrating Singer's core values into the Middle Management PMS as part of strengthening value-based performance management.
- Enhancing employee experience by simplifying administrative processes through digital workflows and eliminating manual paperwork.

Measuring progress

37.8 Mn Investment in training

20+ engagement activities during the year

83% talent retention

480 promotions during the year

Rs. 5.7 Bn
remuneration paid during the year

OUR STRATEGY

PROGRESS AGAINST STRATEGY IN 2024/25

MANUFACTURING AND SUPPLY CHAIN EXCELLENCE



Developments and Highlights

- Enhancing manufacturing efficiencies to minimise product wastage and improve margins.
- Implementing energy-saving practices and increasing reliance on renewable energy in factories to reduce operational costs.
- Driving innovation to expand the product portfolio through local manufacturing.
- Investing in ongoing capital expenditure to uphold manufacturing excellence.

Measuring progress

65% capacity utilisation

7% return on manufactured capital

33% local purchases

35+ new products introduced

Rs. 51 Bn payments to suppliers

DIGITAL TRANSFORMATION



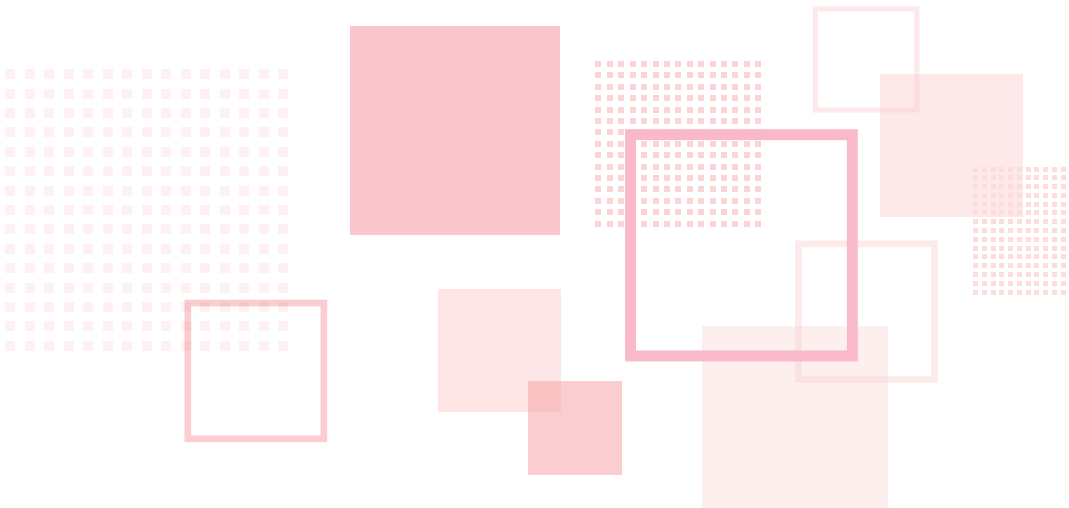
Developments and Highlights

- Leveraging technology to streamline procedures and reduce manual intervention.
- Revamping the website interface and backend to significantly improve customer experience and service delivery.
- Implementing a robust Business Intelligence (BI) environment to enable in-depth data analysis for better strategic insights.
- Introducing digitised efficiency in retail outlets to streamline processes and minimise transaction times.

Measuring progress

11+ workflow improvements through digitisation

157% increase in revenue from online channels



SUSTAINABILITY REPORTING AT SINGER

OUR APPROACH TO SUSTAINABILITY

Singer Group's commitment to sustainability is captured in its vision, "Singer-Paramaarthayen Perata" (Progress through Purpose), which is thoughtfully designed to align with the Group's business model and operational

context. This vision is further anchored in the principles of the Hayleys Lifecode and is integrated into the Group's Core Values.

The Group's sustainability framework is structured around four key pillars, each addressing social and environmental targets that align with the broader

aspirations of the Hayleys Group. These pillars are also strongly aligned with the United Nations Sustainable Development Goals (SDGs), highlighting Singer's proactive role in tackling global challenges while creating long-term value for all stakeholders.










SUSTAINABILITY REPORTING AT SINGER

OUR CONTRIBUTION TO THE SDG

Singer Group has aimed to integrate sustainability into the core business strategy by aligning its objectives and actions with relevant Sustainable Development Goals (SDGs). This approach ensures a holistic focus on long-term value creation for the economy and community, emphasising Singer's commitment to driving positive social, environmental, and economic outcomes. This alignment highlights Singer's relevance as a responsible corporate entity dedicated to addressing key global challenges such as climate action, economic growth, and responsible resource management.

SDG	Our Contribution	SDG	Our Contribution
 SDG Target 1.4	<ul style="list-style-type: none"> The Singer Retail Network provides over 2,800+ young individuals nationwide with job opportunities and skill development in sales, marketing, and customer care, empowering them to enhance their careers and improve their quality of life. 	 SDG Target 7.1 7.2 7.3	<ul style="list-style-type: none"> We have established a comprehensive Energy Management Policy that sets benchmarks and targets for our manufacturing, retail, and office operations. We have installed solar energy systems at both the Piliyandala and Regnis factories, with a combined capacity to generate over 1.4 MW of electricity. This is expected to increase our renewable energy generation capacity by 3-5%. We have sold over 759 units of solar panels during the year We are committed to reducing the environmental impact of our customers' product usage and prioritise the purchase and manufacture of energy-efficient products
 SDG Target 3.8	<ul style="list-style-type: none"> Singer contributed to improving the health sector by donating air conditioners to renovate the Department of Surgery at the University of Jaffna and Negombo Hospital, enhancing their facilities and healthcare services. Singer provides a flexible medical scheme for employees and their immediate families, covering OPD, hospitalisation, and surgery costs. Additionally, we organise annual health camps and mental health programs to offer basic health tests and promote overall well-being. 	 SDG Target 8.5 8.6 8.7 8.8	<ul style="list-style-type: none"> We have a remuneration policy that ensures equal pay for men and women we uphold a strict no-child-labour policy across our value chain, enforcing a minimum age policy. We acknowledge our employees' right to freedom of association and collective bargaining, with 24% of our employees currently being members of trade unions.
 SDG Target 4.3 4.4	<ul style="list-style-type: none"> Our employee value proposition places a strong emphasis on skill development, enabling employees to advance their careers. Providing affordable sewing and fashion design courses, with a focus on entry-level programs designed to empower young women to pursue careers in sewing and fashion. 	 SDG Target 9.4	<ul style="list-style-type: none"> We operate 4 manufacturing facilities in Sri Lanka, and have over 400+ retail outlets and provide 6,000+ employment opportunities across 9 provinces of the country As part of our "Greening the Customer's Journey" initiative, which focuses on reducing the energy consumption of our products.
 SDG Target 5.5	<ul style="list-style-type: none"> We are an equal opportunity employer, with policies in place to prevent sexual harassment, ensure non-discrimination, and address grievances effectively. 22% female representation in the workforce. 25% female representation at board level 	 SDG Target 6.4	<ul style="list-style-type: none"> We have established mechanisms to monitor water consumption and encourage employees to optimise their water usage. At Regnis Appliances factory, we have implemented a rainwater harvesting system with an approximate annual capacity of 12,000 liters.

SDG	Our Contribution
 SDG Target 10.2 10.3	<ul style="list-style-type: none"> We are an equal opportunity employer with a strict no-discrimination policy We have created employment opportunities for 6,000+ individuals across all regions of the country and prioritise local recruitment. We support livelihoods in communities across the country by emphasising local procurement
 SDG Target 11.6	<ul style="list-style-type: none"> We provide over 2,800+ indirect employment through our entrepreneurial branch model By focusing on localised employment, 43% of our workforce is employed outside the Western Province. The Singer Fashion Academy, the educational arm of the Group, has been instrumental in empowering individuals across the country through comprehensive skills development programs.
 SDG Target 12.2 12.4 12.5	<ul style="list-style-type: none"> Focus of the manufacturing facilities on optimising resources and controlling expenses. We utilise systematic waste disposal and recycling mechanisms to minimise landfill waste.
 SDG Target 13.2 13.3	<ul style="list-style-type: none"> In collaboration with our global partners, we identify and select energy- and water-efficient products that support our sustainability objectives. We are committed to reducing the carbon and water footprints of our customers by promoting the use of energy- and water-efficient products. Our island-wide e-waste collection initiative has successfully facilitated the collection of 22 metric tons of e-waste.

SDG	Our Contribution
 SDG Target 15.5	<ul style="list-style-type: none"> Singer co-sponsored the Earth Summit 2025, held on 11th February 2025 in Dambana, Mahiyanganaya, focusing on animal conservation efforts in Sri Lanka.
 SDG Target 16.6 16.7	<ul style="list-style-type: none"> The Group's commitment to ethical behaviour is governed by its code of conduct. Additionally, the parent entity's Hayleys-Way serves as a blueprint for upholding ethical standards. We maintain transparency and honesty in our interactions with stakeholders, including external corporate reporting.
 SDG Target 17.17	<ul style="list-style-type: none"> We collaborate closely with government institutions, including the Central Environmental Authority, customs, and tax authorities across all jurisdictions where the Group operates.

SUSTAINABILITY REPORTING AT SINGER

ADOPTION OF SLFRS SUSTAINABILITY DISCLOSURE STANDARDS

In June 2023, the International Sustainability Standards Board (ISSB) introduced its inaugural standards: IFRS S1, General Requirements for Sustainability-Related Financial Information, and IFRS S2, Climate-Related Disclosures. In collaboration with the ISSB, the Institute of Chartered Accountants of Sri Lanka issued localised versions of these standards, designated as SLFRS S1 and SLFRS S2, effective January 1, 2024. These standards are designed to promote consistent reporting on how sustainability-related risks and opportunities affect a company's future growth potential.

Singer Group chose to adopt the SLFRS Sustainability Disclosure Standards S1 and S2 ahead of schedule, utilising the transitional relief provided by CA Sri Lanka, the IFRS Foundation, and the ISSB for first-time adopters. We have adopted a climate-first reporting approach, implementing IFRS S2 in alignment with IFRS S1, particularly concerning climate-related information referenced in IFRS S2. The Group plans to progressively enhance its processes, controls, and reporting mechanisms to ensure the full implementation of IFRS S1 and S2, in accordance with the jurisdictional transitional relief announced for these standards in Sri Lanka.

The narrative report has been structured to demonstrate the value created, preserved and eroded for the six capitals as defined by the IR Framework while the GRI disclosures have been included wherever relevant within these chapters.

DISCLOSURES ACCORDING TO THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

The Singer Group reports on three industry standards as outlined by the Sustainability Accounting Standards Board (SASB). The disclosures required under the SASB guidelines for Multiline and Specialty Retailers & Distributors (2023), Appliance Manufacturing (2023) and Consumer Finance (2023) are presented in the tables below:

Multi-line and Specialty Retailers and Distributors - Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting metric	Unit of measure	Disclosure	Page
Energy Management in Retail & Distribution	1. Total energy consumed	GJ	43,132	113
	2. % grid electricity	%	100%	
	3. % renewable	%	N/A	
Data Security	Description and approach to identifying and addressing data security risks	n/a	Robust policies and standards are in place to identify cyber security risks. A monthly meeting is held to identify, mitigate exposure to and share knowledge between departments on cybersecurity risks	105
	1. Number of data breaches	No. %	No incidents occurred	105
	2. % involved personally identifiable information	No.	N/A	
	3. Number of customers affected		N/A	
Labour practices	1. Average hourly wage	Rs.	310.85/- (Non-executive)	78
	2. % of in-store employees earning minimum wage by region		100%	
	1. Voluntary turnover rate for in-store employees	%	20%	80
	2. Involuntary turnover rate for in-store employees	%	N/A	

Topic	Accounting metric	Unit of measure	Disclosure	Page
	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	Rs.million	N/A	80
Workforce diversity & inclusion	Percentage of gender and racial/ethnic group representation for			79
	1. management	%	Male 84%/Female 16%	
	2. all other employees	%	Male 76% Female 24%	
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Rs.million	Nil	80
Product sourcing, packaging and marketing	Revenue from products third-party certified to environmental and/or social sustainability standards	Rs.million	2,535 Mn (MEP labelled refrigerators)	110
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products		All locally manufactured refrigerators are equipped with the R600a refrigerant, an environmentally friendly refrigerant	110
	Discussion of strategies to reduce the environmental impact of packaging		In refrigerator and washing machine packaging, the Group has replaced Styrofoam packaging with paper pulp packaging for top and side panels	110

Appliance Manufacturing - Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Unit of Measure	Disclosure	Page
Product Safety	1. No. of recalls issued	No.	No product recalls issued during the reporting period	98
	2. Total units recalled	No.	Nil	98
	Discussion of process to identify and manage safety risks associated with the use of its products	n/a	Refer manufactured capital	95-98
	Total monetary losses from legal proceedings due to product safety	Rs.	Nil	95-98
Product Lifecycle Environmental Impacts	Percentage of eligible products by revenue certified to an energy efficiency certification	%	3%	110
	Percentage of eligible products by revenue certified to an environmental product lifecycle standard	%	N/A	110
	Description of efforts to manage products' end-of-life impacts	n/a	Refer natural capital	110

SUSTAINABILITY REPORTING AT SINGER

Consumer Finance - Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Unit of Measure	Disclosure
Customer Privacy	Number of account holders whose information is used for secondary purposes	No.	N/A
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	LKR	N/A
Data Security	1. Number of data breaches, 2. percentage that are personal data breaches 3. number of account holders affected	No. , %	There were no data breaches
	Card-related fraud losses from 1. card-not- present fraud and 2. card-present and other fraud	LKR	There were no data breaches
	Description of approach to identifying and addressing data security risks	n/a	Our infrastructure is built on modern technologies and is continuously monitored by our Security Operations Centre (SOC), which ensures real-time oversight of all information systems. To mitigate human-related risks, we provide ongoing staff training and enforce robust security policies covering data handling and access control. We also conduct regular audits and security reviews to ensure compliance and adapt to emerging threats. This continuous improvement cycle enables us to maintain a resilient and adaptive security posture.

Topic	Accounting Metric	Unit of Measure	Disclosure
Selling Practices	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	%	N/A
	Approval rate for 1. credit and 2. prepaid products for applicants	%	N/A
	1. Average fees from add-on products, 2. average APR of credit products, 3. average age of credit products, 4. average number of credit accounts, and 5. average annual fees for pre-paid products	LKR, %, Months, No.	N/A
	1. Number of customer complaints filed, 2. percentage with monetary or nonmonetary relief	No., %	77
	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	LKR	N/A

STATEMENT OF VALUE ADDED - GROUP

For the year ended 31st March	2025 Rs. '000	%	2024 Rs. '000	%
Group Turnover – Gross	102,824,895		76,616,451	
Other Income	527,998		345,057	
Less – Cost of Material and Services	74,290,081		54,006,177	
Value Added	29,062,812	100.0	22,955,331	100.0
Distribution of Value Added to Employees and Dealers				
Salaries, Commissions and Other Benefits	5,797,068	19.9	4,342,596	18.9
To Government				
Income Taxes, Turnover Taxes, Value Added Tax and Other Taxes	13,484,326	46.4	12,630,618	55.0
To Banks, Deposit Holders and Other Lenders				
Interest and Bank Charges on Borrowings and Customer Deposits	3,175,197	10.9	4,722,054	20.6
To Suppliers of Capital				
Dividends to Shareholders	1,144,266	3.9	-	-
Retained for Reinvestment and Future Growth				
Depreciation, Amortisation and Impairment	836,342	2.9	885,270	3.9
Retained Profits	4,625,613	15.9	374,793	1.6
Value Distributed	29,062,812	100.0	22,955,331	100.0

A Union

of constantly moving parts

As we prepare for a future of continued success, we look inwards at the components of our organisation that work in tandem to ensure that our brand is a lifestyle in itself, that it is a fixture in every household in the nation, and that it represents the cutting-edge.

THE CAPITALS REPORT

66	Financial Capital	93	Manufactured Capital
78	Human Capital	99	Intellectual Capital
86	Social and Relationship Capital	107	Natural Capital





FINANCIAL CAPITAL

Supported by improving macroeconomic conditions, expanding margins, and a reduction in finance costs, the company remained well-positioned to deliver sustainable value to both consumers and shareholders. Singer continued to stay ahead of the curve by leveraging scaled volumes to drive efficiency and passing on cost savings to consumers, reinforcing its commitment to long term growth.



OPERATING PROFIT

Rs. 8.47 Bn



REVENUE

Rs. 88.24 Bn



TOTAL EQUITY

Rs. 15.96 Bn



TOTAL ASSETS

Rs. 122 Bn

HIGHLIGHTS 2024/25

Value to shareholder

Enhancing shareholder returns by prioritising volume-driven profitability

Working capital optimisation

Optimising working capital to support operational agility

Innovation

Driving innovation and expanding the product portfolio

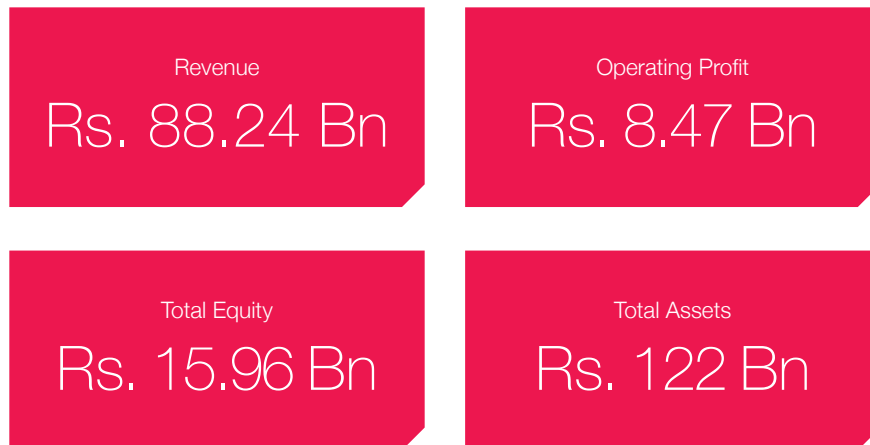
BASIS OF PREPARATION

The Financial Statements presented herein represent Consolidated Financial Statements of Singer (Sri Lanka) PLC for the year ended 31st March 2025. The Consolidated statements include Financial Statements of Singer (Sri Lanka) PLC, Singer Finance (Lanka) PLC, wholly owned subsidiaries Regnis Appliances (Pvt) Ltd and Reality Lanka Limited.

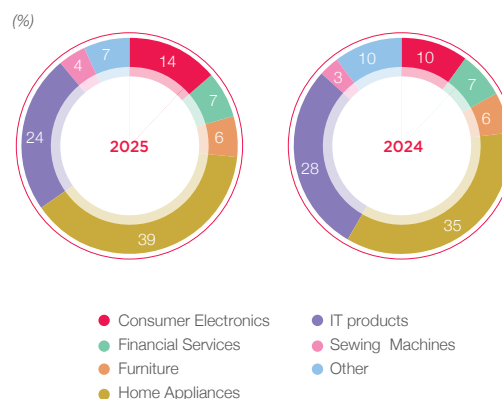
OVERVIEW

The year 2024 marked a significant improvement in the operating environment, with macroeconomic stability supporting a strong recovery. Sri Lanka's GDP grew by 5.4%, and broader economic activity continued to strengthen. As Singer's performance is closely linked to overall economic conditions, the company benefited directly from the positive momentum. The significant reduction in interest rates, with the Average Weighted Prime Lending Rate (AWPLR) declining to 8.5%, and enhanced consumer disposable income drove a notable increase in demand. Additionally, the appreciation of the Sri Lankan Rupee provided a further advantage for import-driven businesses such as Singer, enabling price reductions that stimulated greater market activity.

Singer's financial performance for the year was influenced by three key factors: an increase in volumes driven by stronger consumer demand, an expansion in margins supported by easing input costs and enhanced operational efficiencies, and a reduction in finance costs resulting from the decline in interest rates, which alleviated the company's debt burden. These factors created a highly favourable backdrop for Singer to deliver strong financial results for the year under review.



Net Revenue Analysis



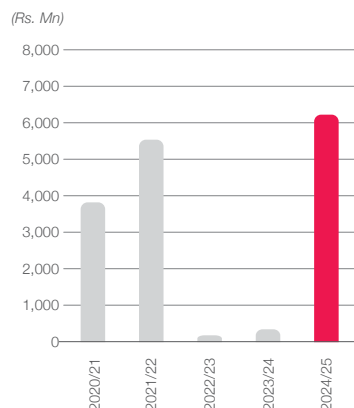
FINANCIAL CAPITAL

EARNINGS

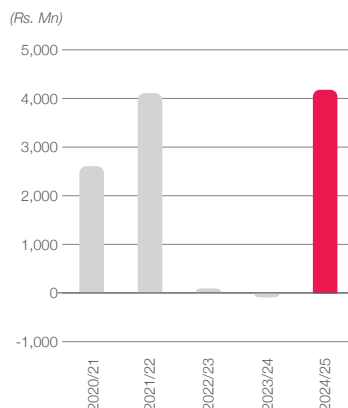
Income		Charges and Expenses																																							
Revenue		Finance Cost		Operating Profit																																					
<p>(Rs. Mn)</p> <table><tr><th>Year</th><th>Revenue (Rs. Mn)</th></tr><tr><td>2020/21</td><td>65,000</td></tr><tr><td>2021/22</td><td>75,000</td></tr><tr><td>2022/23</td><td>55,000</td></tr><tr><td>2023/24</td><td>68,000</td></tr><tr><td>2024/25</td><td>88,000</td></tr></table>		Year	Revenue (Rs. Mn)	2020/21	65,000	2021/22	75,000	2022/23	55,000	2023/24	68,000	2024/25	88,000	<p>(Rs. Mn)</p> <table><tr><th>Year</th><th>Finance Cost (Rs. Mn)</th></tr><tr><td>2020/21</td><td>2,000</td></tr><tr><td>2021/22</td><td>2,500</td></tr><tr><td>2022/23</td><td>7,200</td></tr><tr><td>2023/24</td><td>4,800</td></tr><tr><td>2024/25</td><td>3,000</td></tr></table>		Year	Finance Cost (Rs. Mn)	2020/21	2,000	2021/22	2,500	2022/23	7,200	2023/24	4,800	2024/25	3,000	<p>(Rs. Mn)</p> <table><tr><th>Year</th><th>Operating Profit (Rs. Mn)</th></tr><tr><td>2020/21</td><td>5,500</td></tr><tr><td>2021/22</td><td>8,200</td></tr><tr><td>2022/23</td><td>6,800</td></tr><tr><td>2023/24</td><td>3,200</td></tr><tr><td>2024/25</td><td>8,500</td></tr></table>		Year	Operating Profit (Rs. Mn)	2020/21	5,500	2021/22	8,200	2022/23	6,800	2023/24	3,200	2024/25	8,500
Year	Revenue (Rs. Mn)																																								
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<p>REVENUE</p> <p>Singer Group reported a consolidated revenue growth of approximately 26% for the financial year ended 31 March 2025 recording a revenue of Rs. 88 Bn, underpinned by improved market conditions backed by effective sales and marketing strategies. Following the easing of import restrictions in October 2023, the Group capitalised on significant pent-up demand within the consumer electronics and home appliance segments, resulting in revenue growth of 72% and 38%. In contrast, performance in the digital products segment, particularly computers, remained subdued. The introduction of VAT on mobile phones and computers from January 2024, coupled with the reactivation of the grey market, exerted downward pressure on volumes in this category limiting the revenue growth to 6% to the previous FY. In the financial services sector, Singer's hire purchase portfolio and lending and leasing businesses benefited significantly from the lower interest rate environment, contributing Rs. 14,756 Mn to the Group's topline. Singer Finance (Lanka) PLC contributed Rs. 8,990 Mn to the Group's top line, representing a 32% increase in revenue.</p>		<p>IMPAIRMENT COSTS</p> <p>During the financial year, the Group's total bad debt provision increased by Rs. 243 Mn compared to the corresponding period in the previous year. This increase was primarily attributable to the expansion of the receivable portfolio of Singer Finance, as the company strategically grew its leasing and lending portfolios in response to improved market conditions and lower interest rates. The growth in receivables necessitated a corresponding increase in impairment provisioning in line with prudent risk management practices, ensuring that the Group maintained adequate coverage ratios against potential credit losses.</p>		<p>NET FINANCE COST</p> <p>During the period under review, the Group recorded a significant decline in finance costs on loans and borrowings, with reductions of Rs. 1,547 Mn compared to the previous year. This decline was primarily driven by the lower interest rates that prevailed throughout the financial year. Finance income for the Group also declined during the period, decreasing by Rs. 793 Mn. The reduction in finance income was largely attributable to Singer Finance's strategic decision to decrease its holdings of Treasury bills. Excess liquidity, which had been temporarily invested in Treasury instruments in the prior year, was redirected towards expanding the lending portfolio in the current year, capitalising on improved credit demand amidst a low-interest rate environment. The Group also reported an increase in exchange gains, recording gains of Rs. 101 Mn. The strengthening of the Sri Lankan Rupee against major foreign currencies, particularly during the first half of the year, contributed to these exchange gains.</p>																																					

Income

Profit Before Tax



Profit After Tax



GROSS PROFIT

The Group recorded a significant increase in Gross Profit during the financial year 2024/25, rising to Rs. 27.9 Bn from Rs. 17.9 Bn in 2023/24, reflecting a strong year-on-year growth of 55%. This performance marks a notable recovery from the previous year, which was characterised by a strategic flush-out of high-cost inventory, resulting in compressed margins. In contrast, gross margins improved by 6% in 2024/25, supported by more favourable procurement conditions and improved cost structures. Singer Finance also contributed positively to the Group's gross profitability, recording an improved net interest margin as a result of a marked reduction in borrowing costs compared to the prior year.

OPERATING PROFIT

The Group delivered a strong operating performance in 2024/25, with operating profit increasing significantly to Rs. 8,470 Mn, compared to Rs. 3,137 Mn in the prior year, marking a year-on-year growth of 170%. This performance reflects the impact of favourable procurement, an improved sales mix, and increased contributions from the hire purchase portfolio. The Company's selling and administrative expenses rose by 30% to Rs. 16,122 Mn during the period under review, primarily due to higher selling and collecting commissions, increased advertising expenditure in line with revenue growth, and elevated staff-related costs, including bonus and employee benefits. Despite these cost escalations, the revenue and margin gains offset the increase in operating expenses, resulting in a significant improvement in operating leverage.

PROFITS

The Group reported a remarkable turnaround in profitability during the financial year 2024/25, with Profit Before Tax (PBT) surging to Rs. 6.22 Bn from Rs. 339 Mn in the previous year, reflecting a robust uplift driven by strong operating performance and improved margins. The higher tax charge of Rs. 2.04 Bn for the year, compared to Rs. 430 Mn in 2023/24, reflects the improved earnings base and the corresponding tax liability. As a result, the Group recorded a Net Profit of Rs. 4.18 Bn, a strong recovery from the previous year's net loss of Rs. 91 Mn.

FINANCIAL CAPITAL

FINANCIAL POSITION



Earnings per Share



Dividend Per Share



Cashflows

The company demonstrated a strong cash flow position in FY 2024/25, underpinned by significant operational profitability and effective working capital management. Net cash from operating activities surged to Rs. 4.6 Bn, a substantial turnaround from the net outflow of Rs. 2.9 Bn in the previous year. Investing activities recorded a net outflow of Rs. 420 Mn due to capital expenditure while financing activities resulted in a net outflow of Rs. 2 Bn, reflecting lease liability settlements and dividends paid. Overall, the Company achieved a net increase in cash and cash equivalents of Rs. 2.1 Bn, ending the year with a strong cash balance of Rs. 2.2 Bn, compared to Rs. 97.8 Mn at the beginning of the year.

FINANCIAL CAPITAL

BUSINESS LINE REVIEW

CONSUMER ELECTRONICS

Singer is renowned for its extensive range of high-quality white goods that cater to various price points, ensuring accessibility for a broad spectrum of customers. With a wide ranged portfolio that includes everything from budget-friendly options to premium products, the Group effectively meets the diverse needs of consumers across the nation.



Overview

Sector Performance

Consumer Electronics

(Rs. Mn)

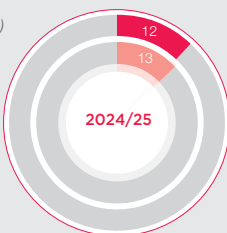


■ Revenue

Contribution to the Group

Consumer Electronics

(%)



● Revenue ● Operating Profit

Product Map



Televisions



Portable speakers



Home theatres



Audio solutions

Operating Environment

The economic outlook has been encouraging, with GDP growth directly driving an increase in Singer's sales. As the country moves into a growth phase, market activity has intensified, supported by deflation and lower interest rates. Following the election, a more stable market environment has emerged, boosting consumer confidence and prompting many to invest in upgrading their products and homes. By partnering with top manufacturers, Singer took advantage of economies of scale, passing on cost benefits to customers. Additionally, a favourable exchange rate further enhanced our ability to offer competitive pricing to drive business growth.

Performance in 2025

We have remained competitive in the market, particularly for refrigerators, washing machines, and televisions, by ensuring our pricing is in line with market trends. With a strong network of 447 dealers, we continue to see robust demand for our products, driven by the strong reputation of our brand and the quality we deliver.

Segment Strategy

To strengthen our position in the high-end market, we implemented a targeted approach to attract top-tier customers. This included expanding our product portfolio with premium offerings such as state of the art TVs, catering to higher socio-economic segments. Additionally, we introduced more innovative propositions, including Sri Lanka's first AI-driven showroom at One Galle Face, where high-end customers can experience smart home automation and seamless device connectivity via mobile integration. This strategic shift enhances our brand appeal and aligns with evolving consumer expectations in the premium segment.

Way Forward

As part of our ongoing commitment to innovation and customer satisfaction, we will continue to enhance the technology embedded in our products, ensuring we offer the latest and most advanced solutions to meet evolving consumer needs. In line with the company's vision to elevate the living standards of all segments, we will prioritise affordability without compromising on quality.

HOME APPLIANCES

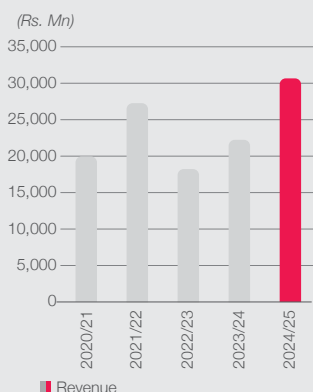
The rise in positive consumer sentiment, along with the overall economic recovery, has had a beneficial impact on this segment, enabling continued market expansion and growth. Singer has successfully upheld its dominant position in the home appliances category, further reinforcing its leadership in the industry.



Overview

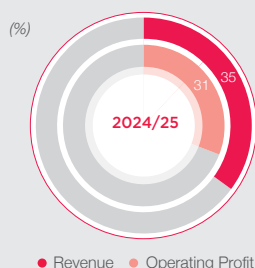
Sector Performance

Home Appliances



Contribution to the Group

Home Appliances



Product Map

- Refrigerators
- Washing machines
- Kitchen appliances
- Air conditioners
- Other household appliances

Operating Environment

Strengthened by a recovering economy and growing consumer confidence, customers were increasingly inclined to upgrade their appliances after a period of economic constraints and limited product availability.

Performance in 2025

The sales performance showed a positive impact, with the home appliances segment achieving revenue growth of 38% driven by improved market conditions and the easing of import restrictions. The Group's household brands, including Singer and Sisil, maintained their market leadership, contributing a significant revenue share of 88% in the total refrigerator segment while contributing 94% in the washing machine category.

Segment Strategy

We ensured our products were priced competitively in the Home Appliances segment by carefully evaluating each category and leveraging the devaluation of the dollar to offer better prices to customers. Additionally, we introduced the latest product range with enhanced features, including AI-integrated appliances, aligning with global trends. This included launching our own Singer-branded products and expanding our offering to include QLED TVs alongside renowned global brands. We also enhanced the technology of our products, enabling smart connectivity for appliances such as air conditioners and washing machines. To support these advancements, we executed extensive marketing activities to educate customers on the benefits of these innovations.

Way Forward

Looking ahead, we will continue advancing the technology in our products, bringing more innovative and sophisticated appliances to the market. Our commitment to affordability remains strong, in line with the company's vision of enhancing living standards across all consumer segments. Our key objective is to drive growth by identifying and addressing market gaps in segments with substantial unmet demand, ensuring we cater to evolving consumer needs effectively.

FURNITURE

The Group plays a vital role in the local economy by manufacturing a diverse range of home furnishings at two production facilities. Over the past year, we placed a strong emphasis on enhancing our digital presence within the furniture segment to boost customer interactions and strengthen our market visibility.

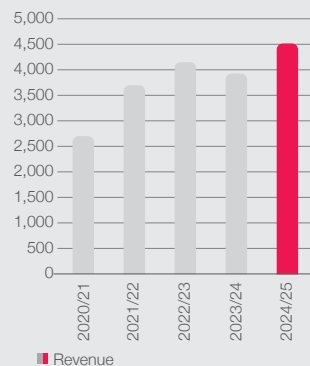


Overview

Sector Performance

Furniture

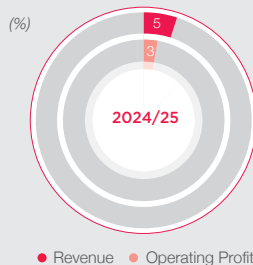
(Rs. Mn)



■ Revenue

Contribution to the Group

Furniture



● Revenue ● Operating Profit

Product Map



Modular Furniture



Solid Furniture



Signature Kitchens

Product Range

We offer a three-tiered furniture solution: Signature custom made for personalised pantry, kitchen, and wardrobe solutions; Signature Premium featuring sofas, dining sets, beds, and office furniture; and modular and budget-friendly options, including modular, steel, and plastic furniture to suit diverse needs and budgets.

Segment Strategy

With the economic recovery and rising consumer demand, the furniture segment achieved a revenue growth of 15%. Singer focused on a growth strategy and made significant investments in online marketing, launching dedicated Facebook, Instagram, and TikTok pages centered around furniture. Additionally, the revamped Singer website will place greater emphasis on furniture, enhancing customer engagement and accessibility. Singer was the Official Furniture Partner of Architect 2025, highlighting our commitment to advancing Sri Lanka's architectural landscape. We also showcased our extensive furniture range at the 21st Asia Pacific Retailers Convention and Exhibition – International Export Forum, further strengthening our market presence.

Innovation and New Product Development

Our new product development strategy focuses on leveraging innovative technology, premium materials, and appealing designs to meet the evolving needs of the Sri Lankan market. In response to the growing demand for apartments and new hotels, we seized the opportunity to cater to the high-end market with an enhanced range of Singer Premium Furniture. Additionally, for the middle and upper-middle consumer segments, we introduced new products in the sofa category, expanded our office furniture range, and launched a premium wardrobe and bedroom collection to provide tailored solutions for diverse customer needs.

Way Forward

We are confident that the growth phase of Sri Lanka's furniture industry will continue, and we are committed to expanding our product range and capacity to meet the increasing demand. Our focus will remain on enhancing local manufacturing capabilities, and we are determined to capitalise on this opportunity while exploring potential avenues in the export market.

DIGITAL PRODUCTS

Despite facing significant challenges from regulatory changes and pricing pressures, the mobile phone category has delivered outstanding performance. This success can be attributed to our extensive network reach and the introduction of a range of new products, ensuring we remain relevant and innovative in the market.

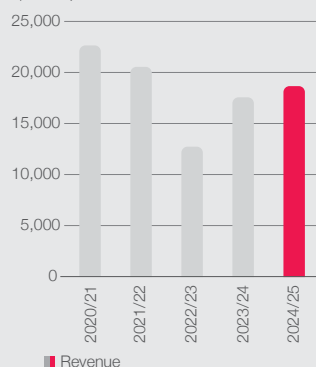


Overview

Sector Performance

Digital Products

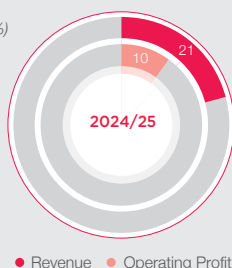
(Rs. Mn)



Contribution to the Group

Digital Products

(%)



Product Map



Computers



Mobile phones



Digital cameras



Security surveillance

Operating Environment

The mobile phone market faced significant challenges due to regulatory changes and pricing pressures. The introduction of VAT on mobile phones in December 2024, led to price increases and further strengthened the dominance of the gray market. However, the Telecommunications Regulatory Commission (TRC) has mandated the registration of all mobile devices starting in 2025, a measure that is expected to help mitigate the impact of the gray market and create a more regulated industry landscape.

Mobile Phones

To enhance our competitiveness in the dynamic mobile market, we strategically expanded our product portfolio by launching ZTE's new sub-brand, Nubia, as part of its global rollout. With exclusive partnerships for both ZTE and Honor, we positioned ZTE to cater to the lower-end segment while Honor targets mid-to-premium customers. The mobile phone category has delivered exceptional performance, driven by the strength of our distribution network, a robust product portfolio, and the trust that consumers place in our products.

Computers

The computer category faced significant challenges following the implementation of VAT in 2024, with the grey market quickly gaining traction. Dell, which primarily offers high-end products and has limited presence in the low-end category, experienced a volume decline of approximately 30%. Despite our ongoing efforts to secure the most competitive pricing with our global suppliers, we continue to face significant competition from the grey market. In response, we have continued to innovate by introducing new models, including the Asus Creator Model and AI Zenbook, while also relaunching the MSI Cyborg Model to strengthen our market presence.

Way Forward

To address the ongoing challenges posed by the resurgence of the grey market, we will continue our lobbying efforts to mitigate its impact. We are optimistic that the regulations introduced by the Telecommunications Regulatory Commission (TRC) will help reduce further challenges. Moving forward, our focus will be on strengthening partnerships with renowned brands, enabling us to expand our product portfolio with cutting-edge technology and maintain a competitive edge in the market.

FINANCIAL CAPITAL

SEWING MACHINES

As a pioneer in the sewing industry, Singer holds a dominant position in the sewing machine market, with an impressive estimated market share of 70%. This strong market leadership is a result of our long-standing reputation for quality, innovation, and reliability, which has earned the trust of generations of consumers.

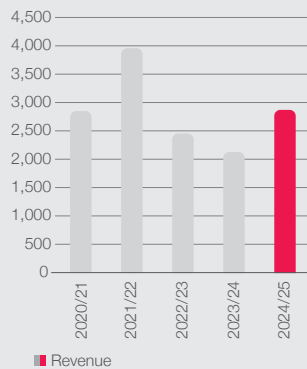


Overview

Sector Performance

Sewing Machines

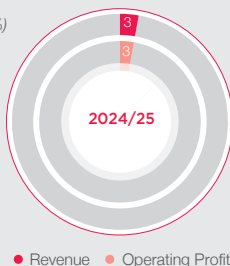
(Rs. Mn)



Contribution to the Group

Sewing Machines

(%)



Product Map



Domestic sewing machines



Industrial sewing machines



General merchandise

Operating Environment

As economic conditions stabilised, the sewing machine segment saw a revenue growth of 35%. However, the expected price reductions did not materialise, prompting us to engage in negotiations with suppliers for further cost reductions. To offset the high pricing of imports made during peak rates, we strategically sourced certain materials at lower costs and averaged the pricing of finished goods, resulting in a gradual reduction in overall product costs.

Segment Strategy

In response to the growing preference for ready-made garments and the decline in demand for traditional sewing machines, we have developed a strategy to educate consumers and reignite interest in sewing. Recognising the shift in consumer behaviour, we have also made strategic decisions in our production process, including diversifying into sewing machine spare parts and discontinuing the assembly of sewing machine heads due to low volume. Additionally, we have focused on importing finished sewing machines at highly competitive prices to remain relevant in the market.

Singer Fashion Academy

With over 60 years of industry experience, the Singer Fashion Academy has supported numerous entrepreneurs in the fields of sewing and fashion design. We have recently reopened our Thissamaharama Academy, providing new opportunities for aspiring designers in the region. In addition, our academies have undergone a branding transformation, offering a fresh and vibrant atmosphere that motivates and inspires our students. We are implementing hands-on training with both industrial and domestic sewing machines to enhance production skills across our nationwide academies, while collaborating with various government and non-government organisations. To further extend our reach, we are utilising social media marketing to engage and connect with a broader audience.

Way Forward

Moving forward, we will continue to innovate and introduce advanced features that cater to the evolving needs of consumers, particularly those in the domestic and small-scale production sectors. By offering more affordable, user-friendly, and technologically advanced portable machines, we aim to tap into new customer segments and drive further adoption.

FINANCIAL SERVICES

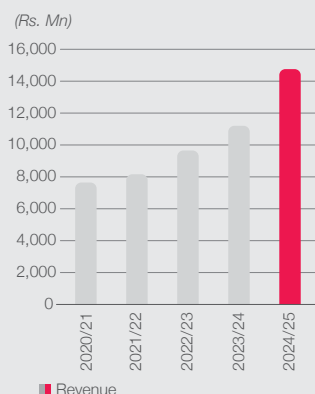
Singer Finance (Lanka) PLC, a subsidiary of Singer, offers leasing, hire purchase, and loan facilities. As a licensed and regulated finance and leasing institution under the Central Bank of Sri Lanka, it provides services through a network of 56 branches across the island.



Overview

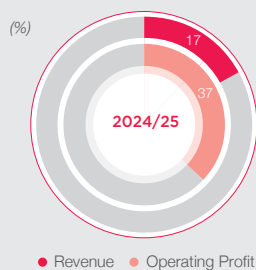
Sector Performance

Financial Services



Contribution to the Group

Financial Services



Product Map

- Leasing
- Hire purchase
- Gold loans

Operating Environment

With the decline in interest rates, Singer Finance has successfully driven growth in its leasing and lending portfolios, resulting in significant volume increases. This growth has positively impacted the net interest margins, allowing the segment to report strong financial results. Despite the expansion in leases and loans, impairment levels remained under control while maintaining a sound NPL ratio. Additionally, the reduction in interest rates contributed to an increase in consumer lending, further boosting the overall performance of Singer Finance.

Performance and growth

Singer Finance (Lanka) PLC made a significant contribution to the Group's top line, generating Rs. 8,990 Mn in revenue, and a bottom-line growth of 53%. The growth was primarily driven by a substantial expansion in the lending portfolio and enhanced demand for financing solutions, as consumer confidence and market conditions showed steady improvement. Financial discipline and prudent strategic initiatives resulted in a Profit After Tax of Rs. 852 Mn, exceeding the previous year's performance and highlighting the Company's resilience and growth amid economic challenges. In January 2025, Singer Finance's rating was upgraded to BBB+(LKA) reflecting the company's strong financial performance and strategic initiatives that have contributed to its sustained growth and stability.

Customer centric innovation

Singer Finance stands out in the market through its unwavering commitment to customer-centric innovation. By deeply understanding the unique lifestyles and needs of its customers, the company has developed a range of innovative solutions designed to actively support the growth and development of Small and Medium Enterprises (SMEs) in Sri Lanka. During the year Singer Finance has also expanded its branch network from 52 to 56 locations, with plans for further growth. This expansion enhances accessibility, enabling the company to better serve customers in both urban and rural areas.

Way Forward

As economic activity improves, driven by a recovery in GDP growth, we remain focused on sustaining this growth trajectory by expanding our lending portfolio and introducing new financial products to meet a broader range of consumer needs. We will also continue to strengthen our sales and marketing strategies to ensure we capture more opportunities in the market, ultimately enhancing our position as a leading financial service provider.



HUMAN CAPITAL

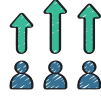
Our vision is to be a strategic people partner, driving business transformation through proactive workforce planning and execution. Our purpose comes to life through an inclusive culture where every employee feels valued and supported, regardless of role or background. By creating a supportive environment, we enable them to enhance their skills, advance their careers, and thrive both personally and professionally.



TALENT WELL-BEING

4 Health and safety trainings

20+ Programs and activities during the year 2024/25



DEVELOP TALENT

37.8 Mn Investment in employee development

42,018 Training hours



ATTRACT TALENT

656 New recruits with

36% being female

83% retention rate

HIGHLIGHTS 2024/25

Positive workplace culture

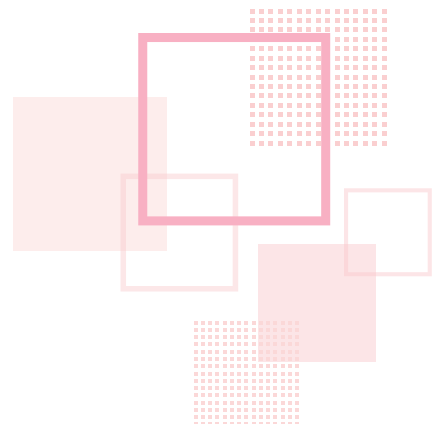
Focus on employee engagement initiatives to boost team spirit, collaboration, and a positive workplace culture.

Friendly work environment

Prioritised mental health programs to create a supportive and employee-friendly work environment.

Service-driven organisation

Conducted extensive training to enhance product knowledge and customer service, reinforcing our commitment to excellence as a service-driven organisation.



SINGER'S PEOPLE PHILOSOPHY

We believe that a strong and clear purpose forms the foundation of a thriving corporate culture and is essential for long-term business success. At Singer, we bring this purpose to life by prioritising our employees as a key focus area, making it one of the four pillars of our SMART plan- A Place Where People Love to Come and Contribute.

To guide us on this journey, we have established a comprehensive HR policy framework aligned with industry best practices in human resource management, as well as relevant labour laws and regulations. These policies undergo periodic review by the Board and are updated every three years to ensure ongoing relevance and compliance. Additionally, Singer's Code of Conduct sets clear expectations for employees regarding professional and ethical behaviour. Notably, no modifications were made to these policies during the year.

TEAM PROFILE

Innovation thrives in an environment that values diverse perspectives, experiences, and ways of thinking. Our workforce is composed of employees from a wide range of backgrounds and cultures, each bringing unique insights and expertise

that drive our success. All employees are engaged on a full-time basis, with 93% holding permanent positions within the company, ensuring stability and long-term commitment. As part of our dedication to social responsibility, we prioritise local community recruitment to promote economic empowerment in the regions where we operate. Currently, 43% of our workforce is recruited from areas outside the Western Province, directly contributing to job creation and economic growth in these communities.

Key HR Policies



- Health and Safety Policy
- Whistle Blower Policy
- Recruitment and Selection Policy
- Remuneration Policy
- Sexual Harassment Policy

Employees by Contract, Gender and Region

Region	Permanent		Contract	
	Male	Female	Male	Female
Central	225	58	18	5
Eastern	73	9	8	1
North Central	112	16	7	1
North Western	140	27	6	3
Northern	80	26	5	1
Sabaragamuwa	116	26	1	4
Southern	221	47	21	7
Uva	101	26	8	0
Western	1283	418	80	44
Grand Total	2,351	653	154	66

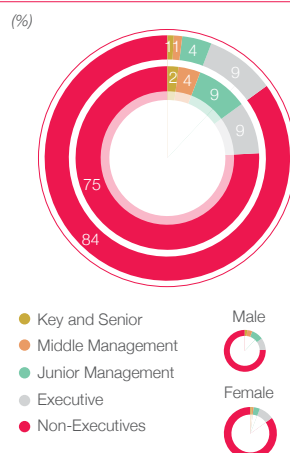
51% Employees with at least 5 years of service

66% Of workforce under the age of 40

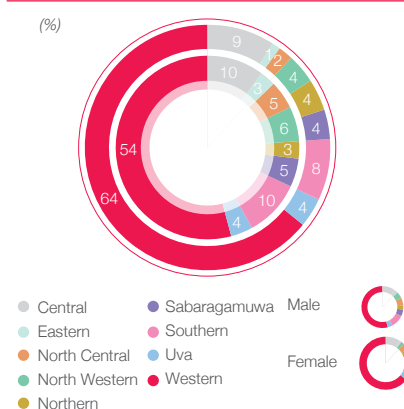
Employees by Gender and Region

Singer Group		
Region	Male	Female
Central	243	63
Eastern	81	10
North Central	119	17
North Western	146	30
Northern	85	27
Sabaragamuwa	117	30
Southern	242	54
Uva	109	26
Western	1363	462
Grand Total	2505	719

Employee by Category and Gender



Employee by Region and Gender



HUMAN CAPITAL

ATTRACT TALENTED INDIVIDUALS

Recruitment:

The success and growth of our business rely heavily on our ability to execute an effective talent strategy—one that creates a purpose-driven organisation capable of attracting, engaging, and developing a highly skilled and diverse workforce. Our recruitment process follows formal, transparent procedures as outlined in our recruitment policy, ensuring fairness and consistency. In recent years, the company has experienced periods of high employee turnover. In response, we have made strategic investments to recognise and reward our employees for their contributions.

To address workforce needs, the Group filled vacancies by hiring 656 employees externally, while 480 employees were promoted internally to support career growth

and progression. To remain competitive and reduce turnover-related costs, the management continuously monitors market compensation and benefits, ensuring that our offerings attract, retain, and motivate employees. During the year, 239 female employees were recruited, and the company achieved a retention rate of 83%.

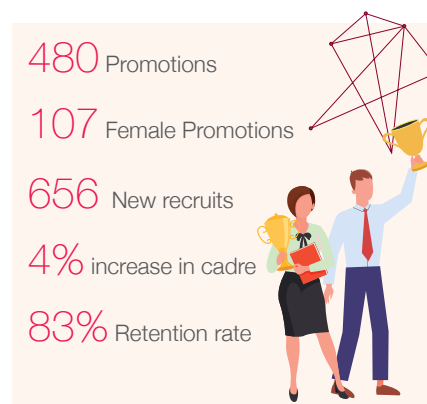
Additionally, all new hires participate in a structured onboarding program designed to familiarise them with their roles, as well as the company's policies, culture, and expectations, enabling a smooth transition into the organisation.

Talent Retention:

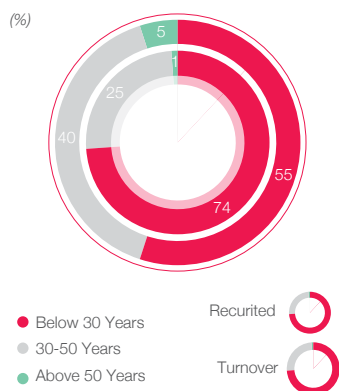
The Group maintained a healthy retention rate of 83% during the year under review. While attrition has declined, it remains a challenge, particularly in roles requiring specialised skills. High turnover is most

prevalent in sales and technical positions, driven by competitive job opportunities both locally and internationally.

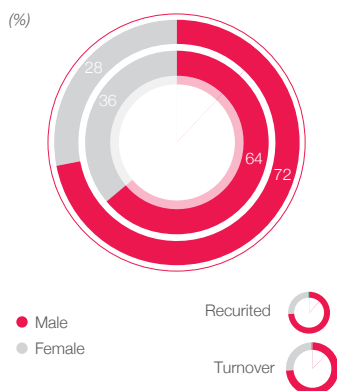
Despite these challenges, Singer's strong reputation and compelling value proposition continue to attract fresh talent. Our work environment offers employees opportunities to expand their skill sets,



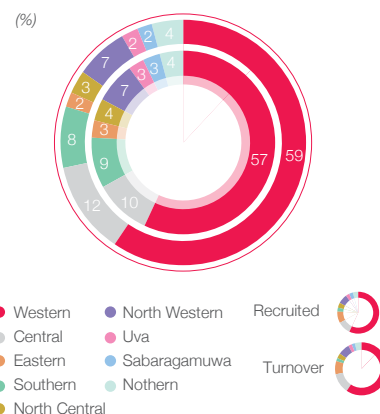
Recruitment and Turnover by Age



Recruitment and Turnover by Gender



Recruitment and Turnover by Region



HR strategy for 2024/25

Engagement and Well-being

- Close communication
- Transparency
- Engagement to strengthen bonds

Creating the Climate for Success

- Creating a growth mindset
- Fostering collaboration

Capability Enhancement

- Adapting to technology advancements
- Customer centric culture
- Leadership Development

Talent Management

- Focus on customer care journey
- LMS training and development
- Value focus

Performance Management

- Incorporating organisational values
- Team focus
- Purposeful training

EMPLOYEE HEALTH AND SAFETY

Protecting the health and safety of our employees is one of our top priorities. We are dedicated to operating in a safe, secure, and responsible manner, benefiting our consumers, employees, and communities. Guided by our comprehensive Occupational Health & Safety Policy, the Group's Health and Safety Framework ensures full compliance with all relevant legal regulations. This policy reflects our commitment to maintaining a safe work environment for all employees and outlines the procedures and protocols required to uphold this standard.

To reduce workplace injuries, incidents, risks, and hazards, we sponsor a variety of programs and initiatives. Health and safety efforts are managed by the Health & Safety Committee, supported by factory-specific committees, both of which meet regularly to assess and address workplace hazards. Additionally, we conduct systematic internal audits to evaluate the effectiveness of our health and safety management system and identify opportunities to strengthen internal processes.

Health and Safety Related Benefits Provided to Employees Include:

- Offering one of the best healthcare benefits in the industry, covering both indoor and outdoor healthcare needs.
- Implementing health and safety awareness programs and providing discounted health check-ups/screenings.
- Providing accident cover for field-based employees in the event of workplace accidents or accidents during official travel.
- Offering a Flexible Medical Scheme that covers 50% of additional hospitalisation and surgery costs, with no limit on the coverage amount beyond entitlement.
- Organising an annual Health Camp to administer basic health tests for employees.
- Implementing wellness programs aimed at promoting employee well-being and overall health.

The Company's health and safety record for the year under review is given below.

Work related Ill Health	0
Occupational injuries	0
Total No. of man days lost due to occupational injuries	10
Reported first-aid accidents	10

ENGAGE TALENTED INDIVIDUALS

Singer implements a comprehensive employee engagement and well-being plan that utilises both physical and online channels. Regular meetings for executive-level staff, along with frequent discussions at the factory level, create platforms for open dialogue and addressing employee concerns. Divisional managers prioritise creating a collaborative, growth-oriented mindset within their teams, focusing on effective communication, transparency, and active participation.

Well-being Initiatives:

The Singer well-being program consists of four key pillars: physical well-being, mental well-being, financial well-being, and social well-being. Five awareness sessions were held for employees across the group with participation in these sessions reaching 800 employees. We also engaged a psychologist to educate employees on brain function, behavioural patterns, and strategies for improving mental well-being.

Health and Safety Trainings

124

First aid training participants

69

Emergency response training participants



A variety of well-being activities were held throughout the year, including:

- Art therapy and Inter-department Quiz contest
- Team selfie challenges
- Medical camp
- Demystifying Singer Values Video Competition
- Women's Day celebrations

Community Building Activities:

Throughout the year, a variety of activities were organised to encourage camaraderie and strengthen social connections among employees and their families.

- Singer Christmas Party
- Singer Cricket Match
- Employee excursions
- Staff days for Sales channels
- Religious ceremonies
- Industrial Relations

HUMAN CAPITAL



Women's Day Discussion with Group Deputy CFO



Service Awards Ceremony 2024



Art Therapy



Inter Divisional Cricket Tournament



Quiz Competition

INDUSTRIAL RELATIONS

The Group has implemented a structured approach to proactively engage with trade union representatives, fostering a fair and equitable workplace where employees are treated with respect and dignity. Approximately 24% of employees are covered under Collective Agreements, which ensure that any operational changes comply with a minimum one-week notice period as stipulated in these agreements. During the year, negotiations were held with industrial unions, resulting in the signing of a Memorandum of Understanding (MOU) for a two-year period. Notably, throughout the review period, there were no industrial disputes or significant issues related to employees' rights to freedom of association and collective bargaining.

CREATING THE CLIMATE FOR SUCCESS

The Singer SMART Plan is deeply embedded in our performance management system and aligned with our core values, ensuring a focused and strategic approach to business growth. This framework is built around three key drivers—Delivery, Growth, and Transformation—which serve as the foundation for executing our long-term vision. Projects and initiatives are systematically cascaded across the organisation, ensuring alignment with these strategic priorities. One of the fundamental pillars of the SMART Plan is creating a workplace where employees enjoy coming to work. We aim to create a culture of connection, engagement, and mutual respect, where employees feel valued by their peers and leadership. Recognising and rewarding employee contributions is a key focus, with initiatives ranging from praise and appreciation to tangible rewards and career development opportunities.

DEVELOP TALENTED INDIVIDUALS

As a learning organisation, we are committed to continuous improvement and the ongoing development of our employees. To help our team members unlock their full potential, we provide a diverse range of learning experiences and structured training initiatives, utilising both internal and external resources to support personal and professional growth. Through performance evaluations, we identify competency gaps and design targeted training programs to address areas for improvement. Our onboarding process for new employees includes a combination of online learning and job-specific training, equipping them with essential knowledge about our company, products, and industry. Beyond onboarding, employees have access to a variety of learning opportunities designed to enhance their skills, expand their capabilities, and support career advancement.

The Singer Retail Academy (SRA) is a key initiative dedicated to developing the skills of retail employees through a structured, ongoing training program tailored specifically for sales teams. SRA enhances employee capabilities by providing continuous training in critical areas such as leveraging technology for customer outreach, inventory and debtor management. Developed in collaboration with SLIM, this accreditation program offers a comprehensive curriculum that includes leadership competency, branch manager development, and executive coaching for managers. By focusing on both technical skills and leadership growth, SRA ensures a well-rounded approach to professional development, driving excellence in retail operations.



Women's Day Celebration at Retail Shop



Women's Day Celebration at Factory

42,018

Total Training Hours

Rs. 37.8 Mn

Total investment in training

10,685

No. of participants received training

13

Hours Average training
hours per employee



The Learning & Development (L&D) function focused on enhancing key competency areas



Business Fundamentals

Strengthening core business knowledge and operational understanding.



Functional Excellence

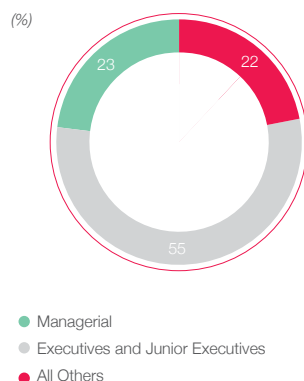
Developing specialised skills to drive efficiency and expertise in respective roles.



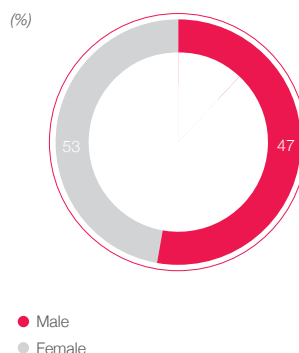
Leadership Essentials

Cultivating leadership capabilities to inspire, guide, and manage teams effectively.

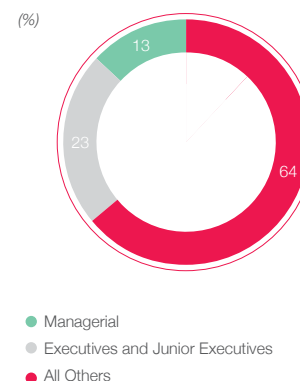
Average Training Hours by Category



Average Training Hours by Gender



Employee Promotion



HUMAN CAPITAL

Key training programs conducted during the year listed below:

- Product Knowledge Training**
 Conducted primarily for shop staff, district managers, and area managers to enhance their understanding of products.
- Operational Knowledge Training**
 (Designed for shop staff, covering)
 - Hire purchase processes
 - System-related training on Novacura and IFS
 - Day-to-day operational procedures
- Leadership Development Programs**
 Focused on strengthening leadership capabilities through
 - **Middle Manager Development (MMD) Program**
 A flagship initiative aimed at enhancing leadership skills for middle management.
 - **New Managers' Development Program**
 Preparing newly appointed managers for leadership roles.
 - **Management Development Program**
 Focused on creating a growth mindset among management teams.
 - **Leadership Leap Program**
 A specialised SA development program to cultivate future leaders.
- Rise and Shine**
 Executive development programme was conducted focusing on improving the leadership skills of the staff in executive grade.
- Web Sales Training**
 Conducted across multiple districts to enhance digital sales competencies.
- Customer Service Training**
 Covering the entire shop network and a specialised "Passion to Serve" program for service centers nationwide.
- Journey to Service excellence**
 Customer service programme conducted covering the entire singer mega network

- Sales & Operations Workshop**
 Designed for key and senior managers, as well as the Sales & Operations Planning (S&OP) team.
- Internship Program**
 A comprehensive training program for TDM and TBM interns, providing hands-on experience and industry exposure.

PERFORMANCE MANAGEMENT

Our Performance Management System (PMS) is designed to integrate organisational values as a core component, ensuring alignment with our strategic goals. The SMART Plan serves as the foundation of our PMS, providing employees with clear visibility into organisational objectives. For senior management, performance evaluation goes beyond achieving Key Performance Indicators (KPIs)—it also assesses how objectives are met, emphasising the demonstration of our core values.

Employees receiving Regular Performance Appraisals

To create a strong performance and learning culture, all division heads follow a structured engagement framework developed by HR, ensuring consistency across the organisation. These engagement plans are regularly reviewed and discussed in management meetings to drive a high-performance culture.

As part of our ongoing efforts to strengthen value-based performance management, Singer's core values were formally integrated into the Middle Management PMS during the year. Annual performance appraisals are conducted for 100% of employees, providing structured feedback to recognise achievements, enhance motivation, and identify areas for growth.

Rewards and Remuneration

The Group maintains a transparent and fair remuneration system, aligned with industry standards and market rates. Our compensation and reward structures promote a performance-

driven culture while ensuring equal pay for men and women. To enhance employee experience, we have simplified administrative processes through digital workflows, eliminating the need for manual paperwork. Employees can now submit medical claims, purchase requests, and expense reimbursements seamlessly without requiring physical approvals or signatures. This adoption of technology has streamlined operations, making processes more efficient and improving overall employee satisfaction.

The Group offers a host of benefits to employees as listed below:

Educational



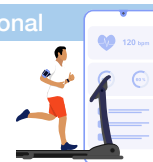
- Membership subscriptions to professional bodies
- Educational aid scheme providing financial assistance for further studies
- Singer library with over 1500 books accessible to all employees

Financial



- Staff discounts and easy payment schemes for Singer products
- Distress loans of emergencies
- Low interest loans for vehicle purchases
- Financial assistance for funerals

Sports and recreational



- Long-term leave for employees to support sporting careers
- Gym facilities and access to recreational classes
- Membership for sports such as Badminton, Soccer, Cricket, Hockey

DIVERSITY, EQUITY AND INCLUSION

Singer is committed to being an organisation where diverse personalities, opinions, and values coexist, creating an environment of innovation and inclusivity. We recognise that embracing diverse perspectives and values is essential to staying ahead in a dynamic business landscape.

As part of our gender parity commitment, Singer actively promotes equal opportunities and has established a safe, family-friendly workplace that enables female employees to achieve their career aspirations. Our workforce is drawn from all regions of Sri Lanka, allowing us to maintain a strong nationwide presence and better understand local market dynamics.

Our HR policies are designed to attract and retain a diverse talent pool, creating a workplace culture built on respect and understanding, regardless of gender, ethnicity, or religion. Singer maintains a zero-tolerance policy toward discrimination, encouraging employees to report any incidents. During the year under review, no instances of discrimination were reported.

Singer supports the financial empowerment of women through its island-wide franchise model, encouraging them to become entrepreneurs by starting their own businesses. Female branch managers take on key responsibilities, including recruitment and daily operations, with the Group offering essential support such as technical assistance, product knowledge, and training. Currently, 40 female branch managers are leading the way, contributing to the socio-economic development of women in the community.

Return to Work After Parental Leave

Parental Leave in 2024/25	Male	Female
Employees entitled to parental leave	Nil	719
Employees on parental leave	Nil	21
Employees who returned after parental leave	Nil	17
Employees still in employment 12 months after returning from parental leave	Nil	6

There is no gender-based discrimination in the determination of employee salaries at any job level, including entry-level positions.



Employees by Age and Category

Category	Age							
	18 - 28		29 - 39		40 - 50		Above 50	
	Male	Female	Male	Female	Male	Female	Male	Female
Key and Senior	0.00%	0.00%	0.31%	0.03%	0.50%	0.03%	1.02%	0.09%
Middle Management	0.03%	0.00%	0.93%	0.22%	1.71%	0.03%	0.68%	0.03%
Junior Management	1.02%	0.16%	3.04%	0.37%	2.51%	0.28%	0.28%	0.16%
Executive	0.99%	0.56%	4.13%	0.96%	1.61%	0.47%	0.28%	0.12%
Non-Executives	16.72%	10.98%	20.29%	5.55%	13.83%	1.30%	7.82%	0.96%

Way Forward

- Equipping employees with the skills to adapt to new technologies and AI-driven innovations to drive productivity, streamline processes, and enhance customer service.
- Strengthening our service model to reach new levels of excellence and deliver exceptional customer experience.
- Creating and sustaining a work environment that employees are excited to be a part of, driving engagement and motivation.
- Providing executive coaching for senior leaders to refine strategic thinking, leadership skills, and overall competencies.

SOCIAL AND RELATIONSHIP CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

Singer is deeply embedded in the daily lives of people and communities through the diverse range of products and services we offer. Our success and sustainability have been driven by strong, long-term partnerships with customers, suppliers, and the community. These enduring relationships have fostered trust, loyalty, and reliability, strengthening our brand's reputation. By focusing on these connections, Singer creates shared value, ensures business continuity, and promotes sustainable growth.



CUSTOMERS

2.8 Mn Customers

89% Net promoter score



SUPPLIERS

Rs. 51 Bn Suppliers payment

33% Local procurement



COMMUNITIES

Rs. 2.9 Mn Investment in community services

2,400+ Beneficiaries



CUSTOMER CARE

98.5% Customer experience score

Rs. 12.5 Mn

Investment in Singer Care App

HIGHLIGHTS 2024/25

Growth in customer base

12% growth in customer base

After care service

Comprehensive training and development programs for after care service

Rebranding and upgrades

Rebranding and upgrades to retail points

With a rich history spanning decades, Singer has firmly established itself as a trusted household name in Sri Lanka. Renowned as the undisputed market leader in the country's consumer durables sector, Singer boasts an extensive product portfolio that includes over 600 electronic items, 1,200 household appliances, and over 60 international brands. For 148 years, the company has consistently delivered excellence, building a legacy of innovation, quality, and reliability. Singer serves a diverse customer base of approximately 2.8 million people and has a well-established presence across all nine regions of Sri Lanka. The company provides a comprehensive range of products tailored to meet the distinct needs and preferences of various consumer demographics. With its extensive market reach, Singer is able to offer a diverse portfolio that spans from affordable entry-level products to premium luxury items, ensuring accessibility for all socioeconomic segments. With economic activities showing significant improvement following the easing of import restrictions, the Group capitalised on the favourable market environment by implementing a structured plan for each product category. This approach enabled us to drive sales growth effectively and meet the pent-up demand of customers.

CUSTOMER REACH

Singer benefits from a significant competitive edge, driven by its extensive geographic presence and broad customer reach. The Singer network spans multiple channels, including 405 contact points through its proprietary retail outlets and an extensive dealer network of over 1610 sites, providing broad indirect customer access.

Our Network

Our sales network includes

405

shops

16

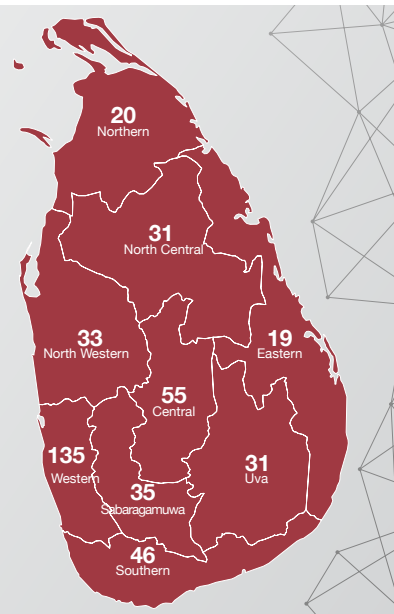
Service centres

1610

Extensive Dealer Network

200,000

Sqm retail space



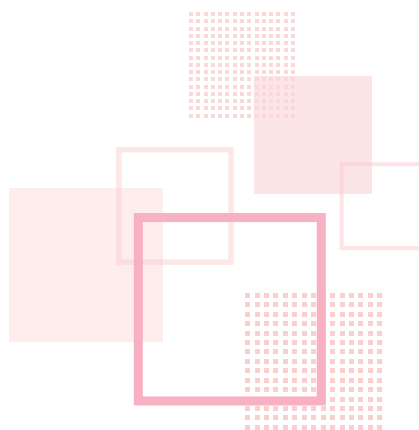
Singer's dealer/ distributor network operates through five primary channels, as detailed below:

- 1. Consumer Durables:** Distribution of consumer durable products via a B2B model, reaching a network of over 447 dealers.
- 2. Digital and Mobile:** Sale of mobile phones and digital products through a B2B distributor model, supported by 23 regional distributors catering to 1,200 dealers.
- 3. Computers:** Distribution of computers and accessories through a network of approximately 350 dealers.
- 4. Agro:** General trading products, such as water pumps, fans, and hot water showers, supplied to over 640 hardware dealers through a B2B model, while tractors are sold on a consignment basis.
- 5. Surveillance Products:** Sale of high-quality surveillance systems through 150 dealers.

CUSTOMER CARE AND SERVICE

Customer Contact Centre

Our customer contact centre serves as the primary support hub for customers seeking assistance with our products and services. With a dedicated team of trained professionals operating 24/7, 365 days a year, we ensure prompt resolution of inquiries and effective handling of customer concerns. Beyond providing support, the centre plays a crucial role in gathering customer insights, which inform our strategic decisions and drive continuous improvements in our products and services. The customer service centre continued to maintain an excellent customer experience score of 98.50%, reflecting our commitment to superior service.



SOCIAL AND RELATIONSHIP CAPITAL

Customer Satisfaction



After-Care Service

Singer's aftercare service plays a vital role in enhancing the overall customer experience, reinforcing trust in product quality, and creating long-term customer relationships. With 16 service centres and a network of over 400 franchise service agents nationwide, Singer ensures seamless aftercare support. To further enhance convenience, the Singer Care service app provides customers with 24/7 access for service and repair requests. A team of over 100 highly trained technicians promptly respond to these requests, ensuring efficient solutions. During the year we invested Rs. 12.5 Mn and revamped the Singer Care app, introducing a new user-friendly interface with enhanced functionality. We conduct monthly customer surveys through both our call centre and an outsourced partner, ensuring a balanced and comprehensive evaluation of customer satisfaction.

Key focus areas for After-Care Service during the year are listed below:

Comprehensive Training Programs

- Conducted 133 customer care development and technical workshops, including 65 technical training sessions where 2,165 participants trained, totalling to 10,000+ man-hours of training and development.

- Special consultant-led training for 300 staff and top 50 service agents, focusing on customer care skills and behavioural development.
- 50+ internal training sessions led by skilled service managers.

Digital Transformation & Data Analytics

- Equipped service centre staff with Power BI dashboards for real-time tracking of spare parts, delivery updates, and pending case insights.
- Reduced reliance on manual reporting and enhanced data-driven decision-making.

Capacity Enhancements

- Recruited over 40 new service franchise agents to address high demand and workforce challenges in technical teams.

Standard Operating Procedure (SOP) Improvements

- Developed and digitised SOPs to enable frontline staff to make faster decisions without hierarchical approvals.
- Integrated trading discount approvals into the system, improving customer satisfaction through quicker resolutions.

Retail Points

Singer operates across three key retail frontiers: Singer Mega, Singer Retail, and Approved Dealers and rebranding and expansion efforts continued for all 3 channels.

Singer Mega



Capitalising on the economic recovery, we upgraded 9 Singer Mega stores in anticipation of continued growth.

Retail Outlets



As part of our rebranding efforts, we have successfully rebranded 30 retail outlets during the year and preparations are underway to capitalise on the upcoming growth phase.

Approved Dealers



We introduced the Singer Lite concept in 30 locations across emerging towns, providing approved dealers with a fixed allowance to operate stores. Under this model, dealers manage utilities and sell exclusively Singer products, while benefiting from commission-based revenue.

SINGER RED LOYALTY PROGRAM

Singer's Red Loyalty Program is designed to reward and engage our valued customers. By offering exclusive benefits such as personalised discounts, early access to promotions, and special rewards, our program encourages long-term customer relationships, drives repeat purchases and enhances overall customer satisfaction. Through our dedicated loyalty website, customers can easily access their digital loyalty cards to check balances, tier statuses, and explore additional benefits in just two simple steps.

We are in the process of upgrading to a new CRM system, which will seamlessly integrate with the loyalty program to provide a more personalised experience. This enhanced data will help tailor offers, anticipate demand, and improve inventory management, ultimately driving more targeted marketing strategies and ensuring a more personalised shopping experience.



TRANSFORMING LIVES

Singer has significantly transformed the lives of Sri Lankans by offering access to modern, convenient lifestyles through affordable, high-quality products. Understanding the price sensitivity of consumers, Singer has expanded accessibility via flexible repayment options, such as hire purchase and discounted instalment schemes, ensuring essential items remain within reach for a broader population. During the year, proactive negotiations with suppliers helped secure competitive pricing for newly imported products, enabling the passing of price advantages to customers and thereby making the products more affordable.

DIGITAL DELIVERY

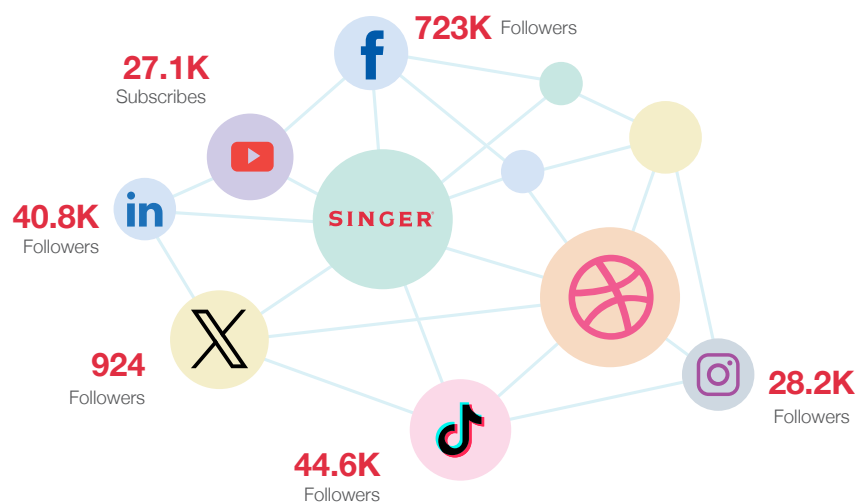
Embracing digitisation has become a cornerstone of the Group's strategy, providing a competitive advantage and enabling us to meet the evolving expectations of our customers. The expansion of e-commerce has established a direct channel to engage a wider audience, transcending geographical limitations and driving significant growth in both our customer base and revenue, amounting to Rs. 2.57 Bn from online channels.

To enhance the digital experience, we have revamped our website to offer deeper insights into customer preferences

while streamlining the backend ordering process, resulting in improved efficiency and reduced delivery times. Additionally, strengthening our social media presence has revolutionised consumer interactions, allowing us to deliver personalised content and tailor promotions to individual preferences.

Collectively, these digital platforms serve as strategic assets, providing valuable insights into customer behaviour and reinforcing our position in an increasingly competitive retail landscape.

All marketing communications are compliant with the Group's Customer Service Division Code of Conduct, as well as applicable government laws and regulations. We adhere to the Consumer Affairs Authority's recommendations to ensure that advertising and labelling convey clear information about product safety. User manuals are available in all three languages, providing detailed information on installation, maintenance, and daily operations. Throughout the year, there were no reported instances of non-compliance with regulations or standards pertaining to the health and safety impacts of our products and services. There were also no instances of non-compliance relating to marketing communication.



SOCIAL AND RELATIONSHIP CAPITAL

SUPPLIERS

Singer's commercial partnerships extend across local and international supply chain partners, service providers, dealers, and distributors, all of which contribute to delivering the brand's value proposition. These partnerships facilitate efficient inventory management and swift responses to market demands, while securing favourable terms for both local and imported products. To maintain high quality standards, Singer implements strict supplier selection criteria and conducts regular audits to ensure adherence to social and environmental regulations. This year, Singer Sri Lanka PLC expanded its supplier engagement efforts by conducting a comprehensive ESG (Environmental, Social, and Governance) compliance survey among its 90% foreign supplier portfolio. The objective was to assess supplier alignment with our sustainability goals and ethical practices.

However, environmental focus areas such as biodiversity preservation and climate change adaptation scored moderately, suggesting the need for ongoing capacity building and knowledge sharing in these domains. Encouragingly, several suppliers reported compliance with recognised environmental management standards such as ISO 14001, indicating a structured approach to minimising environmental impact and demonstrating commitment to sustainable practices. Singer will continue to collaborate with its suppliers through dialogue, capacity development, and performance reviews to improve ESG alignment across the value chain. These efforts form part of our broader goal to build a resilient, transparent, and responsible global supply network.

During the year, there were no incidents of child labour or forced labour reported in our supply chain.

Supplier Assessment Criteria

- Certifications including E&S certification
- Product specification and quality
- Timeliness of delivery
- Zero use of child labour/forced labour
- Environmental assessment including CEA certifications

DOMESTIC SUPPLY CHAIN

Singer actively supports local procurement and sustainable initiatives by providing technical and financial assistance to suppliers and subcontractors. In recent years, the Group has concentrated on expanding its local manufacturing presence and increasing the sourcing of materials from local suppliers. By procuring raw materials, components, and packaging from a network of 44 local suppliers, the Group strengthens its commitment to local sourcing, driving economic growth and stability within the community.

We are committed to expanding our domestic supplier base, with local procurement now accounting for 33% of total supplier payments.

GLOBAL BRAND PARTNERS

Singer has formed strong partnerships with over fifty renowned international suppliers, known for their groundbreaking contributions and unmatched innovation in advancing the industry. These collaborations have provided access to cutting-edge technology, enhancing our digital capabilities and driving transformative innovations. During import restrictions, these global alliances enabled ongoing communication with suppliers and facilitated negotiations for price reductions once the restrictions were lifted. By partnering with top global manufacturers, we were able to leverage their economies of scale to pass on price benefits to customers and drive business growth.

Rs.17 Bn Payments to local suppliers

Rs.34 Bn Payments to international suppliers

13 Subcontractors

Rs.51 Bn Payments to suppliers



Membership in Associations

The Ceylon Chamber of Commerce
Sri Lanka-China Business Council
Import Section of The Ceylon Chamber of Commerce
Sri Lanka-Canada Business Council
The Employers' Federation of Ceylon
The Industrial Association of Sri Lanka (IASL)

New global partnerships during the year

nubia



COMMUNITY RELATIONSHIPS

Our commitment goes beyond offering high-quality products; we play an active role in supporting local communities by creating jobs, boosting local economies, and investing in sustainable practices. The group's focus on community engagement and corporate social responsibility (CSR) is guided by a comprehensive sustainability agenda, with the primary aim of driving tangible improvements and uplifting vulnerable groups nationwide. We follow a structured approach to select CSR initiatives, ensuring meaningful engagement through active dialogue. Progress is tracked with clear Key Performance Indicators (KPIs) and actionable steps. Each fiscal year, a dedicated CSR budget is established to manage the allocation of funds, ensuring resources are used strategically and effectively to make a lasting impact.

Youth Development



For more than 60 years, Singer Fashion Academy, the educational arm of the Group, has been dedicated to empowering individuals through skill development. It offers free workshops and scholarships, making learning accessible to many. The academy provides a variety of affordable sewing and fashion design courses, with a focus on entry-level programs that inspire young women to explore and pursue a career in sewing.

- Offering students a pathway to progress from diploma to degree certification.
- Majority of courses priced below Rs. 30,000, making education affordable compared to similar programs.

615 diploma and certificate program holders graduated during the year

19 Scholarships provided

Community Development



Singer Industries play an active role in supporting communities through a variety of initiatives aimed at improving healthcare, providing assistance to marginalised groups, and promoting social well-being.

- Singer has made significant contributions to the healthcare sector by donating air-conditioning units to improve the conditions at the Department of Surgery at the University of Jaffna and Negombo Hospital.
- Singer actively supports organisations that cater to people with disabilities, the deaf community, and the rehabilitation of inmates

2,400+ People benefited

Rs. 2.9 Mn Investment

SOCIAL AND RELATIONSHIP CAPITAL

Female Empowerment



The majority of students enrolled in Singer Academy's programs are women, directly contributing to the promotion of female empowerment. These courses are significantly subsidised to ensure they are accessible to as many women as possible. The programs are carefully designed to provide the skills necessary for women to pursue careers and achieve financial independence.

Employment opportunities:

- The courses are an entry qualification for employment in the apparel sector
- Partnered with Chartered Society of Designers (CSD) in UK adding more recognition to its fashion designing course
- Tie up with Lovely Professional University in India offering opportunities to pursue a degree and training in the field of fashion

3,470 Students enrolled during the year
18+ certificates and diploma courses



Earth Summit 2025



Donation of Air Conditioner Units to
Negombo Hospital



Donation of Home Appliances to Deaf
Welfare Society



Donation of Air Conditioner Units to Jaffna
Hospital

Way Forward

As the country stabilises and economic growth progresses, we are preparing for the next phase of expansion. Our systems are ready to seize new opportunities, and we will continue leveraging our brand strength to reach an even larger audience. Our goal is to remain relevant to a broader audience while expanding our product offerings to better serve a diverse range of customers.

- Launching a new CRM system with an integrated loyalty program to boost customer loyalty
- Expanding our footprint into emerging towns through the Singer Lite shop concept
- Focusing on enhancing the customer experience with world-class service and support
- Broadening our product range to meet the evolving needs and preferences of our customers



MANUFACTURED CAPITAL

With its advanced manufacturing facilities and streamlined production lines, Singer continues to consistently produce high-quality products at scale. This strong foundation allows for enhanced operational efficiency, continuous innovation, and the flexibility to meet evolving consumer needs. By ensuring the delivery of reliable and competitively priced products, Singer not only reinforces its reputation as a trusted brand but also creates lasting value for both consumers and shareholders.



RETAIL STRENGTH

405 Retail outlets

Launch of AI-driven showroom at One Galle Face, catering to high-end customers with advanced, innovative offerings.



MANUFACTURING FACILITIES

4 Factories

3.2 MT+ Total production capacity



MANUFACTURING STRENGTH

PPE **6%** of total assets

7% return on manufactured capital

HIGHLIGHTS 2024/25

Reliance on renewable energy

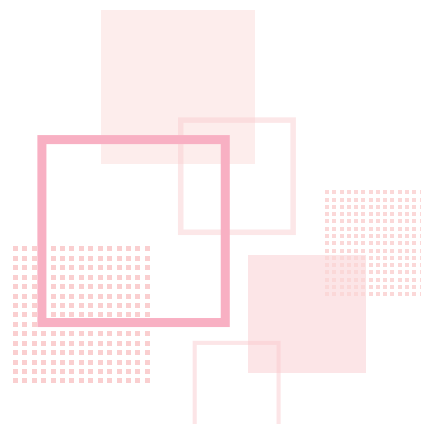
Enhanced sustainability by increasing reliance on renewable energy.

Capital expenditure to maintain

Ongoing capital expenditure to maintain manufacturing excellence.

Continuous focus on new product

Sustained a competitive edge through continuous focus on new product development.



MANUFACTURED CAPITAL

The Group's Property, Plant, and Equipment (PPE), valued at Rs. 7.5 Bn, includes a vast network of over 405 retail outlets across the island, as well as state-of-the-art production and laboratory facilities equipped with advanced technology to produce high-quality products. As we continued to focus on expanding and strengthening our local manufacturing footprint, investment decisions were made through a comprehensive evaluation process. This process considers product design, manufacturing requirements, and insights from our engineering, research and development, finance, and technical teams, enabling us to create industry-leading products that remain competitive on a global scale.

Key elements of our manufactured capital



Retail Outlets

Over 405 outlets spread across 9 provinces



Manufacturing facilities

4 factories with a total production capacity of over 3.2 MT



Laboratory facilities

State-of-the-art laboratory facilities

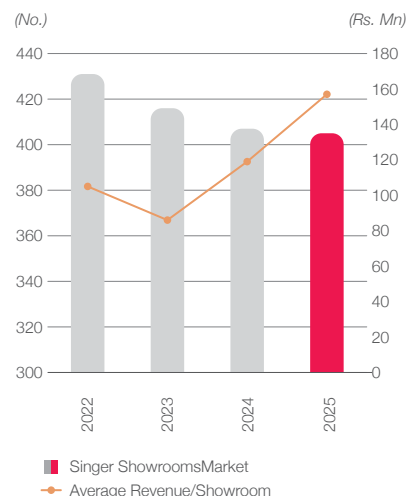
RETAIL OUTLETS

Singer is ever-present in Sri Lanka's consumer durables industry, operating the largest retail network with over 405 outlets spread across all nine provinces. This extensive reach provides a significant competitive advantage by enhancing customer accessibility, increasing brand visibility, and catering to

a diverse consumer base. In line with its repositioning strategy, Singer has focused on redefining customer experience through showroom upgrades and redesigns. A key initiative in this effort was the showroom transformation project, which resumed after a brief pause, with over 10% of the outlets being revamped, incorporating internal rebranding and modifications to create a more engaging and seamless shopping experience.

Region	Singer Mega	Singer Showrooms	Approved Dealers	Total
Central	2	45	8	55
Eastern		18	1	19
North Central		29	2	31
North Western	1	31	1	33
Northern		19	1	20
Sabaragamuwa		31	4	35
Southern		42	4	46
Uva		25	6	31
Western	27	105	3	135
Total	30	345	30	405

Average Revenue/Showroom



SINGER SHOWROOMS



345

Showrooms

30

Approved dealers across 9 provinces

Entrepreneurial branch model with 346 managers and 28 direct employees

SINGER MEGA SHOWROOMS



30

Showrooms mainly in Western Province

30

Managers and 245 direct employees

MANUFACTURING CAPABILITIES

The Group's manufactured capital base, valued at Rs. 7.5 Bn, represents 6% of consolidated assets and contributes approximately over 20% to consolidated revenue. In recent years, the Group has strategically invested in expanding and enhancing its manufacturing capabilities to stay aligned with evolving market demands, emerging design trends, and technological advancements. As the market began to recover, the Group focused on maximising opportunities through improved inventory management, accurate forecasting, and seamless coordination between commercial, marketing, and sales teams to ensure optimal stock availability. Given the continued high product price levels and lower disposable income of customers, achieving cost efficiencies remained a priority. This was driven by efficient sourcing and improved operational efficiencies to maintain competitiveness and sustain growth.

SINGER FLAGSHIP STORE



1

Showroom located in One Galle Face mall

1

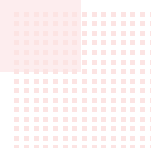
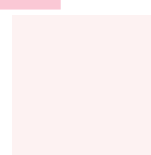
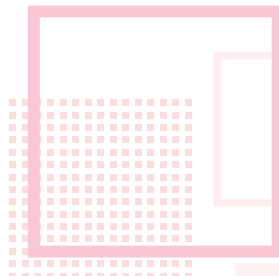
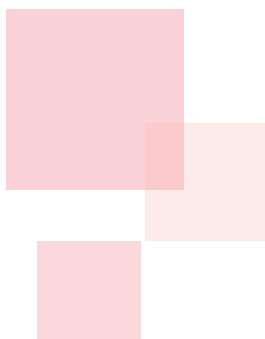
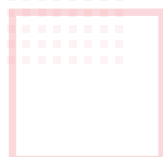
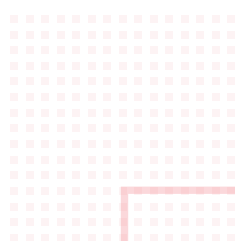
Manager and 8 direct employees

SINGER HOMES



14

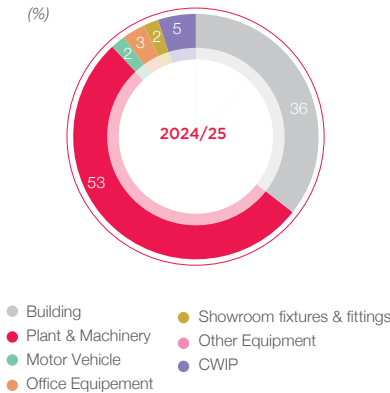
Mainly in Western Province focused on furniture retail



MANUFACTURED CAPITAL

During the year the Group has made strategic investments in technology to enhance production capabilities and cater to evolving consumer needs. A significant upgrade at the washing machine factory led to the introduction of a new range of top-loader washing machines, offering enhanced features at more competitive prices. A strong focus on product innovation and design enhancements has reinforced the Group's market position. Notably, the refrigerator manufacturing facility launched a sleek glass door refrigerator range, combining modern aesthetics with superior functionality to meet consumer preferences. The Group meets approximately 40% of the country's demand for both refrigerators and washing machines solely through local manufacturing, demonstrating significant value addition to the local economy.

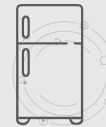
Composition of Manufacturing



Locally Manufactured Goods



9,869
Sewing Machines



89,957
Refrigerators



47,241
Washing Machines

Manufacturing Facilities



REGNIS LANKA FACTORY

Operations:

- ISO 9001:2015 Certified Manufacturing Facility, largest manufacturer of white goods, producing an estimated 45% of the country's refrigerator volumes and 42% of washing machines under the Singer and SISIL brands.

Location:

Ratmalana

Manufacturing Capabilities:

Two manufacturing lines producing high-quality refrigerators of varying capacities

Asset Base:

Refrigerator plant – Rs. 2,831 Mn

Capacity Utilisation:

60%



REGNIS APPLIANCES LIMITED

Operations:

- Manufactures a range of washing machines, plastic chairs and plastic components for refrigerators

Location:

Panadura

Manufacturing Capabilities:

One manufacturing line producing washing machines

Asset Base:

Washing Machine plant – Rs. 1590.5 Mn

Capacity Utilisation:

61%



SINGER INDUSTRIES FACTORY

Operations:

- Operations spanning over six decades and engages in the assembly of sewing machines and the manufacture of cabinets and stands for sewing machines.

Location:

Ratmalana

Manufacturing Capabilities:

One production line for sewing machines and accessories

Asset Base:

Rs. 2,238 Mn

Capacity Utilisation:

86%



SINGER SRI LANKA - PILIYANDALA FACTORY

Operations:

- Engages in the manufacture of a range of furniture and the assembly of water pumps and agro based products.

Location:

Piliyandala

Manufacturing Capabilities:

Three production lines water pumps and agro based products, modular furniture and solid furniture

Asset Base:

Rs. 812 Mn

Capacity Utilisation:

Water Pump : 59%

Furniture : 57%

MANUFACTURED CAPITAL

OPERATIONAL EXCELLENCE

Singer Industries continue to prioritise innovation and efficiency, allowing it to compete with globally recognised brands while producing world-class products tailored to the local market. In line with the Group's strategic objectives of enhancing production efficiency and cost optimisation, several key initiatives were implemented to drive operational excellence:

- Cost management policies were continued to eliminate non-essential expenditures and improve financial efficiency.
- Factory operations adopted energy-saving practices to minimise consumption, including continuous energy monitoring across the Singer Group with two factories now operating with solar panels.
- Strengthened collaboration between factory, commercial, marketing, sales, and finance teams ensuring faster market responses to evolving consumer needs.
- The amalgamation of Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC assets created synergies under a unified structure, leveraging Singer Sri Lanka's strengths and enhancing cost-effectiveness through subcontracting arrangements.

- Designing the sofa manufacturing production floor for efficiency, with a focus on process optimisation and eliminating non-value-added activities.

Our manufacturing facilities uphold internationally recognised quality standards, backed by dedicated quality assurance teams ensuring strict compliance with regulatory requirements. Significant investments in cutting-edge technology for R&D centers and state-of-the-art quality control laboratories across all manufacturing locations enable technical excellence and optimal product quality. During the year, there were no product recalls, with no monetary losses from legal proceedings related to product safety.

Sri Lanka Standards Institution
Awards Certification

ISO 9001:2015

Compliant manufacturing facilities

Manufacturing Innovation

In today's rapidly evolving market, manufacturing innovation is essential for sustaining a competitive edge, enhancing product quality, reducing costs, and promoting sustainability. Cultivating a culture of innovation has been vital in expanding into new markets and adapting to changing business conditions. These efforts enable Singer to remain ahead of industry trends, drive ongoing product innovation, and solidify its position as a market leader.

New product developments during the year include the following:

- Introduced a new range of top-loader washing machines, offering improved features at more competitive prices for customers.
- Launched a new glass door refrigerator range, providing consumers with stylish design options.
- Expanded sofa production for the export market and launched a new sofa in the "Omini" channel.

Way Forward

The Group continues to make steady progress with several initiatives in the pipeline, focusing on enhancing capacity utilisation and efficiently meeting the growing demand.

- Focus on scaling its production capabilities to meet the anticipated demand
- Introducing new models by expanding the cooling products line and washing machine range
- Achieving better cost efficiencies through streamlined manufacturing processes and sourcing optimisation
- Product development efforts in upholstered beds, storage sofas, and new furniture designs such as center and coffee tables made from particle boards
- Exploring opportunities for exporting furniture and furniture components.



INTELLECTUAL CAPITAL

Intellectual capital is a cornerstone of Singer Sri Lanka's strategy, driving innovation, competitiveness, and success in both the short and long term. The company's strong brand and trusted reputation garners customer loyalty and market leadership, while its advanced digital capabilities boost efficiency and deliver seamless, enhanced customer experiences.



AWARDS

8 Awards and accolades



BRAND PARTNERS

4 New brands introduced

60+ Global partnership



DIGITISATION

11+ Workflow improvements through digitisation



REBRANDING

39 Outlets renovated

HIGHLIGHTS 2024/25

Strengthening the product

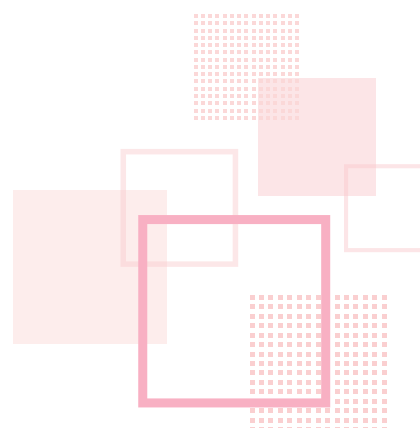
Strengthening the product portfolio with new product launches

Continued rebranding

Continued rebranding of retail outlets to enhance the customer experience

Improving digital capabilities

Improving digital capabilities by streamlining processes, redesigning e-commerce platforms, and integrating data-driven decision-making systems



INTELLECTUAL CAPITAL

STRENGTH OF OUR BRAND

Singer is an integral part of Sri Lankan life, earning trust over generations while shaping households, communities, and the nation's economy. From durable appliances to cutting-edge technology and reliable after-sales support, our continuous presence in the lives of Sri Lankans reflects the strength of our brand. Beyond just providing cutting-edge appliances, Singer's presence in towns and cities across the country creates employment opportunities, supporting livelihoods and creating economic growth. From the urban centres to remote villages, Singer is ever-present — bringing innovation, comfort, and progress into homes.

Our ability to attract and retain customers is driven by this strong brand foundation, reinforced by an extensive portfolio of over 60 globally recognised brands.

Offering a vast selection of approximately 600 electrical items and 1,200 home appliances, Singer Sri Lanka ensures that customers have access to high-quality, innovative solutions tailored to their needs. With an unwavering commitment to customer satisfaction and a far-reaching presence across the country, Singer continues to lead the market, setting the benchmark for trust, durability, and excellence.

Singer Sri Lanka's extensive retail network, spanning all nine provinces, underscores its unmatched market penetration and accessibility. This widespread presence has not only expanded customer reach but also strengthened brand visibility, creating greater recall and resonance among consumers.

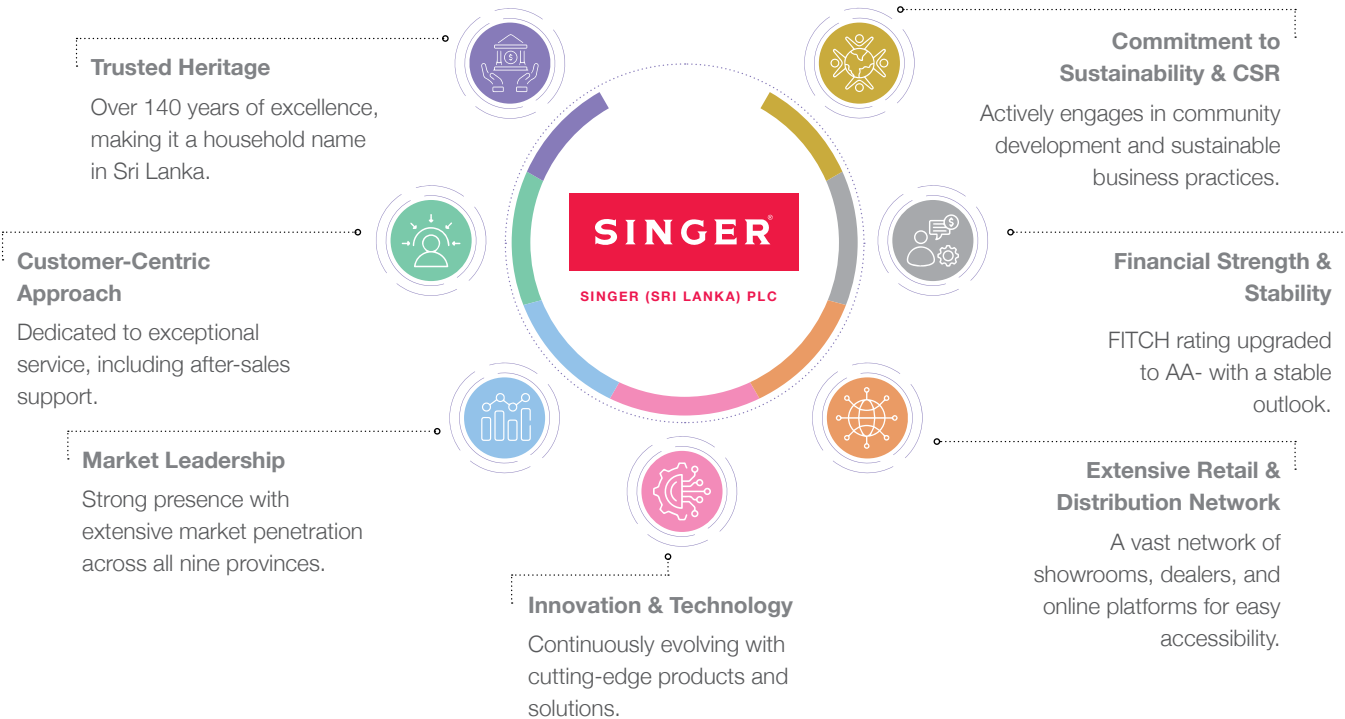
Fitch rating

AA- (LKA)

with a Stable Outlook

For the 19th consecutive year, Singer was honoured with the prestigious People's Brand of the Year award at the SLIM Kantar People's Awards 2024, reaffirming its position as the most trusted and beloved brand among Sri Lankans. Further highlighting its strong market performance, Singer received a two-notch upgrade in its FITCH rating this year, advancing from A to AA- with a stable outlook, a testament to the company's financial strength, resilience, and consistent growth.

BRAND ATTRIBUTES OF SINGER



Brand Recognition and Awards

- People's Brand of the Year 2025 at SLIM-KANTAR People's Awards for the 19th consecutive year
- People's Youth Brand of the Year 2025 at SLIM-KANTAR People's Awards
- People's Consumer Durable Brand of the Year 2025 at SLIM-KANTAR People's Awards
- Federation of Asia Pacific Retailers Association (FAPRA) 2024 - Most Innovative Retail Concept Country Award Winner
- Best Corporate Citizen Sustainability Awards 2024 - Retail Sector Winner
- TAGS Awards 2024 - Trading Sector Gold Award
- ACCA Sustainability Awards 2024 - Retail Sector Winner
- Chairman's Award Winner - Consumer and Retail Sector for the Phenomenal Comeback in the Mobile Phone Category



Singer Sri Lanka PLC accepting the three awards at SLIM-KANTAR People's Awards 2025 : People's Brand of the Year for the 19th consecutive year, People's Choice Youth Brand of the Year and the People's Consumer Durable Brand of the Year



Accepting the Country Award for the Most Innovative Retail Concept 2023/2024 - FAPRA Awards 2024



Retail Sector Winner at the Best Corporate Citizen Sustainability Awards 2024

INTELLECTUAL CAPITAL



Retail Sector Winner at the ACCA Sustainability Awards 2024



Gold Award in the Trading Sector at the CA Sri Lanka TAGS Awards 2024



Chairman's Award Winner - Consumer and Retail Sector for the Phenomenal Comeback in the Mobile Phone Category

Singer markets and distributes a diverse range of products, including its own manufactured goods and locally and internationally sourced items, through multiple channels. These products are available under Singer's house brands and through both exclusive and non-exclusive partnerships, ensuring a wide selection for consumers.

Our Brands

Key House Brands



Exclusive Distributorship



Non - Exclusive Distributorship



BRANDING STRATEGY

Singer has always been committed to delivering exceptional customer experiences, not just in-store but across all touchpoints. We resumed our rebranding initiative, successfully transforming 50% of our outlets through internal rebranding and modifications to enhance the overall shopping experience. We cater to customers across all segments, with a particular emphasis this year on targeting high-end consumers by introducing a range of premium offerings. These included side-by-side refrigerators, larger televisions, and advanced home solutions designed specifically for the higher socio-economic market. During the year we introduced Sri Lanka's first AI-driven showroom at One Galle Face, tailored to meet the needs of premium customers. This innovative space allows users to experience home automation, where their entire range of smart devices can be seamlessly connected and controlled via mobile, offering a next-level smart living experience.

We also focused on reinstating key customer engagement activities, including:

- Live Cookery Demonstrations - Bringing back interactive sessions to showcase our kitchen appliances.
- Mobile Activations and Mall Events - Strengthening brand visibility through roadshows and mega events.
- Group Sales and Corporate Engagement - Collaborating with larger industries to showcase our products and offer exclusive deals to employees.



Honor by Singer - Official Title Partner for the West Indies Tour of Sri Lanka 2024



SINGER Opens its 1st SAMSUNG AI Powered Smart Store in Sri Lanka



Asia Pacific Retailer's Convention and Exhibition



Singer, SLT Mobitel Partnership to enhance connectivity



Live Cookery Demonstration by Chef Dushanthi

INTELLECTUAL CAPITAL

Additionally, we introduced exciting new product launches, expanding our portfolio, reinforcing Singer's dedication to staying ahead of market trends while continuously enhancing customer experiences.

- Launched innovative refrigerators with advanced cooling technologies.
- Introduced a new laptop series with enhanced performance and features.
- Upgraded multiple categories to provide customers with the latest innovations in home appliances and electronics.
- Partnered with LIMA, a leading e-bike brand from China, to introduce electric bikes to the Sri Lankan market.
- Renewed our partnership with Whirlpool, reintroducing its trusted range of appliances.
- Expanded our smartphone offerings with the global launch of ZTE's Nubia, a sub-brand.



Launch of the LIMA EL07 electric bike



SINGER Launches New Nubia Smartphone Series with Innovation and Personalised Experiences



SINGER Launches New Honor Magic6 Pro



Singer and Sony Unveils Latest SONY Bravia TV and Audio Range, Celebrating 10 Years of Partnership

DIGITAL CAPABILITIES

The Group recognises digitisation as a strategic necessity to stay relevant, competitive, and agile in today's dynamic business landscape. In alignment with its corporate strategy, Singer has embarked on a comprehensive digital transformation to enhance operational efficiency and customer experience. These digital initiatives have strengthened Singer's ability to create value, optimise resources, and stay ahead in an increasingly technology-driven market.



Process Optimisation

Leveraging technology to streamline procedures, reduce manual intervention, ensure faster deliveries, and minimise errors.



E-Commerce Enhancement

Revamping the website backend to significantly improve service delivery, and to meet the growing demand for online sales.



Data-Driven Decision-Making

Implementing a robust Business Intelligence (BI) environment with over 50 dashboards, enabling users to perform in-depth data analysis for better strategic insights.

We have made substantial investments in customer analytics, including the development of a robust customer data platform for data driven decision making. Furthermore, we have upgraded our e-commerce capabilities using advance analytics, which consists of route optimisations, auto replenishment, customer analytics etc. for improved customer experience. To support these advancements, we have also strengthened our infrastructure, ensuring seamless operations and optimal system performance.

We uphold the highest standards of data security by ensuring that access is highly restricted and continuously enhance our cybersecurity measures across the organisation. Regular vulnerability assessments are conducted to identify and address potential risks, with proactive patching and AI-based virus scanning deployed across all endpoints. To further safeguard sensitive data, we conduct user awareness sessions on phishing emails, reducing the risk of errors. Security Operations Centre (SOC) constantly monitors backend systems to detect and address any security concerns. The Group has bolstered its cybersecurity infrastructure by implementing AI-based antivirus protection for over 2,000 workstations, alongside annual evaluations to ensure timely updates across all devices. Regular user training on cybersecurity is conducted, and third-party experts support our vulnerability assessments to identify and mitigate risks. Therefore, during the year there were no data breaches and no customers were affected due to data security lapses.

IT Governance

Over 30 policies set up and developed based on ISO 27000 standards while procedures based on these policies guide users



INTELLECTUAL CAPITAL

Digital Transformation Initiatives at Singer in 2024/25

Our digital transformation efforts were primarily focused on enhancing the customer experience by improving customer touchpoints, backend operations, and supporting functions. Key developments include:

Customer Experience & E-Commerce

- Revamped website and ordering system with improved backend processes for better customer insights and a more efficient ordering experience. Increased efficiencies in the delivery process have significantly reduced delivery times.
- Developing a system for identifying personalised customer needs and recommending individualised preferences for the customer to ensuring a more tailored shopping experience.

Retail Outlet Innovations

- Reduced checkout waiting time by identifying and addressing inefficiencies at Point of Sale.
- Digitalised serialised capturing, credit card processing, and customer data collection to streamline transactions.

Backend & Support Functions

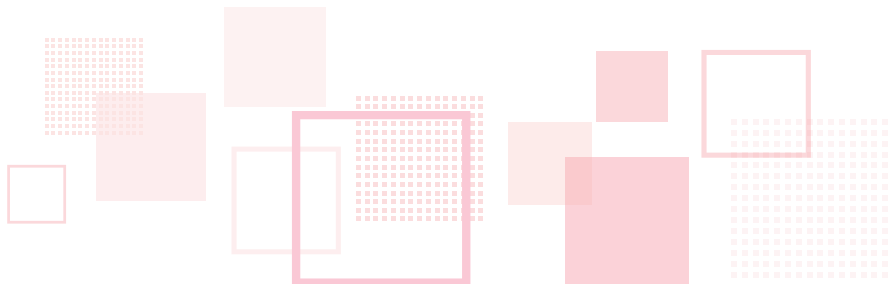
- Developing a dedicated mobile app for branch teams to improve customer support and enhance operational efficiency at the branch level.
- Created a data warehouse to facilitate advanced analytics and developed a BI platform to enhance the MIS system, supporting improved decision-making.

A workflow system implementation has helped to automate and streamline business processes, improving efficiency and reducing manual approvals. It has facilitated seamless flow of work processes, ensures task consistency with better SLAs and helped to monitor progress, ultimately leading to increased productivity

- Transparency and engagement.
- A dedicated integrated system has been developed to streamline corporate service processes, improving efficiency and responsiveness.

Way Forward

- Continuously advancing our digital transformation efforts by replacing manual processes with new technologies to boost user productivity and efficiency.
- Investing in stronger security measures to protect all digital assets and ensure data integrity.
- Ensuring IT innovation supports the Group's strategic objectives, focusing on incorporating machine learning and AI to improve operations, customer service, and overall process efficiency.
- Conducting a digital maturity study to evaluate the readiness of various departments, identify areas for improvement, and digitise operations to optimise workflows and automate processes.





NATURAL CAPITAL

Singer is not just a brand; it is a cornerstone of Sri Lanka's journey, driving progress and enhancing lives through technology, service, and opportunity. We recognise our responsibility to environment, society and communities we serve, understanding the impact of our operations and products. Committed to sustainability, we strive to ensure that our offerings and business practices contribute to a better, more responsible future.



ENERGY CONSUMPTION/ GENERATION

57,584 GJ

Energy consumption

913,105 kWh

Solar generation



TOTAL EMISSIONS

8,042 tCO₂e Scope 1 and 2

11,155 tCO₂e Scope 3



RECYCLING AND ECO PACKING

26% Total waste recycled

100% All sides and top packaging for refrigerators are paper pulp materials

HIGHLIGHTS 2024/25

Various recycling projects

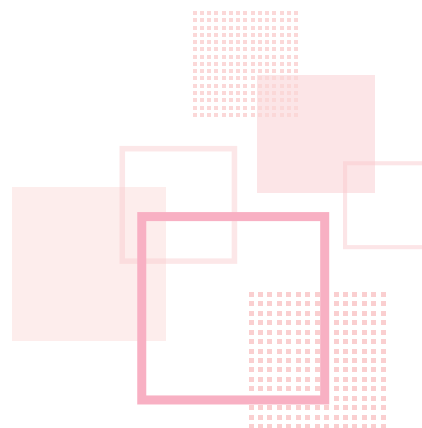
169 MT material recycled through various recycling projects

Solar power systems

Generated 913,105 kWh of energy through solar power systems installed at our factories

Lower energy consumption

9 energy-efficient refrigerators equipped with MEP (Minimum Energy Performance) labelling, contributing to lower energy consumption and a greener product lineup



NATURAL CAPITAL

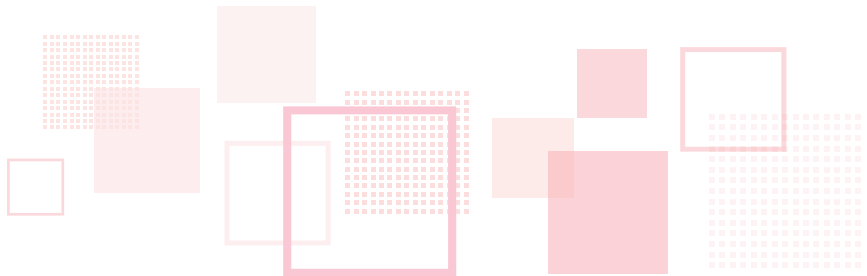
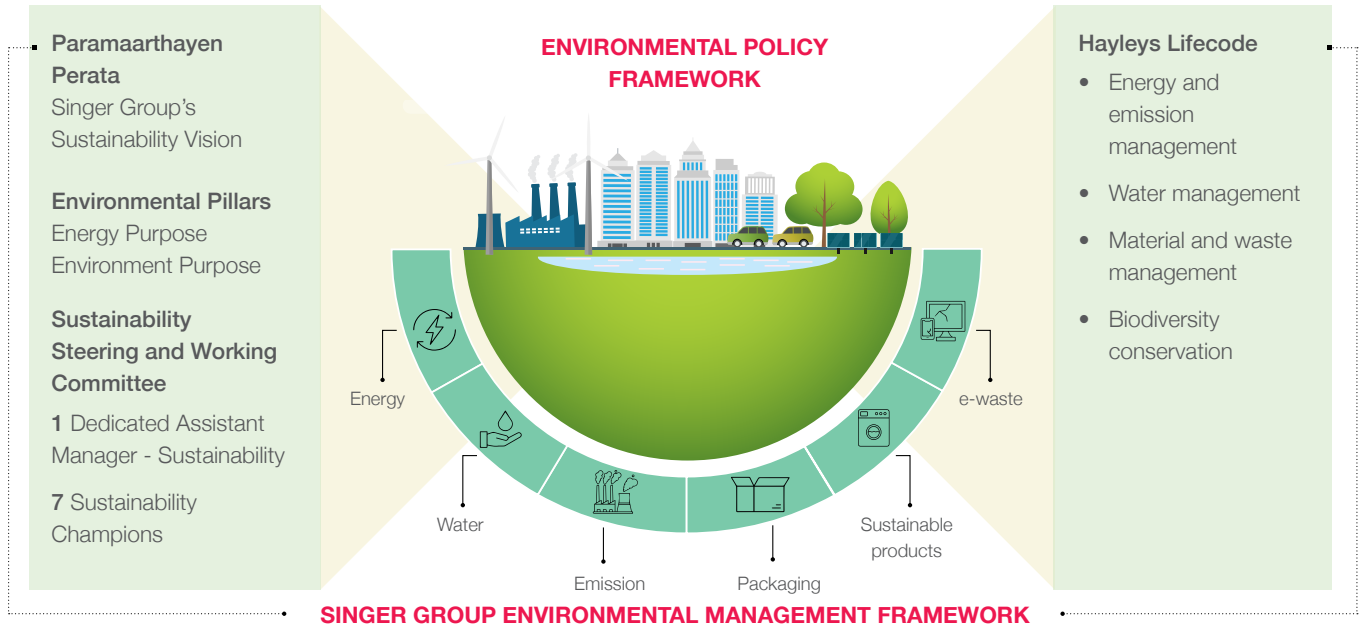
Singer's widespread presence gives us a unique opportunity to drive meaningful change in sustainability and environmental responsibility. With our extensive customer reach, growing manufacturing footprint, and broad value chain, we recognise our duty to minimise our environmental impact while also empowering our customers to be more conscious of theirs. Committed to sustainability, we continuously innovate to reduce our footprint and promote responsible practices. Our efforts extend beyond operations, embedding sustainability throughout the entire

product lifecycle, ensuring it remains a core principle in everything we do.

CORPORATE ENVIRONMENTAL COMMITMENT

Singer's Environmental Management Framework is closely aligned with the Hayleys Lifecode, which defines comprehensive environmental objectives across the Group. This framework sets clear policies for managing critical areas such as energy, emissions, water, materials, waste, and biodiversity conservation. Singer's approach to

natural capital management, along with its response to sustainability and climate-related risks and opportunities, is deeply rooted in its strategic commitment to sustainability. This commitment is further reinforced through the Paramaarthayen Perata (Progress through Purpose) initiative, which outlines the company's own environmental policies. Together, these frameworks drive our long-term dedication to environmental and social sustainability.



ESG GROUP STRUCTURE

Singer designates sustainability as a management priority and has established an ESG Committee with two sub-committees: the Steering Committee and the Working Committee. The Steering Committee, led by the Group MD, oversees the Group's Environmental,

Social, and Governance (ESG) framework and initiatives. Meanwhile, the Working Committee, chaired by the Finance Director, executes the Steering Committee's recommendations. The ESG Committee plays a key role in implementing the Group's ESG Framework, including the Hayleys

Lifecode, while tracking progress on environmental, social, and governance targets across short, medium, and long-term horizons. Additionally, ESG risks and progress are reviewed by the respective committees and, upon approval, are presented quarterly to the Audit Committee.



Environmental Compliance

We comply with all environmental laws and regulations applicable, and our manufacturing facilities operate in accordance with the standards outlined in the Environmental Protection Licenses issued by the Central Environmental Authority. Singer has established Sustainability Development Forums that conduct Quarterly activities to engage employees and promote environmental awareness. Every Singer employee is committed to reducing their individual carbon footprint and actively contribute to the Group's sustainability initiatives.

Greening the Customer Journey

With a customer base of 2.8 million and an extensive market presence, Singer is committed to embedding sustainability into every aspect of the customer experience. This dedication is reflected in the development of products made from sustainable materials, the reduction of packaging waste, and the introduction of energy-efficient features to help minimise environmental impact. Furthermore, we actively support responsible consumer behaviour by offering product recycling and disposal solutions, along with repair services that extend product lifespans and thereby reducing waste.

NATURAL CAPITAL

Sustainable Product Development <ul style="list-style-type: none"> Manufactures products using eco-friendly and sustainable materials to reduce reliance on non-renewable resources. Ensures that all raw materials are responsibly sourced and comply with stringent environmental standards. 	Minimising Packaging Waste <ul style="list-style-type: none"> Optimising packaging design to reduce excess material use and minimise waste. Utilising biodegradable, recyclable, or reusable packaging to lower environmental impact. Limiting plastic usage by incorporating sustainable and innovative alternatives. Use of 100% recycled paper pulp packaging for refrigerators 	Energy-Efficient Product Features <ul style="list-style-type: none"> Development and promotion of energy-efficient appliances and electronics designed to consume less power, enabling customers to lower their electricity consumption and reduce carbon footprints. Ensuring compliance with international energy efficiency standards and certifications, reinforcing environmental responsibility.
Responsible Recycling and Disposal <ul style="list-style-type: none"> Providing customers with accessible options for returning end-of-life products for proper recycling and environmentally friendly disposal. Collaborating with certified recycling programs and waste management services to ensure responsible handling of e-waste. 	Extending Product Lifespan Through Repairs and Maintenance <ul style="list-style-type: none"> Singer offers repair and maintenance services through its 16 service centers and regular service clinics to enhance product longevity and reduce electronic waste Promoting a circular economy by encouraging customers to repair rather than replace products. Providing genuine spare parts and technical support to ensure continued product performance and durability. The Extended Warranty Programme Senasuma covers product repairs for up to three years for an additional fee. 	Promoting Sustainable Consumer Behaviour <ul style="list-style-type: none"> Raising awareness about the environmental impact of purchasing decisions and product usage. Educating customers on energy conservation and responsible product management. Engaging consumers through sustainability initiatives, promoting eco-conscious habits such as responsible disposal and efficient usage.

<p>Singer and Sisil branded refrigerators have been awarded Minimum Energy Performance (MEP) labelling, signifying their ability to consume less energy compared to older models. Across the nine available models, energy consumption ranges between 30 kWh/hour and 40 kWh/hour, with a global warming potential of 3. This advancement is expected to significantly reduce customer energy usage and emissions, contributing to a more sustainable environment.</p> <p>Additionally, 3% of the Group's revenue is derived from products with energy efficiency certifications, 30% of the locally manufactured refrigerators sold are labelled with the MEP labelling. The sale of energy-efficient products is projected to reducing customer energy consumption and emissions.</p>	
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Renewable Energy

As part of its commitment to sustainable energy solutions, the Group actively promotes renewable energy generation in Sri Lanka through the importation and distribution of Singer Solar PV systems. By providing high-quality solar energy solutions, Singer empowers customers to transition toward cleaner, more sustainable power sources, reducing reliance on non-renewable energy and lowering overall carbon emissions.

In addition, Singer has partnered with Fentons on a large-scale Solar Project for factories, utilising a profit-sharing model to drive renewable energy adoption. This initiative not only enhances energy efficiency in industrial operations but also contributes to long-term cost savings and environmental benefits.

Through these efforts, the Group continues to play a pivotal role in advancing Sri Lanka's renewable energy landscape. As a result of these initiatives, 759 units (6,636 kWp) solar systems have been successfully sold, further contributing to the country's shift toward a more sustainable energy future.



Pioneering E-Waste Management and Responsible Recycling

Since 2010, Singer has been at the forefront of e-waste management in Sri Lanka, spearheading a nationwide e-waste collection initiative to encourage responsible disposal of used electronic items. Through an extensive network of over 400 collection points across the country, this program has successfully diverted 22 metric tons of e-waste from landfills, significantly reducing environmental pollution and promoting sustainable waste management practices.

Singer is fully authorised by the Central Environmental Authority (CEA) and holds the necessary licenses for e-waste collection and transportation. Once collected, electronic waste is handed over to CEA-approved third-party recyclers, ensuring safe and environmentally responsible disposal. To reinforce its commitment to sustainability, Singer bears the full cost of this recycling process, making it accessible and convenient for customers to participate in responsible e-waste management.

Items	No of units recycled
Televisions	361
Refrigerators	92
Washing Machines	107



NATURAL CAPITAL

Sustainable Manufacturing

We are committed to sustainable manufacturing practices by minimising environmental impact and promoting responsible resource management. Our factories focus on waste reduction, recycling, and energy efficiency, with initiatives such as zero landfill goals, responsible e-waste disposal, and the adoption of cleaner production methods. We also strive to educate our employees regarding water conservation, emission reduction strategies, and circular economy practices.

Material Consumption

Our product manufacturing relies on a combination of renewable and non-renewable raw materials, with key inputs including metal, plastic, chemicals, and packaging materials. We continuously monitor the usage of both hazardous and non-hazardous materials, as well as e-waste, striving for the most efficient and sustainable use of these resources. Our material management strategy is focused on minimising plastic consumption, optimising the use of chemicals, and incorporating eco-friendly materials whenever possible. In line with our commitment to reducing environmental impact, we ensure that at least 1% of the plastic materials used in our manufacturing processes are recycled and 100% recycled cast iron used in our water pumps manufacturing process.

At our manufacturing facilities sustainability is integrated into operations through the incorporation of recycled materials and the progress of these initiatives during the year is shown below:

Initiative	Rs
Replacing Styrofoam packaging with paper pulp material to reduce waste to landfill	43.5 Mn
Converting HIPS and ABS sheet offcuts and scrap sheets into crushed HIPS and ABS material, and used in the production of plastic components within the factory	5.6 Mn

Raw Material Used

Raw Material	kg (Approx)	%
Non-Renewable	3,437,933	81%
Renewable	815,084	19%
Total	4,253,017	100%

% of renewable input materials

< 1% Regnis Factory

54% Singer Sri Lanka
Piliyandala Factory

10% Singer Industries Factory

Material consumption during the year:
19% of renewable input material used

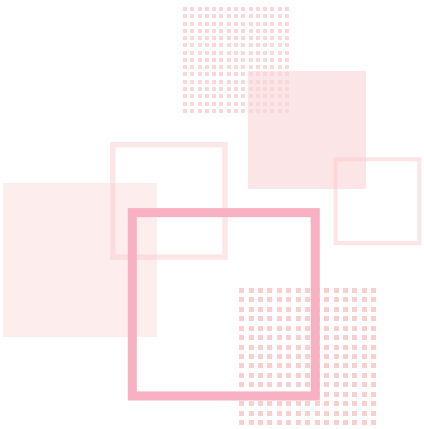
Energy Usage

Energy consumption across the Singer Group increased by 9% during the year, primarily driven by business growth, as our energy use is directly correlated with revenue growth. Despite this, we have adopted a proactive approach by implementing energy management initiatives to optimise consumption and improve operational efficiency across all facilities. To guide these efforts, we have implemented a comprehensive Energy Management Policy that sets clear benchmarks and targets for our

manufacturing, retail, and office facilities. An Energy Management Committee, comprising representatives from each location, has been established to monitor energy usage, enforce guidelines, and lead initiatives aimed at reducing consumption and achieving our environmental goals.

The primary energy sources for the Group are electricity from the national grid and fuel for generators. As part of our commitment to energy efficiency, we are investing in advanced manufacturing technology and streamlining industrial processes to create an energy-conscious culture.

To strengthen our commitment to renewable energy, we have installed solar energy systems at our Piliyandala and Regnis Lanka factories. These systems significantly contribute to our overall renewable energy generation. The solar energy produced at our Piliyandala and Regnis Lanka facilities accounts for 3-5% of the total energy used, respectively. The implementation of these systems began in July 2024, marking a key step towards increasing our reliance on sustainable energy sources.



Solar Projects

Site Location		DC Capacity (kWp)	Total Generation (kWh)
1	Regnis	862.96	508,061
2	Singer Piliyandala Factory	627.76	405,044

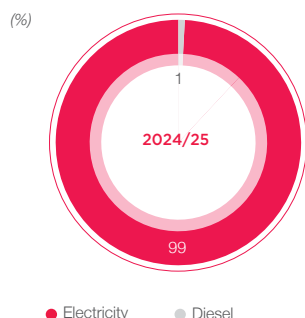
Our retail and distribution operations consume 11,762,747 kWh of energy, with 100% of this energy derived from grid electricity.

We are dedicated to minimising the environmental impact of our customers' product usage by focusing on the procurement and manufacturing of energy-efficient products while encouraging sustainable practices. In collaboration with our global partners, we carefully select energy- and water-efficient products that align with our sustainability goals. Before any product reaches our customers, it undergoes rigorous internal testing by our R&D team. This ensures that only high-quality products are introduced to the market, helping to prevent the influx of low-quality items.

Energy consumption in 2024/25

Diesel (ltrs)	15,716
Electricity (kWh)	15,835,460
Diesel energy consumption in GJ	568
Electricity consumption in GJ	57,008
Total energy consumption in GJ	57,584
Diesel energy intensity ratio GJ/Revenue (Mn)	0.006
Electricity intensity ratio GJ/Revenue (Mn)	0.646
Total energy intensity ratio GJ/Revenue (Mn)	0.653

Energy Consumption by Source



Water Withdrawal



(We consider our water withdrawal and water consumption to be the same.)

Water

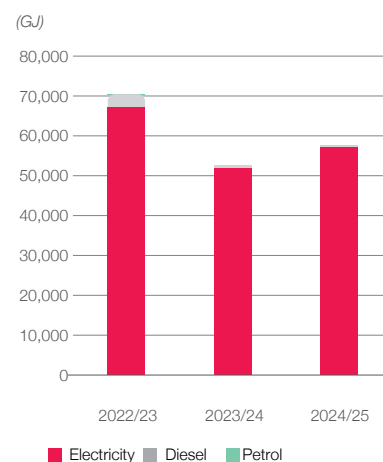
The Group's manufacturing operations have a relatively low water intensity, with water primarily used for cleaning, sanitation, and employee consumption. Most of our water needs are met through municipal water lines and groundwater sources. We have established monitoring systems to track water usage and encourage employees to optimise their consumption.

At Regnis Appliances, we have successfully implemented a rainwater harvesting system, which annually captures 12,000 liters of rainwater, significantly reducing our dependency on external water sources and reinforcing our commitment to sustainable water management.

Water Consumption/ Withdrawal

Water withdrawal by source	Litres
Ground water	13,841,500
Municipal lines	107,776,547
Recycled water	0
Total water withdrawal	121,618,047

Total Energy Mix



NATURAL CAPITAL

Waste and Effluents

Our manufacturing operations primarily generate solid waste, including scrap metal, wooden pallets, styrofoam, plastics, and polythene. To reduce landfill waste, we have implemented recycling, reuse, and responsible disposal mechanisms. At the Regnis factory we have adopted more sustainable practices, including responsible incineration. Hazardous containers are emptied and provided to third-party processors, while discarded plastics are repurposed into pallets and by-products through external partnerships. We are committed to achieving zero landfill status by 2030 at the Regnis Factory. At the Piliyandala factory sawdust is now being redirected to third-party recyclers for use as biofuel. Additionally, dust collection systems at the furniture factory help minimise environmental impact.

Water quality parameters are consistently monitored to maintain regulatory compliance. Used water is treated at an effluent plant before disposal, ensuring compliance with environmental regulations.

Waste Profile

Total Waste	
Recycled waste	26%
Reused waste	73%
Land filling waste	< 1%
Total Waste water discharged	123,847 m ³
Ground water discharged	4%
Municipal line water discharged	96%
Waste water internally treated	N/A

Waste Type	kg
Cardboard waste	45,130
Discarded Electronic waste	21,950
Empty Hazardous Containers	1,787
Food waste	1,896
Metal	32,720
Mixed waste (Biodegradable)	390,453
Other	2,682
Plastic waste	135,124
Polythene waste	11,894
Grand Total	643,636

Water Discharge

Total water discharged	m ³
Municipal water	4,543
Ground water	119,304
Total	123,847

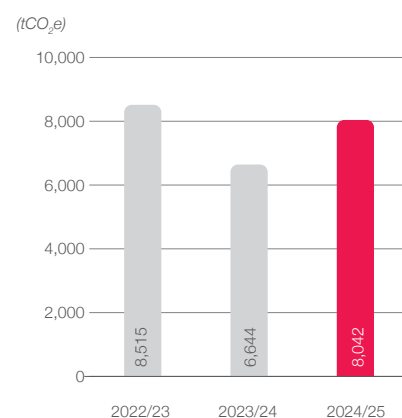
Emissions

The Group's emissions stem from both direct operations and product usage. Singer follows the IPCC 2006 Guidelines for Greenhouse Gas Inventories and has expanded its calculations to include all three emission scopes. As highlighted in the "Greening the Customer's Journey" section, our initiatives to enhance energy efficiency in products have resulted in a measurable reduction in emission intensity. Emissions are assessed quarterly across all subsidiaries, and during the year, our scope 1 and 2 carbon footprint increased by 21%, primarily due to the inclusion of newly identified emission sources and continued business growth. During the year, the carbon intensity (Scope 1 & 2) was 0.091 tCO₂e/revenue (Mn).

GHG emissions

Scope 1	tCO ₂ e
Direct emissions	1,267
Scope 2	
Emissions from purchased energy	6,775
Scope 3	
Other indirect emissions	11,155

Carbon Emission (Scope 1 and 2)



EARTH SUMMIT 2025

We co-sponsored the Earth Summit 2025, organised by Planet Protectors in collaboration with the Government of Sri Lanka. As part of our Progress through Purpose initiative, we reaffirm our commitment to wildlife conservation and addressing human-animal conflict, contributing to a more sustainable future.

Way Forward

- Actively contributing to national efforts to reduce e-waste and promote responsible electronic waste management across the country through the Clean Sri Lanka initiative.
- Working towards achieving ISO 14000:64 certification for environmental management and securing GHG emission certification to enhance sustainability standards across our factories.
- Expanding waste reduction strategies and circular economy practices to achieve zero landfill status in the coming years.
- Investing in sustainable, long-term initiatives that drive environmental conservation and social well-being, ensuring lasting positive impact.

Leadership

that transcends norms

Our leaders have always endeavoured to empower the growth of our organisation, and in the year under review, we have continued to be instrumental in offering Sri Lankans the world's best solutions in home appliances thank to their visionary leadership.

STEWARDSHIP

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BOARD OF DIRECTORS



Mohan Pandithage

Executive Chairman

📅 Appointed on 2nd October 2017

Mr. Mohan Pandithage currently serves as the Chairman and Chief Executive of Hayleys PLC, a position he has held since his appointment in July 2009.

Mr. Pandithage is an accomplished industry veteran and respected leader in the field of transportation and logistics, having led the Group's Transportation Sector prior to this appointment as Chairman of the Group. He was the first Sri Lankan to be awarded the Pinnacle Lifetime Award by the Chartered Institute of Logistics and Transport and has been honoured with the prestigious 'Best Shipping Personality' Award by the Institute of Chartered Shipbrokers, in recognition of his outstanding contributions to the industry. He was also inducted as a 'Legend of Logistics' by the Sri Lanka Logistics and Freight Forwarding Association.

He is a Fellow of the Chartered Institute of Logistics and Transport (UK) and a Member of the Advisory Council of the Ceylon Association of Shipping Agents (CASA). He also serves as a Council Member of the Employers' Federation of Ceylon.

Mr. Pandithage also serves as Honorary Consul of the United Mexican States (Mexico) to Sri Lanka.

As an Executive Chairman of multiple Companies within the Hayleys Group, Mr. Pandithage possesses extensive leadership experience across a broad spectrum of industries. Presently, he holds the position of Executive Chairman at Hayleys PLC, Haycarb PLC, Dipped Products PLC, Hayleys Fabric PLC, Hayleys Fibre PLC, Talawakelle Tea Estates PLC, Kelani Valley Plantations PLC, Horana Plantations PLC, Alumex PLC, The Kingsbury PLC and Hayleys Leisure PLC. He also serves as a Non-Executive Director on the Board of Diesel and Motor Engineering PLC.



Mahesh Wijewardene

Group Managing Director - Executive Director

📅 Appointed to the Board on 1st June 2006

Mahesh Wijewardene was appointed to the Group Management Committee of Hayleys PLC and as the Chief Executive Officer of Singer (Sri Lanka) PLC and its subsidiary companies with effect from 1st November 2018. He was appointed as the Group Managing Director on 01st April 2025. He counts for over 30 years of managerial experience in diverse fields of business.

Mr. Wijewardene holds a Master's Degree in Business Administration from the University of Southern Queensland and received the Dean's Award for Outstanding Academic Achievement. He also holds a Diploma in General Management from the Open University of Sri Lanka. He currently serves as Vice President of Sri Lanka Retailers' Association and a Member of the International Chamber of Commerce - Policy Committee and a Committee Member of Employers Federation of Ceylon.

Mr. Wijewardene served as the past Chairman of Ceylon Chamber of Commerce - Import Section and Sri Lanka - China Business Council. He serves as a Director of Singer Finance (Lanka) PLC, Regnis Appliances (Private) Limited, Reality Lanka Limited, and Equity Investments Lanka Limited.



Deepal Sooriyaarachchi

Non-Executive Director

📅 Appointed on 1st October 2015

Mr. Deepal Sooriyaarachchi is a Fellow of the Chartered Institute of Marketing UK and holds an MBA from the University of Sri Jayewardenepura and an Accredited Master Coach and a Master Mentor.

He is a renowned Management Consultant, Speaker, Trainer, and an Author. Before embarking on full time consultancy work, he was the Managing Director of AVIVA NDB Insurance PLC (now known as AIA Insurance). He had received extensive management training and exposure here and overseas including National University of Singapore, Asian Institute of Management and Stanford Business School USA.

Mr. Sooriyaarachchi serves as an Independent Non Executive Director of AIA Insurance Lanka Limited, Siyapatha Finance PLC, Pan Asian Power PLC, Kelani Cables PLC, Prime Land Residences PLC, Medapp (Pvt) Ltd., Lanka Shipping and Logistics (Pvt) Ltd., and the Postgraduate Institute of Management (PIM) University of Sri Jayewardenepura. He is a consulting partner of Results Based Leadership Institute USA.

He is a Past President of the Sri Lanka Institute of Marketing, and a Past Commissioner of Sri Lanka Inventors Commission.



Sarath Ganegoda

Non-Executive Director

📅 Appointed on 2nd October 2017

An accomplished corporate leader counting over 30 years of multifaceted experience across diverse industries, Mr. Ganegoda has held several senior leadership positions in large private sector organisations in Sri Lanka and overseas. Having served the Hayleys Group between 1987 and 2002, he rejoined in 2007 and was appointed to the Group Management Committee the same year. As the Group Executive Director of Hayleys PLC, he is currently responsible for the Strategic Business Development Unit and Group Information Technology of Hayleys PLC.

Mr. Ganegoda holds an MBA from the Postgraduate Institute of Management, University of Sri Jayewardenepura. He is a Fellow Member of CA Sri Lanka and a Member of the Institute of Certified Management Accountants of Australia.

Presently, he serves as the Deputy Chairman of Alumex PLC, Non-Executive Director of Haycarb PLC, Dipped Products PLC, Hayleys Fabric PLC, Hayleys Fibre PLC, Kelani Valley Plantations PLC, Horana Plantations PLC, Singer (Sri Lanka) PLC, The Kingsbury PLC and Hayleys Leisure PLC. He serves on the Boards of several private and unlisted public companies in the Hayleys Group. He also serves as the Chairman of Sri Lankan Airlines Ltd and Sri Lankan Catering Limited.



Dilip De S. Wijeyeratne

Senior Independent Director

📅 Appointed on 1st April 2018

Mr. Wijeyeratne is an Associate member of the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka), Fellow member of the Chartered Institute of Management Accountants, UK (FCMA) and a Graduate member of the Australian Institute of Company Directors (GAICD).

He moved as a finance professional to Price Waterhouse, Bahrain, and has extensive experience in audit and advisory services. Commenced a banking career at HSBC Bank Middle East, as Head of Finance and Operations and latterly, was Head of Global Markets and Treasury for the group offices of HSBC Group in the Kingdom of Bahrain. A member of the Senior Management team. Responsible for Corporate Treasury Sales and management of Asset and Liability Management (ALCO) for three legal entities of HSBC group operating in Bahrain. In 2010, joined Third Wave International WLL (TWI), Bahrain as an equity partner and CEO and embraced entrepreneurship. Led a team of consultants and extended consultancy offerings in Financial Advisory, Human Resources, Marketing, Project and Quality Management, Research and Learning and Development to the private and public sector entities in Bahrain and Oman.

Mr. Wijeyeratne serves as Independent Non-Executive Director of Hayleys Fibre PLC, Sampath Bank PLC and Janashakthi Insurance PLC.

BOARD OF DIRECTORS



Gayani De Alwis

Independent Non-Executive Director

📅 Appointed on 15th May 2020

Ms. Gayani de Alwis is a leading Supply Chain Professional. She was the former Director, Customer Service and Management Committee member of Unilever Sri Lanka Ltd., responsible for Supply Chain. Ms. de Alwis holds an MBA from Postgraduate Institute of Management (PIM) of University of Sri Jayewardenepura, Sri Lanka and MSc from University of Reading, UK.

Ms. de Alwis is a Past President of Chartered Institute of Logistics and Transport (CILT), Founding Chairperson and Advisor of Women in Logistics and Transport (WiLAT) Sri Lanka and the Immediate Past Global Chairperson of WiLAT. She was also a past advisor to the Council of Trustees of CILT. She is a Fellow of Institute of Supply and Materials Management (ISMM), Fellow member of CILT and a Life member of OPA. She is the current Chairperson and Board member of Women's Chamber of Industry and Commerce (WCIC). She is a Board member of Logicare (Private) Limited, Global Marine Investments Pvt Ltd, Arutha Foundation (Guarantee) Ltd, CSR Lanka (Guarantee) Ltd, C-SUIT HR and Board of Governor's member of Ocean University of Sri Lanka (OCUSL). She is a

member of Sri Lanka Institute of Directors (SLID), founding member of the Women Corporate Directors Sri Lanka Chapter and Women Directors forum (WDF), an Executive Council Member of SAARC Chamber Women Entrepreneurs Council (SCWEC).

She is a member of CCC sector Committee on Logistics and Transport, Entrepreneurship and SME Steering Committee, Women's Safety Task Force member (Western Province) Women's Advisory Committee (WAC) member of Ministry of Skills Development, Labour and Vocational Training and a Steering Committee member for Inclusive and Sustainable Businesses (ISBs) to achieve the Sustainable Development Goals in Sri Lanka. She also served as a member of the Health Taskforce of Ministry of Health to improve health sector supply chain and a member of the NHRDC National Taskforce to develop a strategy to increase female labour force participation in public and private sector.



Brindhiini Perera

Non-Executive Director

📅 Appointed on 19th October 2022

Ms. Brindhiini Perera holds a Master's degree in Mechanical Engineering from Imperial College London, with a strong academic foundation in Manufacturing Technology and Management, Entrepreneurship, Corporate Finance, Statistical Analysis, and Applied Mathematics. She began her professional development at an early age, undertaking internships at Vallibel One PLC from the age of 13. Since then, she has gained experience at both Vallibel One and Hayleys PLC, contributing to strategic planning, operations, and engineering-driven initiatives.

She holds directorships in fifteen other companies viz; Non-Executive Director of Haycarb PLC, Hayleys Fabric PLC, Dipped Products PLC, The Kingsbury PLC, Hayleys Leisure PLC, Singer (Sri Lanka) PLC, Royal Ceramics Lanka PLC, Lanka Tiles PLC, Lanka Walltiles PLC, The Fortress Resorts PLC, Delmege Limited, Otwo Biscuit (Private) Limited, The Canbury Biscuit Company Limited, Vallibel One PLC, Clothing Company (Pvt) Ltd and Dhammika & Priscilla Perera Foundation. She also serves on the Board of Eurocarb Products Ltd (UK) and Haylex Ltd (UK).



Kawshi Amarasinghe

Independent Non-Executive Director

📅 Appointed on 25th June 2024

Ms. Kawshi Amarasinghe is an accomplished corporate leader with over a decade of senior executive experience, currently serving as an Executive Director of Vallibel One PLC. In her dual capacity as Executive Director and Group Director – International Business Development and Corporate Social Responsibility, she plays a pivotal role in both shaping the Group's overarching strategic vision and driving its execution across a diversified business portfolio that includes manufacturing, hospitality, retail, and financial services. Her combined responsibilities enable her to bridge high-level governance with strategic expansion and impact-driven initiatives, ensuring cohesive leadership across commercial and social dimensions of the organisation.

Ms. Amarasinghe spearheads business development and research strategy at Vallibel One, driving innovation and performance through cross-functional leadership. Her expertise spans market research, branding, digital transformation, data-driven marketing, and innovation-centric business expansion. She collaborates closely with executive teams across the Group's subsidiaries to ensure strategic cohesion and foster long-term value creation.

In addition to her executive responsibilities, Ms. Amarasinghe holds multiple non-executive directorships in leading listed and private sector organisations. She currently serves on the boards of Pan Asia Banking Corporation PLC, The Fortress Resorts PLC, Hayleys Leisure PLC, and Greener Water Ltd. Her governance experience is further reinforced by her previous role as an Alternate Director at Hayleys PLC from October 2019 to June 2022.

Beyond the corporate arena, Ms. Amarasinghe demonstrates a profound commitment to societal advancement through her role as Chief Executive Officer of the Dhammika & Priscilla Perera Foundation. Under her leadership, the Foundation has significantly expanded DP Education, Sri Lanka's largest free education platform, reaffirming her dedication to inclusive development and sustainable social impact.

Renowned for her ability to align strategic vision with operational effectiveness, Ms. Amarasinghe has consistently delivered tangible outcomes across both commercial and philanthropic sectors.

She holds a Bachelor's degree in International Studies from The University of Queensland, Australia, and has further enriched her executive capabilities through prestigious international programs, including the Management Acceleration Programme at INSEAD, France, and the Hotel Revenue Management program at Cornell University, USA. These academic credentials, coupled with her global outlook and multifaceted experience, position her as a forward-thinking leader with a strong commitment to excellence and innovation.



Jonathan Alles

Independent Non-Executive Director

📅 Appointed on 22nd November 2024

Mr. Alles was the Managing Director/ Chief Executive Officer of Hatton National Bank PLC ('HNB') and counts over 37 years of banking experience, having served several international banks including the National Bank of Abu-Dhabi, Saudi British Bank-Riyadh, British Bank of the Middle-East and HSBC, Dubai and Colombo before taking on the reins at HNB. He was a Director of the Sri Lanka Banks Association (SLBA) and its Chairman from 2014 to 2016. He served as Chairman of the Asian Bankers Association for 3 years from 2018 onwards, was a member of its Board of Directors and also served as the Chairman of its Advisory Committee. Mr. Alles holds a First Class MBA in Finance from the University of Stirling in United Kingdom. He is an Associate Member of the Institute of Bankers of Sri Lanka.

Mr. Alles currently serves as an Independent Non-Executive Director of Hayleys PLC, The Kingsbury PLC, Alumex PLC, United Motors Lanka PLC, Ceylon Beverage Holdings PLC, Lion Brewery Ceylon PLC, Vallibel One PLC and DHT Cement (Private) Limited.

BOARD OF DIRECTORS



Vajira Tennakoon

Chief Operating Officer - Executive Director

📅 Appointed on 01st April 2025

Vajira Tennakoon is an accomplished professional with over 28 years of experience in sales, operations, and strategic leadership within the consumer electronics and retail sector. He currently serves as the Chief Operating Officer of Singer (Sri Lanka) PLC.

Mr. Tennakoon's career at Singer (Sri Lanka) PLC began in 1997 and has since developed extensive expertise in sales strategy, market expansion, and cross functional leadership. Prior to his appointment as COO, he served as the Sales Director and his international exposure includes a secondment to Singer Bangladesh Limited as Marketing Director.

He holds a Master of Business Administration from the University of Southern Queensland, Australia, and a Professional Post Graduate Diploma in Marketing from the Chartered Institute of Marketing, UK.

Mr Thennakoon currently serves as a Non Executive Director of Regnis Appliances (Pvt) Ltd.



Thulitha Mendis

Executive Director

📅 Appointed on 01st April 2025

Thulitha Mendis is a leading supply chain professional with over two decades of experience in supply chain management. He currently serves as the Director – Commercial of Singer (Sri Lanka) PLC, which position he has held since 2018.

Mr. Mendis joined Singer (Sri Lanka) PLC in 1998, and he has held various senior managerial roles in procurement and commercial functions. Mr. Mendis earned his MBA from Cardiff Metropolitan University, UK, and possesses extensive expertise in strategic procurement, contract negotiation, and stakeholder management.

Mr. Mendis currently serves as the Chairman of the Imports Section at the Ceylon Chamber of Commerce, and he is a past Chairman of Sri Lanka-China Business Council of Ceylon Chamber of Commerce.

Mr Mendis currently serves as a Non Executive Director of Regnis Appliances (Pvt) Ltd & Reality Lanka Limited



Shalinka Seresinhe

Executive Director

📅 Appointed on 01st April 2025

Shalinka Seresinhe has over 18 years of leadership experience in the fields of Finance and Treasury. He currently serves as the Finance Director of Singer (Sri Lanka) PLC, a position he has held since December 2022.

Prior to joining Singer (Sri Lanka) PLC, he held various senior managerial positions in leading local conglomerates with extensive experience in the retail industry. He started his career at Ernst & Young Sri Lanka where he received 07 years of professional experience in Accounting and Auditing, which included a secondment to the firm's Los Angeles office.

Shalinka is a Fellow member of the Institute of Chartered Accountants of Sri Lanka and a Fellow member of the Chartered Institute of Management Accountants, UK.

MANAGEMENT TEAM

Overview
The Singer Story
Management Discussion and Analysis
The Capitals Report
Stewardship
Financial Reports
Supplementary Information



Sujeewa Perera
Director
SSL Factory and Logistics



Kelum Kospelawatta
Director - Factories
Regnis



Jagath Perera
Director
Operations



Thushan Amarasuriya
Chief Executive Officer
Singer Finance (Lanka) PLC



Roshan Kulasuriya
Director
Human Resources and
Business Integration



Janmesh Antony
Marketing Director



Priyanjith Meegoda
Credit
Director



Indika Gunathilake
Deputy Director
B2B and Emerging Channels



Aruna Kolambage
Deputy Director - Factory
Singer Industries



Irzan Carder
Deputy Director
Risk Management



Kasun Udayanga
Deputy Director
Service and Process
Development



Damitha Serasinghe
Deputy Director
Information Technology



Asantha Karunaratne
Senior Manager
Merchandising and
Promotions



Ransiri Perera
Group Administration
Manager



Hemantha Perera
Senior Manager
Budget and Planning

MANAGEMENT TEAM



Terrence Martyn
Senior Manager
Sewing and Business School



Piyum Jayatilake
Marketing Manager



Thanuja Senaviratne
*Senior Manager Information
and Technology*
Systems and Operations



Eraj Fernando
Financial Controller



Rohan Perera
*Business Development
Manager*
Retail Operations



Saman Serasinghe
Senior Manager
Distribution



Nishan Ranasinghe
Senior Manager
Revenue, Margins and
Operational Finance



Indika Perera
*Business Development
Manager*
Wholesale



Suren Kanishka
Senior Manager
Promotions



Upul Peiris
*Business Development
Manager*
Retail South



Sampath Jayatilake
Senior Manager
Human Resources



Priyantha Wettewa
Factory Manager
Regnis Appliances (Private)
Limited



Shirani Edirisinghe
Senior Manager
Human Resources - Regnis
Factory



Mohamed Hanas
*Business Development
Manager*
Digital Devices



Dr. Mahinda Balasuriya
*Head of Regulatory and
Quality Assurance*



Upali Ganeshiarachchi
Head of Business
Development
Agro and General Trading



Lasanka Arunajith
Head of Logistics



Gihan Jayawardena
Operations Manager
Furniture



Sujith Sirimanna
Business Development
Manager
Retail North



Tharindu Mahawedage
Senior Manager
Commercial



**Tharaka
Warnakulasuriya**
Marketing Manager
Digital Products



Waruna Wickramasinghe
Business Development
Manager
Computer and Security
Surveillance



Minuwan Gunaratne
Business Development
Manager
Singer Mega Channel



Prasad Dasanayake
Head of Operations
Regnis Factory



Vinod Gamage
Senior Manager
Manufacturing Finance



Darshana Appuhamy
Marketing Manager
Consumer Electronics



Prabhath Mayadunnage
Senior Manager
Manufacturing Regnis
Factory



Tilak Wijeratne
Business Development
Manager
Special Projects (Retail)



Rahula Bandara Gaspe
Business Development
Manager
Furniture



Suneth Sudasinghe
General Manager
Automobile

CORPORATE GOVERNANCE

Corporate governance supports our growth and resilience, balancing entrepreneurial agility with oversight, accountability, and stakeholder concern. Our governance mechanisms have evolved over decades and are aligned with those of our parent company, Hayleys PLC. They continue to adapt to regulatory changes and business needs, ensuring that structures, policies, and processes are practical and effective.

This is the first full year of operations after the amalgamation of the four subsidiaries Regnis Lanka PLC, Singer Industries (Ceylon) PLC, Domus Lanka (Pvt) Ltd. and the Singer Business School (Pvt) Ltd. This has simplified governance of Singer (Sri Lanka) PLC as entities along the value chain are now functioning in a cohesive manner to drive synergies and avoid duplication of effort. The three subsidiaries held under the Singer Group currently are Singer Finance (Lanka) PLC, Regnis Appliances Pvt Ltd and Reality Lanka Limited, out of which Singer Finance (Lanka) PLC is a regulated entity operating in the finance sector.

REVIEW OF THE REGULATORY ENVIRONMENT

The main regulatory developments affecting the governance of Singer (Sri Lanka) PLC during the year under review are:

1. The date for compliance with Section 9 of the CSE Listing Rules was 1st October 2024
2. The Personal Data Protection Act No.9 of 2022 becomes effective in July 2025
3. SLFRS S1 and S2 implementation to continue

BOARD HIGHLIGHTS 2024/25

Appointment of Non-Executive Director	Ms.K.A.Amaresinghe/Mr. Jonathan Alles
Re-Designation of Directors	Mr.MH.Wijewardena as Managing Director Mr.Deepal Sooriyaarachchi as Non-Executive Director
Appointment of Executive Directors	Mr.Shalinka Seresinhe Mr.Thulitha Mendis Mr.Vajira Tennekoon
Resignations	Mr.M.H.Jamaldeen/Mr. Dumith Fernando
Compliance with Section 9 of CSE Listing Rules	Publishing policies on website Reconstitution of Board Sub- Committees
Returns to Shareholders	Declaration of interim dividends of Rs.0.98 per share
Compliance	Ensuring that the public float remains above minimum requirements for Main Board

Both Singer (Sri Lanka) PLC and Singer Finance (Lanka) PLC were compliant with the provisions of Listing Rule Section 9 by the due date. Board committees were reconstituted, and declarations were obtained from the Independent Directors to comply with the requirements. Additionally, the 12 policies required by CSE were drawn up, approved by the Board and published on the website as required.

Singer is ready to move into the mandatory reporting era for sustainability in the financial year 2025/26 with much of the information already in place due to the steadfast commitment to sustainability reporting over the years.

AN EFFECTIVE BOARD

Composition

Effective composition is essential for the functioning of a Board. The Singer Board includes individuals who can provide informed judgments on matters presented to them. The Board is composed of twelve directors: five Executive Directors, three Non-Executive Directors, three Independent Directors and one Senior Independent Director. The Chairman also serves as the Chairman of the Hayleys

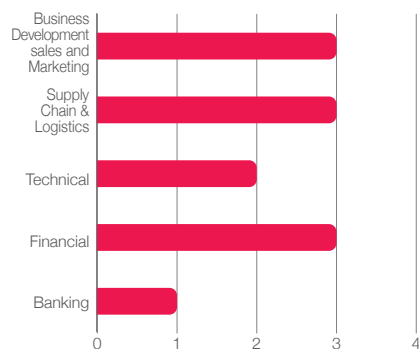
Group, and Mr. D. De S. Wijeratne has been appointed as the Senior Independent Director in line with best practices and regulatory requirements. The Managing Director is also a member of the Board. The profiles of the Directors are detailed on page 118.

Collectively, the Board members possess the skills and experience necessary to lead the Singer Group effectively. 03 directors are affiliated with professional

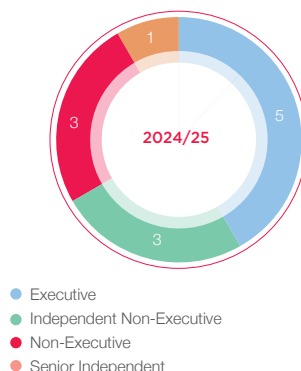
accountancy organisations and have the requisite financial expertise. Additionally, domain knowledge and an understanding of the economic, environmental, and stakeholder impacts are valued skills that enhance Board discussions. The diversity of skills, perspectives, and opinions strengthens the collective knowledge of the Board, supporting robust governance. The Nominations & Governance Committee consider these factors when recommending new directors for appointments to the Board.

A balanced Board is fundamental to sound governance, ensuring that diverse views are considered in making key decisions. These charts demonstrate the diversity of our Board which is critical to our success, paving the way for inclusive policies and strategies that enable the Group to maintain its position as the most loved brand.

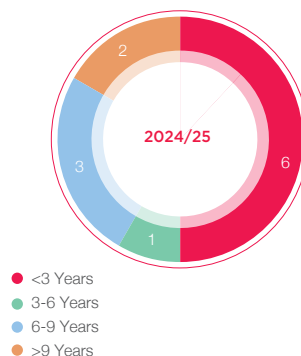
Collective Skills



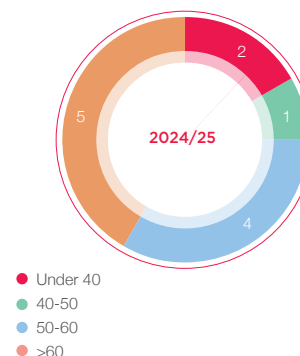
Board Balance



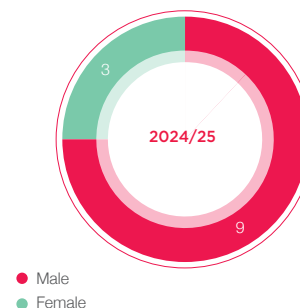
Tenure of Service



Age Diversity



Gender Representation



CORPORATE GOVERNANCE

GOVERNANCE FRAMEWORK

The Group's Corporate Governance structures and policy frameworks ensure adherence to legal and regulatory requirements, as well as balance of power, delegation of authority, transparency in communications, accountability, and integrity. The governance framework is based on various external and internal steering instruments outlined below:

External
Legal & Regulatory <ul style="list-style-type: none">• Companies Act No. 07 of 2007• Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995• Continuing Listing Rules of the Colombo Stock Exchange.• Securities and Exchange Commission of Sri Lanka Act No. 19 of 2021• Acts, Circulars, Gazettes issued by the Taxation Authorities for Corporates.• Shop and Office Employees Act No. 19 of 1954 and amendments thereto• Customs Ordinance No. 17 of 1869• Exchange Control Act No. 22 of 2017• Industrial Disputes Act No. 43 of 1950• Factories Ordinance No. 45 of 1942• National Environment Act No.47 of 1980 For Singer Finance (Lanka) PLC Only <ul style="list-style-type: none">• Finance Business Act, No.42 of 2011 Corporate Governance Direction No. 5 of 2021 and subsequent amendments issued by the Central Bank of Sri Lanka - (Singer Finance (Lanka)PLC)
Voluntary <ul style="list-style-type: none">• Code of Best Practice on Corporate Governance issued in year 2023 by The Institute of Chartered Accountants of Sri Lanka.• IFRS Sustainability Reporting Standards Issued by the International Sustainability Standards Board (ISSB)• GRI Standards issued by the Global Reporting Initiative• SASB Standards issued by the ISSB
INTERNAL: Authoritative Documents <ul style="list-style-type: none">• Articles of Association• Organisational structure• Code of Ethics, Human Resources• Policies and Procedures• Related Party Transactions Policy• Information Technology• Other Internal Manuals• Standing Instructions, Policy and Procedures (P&P)• The Hayleys Way• Hayleys Lifecode

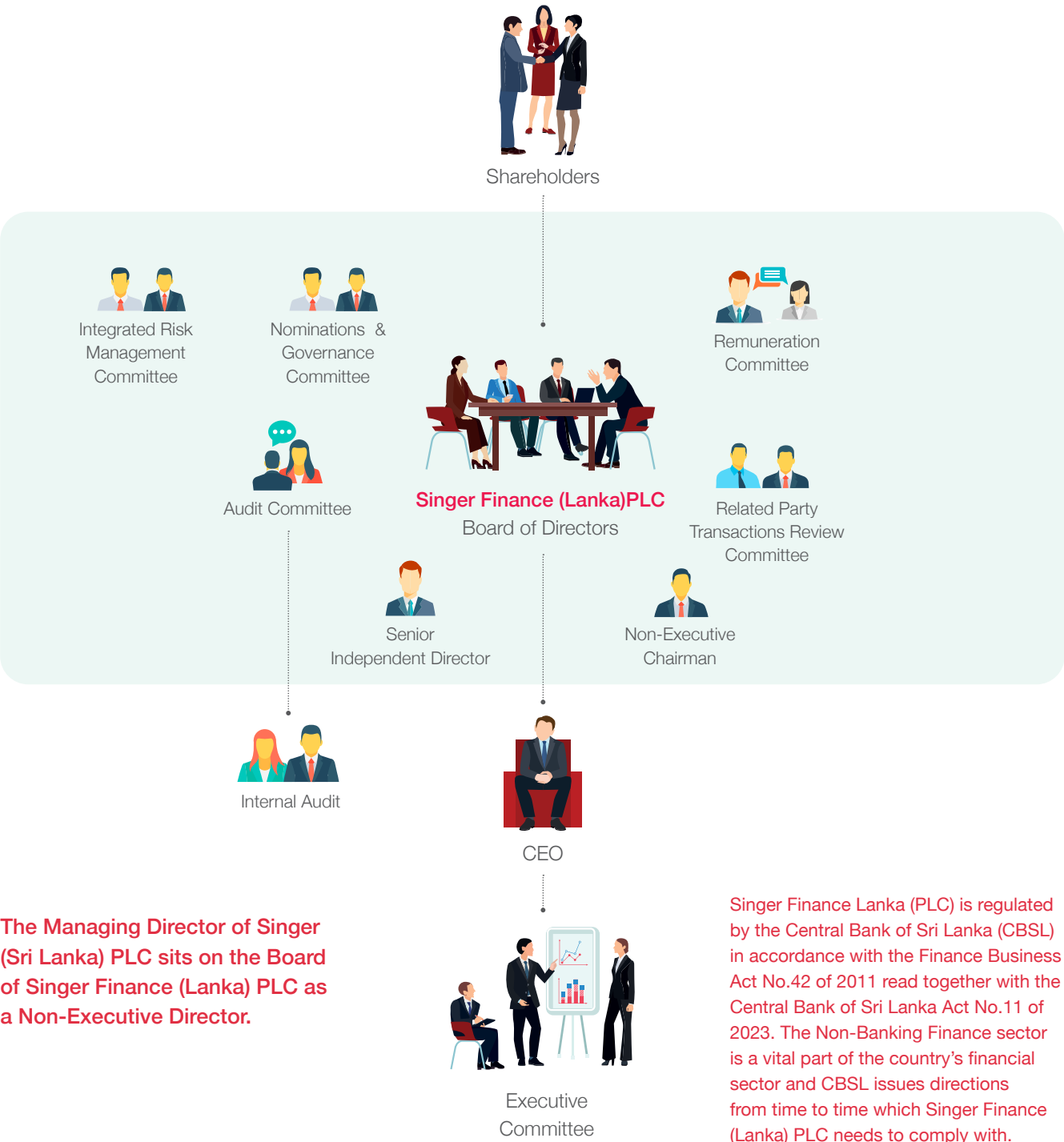
A SOUND GOVERNANCE STRUCTURE

Governance Structure of Singer (Sri Lanka) PLC



CORPORATE GOVERNANCE

Oversight of Singer Finance (Lanka) PLC



Role of the Board	Responsibilities of the Board
<ul style="list-style-type: none"> To represent and serve interests of shareholders by overseeing and appraising the company's strategies, policies, and performance. To provide leadership and guidance to Management for the execution of strategies. To build sustainable value for shareholders in accordance with the regulatory framework To establish an appropriate governance framework To ensure regulators are apprised of the company's performance and any major developments To review the performance of the business against the goals and objectives periodically. 	<ul style="list-style-type: none"> Formulate a sound business strategy and oversight of progress Appointing the Chair and the Senior Independent Director if relevant Ensuring that the Managing Director and Management Team possess the skill, experience and knowledge to implement strategy Ensuring the adoption of an effective Managing Director and Senior Management succession strategy Approving budgets and major capital expenditure Determining the matters expressly reserved for the Board and those delegated to the Management including limits of authority and financial delegation. Establishing systems of risk management, internal control, and compliance Ensuring compliance with laws, regulation and ethical standards Engaging with stakeholders and considering their views on key decisions Integrating sustainable business principles in corporate strategy, decisions and activities and consider the need for adopting "integrated reporting". The Company's values and standards are set with emphasis on adopting appropriate accounting policies and fostering compliance with financial regulations. Establish a process of monitoring and evaluation of progress on strategy implementation, budgets, plans and related risks. Ensuring the integrity of the financial reporting process Fulfilling such other Board functions as relevant to the Organisation. Appointing and overseeing the External Auditors' Responsibilities Approving Interim and Annual Financial Statements for publication.

CORPORATE GOVERNANCE

ROLES OF KEY MEMBERS OF THE BOARD

Clear articulation of the roles of the Chairman, Managing Director, Senior Independent Director and the Company Secretary are necessary to ensure that key functions are executed effectively. The roles of the Chairman and Managing Director are separate, and a Senior Independent Director has been appointed as the Chairman is an Executive Chairman. Company Secretarial services are provided by -Hayleys Group Services (Private) Limited. The roles of these four key positions within the Board are summarised below:

Role of Managing Director	Role of Chairman
<ul style="list-style-type: none"> Implementing Board approved strategy Accountable to the Board for the performance Responsible for providing leadership to the executive committee In charge of day to day management of company's operations Implementation of the board approved policies ensuring that the company fulfils its commitments Identifying, measuring, monitoring, managing and reporting relevant risks Escalation of critical concerns regarding the Group's operations to the Board in a timely manner 	<ul style="list-style-type: none"> Ensure that the Board is in control of the affairs of the company Efficient conduct of the Board Meetings Ensure that there is a balance of power between executive and Non- Executive Directors Ascertain views of all Directors Ensure that Directors have sufficient information to deliberate the matters set before the Board Ensure that shareholders views are sought for major transactions
Role of the Company Secretary	Role of Senior Independent Director
<ul style="list-style-type: none"> Facilitating the efficient conduct of Board meetings and ensuring that all proceedings of meetings are properly minuted Ensuring that all Board Committees are properly constituted and provided with clear terms of reference Ensure that the annual general meeting is conducted in accordance with regulatory requirements, Distribution of all necessary notices, forms, and reports with the Board's approval. Maintaining minutes of the annual general meeting Maintaining the registers required by regulations Filing of all statutory returns and documents with the Registrar of Companies Advising the directors with respect to their duties and responsibilities in compliance with regulatory requirements Ensuring good relationships with shareholders Making necessary disclosures on related parties and related party transactions 	<ul style="list-style-type: none"> Set corporate values facilitating an equitable balance between key stakeholder interests Uphold high standards of ethics, integrity and probity. Support executive leadership whilst monitoring their conduct Promote high standards of corporate governance and compliance Meet with NEDs at least twice a year and EDs at least once a year to facilitate discussion and communication of governance matters and communicate same to Chairman Be available to shareholders in case they have concerns which cannot, or should not, be addressed by the Chairman or Executive Directors Act on the results of any performance evaluation of the Chairman Maintain sufficient contact with major, significant and minority shareholders, assisting the Board to develop a balanced understanding of their issues

COMMITTEES OF THE BOARD

The Board is assisted in the discharge of their duties by 4 Committees who exercise additional oversight into matters where a more extensive review of specific matters is deemed necessary. Each Committee has a Chairman who is different to the Chairman of the Board and a Terms of Reference. The Terms of Reference were amended to comply with the CSE Listing Rule #9 during the year. The Composition and areas of responsibility are summarised below:

Committee	Composition	Area of Responsibility	No. of Meetings
Audit Committee	<ul style="list-style-type: none"> Mr. Dilip De S. Wijeyeratne - Chairman/SID Mr. Deepal Sooriyaarachchi - NED Mr.A.J.Alles - IND/NED w.e.f 22/11/2024 Mr.Hisham Jamaldeen - IND/NED resigned w.e.f 14th November 2024 	<p>Provide oversight on financial reporting, internal controls and functions relating to internal and external audit</p> <p>Detailed review of risk management framework, processes and risks and reporting to the Board</p>	4
Nominations & Governance Committee	<ul style="list-style-type: none"> Mr. Dilip De S. Wijeyeratne - Chairman/SID Mr.S.C.Ganegoda - NED Mr.A.J.Alles-IND/NED - w.e.f 22/11/2024 	Provide recommendations and advice to the Board on the appointment or re-election of Directors	1
Remuneration Committee	<ul style="list-style-type: none"> Mr. Dilip De S. Wijeyeratne - Chairman Mr. Deepal Sooriyaarachchi - NED Mr.A.J.Alles-IND/NED w.e.f 22/11/2024 	Formulation and review of Remuneration policies and set goals and targets relating to Directors, Managing Director and Key Management Personnel (KMPs)	
Related Party Transaction Review Committee	<ul style="list-style-type: none"> Mr. A.J.Alles - IND/NED w.e.f 22/11/2024 Mr. Dilip De S. Wijeyeratne -SID Mr. D.Sooriyaarachchi - NED 	Assess all transactions with related parties to ensure that related parties are treated on par with other stakeholders	4

IND - Independent Director **NED** - Non-Executive Director **ED** – Executive Director **SID** - Senior Independent Director

NOMINATION, APPOINTMENT & SUCCESSION

The Nominations Committee evaluates the Group's strategic needs and the Board's skills to recommend the optimal size and attributes required. They draft profiles, screen candidates, and propose recommendations to the Board. The Board reviews these suggestions and nominates suitable candidates for appointment or re-election at the Annual General Meeting. Details of new Directors are made public via the Colombo Stock Exchange and selected newspapers.

- A brief resume of the Director
- The nature of his expertise in relevant functional areas

- The names of companies in which the Director holds directorships or memberships in Board Committees; and
- Whether such Director can be considered 'Independent'.

The Board has the authority to appoint directors to fill any casual vacancies that may occur during the year. The Articles of Association stipulate that directors appointed in this manner hold office until the next Annual General Meeting, at which point they must seek election by the shareholders, ensuring shareholder involvement in the selection of directors.

One third of the directors in office retire at each Annual General Meeting by rotation, with those who have served the longest since their appointment/re-appointment retiring first. Retiring directors are eligible for re-election and may be recommended for re-election by the Board. The names of directors submitted for election or re-election are accompanied by a resume to enable shareholders to make an informed decision regarding their election. The provisions of the Articles of the Company do not require executive directors and the director who serves as the Managing Director to retire by rotation.

CORPORATE GOVERNANCE

DETERMINING INDEPENDENCE

While all Directors are expected to exercise unfettered judgement in deliberating matters set before the Board, the criteria set out in the CSE Continued Listing Rules and Schedule K of the Code are used to determine the independence of directors. Directors submit an annual declaration which is reviewed by the Company Secretaries who advise the Chairman of any changes in status. If any criteria for independence are not satisfied the Board makes the determination as permitted by the Listing Rules of CSE.

DIRECTORS INTERESTS AND RELATED PARTY TRANSACTIONS

Directors declare their business interests on appointment and quarterly thereafter which are maintained in a register by the Company Secretary. The Register is available for inspection in terms of the Companies Act. Directors have no direct or indirect interest in a contract or a proposed contract with the Company other than those disclosed on page 273.

The Group Related Party Transactions Review Committee reviews all transactions that require approval in line with the Group's Related Party Transactions Policy and regulatory requirements. Related party transactions are disclosed in Note 38 to the financial statements on page 270 .

DIRECTOR TRAINING AND ACCESS TO INFORMATION

Structured mechanisms are in place to ensure that Directors consistently refresh their knowledge and keep abreast of emerging developments. Training needs are assessed on a regular basis and both Executive Directors and Alternate Directors are given the opportunity to participate in training programmes conducted by principals, in-house training and through external resources. Directors are briefed on changes in laws and regulations, tax laws, and accounting standards from time to time either during the Board meetings or at specially convened sessions.

BOARD MEETINGS

The Board and the Audit Committee meet once every quarter while the other Board Committees have varying frequencies for meetings.

The Board calendar was as follows:

Board Meetings	Audit Committee Meetings	Nomination & Governance Committee Meeting	Remuneration Committee Meeting	Related Party Transaction Review Committee Meeting
4	4	2	2	4

Director	Board Meetings	Audit Committee Meetings	Nomination & Governance Committee Meeting	Remuneration Committee Meeting	Related Party Transaction Review Committee Meeting
Mr. Mohan Pandithage	4/4	-	-	-	-
Mr. Sarath Ganegoda	4/4	-	-	-	-
Mr. Mahesh Wijewardene	4/4	-	-	-	2/2
Mr. Dilip Wijeyeratne	4/4	4/4	2/2	1/1	4/4
Mr. Deepal Sooriyaarachchi	4/4	4/4	1/1	1/1	4/4
Ms. Gayani De Alwis	4/4	-	-	-	-
Ms. Brindhiini Perera	4/4	-	-	-	-
Ms. Kawishi Amarasinghe (Appointed on 25th June 2024)	4/4	-	-	-	-
Mr. Jonathan Alles (Appointed on 22nd November 2024)	2/2	2/2	1/1	1/1	2/2
Mr. Shalinka Seresinghe (Appointed on 01st April 2025)	1/1	-	-	-	-
Mr. Vajira Tennakoon (Appointed on 01st April 2025)	1/1	-	-	-	-
Mr. Thulitha Mendis (Appointed on 01st April 2025)	1/1	-	-	-	-
Mr. Hisham Jamaldeen (Resigned on 14th November 2024)	1/2	2/2	-	-	-
Mr. Dumith Fernando (Resigned on 20th June 2024)	N/A	-	-	-	-

BOARD CONTRIBUTION TO VALUE CREATION

The Board's role in value creation is summarised as follows:

Strategy & Performance

Formulation of the strategic direction to create shared and sustainable stakeholder value.

Risk Management

Ensure that risk management practices and internal controls in place are prudent and effective

Organisational Culture

Create and reinforce the appropriate culture, through setting the right tone at the top

Sustainability & ESG

Ensure that economic, social and environmental consciousness embedded in decision-making

- Optimising the easing of import restrictions taking into consideration considering taxation, affordability and pressures on disposable income
- Working capital and liquidity management
- Ensuring the safety of employees and evaluate the stringency of the safety measures in place across the organisation
- Increased focus on local value addition and exploring avenues of expanding our local manufacturing capabilities

ORGANISATIONAL CULTURE

The Board sets the right tone at the top, thereby playing a vital role in shaping organisational culture. The Singer Group's Code of Conduct, which is applicable to all Directors, Management team and employees, clearly set out the Group's expectations when engaging with both internal and external stakeholders. Key aspects of the Code of Conduct are listed on page 332 of this Report. The Code of Conduct also serves as a solid platform in mitigating the risk of corruption within the organisation through the following guidelines.

- Avoid situations where personal interest might conflict with the interest of the Company; and if so, disclose such interest in advance.
- Exercise honest, objectivity and diligence when performing one's duties
- Work within applicable laws and regulations

In addition to the Code of Conduct, the parent entity's Hayleys Way- set out on page 139 serves as a blueprint for ethical behaviour, explicitly setting out the behaviour expected from an employee and reinforcing the Group's organisational values.

RISK MANAGEMENT AND CONTROLS

The Audit Committee supports the Board in its risk-related duties; the Group's risk

management comprises a robust framework including policies, risk strategies, procedures, limits, and exposures, among others. The risk management framework has been designed to achieve an optimal risk-reward balance, drive accountability through effective segregation of duties and nurture a culture of risk consciousness across the organisation. The structure is based on the globally accepted Three Lines of Defence Model which sets out the lines of authority, roles, and responsibilities to efficiently manage risk across the Group. Please refer to page 148 to 157 for further information on the Group's risk management practices.

SUSTAINABILITY & ESG FOCUS

The Board is committed to embedding sustainability considerations into its strategy, decision making and operations. This commitment represents both the Group's corporate citizenry aspirations as well as increasing awareness that identification and management of social and environmental factors are critical to building business resilience. Please refer ESG Integration on page 137 of this report.

REMUNERATION

The Remuneration Committee determines the remuneration of the Chairman/Chief Executive and the Executive Directors and sets guidelines for the remuneration of the management staff within the Group. The Report and summarised terms of reference the Remuneration Committee Report are set out on page 143. The Remuneration Committee comprises the following Non-Executive Directors and the Chairman of this committee is appointed by the Board.

- Mr. D.K. De S. Wijeyeratne - Chairman
- Mr. D. Sooriyaarachchi
- Mr. A.J. Alles

STRATEGY & PERFORMANCE

The Board plays a critical role in developing strategies aligned to the Group's long-term aspirations while overseeing its delivery; the 2 Executive Directors (Chairman and Managing Director) are critical to this process given their hands-on engagement with the business and deep understanding of industry opportunities and risks and emerging market dynamics. During the year, the Board strengthened its engagement with the business given the significant implications of regulatory and macro-economic developments. Overall, the Board assessed and approved the future strategy of the Group which entails a further refinement of the Must Win Battles.

- In addition to the standard agenda items, the Board focused on the following special aspects in 2024/25: Consolidating operations

CORPORATE GOVERNANCE

The Board as a whole determines the remuneration of the NED's who receive a fee for being a Director of the Board and additional fee for being a member of a Committee. They do not receive any performance related/ incentive payments. Remuneration Committee consults the Chairman about its proposal relating to the remuneration of other Executive Directors and have access to professional advice from within and outside Singer (Sri Lanka) PLC, in discharging their responsibilities. No Director is involved in deciding his own remuneration.

Level & Make Up of Remuneration

The Remuneration Committee determines the combination of remuneration needed to attract, retain and motivate Executive Directors of the quality required to achieve corporate goals. The Remuneration Committee ensures that the remuneration of executives of each level of management is competitive and in line with their performance. External benchmarking is done with the Group to determine competitiveness of remuneration packages. The Remuneration Committee reviews data concerning executive pay among the Group Companies.

A performance based incentive has been determined by the Remuneration Committee to ensure that the total earnings of the executives are aligned with the achievement of objectives and budgets of the Group companies. No special early termination clauses are included in the contract of employment contract of Executive Directors that would entitle them to extra compensation. However, any such compensation would be determined by the Board of Directors.

Remuneration for Non-Executive Directors reflect the time commitment and responsibilities of their role, taking into consideration market practices. Non-Executive Directors receive a fixed fee and do not participate in performance related pay.

The Report of the Remuneration Committee is set out on page 143 which includes a statement on Remuneration Policy. Please refer page 206 for the total Directors' Remuneration.

RELATIONS WITH SHAREHOLDERS

The Board is accountable to shareholders and is committed to reporting performance and other regulatory matters in a timely manner with sufficient information to provide a clear understanding on the subject.

Communication with Shareholders

Singer engaged shareholders through multiple channels which include the Annual General Meeting (AGM), annual report, interim financial statements, a dedicated investor relations page on the company's website and notification of key events through announcements to the CSE which are disseminated to the general public via the CSE's website. Shareholders also have the opportunity to ask questions, comment, or make suggestions to the Board through the Company Secretaries and at the Annual General Meeting. All significant issues and concerns of Shareholders are referred to the Board with the views of the Management.

Constructive use of Annual General Meeting (AGM)

The Board encourages the active participation of shareholders at the AGM and make arrangements accordingly. The Chairman, Board members and Chairpersons of Board Sub-committees are available for discussion at the AGM and respond to questions directed to them by the Chairman. Additionally, KMPs of the Group are also present assist the Directors in this regard.

Notice of the AGM, the Annual Report and Accounts and any other resolution together with the corresponding information that may be set before the shareholders at the AGM, are circulated to shareholders minimum 15 working

days prior to the AGM. This allows all the shareholders to review the documentation and participate effectively at the AGM. Separate resolutions are prepared for each item of business, giving shareholders the opportunity to vote on each of such issue, separately. Voting procedures at the AGM are circulated to the shareholders in advance.

All Shareholders are encouraged to exercise their voting rights. The Company has an effective mechanism to record and count all proxy votes lodged for each resolution. In the event there are a significant proportion of the votes cast against a resolution, the Board will take steps to understand the reasons behind the vote results and determine if any actions are required. The outcome of the vote on each resolution is informed to the CSE, soon after conclusion of the AGM.

Minimum public holding

The Company was transferred to the Second Board with effect from 10th February 2020 due to the non-compliance of minimum public holding requirement in terms of Rule 7.13.1 of the CSE Listing Rules. Consequent to the transfer to the Second Board, the Company has increased the Public Holding Percentage to 10.94% as at 31st December 2024 with 5,585 public shareholders. Accordingly, the Company was moved out of the Second Board to the Main Board with effect from 5th March 2025.

The public holding of the Company as at 31st March 2025 was 10.94%, which is above the minimum requirement of 10% as specified by the Listing Rules [Rule 7.13.1 (a)] of the Colombo Stock Exchange (CSE)

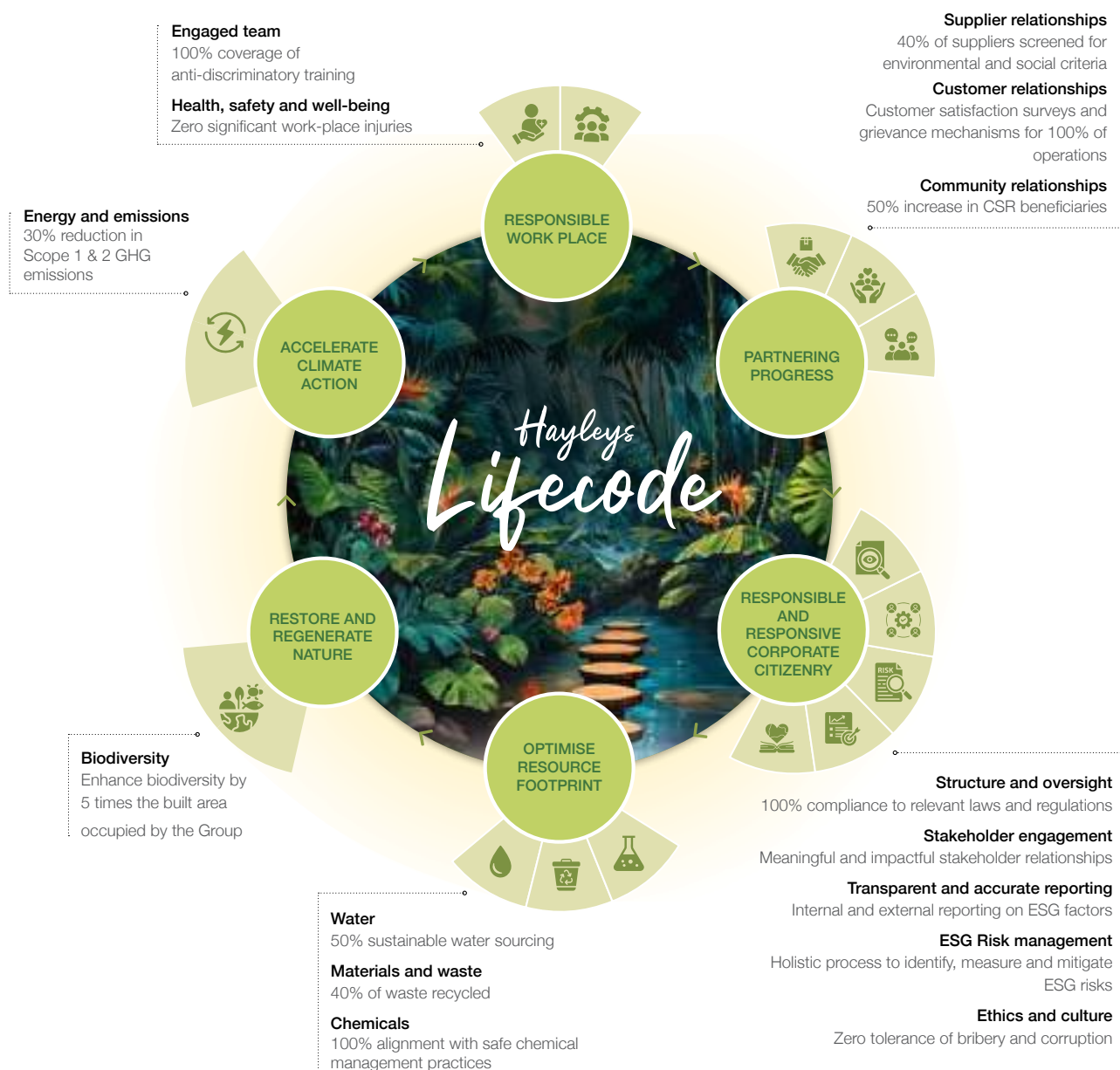
Please refer page No 291 for details of public holding.

Upholding Rights of Shareholders

The Board has well established procedures in place to ensure fair treatment of all shareholders. Quarterly financial statements with an accompanying review, the annual report, timely announcements to the Colombo Stock Exchange of price sensitive information and press releases ensure that all shareholders have access to price sensitive information. The Annual General Meeting is the main forum for engaging with shareholders and the Group has a history of well attended shareholder meetings. Further, awards for excellence in corporate reporting affirms the Group's commitment to disclosure and transparency. Assurance on financial statements, sustainability information and compliance with the Integrated Reporting Framework supports the reliability of the information contained in the annual report which provides comprehensive information on relevant matters to the shareholders. The Reports and other information are available on the Company's website and price sensitive information is also available on the Colombo Stock Exchange website.

ESG Integration

As part of the Hayleys Group reputed for its commitment to sustainability, Singer has adopted the Hayleys Lifecode which sets out the framework for the Group as set out below.



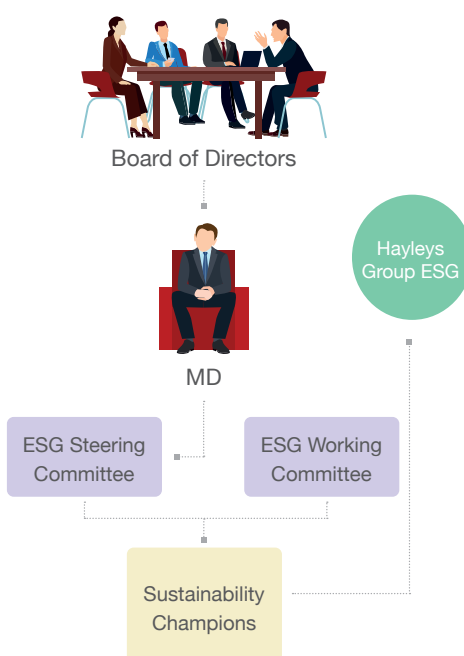
CORPORATE GOVERNANCE

POLICY ARCHITECTURE

Environment	Social	Governance
<ul style="list-style-type: none"> Material and waste management policy Energy and emissions management policy Water management policy Biodiversity conservation policy Chemical management policy Sustainability compliance guidelines 	<ul style="list-style-type: none"> Human Capital Industrial relations policy Disciplinary policy Grievance handling policy Recruitment policy Learning and development policy Talent management and succession planning policy Performance management policy Human rights policy Whistleblower policy Anti-sexual harassment policy Health and safety policy 	<ul style="list-style-type: none"> Board charter Board Committee Characters Stakeholder engagement Information disclosure policies IT policies Intellectual capital policy Information security policy Business data back up policy
	Social and Relationship capital <ul style="list-style-type: none"> Customer management policy Procurement policy Community relations policy 	

SUSTAINABILITY GOVERNANCE

The Board bears ultimate responsibility for sustainability and have set in place a structure that is fit for purpose. An ESG committee which is chaired by the MD has been set up to drive the Singer Group's sustainability agenda. The ESG Committee consisting of two sub committees: a Steering Committee and a Working Committee. The Steering Committee, led by the Group Managing Director, oversees the Group's Environment, Social, and Governance (ESG) framework and strategy. Meanwhile, the Working Committee, chaired by the Finance Director, executes the recommendations made by the steering committee. Singer has an Assistant Manager Sustainability which comes within the purview of the ESG Committee. The Assistant Manager Sustainability is responsible for implementing the ESG Framework and ensuring that the metrics required to assess progress are recorded in a timely manner and have the necessary audit trails. The Sustainability Department also plays a critical role in implementing Hayleys Group initiatives on sustainability reporting.



The ESG Committee meets quarterly and reviews the sustainability performance of the Singer Group as well as the progress made on new initiatives.

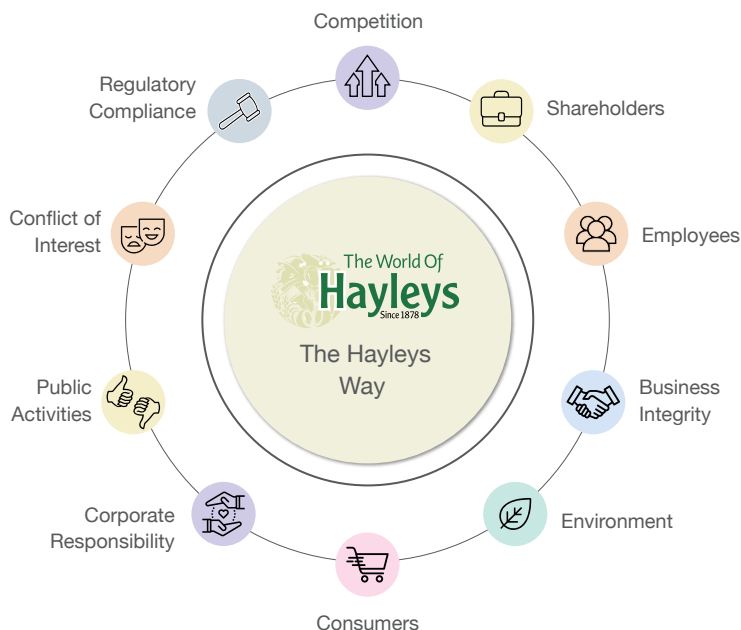
THE HAYLEYS WAY

This is the Ethical Road Map for all employees of the Group including its key management personnel and sets out clearly the expectations of all employees of the Group. It also provides information on the culture, grievance mechanisms and commitment of the Group to create a conducive work environment for all employees. This code of conduct is reinforced through the orientation training which all employees joining the Group undertake, typically within one month of joining. It sets out explicit statements on anti-corruption and acceptable gifts.

It is based on the following principles:

- The Group is committed to conducting its business operations with honesty, integrity and with respect to the rights and interests of all stakeholders.
- All employees are required to comply with the laws and regulations of the countries in which they operate.
- Every employee shall be responsible for the implementation of and compliance with the Code in his/her environment.

The Code of Conduct provides guidelines for employees on the conduct of its businesses and operations.



CORPORATE GOVERNANCE

DIGITAL GOVERNANCE

IT governance is key as business processes and official records are maintained in digital form and the system of internal controls rely on the effective functioning of IT systems and processes. Additionally, the information assets of the Singer Group are valuable, and its safekeeping is mandated by the Persona Data Protection Act No.9 of 2022. Competent and dedicated resources are deployed to support this vital area as cyber threats continue to escalate across the world, crossing borders with ease. Company investment in IT resources covers resources operated and managed centrally and resources deployed in various places. IT resources include ERP system, other related business systems, internet, emails and other Company-wide data communication systems.

Impact of IT governance to diverse functional areas of the Company is driven by certain core objectives which are set below:

Objective	Mandate
Compliance	Investing in licensed software deployed in compliance with Intellectual Property Law with a view to educate and mandate compliance to such laws throughout the Company.
Operational efficiency	Streamlining of inventory management, logistic management and credit management process so that integrity is maintained across the value chain through near real-time processing.
Prudent capital expenditure	All major IT investments are carefully evaluated by the IT team and built into the business plan and carefully scrutinised at the planning level and approval is granted by the Board.
Customer convenience	Ensuring process efficiencies to increase the contribution to customer convenience.
Green IT	Protecting the environment by reducing print through migration to emails, SMS, social media and soft copies.

As part of the Hayleys Group, Singer also follows the following IT Policies:

SINGER

IT Security
Policy

Acceptable IT
Use Policy

Group Access
Policy

IT Governance - the IT governance process of the Company ensures that IT objectives are aligned with business objectives that will meet its strategic and operational objectives. IT governance is an integral part of the corporate governance process and deals primarily on optimising the linkage between Strategic Directions and Information Management of the Company. Competent and dedicated resources are deployed to support this need. Company investment in IT resources covers resources operated and managed centrally and resources deployed in various places. IT resources include ERP system, workflow application, data analytics layer and other related business systems, internet, emails and other Company-wide data communication systems.

AUDIT COMMITTEE REPORT

PREAMBLE

The Committee is empowered to review and monitor the financial reporting process of Singer Group so as to provide additional assurance on the reliability of the Financial Statements through a process of independent and objective review. As such, the Audit Committee acts as an effective forum in assisting the Board of Directors in discharging its responsibilities on ensuring the quality of financial reporting and related communications to the shareholders and the public.

COMPOSITION OF THE COMMITTEE

The Audit Committee consists of two Independent Non-Executive Directors and one Non-Executive Director and is chaired by the Senior Independent Director.

AUDIT COMMITTEE MEMBERS

Mr. Dilip De S. Wijeyeratne - Chairman - Senior Independent Director

Mr. Deepal Sooriyaarachchi - Non-Executive Director

Mr. Jonathan Alles - Independent Non-Executive Director

Brief profiles of the Directors are given on pages 120 to 122 of this Annual Report. The Chairman of the Audit Committee is a Member of a recognised professional accounting body and other members possess relevant knowledge, qualifications and experiences in financial reporting, control and regulatory requirements. Their individual and collective financial knowledge and business acumen and the independence of the Committee, are brought to bear on their deliberations and judgments on matters that come within the Committee's purview.

Hayleys Group Services (Private) Limited functions as the Secretary to the Committee. The Finance Director/ Compliance Officer, Head of Risk

Management, Audit Staff, Representatives of External Auditors and when necessary, the Chairman, the Group Managing Director and relevant Operational Directors and Managers attend the meetings by invitation.

CHARTER OF THE AUDIT COMMITTEE

The Audit Committee Charter is periodically reviewed and revised with the concurrence of the Board of Directors to make sure that new developments relating to the function of the Committee. The Charter of the Committee was last reviewed and approved by the Board in January 2024. The terms of reference of the Committee are clearly defined in the Charter of the Audit Committee.

'Rules on Corporate Governance' under listing rules of Corporate Governance under Colombo Stock Exchange, 'Code of Best Practice on Corporate Governance' issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) in 2023 and in the case of the subsidiary Company, Singer Finance (Lanka) PLC, Finance Leasing (Corporate Governance) Direction No. 05 of 2021 issued by the Monetary Board of the Central Bank of Sri Lanka under the Finance Business Act No 42 of 2011, further regulate the composition, roles and functions of the Board Audit Committee.

RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

The Audit Committee's authority, responsibilities and specific duties have been formalised through the Audit Committee Charter. By this, the Audit Committee is empowered among other things, to examine any matters relating to the financial affairs of Singer Group and to review the adequacy of the internal control procedures, coverage of internal and external audit programmes, disclosure

of accounting policies and compliance with statutory and corporate governance requirements.

ACTIVITIES IN 2024/25 FINANCIAL REPORTING

The Committee along with the Board, internal audit and external audit reviewed the Interim Financial Statements and the Annual Financial Statements to ensure compliance with mandatory, statutory and other regulatory requirements laid down by the authorities, prior to publication.

INTERNAL AUDIT, RISK AND CONTROL

The Committee also provides a forum for the impartial review of the reports of internal and external audits and to take into consideration findings and recommendations stated therein relating to significant business risks and control issues.

The Committee reviewed the Group audit plan for the year and agreed its budget and resource requirements. It reviewed interim and year-end summary reports and management's responses. The Committee carried out an evaluation of the performance of the internal audit function and was satisfied with the effectiveness of the function.

The Committee reviewed the Compliance Officer's Report on the Singer Group's compliance with the applicable laws and regulations, including internal policy codes of conduct of its employees.

The committee obtained and reviewed statements from the Management identifying respective major business risks, mitigatory action taken or contemplated for management of these risks. The COSO Enterprise Risk Reporting Process is presently being implemented within the group.

AUDIT COMMITTEE REPORT

The Audit Committee also conducted ESG risk assessments during the year, thereby identifying, prioritising and monitoring sustainability-related risks and opportunities.

Review of the risk management, internal controls, business continuity planning and information security systems are carried out and appropriate remedial actions are recommended to the board.

ETHICS AND GOOD GOVERNANCE

The Committee continuously emphasised on upholding ethical values of the staff members. In this regard, Code of Ethics, Whistle-Blowers Policies and Anti-corruption policies were put in place and followed educating and encouraging all members of the staff. All appropriate procedures are in place to conduct independent investigations into incidents reported through Whistle-Blowing or identified through other means. The Whistle-Blower Policy guarantees strict confidentiality of the identity of the Whistle-Blowers.

MEETINGS OF THE COMMITTEE

The Audit Committee met four times on quarterly basis to discuss the interim and year end financial statements. The minutes of the meetings were tabled at the meetings of the Board of Directors for information and necessary action.

The attendance of the Audit Committee meetings is given on page 134 of this Annual Report:

EXTERNAL AUDIT

The external audit approach and scope was reviewed and discussed by the Committee with the External Auditors and Management prior to the commencement of the audit. The External Auditors informed the Committee on an ongoing basis regarding matters of significance

that were pending resolution. Before the conclusion of the audit, the Committee met with the External Auditors without Management being present. External Auditors discussed the audit issues with the Audit Committee and the Management to agree on audit issues.

The Audit Committee has reviewed the non-audit services provided by the External Auditors to the Group to ensure that their independence as Auditors has not compromised.

The current auditors, Messrs KPMG, Chartered Accountants were appointed as the external auditors of the Company from the financial year 2007 and continue to hold that position at present. A partner rotation of the auditors take place at periodic intervals and the most recent rotation took place in the year under review.

The Audit Committee recommended to the Board of Directors that Messrs KPMG, Chartered Accountants be reappointed as the External Auditors for the financial year 2025/26, subject to the approval of the shareholders at the Annual General Meeting (AGM) and the required resolution will be put to the shareholders at the AGM.

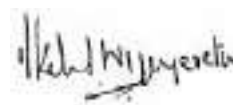
SRI LANKA ACCOUNTING STANDARDS

Committee reviewed the revised policy decisions relating to adoption of new and revised Sri Lanka Accounting Standards (SLFRS/LKAS) applicable to the Group companies and made recommendations to the Board of Directors.

The Committee would continue to monitor the compliance with relevant Accounting Standards and keep the Board of Directors informed at regular intervals.

The Committee has pursued the support of Messrs KPMG to assess and review the existing SLFRS policies and procedures adopted by the Group.

I wish to thank all members who served in the Committee during the period and for their contribution to the deliberations of the Committee.



Dilip De S. Wijeyeratne

Chairman - Audit Committee

08th May 2025

Colombo

REMUNERATION COMMITTEE REPORT

COMPOSITION OF THE COMMITTEE

Remuneration Committee consists of two Independent Non-Executive Directors and one Non-Executive Director. It is chaired by an Independent Non-Executive Director.

Mr. Hisham Jamaldeen who served as the Chairman of the Remuneration resigned from the Board on 14th November 2024 and Mr. Dilip Wijeyeratne was appointed as Chairman of the Remuneration Committee on 22nd November 2024.

REMUNERATION COMMITTEE MEMBERS

Mr. Dilip De S. Wijeyeratne – Chairman - Senior Independent Director

Mr. A.J. Alles – Independent Non-Executive Director

Mr. Deepal Sooriyaarachchi - Non-Executive Director

Brief profiles of the Directors are given on pages 118 to 122 of this Annual Report.

Hayleys Group Services (Private) Limited functions as the Secretary to the Committee.

The Chairman of the Committee is an Independent Non-Executive Director. He assists the Committee by providing relevant information and participating in its deliberations.

The Remuneration Committee has well defined Terms of Reference. The Chairman of the Company participated as an observer to the Committee. Group MD assist the Committee by providing the relevant information and participate in its analysis and deliberations except when their own compensation packages are reviewed.

RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

The Committee is responsible to the Board to determine the policy of the remuneration package of the Directors.

The Committee evaluates, assesses and recommend to the Board of Directors on any matter that may affect Human Resources Management of the Company and the Group and specifically include:

- Reviewing the packages of the, Executive Directors and the Members of the key management personal.
- Lay down guidelines and parameters for the compensation structures of senior management staff within the Singer Group taking into consideration industry norms.
- Review information related to executive pay from time to time to ensure same is in par with the market/industry rates.
- Evaluate the performance of the MD and Key Management Personnel against the predetermined targets and goals.
- Assess and recommending to the Board of Directors of the promotions of the Key Management Personnel and address succession planning.

Remuneration and perquisites of Group MD is reviewed and approved by the Parent Company's Remuneration Committee (Hayleys PLC) and it is not under the scope of the Board Remuneration Committee of the Company.

REMUNERATION POLICY

A primary objective of compensation packages is to attract and retain a highly qualified and experienced workforce, and reward performance. These compensation packages should provide compensation appropriate for each business within the Group and commensurate with each employee's level of experience and

contribution, bearing in mind the business performance and long-term shareholder returns.

All Non-Executive Directors (other than Directors who are employed by Hayleys PLC) receive a fee for serving on the Board and serving on Board Sub Committees. They do not receive any performance related incentive payments.

MEETINGS OF THE COMMITTEE

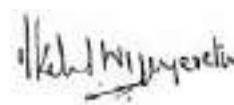
The Committee meets from time to time and reviews the Group's remuneration and fee structures to assure alignment with strategic priorities and with compensation offered by competitor companies.

The Committee met once during the period and the attendance of the members given on page 134 of this Annual Report.

ACTIVITIES IN 2024/2025

During the year the Committee reviewed the performance of the Managing Director, Executive Directors and Management Committee based on the targets set in the previous year. The Committee also reviewed Executives' compensation and implemented market corrections to Executives' total compensation in line with the market median.

I wish to take this opportunity to thank all members who served in the Committee during the period and for their contribution to the deliberations of the Committee.



Dilip De Silva Wijeyeratne

Chairman - Remuneration Committee

15th May 2025
Colombo

NOMINATIONS AND GOVERNANCE COMMITTEE REPORT

COMPOSITION OF THE COMMITTEE

The Board has an established Nominations and Governance Committee ('the Committee') which complies with Section 9 of the Listing Rules of Colombo Stock Exchange and the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka.

The Nomination and Governance Committee of the Company consists of two Independent Non-Executive Directors and one Non-Executive Director as at the end of the reporting period, 31st March 2025.

NOMINATION AND GOVERNANCE COMMITTEE MEMBERS

Mr. D.K. De S. Wijeyeratne – Chairman – Senior Independent Director

Mr. S.C. Ganegoda – Non-Executive Director

Mr. A.J. Alles (Appointed on 22nd November 2024) – Independent Non-Executive Director

Mr. Hisham Jamaldeen (Resigned on 14th November 2024) - Independent Non-Executive Director

Meetings of the committee During the year ended 31st March 2025,

RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

- To establish and maintain a formal and transparent procedure to evaluate and recommend the appointment of Directors of the Company considering the required skills, experience and qualifications necessary.
- To establish and maintain a set of criteria for selection of Directors such as academic/professional qualifications, skills, experience and key attributes required for eligibility taking into consideration the nature of the business of the Company and industry specific requirements.
- To consider and recommend (or not recommend) the re-election of current directors taking into account the combined knowledge, experience, performance and contribution made by the Director to meet the strategic demands of the Company and the discharge of the Board's overall responsibilities and the number of directorships held by the Director in other listed and unlisted companies and other principal commitments.
- To establish and maintain a suitable process for the periodic evaluation of the performance of the Board Directors and the Chief Executive of the Company to ensure their responsibilities are satisfactorily discharged.
- To review the succession plans for Board of Directors and Key Management Personnel.
- To review and recommend the overall corporate governance framework of the Company taking into account the Listing Rules and other applicable regulatory requirements and industry best practices.
- To review and update the corporate governance policies/ framework in line with regulatory and legal developments relating to same.
- To receive reports from the Management on compliance of the corporate governance framework of the Company including the Company's compliance with provisions of the Securities and Exchange Commission Act, Listing Rules of the Colombo Stock Exchange and other applicable laws and reasons for any deviations or non-compliances.

Name of Committee Member	Date of Appointment to the Committee	No. of meetings eligible to attend	No. of meetings attended
Mr. D.K. De S. Wijeyeratne	09.05.2024	2	2
Mr. S.C. Ganegoda	09.05.2024	2	2
Mr. A.J. Alles	22.11.2024	2	2
Mr. Hisham Jamaldeen (resigned w.e.f. 14.11.2024)	02.10.2017	1	1

DISCLOSURE OF ACTIVITIES

The Committee reviewed and evaluated the profiles of proposed Directors and recommended their appointment to the Board. The Committee also reviewed the structure and composition of the Board and Board Committees and recommended additions to Committees. Board performance evaluation was carried out and discussed at Board meetings. This entails the evaluation of performance of the Board, its Committees and the performance of the Chief Executive.

The Policies of the Company were reviewed during the year and necessary amendments were incorporated. The Committee ensured that the Policies were uploaded on the Company website. Sub Committee Charters and Terms of Reference were reviewed and amended where necessary. The list of Policies of the Company is given on page 138 of this Report. The policies and processes relating to the nomination of new Members to the Board are governed by the Policy on Corporate Governance.

The Committee also checked the Independence of the Directors against the criteria for independence as set out in the Listing Rules. The Committee ensured that the declaration of independence is carried out by the Independent Directors and concluded that all Independent Directors of the Company meet the criteria for determining independence. The Committee also evaluated all the Directors against the Fit and Proper assessment criteria.

The Committee ensured that Corporate Governance rules stipulated by the Colombo Stock Exchange are adhered to by the Board and the Company throughout the year. It has further established Board diversity by bringing a wide range of experience and skills, age and gender diversity to the Board to make certain that the Board effectively performs its duties.

Newly appointed Directors were given an induction to the Company's core business and management, including details of financials, branches and subsidiaries. They were also updated on the Listing Rules on corporate governance and securities market regulations.

RE-ELECTION OF DIRECTORS AT THE ANNUAL GENERAL MEETING

One Third (1/3) of all the directors, except the Managing Director retire by rotation in terms of the Articles of Association and being eligible submit themselves for re-election at the Annual General Meeting.

Accordingly the Committee has recommended to re-elect Mr. Deepal Sooriyaarachchi, Mr. Sarath Ganegoda and Ms. Gayani de Alwis retire by rotation.

Mr. Deepal Sooriyaarachchi, Non-Executive Director, was appointed to the Board on 01st October 2015 and was last re-appointed as a Director in June 2022. His directorships and other principal commitments are given in the profile on page 119. He serves on the Audit Committee, Remuneration Committee and Related Party Transactions Review Committee of the Company.

Mr. Sarath Ganegoda, Non-Executive Director, was appointed to the Board on 2nd October 2017 and was last re-appointed as a Director in June 2023. His directorships and other principal commitments are given in the profile on page 119. He serves on the Nominations and Governance Committee of the Company.

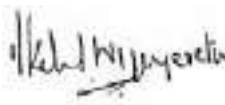
Ms. Gayani de Alwis Independent Non-Executive Director, was appointed to the Board on 15th May 2020 and was last re-appointed as a Director in June 2023. Her directorships and other principal commitments are given in the profile on page 120. She does not serve on any Sub Committees of the Company.

In terms of Article 24(10) of the Articles of Association of the Company, Ms. Kawshi Amarasinghe (Appointed to the Board on 25th June 2024), Mr. Jonathan Alles (Appointed to the Board on 22nd November 2024), Mr. Shalinka Seresinhe, Mr. Thulitha Mendis and Mr. Vajira Tennakoon who were appointed to the Board on 01st April 2025, will come up for re-election by the shareholders at the Annual General Meeting. Their profiles in pages 120 to 122 set out their other principal commitments and directorships

Due to the invaluable contribution made to the Board as a result of his many years of experience, industry knowledge and business acumen, the Committee has recommended to reappoint Mr. Abeyakumar Mohan Pandithage who is over seventy years of age and who retires in terms of Section 210 of the Companies Act No. 7 of 2007.

The Corporate Governance requirements stipulated under the Listing Rules of the Colombo Stock Exchange are met by the Company and details are given in page 346.

I wish to take this opportunity to thank all members who served in the Committee and for their contribution to the deliberations of the Committee during the period



Dilip De S Wijeyeratne

Chairman - Nomination and Governance Committee

15th May 2025
Colombo

RELATED PARTY TRANSACTIONS REVIEW COMMITTEE REPORT

PREAMBLE

The Board established the Related Party Transactions Review Committee (RPTRC) in terms of Section 9 of the Listing Rules of the Colombo Stock Exchange (the “Rules”) and the Code of Best Practice on Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka).

COMPOSITION OF THE COMMITTEE

The Related Party Transactions Review Committee consists of two Independent Non-Executive Directors, and one Non-Executive Director and is chaired by an Independent Non-Executive Director.

Mr. Jonathan Alles was appointed to the Committee as Chairman on 27th December 2024 and Mr. Deepal Sooriyaarachchi stepped down as the Committee Chairman as he was re-classified as Non-Independent Non-Executive since he has served over 9 years on the Board.

Mr. Mahesh Wijewardene stepped down from the Committee on 27th December 2024.

The following Directors serve on the Committee:

Mr. Jonathan Alles – Chairman – Independent Non-Executive Director

Mr. Dilip De S. Wijeyeratne - Senior Independent Director

Mr. Deepal Sooriyaarachchi - Non-Executive Director

Brief profiles of the members are given on pages 120 to 122 of this Annual Report.

The above composition is in compliance with the provisions of the Code regarding the composition of the Related Party Transactions Review Committee.

The Chairman of the Company, Managing Director, Finance Director and any other officers as may be required by

the Committee attend the meeting by invitation.

Hayleys Group Services (Private) Limited functions as the Secretary to the Related Party Transactions Review Committee.

MEETINGS OF THE COMMITTEE

During the year ended 31st March 2025, the Committee met four times. Attendance by the Committee Members at these meetings is given in the table on page 134 of the Annual Report.

ROLE AND RESPONSIBILITIES

The mandate of the Committee is derived from the Code and the Rules and is as follows:

- To review in advance all proposed related party transactions of the Group either prior to the transaction being entered into or, if the transaction is expressed to be conditional on such review, prior to the completion of the transaction.
- Seek any information the Committee requires from Management, employees or external parties with regard to any transaction entered into with a related party.
- Obtain knowledge or expertise to assess all aspects of proposed related party transactions where necessary including obtaining appropriate professional and expert advice from suitably qualified persons.
- To recommend, where necessary, to the Board and obtain their approval prior to the execution of any related party transaction.
- To monitor that all related party transactions of the entity are transacted on normal commercial terms and ensure that there is no ‘more favourable treatment’ given to related parties which may be prejudicial to the interests of the Company/Group and its minority shareholders.

- Meet with the Management, Internal Auditors/External Auditors as necessary to carry out the assigned duties.
- To review the transfer of resources, services or obligations between related parties regardless of whether a price is charged.
- To review the economic and commercial substance of both recurrent/non-recurrent related party transactions
- To monitor and recommend the acquisition or disposal of substantial assets between related parties, including obtaining “competent independent advice” from independent professional experts with regard to the value of the substantial assets of the related party transaction.
- To ensure that there is an adequate and effective process in place to capture information which is relevant to its review function.

POLICIES

Policies and procedures adopted by the RPTRC for reviewing Related Party Transactions (RPTs)

1. Relevant information to capture RPTs are fed into the Company Data Collection System.
2. All officers concerned are informed of the applicable regulatory requirements relating to the reporting of RPTs.
3. Key Management Personnel (KMPs) and their Close Family Members (CFMs) are identified half yearly together with their NIC numbers and business registration numbers. This information is in the system.
4. Systems are updated with KMP and their CFM details on a half yearly basis or as and when the need arises in the event of a material change.

5. Data is extracted from the system, verified and validated.
6. All Managers are advised to report RPTs to the Finance Director who has been identified as the Focal Point, for this purpose.
7. Data is shared with the Finance Director and the Company Secretaries to meet the regulatory requirements if required.

TERMS OF REFERENCE OF THE COMMITTEE

The Committee has written terms of reference defining its scope, authority and duties. It was last approved by the Committee on 7th November 2024.

TASK OF THE COMMITTEE

The Committee reviewed the related party transactions and their compliance and communicated to the Board.

The Committee in its review process recognised the adequacy of the content and quality of the information forwarded to its members by the Management and in compliance with Section 9 of the CSE Listing Rules.

DISCLOSURES

A detailed disclosure of all the related party transactions including recurrent and non-recurrent related party transactions which are required to be disclosed under Section 9.14.8 of the Listing Rules of the Colombo Stock Exchange has been made in note 38 to the financial statements given in page 270 to this report.

REPORTING TO THE BOARD

The minutes of the RPTRC meetings are tabled at the Board meetings enabling all Board members to have access to same.

DECLARATION

A declaration by the Board of Directors on compliance with the rules pertaining to related party transaction appears on the report of the Board of Directors on page 146 of this report.

I wish to take this opportunity to thank all members who served in the Committee and for their contribution to the deliberations of the Committee during the period.



Jonathan Alles

Chairman - Related Party Transactions
Review Committee

08th May 2025
Colombo

RISK MANAGEMENT

While Singer recorded strong growth in the year under review, the lessons learned from the past few years must be recorded in our annals to ensure that they are not forgotten as scars heal. Additionally, the country's recovery needs to be stronger for us to ease our vigilance as the global outlook dimmed with the announcement of tariffs by the US Administration. As the US is a significant trading partner for Sri Lanka, its impact is likely to be felt during the year that has commenced, if unresolved. While scanning the horizon for external risks, it is also necessary to review our own business model and make this more resilient by addressing strategic risks which are often harder to identify and manage as it requires significant resources and time to make the change. It is also necessary to identify and assess opportunities that arise from changes in external factors and seize the more lucrative opportunities that align with the business in order to grow.

THE RISK LANDSCAPE

	Status/Developments	Risk/Opportunity
P	The Presidential and Parliamentary elections held during the year gave a strong mandate to the government, restoring political stability in the country. The new government has maintained policy stability and pro-growth budget has renewed consumer and investor confidence in the country's prospects.	This positive development has provided an opportunity for growth as demand revived and supply constraints were eased with the lifting of import restrictions and sufficient foreign exchange liquidity in the market.
E	Economic indicators improved as inflation, interest rates and exchange rates decreased during the year, easing pressure from household budgets and making products more affordable. However, inflation is expected to increase to mid-single digits in 2025 and tariff tensions need to be monitored closely to manage negative impacts. Higher rates of VAT have seen the rise of a grey market.	There is a definite window of opportunity to drive sales volumes as products remain affordable and household budgets have the capacity to spend/invest. We need to remain vigilant for early warning signs to manage related risks that may arise during the year.
S	Migrant worker remittances and the economic growth have eased household budget pressures. Strong tourist arrivals resulted in revival of the tourist industry. Social media influence continues to shape trends.	Social media trends provide opportunities to push targeted offerings to customers, supporting growth. Additionally, revival of the tourist industry presents opportunities for growth.
T	Rapid advances in technology have made appliances more efficient in use of water and energy. Additionally, new products are being innovated to support modern lifestyles.	Customers are more likely to invest if energy and water consumption can be saved. However, rapid changes in models makes it necessary to stock adequate spare parts to meet after sales service requirements.
E	Customers are becoming more environmentally conscious, seeking to minimise their energy and water consumption. Additionally, environmental regulations are changing costs of shipping and products.	Provides an opportunity to support the country's transition to a low carbon economy by expanding the product range to include energy efficient products.
L	The Personal Data Protection Act is expected to be enforced in 2025 and as we hold customer data, we will need to comply with the requirements. Mandatory sustainability reporting in line with SLFRS S1 and S2 becomes effective for the financial year 2025/26.	Customer privacy needs to be safeguarded by assessment of cybersecurity risks and investing in continuous monitoring and mitigation of threats. Additionally, Singer has commenced compliance with SLFRS S1 and S2.

RISK MANAGEMENT FRAMEWORK

The Board has the primary responsibility for managing risk for the Singer Group and has established a framework to identify, measure, monitor, and manage risks. Risk management aims to balance profitability with resilience, considering a broad context that includes financial and ESG factors.

The Audit Committee is responsible for assisting the Board in overseeing risk management and plays a crucial role in identifying, measuring, monitoring, and mitigating key exposures. The Board and the Audit Committee constructively challenge risk assessments to ensure that all significant risks are identified and monitored. Internal Audit functions as the third line of defence, providing assurance on the efficacy of the risk management process.

Additionally, the Audit Committee reviews sustainability and climate-related risks and opportunities, offering guidance and escalating pertinent matters to the Board.

Implementation of the Risk Management framework is the responsibility of the MD who is assisted by a Risk Steering Committee comprising the heads of departments. This risk governance structure strengthens the first line of defence through increased awareness of risk across all departments.



APPROACH TO RISK MANAGEMENT

The Group's risk management framework is based on the three lines of defense model with clear segregation of duties in risk management.



A PROCESS FOR MANAGING RISK



Risk Identification – The first line of defence is responsible for risk identification as they engage with multiple stakeholders and review internal and external data in their respective areas of expertise.

Measurement – Appropriate risk indicators to measure risk are identified for the risks which may be quantitative as well as qualitative.

Monitor – Movements in identified risk indicators are monitored to understand the dynamics, drivers and evolution of identified risks.

Assess – Risks are assessed for the probability of occurrence and severity of impact using the latest available data.

Mitigate & Manage – Plans are put in place to avoid, transfer, manage or mitigate risks.

RISK MANAGEMENT

ASSESSING RISK

Risks assessments cover the following aspects.

- Severity of impact – the impact of the risk to the organisation is assessed
- Likelihood of occurrence – the probability that the risk will materialise is assessed
- A dimension for time horizons

In 2023/24 we commenced ranking risk for three-time horizons, short, medium and long term and this continued during the year.

Period	Definition
Short Term	Within one year
Medium Term	One to five years
Long Term	Above five years

Risks were ranked for both impact and probability on all three time zones.

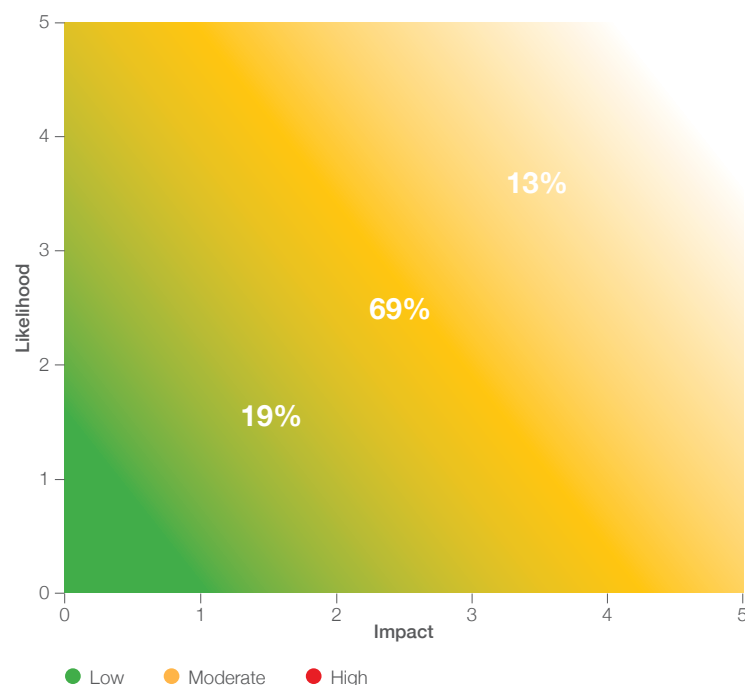
- Expanding scope to cover ESG Risks and Business Risks

The risk register was expanded and organised to classify ESG risks and business risks.

PRINCIPAL RISKS 2024/25

Singer Group maintains a comprehensive risk register categorised as follows:

The Risk heat map is given below.



ID	Category	Risk	Risk Rating
R1	Market	Consumers' Disposable Income	●
R2	Market	Threat of Grey Market	●
R3	Operational	High Employee Attrition	●
R4	Financial	Interest Rate Risk	●
R5	Financial	Foreign Currency Risk	●
R6	Environmental	Energy	●
R7	Environmental	Waste	●
R8	Climate risk	Rainfall	●
R9	Climate risk	Temperature	●
R10	Social	Supply Chain Disruptions	●
R11	Social	Product Health & Safety	●
R12	Social	Unsustainable Supply Chains	●
R13	Social	Decrease in Demand for Conventional Products	●
R14	Governance	Governance Framework	●
R15	Governance	Stakeholder Concerns	●
R16	Governance	Business Partner Pressure	●

Consumers' Disposable Income

Risk Control Area	Market	
Metrics	Macroeconomic Metrics 1. GDP Growth Rate 2. Inflation/Deflation Rate 3. Per capita income	Consumer-Specific Metrics 1. Consumer Confidence Index
Description	Understanding movements in consumer disposable income and household budgets is critical to determining the product mix	
Assessment	A favourable budget and economic stability have considerably reduced this risk	
Effects on cash flows	Increased cash inflows from higher sales volumes due to improved consumer spending power. Rs. 1,144 Mn was paid in dividends reflecting stronger liquidity.	
Effects on financial performance	Revenue growth in consumer electronics (72%), home appliances (38%) and furniture segments (32%) compared to same period last year.	Gross margins expanded by 6% due to pricing strategies and low cost purchasing/manufacturing.
Effects on Financial Position	The Company's total assets grew by Rs. 7 Bn driven by the growth of higher trade and other receivables in line with the sales growth and elevated inventory to support rising demand.	
Possible Risk Mitigation Actions	1. Use Hire Purchase as an advantage to gain customers. 2. Introduce low monthly payment schemes with interest rates reducing. 3. Discount promotions to continue to attract customers and promote sales/Introduce Entry level brands to Boost sales. 4. Explore export market 5. Introduction and expansion of certain product lines which has demand such as solar energy/Motor bikes etc. 6. Leveraging AI for Marketing.	

Threat of Grey Market

Risk Control Area	Market
Metrics	Macroeconomic Metrics 1. VAT rates 2. Duty and/or other border tariffs
Description	Entry of low-cost appliances due to undervaluation and smuggling.
Assessment	The Telecommunication Regulatory Commission of Sri Lanka's efforts to curb the distribution of non-registered telecommunication equipment are expected to significantly reduce or eliminate current grey market activities with regard to mobile phones. However, the threat remains in the computer category as of date.
Effects on cash flows	Potential loss of revenue
Effects on financial performance	Top line growth potential is diminished
Effects on Financial Position	Little impact
Possible Risk Mitigation Actions	1. Continue lobbying efforts to mitigate its impact 2. Expand product portfolio to include new products at competitive price points.

RISK MANAGEMENT

High Employee Attrition

Risk Control Area	Operational
Metrics	Annual attrition rate (%) Recruitment costs Retention program effectiveness Productivity loss - time to fill a vacancy
Description	Migration of employees has had a significant impact on talent retention. Failing to retain talented employees can result in a range of financial, operational, and cultural challenges for Singer.
Assessment	Moderate compared to previous years with annual attrition reducing from 21% (2023/24) to 17% in the current financial year. High attrition is most prevalent in sales and technical positions, driven by competitive job opportunities both locally and internationally,
Effects on cash flows	Attrition driven recruitment and compensation costs increased by 33% compared to last financial year
Effects on financial performance	High attrition leads to decline in sales due to understaffing or expertise gaps and net margin erosion due to higher operating expenses.
Effects on Financial Position	Little impact
Possible Risk Mitigation Actions	<ol style="list-style-type: none"> 1. High Potential individuals have been fast tracked for development. 2. Preferred employer brand

Interest Rate Risk

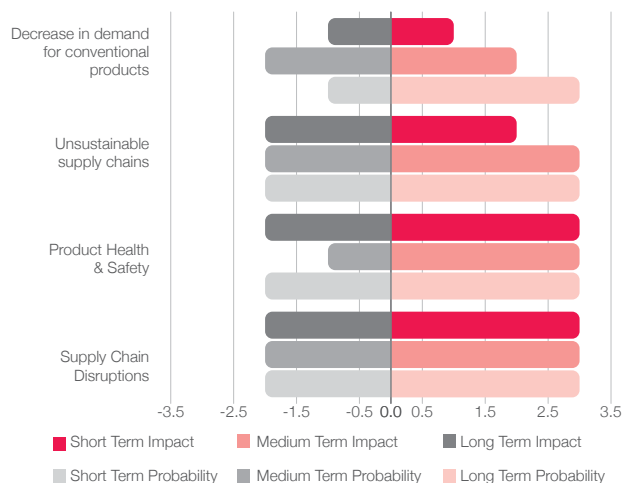
Risk Control Area	Financial
Metrics	Average Weighted Prime lending rate Interest bearing liabilities (Exposure to interest rate risk)
Description	Interest rates impact the top line of the subsidiary Singer Finance and Singer Sri Lanka. It also impacts the borrowing costs of both entities
Assessment	Interest rate volatility has a significant impact on both the company as well as the group. Hence, Interest rate causes high risk to the profitability.
Effects on cash flows	High interest rates result in accelerated debt repayment resulting in negative financing cashflows
Effects on financial performance	Interest costs can dampen profitability significantly
Effects on Financial Position	The Group's finance cost on Loans and Borrowings decreased by 37% because of lower interest rates in the current financial year
Possible Risk Mitigation Actions	<ol style="list-style-type: none"> 1. Focus on debt collection and reduction in credit terms. 2. Focus on Working Capital Management by reducing slow moving aged inventory and funding new purchases of inventory through trade credit. 3. Close monitoring of interest rate movement with an intention of restructuring the debt mix (Fixed Vs Floating and LTL Vs STL) at the opportune time. If fixing the interest rate is not a financially viable option to borrow on a floating rate with a floor and a cap on the interest rates 4. Financing the long-term loan repayments with low interest STLs

Foreign Currency Risk

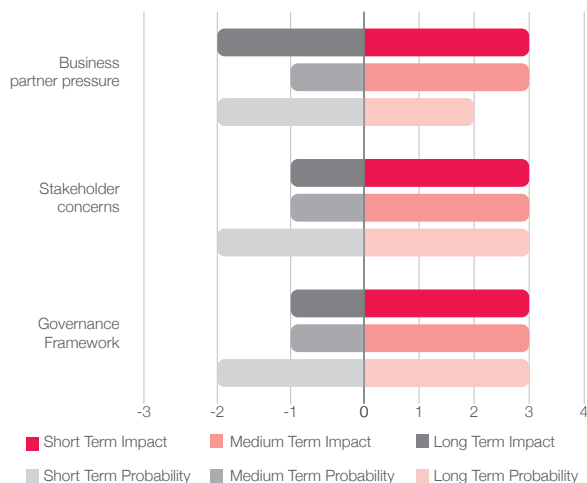
Risk Control Area	Financial
Metrics	Exchange rate Foreign currency exposure
Description	Volatility of the Sri Lankan rupee/US Dollar
Assessment	The rupee is expected to depreciate only marginally from the present Rs. 300 levels. However, escalating global uncertainties may lead to fluctuations in exchange rates, posing both transactional and translational risks.
Effects on cash flows	Increased volatility of cashflows due to potential exchange gains or losses. Additionally, in a rupee depreciating environment, there will be a cost to hedge the transaction as well.
Effects on financial performance	A depreciating rupee is likely to result in reduced profitability and make goods more expensive with a potential impact on sales volumes
Effects on Financial Position	Net realisable values of inventory may need adjustment if the rupee is appreciating
Possible Risk Mitigation Actions	Closely keeping an eye on currency forecasts with the assistance of the Hayleys group treasury and doing forward bookings at the opportune time

The risks that are ranked medium to low are reported in less detail below, separated by category of risk. It is important to note that the assessment relates to the residual risk, after adjusting the identified risk for effectiveness of mitigation plans that are already implemented.

Social Risks



Governance Risks



RISK MANAGEMENT

Assessment of SRROs	Assessment Criteria	Sustainability Related Risks
<p>The graph below provides a summary of our assessment of the Sustainability Related Risks & Opportunities.</p> <p>Sustainability Related Risks</p> <p>Temperature</p> <p>Rainfall</p> <p>Waste</p> <p>Energy</p> <p>-3.5 -2.5 -1.5 -0.5 0.0 0.5 1.5 2.5 3.5</p> <p> ■ Medium Term Likelihood ■ Medium Term Impact ■ Short Term Likelihood ■ Long Term Impact ■ Long Term Likelihood ■ Short Term Impact </p>	Risks	Energy
	Risk Control Area	Environmental Risk
	Metrics	9% increase in energy consumption
	Description	Manage energy consumption, costs and related emissions
	Effects on cash flows 2024/25	Energy costs: Rs. 651 Mn
	Effects on financial performance 2024/25	Energy costs: Rs. 651 Mn
	Effects on Financial Position 2024/25	Net increase in PPE
	Possible Risk Mitigation Actions	Net zero journey
	Short Term: Anticipated effects on	Energy cost current year
	Medium to Long Term: Anticipated effects on	Investment in energy efficiency and renewable energy (CAPEX)

	Climate Related Risks	
Waste	Rainfall	Temperature
Environmental Risk	Climate Risk	Climate Risk
Waste Disposal Cost – Rs. 2.8 Mn Waste Disposal Income – Rs. 19.8 Mn	The Agro channel contributes 4% to the total revenue.	Electricity consumption in the shop increased by 11% due to higher air conditioner usage caused by the heat.
Responsible disposal of solid waste	An increase in rainfall may impact on the overall revenue contribution from the Agro channel.	The increase in electricity consumption affects the overall energy cost.
Waste removal cost and recycling, landfill and incineration cost. Income and cost savings from recycling	The 4% revenue contribution from the Agro channel to the total revenue may be affected.	Increase in operating cost
Increase other income from responsible waste disposal	Increase impact on financial performance	Increase impact on financial performance
No impact	Low impact	Low impact
Explore options for circularity and waste recovery	Introduction of climate smart agricultural products	Introduction of Energy efficient technology
Minimal impact	Minimal impact	Moderate impact
Environmental legislation may necessitate costs or result in fines if no action is taken	High rainfall may impact the revenue growth	Higher energy cost may impact the cashflow and financial performance

RISK MANAGEMENT

OPPORTUNITIES

Evaluating opportunities is as important as risk management as pursuit of selected opportunities drive our growth. Many of these are already built into our strategic plan but are summarised below for completeness.

Assessment of SRROs	Assessment Criteria	Sustainability Related Opportunities
Our Sustainability related opportunities are set out below. While they are connected to the risks set out in the previous page, articulating them differently enables us to capture the opportunity in more specific terms.	Opportunities	Packing materials
	Risk Control Area	Environmental Opportunity
	Metrics	Cost for Eco Packing - Rs. 84 Mn
Opportunities		
Description		Reduce non-biodegradable packaging Reduce packing material costs and consumption
Effects on 1. cash flows		Annual Recycle cost and saving
Effects on 2. financial performance		Annual Recycle cost and saving
Effects on 3. Financial Position		No impact
Possible Risk Mitigation Actions		N/A
Short Term: Anticipated effects on 1. access to finance 2. cost of capital 3. financial position 4. cashflows 5. financial performance		Savings from packing materials improve profitability
Medium to Long Term: Anticipated effects on 1. access to finance 2. cost of capital 3. financial position 4. cashflows 5. financial performance		

	Climate Related Opportunities	
Differentiate as a climate smart organisation	Increase sales in products for warmer temperatures	Increase sales in washing machines sales due to rainfall
Environmental Opportunity	Climate Opportunity	Climate Opportunity
1. Carbon footprint 2. Climate solution products – Rs. 2.5 Bn revenue from MEP labelled products	Increase in revenue growth 1. Air conditioners – 100% 2. Air coolers – 231% 3. Instant shower heaters – 31%	Increase in revenue growth 1. Washing machine – 45%
New opportunities and business partnering to increase revenue streams	The rising temperatures are increasing the demand for cooling products, presenting an opportunity to explore and introduce new energy-efficient and environmentally friendly warming solutions.	Frequent rainfall leads to increased sales of washing machines, as limited sunlight makes it difficult to dry clothes naturally.
Improved top line	Improved top line	Improved top line
Improved profitability	Improved profitability	Improved profitability
Stronger financial position	Stronger financial position	Stronger financial position
N/A	N/A	N/A
Improved access to capital, cost of capital, financial performance and cashflows arising from improved top line	Improved access to capital, cost of capital, financial performance and cashflows arising from improved top line	Improved access to capital, cost of capital, financial performance and cashflows arising from improved top line

Rooted

in the strength of our growth

The year under review proved Singer's prowess as a maker of lifestyles, as a purveyor of partnerships and as a preserver of the home. As we move ahead, Singer endeavours to bring benefit to all households in the island, while ensuring our continued success.

FINANCIAL REPORTS

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168	Statement by the Senior Independent Director	176	Statement of Changes In Equity
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FINANCIAL CALENDAR

Financial Calendar - 2024/25

Annual Report and Annual General Meeting 2023/24

Annual Report 2023/24 Approved	09th May 2024
Forty-Ninth Annual General Meeting	25th June 2024

Interim Financial Statements in Terms of Rule 7.4 of the Colombo Stock Exchange

For the three months ended 30th June 2024 (Unaudited)	08th August 2024
For the six months ended 30th September 2024 (Unaudited)	12th November 2024
For the nine months ended 31st December 2024 (Unaudited)	03rd February 2025
For the twelve months ended 31st March 2025 (Unaudited)	15th May 2025

Annual Report and Annual General Meeting 2024/25

Annual Report 2024/25 Approved	15th May 2025
Fiftieth Annual General Meeting	24th June 2025

ANNUAL REPORT OF THE BOARD OF DIRECTORS ON THE AFFAIRS OF THE COMPANY

The Board of Directors of Singer (Sri Lanka) PLC has pleasure in presenting their Report on the Affairs of the Company together with the Audited Financial Statements of Singer (Sri Lanka) PLC and the Audited Consolidated Financial Statements of the Group for the year ended 31st March 2025.

The details set out herein provide the pertinent information required by the Companies Act No. 07 of 2007 ('the Companies Act') Listing Rules of the Colombo Stock Exchange ('Listing Rules'), the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka and are guided by recommended best accounting practices.

Review of the year

Chairman's statement, (pages 16 to 19), and the Group Managing Director's Review, (pages 20 to 23) describe the Company's affairs and the Group's business. Financial results of the Company/Group are elaborated on pages 174 to 275. These reports together with the Audited Financial Statements reflect the state of affairs of the Company/Group.

Principal activities

The Company is engaged in Retail and Wholesale Marketing, Financing, Assembling and Manufacturing and in Financial Services. The Company markets Consumer Electronics, Home Appliances, Mobile and Smartphones, Personal Computers, Laptops, Furniture, Domestic and Industrial Sewing Machines, Agriculture Equipment, and provides Financing through Hire Purchase. In addition, the Company manufactures and sells Furniture, Water Pumps and assembles and sells Motor Cycles and Two Wheel Tractors. The Company also acts as a Bill Collection Agent for Banks, Mobile Service Providers, National Water Supply and Drainage Board, Ceylon Electricity Board and is also a sub-agent for Western Union.

Future developments

Future developments of the Company are given under Way Forward on pages 35.

Environmental protection

Steps taken by the Company to ensure environmental protections given under natural capital on pages 107 to 115.

Risks

Information pertaining to material foreseeable risks are given under Risk Management on pages 148 to 157.

Ratios and Market Price Information

Ratios relating to equity and debt and market price information are given on pages 8 and 280.

Independent Auditors' report

The Independent Auditors' report on the Financial Statements is given on pages 169 to 173 in this Annual Report.

Financial statements

The Financial Statements for the year ended 31st March 2025 are in accordance with the Sri Lanka Accounting Standards, SLFRSs/LKASs, issued by The Institute of Chartered Accountants of Sri Lanka and the requirements of Section 151 (and Section 153 for consolidated entity) of the Companies Act No. 07 of 2007.

The Financial Statements duly signed by the Directors are provided on pages 174 to 275 in this Annual Report.

Accounting policies

The accounting policies adopted in preparation of the Financial Statements are provided in detail in the Notes to the Financial Statements on pages 185 to 202. The Company/Group has consistently applied the accounting policies as set out in Note 2 to all periods presented in these Consolidated Financial Statements.

Turnover

A detailed break-down of turnover is given in Note 3 of the financial statements on page 203.

Property, plant and equipment

During the financial year, the Group and the Company invested a sum of Rs. 864,021,882/- (2023/24 - Rs. 518,894,532/-) and Rs. 629,106,987/- (2023/24 - Rs. 332,038,166/-) in property, plant and equipment.

Details of property, plant and equipment, investment property, intangible assets and their movements are given in Notes 11 and 13 to the Financial Statements respectively. Details of freehold land and buildings are given in Note 11.18 and 11.19 to the Financial Statements.

Market value of properties

The freehold property of the Company/Group is revalued by an Independent Qualified Valuer when there is a substantial difference between the fair value and the carrying amount of the freehold property. Company/Group reviews its assets once in each reporting date.

The most recent valuation was carried out as at 31st March 2025. The details of the valuation are given in Note 11.6 to the Financial Statements on pages 212 to 213 in this Annual Report.

Directors' responsibilities

The Statement of the Directors' Responsibilities is given on page 167.

Corporate governance

The Company has complied with the Corporate Governance Rules laid down by The Institute of Chartered Accountants of Sri Lanka, and Listing Rules of the Colombo Stock Exchange. The Corporate Governance Section on pages 126 to 140 describes the good Corporate Governance Principles adopted by the Company.

ANNUAL REPORT OF THE BOARD OF DIRECTORS ON THE AFFAIRS OF THE COMPANY

Profit and appropriations

For the Year ended 31st March	2025 Rs.	2024 Rs.
Group Profit Before Tax for the Twelve Months Ended 31st March after Deducting all Expenses, Providing for Known Liabilities and Depreciation Amounts to	6,221,709,434	338,653,008
From this has to be deducted the Income Tax Expenses	(2,043,447,501)	(429,952,417)
Non-controlling Interest	(170,940,803)	(68,513,373)
Making a Profit/(Loss) for the Period	4,007,321,130	(159,812,782)
Total Other Comprehensive Income	447,351,530	466,092,196
Total Other Comprehensive Income - Non-controlling Interest	(7,274,000)	(2,454,878)
To this has to be added a Balance Brought Forward from the Previous Year	4,231,330,464	5,216,760,272
Interim Dividend for the Period - Rs 0.98 (2023/24 - Nil)	(1,144,265,554)	-
Unclaimed Dividend Adjustment	35,329,831	-
Actuarial Gain/(Loss) on Employee Benefit Obligations (Net of Tax)	5,399,600	(42,310,212)
Adjustment due to Realisation on Revaluation Surplus	62,406,045	28,231,429
Leaving a Total Available for Appropriation	7,197,521,516	5,042,868,707
Transfer to Reserve Fund	(119,251,098)	(132,172,471)
Adjustment due to the Amalgamation of Subsidiaries	-	(679,365,772)
Leaving a balance on Group Basis to be Carried Forward of	7,078,270,418	4,231,330,464
The Balance to be Carried Forward on Company Only Basis will be	3,667,515,157	1,536,739,459

Dividends

The Company has declared a dividend of Rs 1,144,265,554 for the year ended 31st March 2025. (31st March 2024-Nil)

Reserves (excluding non-controlling interest)

Group reserves and retained equity as at 31st March 2025 amounted to Rs. 13,597 million vs Rs. 10,258 million as at 31st March 2024. The break-up and movement are shown in the Statement of Changes in Equity in the Financial Statements.

Stated capital

As per the terms of the Companies Act No. 07 of 2007, the Stated Capital of the Company was Rs. 1,138,856,653/- comprising 1,167,617,912 ordinary shares as at 31st March 2025 (Rs. 1,138,856,653/- comprising 1,167,617,912 ordinary shares as at 31st March 2024). Details are given in Note 21 to the Financial Statements on page 239.

Commitments and contingencies

Commitments and Contingent Liabilities of the Group are disclosed in the Note 36 to the Financial Statements.

Events occurring after the reporting period

No circumstances have arisen since the reporting date, which would require adjustment or disclosure except for the details given in Note 37 to the Financial Statements on page 270.

Statutory payments

The declaration relating to statutory payments is made in the Statement of Directors' Responsibility on page 167.

Board of Directors and Board Sub- Committees

The following Directors served on the Board of the Company during the period under review:

Executive

Mr. Mohan Pandithage - Chairman
Mr. Mahesh Wijewardene – Managing Director
Mr. Shalinka Seresinhe
Mr. Vajira Tennakoon
Mr. Thulitha Mendis

Non-Executive

Mr. Deepal Sooriyaarachchi
Mr. Sarath Ganegoda
Ms. Brindhini Perera

Independent Non-Executive

Ms. Gayani de Alwis
Ms. Kawshi Amarasinghe (Appointed on 25th June 2024)
Mr. Jonathan Alles (Appointed on 22nd November 2024)
Mr. Dumith Fernando
(Resigned on 20th June 2024)
Mr. Hisham Jamaldeen
(Resigned on 14th November 2024)

Senior Independent

Mr. Dilip De. S Wijeyeratne

Brief profiles of the Directors are shown on pages 118 to 122.

In accordance with Rule 9.8.5. (a) of the Colombo Stock Exchange (CSE) Listing Rules, Independent Directors have submitted a signed and dated declaration as per the specimen given in Appendix 9A.

In terms of Rule 9.6.3 of the CSE Listing Rules, Mr Dilip De S Wijeyeratne was appointed as the Senior Independent Director of the company w.e.f 01st November 2023.

Mr. Dumith Fernando resigned from the Board on 20th June 2024 and Mr. Hisham Jamaldeen resigned from the Board on 14th November 2024.

In terms of Article 24 (4) of the Articles of Association of the Company, Mr. Deepal Sooriyaarachchi, Mr. Sarath Ganegoda and Ms. Gayani de Alwis retire by rotation and being eligible offer themselves for re-election and the shareholders will be requested to re elect them at the forthcoming Annual General Meeting.

In terms of Article 24(10) of the Articles of Association of the Company Ms. Kawshi Amarasinghe, and Mr. Jonathan Alles were newly appointed to the board during the year under review and Mr. Shalinka Seresinhe, Mr. Thulitha Mendis and Mr. Vajira Tennakoon were newly appointed to the Board on 1st April 2025 and the Shareholders will be requested to re-elect them at the forthcoming Annual General Meeting.

Notice has been given pursuant to Section 211 of the Companies Act No. 07 of 2007 of the intention to propose an ordinary resolution for the re-appointment of Mr. Mohan Pandithage notwithstanding the age limit of seventy years stipulated by Section 210 of the Companies Act.

The Directors have provided declarations in terms of the Listing Rules on the Fitness of Directors and Group Managing Director and the Board is satisfied that the Directors have continuously satisfied the Fit and Proper Assessment criteria.

Audit Committee

The following Directors comprise the Audit Committee of the Board:

Mr. Dilip De S. Wijeyeratne - Chairman
Mr. Deepal Sooriyaarachchi
Mr. Jonathan Alles

The Report of the Audit Committee on page 141 sets out the manner of compliance by the Company in accordance with the requirements of the Section 9 of the Listing Rules of the Colombo Stock Exchange on Corporate Governance.

Remuneration Committee

The following Directors comprise the Remuneration Committee of the Board:

Mr. Dilip De S. Wijeyeratne - Chairman
Mr. Deepal Sooriyaarachchi
Mr. Jonathan Alles

The Report of the Remuneration Committee on page 143 contains a statement of the remuneration policy. The details of the aggregate remuneration paid to the Executive and Non-Executive Directors during the year under review are given in Note 8 to the Financial Statements on page 206.

Nomination and Governance Committee

The following Directors comprise the Nomination Committee of the Board:

Mr Dilip De S Wijeyeratne -Chairman
Mr. Sarath Ganegoda
Mr. Jonathan Alles

The Report of the Nomination and Governance Committee on page 144 sets out the manner of compliance by the Company in accordance with the requirements of the Code of Best Practice on Corporate Governance issued by The Institute of Chartered Accountants of Sri Lanka and the Listing Rules of the Colombo Stock Exchange.

Related Party Transactions Review Committee

The following Directors comprise the Related Party Transactions Review Committee of the Board:

Mr. Jonathan Alles - Chairman
Mr. Dilip De S. Wijeyeratne
Mr. Deepal Sooriyaarachchi

The Board of Directors has given the following statement in respect of the Related Party transactions.

The Related Party Transactions of the Company during the financial year have been reviewed by the Related Party Transactions Review Committee of the Company and are in compliance with Section 9 of the CSE Listing Rules.

The Report of the Board-Related Party Transactions Review Committee on page 146 to 147 sets out the manner of compliance by the Company. Details of related party transactions are given in pages 270 to 273.

Directors' indemnity and insurance

The parent Company, Hayleys PLC has obtained a Directors' and Officers' Liability insurance from a reputed insurance company in Sri Lanka providing worldwide cover to indemnify all past, present and future Directors and Officers of the Group.

Directors' interests and interest register

The Company, in compliance with the Companies Act No. 07 of 2007, maintains an Interests Register. There were no share transactions by the Directors during the financial year in the Company and the Subsidiaries.

Directors' Remuneration

Executive Directors remuneration is structured within an established framework by the Board's Remuneration Committee to whom this task has been entrusted. The Directors are of the opinion that the framework assures appropriateness of remuneration and fairness for the Company. The total remuneration of the Executive Directors for the year ended 31st March 2025 is given in Note 8 and 38 includes the value of perquisites granted to them as part of their terms of service.

The total Directors fees of Non-Executive Directors for the reporting year ended 31st March 2025 is given in Note 8 is determined according to the scales of payment decided upon by the Board. The Board is satisfied that the payment of remuneration is fair to the Company.

ANNUAL REPORT OF THE BOARD OF DIRECTORS ON THE AFFAIRS OF THE COMPANY

Directors' interest in shares

The following transactions of shares of the Directors of the respective companies were reported during the reporting period.

Singer (Sri Lanka) PLC

	Shareholding 31st March 2025 Number of shares	Shareholding 01st April 2024 Number of shares
Mr. Mohan Pandithage	NIL	NIL
Mr. Mahesh Wijewardene (Group Managing Director)	NIL	NIL
Mr. Deepal Sooriyaarachchi	NIL	NIL
Mr. Dumith Fernando (Resigned w.e.f. 20th June 2024)	NIL	NIL
Mr. Hisham Jamaldeen (Resigned w.e.f. 14th November 2024)	NIL	NIL
Mr. Sarath Ganegoda	NIL	NIL
Mr. Dilip De S. Wijeyeratne	NIL	NIL
Ms. Gayani de Alwis	NIL	NIL
Ms. Brindhiini Perera	NIL	NIL
Ms. Kawshi Amarasinghe (Appointed w.e.f. 25th June 2024)	NIL	NIL
Mr. Jonathan Alles (Appointed w.e.f. 22nd November 2024)	NIL	NIL

Subsidiaries

As at 31st March 2025	Shareholding in Singer Finance (Lanka) PLC Number of shares
-----------------------	---

Common Directors of the Singer Group Companies

Mr. Mohan Pandithage	
Mr. Mahesh Wijewardene (Group Managing Director)	NIL
Mr. Sarath Ganegoda	NIL
Mr. Thulitha Mendis	NIL
Mr. Vajira Tennakoon	NIL
Mr. Sarath Ganegoda	NIL
Mr. Dilip De S. Wijeyeratne	NIL
Ms. Gayani de Alwis	NIL
Ms. Brindhiini Perera	NIL
Mr. Sujeewa Perera (Alternate) - ceased to be Alternate with effect from 27th February 2024	NIL

Directors of Singer Finance (Lanka) PLC

Mr. Aravinda Perera	NIL
Mr. Thushan Amarasuriya (CEO)	50,155
Mr. Jayanth Perera- resigned with effect from 14th June 2024	NIL
Ms. Darshini Talpahewa	NIL
Mr. Ranil De Silva	NIL
Mr. Saman Herath	NIL
Mr. D. D W. Siriwardena - appointed on 22nd April 2024	NIL
Ms. Hiranthi De Silva - appointed on 10th July 2024	NIL

Debentures

There were no debentures held by the Directors of the Company.

Subsidiaries

The names of the Directors who held office during the year ended 31st March 2025 in respect of the subsidiaries are given below:

Singer Finance (Lanka) PLC

Mr. Aravinda Perera - Chairman

Mr. Thushan Amarasuriya (CEO)

Mr. Jayanth Perera
resigned with effect from 14th June 2024

Mr. Mahesh Wijewardene
- Group Managing Director

Ms. Darshini Talpahewa

Mr. Ranil De Silva

Mr. Saman Herath

Mr. Dhammika Siriwardena
appointed on 22nd April 202

Ms. Hiranthi De Silva
appointed on 10th July 2024

Regnis Appliances (Private) Limited

Mr. Mohan Pandithage - Chairman

Mr. Mahesh Wijewardene - Group Managing Director

Mr. Sarath Ganegoda

Mr. Kelum Kospelawatte

Mr. Thulitha Mendis

Mr. Vajira Tennakoon

Reality Lanka Limited

Mr. Mohan Pandithage - Chairman

Mr. Mahesh Wijewardene -
Group Managing Director

Mr. Sarath Ganegoda

Mr. Thulitha Mendis

Issue of listed debentures

The company has not issued any debentures during the year ended 31st March 2025.

Share information and substantial shareholdings

The distribution of shareholdings, public holding percentage, market value of shares, 20 largest shareholders and record of scrip issues are given on pages 289 to 292.

Earnings per share, dividends per share, dividend pay-out, net assets value per share and market value per share are given in the Highlights on page 6 of this Annual Report and prior year figures are adjusted in line with the subdivision.

Public Holding

There were 5,572 registered shareholders as at 31st March 2025 (2023/24 5,943) The percentage of shares held by the public as per the Listing Rules is 10.94 % (2023/24 8.52%). Details are given on pg. 290.

Employment

The number of persons employed by the Group and the Company as at 31st March 2025 was 3,224 (2024 – 3,102) and 2,176 (2024 – 2,098), respectively.

Material issues pertaining to employees and industrial relations

Details relating to material issues pertaining to employees and industrial relations are given in on page 82.

Internal Controls

The Directors acknowledge their responsibility for the Group's system of internal control. The system is designed to give assurance, inter alia, regarding the safeguarding of assets, the maintenance of proper accounting records, reliability of financial information generated and cyber security.

All internal controls which include financial controls, operational and compliance controls and risk management have been reviewed by

the Board of Directors and they have obtained reasonable assurance of the effectiveness of the existing controls. The successful adherence to existing controls has been ascertained and improvements have been carried out where necessary. The Board is satisfied with the Company's adherence to and the effectiveness of these controls.

Corporate governance Directors' declarations

The Directors declare that having considered all information and explanations made available to them that –

- the Company complied with all applicable laws and regulations in conducting its business;
- they have declared all material interests in contracts involving the Company and refrained from voting on matters in which they were materially interested;
- the Company has made all endeavours to ensure the equitable treatment of shareholders;
- the business is a going concern with supporting assumptions or qualifications as necessary; and
- they have conducted a review of internal controls covering financial, operational and compliance controls and risk management and have obtained a reasonable assurance of their effectiveness and successful adherence herewith.

The Corporate Governance Report is given under the governance section of this Annual Report.

Donations (for approved and non-approved charities/organisations)

During the year, donations amounting to Rs. 773,975/-(2023/24 - Rs. 662,789/-) were made by the Group and donations made by

the Company was Rs. 773,975/-(2023/24 - Rs. Nil). Donations made by the Group and Company are given in Note 8.

Auditors

The Financial Statements for the period under review were audited by Messrs KPMG, Chartered Accountants who offer themselves for re-appointment for the ensuing year. A resolution for the re-appointment of the Auditors for the year 2025/26 and to authorise the Directors to fix their remuneration will be proposed at the Annual General Meeting.

The Audit Committee reviews the appointment of the Auditor, its effectiveness and its relationship with the Company including the level of audit and non-audit fees paid to the Auditors. Details on the work of the Audit Committee are set out in the Audit Committee Report.

The audit and non-audit fees paid to the Auditors by the Company and Group are disclosed in Note 8 on page 206 in this Annual Report.

As far as the Directors are aware, the Auditors do not have any relationship or interest in the Company or its subsidiaries. The Auditors have confirmed that they do not have any relationship (other than that of Auditors) with or interest in the Company or any of its subsidiaries other than those disclosed above.

ANNUAL REPORT OF THE BOARD OF DIRECTORS ON THE AFFAIRS OF THE COMPANY

Policies

The Company has adopted the following policies, with effect from 1st October 2024 and has uploaded them to the Company's website;

- Matters Relating to the Board of Directors
- Board Committees
- Corporate Governance
- Remuneration
- Internal Code of Business Conduct and Ethics
- Risk Management and Internal Controls
- Shareholder and Investor Communications
- Singer ESG Frame Work on Social Policies
- Singer ESG Framework 2022 on Environmental Policies
- Control and Management of Company Assets and Shareholder Investments
- Corporate Disclosures
- Whistleblowing
- Bribery and Corruption

'The Hayleys Way' serves as the Internal Code of Business conduct and Ethics for all Directors, Key Management Personnel and other employees. The 'Hayleys Lifecode' includes a suite of environmental, social and governance related policies which are applicable across the Company.

The Notice of meeting

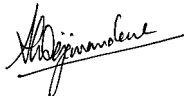
The Fiftieth Annual General Meeting will be held at the Chas P. Hayley Lounge (formerly known as the Conference Hall) of Hayleys PLC, No. 400, Deans Road, Colombo 10 on Tuesday, 24th June 2025 at 3.00 pm.

The Notice of the Annual General Meeting to the shareholders is given on page 366.

For and on behalf of the Board,



Mohan Pandithage
Chairman



Mahesh Wijewardene
Group Managing Director



Hayleys Group Services (Private) Limited
Company Secretaries for Singer (Sri Lanka)
PLC
Colombo
15th May 2025

STATEMENT OF DIRECTORS' RESPONSIBILITY

Section D.1.5 of the 'Code of Best Practice on Corporate Governance 2023' (the Code) issued by the Institute of Chartered Accountants of Sri Lanka recommends that the Board of Directors presents a Responsibility Statement on the preparation and presentation of Financial Statements in the Annual Report together with a statement by the Auditors about their reporting responsibilities.

The responsibilities of the Directors in relation to the Financial Statements of the Company and the Group are set out in this statement. The responsibility of the Auditors, in relation to the Financial Statements is set out in the Report of the Auditors on pages from 174 to 275 as required by the Companies Act No. 7 of 2007.

The Directors are responsible under Sections 150 (1), 151, 152 (1), and 153 of the Companies Act No. 07 of 2007 ('the Companies Act'), to ensure compliance with the requirements set out therein and to prepare Financial Statements for the financial year ended 31st March 2025 giving a true and fair view of the state of affairs of the Company and the Group and of the profit and loss of the Company and the Group for the said financial year.

The Directors are also responsible, under Section 148 of the Companies Act, for ensuring that proper accounting records are kept to enable determination of financial position with reasonable accuracy, preparation of Financial Statements and audit of such statements to be carried out readily and properly.

The Board accepts responsibility for the integrity and objectivity of the Financial Statements presented. The Directors confirm that in preparing the Financial Statements, appropriate accounting policies have been selected and applied consistently while reasonable and prudent judgements have been made so that the form and substance of transactions are properly reflected.

The Directors confirm that the Financial Statements have been prepared and presented in accordance with the Sri Lanka Accounting Standards (SLFRSs/LKASs), the Companies Act and the Listing Rules of the Colombo Stock Exchange. Further, the Financial Statements provide the information required by the Companies Act and the Listing Rules of the Colombo Stock Exchange.

The Directors are of the opinion, based on their knowledge of the Company, key operations and specific inquiries, that adequate resources exist to support the Company and the Group on a going concern basis over the next year. These Financial Statements have been prepared on that basis.

The Directors have taken proper and sufficient measures to safeguard the assets of the Company and the Group and, in that context, have instituted appropriate systems of internal control and accounting records to prevent and detect fraud and other irregularities. These have been reviewed, evaluated and updated on an ongoing basis.

The External Auditors, Messrs KPMG, Chartered Accountants were provided with every opportunity to undertake the inspections they considered appropriate to enable them to form their opinion on the Financial Statements. The Independent Auditor's Report, shown on pages 169 to 173 sets out their responsibilities in relation to the Financial Statements.

Compliance Report

The Directors confirm that to the best of their knowledge, all statutory payments relating to employees and the Government that were due in respect of the Company and its subsidiaries as at the balance sheet date have been paid or where relevant, provided for.

The Directors further confirm that to the best of their knowledge, the Company and its subsidiaries have not engaged in any activity that is harmful or hasardous to the environment and has complied with the relevant environmental laws and regulations.

By Order of the Board,



Hayleys Group Services (Private) Limited
Company Secretaries

Colombo
15th May 2025

STATEMENT BY THE SENIOR INDEPENDENT DIRECTOR

[Profile of Mr. Dilip De S. Wijeyeratne is given on page 119 of this report.]

The Code of Best Practice on Corporate Governance 2023 (the Code) issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and Section 9.6.3 of the Listing Rules of the Colombo Stock Exchange provide that a Senior Independent Director (SID) shall be appointed in the event of the Chairman and CEO is the same person or the Chairman is not an Independent Director. At Singer (Sri Lanka) PLC although the Chairman is not the CEO, he is not an Independent Director.

In order to comply with Section 9.6.3. of the Listing Rules of the Colombo Stock Exchange, the Board of Directors of the Company designated me as the Senior Independent Director (SID) of the Company with effect from 01st November 2023.

Role of the Senior Independent Director

The Senior Independent Director (SID) provides guidance to the Chairman on matters of governance of the Company.

The role of the SID also provides emphasis to transparency on matters relating to governance and calls for a review of the effectiveness of the Board.

The SID makes himself available to any Director or any employee to have confidential discussions on the affairs of the Company, should the need arise.

Activities During the Year

In line with the regulatory requirements, I presided over the following meetings and exercised my voting rights where necessary.

Meetings were held with the Non-Executive Directors without the presence of the Executive Directors. At these meetings the performance of the Chairman and the Executive Directors were appraised.

A meeting was held with only the Independent Directors. Discussions were held on matters relating to the Company and the operation of the Board.

The outcome of these meetings together with recommendations was duly informed to the Chairman and the Board.

The Company follows a policy of strict compliance with mandatory requirements while embracing voluntary adherence, in order to enhance stakeholder acceptance and making a positive impact on value creation.

I believe that I have fulfilled the obligations entrusted to the SID in accordance with the Corporate Governance guidelines.



Dilip De S. Wijeyeratne

Senior Independent Director

Colombo
15th May 2025

INDEPENDENT AUDITOR'S REPORT



KPMG
(Chartered Accountants)
32A, Sir Mohamed Macan Markar Mawatha,
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TO THE SHAREHOLDERS OF SINGER (SRI LANKA) PLC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singer (Sri Lanka) PLC (the "Company") and the consolidated financial statements of the Company and its subsidiaries (the "Group"), which comprise the statement of financial position as at 31st March 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information set out on pages from 174 to 275.

In our opinion, the accompanying financial statements of the Company and the Group give a true and fair view of the financial position of the Company and the Group as at 31st March 2025, and of their financial performance and cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Sri Lanka Auditing Standards ("SLAuSs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics for professional Accountants issued by CA Sri

Lanka ("Code of Ethics"), and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Company financial statements and the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the Company financial statements and the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

01. Allowance for Expected Credit Losses - Trade Receivables, Hire Purchase Debtors, Lease Rental Receivables, Loan Receivables and Other Receivables

Risk Description

Refer to note 2.4.5 (accounting policy) and note 17.3 to these financial statements.

The Group has recognised allowance for expected credit losses relating to Trade receivables of Rs. 1,066 million (Company Rs. 1,066 million), Hire Purchase debtors of Rs. 67 million (Company Rs. 64 million), Lease rental receivables amounting to Rs. 494 million (Company - Nil) Loans receivables amounting to Rs. 883 million (Company - Nil) and Other receivables Rs. 1,780 million (Company Rs. 1,780 million).

Allowance for expected credit losses represent management's best estimate of the losses expected within receivables as at the reporting date. They are calculated for specific assets and on a collective basis for portfolios of receivables of a similar nature.

The calculation of allowance for expected credit losses is inherently judgmental for any institution and the Group use subjective assumptions/ judgements.

With respect of Singer Finance (Lanka) PLC, a subsidiary, the determination of allowance for expected credit losses using the expected credit loss model is subject to a number of key parameters and assumptions, including the identification of loss stages, estimates of probability of default, loss given default, macroeconomic forecasts, exposures at default and discount rate, adjustments for forward looking information and other adjustment factors. In particular, the determination of the loss allowances is heavily dependent on the external macro environment and the Companies internal credit risk management strategy.

Our response

Our audit procedures included:

- Challenging the appropriateness of the selection of accounting policies based on the requirements of the SLFRS 09, our business understanding and industry practice.
- Evaluating the appropriateness of the management approach over the application and use of practical expedients applied for SLFRS 9.
- Assessing management's processes, systems and controls implemented over impairment assessment.
- Identifying and testing the relevant key controls and evaluating the completeness, accuracy and relevance of data used.
- Involving our IT specialists to assess the logics and compilation of the overdue information of Trade receivables, Other receivables and Hire purchase debtors.
- Assessing the adequacy, completeness, accuracy and relevance of the disclosures made in the financial statements.
- Reviewing the work carried out by Component auditor where necessary.

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C.P. Jayatilake FCA
Ms. S. Joseph FCA
R.M.D.B. Rajapakse FCA
M.N.M. Shameel FCA
Ms. P.M.K. Sumanasekara FCA

T.J.S. Rajakarier FCA
W.K.D.C. Abeyrathne FCA
Ms. B.K.D.T.N. Rodrigo FCA
Ms. C.T.K.N. Perera ACA
R.W.M.O.W.D.B. Rathnadiwakara FCA

W.W.J.C. Perera FCA
G.A.U. Karunaratne FCA
R.H. Rajan FCA
A.M.R.P. Alahakoon ACA

Principals: S.R.I. Perera FCMA (UK), LLB, Attorney-at-Law, H.S. Goonewardene ACA, Ms. F.R. Ziyad FCMA
K. Somasundaram ACMA (UK), R. G. H. Raddella ACA, Ms. D. Corea Dharmaratne

INDEPENDENT AUDITOR'S REPORT



01. Allowance for Expected Credit Losses - Trade Receivables, Hire Purchase Debtors, Lease Rental Receivables, Loan Receivables and Other Receivables (continued)

Risk Description	Our response
<p>Additional subjectivity and judgement have been introduced into the Company's measurement of ECL due to the heightened uncertainty associated with the impact of the economic outlook to the Company's customers, increasing our audit effort thereon.</p> <p>Given the level of significant management judgment involved in the estimates and the subjective nature of such judgments involved, Allowance for expected credit losses of Trade receivables, Hire Purchase debtors, Lease rental receivables, Loan receivables and Other receivables are considered as a key audit matter.</p>	<p>Working with our Financial Risk Management (FRM) Specialist: in</p> <ul style="list-style-type: none"> Evaluating the appropriateness of the assumptions used based on our knowledge and information of the client and the industry and assessing whether the macro-economic factors have been used with the latest available information to ensure that the latest economic forecasts have been used. Evaluating whether the disclosures on impairment of Trade receivables, Hire purchase debtor, Lease rental, Loan receivable and Other receivable meet the disclosure requirements of the Sri Lanka accounting standards.

02. Carrying value of Inventory

Risk Description	Our response
<p>Refer to note 2.5 (accounting policy) and note 16 to these financial statements.</p> <p>The Group has recognised a total inventory provision of Rs. 2,345 million (Company -Rs. 2,303 million) in arriving at a total inventory value of Rs. 23,783 million (Company - Rs. 23,234 million)</p> <p>The Group and the Company have significant levels of inventories and significant management judgments are taken with regard to categorisation of inventories into obsolete and/or slow moving and which should be therefore be considered for provision. Estimates are then involved in arriving at provisions against cost in respect of slow moving and obsolete inventories to arrive at valuation based on lower of cost and net realisable value.</p> <p>Given the significant level of inventories and the level of significant management judgments, and estimates involved this is considered to be a key audit matter.</p>	<p>Our audit procedures included;</p> <ul style="list-style-type: none"> Obtaining an understanding and assessing the design, implementation and operating effectiveness of management's key internal controls over the provision computations and to ensure the accuracy of the inventory provision. Challenging the management with regard to the calculation methodology, the basis for provision and the process with respect to inventory provision. Attending stock counts as at the year-end. In addition, assessing the effectiveness of the physical count controls in operation at each count location to identify damaged stocks, and expired stocks that are written off in a timely manner and evaluating the results of the other counts performed by the management throughout the period to assess the existence of inventory. Assessing the adequacy of, and movements in, inventory provisions held, by recalculating a sample of items included within the provision to ensure appropriate basis of valuation.



02. Carrying value of Inventory (continued)

Risk Description	Our response
	<ul style="list-style-type: none"> Evaluating, on a sample basis, whether inventories were stated at the lower of cost or net realisable value at the reporting date by comparing the sales prices of inventories subsequent to the reporting date where available and with the latest prices and checked whether there were any considerably low margin products which would potentially have an effect of the net realisable value. Evaluating the appropriateness of the assumptions used in management assessment of provision for slow moving inventory to ensure that management assessment is adequate based on our knowledge and information of the client and the industry.

03. Contingent liability on deemed VAT assessment

Risk Description	Our response
<p>Refer to note 36.4 in these Financial Statements.</p> <p>The Group and the Company have tax assessments which requires disclosures in the financial statements. The Assessment Notice received by Singer (Sri Lanka) PLC, relating to deemed VAT is considered significant.</p> <p>Commissioner General of Inland Revenue has issued assessment notices on Singer (Sri Lanka) PLC pertaining to an additional VAT Liability/ Payment on account of Deemed VAT for seven quarters during the period 1st January 2014 to 30th September 2015. The assessments were for a Deemed VAT payment of Rs. 1,076 million and penalty of Rs. 423 million, totalling to Rs. 1,499 million. The assessments were appealed against and in due course the Commissioner General of Inland Revenue issued the determination on the appeal. In terms of the same, Rs. 791 million of Deemed VAT liability and penalty of Rs. 395 million totalling to Rs.1,186 million was held to be a Deemed VAT liability for the seven quarters for the period from 1st January 2014 to 30th September 2015.</p> <p>After reviewing the advice of tax consultants, the management is of the opinion that there is no basis for the Company to be made liable for Deemed VAT and accordingly the Company has decided to appeal to the Tax Appeal Commission against the determination. Hence, no provision has been made in the financial statements.</p> <p>The outcome of the deemed VAT assessment is uncertain and it requires the management to make significant judgments and estimates in relation to the likely outcome of these tax issues and exposures.</p> <p>Given the significant value relating to the Deemed VAT assessment and judgemental nature of this contingent liability, this is considered to be a key audit matter.</p>	<p>Our audit procedures included;</p> <ul style="list-style-type: none"> Discussions with management and those charged with governance to understand the nature and status of tax assessment and to understand the latest updates with respect of the matter. Inspecting correspondence provided by the management, with tax consultants and lawyer's opinions obtained by the management in assessing the likelihood of outflow of resources have become probable. Assessing the adequacy and appropriateness of the Group's disclosure on deemed VAT assessment in accordance with applicable accounting standards.

INDEPENDENT AUDITOR'S REPORT



04. Revaluation of the Land and Buildings

Risk Description	Our response
<p>Refer to Note 2.3 (accounting policy) and Note 11.1 and 11.6 to these financial statements.</p> <p>As at 31st March 2025, freehold land and building is carried at fair value and classified as property, plant and equipment. The Group and the Company have recorded a net gain on revaluation of freehold land and buildings amounting to Rs. 621 million as at 31st March 2025.</p> <p>Management's assessment of fair value of these land and building was determined on valuations performed by a qualified independent property valuer in accordance with recognised industry standards.</p> <p>Estimating the fair value is a complex process which involves a significant degree of judgement and estimates in respect of per perch price of the land, capitalisation rates, value per square feet, diversity of locations and nature of the properties.</p> <p>We identified assessing the valuation of land and building and owned by the Group and the Company as a key audit matter because of the complexity of the valuation, significant judgement and estimation.</p>	<p>Our audit procedures included;</p> <ul style="list-style-type: none">• Assessing the objectivity, independence, competence and qualifications of the external valuer.• Assessing appropriateness of valuation techniques, the key assumptions used against externally published market comparable or industry data where available.• Discussions with the management and the external valuer in relation to the sensitivity of the key assumptions to the valuation of investment properties due to ongoing macro economic conditions.• Assessing the key assumptions applied and conclusions made by the valuers in deriving the revalue of the properties and comparing the same with evidence of current market values and consultation with internal specialist.• Assessing the adequacy of the disclosures in the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Sri Lanka Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's and the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SLAuSs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with SLAuSs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company and the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained

up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our Auditor's Report unless law or regulation precludes public disclosure about the matter or when, in

extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

As required by section 163 (2) of the Companies Act No. 07 of 2007, we have obtained all the information and explanations that were required for the audit and, as far as appears from our examination, proper accounting records have been kept by the Company.

CA Sri Lanka membership number of the engagement partner responsible for signing this independent auditor's report is 2599.

CHARTERED ACCOUNTANTS
Colombo, Sri Lanka

29 May 2025

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Revenue	3	88,240,636,137	69,872,298,925	79,242,905,807	63,232,301,649
Cost of Sales		(56,136,513,518)	(47,099,088,316)	(56,313,471,321)	(47,090,711,040)
Direct Interest Cost		(4,177,594,671)	(4,787,602,337)	-	-
Gross Profit		27,926,527,948	17,985,608,272	22,929,434,486	16,141,590,609
Other Income	5	527,998,416	446,200,748	268,540,595	291,918,256
Selling and Administrative Expenses		(19,440,699,282)	(14,994,162,315)	(16,122,010,487)	(12,426,409,158)
Impairment Provision on Trade and Other Receivables	8.1	(543,499,943)	(300,236,038)	(310,855,420)	(427,198,636)
Operating Profit		8,470,327,139	3,137,410,667	6,765,109,174	3,579,901,071
Finance Income	6	1,527,109,285	2,320,152,263	1,069,011,050	1,005,998,994
Finance Cost	7	(3,175,197,376)	(4,722,054,360)	(3,167,584,941)	(4,627,384,125)
Net Finance Cost		(1,648,088,091)	(2,401,902,097)	(2,098,573,891)	(3,621,385,131)
VAT on Financial Services		(600,529,614)	(396,855,562)	(83,000,000)	(77,000,000)
Profit/(Loss) Before Tax	8	6,221,709,434	338,653,008	4,583,535,283	(118,484,060)
Income Tax Expense	9	(2,043,447,501)	(429,952,417)	(1,381,505,828)	(179,217,281)
Profit/(Loss) for the Year		4,178,261,933	(91,299,409)	3,202,029,455	(297,701,341)
Other Comprehensive Income					
Items that will not be Reclassified to Profit or Loss					
Revaluation Gain on Land and Buildings	11.6	620,825,783	724,043,709	620,825,783	724,043,709
Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	15.1	142,688	(1,318,840)	142,688	(1,383,654)
Actuarial Gain / (Loss) on Employee Benefit Obligations	26.4	18,156,513	(56,954,640)	(33,259,821)	(66,535,027)
Related Taxes					
Tax on Other Comprehensive Income	9.4	(191,773,454)	(199,678,033)	(176,312,595)	(196,803,823)
Other Comprehensive Income for the year, Net of Tax		447,351,530	466,092,196	411,396,055	459,321,205
Total Comprehensive Income for the Year, Net of Tax		4,625,613,463	374,792,787	3,613,425,510	161,619,864
Profit Attributable to:					
Owners of the Company		4,007,321,130	(159,812,782)	3,202,029,455	(297,701,341)
Non-Controlling Interests		170,940,803	68,513,373	-	-
		4,178,261,933	(91,299,409)	3,202,029,455	(297,701,341)
Total Comprehensive Income Attributable to:					
Owners of the Company		4,447,398,660	303,824,535	3,613,425,510	161,619,864
Non-Controlling Interests		178,214,803	70,968,252	-	-
		4,625,613,463	374,792,787	3,613,425,510	161,619,864
Earnings per Share - Basic - (Rs.)	10.3	3.43	(0.14)	2.74	(0.26)
Dividend per Share (Rs.)	32	0.98	-	0.98	-

Figures in brackets indicate deductions

The Notes on pages 182 through 275 form an integral part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION

Overview
The Singer Story
Management Discussion and Analysis
The Capitals Report
Stewardship
Financial Reports
Supplementary Information

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Assets					
Property, Plant and Equipment	11	8,808,845,807	8,142,751,171	7,640,527,786	7,138,161,169
Investment Property	12	29,502,000	-	29,502,000	-
Right-of-Use Assets	11.21.1	5,261,280,729	4,819,974,971	4,590,726,620	4,071,277,218
Intangible Assets	13	468,093,387	504,398,898	376,544,354	406,817,784
Investment in Subsidiaries	14	-	-	1,760,085,080	1,760,085,080
Financial Assets at FVOCI	15.1	22,468,402	22,325,714	20,283,360	20,140,672
Trade and Other Receivables	17.1	18,725,024,138	10,690,226,033	1,429,817,331	822,169,619
Deferred Tax Assets	25.1	817,277,070	710,812,344	566,927,066	613,823,436
Non-Current Assets		34,132,491,533	24,890,489,131	16,414,413,597	14,832,474,978
Inventories	16	23,782,502,342	21,600,919,112	23,233,823,624	21,207,439,072
Income Tax Receivables	30.1	281,920,321	324,832,505	281,920,321	324,832,505
Trade and Other Receivables	17.2	52,313,334,550	37,922,523,193	21,557,027,390	19,714,894,913
Amounts due from Related Parties	18	18,679,280	46,020,958	52,687,895	87,344,093
Financial Assets at FVTPL	19	-	463,761,000	-	-
Deposits with Banks	20.3	4,242,929,277	702,898,074	1,465,978,782	448,875,000
Short Term Investments	15.2	2,812,655,388	2,478,590,812	-	-
Other Financial Assets	20.1	340,323,271	310,635,259	340,323,271	310,635,259
Cash in hand and at bank	20.2	4,161,342,507	5,459,063,507	2,318,985,893	1,628,767,615
Current Assets		87,953,686,936	69,309,244,420	49,250,747,176	43,722,788,457
Total Assets		122,086,178,469	94,199,733,551	65,665,160,773	58,555,263,435
Equity and Liabilities					
Stated Capital	21	1,138,856,653	1,138,856,653	1,138,856,653	1,138,856,653
Other Component of Equity	22	3,818,571,038	3,327,048,055	3,321,218,988	2,948,947,103
Revenue Reserves	23	9,778,270,418	6,931,330,464	6,367,515,157	4,236,739,459
Total Equity attributable to Equity Holders of the Company		14,735,698,109	11,397,235,172	10,827,590,798	8,324,543,215
Non - Controlling Interests	39	1,225,086,767	1,046,509,833	-	-
Total Equity		15,960,784,876	12,443,745,005	10,827,590,798	8,324,543,215
Liabilities					
Interest - Bearing Loans & Borrowings	24	15,170,581,265	8,405,000,000	5,149,750,000	6,200,000,000
Lease Liabilities	11.21.2	4,803,909,606	4,524,408,396	4,167,628,928	3,770,974,401
Deferred Tax Liability	25.1	88,344,178	76,557,516	-	-
Employee Benefit Obligations	26	1,362,178,036	1,229,148,364	1,212,887,836	1,058,873,730
Security Deposits	27	1,894,629,820	1,560,727,969	1,894,629,820	1,560,727,969
Other Financial Liabilities	34	6,406,998,884	3,252,235,016	-	-
Deferred Revenue	29	137,233,825	77,467,693	137,233,825	77,467,693
Other Non - Current Liabilities	28.1	253,451,932	175,427,321	253,451,932	175,427,321
Non-Current Liabilities		30,117,327,546	19,300,972,275	12,815,582,341	12,843,471,114
Trade and Other Payables	28	15,629,613,325	12,246,544,959	14,057,491,330	11,191,083,214
Deferred Revenue	29	405,541,526	359,489,705	405,527,264	359,439,868
Income Tax Payables	30.1	1,373,002,716	108,184,854	945,468,673	-
Dividend Payables	31	84,462,486	59,729,146	79,799,475	49,082,871
Amounts Due to Related Parties	33	1,259,878,890	1,527,753,520	1,975,571,917	2,144,824,511
Other Financial Liabilities	34	21,907,141,434	18,927,275,903	-	-
Lease Liabilities	11.21.2	1,239,960,126	1,084,238,570	1,072,706,022	974,537,577
Interest - Bearing Loans and Borrowings	24	31,297,364,227	25,312,181,153	21,591,806,065	20,377,748,427
Bank Overdrafts	20.4	2,811,101,317	2,829,618,461	1,893,616,888	2,290,532,638
Current Liabilities		76,008,066,047	62,455,016,271	42,021,987,634	37,387,249,106
Total Liabilities		106,125,393,593	81,755,988,546	54,837,569,975	50,230,720,220
Total Equity and Liabilities		122,086,178,469	94,199,733,551	65,665,160,773	58,555,263,435

The Notes on pages 182 through 275 form an integral part of these Financial Statements.

I certify that these Financial Statements comply with the requirements of the Companies Act No. 07 of 2007.

Shalinka Seresinha
Finance Director

The Board of Directors is responsible for the preparation and presentation of these Financial Statements. Signed for and on behalf of the Board by.

Mohan Pandithage
Chairman

15th May 2025
Colombo

Mahesh Wijewardena
Group Managing Director

STATEMENT OF CHANGES IN EQUITY

Group

	Note	Stated Capital	Other Components of Equity	
		Rs.	Statutory Reserve Rs.	Regulatory Loss Allowance Reserve Rs.
Balance at 31st March 2023		626,048,050	244,214,988	-
Realisation of Revaluation Surplus		-	-	-
Transferred to/(from) during the year		-	81,078,972	51,093,499
Total Comprehensive Income for the Year		-	-	-
Profit/(Loss) for the Year		-	-	-
Other Comprehensive Income		-	-	-
Revaluation Gain on Land and Buildings		-	-	-
Actuarial Gain/(Loss) on Employee Benefit Obligations	26.4	-	-	-
Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	15.1	-	-	-
Related Taxes		-	-	-
Deferred Tax on Revaluation Gain on Land and Buildings	9.4	-	-	-
Deferred Tax on Actuarial gain/(loss) on Employee Benefit Obligations	9.4	-	-	-
Deferred Tax on Equity Investments at Fair Value Through Other Comprehensive Income	9.4	-	-	-
Total Other Comprehensive Income, Net of Tax		-	-	-
Total Comprehensive Income for the Year, Net of Tax		-	-	-
Transactions with Owners of the Company, Recognised Directly in Equity		-	-	-
Distributions to Owners of the Company		-	-	-
Final Dividend - 2022/2023		-	-	-
Total Distributions to Owners of the Company		-	-	-
New Share Issue to Minority Shareholders of the Amalgamated Companies		512,808,603	-	-
Transfers from Non Controlling Interest after the Amalgamation		-	-	-
Total Transactions with Owners of the Company, Recognised Directly in Equity		512,808,603	-	-
Balance at 31st March 2024		1,138,856,653	325,293,960	51,093,499
Unclaimed Dividend Adjustment		-	-	-
Realisation on Revaluation Surplus		-	-	-
Transferred to/(from) during the year		-	170,344,597	(51,093,499)
Total Comprehensive Income for the Year		-	-	-
Profit for the Year		-	-	-
Other Comprehensive Income		-	-	-
Revaluation Gain on Land and Buildings	-	-	-	-
Actuarial Gain/(Loss) on Employee Benefit Obligations	26.4	-	-	-
Fair Value Change in Equity Instruments designated at Fair Value Through Other Comprehensive Income	15.1	-	-	-
Related Taxes		-	-	-
Deferred Tax on Revaluation Gain on Land and Buildings	9.4	-	-	-
Deferred Tax on Actuarial gain/(loss) on Employee Benefit Obligations	9.4	-	-	-
Deferred Tax on Equity Investments at Fair Value Through Other Comprehensive Income	9.4	-	-	-
Total Other Comprehensive Income, Net of Tax		-	-	-
Total Comprehensive Income for the Year, Net of Tax		-	-	-
Transactions with Owners of the Company, Recognised Directly in Equity		-	-	-
Distributions to Owners of the Company		-	-	-
Interim Dividend - 2024 /2025		-	-	-
Total Transactions with Owners of the Company, Recognised Directly in Equity		-	-	-
Balance at 31st March 2025		1,138,856,653	495,638,557	-

Fair Value of Financial Assets at FVOCI relates to change in Fair Value of Financial Assets at FVOCI
Figures in brackets indicate deductions

The Notes on pages 182 through 275 form an integral part of these Financial Statements.

Attributable to Equity Holders of the Company					Total	Non-Controlling Interest	Total Equity
		Revenue Reserves					
	Revaluation Reserve	Fair Value of Financial Assets at FVOCI Reserve	General Reserve	Retained Earnings			
	Rs.	Rs.			Rs.	Rs.	Rs.
	1,350,891,535	5,165,023	2,700,000,000	5,216,760,272	10,143,079,868	1,946,903,694	12,089,983,562
	(28,231,429)			28,231,429			
				(132,172,471)			
		-	-		-	-	-
	-	-	-	(159,812,782)	(159,812,782)	68,513,373	(91,299,409)
					-	-	-
	724,043,709				724,043,709		724,043,709
	-	-	-	(60,443,026)	(60,443,026)	3,488,386	(56,954,640)
	-	(1,331,849)	-	-	(1,331,849)	13,008	(1,318,841)
	(217,179,427)	-	-	-	(217,179,427)	-	(217,179,427)
		-	-	18,132,814	18,132,814	(1,046,515)	17,086,299
	-	415,096	-	-	415,096	-	415,096
	506,864,282	(916,753)	-	(42,310,212)	463,637,317	2,454,879	466,092,196
	506,864,282	(916,753)	-	(202,122,994)	303,824,535	70,968,252	374,792,787
						(32,448,832)	(32,448,832)
	-	-	-	-	512,808,603	-	512,808,603
	1,116,887,938	-	-	(679,365,772)	437,522,166	(938,913,281)	(501,391,115)
	1,116,887,938	-	-	(679,365,772)	950,330,769	(971,362,113)	(21,031,344)
	2,946,412,326	4,248,270	2,700,000,000	4,231,330,464	11,397,235,172	1,046,509,833	12,443,745,005
				35,329,831	35,329,831	362,130	35,691,961
	(62,406,045)	-	-	62,406,045	-	-	-
	-	-	-	(119,251,098)	-	-	-
					-	-	-
	-	-	-	4,007,321,130	4,007,321,130	170,940,803	4,178,261,933
	620,825,783	-	-	-	620,825,783	-	620,825,783
	-	-	-	7,765,085	7,765,085	10,391,430	18,156,515
	-	142,688	-	-	142,688		142,688
	(186,247,735)	-	-	-	(186,247,735)	-	(186,247,735)
	-	-	-	(2,365,485)	(2,365,485)	(3,117,429)	(5,482,914)
	-	(42,806)	-	-	(42,806)	-	(42,806)
	434,578,048	99,882	-	5,399,600	440,077,530	7,274,001	447,351,531
	434,578,048	99,882	-	4,012,720,730	4,447,398,660	178,214,804	4,625,613,464
	-	-	-	(1,144,265,554)	(1,144,265,554)	-	(1,144,265,554)
				(1,144,265,554)	(1,144,265,554)		(1,144,265,554)
	3,318,584,329	4,348,152	2,700,000,000	7,078,270,418	14,735,698,109	1,225,086,767	15,960,784,876

STATEMENT OF CHANGES IN EQUITY

Company	Note	Stated Capital	Other Components of Equity		Revenue Reserves		Total Equity
			Revaluation Reserve	Fair Value of Financial Assets at FVOCI Reserve	General Reserve	Retained Earnings	
		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Balance at 31st March 2023		626,048,050	1,199,233,948	3,503,335	2,700,000,000	2,118,729,560	6,647,514,893
Realisation of Revaluation Surplus		-	(16,388,074)	-	-	16,388,074	-
Loss for the Year		-	-	-	-	(297,701,341)	(297,701,341)
Other Comprehensive Income							-
Revaluation Gain on Land & Building			724,043,709				724,043,709
Actuarial Loss on Employee Benefit Obligations	26.4	-	-	-	-	(66,535,027)	(66,535,027)
Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	15.1	-	-	(1,383,654)	-	-	(1,383,654)
Related Taxes							-
Deferred Tax on Revaluation Gain on Land and Buildings	9.4	-	(217,179,427)	-	-	-	(217,179,427)
Deferred Tax on Actuarial Loss on Employee Benefit Obligations	9.4	-	-	-	-	19,960,508	19,960,508
Deferred Tax on Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	9.4	-	-	415,096	-	-	415,096
Total Other Comprehensive Income , Net of Tax		-	506,864,282	(968,558)	-	(46,574,519)	459,321,205
Total Comprehensive Income for the Year, Net of Tax		-	506,864,282	(968,558)	-	(344,275,860)	161,619,864
New Share Issued to Minority Shareholders of the Amalgamated Companies		512,808,603					512,808,603
Recognition of Amalgamation Reserve through the Equity			1,256,702,170			(254,102,315)	1,002,599,855
Total Transactions with Owners of the Company, Recognised Directly in Equity		512,808,603	1,256,702,170	-	-	(254,102,315)	1,515,408,458
Balance at 31st March 2024		1,138,856,653	2,946,412,326	2,534,777	2,700,000,000	1,536,739,459	8,324,543,215
Unclaimed Dividend Adjustment						33,887,627	33,887,627
Realisation on Revaluation Surplus		-	(62,406,045)	-	-	62,406,045	-
Profit for the year		-	-	-	-	3,202,029,455	3,202,029,455
Other Comprehensive Income							-
Revaluation Gain on Land & Building		-	620,825,783	-	-	-	620,825,783
Actuarial Loss on Employee Benefit Obligations	26.4	-	-	-	-	(33,259,821)	(33,259,821)
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	-	-	142,688	-	-	142,688
Related Taxes							-
Deferred Tax on Revaluation Gain on Land and Building	9.4	-	(186,247,735)	-	-	-	(186,247,735)
Deferred Tax on Actuarial Loss on Employee Benefit Obligations	9.4	-	-	-	-	9,977,946	9,977,946
Deferred Tax on Fair Value Change in Equity Instruments Designated at Fair Value through Other Comprehensive Income	9.4	-	-	(42,806)	-	-	(42,806)
Total Other Comprehensive Income , Net of Tax		-	434,578,048	99,882	-	(23,281,875)	411,396,055
Total Comprehensive Income for the Year, Net of Tax		-	434,578,048	99,882	-	3,178,747,580	3,613,425,510
Transactions with Owners of the Company, Recognised Directly in Equity							
Distributions to Owners of the Company							
Interim Dividend -2024/2025		-	-	-	-	(1,144,265,554)	(1,144,265,554)
Total Distributions to Owners of the Company		-	-	-	-	(1,144,265,554)	(1,144,265,554)
Balance at 31st March 2025		1,138,856,653	3,318,584,329	2,634,659	2,700,000,000	3,667,515,157	10,827,590,798

Fair value reserve of Financial Assets at FVOCI relates to change in Fair Value of Financial Assets at FVOCI.

Figures in brackets indicate deductions

The Notes on pages 182 through 275 form an integral part of these Financial Statements.

STATEMENT OF CASH FLOWS

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cash Flows From / (Used in) Operating Activities					
Profit/ (Loss) Before Income Tax Expense		6,221,709,434	338,653,008	4,583,535,283	(118,484,060)
Adjustments for:					
Depreciation of Property, Plant & Equipment	11.9, 11.16	777,028,288	828,426,048	603,929,850	565,792,276
Amortisation of Intangible Assets	13.8	59,313,392	56,844,068	42,784,803	39,390,078
Amortisation of Right of Use Assets	11.21.1	1,175,293,907	989,902,959	1,027,609,229	863,538,971
Loss on Disposal of Property, Plant and Equipment	8	11,888,565	724,219	11,751,804	724,219
Gain on Disposal of Property, Plant and Equipment	5	(10,370,824)	(12,571)	(10,370,824)	-
Loss on disposal of Intangible Assets		537,899	-	537,899	-
Fair Value Gain on Investment Property	5	(29,502,000)	-	(29,502,000)	-
Interest Expense		3,175,197,376	4,722,054,359	3,167,584,941	4,627,384,125
Interest Income		(461,935,197)	(1,355,657,662)	(80,289,500)	(140,425,014)
Impairment / (Reversal) of Inventories	16.1	486,073,393	158,883,417	513,297,064	(6,499,413)
Impairment Provision on Trade and Other Receivables	8	543,499,943	300,236,038	310,855,420	427,198,635
Dividend Income	5	(228,565)	(179,520)	-	(109,828,864)
Provision for Employee Benefit Obligations	26.4	235,300,767	266,906,194	194,665,649	182,107,377
Operating Profit Before Working Capital Changes		12,183,806,378	6,306,780,557	10,336,389,618	6,330,898,330
Changes in ;					
Inventory		(2,667,656,635)	(1,532,464,690)	(2,539,681,615)	(1,114,408,586)
Debtors falling due after one Year		(8,578,298,049)	(3,216,687,591)	(918,503,132)	(511,687,799)
Debtors falling due within one Year		(14,390,811,355)	(9,610,363,147)	(1,918,064,734)	(8,783,805,613)
Dues from Related Parties		27,341,679	45,112,042	34,656,198	1,569,948,440
Dues to Related Parties		(614,339,345)	698,085,287	(535,487,290)	(96,533,806)
Security Deposits		168,938,148	(48,923,509)	168,938,148	(48,923,509)
Trade and Other Payables		3,622,053,279	5,110,296,450	3,082,661,249	3,777,477,387
Deferred Liabilities		105,817,953	144,497,194	105,853,528	144,511,508
Cash (used in)/Generated from Operations		(10,143,147,947)	(2,103,667,407)	7,816,761,970	1,267,476,352
Finance Costs Paid		(2,464,690,247)	(4,134,299,764)	(2,441,368,971)	(4,001,184,221)
Employee Benefits Paid (Net of Transfers)	26	(84,114,582)	(156,937,579)	(73,911,364)	(115,933,162)
Income Tax Paid	30.2	(1,175,190,353)	(503,581,076)	(675,562,577)	(95,863,978)
Net Cash (used in) /from Operating Activities		(13,867,143,129)	(6,898,485,826)	4,625,919,058	(2,945,505,009)

STATEMENT OF CASH FLOWS

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cash Flows from Investing Activities					
Acquisition of Property, Plant and Equipment and Intangible Assets	11.4/11.13	(864,441,481)	(563,536,580)	(516,902,867)	(351,111,114)
Proceeds from Disposal of Property, Plant and Equipment		17,080,816	1,775,545	17,001,928	730,907
Cash and cash equivalents transferred from Amalgamation		-	-	-	20,272,264
Disposal/(Acquisition) of Marketable Securities		129,696,424	(928,360,157)	-	-
Repayment of Loans Given to Related Companies		-	-	-	268,000,000
Interest Received		461,935,197	1,355,657,662	80,289,500	140,425,014
Dividend Received		228,565	-	-	109,828,864
Net Cash Flows (used in)/ from Investing Activities		(255,500,479)	(134,463,530)	(419,611,439)	188,145,935
Cash Flows (used in)/ from Financing Activities					
Proceeds From Interest - Bearing Loans and Borrowings		89,527,410,738	58,521,991,331	60,588,122,126	45,818,071,951
Repayment of Interest-Bearing Loans and Borrowings		(76,772,784,665)	(53,354,561,566)	(60,420,452,755)	(41,840,180,291)
Cash Paid out of Share buy back		-	(2,312,334)	-	(2,312,334)
Net Settlements to Lease Creditors	11.21.6	(1,798,878,116)	(1,658,722,330)	(1,562,832,779)	(1,475,219,092)
Increase in Customer Deposit Liabilities		6,134,629,399	2,983,906,688	-	-
Net payment to Minority Shareholders		-	(32,448,832)	-	-
Dividends Paid		(677,218,389)	(4,414,052)	(677,218,389)	(99,786)
Net Cash Flow(used in)/from Financing Activities		16,413,158,967	6,453,438,905	(2,072,381,797)	2,500,260,448
Net Increase/(Decrease) in Cash and Cash Equivalents		2,290,515,359	(579,510,451)	2,133,925,822	(257,098,626)
Cash and Cash Equivalents at the Beginning of the Year		3,642,978,379	4,222,488,830	97,745,236	354,843,862
Cash and Cash Equivalents at the End of the Year	20	5,933,493,738	3,642,978,379	2,231,671,058	97,745,236
Analysis of Cash and Cash Equivalents					
Favourable balances					
Cash in Hand and at Bank		4,501,665,778	5,769,698,766	2,659,309,164	1,939,402,874
Fixed Deposits		4,242,929,277	702,898,074	1,465,978,782	448,875,000
Unfavourable balances					
Bank Overdrafts		(2,811,101,317)	(2,829,618,461)	(1,893,616,888)	(2,290,532,638)
		5,933,493,738	3,642,978,379	2,231,671,058	97,745,236

Figures in brackets indicate deductions.

Cash and cash equivalents in the statement of financial position comprise cash at banks and in hand and short-term deposits with a maturity of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and short-term deposits as defined above, net of outstanding bank overdrafts.

The accounting policies and notes as set on pages 182 through 275 form an integral part of these financial statements.

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NOTES TO THE FINANCIAL STATEMENTS

1. Corporate Information

1.1 Reporting Entity

1.1.1 General

Singer (Sri Lanka) PLC is a Public limited liability company incorporated and domiciled in Sri Lanka. The Registered Office of the Company is located at No 112, Havelock Road, Colombo 05 and the principal place of business is situated at the above address.

In the Report of the Directors and in the Financial Statements, “the Company” refers to Singer (Sri Lanka) PLC as the Holding Company and “the Group” refers to the Consolidated Financial Statements of Singer (Sri Lanka) PLC and its Subsidiaries, Singer Finance (Lanka) PLC, Singer Industries (Ceylon) PLC, (up to 31st January 2024), Regnis (Lanka) PLC (up to 31st January 2024), Reality Lanka Limited, Regnis Appliances (Private) Limited, Singer Business School (Private) Limited (up to 01st January 2024) and Domus Lanka (Private) Limited (up to 01st January 2024).

Singer Industries (Ceylon) PLC and Regnis Lanka PLC were amalgamated with Singer (Sri Lanka) PLC on 31st January 2024 and Singer Business School (Private) Limited and Domus Lanka (Private) Limited were amalgamated with Singer (Sri Lanka) PLC on 01st January 2024.

The ordinary shares of the Company are listed on the Colombo Stock Exchange of Sri Lanka.

Hayleys PLC together with its subsidiaries, Volanka (Private) Limited, and Carbotels (Private) Limited, acquired on 15th September 2017 a total of 231,864,362 ordinary shares in Singer (Sri Lanka) PLC, constituting approximately 61.73% of the total shares in issue at a price of Rs. 47/- per share, making Hayleys PLC the ultimate controlling party of Singer (Sri Lanka) PLC with effect from 15th September 2017.

Consequent to the purchase of 210,587,766 shares, a mandatory offer was made by Hayleys PLC on 31st October 2017 as Hayleys PLC triggered the Company takeovers and mergers code 1995, published under the rules made by the Securities and Exchange Commission of Sri Lanka under Section 53 of the Securities and Exchange Commission of Sri Lanka, Act No. 36 of 1987 as amended, and in terms of Rule 31 (1) (a) of the code.

Accordingly subsequent to the mandatory offer, Hayleys PLC, with parties acting in concert held 304,108,410 shares constituting approximately 80.96% of the total shares in issue.

On 15th October 2018, Hayleys PLC purchased the balance 35,562,883 (9.47%) ordinary shares held by Retail Holdings (Sri Lanka) BV in Singer (Sri Lanka) PLC at a price of Rs. 47.00 per share upon Retail Holdings (Sri Lanka) BV exercising their option to sell its shares to Hayleys PLC as previously agreed. After accepting this offer, Hayleys PLC together with its Group Companies held 90.43% (80.96% previously) of Singer (Sri Lanka) PLC

The Board of Singer (Sri Lanka) PLC, Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC resolved to amalgamate Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC with Singer (Sri Lanka) PLC at the Board meetings held on 07th November 2023 in terms of Section 239 of the Companies Act No. 07 of 2007, subject to receiving Shareholder approval and relevant regulatory approvals. Shareholders’ approval was received for the same at the Extraordinary General Meetings of the three Companies held on 18th January 2024. The Certificate of Amalgamation was issued by the Registrar of Companies dated 07th February 2024 with the effective date of amalgamation been 31st January 2024.

According to the Amalgamation proposal, Forty Million Seven Hundred and Thirty One Thousand Four Hundred and Twenty Two (40,731,422) ordinary voting shares at Rupees Twelve and Cents Fifty Nine (Rs. 12.59) each in Singer (Sri Lanka) PLC (SSL) have been issued and allotted to the minority shareholders of Regnis (Lanka) PLC, and to the minority shareholders of Singer Industries (Ceylon) PLC.

After the amalgamation, Hayleys PLC together with its Group Companies holds 87.28% (previously 90.43%) of Singer (Sri Lanka) PLC.

1.1.2 Consolidated Financial Statements

The Consolidated Financial Statements of Singer (Sri Lanka) PLC as at and for the year ended 31st March 2025 comprise the Company and its Subsidiaries namely, Singer Finance (Lanka) PLC, Singer Industries

(Ceylon) PLC (up to 31st January 2024), Regnis (Lanka) PLC (up to 31st January 2024), Reality Lanka Limited, Regnis Appliances (Private) Limited, Singer Business School (Private) Limited (up to 01st January 2024) and Domus Lanka (Private) Limited (up to 01st January 2024).

Subsidiaries

Singer Finance (Lanka) PLC

Singer Finance (Lanka) PLC, was incorporated on 19th April 2004 under the Companies Act No. 17 of 1982 and re- registered under the Company’s Act No.07 of 2007 and its commercial operations commenced on 8th July 2004. Singer (Sri Lanka) PLC owns 79.93% of its equity shares.

Reality Lanka Limited

Reality Lanka Limited was incorporated on 29th September 2006 under the Companies Act No. 17 of 1982 and re-registered under the Companies Act No: 07 of 2007 and its commercial operations commenced on 29th September 2006. Singer (Sri Lanka) PLC owns 100% of its equity shares.

Regnis Appliances (Private) Limited

The Regnis Appliance (Private) Limited, was incorporated on 18th January 2010 under the Companies Act No 07 of 2007 and commenced its commercial operations on 1st October 2010. Singer (Sri Lanka) PLC owns 100% of its equity shares

All of the above companies are incorporated in Sri Lanka.

1.1.3 Principal Activities and Nature of Operations

The Company

The Company is engaged in Retail and Wholesale Marketing, Financing, Assembling and Manufacturing and Financial Services. The Company markets Consumer Electronics, Home Appliances, Mobile Phones, Personal Computers, Laptops, Furniture, Domestic and Industrial Sewing Machines, Agricultural Equipment, and provides Financing through Hire Purchase. In addition, the Company manufactures and sells Furniture, Water

Pumps and assembles and sells Two Wheel Tractors. The Company acts as a Bill Collection Agent for Banks on Credit Cards, all Mobile service providers for Re-load and Bills, National Water Supply and Drainage Board, Ceylon Electricity Board, Lanka Electricity Company Limited, Sri Lanka Telecom and few others. In addition, performing Top-ups and Counter Withdrawals with Dialog e-Zcash and Mobitel m Cash wallets. With Value addition has started accepting premiums for Life Insurance, General Insurance and collections of Rentals from AIA Insurance Lanka Limited, SLIC, Union Assurance, MBSL, Allianz, Janashakthi, Ceylinco, Cooperative, HNB Assurance PLC and Softlogic PLC. Further extended to leading Finance Companies such as Singer Finance (Lanka) PLC, Central Finance PLC and CDB Bank PLC. On Cash disbursements also act as a Sub-Agent for Western Union and Nations Remittance portfolio.

Singer (Sri Lanka) Factory - SIC

The principal activities of the SIC Factory were assembling sewing machines and manufacturing of cabinets and stands for sewing machines.

Singer (Sri Lanka) Factory - Regnis

The principal activities of the Regnis Factory were manufacturing of Refrigerators and Bottle Coolers.

Subsidiary

Singer Finance (Lanka) PLC

The principal activities of the Company consist of finance leasing, hire purchase financing, gold loan, financing of consumer durables under loan schemes and granting loans, factoring, authorised foreign currency dealer and mobilising fixed deposits and savings.

Singer Finance (Lanka) PLC ("Company"), regulated under the Finance Business Act No. 42 of 2011, was incorporated on 19th April 2004 as a Public Limited Liability Company domiciled in Sri Lanka under the provisions of the Companies Act No. 17 of 1982 and re-registered under the Companies Act No. 7 of 2007.

Reality Lanka Limited

The principal activities of the Company is renting of company properties.

Regnis Appliances (Private) Limited

Principal activities of Regnis Appliances (Private) Limited are manufacturing and assembling of Washing Machines, producing plastic components for Refrigerators and Plastic Chairs.

1.1.4 Parent Enterprise

The Company's ultimate Parent undertaking is Hayleys PLC.

1.1.5 Number of Employees

The number of employees of the Group at the end of the year 31st March 2025 was 3,224 (2024 – 3,102), Company - 2,176 (2024 – 2,098).

1.2 Basis of Accounting

1.2.1 Statement of Compliance

The Consolidated Financial Statements of the Group and the separate Financial Statements of the Group have been prepared and presented in accordance with the Sri Lanka Accounting Standards (hereinafter referred to as SLFRSs / LKASs) issued by The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and further in compliance with the requirements of the Companies Act No. 07 of 2007. The related changes to material accounting policies are described in note 2.13.

1.2.2 Responsibility for Financial Statements

The Board of Directors is responsible for the preparation and presentation of the Financial Statements of the Company as per the provisions of the Companies Act No. 07 of 2007 and Sri Lanka Accounting Standards. The Directors' responsibility over Financial Statements is set out in detail in the Statement of Directors' Responsibility.

1.2.3 Approval of Financial Statements

The Financial Statements for the year ended 31st March 2025 were authorised for issue in at a meeting of the Board of Directors on 15th of May 2025.

1.2.4 Basis of Measurement

The Consolidated Financial Statements have been prepared under the Historical Cost convention except for,

Financial instruments reflected as fair value through profit or loss which are measured at fair value

Financial instruments designated as fair value through other comprehensive income (OCI) which are measured at fair value

Items of Property, Plant and Equipment, which are measured at fair value

Defined Benefit Plans which are measured at present value of the Retirement Benefit Obligations

Where appropriate, specific policies are explained in the succeeding notes

No adjustments have been made for inflationary factors in the Consolidated Financial Statements

1.2.5 Functional and Presentation Currency

The Financial Statements are presented in Sri Lankan Rupees which is the functional currency of the Company and its Subsidiaries.

1.2.6 Rounding

The amounts in the Financial Statements have been rounded-off to the nearest rupee except where otherwise indicated as permitted by the Sri Lanka Accounting Standard – LKAS 1 on "Presentation of Financial Statements" (LKAS 1).

1.2.7 Use of Estimates and Judgements

The preparation of Financial Statements in conformity with SLFRS/LKAS's requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Judgements and estimates are based on historical experience and other factors, including expectations that are believed to be reasonable under the circumstances. Hence actual experience and results may differ from these judgements and estimates.

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Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised if the revision affects only that period and any future periods.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

- **Note 11 - Valuation of Land and Building,**

The Group measures the freehold land and Building (classified as property, plant and equipment) at revalued amounts, with changes in fair value being recognised in OCI. The freehold lands and Buildings were valued by reference to transactions involving properties of a similar nature, location and condition. In addition, the Group carries its investment properties at fair value, with changes in fair value being recognised in the profit or loss. For investment properties, valuation methodologies such as market approach, and income approach (the discounted cash flow (DCF) model) for properties lacked comparable market data were used.

The Group engaged a valuation specialist to assess fair values as at 31 March 2025 for the freehold lands / Buildings and as at 31 March 2025 for the investment properties. The key assumptions used to determine the fair value of the properties and sensitivity analysis are provided in Notes 11 to the Financial Statements.

- **Note 16.1 – Provision for Inventories**

The Group has applied judgment in the determination of impairment in relation to inventories that are slow moving or obsolete. The Group's impairment assessment in relation to such inventories take into account factors such as the ageing of items of inventories, dates for possible expiry and expectations in relation to how the inventories will be utilised or sold. Judgment has also been

applied by management in determining net realisable value of inventories (NRV). The estimates and judgements applied in the determination of NRV are influenced by expectations of sales relating to identified goods historically realised sales prices

- **Note 17/35 – Impairment of Trade and other receivables / Financial Instruments**

The Group uses a provision matrix to calculate ECLs for loans and trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating). The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the relevant sectors, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed the assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's loans and trade receivables are disclosed in Note 17.3 to the Financial Statements

- **Note 9 / 25- Current Tax and Deferred Tax assets and Liabilities**

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management

judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies. The Group has Rs. Nil (2024: Rs Nil) of tax losses carried forward.

- **Note 26 – Measurement of Employee Benefit Obligations**

The present value of the employee benefit obligations is determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate, management considers the interest rates of government bonds, and extrapolated as needed along the yield curve to correspond with the expected term of the defined benefit obligation. The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at intervals in response to demographic changes. Future salary increases are based on expected future inflation rates. Further details about employee benefit obligation are provided in Note 26 to the Financial Statements.

1.2.8 Measurement of Fair Value

The Group measures financial instruments such as investments which are designated as fair value through other comprehensive income (OCI).

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the

presumption that the transaction to sell the asset or transfer the liability takes place either:

In the principal market for the asset or liability, or

In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the Financial Statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. Fair value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed are summarised in the following notes:

Disclosures for valuation methods, significant estimates and assumptions - Note 11 & 26

Quantitative disclosures of fair value measurement hierarchy - Note 35

Property (Land and Building) under revaluation model - Note 11 & 35

Investment Property under fair value model - Note 12

Financial instruments (including those carried at amortised cost) - Note 35

1.2.9 Materiality and Aggregation

Each material class of similar items is presented separately in the Consolidated Financial Statements. Items of a dissimilar nature or function are presented separately unless they are immaterial as permitted by the Sri Lanka Accounting Standard – LKAS 1 on “Presentation of Financial Statements”.

1.2.10 Offsetting

Assets and liabilities or income and expenses, are not offset unless required or permitted by Sri Lanka Accounting Standards

1.2.11 Going Concern

The Directors have made an assessment of the Group's ability to continue as a going

concern and is satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the Financial Statements continue to be prepared on the going concern basis.

1.2.12 Comparative Information

Comparative information including quantitative, narrative and descriptive information as relevant is disclosed in respect of previous period in the Financial Statements. The presentation and classification of the Financial Statements in the previous year are amended, where relevant for better presentation and to be comparable with those of the current year

In addition, the Group presents an additional statement of financial position at the beginning of the preceding period when there is a retrospective application of an accounting policy, a retrospective restatement, or a reclassification of items in financial statements.

2. Summary of Material Accounting Policies

Accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Other material accounting policies not covered with individual notes.

Following accounting policies, which have been applied consistently by the Group, are considered to be significant but not covered in any other sections.

Current versus non-current classification
The Group presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is current when it is:

Expected to be realised or intended to be sold or consumed in the normal operating cycle

Held primarily for the purpose of trading

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Expected to be realised within twelve months after the reporting period, or

Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current

A liability is current when it is:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current

- Deferred tax assets and liabilities are classified as non-current assets and liabilities

2.1 Basis of Consolidation

Subsidiaries are those entities controlled by the Group. Control is achieved when the Group is exposed, or rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)

Exposure, or rights, to variable returns from its involvement with the investee

The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has the power over an investee, including:

The contractual arrangement(s) with the other vote holders of the investee.

Rights arising from other contractual arrangements

The Group's voting rights and potential voting right.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Financial Statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or Loss and each component of Other Comprehensive Income are attributed to equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.1.1 Subsidiaries

Subsidiaries are those entities controlled by the Group. Control is achieved when the Group is exposed, or rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)

Exposure, or rights, to variable returns from its involvement with the investee

The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has the power over an investee, including:

The contractual arrangement(s) with the other vote holders of the investee.

Rights arising from other contractual arrangements

The Group's voting rights and potential voting right.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Financial Statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or Loss and each component of Other Comprehensive Income are attributed to equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.1.2 Non-Controlling Interests (NCI)

NCI are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date.

2.1.3 Loss of Control

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.1.4 Interest in Equity Accounted Investees

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investments in its associates are accounted for using the equity method.

Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately.

The Statement of Profit or Loss reflects the Group's share of the results of operations of the associate. Any change in Other Comprehensive Income of those investees is presented as part of the Group's Other Comprehensive Income. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the Statement of Changes in Equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the Statement of Profit or Loss outside operating profit and represents profit or loss

after tax and non-controlling interests in the subsidiaries of the associate.

The Financial Statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value, and then recognises the loss within 'Share of profit or loss of equity accounted investees' in the Statement of Profit or Loss.

Upon loss of significant influence over the associate over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence the fair value of the retained investment and proceeds from disposal is recognised in the Statement of Profit or Loss.

2.1.5 Business combination and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute

to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not re-measured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SLFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the Statement of Profit or Loss in accordance with SLFRS 9. Other contingent consideration that is not within the scope of SLFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in the Statement of profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests) and any previous interest held over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the

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aggregate consideration transferred, then the gain is recognised in the Statement of Profit or Loss.

2.1.6 Acquisition of ownership without Changes of control

The acquisition of an additional ownership interest in a subsidiary without a change of control is accounted for as an equity transaction in accordance with SLFRS 10 Consolidated Financial Statements. Any excess or deficit of consideration paid over the carrying amount of the non-controlling interests is recognised in equity of the parent in transactions where the non-controlling interests are acquired or sold without loss of control. The Group has elected to recognise this effect in retained earnings. With respect to the subsidiary to which these non-controlling interests relate, there were no accumulated components recognised in OCI. If there had been such components, those would have been reallocated within equity of the parent.

2.1.7 Transactions Eliminated on Consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing the Consolidated Financial Statements. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2.1.8 Amalgamation of business with a common control combination

In its consolidated financial statements, the acquirer is permitted, but not required to re-present its comparatives and adjust its current reporting period before the date of the transaction as if the combination had occurred before start of the earliest period presented.

As per the Company's accounting policies, amalgamation of three entities under common control is accounted by adding assets and

liabilities as at the amalgamated date to the controlling entity and directly recognising the excess in the Statement of Changes in Equity as amalgamated reserve. No restatement is done to the comparative financials and controlling entity's current year statements of financial position will carry both entities assets and liabilities.

NCI amounts in the consolidated financial statements represents the NCI amount of Singer (Finance) PLC.

2.2 Foreign Currency

2.2.1 Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in Statement of Profit or Loss. Tax charges and credit attributable to exchange differences on those monetary items are also recognised in other comprehensive income.

Non-monetary assets and liabilities which are measured in terms of historical cost in a foreign currency are translated using exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the

derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

2.3 Property, Plant and Equipment

The Group applies the requirements of LKAS 16 on 'Property Plant and Equipment' in accounting for its owned assets which are held for and use in the provision of the services or for administration purpose and are expected to be used for more than one year.

2.3.1 Recognition and Measurement

Property, plant and equipment is recognised if it is probable that future economic benefit associated with the assets will flow to the Group and cost of the asset can be reliably measured.

Items of property, plant and equipment are measured at cost/fair value, less accumulated depreciation and any accumulated impairment losses.

If a significant part of an item of Property, Plant and Equipment has different useful lives, then they are accounted for as separate items (major components) of Property, Plant and Equipment. Any gain or loss on disposal of an item of Property, Plant and Equipment is recognised in profit or loss.

(a) Cost Model

The Group applies the cost model to Property, Plant and Equipment except for freehold land and buildings.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and includes the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs

on qualifying assets. Purchased software that is integral to the functionality of the related equipment is capitalised as a part of that equipment.

When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives.

(b) Revaluation Model

Revaluation of Free hold land and building is done with sufficient frequency to ensure that the fair value of the land / Building does not differ materially from its carrying amount, and is undertaken by professionally qualified valuers.

Any revaluation surplus is recorded in Other Comprehensive Income and credited to the asset revaluation reserve in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in the Statement of Profit or Loss, the increase is recognised in the Statement of Profit or Loss. A revaluation deficit is recognised in the Statement of Profit or Loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings

(c) Subsequent Costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognised in accordance with the derecognition policy given below.

The costs of the repair and maintenance of property, plant and equipment are recognised in the Statement of Profit or Loss as incurred.

(d) Depreciation

Depreciation is calculated to write-off the cost of items of Property, Plant and Equipment less their estimated residual values using the straight-line method over their estimated useful lives, and is generally recognised in profit or loss. Land is not depreciated.

The estimated useful lives are as follows:

Freehold Buildings	Over 38 to 50 years
Motor Vehicles	Over 5 to 7 years
Furniture and Equipment	Over 10 years
Plant and Machinery	Over 10 years
EDP Equipment	Over 5 to 10 years
Improvement on Leasehold Premises	Over 4 to 10 years
Shop Furniture and Equipment	Over 7 years
EDP Equipment – Computer Servers	Over 7 years

Depreciation of an asset commences when the asset is available for use and ceases at the earlier of the date the asset is classified as held-for-sale and the date that the asset is derecognised.

Depreciation methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

(e) Derecognition

The carrying amount of an item of property, plant and equipment is derecognised on disposal or when no future economic benefits are expected from its use. Any gains and losses on derecognition are recognised (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) in the Statement of profit or Loss. Gains are not classified as Revenue.

2.3.2 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, the investment properties are stated at fair values, which reflect market conditions at the reporting date.

Gains or losses arising from changes in fair values of investment properties are included in the Statement of Profit or Loss in the year in which they arise, including the corresponding tax effect. Fair values are evaluated annually

by an accredited external, independent valuer.

Investment properties are derecognised either when they have been disposed of, or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. The difference between the net disposal proceeds and the carrying amounts of the asset is recognised in Statement of Profit or Loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner occupied property the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

2.3.3 Intangible Assets

(a) Recognition and Measurement

An intangible asset is recognised if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably in accordance with LKAS 38 – on “Intangible Assets”.

The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets acquired separately are measured on initial recognition at cost. The costs of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Statement of Profit or Loss in the year in which the expenditure is incurred

(b) Subsequent Expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits

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embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands are recognised in profit or loss as incurred.

(c) Subsequent Expenditure

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with finite useful lives are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit or Loss in the expense category that is consistent with the function of the intangible assets. Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

The estimated useful lives of intangible assets with finite lives are as follows:

The Class of Intangible Assets	Useful Life
Computer Software	10 years
Web site Development	10 years
Other Intangible Assets Externally Acquired	5 years

(d) Derecognition

Intangible assets are de-recognised on disposal or when no future economic benefits are expected from its use. Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the

Statement of Profit or Loss when the asset is derecognised.

(e) Research and development

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation is recorded in cost of sales. During the period of development, the asset is tested for impairment annually.

(f) Trade mark

Trade marks purchased, being determined to have an indefinite useful life, are reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired

(g) Brand name

Brands acquired as part of a business combination, are capitalised if the Brand meets the definition of an intangible asset and the recognition criteria are satisfied. Brand Names, being determined to have an indefinite useful life, are reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired

(h) Other Intangible assets.

Other intangible assets which are acquired by the Group, with finite useful lives, are measured on initial recognition at cost. Following initial recognition ERP systems are carried at cost less accumulated amortisation and accumulated impairment losses

2.4. Financial Instruments

(a) Financial Assets

(i) Recognition and initial measurement

A financial instrument is any contract that gives rise to a financial asset of one entity and financial liability or equity instrument of another entity.

Receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) - debt investment; fair value through other comprehensive income (FVOCI) - equity investment;

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

it is held within a business model whose objective is to hold assets to collect contractual cash flows; and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Group financial assets classified and measured at amortised cost are limited to its Non Current financial Assets – Investments in debt instruments ,other receivables, short term investments and cash and cash equivalent.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Group has not designated any debt instruments as FVOCI.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Group has not designated any equity investments as FVTPL.

Financial assets - Business model assessment

The Group makes an assessment of the

objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets; how the performance of the portfolio is evaluated and reported to the Group's management; the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed; how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL

Financial assets -Assessment whether contractual cash flows are solely payments of principal and interest.

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

contingent events that would change the amount or timing of cash flows;

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

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The Group has got trade and other receivables, loans due from related parties and amounts due from related parties, deposits, short term investments as financial assets at amortised cost.

(b) Financial Liabilities

(i) Recognition and initial measurement

A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition.

Financial liabilities at FVTPL are measured at fair value and gains and losses, including any interest expense, are recognised in profit or loss.

(ii) Subsequent measurement of financial Liabilities

Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derecognition

Financial Assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial Liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group

also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

The Group has got trade and other payables, Amounts due to related parties, other financial liabilities and interest-bearing borrowings as financial liabilities at amortised cost.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously

2.4.1 Non-Derivative Financial Liabilities

The Group initially recognises debt securities issued and subordinated liabilities on the date that they are originated. All other liabilities are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group classifies non-derivative financial liabilities into other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise interest-bearing borrowings, bank overdrafts, amount due to related parties, security deposits, trade and other payables and other financial liabilities due to customers.

Bank overdrafts that are repayable on demand and form an integral part of the Group's cash

management are included as a component of cash and cash equivalents for the Statement of Cash Flows.

2.4.2 Derecognition of Financial Liability

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. Financial assets and liabilities are offset and the net amount presented in the Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset or settle the liability simultaneously.

2.4.3 Derivative financial instruments

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if certain criteria are met.

Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

2.4.4 Stated Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

2.4.5 Impairment

(a) Financial Assets

The Group except for Singer (Finance) PLC recognises loss allowances for ECLs on:

financial assets measured at amortised cost;

debt investments measured at amortised cost

Financial Assets measured at FVOCI

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

debt securities that are determined to have low credit risk at the reporting date; and

other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables is always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The Group considers a financial asset to be in default when:

the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the

entity in accordance with the contract and the cash flows that the Group expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and equity investments at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

significant financial difficulty of the borrower or issuer;

a breach of contract such as a default in payments the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; it is probable that the borrower will enter bankruptcy or other financial reorganisation; or the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the statement of financial position Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognised in OCI.

Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. For individual customers, the Group has a policy of writing off the gross carrying amount based on historical experience of recoveries of similar assets. For corporate customers, the Group individually makes an assessment with respect to the timing and

amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures to recovery of amounts due.

Singer Finance (Lanka) PLC

The Group recognises loss allowances for ECL on the following financial instruments that are not measured at FVTPL:

financial assets that are debt instruments;

lease and loan receivables;

financial guarantee contracts issued; and loan commitments issued.

No impairment loss is recognised on equity investments.

The Group measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

debt investment securities that are determined to have low credit risk at the reporting date; and other financial instruments (other than lease receivables) on which credit risk has not increased significantly since their initial recognition.

Loss allowances for lease receivables are always measured at an amount equal to lifetime ECL.

The Group considers a debt investment security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Group does not apply the low credit risk exemption to any other financial instruments.

12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Financial instruments for which a 12-month ECL is recognised are referred to as 'Stage 1 financial instruments'.

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Life-time ECL are the ECL that result from all possible default events over the expected life of the financial instrument. Financial instruments for which a lifetime ECL is recognised but which are not credit-impaired are referred to as 'Stage 2 financial instruments'.

Measurement of ECL

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive); financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows; undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive; -financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

The key inputs used for measurement of ECL is likely to be the term structures of the following variables:

Probability of Default (PD)

PD estimates are estimates at a certain date, which are calculated based on statistical models, and assessed using various categories based on homogeneous characteristics of exposures. These statistical models are based on internally compiled data comprising both quantitative and qualitative factors. The Group forecast PD by incorporating forward looking economic variables (unemployment, GDP growth, inflation, interest rate and using lag effect of these variables).

Loss Given Default (LGD)

LGD is the magnitude of the likely loss if there is a default. The Group estimates LGD parameters based on the history of

recovery rates of claims against defaulted counterparties.

Exposure at default (EAD)

EAD represents the expected exposure in the event of a default. The Group derives the EAD from the current exposure to the counterparty and potential changes to the current amount allowed under the contract including amortisation. The EAD of a financial asset is its gross carrying amount.

The Group has used these parameters from internally-developed statistical models using historical data. All inputs were adjusted to reflect forward-looking information and future economic scenarios.

Impairment losses and releases are accounted for and disclosed separately from modification losses or gains that are accounted for as an adjustment of the financial asset's gross carrying value.

The mechanics of the ECL method are summarised below:

Stage 1 : The 12 month ECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Group calculates the 12-month ECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.

Stage 2 : When a loan has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. The mechanics are similar to those explained above, including the use of multiple scenarios, but PDs and LGDs are estimated over the lifetime of the instrument. The expected cash shortfalls are discounted by an approximation to the original EIR.

Stage 3 : For loans considered credit-impaired the Group recognises the lifetime expected credit losses. The method is similar to that of Stage 2 assets, with the PD set at 100%.

Restructured Financial Assets

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised and ECL are measured as follows.

If the expected restructuring will not result in derecognition of the existing asset, then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.

If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition. This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset

Credit-Impaired Financial Assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt financial assets carried at FVOCI, and finance lease receivables are credit-impaired (referred to as 'Stage 3 financial assets'). A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

significant financial difficulty of the borrower or issuer; a breach of contract such as a default or past due event; the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; it is becoming probable that the borrower will enter bankruptcy or other financial re-organisation; or the disappearance of an active market for a security because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be credit-impaired

unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 180 days or more is considered credit-impaired even when the regulatory definition of default is different.

In making an assessment of whether an investment in sovereign debt is credit-impaired, the Group considers the following factors.

The market's assessment of creditworthiness as reflected in the bond yields.

The rating agencies' assessments of creditworthiness.

The country's ability to access the capital markets for new debt issuance.

The probability of debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness.

The international support mechanisms in place to provide the necessary support as 'lender of last resort' to that country, as well as the intention, reflected in public statements, of governments and agencies to use those mechanisms. This includes an assessment of the depth of those mechanisms and, irrespective of the political intent, whether there is the capacity to fulfil the required criteria.

Presentation of allowance for ECL in the statement of financial position.

Loss allowances for ECL are presented in the statement of financial position as follows:

financial assets measured at amortised cost as a deduction from the gross carrying amount of the assets;

loan commitments and financial guarantee contracts: generally, as a provision; where a financial instrument includes both a drawn and an undrawn component, and the Group cannot identify the ECL on the loan commitment component separately from

those on the drawn component: the Group presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross amount of the drawn component is presented as a provision; and debt instruments measured at FVOCI - no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance is disclosed and is recognised in the fair value reserve.

2.4.5.1 Impairment of Non-Financial Assets

The carrying amount of the Group's non-financial assets other than inventories and deferred tax assets are reviewed at each reporting date to determine whether there is an indication of impairment. If any such indication exists or when annual impairment testing for an asset is required, then the asset's recoverable amount is estimated.

For impairment testing, assets are grouped into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash flows of other assets or other cash-generating units (CGU). Goodwill arising from business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value, less costs to sell, an appropriate valuation model is used.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its estimated recoverable amount. Impairment losses are recognised in profit and loss. An impairment loss is reversed if there has been a change in the estimates used to determine the

recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

2.4.6 Leases

2.4.6.1 Leases

(a) Group as a Lessee

Definition of a Lease

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in SLFRS 16 which is applicable to leases entered after 1st April 2019.

i. As a Lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the

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Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from Group's existing financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

Fixed payments, including in-substance fixed payments;

Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

Amounts expected to be payable under a residual value guarantee; and

The exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee,

if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero

The Group presents right-of-use assets that do not meet the definition of investment property and lease liabilities as a separate caption in the statement of financial position.

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term

ii. As a Lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

If an arrangement contains lease and non-lease components, then the Group applies SLFRS 15 to allocate the consideration in the contract

The Group applies the derecognition and impairment requirements in SLFRS 9 to the

net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other revenue'

2.4.6.2 Finance Leases

(a) Finance Leases – Group as a Lessee

Finance leases that transfer substantially all risks and benefits incidental to ownership of the leased item to the Group, are capitalised at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability.

A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

b) Finance Leases – Group as a Lessor

When the Group is the lessor under the finance leases the amounts due under the finance leases, after deduction of unearned charges, are included in "lease rentals receivables", as appropriate. The finance income receivable is recognised in "interest income" over the periods of the leases so as to give a constant rate of return on the net investment in the leases

2.5 Inventories

Inventories are measured at the lower of cost and net realisable value, after making due allowances for obsolete and slow-moving items. Net realisable value (NRV) is the estimated selling price in the ordinary course of business, less the estimated cost of completion and selling expenses. Group

assess the NRV by giving consideration to future demand and condition of inventory and make adjustments to the value by making required provisions.

Raw Materials	At actual cost on first-in first-out basis
Finished Goods (Excluding Factory)	Weighted average cost
Finished Goods and Work-in-Progress at Piliyandala Factory	At the cost of direct materials, direct labour and an appropriate proportion of fixed production overheads, based on normal operating capacity
Factory Complex Regins and SIC	
Goods-in-Transit	At actual cost
Supplies and Parts	Weighted average cost
Repossessed Goods	75% of its weighted average cost

2.6 Provisions

A provision is recognised in the Statement of Financial Position when the Group has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation and the amount of the provision can be measured reliably in accordance with LKAS 37 – “Provisions, Contingent Liabilities and Contingent Assets”. The amount recognised is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation at the date. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is determined based on the present value of those cash flows.

2.6.1 Provisions for Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighing of all possible outcomes

against their associated probabilities. Provision is utilised to settle the actual claims made by the customers.

2.6.2 Loyalty points programme

The Group has loyalty point programmes which allows customers to accumulate points that can be redeemed against subsequent purchases. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a contract liability until the points are redeemed. Revenue is recognised upon redemption of products by the customer.

When estimating the stand-alone selling price of the loyalty points, the Group considers the likelihood that the customer will redeem the points. The Group updates its estimates of the points that will be redeemed on a quarterly basis and any adjustments to the contract liability balance are charged against revenue

2.6.3 Dividend Payables

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are recommended and declared by the Board of Directors

2.6.4 Deposits due to Customers

These include term deposits and certificates of deposits of Singer Finance(Lanka) PLC.

Subsequent to initial recognition, deposits are measured at their amortised cost using the effective interest method, except where the Group designates liabilities at fair value through profit or loss. Interest paid / payable on these deposits recognised in profit or loss

2.6.5 Contingent Liabilities

A contingent liability recognised is initially measured at its fair value. Subsequently, it is measured at the higher of the amount that would be recognised in accordance

with the requirements for provisions above or the amount initially recognised less (when appropriate) cumulative amortisation recognised in accordance with the requirements for revenue recognition.

2.7. Employee Benefits

2.7.1 Defined Benefit Plan

The Group net obligation in respect of defined benefit plan is calculated by estimating the amount of future benefits that employees have earned in current and prior periods discounting that amount.

The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method, as recommended by LKAS 19- Employment Benefits. Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses are recognised immediately in OCI. The Group determines the net interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then – net defined liability, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss. The Group recognised the gains and losses on the settlement of a defined benefit plan when the settlement occurs. When the benefits of the plan are changed or when a plan is curtailed the resulting change in benefit that relates to post service or the gain or the loss on curtailment is recognised immediately in profit or loss.

In accordance with the Payment of Gratuity Act No. 12 of 1983, entities within the Singer Sri Lanka PLC Group operating in Sri Lanka recognise a liability for gratuity payments to employees only upon the completion of five years of continuous service.

The gratuity liability is not externally funded. The settlement of this liability is determined based on the legal liability method.

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2.7.2 Defined Contribution Pans

Employees’ Provident Fund/Mercantile Services Provident Society and Employees’ Trust Fund

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Employees are eligible for contributions to Employees’ Provident Fund/Mercantile Services Provident Society and Employees’ Trust Fund in line with the respective statutes and regulations. The Group contributes 12% and 3% of gross emoluments of employees to the Employees’ Provident Fund, Mercantile Services Provident Society and the Employees’ Trust Fund, respectively and is recognised as an expense in profit and loss in the periods during which services are rendered by employees.

2.7.3 Short-Term Benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past services provided by the employee and the obligation can be measured reliably.

2.8 Statement of Profit or Loss and Other Comprehensive Income

2.8.1 Revenue Recognition

Performance obligations and revenue recognition policies

The Group/Company recognises revenue from contracts with customers when control of the goods or services is transferred to the customer at an amount that reflects the consideration that the Group is to be entitled in exchange for those goods or services. Determining the timing of the transfer of control of goods or services, at a point in time or over time, requires judgements taking into consideration the nature of goods or services that Group/Company offers.

Some contracts include multiple deliverables. Where the contracts include multiple performance obligations, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. Where these are not directly observable, they are estimated based on expected cost-plus margin.

The Group/Company disaggregate its revenue into following categories based on the nature, amount, timing of revenue and cash flows arising from contracts with customers.

- Sale of good (normal trading)
- Hire purchase sales
- Consignment arrangement
- Non-cash consideration
- Extended warranties
- Right to return goods
- Volume rebates
- AC project division
- Customer loyalty programme
- Principal versus agent evaluation
- Free services

2.8.2 Disaggregation of Revenue

SLFRS 15 requires an entity to disaggregate revenue recognised from contracts with customers into categories that depict how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors. The Group's contracts with customers are in similar nature and revenue from these contracts are not significantly affected by economic factors apart from the product and service categories. The Group believes objective of this requirement will be met by using two type of category – timing of revenue and type of good and services (Note 3.b) .

Type of Product/ Service	Nature and timing of satisfaction of performance obligations including significant payment terms	Revenue recognition under SLFRS 15
Sale of Goods (Normal Trading Transactions)	Group sells goods to the customers on cash or credit basis. At the time of delivery of the goods to the customers, Group meets its performance obligation.	Revenue is recognised when the goods are delivered to the customers.
Sale of Goods (Hire Purchase Transactions)	Group sells its products to its customers by entering into Hire Purchase Agreements. At the time of delivery of the goods to the customers, Group meets its performance obligations.	Revenue is recognised when the goods are delivered to the customers. Transaction price is estimated by adjusting the consideration for the time value of money. As the HP agreements are based on market interest rates the cash price and the adjusted consideration has no significant difference.
Sale of Goods (Consignment Arrangements)	The Group sells goods to the customers through consignment arrangements with third parties. At the time of delivering the goods to the end-customers, the Group meets its performance obligations.	At the time of delivering the goods to the end-customers, the revenue is recognised.
Extended Warranty Income	The Group provides extended warranty for certain products by charging additional consideration from the client. The Group meets its performance obligations over the period of extended warranty.	The extended warranty fee income (net of taxes) is recognised over the period of Contract. Unrecognised income is accounted for as deferred revenue.

Type of Product/ Service	Nature and timing of satisfaction of performance obligations including significant payment terms	Revenue recognition under SLFRS 15
Income on Suraksha and Service Fees	When the Group sells goods under hire purchases, an additional fee is charged as Suraksha and service fee. This fee is calculated based on the value of the product. The Group meets its performance obligations over the period of the hire purchase contracts.	Revenue is recognised over the period of the hire purchase contract using effective interest rate. Unrecognised income is accounted for as unearned income.
Revenue on Customer Loyalty Program	The Group provides loyalty points where they could redeem such points for future purchases.	Revenue is deferred at the time of earning the loyalty points based on the expected redemption rate. Based on the actual redemptions the revenue is recognised.
Installation fee charged on AC products	The Group provides AC installation services to the customers at the time of selling the AC products. The Group meets its performance obligations over the period of AC Installation contracts.	Based on the stage of completion, installation fee is charged as revenue.
Sewing school Income	Providing sewing and fashion educational services	Based on the course payments of the students

2.8.2.1 Revenue Recognition Policy of Singer Finance (Lanka) PLC

Revenue is recognised to the extent that it is probable that control will pass to the customer and the revenue and associated costs incurred or to be incurred can be reliably measured. The following specific criteria are used for the purpose of recognition of revenue.

(a) Interest Income and Expense

Interest income and expense are recognised in profit or loss using the Effective Interest Rate (EIR) method. The EIR is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or liability. When calculating the EIR, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.

The calculation of the EIR includes transaction costs and fees and points paid or received that are an integral part of the EIR. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability. Interest income and expense presented in the Income Statement include:

Interest on financial assets and financial liabilities measured at amortised cost calculated using EIR method

(b) Over Due Interest

Over Due Interest have been accounted for on a cash received basis.

(c) Fees and Commission Income and Expense

Fees and commission income and expense that are integral to the EIR on a financial asset or liability are included in the measurement of the EIR. Other fees and commission income are recognised as the related services are performed.

(d) Net Gain / (Loss) from Trading

Net gain / (loss) from trading' comprise gains less losses related to trading assets and liabilities, and include all realised and unrealised fair value changes and dividends.

2.8.3 Other income

2.8.3.1 Gains and losses

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the net sales proceeds with the carrying amounts of property, plant and

equipment and are recognised net within "other income / Other expenses " in profit or loss respectively.

2.8.3.2 Dividend

Dividend income is recognised in profit or loss on the date the entity's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

2.8.3.3 Other income

Other income is recognised on an accrual basis.

2.8.4 Regulatory Provisions

(a) Deposit Insurance Scheme

In terms of the Finance Companies Direction No 2 of 2010 "Insurance of Deposit Liabilities" issued on 27th September 2010 all Registered Finance Companies are required to insure their deposit liabilities in the Deposit Insurance Scheme operated by the Monetary Board in terms of Sri Lanka Deposit Insurance Scheme Regulations No 1 of 2010 issued under Sections 32A to 32E of the Monetary Law Act with effect from 1st October 2010.

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Deposits to be insured include demand, time and savings deposit liabilities and exclude the following.

Deposit liabilities to member institutions

Deposit liabilities to Government of Sri Lanka

Deposit liabilities to shareholders, directors, key management personnel and other related parties as defined in Finance Companies Act Direction No 03 of 2008 on Corporate Governance of Registered Finance Companies

Deposit liabilities held as collateral against any accommodation granted

Deposit liabilities falling within the meaning of dormant deposits in terms of the Finance Companies Act, funds of which have been transferred to Central Bank of Sri Lanka

Registered Finance Companies are required to pay a premium of 0.15% on eligible deposit liabilities as at end of the month to be payable within a period of 15 days from the end of the respective month.

(b) Debt Securities Issued and Subordinated Term Debts

These represent the funds borrowed by the Company for long-term funding requirements. Subsequent to initial recognition debt securities issued are measured at their amortised cost using the effective interest method, except where the Group designates debt securities issued at fair value through profit or loss. Interest paid/payable is recognised in profit or loss.

2.8.5 Reserve Fund

Singer Finance (Lanka) PLC is maintaining a reserve fund in compliance with Direction No. 01 of 2003 – Central Bank (Capital Funds) issued to Finance Companies and it will be used for only the purpose specified in the said Direction above. The details of the reserve fund are disclosed in Note 23.1.

2.8.6 Expenditure Recognition

- (a) Expenses are recognised in Profit and Loss on the basis of a direct association between the cost incurred and the

earning of specific items of income.

All expenditure incurred in the running of the business and in maintaining the Property, Plant and Equipment in a state of efficiency has been charged to income in arriving at the profit for the year.

- (b) For the purpose of presentation of the Income Statement, the Directors are of the opinion that “function of expenses method” presents fairly the elements of the Group’s performance and hence such presentation method is adopted.

2.8.7 Net Finance Cost

Finance income comprises interest income on funds invested interest income from related parties and which is recognised as it accrues in profit or loss, using the effective interest rate method.

Finance cost comprises interest payable on borrowings, interest on security deposits. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Foreign currency gains and losses are reported on a net basis as either finance income or finance cost depending on whether foreign currency movements are in net gain or net loss position.

2.8.8 Tax Expense

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in the Statement of Profit or Loss except to the extent that it relates to a business combination, or items recognised directly in Equity or in Other Comprehensive Income.

The Group has determined that interest and penalties related to income taxes including uncertain tax treatments do not meet the definition of Income taxes and there fore accounted for them under LKAS 36. Provision, Contingent Liabilities and Contingent Assets

(a) Current Tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current tax relating to items recognised directly in Other Comprehensive Income is recognised in Other Comprehensive Income and not in the Statement of Profit or Loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred Taxation

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss

In respect of taxable temporary differences associated with investments in subsidiaries, equity accounted investee and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which

the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss

Temporary differences in relation to Right -of -Use assets and a Lease liability are regarded separately, for the purpose of recognising deferred Tax.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside the Statement of Profit or Loss is recognised outside the Statement of Profit or Loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed.

The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or in the Statement of Profit or Loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Tax on dividend income from subsidiaries is recognised as an expense in the Consolidated Statement of Profit or Loss at the same time as the liability to pay the related dividend is recognised.

(c) Value Added Tax (VAT) on Financial Services

The value base for the computation of value added tax on financial services is calculated by adjusting the depreciation computed on rates prescribed by the Department of Inland Revenue to the accounting profit before Income Tax and emoluments payable.

Emoluments payable include benefits in money and not in money including contribution or provision relating to terminal benefits.

With effect from January 01,2022 VAT on financial services has been increased from 15% to 18% via an amendment to the VAT Act No.14 of 2022

(d) Social Security Contribution Levy (SSCL)

The Social Security Contribution Levy (SSCL) Act No. 25 of 2022, has been passed in the parliament imposing a new levy on the turnover of persons.

The SSCL came into operations with effect from 01st October 2022.

and the registration threshold was revised w.e.f 20th March 2025 as follows.

- All persons with an aggregate annual turnover exceeding LKR 60,000,000 within 12 months

- All persons with an aggregate total turnover exceeding LKR 15,000,000 within a quarter
- The rate of SSCL is 2.5% on the “liable turnover”. Liable turnover will vary as follows.
- Importation of any article – 100% of the turnover
- Manufacture of any article – 85% of the turnover
- Service provider – 100% of the turnover
- Wholesaler and retailer:

Sale of any article by a registered distributor, this includes all manufacturers and producers of any goods in Sri Lanka – 25% of the turnover

Wholesale or retail sale, excluding items mentioned under 1., including importation and sale – 50% of the turnover

2.9 Events After the Reporting Period

All material post reporting date events have been considered and where appropriate adjustments or disclosures have been made in the respective notes to the Financial Statements.

2.10 Earnings Per Share

The Group presents basic and diluted earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

2.11 Segment Reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating results are reviewed regularly by the Group

NOTES TO THE FINANCIAL STATEMENTS

Managing Director to make decisions regarding resources to be allocated to the segments and to assess its performance and for which discrete finance information is available.

Segment results that are reported to the Group MD include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the period to acquire Property, Plant and Equipment and intangible assets other than goodwill.

Segment information is presented in the respective Notes to the Financial Statements.

2.12 Statement of Cash Flows

The Cash Flow Statement has been prepared using the indirect method.

2.13 Changes in Accounting Policies and Disclosures

Several other amendments and interpretations apply for the first time in 2024/2025, but do not have a material impact on the consolidated financial statements of the Group. The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

2.14 Other Accounting Standards

The following amended standards are not expected to have a significant impact on the Group's and Company's financial statements.

- SLFRS S1 General requirements for disclosure of sustainability related financial information and SLFRS S2 Climate-related disclosures
- SLFRS S1 General Requirements for Disclosure of Sustainability related Financial Information requires an entity to disclose information about its sustainability-related risks and opportunities that is useful to primary users of general-purpose financial reports in making decisions relating to providing resources to the entity.
- SLFRS S2 Climate-related Disclosures is to requires an entity to disclose information about its climate-related risks and opportunities that is useful to primary users of general-purpose financial reports in making decisions relating to providing resources to the entity.
- These standards will become effective for the Group and the Company from 1 April 2025. No financial impact is expected on the Group and the Company except for additional disclosures.

3. Revenue

(a) Revenue Streams

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Revenue from Contracts with Customers	3.1	88,240,636,137	69,872,298,925	79,242,905,807	63,232,301,649
Total Revenue		88,240,636,137	69,872,298,925	79,242,905,807	63,232,301,649
(3.1) Revenue from Contracts with Customers					
Sale of Goods		73,340,625,223	58,623,689,498	73,342,963,414	58,609,860,872
Rendering of Services	3.2	14,900,010,914	11,248,609,427	5,899,942,393	4,622,440,777
		88,240,636,137	69,872,298,925	79,242,905,807	63,232,301,649
(3.2) Rendering of Services					
Interest Income on Hire Purchase		5,037,386,391	4,023,326,950	5,037,386,392	4,023,326,950
Interest Income on Leasing		3,316,053,281	1,930,655,620	-	-
Interest Income on Loans		4,559,994,635	3,693,781,588	-	-
Service Income		1,986,576,607	1,600,845,269	862,556,001	599,113,827
		14,900,010,914	11,248,609,427	5,899,942,393	4,622,440,777

(b) Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by major products, service lines and timing of revenue recognition.

For the Year ended 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
i) Major Products / Service Lines				
Consumer Electronics	10,904,182,693	6,321,969,468	10,904,182,693	6,321,967,568
Financial Services	14,900,010,914	11,248,609,427	5,899,942,393	4,622,440,777
Furniture	4,515,260,895	3,925,670,150	4,515,260,895	3,925,670,426
Home Appliances	30,667,312,560	22,235,766,139	30,659,834,852	22,216,278,639
Digital Products	18,661,595,305	17,563,584,061	18,661,595,305	17,563,584,125
Sewing	2,870,370,126	2,127,101,024	2,870,370,126	2,126,636,312
Other	5,721,903,644	6,449,598,657	5,731,719,543	6,455,723,802
Revenue from Contracts with Customers	88,240,636,037	69,872,298,925	79,242,905,807	63,232,301,649

For the Year ended 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
ii) Timing of Revenue Recognition				
Products Transferred at a Point in Time	73,340,625,223	58,623,689,498	73,342,963,414	58,609,860,872
Products and Services Transferred Over Time	14,900,010,914	11,248,609,427	5,899,942,393	4,622,440,777
Revenue from Contracts with Customers	88,240,636,137	69,872,298,925	79,242,905,807	63,232,301,649

NOTES TO THE FINANCIAL STATEMENTS

(c) Contract Balances

Following table provides information about contract liabilities from contracts with customers.

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Advances Received from Customers	28	578,465,841	333,426,601	578,465,841	333,426,601
Deferred Revenue	29	542,775,351	436,957,398	542,761,089	436,907,561
Warranty Provision	28.1	661,952,420	449,061,531	647,421,006	431,550,920
		1,783,193,612	1,219,445,530	1,768,647,936	1,201,885,082

The presentation and classification of Revenue of the previous period has been amended for better presentation and to be comparable with those of the current period.

4. Operating Segments Information

4.1 Segments

The following strategic divisions are the group's reportable Segments. These Divisions offer different products and services, which are managed separately as they require different technology and market strategies.

Segment	Products and Services
Consumer Electronics	Televisions, Audios, DVD and Other Electronic Products
Financial Services	Leasing, Hire Purchase and Loans
Furniture	Wood and Layered Furniture, Sofa Sets and Steel Furniture, Mattresses and Pantry Sets
Home Appliances	Refrigerators, Washing Machines, Deep Freezers, Bottle Coolers, Air Conditioners, Fans, Small Appliances and Kitchen Appliances
Digital Products	Computers, Mobile Phones and Accessories
Sewing	Domestic and Industrial Sewing Machines and General Merchandise
Other	Water Pumps, Paddy Threshers, Tractors, Solar Systems and Security Surveillance

4.2 Segmental Analysis of Revenue is as follows:

For the Year ended 31st March	Group		Company	
	2025 Rs. '000	2024 Rs. '000	2025 Rs. '000	2024 Rs. '000
Consumer Electronics	10,904,183	6,321,970	10,904,183	6,321,970
Financial Services	14,900,011	11,248,609	5,899,942	4,622,441
Furniture	4,515,261	3,925,670	4,515,261	3,925,670
Home Appliances	30,667,313	22,235,766	30,659,835	22,216,278
Digital products	18,661,595	17,563,584	18,661,595	17,563,584
Sewing	2,870,370	2,127,100	2,870,370	2,126,636
Other	5,721,903	6,449,599	5,731,720	6,455,723
	88,240,636	69,872,298	79,242,906	63,232,302

4.3 Segmental Analysis of Profit Before Tax is as follows:

For the Year ended 31st March	Group		Company	
	2025 Rs. '000	2024 Rs. '000	2025 Rs. '000	2024 Rs. '000
Consumer Electronics	1,152,826	478,810	999,848	478,810
Financial Services	3,366,155	526,507	1,685,843	942,681
Furniture	229,658	149,070	229,658	149,070
Home Appliances	2,793,966	1,439,429	2,697,445	1,360,479
Digital Products	869,651	657,615	869,651	657,615
Sewing	296,044	14,595	296,044	155,691
Others	305,527	171,621	297,475	152,925
Dividend	-	-	-	109,829
Impairment Loss on Trade and Other Receivables	(543,500)	(300,236)	(310,855)	(427,199)
Operating Profit	8,470,327	3,137,411	6,765,109	3,579,901
Net Finance Cost	(1,648,088)	(2,401,902)	(2,098,574)	(3,621,385)
VAT on Financial Services	(600,530)	(396,856)	(83,000)	(77,000)
Profit/(Loss) Before Tax	6,221,709	338,653	4,583,535	(118,484)

4.4 There are no separately distinguishable assets and liabilities for the above segments.

5. Other Income

For the Year ended 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Dividend Income - Quoted	-	-	-	109,828,864
- Unquoted	228,565	179,520	-	-
Gain on Disposal of Property Plant and Equipment	10,370,824	12,571	10,370,824	-
Miscellaneous Income	413,003,243	374,150,115	153,773,987	110,230,850
Income from Financial Services	74,893,784	71,858,542	74,893,784	71,858,542
Gain on Fair value of Investment Property	29,502,000	-	29,502,000	-
	527,998,416	446,200,748	268,540,595	291,918,256

Miscellaneous income mainly includes income received from Singer Business School and Insurance commissions.

The presentation and classification of Other Income of the previous period has been amended for better presentation and to be comparable with those of the current period.

6. Finance Income

For the Year ended 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Interest on Related Party Receivables	-	-	5,609,397	45,928,249
Interest Income on Short Term Investments	462,048,158	1,355,657,662	74,680,103	94,496,765
Foreign Exchange Gains	1,065,061,127	964,494,601	988,721,550	865,573,980
	1,527,109,285	2,320,152,263	1,069,011,050	1,005,998,994

NOTES TO THE FINANCIAL STATEMENTS

7. Finance Cost

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Interest on Overdrafts and Loans		(2,462,676,338)	(4,042,836,441)	(2,439,355,056)	(3,908,515,093)
Interest on Lease Liabilities *		(549,405,154)	(537,958,864)	(545,344,020)	(539,108,604)
Interest on Security Deposits	27	(163,115,884)	(141,259,055)	(163,115,884)	(141,259,055)
Interest on Related Party Payables		-	-	(19,769,981)	(38,501,373)
		(3,175,197,376)	(4,722,054,360)	(3,167,584,941)	(4,627,384,125)
Net Finance Cost**		(1,648,088,091)	(2,401,902,097)	(2,098,573,891)	(3,621,385,131)

* Interest on Lease Liability – Singer Finance (Lanka) PLC has included interest on Lease Liabilities under Direct Interest Cost in the Statement of Profit or Loss and Other Comprehensive Income.

**Finance Cost (Note 7) Less Finance Income (Note 6)

8. Profit/(Loss) Before Tax

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Stated After Charging all Expenses including the Following:					
Executive Directors' Emoluments		106,038,662	135,998,518	69,860,232	99,641,212
Non-Executive Directors' Fees		26,600,012	36,150,014	16,500,012	16,000,014
Auditors' Remuneration - Statutory Audit		7,571,900	7,726,635	5,097,000	3,136,000
- Audit Related Services		2,501,717	2,534,058	420,000	493,000
- Non-Audit Services		3,551,594	6,829,461	1,940,725	2,329,738
Impairment Provision for Trade and other receivables	8.1	543,499,943	300,236,038	310,855,420	427,198,636
Provision/(Reversal) for Inventories	16.1	486,073,393	158,883,417	513,297,064	(6,499,413)
Amortisation of Intangible Assets	13.8	59,313,392	56,844,068	42,784,803	39,390,078
Depreciation of Property, Plant and Equipment	11.9/11.17	777,028,288	828,426,048	603,929,850	565,792,276
Depreciation of Right of Use Asset	11.21.1	1,175,293,907	989,902,959	1,027,609,229	863,538,971
Personnel Costs	8.2	5,797,068,180	4,341,844,607	4,425,172,616	2,605,122,602
Loss on Disposal of Property, Plant and Equipment		11,888,565	724,219	-	724,219
Donations		773,975	662,789	773,975	-
Royalty		882,342,926	700,073,317	792,429,058	634,107,315

8.1 Impairment Provision for Trade and Other Receivables

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
(Reversal) for impairment of Hire Purchase Receivables	17.3	(60,593,185)	(20,877,556)	(60,574,064)	(20,979,295)
(Reversal) /Provision for impairment on Lease Receivables	17.3	37,271,242	(180,695,601)	-	-
Provision for impairment on Loan Receivables	17.3	195,392,402	53,631,264	-	-
Provision for impairment on Trade Receivables	17.3	60,227,907	209,140,574	60,227,907	209,140,574
Provision for impairment on Other Receivables	17.3	311,201,577	239,037,357	311,201,577	239,037,357
		543,499,943	300,236,038	310,855,420	427,198,636

8.2 Personnel Costs

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Salaries and Bonuses		4,817,789,463	3,357,770,205	3,606,648,743	1,847,635,251
Provision for Employee Benefit Obligations	26.4	235,300,767	267,658,058	194,665,649	183,049,241
Defined Contribution Plan Costs - EPF, ETF and MSPS		743,977,950	717,168,208	623,858,224	575,379,974
		5,797,068,180	4,342,596,471	4,425,172,616	2,606,064,466

9. Tax Expenses / (Reversal)

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Current Income Tax Expenses					
Income Tax on Current Year Profits	9.1	2,242,041,851	471,239,604	1,505,852,019	166,503,629
Under/(Over) Provision in Respect of Previous Year	9.1	87,857,168	29,271,238	5,070,034	58,452,667
			-	-	
Tax on Dividend Income					
Tax on Dividend Income	9.1	-	19,381,564	-	-
		2,329,899,019	519,892,406	1,510,922,053	224,956,296
Deferred Tax					
Deferred Tax Reversal /(Income) Recognised in statement of Profit or Loss	9.2	(286,451,518)	(89,939,989)	(129,416,225)	(45,739,015)
		2,043,447,501	429,952,417	1,381,505,828	179,217,281

NOTES TO THE FINANCIAL STATEMENTS

9.1 Reconciliation Between Accounting Profit and Taxable Profit

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Profit/(Loss) Before Tax		6,221,709,434	338,653,008	4,583,535,283	(118,484,060)
Aggregate Disallowable Expenses		4,878,070,399	3,897,784,584	3,530,170,026	2,944,658,220
Aggregate Tax Deductible Expenses		(3,585,833,025)	(2,883,664,265)	(3,094,198,576)	(2,271,162,064)
Taxable Income		7,513,946,808	1,352,773,327	5,019,506,733	555,012,096
Current Income Tax @ 20%		24,284,384	11,387,377	-	-
Current Income Tax @ 30%		2,217,757,467	459,852,227	1,505,852,019	166,503,629
Income Tax on Current Year Profits		2,242,041,851	471,239,604	1,505,852,019	166,503,629
Under Provision in Respect of Previous Year		87,857,168	29,271,238	5,070,034	58,452,667
Tax on Dividend Income		-	19,381,564	-	-
Income Tax Expense		2,329,899,019	519,892,406	1,510,922,053	224,956,296

9.1.1 Income Tax has been calculated at a tax rate of 30% for all group companies except Regnis Appliances (Pvt) Ltd. Regnis Appliances (Pvt) Ltd being a BOI registered entity is a liable to pay income tax at the rate of 20%.

9.2 Deferred Tax Expense-(Reversal) in statement of Profit or Loss

For the Year ended 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Deferred Tax Expense/(Income) arising due to					
- Reversal of Temporary Differences During the Year	25.2	(284,789,503)	(81,062,459)	(129,416,225)	(40,010,729)
- Deferred Tax impact on Unrealised Profit in Inventory	25.2	(1,662,015)	(3,149,244)	-	-
- Deferred Tax impact on Realisation of Revaluation Surplus	25.2	-	(5,728,286)	-	(5,728,286)
		(286,451,518)	(89,939,989)	(129,416,225)	(45,739,015)

9.3 Deferred Tax has been computed using the enacted tax rate of 30% and 20% applicable for the entities in the group.

Deferred tax has been calculated in accordance with LKAS 12 - Income Taxes at a rate of 30% for all entities within the Group, except for Regnis Appliances (Private) Limited for which a rate of 20% has been applied.

9.4 Deferred Tax (Reversal) /Income Recognised in Other Comprehensive Income

For the Year ended 31st March	Note	2025			2024		
		Before Tax	Tax (Expense)/ Income	Net of Tax	Before Tax	Tax (Expense)/ Income	Net of Tax
		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Group							
Revaluation Gain on Land and Building	11.7	620,825,783	(186,247,735)	434,578,048	724,043,709	(217,179,427)	506,864,282
Actuarial Gain /(Loss) on Employee Benefit Obligations	26.4	18,156,513	(5,482,913)	12,673,600	(56,954,640)	17,086,298	(39,868,342)
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	142,688	(42,806)	99,882	(1,318,840)	415,096	(903,744)
		639,124,984	(191,773,454)	447,351,530	665,770,229	(199,678,033)	466,092,196
Company							
Revaluation Gain on Land and Building	11.7	620,825,783	(186,247,735)	434,578,048	724,043,709	(217,179,427)	506,864,282
Actuarial Gain /(Loss) on Employee Benefit Obligations	26.4	(33,259,821)	9,977,946	(23,281,875)	(66,535,027)	19,960,508	(46,574,519)
Fair Value Change in Equity Instruments Designated at Fair Value Through Other Comprehensive Income	15.1	142,688	(42,806)	99,882	(1,383,654)	415,096	(968,558)
		587,708,650	(176,312,595)	411,396,056	656,125,028	(196,803,823)	459,321,205

10. Earnings per Share

10.1 Basic Earnings per Share

Basic Earnings Per Share is calculated by dividing the Profit for the Year attributable to the Ordinary Shareholders by the weighted average number of Ordinary Shares outstanding during the Year.

10.2 Diluted Earnings Per Share

The Calculation of Diluted earnings per share is based on dividing the profit attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding after adjustment for the effect of all dilutive potential ordinary shares.

10.3 The following reflects the income and weighted average number of ordinary shares used in the Basic/Diluted Earnings per Share computations:

For the Year ended 31st March	Note	Group		Company	
		2025	2024	2025	2024
Profit Attributable to Ordinary Shareholders					
Profit/(Loss) for the Year (Rs.)		4,178,261,933	(91,299,409)	3,202,029,455	(297,701,341)
Profit/(Loss) Attributable to Owners of the Company (Rs.)		4,007,321,130	(159,812,782)	3,202,029,455	(297,701,341)
Number of Ordinary Shares in issue					
Weighted Average Number of Ordinary Shares	10.3.1(a)	1,167,617,912	1,133,675,060	1,167,617,912	1,133,675,060
Earnings per Share - Basic - (Rs.)		3.43	(0.14)	2.74	(0.26)

NOTES TO THE FINANCIAL STATEMENTS

10.3.1 Weighted Average Number of Ordinary Shares

For the Year ended 31st March	Group		Company	
	2025	2024	2025	2024
No of shares at the Beginning of the Year	1,167,617,912	1,126,886,490	1,167,617,912	1,126,886,490
Time weighted number of shares based on the amalgamation	-	6,788,570	-	6,788,570
No of shares at the end of the Year	1,167,617,912	1,133,675,060	1,167,617,912	1,133,675,060

10.3.1.(a) Time weighted number of shares based on the amalgamation has been determined by multiplying the number of shares outstanding before and after the amalgamation by the fraction of the year they were outstanding. Accordingly, number of shares outstanding before amalgamation was 1,126,886,490 as of 31 January 2024 and number of shares outstanding after amalgamation was 1,167,617,912 as of 31 March 2024. The fraction of the number of shares outstanding before and after amalgamation was 10 months and 02 months respectively.

11 Property, Plant and Equipment

11.1 Gross Carrying Value - Group

As at 31st March	Balance as at 1st April 2024 Rs.	Additions/ Transfers Rs.	(Disposals)/ (Transfers) Rs.	Balance as at 31st March 2025 Rs.
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At Cost

Motor Vehicles	176,239,156	-	(11,942,916)	164,296,240
Furniture & Equipment	749,000,033	109,952,763	(27,927,925)	831,024,872
Plant & Machinery	1,604,851,254	63,439,004	(31,345,399)	1,636,944,859
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	1,201,299,190	252,792,079	(14,915,318)	1,439,175,952
Shop Furniture	1,054,405,600	45,930,808	(20,985,921)	1,079,350,487
Shop Equipment	2,012,049,443	74,007,157	(71,070,787)	2,014,985,813
Improvements on Leasehold Premises	2,154,012,268	317,900,071	(32,344,597)	2,439,567,742
	8,951,952,758	864,021,882	(210,532,863)	9,605,421,779

At Valuation

Freehold Land	3,692,985,127	480,459,873	-	4,173,445,000
Freehold Building	1,612,788,501	57,324,749	-	1,670,113,250
	5,305,773,628	537,784,622	-	5,843,558,250

Gross Carrying Value Excluding Capital WIP	14,257,726,386	1,401,806,504	(210,532,863)	15,449,000,029
Machinery and Equipment	43,360,003	162,157,120	(72,043,984)	133,473,139
Total Capital Work -in-progress	43,360,003	162,157,120	(72,043,984)	133,473,139
Total Gross Carrying Value	14,301,086,389	1,563,963,624	(282,576,847)	15,582,473,168

As at 31st March	Balance as at 1st April 2023 Rs.	Additions/ Transfers Rs.	(Disposals)/ (Transfers) Rs.	Balance as at 31st March 2024 Rs.
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Total Gross Carrying Value	13,129,064,942	1,329,154,471	(157,133,024)	14,301,086,389
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11.2 Depreciation and Impairment Losses - Group

As at 31st March	Balance as at 1st April 2024 Rs.	Charge for the year Rs.	(Disposals)/ Transfers In/ (Transfers Out) Rs.	Balance as at 31st March 2025 Rs.
Freehold Building	27,616,272	76,643,033	(76,643,033)	27,616,272
Motor Vehicles	154,634,848	2,784,390	(8,942,916)	148,476,322
Furniture & Equipment	400,132,662	60,436,770	(27,646,917)	432,922,515
Plant & Machinery	1,121,712,699	91,919,240	(17,269,748)	1,196,362,191
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	751,175,670	133,058,487	11,349,227	895,583,384
Shop Furniture	816,437,332	55,353,243	15,129,228	886,919,803
Shop Equipment	1,434,631,332	166,850,812	(25,367,385)	1,576,114,759
Improvements on Leasehold Premises	1,451,918,591	189,982,313	(32,364,597)	1,609,536,307
Total Depreciation and Impairment Loss	6,158,335,220	777,028,288	(161,756,141)	6,773,607,367

As at 31st March	Balance as at 1st April 2023 Rs.	Charge for the year Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2024 Rs.
Total Depreciation and Impairment Losses	5,476,806,916	828,426,048	(146,897,744)	6,158,335,220

11.3 Net Carrying Values - Group

As at 31st March	Group	
	2025 Rs.	2024 Rs.
Freehold Land	4,173,445,000	3,692,985,127
Freehold Building	1,642,496,979	1,585,172,229
Motor Vehicles	15,819,919	21,604,308
Furniture & Equipment	398,102,357	348,867,372
Plant & Machinery	440,582,668	483,138,555
Culinary School Equipment	-	-
E.D.P. Equipment	543,592,569	450,143,521
Shop Furniture	192,430,685	237,968,268
Shop Equipment	438,871,055	577,418,111
Improvements on Leasehold Premises	830,031,435	702,093,677
Total Capital Work -in-progress	133,473,140	43,360,003
Total Carrying Value of Property , Plant and Equipment	8,808,845,806	8,142,751,171

NOTES TO THE FINANCIAL STATEMENTS

11.3 .1 Carrying Value

As at 31st March	2025 Rs.	2024 Rs.
At Cost	2,992,903,828	2,864,593,815
At Valuation	5,815,941,979	5,278,157,356
Total Carrying Amount of Property, Plant & Equipment	8,808,845,807	8,142,751,171

11.4 During the financial year, the Group acquired Property, Plant and Equipment to the aggregate value of Rs. 864,021,881/- (2023/24 Rs. 563,536,580/-) on a cash basis.

11.4.1 As at 31 March 2025, the Capital Work-in-Progress (CWIP) amounted to Rs. 133.5 million, reflecting payments on assets under construction or installation. Major components include a significant investment of Rs. 101 million for the new product development, miscellaneous construction works totalling to Rs. 5.66 million, system development projects amounting to Rs. 2.71 million, and various equipment acquired but installation is in progress comprising the remaining balance.

11.5 The carrying amount of the revalued assets that would have been included in the Financial Statements had the assets been carried at cost would be as follows:

As at 31st March	Carrying Amount 2025 Rs.
Land	112,593,796
Building	327,115,482
Total Carrying Value	439,709,278

11.6 Land and buildings were revalued during the Financial Year 2024/25 by Messers P B Kalugalagedara, Chartered Valuation Surveyor (UK), FIV (Sri Lanka), MSIZ (Zambia), IRRV (UK), FRICS (UK), Corporate and Registered Valuer (Sri Lanka) & Messers S Sivaskantha, FIV (Sri Lanka), Chartered Valuer, B.Sc. in Estate Management & Valuation (Sri Lanka), Diploma in Valuation (Sri Lanka). The results of such revaluation were incorporated in 2024/25 Financial statements from its effective date which is 31st March 2025. Such assets were valued on Direct Capital Consumption Method with the depreciated value of building added on to the current open market value of land.

Gain on Revaluation of Land and Buildings -2024/2025 (Rs.) 620,825,783/- (2023/24 - Rs. 724,043,709/-)

11.7 Amounts by which values have been increased and decreased in respect of Land and Buildings revalued by the Independent Qualified Valuers are indicated below.

Company	Location	Address	Revaluation Surplus	
			2025 Rs.	2024 Rs.
Singer (Sri Lanka) PLC	Ambalantota	Main Street,Ambalantota.	7,713,924	5,240,386
	Balangoda	Ratnapura Road,Balangoda.	2,856,684	5,267,014
	Bandarawela	Main Street,Bandarawela.	2,332,184	5,579,476
	Borella	D.S.Senanayaka Mawatha,Borella.	3,600,956	9,624,334
	Chilaw	Bazaar Street,Chilaw.	6,883,964	12,984,770
	Colpetty	No 143, Galle Road,Colombo 03.	3,934,052	4,258,536
	Eheliyagoda	Ratnapuara Road,Eheliyagoda.	3,088,568	4,795,614
	Embilipitiya	Colombo Road,Pallegama,Embilipitiya.	(518,212)	7,286,770
	Galle	Main Street,Galle.	(1,220,116)	5,623,166
	Gampaha	Colombo Road,Gampaha.	23,093,824	14,853,338
	Hikkaduwa	Galle Road,Hikkaduwa.	9,192,892	8,153,850
	Kadawatha	Kandy Road, Kadawatha.	3,082,356	4,838,354
	Kandy- Mega	Sirimavo Bandaranayake Mawatha,Kandy.	6,716,620	15,721,416
	Katugastota	Madawala Road,Katugastota.	309,972	7,218,204
	Kiridiwella	Gampaha Road,Kirindiwela	3,148,016	3,978,438
	Kurunegala	Bodhiraja Mawatha,Kurunegala.	5,998,560	6,280,012
	Maharagama	High Level Road,Maharagama.	4,445,024	7,518,138
	Matara	Anagarika Dharmapala Mawatha,Matara.	7,138,740	8,852,786
	Middeniya	Katuwana Road,Middeniya.	1,153,508	8,322,960
	Mount Lavinia	Galle Road,Mount Lavia.	4,769,444	9,627,582
	Mount Lavinia-Mega	Galle Road,Mount Lavia.	3,150,632	33,216,920
	Nawalapitiya	Kotmale Road,Nawalapitiya.	2,794,136	9,163,392
	Negombo	Greens Road,Negombo.	6,036,220	6,807,406
	Nuwara-Eliya	Kandy street,Nuwara-Eliya.	4,100,996	6,412,124
	Panadura	Galle Road,Panadura.	13,159,488	9,859,898
	Piliyandala	Gonamaditta Road,Piliyandala.	76,420,760	135,499,314
	Pussellawa	Nuwaraeliya Road,Pussellawa.	5,817,316	9,037,530
	Rathnapura	Colombo road,Rathnapura.	4,458,468	6,909,878
	Tangalle	Matara Road, Tangalle.	2,322,076	2,526,802
	Trincomalee	North Coast Road,Trincomalee	3,030,924	9,824,246
	Wellawatta	Galle Road, Wellawatta.	(3,270,256)	13,990,604
	Ratmalana	No 52,Ferry Road, Off Borupona Road, Ratmalana.	227,487,517	121,295,483
	Ratmalana	No.02, 5th Lane Ratmalana	166,376,546	203,474,968
	Ratmalana	No.435 Galle Road Ratmalana	11,220,000	-
			620,825,783	724,043,709

11.8 The amount of fully-depreciated assets included in the Property,Plant and Equipment are as follows.

As at 31st March	2025 Rs.	2024 Rs.
Fully depreciated Fixed Assets	4,111,117,440	3,557,947,468

NOTES TO THE FINANCIAL STATEMENTS

11.9 Depreciation charge for the year is included in the following line items of the Statement of Profit or Loss and Other Comprehensive Income:

For the year ended 31st March	2025 Rs.	2024 Rs.
Cost of Sales	151,717,104	151,465,984
Administrative Expenses	625,311,184	676,960,064
	777,028,288	828,426,048

11.10 Gross Carrying Value - Company

As at 31st March	Balance as at 1st April 2024	Additions /Transfers Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2025 Rs.
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At Cost

Motor Vehicles	175,994,154	-	(11,942,916)	164,051,238
Furniture & Equipment	344,124,210	24,300,657	(20,345,163)	348,079,704
Plant & Machinery	1,356,998,677	61,154,995	(31,345,399)	1,386,808,273
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	946,900,967	210,063,792	(7,827,001)	1,149,137,758
Shop Furniture	1,054,405,601	45,930,808	(20,985,921)	1,079,350,488
Shop Equipment	2,013,926,286	74,007,157	(71,070,787)	2,016,862,656
Improvements on Leasehold Premises	1,560,584,626	213,649,578	(28,094,774)	1,746,139,430
	7,453,010,335	629,106,987	(191,611,961)	7,890,505,361

At Valuation

Freehold Land	3,438,851,126	491,593,874	-	3,930,445,000
Freehold Building	1,580,922,500	57,324,749	(11,134,000)	1,627,113,249
	5,019,773,626	548,918,623	(11,134,000)	5,557,558,249
Machinery and Equipment	43,360,003	60,029,909	(72,043,984)	31,345,928
Total Capital Work -in-progress	43,360,003	60,029,909	(72,043,984)	31,345,928
Total Gross Carrying Value	12,516,143,964	1,238,055,5219	(274,789,945)	13,479,409,538

As at 31st March	Balance as at 1st April 2023 Rs.	Additions / Transfers Rs.	Through Amalgamation Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2024 Rs.
Total Gross Carrying Value	8,070,859,287	1,062,367,719	3,523,531,254	(140,614,297)	12,516,143,964

11.11 Depreciation and Impairment Losses - Company

As at 31st March	Balance as at 1st April 2024 Rs.	Charge for the year Rs.	(Disposals) / Transfers In/ (Transfers Out) Rs.	Balance as at 31st March 2025 Rs.
Freehold Buildings	-	76,643,033	(76,643,033)	-
Motor Vehicles	154,591,084	2,749,380	(8,942,916)	148,397,548
Furniture & Equipment	258,964,338	18,039,712	(20,279,804)	256,724,246
Plant & Machinery	975,485,298	75,446,456	(17,269,748)	1,033,662,006
Culinary School Equipment	75,814	-	-	75,814
E.D.P. Equipment	602,151,064	95,965,632	18,437,544	716,554,240
Shop Furniture	816,437,330	55,353,243	15,129,228	886,919,801
Shop Equipment	1,434,631,333	166,850,812	(25,367,385)	1,576,114,760
Improvements on Leasehold Premises	1,135,646,532	112,881,582	(28,094,774)	1,220,433,340
Total Depreciation and Impairment Losses	5,377,982,793	603,929,850	(143,030,888)	5,838,881,755

As at 31st March	Balance as at 1st April 2023 Rs.	Charge for the year Rs.	Through Amalgamation Rs.	(Disposals) / (Transfers) Rs.	Balance as at 31st March 2024 Rs.
Total Depreciation and Impairment Losses	4,218,586,128	565,792,276	726,160,846	(132,556,456)	5,377,982,793

11.12 Net Carrying Value -Company

As at 31st March	Company	
	2025 Rs.	2024 Rs.
Freehold Land	3,930,445,000	3,438,851,126
Freehold Building	1,627,113,249	1,580,922,500
Motor Vehicles	15,653,690	21,403,070
Furniture & Equipment	91,355,457	85,159,871
Plant & Machinery	353,146,267	381,513,379
E.D.P. Equipment	432,583,518	344,749,903
Shop Furniture	192,430,691	237,968,271
Shop Equipment	440,747,896	579,294,953
Improvements on Leasehold Premises	525,706,090	424,938,094
Total Capital Work -in-progress	31,345,928	43,360,003
Total Carrying Value of Property , Plant and Equipment	7,640,527,786	7,138,161,169

NOTES TO THE FINANCIAL STATEMENTS

11.12.1 Carrying Value

As at 31st March	Company	
	2025 Rs.	2024 Rs.
At Cost	2,082,969,537	2,118,387,543
At Valuation	5,557,558,249	5,019,773,626
Total Carrying Amount of Property, Plant & Equipment	7,640,527,786	7,138,161,169

11.13 During the financial year, the Company acquired Property, Plant and Equipment to the aggregate value of Rs. 516,902,867/- (2023/24 - Rs.351,111,114/-) a on cash basis.

11.13.1 As at 31 March 2025, the Capital Work-in-Progress (CWIP) stood at Rs. 31.34 million, representing payments on assets currently under construction or installation. This includes significant investments in construction work amounting to Rs. 5.66 million, system development projects totalling Rs. 2.71 million, and various equipment acquired but installation is in progress comprising the remaining balance.

11.14 Land and buildings were revalued during the Financial Year 2024/25 by Messers P B Kalugalagedara, Chartered Valuation Surveyor (UK) FIV (Sri Lanka) , MSIZ (Zambia), IRRV (UK) ,FRICS (UK), Corporate and Registered Valuer (Sri Lanka) & Messers S Sivaskantha, FIV (Sri Lanka), Chartered Valuer,B.Sc. in Estate Management & Valuation (Sri Lanka), Diploma in Valuation (Sri Lanka).The results of such revaluation were incorporated in the 2024/25 Financial statements from its effective date which is 31st March 2025.Such assets were valued on Direct Capital Consumption Method with the depreciated value of building added on to the current open market value of land.

Gain on Revaluation of Land and Buildings -2024/2025 (Rs.) 620,825,783/- (2023/24 - Rs 724,043,709/-)

11.15 The carrying amount of the revalued assets that would have been included in the Financial Statements had the assets been carried at cost would be as follows:

As at 31st March	Carrying Amount 2025 Rs.
Land	100,851,000
Building	257,943,057
Total carrying amount	358,794,057

11.16 The amount of fully-depreciated assets included in the Property,Plant and Equipment are as follows.

As at 31st March	2025 Rs.	2024 Rs.
Fully depreciated Assets	3,793,789,905	3,016,652,145

11.17 Depreciation charge for the year is included in the following line items in the Statement of Profit or Loss and Other Comprehensive Income

As at 31st March	2025 Rs.	2024 Rs.
Cost of Sales	133,994,270	60,788,476
Administration Expenses	469,935,580	505,003,800
	603,929,850	565,792,276

11.18 Information on the Freehold Land and Buildings of the Group

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Attidiya								
No.190, Main Rd, Attidiya, Dehiwala	6.20	1	2260	22,000,000	11,000,000	3,548,387	4,867	33,000,000
Ahangama								
No 24A, Matara Rd, Ahangama	14.00	1	1630	21,000,000	9,000,000	1,500,000	5,521	30,000,000
Ambalantota								
Main Street,Ambalantota.	6.60	1	1885	23,150,000	15,150,000	3,507,576	8,037	38,300,000
Ambanpola								
No.108 Yaluwewa,Ambanpola.	10.00	-	-	6,000,000	-	600,000	-	6,000,000
Balangoda								
Ratnapura Road,Balangoda.	6.20	1	2080	26,000,000	11,500,000	4,193,548	5,529	37,500,000
Bandarawela								
Main Street,Bandarawela.	4.10	1	2660	14,800,000	14,500,000	3,609,756	5,451	29,300,000
Borella								
D.S.Senanayaka Mawatha,Borella.	4.64	1	2310	77,900,000	15,000,000	16,788,793	6,494	92,900,000
Chilaw								
Bazaar Street,Chilaw.	13.05	1	4120	54,000,000	24,750,000	4,137,931	6,007	78,750,000
Colpetty								
No 143, Galle Road,Colombo 03.	3.35	1	1440	63,500,000	7,000,000	18,955,224	4,861	70,500,000
Eheliyagoda								
Ratnapuara Road,Eheliyagoda.	5.73	1	1660	18,000,000	9,600,000	3,141,361	5,783	27,600,000
Embilipitiya								
Colombo Road,Pallegama,Embilipitiya.	4.60	1	2070	21,000,000	12,000,000	4,565,217	5,797	33,000,000
Galle								
Main Street,Galle.	2.84	1	2250	16,800,000	11,000,000	5,915,493	4,889	27,800,000
Galle								
No 13&15, Wackwella Rd, Galle	12.00	-	-	60,000,000	-	5,000,000	-	60,000,000
Gampaha								
Colombo Road,Gampaha.	17.87	1	7870	86,600,000	44,800,000	4,846,111	5,693	131,400,000
Hikkaduwa								
Galle Road,Hikkaduwa.	8.74	1	2400	34,500,000	17,000,000	3,947,368	7,083	51,500,000
Kadawatha								
Kandy Road, Kadawatha.	3.80	1	1150	25,000,000	15,000,000	6,578,947	13,043	40,000,000
Kadawatha								
No 430/1,Ganemulla Road,Ihala-Karagahamuna,Kadawathe	4.38	-	-	19,000,000	-	4,337,900	-	19,000,000
Kalawana								
No. J63A,Watapotha Road,Nivithigala,Rathnapura.	258.66	-	-	4,000,000	-	15,464	-	4,000,000
Kandy								
No 129, Kotugodella Vediya, Kandy	9.55	1	2900	48,000,000	14,000,000	5,026,178	4,828	62,000,000
Kandy- Mega								
Sirimavo Bandaranayake Mawatha,Kandy.	15.70	1	12840	51,000,000	70,800,000	3,248,408	5,514	121,800,000
Katugastota								
Madawala Road,Katugastota.	4.88	1	1620	16,450,000	8,250,000	3,374,359	5,093	24,700,000
Kiridiwella								
Gampaha Road,Kirindiwella	8.10	1	2940	22,900,000	16,400,000	2,827,160	5,578	39,300,000
Kurunegala								
Bodhiraja Mawatha,Kurunegala.	7.66	1	2810	30,400,000	19,850,000	3,968,668	7,064	50,250,000

NOTES TO THE FINANCIAL STATEMENTS

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Maharagama								
High Level Road,Maharagama.	6.20	1	2700	43,500,000	15,000,000	7,016,129	5,556	58,500,000
Maradana								
No.51/57,Brandiyawatta,Wellampitiya.	10.00	-	-	8,000,000	-	800,000	-	8,000,000
Matara								
Anagarika Dharmapala Mawatha,Matara	10.00	1	3520	46,500,000	21,500,000	4,650,000	6,108	68,000,000
Middeniya								
Katuwana Road,Middeniya.	8.25	1	2670	17,300,000	17,900,000	2,096,970	6,704	35,200,000
Mount Lavinia								
Galle Road,Mount Lavia.	7.50	1	1900	45,000,000	19,677,000	6,000,000	10,356	64,677,000
Mount Lavinia-Mega								
Galle Road,Mount Lavia.	18.47	1	15500	111,000,000	74,000,000	6,009,746	4,774	185,000,000
Nawalapitiya								
Kotmale Road,Nawalapitiya.	4.70	1	2760	19,600,000	16,400,000	4,170,213	5,942	36,000,000
Negombo								
Greens Road,Negombo.	6.00	1	2040	32,500,000	11,500,000	5,416,667	5,637	44,000,000
Nuwara-Eliya								
Kandy street,Nuwara-Eliya.	4.65	1	1700	25,000,000	10,000,000	5,376,344	5,882	35,000,000
Panadura								
Galle Road,Panadura.	6.15	1	2940	27,500,000	24,800,000	4,471,545	8,435	52,300,000
Piliyandala								
Gonamaditta Road,Piliyandala.	1,144.35	9	118450	343,425,000	383,979,000	300,105	3,242	727,404,000
Pussellawa								
Nuwaraeliya Road,Pussellawa.	12.43	1	3295	32,500,000	20,000,000	2,614,642	6,070	52,500,000
Rathnapura								
Colombo road,Rathnapura.	5.80	1	3075	27,500,000	15,600,000	4,741,379	5,073	43,100,000
Ratmalana								
No.52,Ferry Road,Off Borupona Road,Ratmalana	705.00	18	123910	1,440,720,000	236,668,000	2,043,574	1,910	1,677,388,000
Ratmalana								
No.02 5th lane Ratmalana	362.50	10	75365	703,400,000	315,389,250	1,940,414	4,185	1,018,789,250
Ratmalana								
No.435 Galle Road Ratmalana	50.00	1	12440	332,000,000	95,000,000	6,640,000	7,637	427,000,000
Tangalle								
Matara Road, Tangalle.	4.60	1	1285	15,600,000	6,500,000	3,391,304	5,058	22,100,000
Trincomalee								
North Coast Road,Trincomalee	5.58	1	2335	24,900,000	17,100,000	4,462,366	7,323	42,000,000
Wellawatta								
Galle Road, Wellawatta.	4.60	1	2700	60,500,000	13,500,000	13,152,174	5,000	74,000,000
Moratuwa								
No. 17, New Galle Rd, Moratuwa	13.09	1	2990	46,000,000	9,000,000	3,514,132	3,010	55,000,000
Trincomalee								
Nayanmarthidal,Thampalakamam,Trincomalee.	60.00	-	-	9,000,000	-	150,000	-	9,000,000
				4,173,445,000	1,670,113,250	5,843,558,250		

11.19 Information on the Freehold Land and Buildings of the Company

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Ambalantota								
Main Street,Ambalantota.	6.60	1	1885	23,150,000	15,150,000	3,507,576	8,037	38,300,000
Balangoda								
Ratnapura Road,Balangoda.	6.20	1	2080	26,000,000	11,500,000	4,193,548	5,529	37,500,000
Bandarawela								
Main Street,Bandarawela.	4.10	1	2660	14,800,000	14,500,000	3,609,756	5,451	29,300,000
Borella								
D.S.Senayaka Mawatha,Borella.	4.64	1	2310	77,900,000	15,000,000	16,788,793	6,494	92,900,000
Chilaw								
Bazaar Street,Chilaw.	13.05	1	4120	54,000,000	24,750,000	4,137,931	6,007	78,750,000
Colpetty								
No 143, Galle Road,Colombo 03.	3.35	1	1440	63,500,000	7,000,000	18,955,224	4,861	70,500,000
Eheliyagoda								
Ratnapuara Road,Eheliyagoda.	5.73	1	1660	18,000,000	9,600,000	3,141,361	5,783	27,600,000
Galle								
Main Street,Galle.	2.84	1	2250	16,800,000	11,000,000	5,915,493	4,889	27,800,000
Gampaha								
Colombo Road,Gampaha.	17.87	1	7870	86,600,000	44,800,000	4,846,111	5,693	131,400,000
Hikkaduwa								
Galle Road,Hikkaduwa.	8.74	1	2400	34,500,000	17,000,000	3,947,368	7,083	51,500,000
Embilipitiya								
Colombo Road,Pallegama,Embilipitiya.	4.60	1	2070	21,000,000	12,000,000	4,565,217	5,797	33,000,000
Kadawatha								
Kandy Road, Kadawatha.	3.80	1	1150	25,000,000	15,000,000	6,578,947	13,043	40,000,000
Kandy- Mega								
Sirimavo Bandaranayake Mawatha,Kandy.	15.70	1	12840	51,000,000	70,800,000	3,248,408	5,514	121,800,000
Katugastota								
Madawala Road,Katugastota.	4.88	1	1620	16,450,000	8,250,000	3,374,359	5,093	24,700,000
Kirindiwella								
Gampaha Road,Kirindiwella	8.10	1	2940	22,900,000	16,400,000	2,827,160	5,578	39,300,000
Kurunegala								
Bodhiraja Mawatha,Kurunegala.	7.66	1	2810	30,400,000	19,850,000	3,968,668	7,064	50,250,000
Maharagama								
High Level Road,Maharagama.	6.20	1	2700	43,500,000	15,000,000	7,016,129	5,556	58,500,000
Matara								
Anagarika Dharmapala Mawatha, Matara.	10.00	1	3520	46,500,000	21,500,000	4,650,000	6,108	68,000,000
Middeniya								
Katuwana Road,Middeniya.	8.25	1	2670	17,300,000	17,900,000	2,096,970	6,704	35,200,000
Mount Lavinia								
Galle Road,Mount Lavia.	7.50	1	1900	45,000,000	19,677,000	6,000,000	10,356	64,677,000
Mount Lavinia-Mega								
Galle Road,Mount Lavia.	18.47	1	15500	111,000,000	74,000,000	6,009,746	4,774	185,000,000
Nawalapitiya								
Kotmale Road,Nawalapitiya.	4.70	1	2760	19,600,000	16,400,000	4,170,213	5,942	36,000,000
Negombo								

NOTES TO THE FINANCIAL STATEMENTS

Location	Extent (Perches)	No of Buildings in each Location	Buildings (Square Feet)	Cost or Revaluation of Land Rs.	Cost or Revaluation of Buildings Rs.	Value per Perch Rs.	Value per Square Foot Rs.	Total Value Rs.
Greens Road, Negombo.	6.00	1	2040	32,500,000	11,500,000	5,416,667	5,637	44,000,000
Nuwara-Eliya								
Kandy street, Nuwara-Eliya.	4.65	1	1700	25,000,000	10,000,000	5,376,344	5,882	35,000,000
Panadura								
Galle Road, Panadura.	6.15	1	2940	27,500,000	24,800,000	4,471,545	8,435	52,300,000
Piliyandala								
Gonamaditta Road, Piliyandala.	1,144.35	9	118450	343,425,000	383,979,000	255,678	3,224	727,404,000
Pussellawa								
Nuwaraeliya Road, Pussellawa.	12.43	1	3295	32,500,000	20,000,000	2,614,642	6,070	52,500,000
Ratmalana								
No.52, Ferry Road, Off Borupona Road, Ratmalana	705.00	18	123910	1,440,720,000	236,668,000	2,043,574	1,910	1,677,388,000
Ratmalana								
No.02 5th lane Ratmalana	362.50	10	75365	703,400,000	315,389,250	1,940,414	4,185	1,018,789,250
Ratmalana								
No.435 Galle Road Ratmalana	50.00	1	12440	332,000,000	95,000,000	6,640,000	2,637	427,000,000
Rathnapura								
Colombo road, Rathnapura.	5.80	1	3075	27,500,000	15,600,000	4,741,379	5,073	43,100,000
Tangalle								
Matara Road, Tangalle.	4.60	1	1285	15,600,000	6,500,000	3,391,304	5,058	22,100,000
Trincomalee								
North Coast Road, Trincomalee	5.58	1	2335	24,900,000	17,100,000	4,462,366	7,323	42,000,000
Wellawatta								
Galle Road, Wellawatta.	4.60	1	2700	60,500,000	13,500,000	13,152,174	5,000	74,000,000
				3,930,445,000	1,627,113,250			5,557,558,250

11.20 Measurement of Fair Value

(i) Fair Value Hierarchy

The fair value of property was determined by an external independent property valuer having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

The fair value measurement for all of properties has been categorised as level 3 fair value based on the input to the valuation technique used.

(ii) Valuation Technique and Significant Unobservable Inputs

The following table shows the valuation technique used in measuring the fair value of property, as well as the significant unobservable inputs used.

Valuation Technique	Significant Unobservable Inputs	Interrelationship between key unobservable inputs and fair value measurements.
<p>Contractors Method: The contractor's method works on the basis that a property's value can be equated to its cost. Valuer assess the cost of the building if it would have constructed in current year, and deduct margin for usage of the property based on their year of construction.</p> <p>Land value is based on the market prices of each land respectively. Value of property is considered as summation of land & Building value.</p>	<ul style="list-style-type: none"> Market value of land (Price per Perch). Valuer has used range of prices for respective lands based on their recently transacted cost. Construction cost per Square foot of a building. Depreciation rate for the usage of assets. 	<p>The Estimated fair value would increase (decrease) if -</p> <ul style="list-style-type: none"> Market Value per perch was higher (lower) Cost per square foot was higher (lower) Depreciation rate for usage lower (higher)

11.21 Right-of-Use Assets

11.21.1 Right of Use Assets - Entity as a Lessee

Group Asset Details	Cost				Depreciation			Carrying Value	
	Balance as at 1st April 2024	Additions	Disposals	Balance as at 31st March 2025	Balance as at 1st April 2024	Charge for the Year	Terminations	Balance as at 31st March 2025	31st March 2025
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.
Buildings	8,299,753,924	1,657,883,319	(873,369,628)	9,084,267,615	3,479,778,952	1,175,293,907	(832,085,973)	3,822,986,886	5,261,280,729
Total	8,299,753,924	1,657,883,319	(873,369,628)	9,084,267,615	3,479,778,952	1,175,293,907	(832,085,973)	3,822,986,886	5,261,280,729

Group Asset Details	Cost				Depreciation			Carrying Value	
	Balance as at 1st April 2023	Additions	Disposals	Balance as at 31st March 2024	Balance as at 1st April 2023	Charge for the Year	Terminations	Balance as at 31st March 2024	31st March 2024
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.
Buildings	8,253,917,297	1,513,727,059	(1,467,890,432)	8,299,753,924	3,784,907,987	989,902,959	(1,295,031,994)	3,479,778,952	4,819,974,972
Total	8,253,917,297	1,513,727,059	(1,467,890,432)	8,299,753,924	3,784,907,987	989,902,959	(1,295,031,994)	3,479,778,952	4,819,974,971

Company Asset Details	Cost				Depreciation			Carrying Value	
	Balance as at 1st April 2024	Additions	Disposals	Balance as at 31st March 2025	Balance as at 1st April 2024	Charge for the year	Terminations	Balance as at 31st March 2025	31st March 2025
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.
Buildings	7,041,446,187	1,587,005,620	(864,620,543)	7,763,831,264	2,970,168,969	1,027,609,229	(824,673,554)	3,173,104,644	4,590,726,620
Total	7,041,446,187	1,587,005,620	(864,620,543)	7,763,831,264	2,970,168,969	1,027,609,229	(824,673,554)	3,173,104,644	4,590,726,620

Company Asset Details	Cost				Depreciation			Carrying Value	
	Balance as at 1st April 2023	Additions	Disposals	Balance as at 31st March 2024	Balance as at 1st April 2023	Charge for the period	Terminations	Balance as at 31st March 2024	31st March 2024
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.
Buildings	7,184,614,036	1,308,380,472	(1,451,548,321)	7,041,446,187	3,395,747,558	863,538,971	(1,289,117,560)	2,970,168,969	4,071,277,218
Total	7,184,614,036	1,308,380,472	(1,451,548,321)	7,041,446,187	3,395,747,558	863,538,971	(1,289,117,560)	2,970,168,969	4,071,277,218

NOTES TO THE FINANCIAL STATEMENTS

11.21.2 Group - Lease Liabilities

	Balance As at 1st April 2024 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2025 Rs.
Buildings	5,608,646,966	1,657,883,319	(76,280,794)	652,498,357	(1,798,878,116)	6,043,869,732
Total	5,608,646,966	1,657,883,319	(76,280,794)	652,498,357	(1,798,878,116)	6,043,869,732

	Rs.
Lease Liabilities Due Within One Year	1,239,960,126
Lease Liabilities Due After One Year	4,803,909,606
	6,043,869,732

	Balance as at 1st April 2023 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2024 Rs.
Buildings	5,253,571,825	1,513,727,057	(141,082,853)	641,153,267	(1,658,722,330)	5,608,646,966
Total	5,253,571,825	1,513,727,057	(141,082,853)	641,153,267	(1,658,722,330)	5,608,646,966

	Rs.
Lease Liability due within one year	1,084,238,570
Lease Liability due after one year	4,524,408,396
	5,608,646,966

11.21.3 Company - Lease Liabilities

	Balance As at 1st April 2024 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2025 Rs.
Buildings	4,745,511,978	1,587,005,620	(74,693,889)	545,344,020	(1,562,832,779)	5,240,334,950
Total	4,745,511,978	1,587,005,620	(74,693,889)	545,344,020	(1,562,832,779)	5,240,334,950

	Rs.
Lease Liabilities Due Within One Year	1,072,706,022
Lease Liabilities Due After One Year	4,167,628,928
	5,240,334,950

	Balance as at 1st April 2023 Rs.	Additions Rs.	Terminations Rs.	Interest charges Rs.	Payments Rs.	Balance as at 31st March 2024 Rs.
Buildings	4,510,727,750	1,308,380,473	(137,485,757)	539,108,604	(1,475,219,092)	4,745,511,978
Total	4,510,727,750	1,308,380,473	(137,485,757)	539,108,604	(1,475,219,092)	4,745,511,978

	Rs.
Lease Liabilities Due Within One Year	974,537,577
Lease Liabilities Due After One Year	3,770,974,401
	4,745,511,978

11.21.4 The following table sets out a maturity analysis of lease payments, showing the discounted lease payments to be paid after the reporting date.

Aging Analysis for Lease - Group

	< 3 months Rs.	3 to 12 months Rs.	1-2 Years Rs.	2-5 Years Rs.	> 5 Years Rs.	Total Rs.
Based on SLFRS 16						
As at 31st March 2025	289,375,751	950,584,375	1,239,166,018	2,547,459,820	1,017,283,768	6,043,869,732
	289,375,751	950,584,375	1,239,166,018	2,547,459,820	1,017,283,768	6,043,869,732

Aging Analysis for Lease - Company

	< 3 months Rs.	3 to 12 months Rs.	1-2 Years Rs.	2-5 Years Rs.	> 5 Years Rs.	Total Rs.
Based on SLFRS 16						
As at 31st March 2025	264,916,815	807,789,207	957,970,755	2,209,641,434	1,000,016,739	5,240,334,950
	264,916,815	807,789,207	957,970,755	2,209,641,434	1,000,016,739	5,240,334,950

11.21.5 The following are the amounts recognised in profit or loss:

	Group	Company
For the Year Ended 31st March	2025 Rs.	2025 Rs.
Depreciation Expense of Right of Use Assets - Administrative Expense	1,157,225,018	1,027,609,229
Depreciation Expense of Right of Use Assets - Cost of Sales	18,068,889	-
Interest Expense on Lease Liabilities - Direct Interest Cost	103,093,202	-
Interest Expense on Lease Liabilities - Finance Cost	549,405,155	545,344,020

11.21.6 The following are the amounts recognized in statement of cash flows:

	Group	Company
For the Year Ended 31st March	2025 Rs.	2025 Rs.
Interest Expense on Lease Liability	652,498,357	545,344,020
Net Settlements to Lease Creditors	(1,798,878,116)	(1,562,832,779)

11.21.6 The following provides information on the Group's variable lease payments, including the magnitude in relation to fixed payments:

	Group		Company	
For the Year Ended 31st March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Fixed rent	1,798,878,116	1,658,722,330	1,562,832,779	1,475,219,092

There were no variable lease Payments for the Group during the Financial Year 2024/25.

11.21.7 Currency Wise Analysis Obligation

Consolidated and the Company lease obligation amounts are in Sri Lankan Rupees.

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12. Investment Property

As at 31st March	Group		Company	
	Note	2025 Rs.	2024 Rs.	2025 Rs.
Balance at the beginning of the year		-	-	-
Classified as Investment Property during the period	12.1	29,502,000	-	29,502,000
Balance at the end of the year		29,502,000	-	29,502,000

12.1 Information on the Investment Property Building Value

Location	Valuation of building Rs.	Floor area (sq.ft.)	Accommodation	Total amount taken to books Rs.
Block Numbers UG79, UG 108, UG 109 and US 110 in Peoples Park Shopping Complex ,Colombo 11	29,502,000	872	The Traveller Gobal (Private) Limited	29,502,000
	29,502,000			29,502,000

Measurement of fair value

(I). Fair value hierarchy

The fair value of property was determined by an external indepedent property vlauers having appropriate recognized professional quilifications and recent experience in the location and category of the property being valued.

(II). Valuation technique

Investment Method: The Investment method is based on the rent accrued from the property during its lifetime.

- 12.2 Property purchased in a previous year recorded as an Investment Property in current year. Due to materiality considerations, the prior year’s financial statements have not been adjusted.
- 12.3 An amount of Rs. 2.7 Mn has been recognized as rental income in the Statement of Profit or Loss and Other Comprehensive Income for the year ended 31st March 2025.

13 Intangible Assets

As at 31st March	Group			Company	
	Note	2025	2024	2025	2024
		Rs.	Rs.	Rs.	Rs.
Trade Mark with Indefinite Useful Life	13.1	93,512,500	93,512,500	93,512,500	93,512,500
Software	13.2	309,207,481	344,550,593	217,658,448	246,969,479
Other Intangible Assets Externally Acquired	13.3	65,373,406	66,335,805	65,373,406	66,335,805
Balance at the end of the year		468,093,387	504,398,898	376,544,354	406,817,784

13.1 Trade Mark with Infinite Useful Life

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at the Beginning of the Year	93,512,500	93,512,500	93,512,500	93,512,500
As at the End of the Year	93,512,500	93,512,500	93,512,500	93,512,500
Less: Accumulated Impairment Loss	-	-	-	-
Net Carrying Amount	93,512,500	93,512,500	93,512,500	93,512,500

Trade mark consists of SISIL brand name Rs.55,000,000/- (Note 13.4) and UNIC Brand name Rs. 38,512,500/- (Note 13.5)

Notes 13.4 and 13.5 provide the basis on which the units recoverable amount (value in use or fair value less costs to sell) of SISIL and UNIC brands were determined.

13.2 Software

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
As at the Beginning of the Year	802,908,365	766,872,250	566,701,293	522,373,388
Acquired During the Year	21,017,030	36,714,536	10,520,522	15,349,797
Amalgamation- Subsidiary Companies	-	-	-	28,978,108
Disposal During the Year	(2,024,125)	(678,421)	(2,024,125)	-
As at the End of the Year	821,901,270	802,908,365	575,197,690	566,701,293
Amortisation				
As at the Beginning of the Year	458,357,772	404,362,721	319,731,814	272,356,009
Amortisation Charge for the Year	55,822,243	54,410,838	39,293,654	36,956,848
Amalgamation- Subsidiary Companies	-	-	-	10,418,957
Disposal During the Year	(1,486,226)	(415,787)	(1,486,226)	-
As at the End of the Year	512,693,789	458,357,772	357,539,242	319,731,814
Carrying Amount				
Balance at the beginning of the year	344,550,593	362,509,529	246,969,479	250,017,379
Balance at the End of the year	309,207,481	344,550,593	217,658,448	246,969,479

NOTES TO THE FINANCIAL STATEMENTS

13.3 Other Intangible Assets Externally Acquired

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost				
Balance at the Beginning of the year	107,152,070	103,428,920	107,152,070	103,428,920
Acquired During the Year	2,528,750	3,723,150	2,528,750	3,723,150
Balance at the End of the year	109,680,820	107,152,070	109,680,820	107,152,070
Amortisation				
As at the Beginning of the Year	40,816,265	38,383,035	40,816,265	38,383,035
Amortisation charge for the Year	3,491,149	2,433,230	3,491,149	2,433,230
As at the End of the Year	44,307,414	40,816,265	44,307,414	40,816,265
Carrying Amount				
Balance at the beginning of the year	66,335,805	65,045,885	66,335,805	65,045,885
Balance at the End of the year	65,373,406	66,335,805	65,373,406	66,335,805

Other Intangible Assets externally acquired includes Sony distribution rights amounting to Rs.46,431,920/-, Hayleys Brand Amounting to Rs.32,000,000/- been fully amortised as at 31st March 2022 and Website Development amounting to Rs. 31,248,900/.

13.4 SISIL Trademark

The company acquired the “SISIL” Trademark in December 2000, amounting to Rs. 55 million. The Management is of the opinion that the aforementioned trademark has an indefinite useful life as their associated brand awareness and recognition have existed over 30 years and the Company intends to utilise the said trademark for the foreseeable future. There are no legal, regulatory, contractual, competitive, economic or other factors that may limit its useful life and accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for any impairment as at 31st March 2025

Annual Sales Growth for Next Five Years	15%
Gross Margin	18%
Discount Rate	8%
Indefinite Growth Rate after Year 2028/2029	2%

Revenue growth was projected considering the average growth levels experienced over last five years and the estimated sales volume and price growth for next five years

13.5 UNIC Trademark

The Company acquired the “UNIC” Trademark in 2006 amounting to Rs. 38,512,500/-. This Trademark is also considered to have an indefinite useful life due to the factors mentioned in the preceding paragraph and accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for impairment as at 31st March 2025

Annual Sales Growth for Next Five Years	8%
Gross Margin	25%
Discount Rate	8%
Indefinite Growth Rate after Year 2028/2029	2%

13.6 Hayleys Brand Name

The Company took over the showrooms, retail operation of the Hayleys Electronic Retail Ltd. from 2nd January 2008 including the Agencies of Phillips and Kenwood for Rs. 32 million. The entire purchase consideration was treated as Goodwill and has been amortised over the determined useful life of 5 years commencing from the period beginning 1st January 2009.

13.7 SONY Distribution Rights

The Company acquired the distribution rights of brand “SONY” in 2014 amounting to Rs. 46,431,920/- These assets are now carried at cost subject to annual impairment test and the carrying amount as at 31st March 2025 is Rs. 46,431,920/-. This distribution right also considered to have an indefinite useful life due to the factors mentioned in the preceding paragraph accordingly, the carrying amount of this trademark is determined after being tested for impairment using value in use on an annual basis. Following assumptions are made to test for impairment as at 31st March 2025

Annual Sales Growth for next five years	5%
Gross Margin	20%
Discount Rate	8%
Indefinite Growth Rate after Year 2027/2028	2%

Revenue growth was projected considering the average growth levels experienced over last five years and the estimated sales volume and price growth for next five years.

13.8 Amortisation of Intangible Assets

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Amortisation of Software	13.2	55,822,243	54,410,838	39,293,654	36,956,848
Amortisation of other intangible assets Externally Acquired	13.3	3,491,149	2,433,230	3,491,149	2,433,230
Amortisation Charge for the Year		59,313,392	56,844,068	42,784,803	39,390,078

14. Investment In Subsidiaries - Company

As at 31st March	Country of Incorporation	Holding %	Number of Shares		Carrying Value	
			2025	2024	2025	2024
			Rs.	Rs.	Rs.	Rs.
Quoted Investment						
Singer Finance (Lanka) PLC	Sri Lanka	79.93%				
Investment at the Beginning of the Year			161,513,035	161,513,035	1,427,934,310	1,427,934,310
Investments made during the Year			-	-	-	-
Investments Disposed During the Year			-	-	-	-
Investment at the End of the Year			161,513,035	161,513,035	1,427,934,310	1,427,934,310
Singer Industries (Ceylon) PLC						
Investment at the Beginning of the Year			-	17,544,628	-	692,407,683
Investments made during the Year			-	-	-	-
Investments Set off with Singer (Sri Lanka)						
PLC - During the year with the amalgamation			-	(17,544,628)	-	(692,407,683)
Investment at the End of the Year			-	-	-	

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As at 31st March	Country of Incorporation	Holding %	Number of Shares		Carrying Value	
			2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Regnis (Lanka) PLC	Sri Lanka					
Investment at the Beginning of the Year			-	13,137,154	-	722,530,710
Investments made during the Year			-	-	-	-
Investments Set off with Singer (Sri Lanka) PLC - During the year with the amalgamation			-	(13,137,154)	-	(722,530,710)
Investment at the End of the Year			-	-	-	-
Non-Quoted-Investment						
Singer Business School (Private) Limited	Sri Lanka					
Investment at the Beginning of the Year			-	1,000,000	-	10,000,000
Investments made during the Year			-	-	-	-
Investments Set off with Singer (Sri Lanka) PLC-During the year with the amalgamation			-	(1,000,000)	-	(10,000,000)
Investment at the End of the Year			-	-	-	-
Reality Lanka Limited	Sri Lanka	100%				
Investment at the Beginning of the Year			18,215,077	11,015,077	182,150,770	110,150,770
Investments made during the Year			-	-	-	-
Investments Disposed During the Year			-	-	-	-
Investment transferred due to the Amalgamation of Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC			-	7,200,000	-	72,000,000
Investment at the End of the Year			18,215,077	18,215,077	182,150,770	182,150,770
Regnis Appliances (Private) Limited	Sri Lanka	100%				
Investment at the Beginning of the Year			15,000,000	-	150,000,000	-
Investments made during the Year			-	-	-	-
Investments Disposed During the Year			-	-	-	-
Investment transferred due to the Amalgamation of Regnis (Lanka) PLC 14.1.1 (a)			-	15,000,000	-	150,000,000
Investment at the End of the Year			15,000,000	15,000,000	150,000,000	150,000,000
Total Investment in Subsidiaries					1,760,085,080	1,760,085,080

14.1 Amalgamation of Subsidiary Companies

14.1.1 Amalgamation of Regnis (Lanka) PLC, Singer Industries (Ceylon) PLC with Singer (Sri Lanka) PLC.

The Board of Directors of Singer (Sri Lanka) PLC, Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC decided to amalgamate its subsidiaries, Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC with Singer (Sri Lanka) PLC (The Company) at the board meetings held on the 07th of November 2023, in terms of Section 239 of the Companies Act No 07 of 2007 and share holder approval for the amalgamation was received at the Extra Ordinary General Meetings of the three companies held on the 18th of January 2024. The amalgamation was effective from 31 January 2024.

The Amalgamation of Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC with Singer (Sri Lanka) PLC was recognised as a common Control combination as per the companies' accounting policies. Amalgamated entity's assets and liabilities added to the consolidated financial statements. The amalgamation reserve directly recognised in the statement of changes in equity. The investment in subsidiaries of Rs.1.4 billion recorded in the Company was set off against the equity of Regnis (Lanka) PLC and Singer Industries (Ceylon) PLC on 31 st January 2024.

14.1.1 (a) Investment transfer - Regnis Appliances (Private) Ltd

Regnis Appliances (Private) Limited was originally a fully owned subsidiary of Regnis (Lanka) PLC. Following the amalgamation of Regnis (Lanka) PLC with Singer (Sri Lanka) PLC on 31 st January 2024, Regnis Appliances (Private) Limited has become a fully owned subsidiary of Singer (Sri Lanka) PLC.

14.1.2 Amalgamation of Singer Business School (Private) Limited, Domus Lanka (Private) Limited with Singer (Sri Lanka) PLC.

The fully owned subsidiary companies of Singer (Sri Lanka) PLC, Singer Business School (Private) Ltd and Domus Lanka (Private) Limited were amalgamated with Singer (Sri Lanka) PLC in terms of Section 242 of the Companies Act No :7 of 2007 and continue as Singer (Sri Lanka) PLC with effect from 01st January 2024. As a result, the values in the books of Singer Business School (Private) Limited was amalgamated and the investment in subsidiary of Rs.10 million recorded in the Company was set off against the equity of Singer Business School (Private) Limited on the 01st of January 2024. The Amalgamation of Singer Business School (Private) Limited with Singer (Sri Lanka) PLC was recognised as a Common Control Combination and as per the company's accounting policies, amalgamated entity's assets and liabilities added to the consolidated financial statements and amalgamation reserve directly recognised in the statement of changes in equity.

14.2 Effect of Amalgamation - Consolidated Financial Statements

There is no impact on the Consolidated Financial Statements since all amalgamated companies were subsidiaries of Singer (Sri Lanka) PLC and continued to be consolidated with Singer (Sri Lanka) PLC up to the date of amalgamation.

14.2.1 Effect of Amalgamation - Separate Financial Statements of Singer (Sri Lanka) PLC

The Statement of Financial Position in the separate financial statements of Singer (Sri Lanka) PLC as at 31 st March 2024 include the assets and liabilities of the amalgamated entities, Singer Industries (Ceylon) PLC, Regnis (Lanka) PLC and Singer Business School (Private) Limited as the companies were amalgamated on 31 st January 2024 and 01st January 2024 respectively. However, the comparative statement of financial position in Singer (Sri Lanka) PLC as at 31st March 2023 excluded the assets and liabilities of the amalgamated entity.

The following are the effect of amalgamation of Regnis (Lanka) PLC, Singer Industries (Ceylon) PLC and Singer Business School (Private) Limited on the statement of financial position in the separate financial statements of Singer (Sri Lanka) PLC on the date of amalgamation 31st January 2024, and 01st January 2024 respectively.

14.2.1.1 (a) Effect of Amalgamation on 31st January 2024 - Regnis (Lanka) PLC, Singer Industries (Ceylon) PLC

	Singer (Sri Lanka) PLC	Regnis (Lanka) PLC	Singer Industries (Ceylon) PLC	Effect on Amalgamation Regnis	Effect on Amalgamation SIC	Amalgamating with Regnis & SIC
Non Current Assets						
Property, Plant & Equipment	3,684,946,530	1,107,419,627	1,268,049,853	1,107,419,627	1,683,829,853	6,476,196,010
ROU Asset	3,868,955,326	-	-	-	-	3,868,955,326
Intangible Assets	391,551,850	18,559,151	-	18,559,151	-	410,111,001
Investment in Subsidiaries	2,953,023,473	180,635,653	91,597,508	(524,407,683)	(668,530,710)	1,760,085,080
Other Investment	21,524,326	-	415,780,000	-	-	21,524,326
Trade and Other Receivables	815,560,845	1,404,630	1,317,325	1,404,630	1,317,325	818,282,800
Deferred Taxation	1,499,270,997	-	-	(229,636,470)	(376,286,018)	893,348,509
Current Assets						
Inventories	14,527,230,550	1,957,208,341	200,396,535	1,957,208,341	200,396,535	16,684,835,426
Loans Due from Related Parties	175,000,000	-	-	(100,000,000)	(75,000,000)	-
Income Tax Receivable	426,556,322	-	6,704,863	(24,197,372)	1,033	402,359,983
Trade and Other Receivables	19,188,663,876	183,734,091	8,940,730	183,734,091	8,940,730	19,381,338,697
Amounts Due from Related Parties	-	1,338,021,820	97,181,041	-	-	-
Cash & Cash Equivalents	1,636,807,147	6,780,505	5,600,627	6,780,505	5,600,627	1,649,188,279
	49,189,091,242	4,793,763,818	2,095,568,482	2,396,864,820	780,269,375	52,366,225,437

NOTES TO THE FINANCIAL STATEMENTS

	Singer (Sri Lanka) PLC	Regnis (Lanka) PLC	Singer Industries (Ceylon) PLC	Effect on Amalgamation Regnis	Effect on Amalgamation SIC	Amalgamating with Regnis & SIC
Equity						
Stated Capital	626,048,050	211,192,425	100,003,800	430,577,635	82,230,968	1,138,856,653
Capital Reserves	1,185,577,221	475,416,513	792,043,516	475,416,513	792,043,516	2,453,037,250
Other Component of Equity	3,503,334	-	-	-	-	3,503,334
Revenue Reserve	4,306,216,144	829,099,138	522,017,769	(97,191,203)	(220,788,294)	3,988,236,647
Non-Current Liabilities						
Interest Bearing Loans & Borrowings	6,700,000,000	-	-	-	-	6,700,000,000
Lease Liability	3,591,208,437	-	-	-	-	3,591,208,437
Retirement Benefit Obligations	742,313,396	155,587,416	44,916,910	155,587,416	44,916,910	942,817,722
Deferred Tax Liability	-	229,636,470	376,286,018	-	-	-
Security Deposits	1,537,841,156	-	-	-	-	1,537,841,156
Deferred Revenue	74,363,221	-	-	-	-	74,363,221
Other Non Current Liabilities	180,162,230	-	-	-	-	180,162,230
Current Liabilities						
Trade and Other Payables	9,851,658,588	1,244,518,164	40,851,829	1,246,379,959	41,302,506	11,139,341,053
Lease Liability	974,537,577	-	-	-	-	974,537,577
Deferred Revenue	270,603,605	-	-	-	-	270,603,605
Income Tax Payables	-	24,197,372	6,703,830	-	-	-
Dividends Payable	49,146,058	3,289,099	2,173,701	3,289,099	2,173,701	54,608,858
Amounts due to Related Parties	1,152,581,195	696,149,444	76,467,428	(641,872,376)	(20,713,613)	489,995,206
Loans due to Related Parties	-	100,000,000	75,000,000	-	-	-
Interest Bearing Loans & Borrowings	16,965,752,355	821,043,348	50,000,000	821,043,348	50,000,000	17,836,795,703
Bank Overdraft	977,578,675	3,634,429	9,103,681	3,634,429	9,103,681	990,316,785
	49,189,091,242	4,793,763,818	2,095,568,482	2,396,864,820	780,269,375	52,366,225,437

Since the amalgamation was within the Group, no Goodwill is recognised and upon the merger, the excess was recognised in the statement of changes in equity

14.2.1.1 (b) Effect on amalgamation on statement of changes in equity

Regnis (Lanka) PLC	
Transfer of net assets (on date of amalgamation) of Regnis (Lanka) PLC	1,515,708,076
Set-off of investment by Singer (Sri Lanka) PLC in Regnis (Lanka) PLC	(722,530,170)
Set -off Investment Property valuation impact in Regnis (Lanka) PLC	(12,635,653)
New Share Issue for Minority Interest (Note 14.2.1.1 (c))	(430,577,635)
Share buy back of Minority Interest	(1,861,795)
Balance transferred on amalgamation	348,102,824
Singer Industries (Ceylon) PLC	
Transfer of net assets (on date of amalgamation) of Singer Industries (Ceylon) PLC	1,414,065,085
Set-off of investment by Singer (Sri Lanka) PLC on Singer Industries (Ceylon) PLC	(692,407,683)
Set -off Investment Property valuation impact on Singer Industries (Ceylon) PLC	(37,596,352)
New Share Issue for Minority Interest (Note 14.2.1.1 (c))	(82,230,968)
Share buy back of Minority Interest	(450,677)
Balance transferred on amalgamation	601,379,405
Balance transferred to amalgamation Reserve	1,002,599,856

14.2.1.1 (c) Following the amalgamation of subsidiary companies, Singer Industries (Ceylon) PLC and Regnis (Lanka) PLC, Forty Million Seven Hundred and Thirty One Thousand Four Hundred and Twenty Two (40,731,422) ordinary voting shares at Rupees Twelve and Cents Fifty Nine (Rs. 12.59) each in Singer (Sri Lanka) PLC (SSL) have been issued and allotted to the minority shareholders of Singer Industries (Ceylon) PLC and shareholders of Regnis (Lanka) PLC. Accordingly, ordinary shares of 6,531,451 and 34,199,971 have been issued to Minority shareholders of Singer Industries (Ceylon) PLC and Regnis (Lanka) PLC respectively at Rs. 12.59 each.

14.2.1.2 (a) Effect of Amalgamation on 1st January 2024 - Singer Business School (Private) Limited

	Singer (Sri Lanka) PLC	Singer Business School (Private) Limited	Effect on Amalgamation	As restated Amalgamating with SBS
Non Current Assets				
Property, Plant & Equipment	3,706,726,741	2,365,242	2,365,242	3,709,091,983
ROU Asset	3,658,115,492	-	-	3,658,115,492
Intangible Assets	392,141,986	211,752	211,752	392,353,738
Investment in Subsidiaries	2,963,023,473	-	(10,000,000)	2,953,023,473
Other Investments	21,524,326	-	-	21,524,326
Trade and Other Receivables	891,546,816	-	-	891,546,816
Deferred Taxation	1,507,783,639	-	-	1,507,783,639
Current Assets				
Inventories	13,732,961,126	-	-	13,732,961,126
Loans Due from Related Parties	175,000,000	-	-	175,000,000
Income Tax Receivable	427,313,560	-	-	427,313,560
Trade and Other Receivables	19,420,667,463	-	-	19,420,667,463
Amounts Due from Related Parties	96,173,483	67,265,476	67,265,476	163,438,959
Cash & Cash Equivalents	2,753,681,537	20,629,242	20,629,242	2,774,310,779
	49,746,659,642	90,471,712	80,471,712	49,827,131,354
Equity				
Stated Capital	626,048,050	10,000,000	-	626,048,050
Capital Reserves	1,186,942,894	-	-	1,186,942,894
Other Component of Equity	3,503,334	-	-	3,503,334
Revenue Reserve	4,288,232,599	53,118,168	53,118,168	4,341,350,767
Non-Current Liabilities				
Interest Bearing Loans & Borrowings	7,150,000,000	-	-	7,150,000,000
Lease Liability	3,498,213,613	-	-	3,498,213,613
Retirement Benefit Obligations	758,534,851	-	-	758,534,851
Deferred Tax Liability	-	733,643	733,643	733,643
Security Deposits	1,517,965,563	-	-	1,517,965,563
Deferred Revenue	77,021,536	-	-	77,021,536
Other Non Current Liabilities	170,328,302	-	-	170,328,302
Current Liabilities				
Trade and Other Payables	9,427,136,372	530,173	530,173	9,427,666,545
Lease Liability	882,428,104	-	-	882,428,104
Deferred Revenue	294,056,724	-	-	294,056,724
Income Tax Payables	-	2,537,214	2,537,214	2,537,214
Dividends Payable	49,146,058	-	-	49,146,058
Amounts due to Related Parties	3,341,624,733	23,552,514	23,552,514	3,365,177,247
Interest Bearing Loans & Borrowings	16,475,476,909	-	-	16,475,476,909
Bank Overdraft	-	-	-	-
	49,746,659,642	90,471,712	80,471,712	49,827,131,354

Since the amalgamation was within the Group, no Goodwill is recognised and upon the merger, the excess was recognised in the statement of changes in equity.

NOTES TO THE FINANCIAL STATEMENTS

14.2.1.2 (b) Effect on amalgamation on statement of changes in equity

Transfer of net assets (on date of amalgamation) of Singer Business School (Private) Limited	63,118,168
Set-off of investment by Singer (Sri Lanka) PLC in Singer Business School (Private) Limited	(10,000,000)
Balance transferred to amalgamation Reserve	53,118,168

15. Financial Assets at FVOCI

15.1 Non Current Financial Assets

(a) Equity investments at Fair value through Other Comprehensive Income (FVOCI)

	No. of Shares		Group		Company	
	2025	2024	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
As at 31st March						
Non-Quoted						
Equity Investment Lanka Limited	1,665,000	1,665,000				
Balance at the Beginning of the Year			20,140,672	21,524,326	20,140,672	21,524,326
Change in Fair Value during the Year			142,688	(1,383,654)	142,688	(1,383,654)
Balance at the End of the Year			20,283,360	20,140,672	20,283,360	20,140,672
Credit Information Bureau of Sri Lanka	100	100				
Balance at the Beginning of the Year			2,185,042	2,120,229	-	-
Change in Fair Value during the Year			-	64,813	-	-
Balance at the End of the Year			2,185,042	2,185,042	-	-
			22,468,402	22,325,714	20,283,360	20,140,672

The group designated the investment shown above as Equity Securities at FVOCI because these equity securities represent investments that the group intends to hold for the long term for strategic purpose.

There were no disposal of Strategic investments during the Financial Year 2024/25 and there were no transfers of any cumulative gain or loss within equity relating to these investments.

15.2 Short Term Investments

	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
As at 31st March				
(a) Financial Assets at Amortised Cost				
Investment in Treasury Bills	2,812,655,388	2,478,590,812	-	-
	2,812,655,388	2,478,590,812	-	-

Further details relating to fair valuation and carrying value is provided in Note 35 to the Financial Statements.

16. Inventories

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Raw Materials		2,363,140,475	2,088,334,184	2,075,179,354	1,867,484,430
Work-in-Progress		341,215,145	486,892,493	303,642,628	398,918,468
Finished Goods		19,971,782,090	17,790,698,135	19,957,821,592	17,771,975,467
Supplies and Spare Parts		1,466,076,616	1,302,313,751	1,466,076,616	1,302,313,751
Goods-in-Transit		2,013,930,645	1,814,709,733	1,734,188,850	1,656,535,308
		26,156,144,971	23,482,948,296	25,536,909,040	22,997,227,424
Provision for Inventories	16.1	(2,344,703,258)	(1,858,629,865)	(2,303,085,416)	(1,789,788,352)
Unrealised profit in Inventory		(28,939,371)	(23,399,319)	-	-
Total Inventories at the lower of cost and net realisable value		23,782,502,342	21,600,919,112	23,233,823,624	21,207,439,072

16.1 Provision for Inventories

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the Year		1,858,629,865	1,699,746,448	1,789,788,352	1,522,695,501
Amalgamation of Subsidiary Companies		-	-	-	273,592,264
Amounts Provided/ (Reversed) During the Year	8	486,073,393	158,883,417	513,297,064	(6,499,413)
Balance at the End of the Year		2,344,703,258	1,858,629,865	2,303,085,416	1,789,788,352

16.2 There were no Inventories Pledged as Securities for Loans obtained by the Group/Company as at 31st March 2025.

17 Trade and Other Receivables

17.1 Non-Current

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Hire Purchase Debtors					
Hire Purchase Debtors - Installment Receivables		1,342,560,737	737,756,322	1,342,560,737	737,756,322
Less: Hire Purchase Debtors - Unearned Interest Income		(249,897,002)	(302,480,092)	(249,897,002)	(302,480,092)
		1,092,663,735	435,276,230	1,092,663,735	435,276,230
Lease Receivables					
Lease – Installments Receivables		14,952,787,840	8,696,315,490	-	-
Less: Lease Receivables - Unearned Interest Income		(3,549,345,148)	(2,024,763,863)	-	-

NOTES TO THE FINANCIAL STATEMENTS

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
		11,403,442,692	6,671,551,627	-	-
Loan Receivables					
Consumer and Personal Loans - Installments Receivables		7,282,543,508	3,981,208,235	-	-
Less: Loan Receivables- Unearned Interest Income		(1,439,034,332)	(836,510,026)	-	-
		5,843,509,176	3,144,698,209	-	-
Other Receivables					
Rent paid in Advance		222,045,047	222,045,045	222,045,045	222,045,045
Loans to Employees	17.4	163,363,488	216,654,922	115,108,551	164,848,344
		385,408,535	438,699,967	337,153,596	386,893,389
		18,725,024,138	10,690,226,033	1,429,817,331	822,169,619

17.2 Current

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Hire Purchase Debtors					
Hire Purchase Debtors - Installment Receivables		14,111,314,127	11,764,063,148	14,108,095,543	11,760,825,443
Less: Hire Purchase Debtors - Unearned Interest Income		(2,626,004,677)	(2,115,573,321)	(2,626,004,677)	(2,115,573,321)
Provision for Impairment	17.3	(67,155,477)	(130,711,467)	(63,936,893)	(127,473,762)
		11,418,153,973	9,517,778,360	11,418,153,973	9,517,778,361
Lease Receivables					
Lease – Installments Receivables		9,223,300,975	6,583,892,714	-	-
Less: Lease Receivables - Unearned Interest Income		(2,923,617,105)	(1,840,076,405)	-	-
Provision for Impairment	17.3	(493,933,852)	(479,532,472)	-	-
		5,805,750,019	4,264,283,837	-	-
Loan Receivables					
Consumer and Personal Loans - Installments Receivables		26,191,767,868	14,437,917,009	-	-
Less: Loan Receivables- Unearned Interest Income		(1,352,587,639)	(789,022,279)	-	-
FD Loans		519,224,911	688,820,502	-	-
Net Receivable		25,358,405,140	14,337,715,232	-	-
Less: Provision for Impairment	17.3	(883,282,291)	(708,401,919)	-	-
		24,475,122,849	13,629,313,313	-	-
Trade Receivables					
Trade Receivables		7,165,393,298	6,496,267,201	7,165,393,298	6,496,267,201
Less : Provision for Impairment	17.3	(1,065,585,792)	(1,007,537,520)	(1,065,585,792)	(1,007,537,520)
		6,099,807,506	5,488,729,681	6,099,807,506	5,488,729,681
Other Receivables					
Advance and Other Receivables		5,816,643,024	6,782,831,512	5,522,007,653	6,606,061,523
Less : Provision for Impairment	17.3	(1,780,062,613)	(2,161,274,474)	(1,780,062,613)	(2,160,185,374)

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
		4,036,580,411	4,621,557,038	3,741,945,040	4,445,876,149
Prepayments		317,595,565	295,953,395	186,197,267	196,477,727
Advances to Suppliers		7,109,749	-	-	-
Loans to Employees		153,214,479	104,907,570	110,923,604	66,032,997
		477,919,792	400,860,965	297,120,867	262,510,724
		52,313,334,550	37,922,523,194	21,557,027,390	19,714,894,913

17.3 Provision For Impairment

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Trade, Hire Purchases, Lease and Other Receivables				
Provision for Impairment - Hire Purchase Debtors				
Movement				
Balance at the Beginning of the Year	130,711,467	154,392,095	127,473,762	151,256,129
(Reversals) During the Year 8.1	(60,593,185)	(20,877,556)	(60,574,064)	(20,979,295)
Written-off /Transferred During the Year	(2,962,805)	(2,803,072)	(2,962,805)	(2,803,072)
Balance as at End of the Year	67,155,477	130,711,467	63,936,893	127,473,762
Provision for Impairment - Lease Rental Receivable				
Movement				
Balance at the Beginning of the Year	479,532,473	707,440,297	-	-
Provision/(Reversals) During the Year 8.1	37,271,242	(180,695,601)	-	-
Written-off /Transferred During the Year	(22,869,863)	(47,212,224)	-	-
Balance as at end of the Year	493,933,852	479,532,472	-	-
Provision for Impairment - Loan Receivables				
Movement				
Balance as at the Beginning of the Year	708,401,919	708,406,707	-	-
Provided During the Year 8.1	195,392,402	53,631,264	-	-
Written-off /Transferred During the Year	(20,512,030)	(53,636,052)	-	-
Balance as at end of the Year	883,282,291	708,401,919	-	-
Provision for Impairment - Trade Receivables				
Balance at the Beginning of the Year	1,007,537,521	802,010,733	1,007,537,520	802,010,733
Provided During the Year 8.1	60,227,907	209,140,574	110,227,907	209,140,574
Written-off /Transferred During the Year	(2,179,635)	(3,613,787)	(52,179,636)	(3,613,788)
Balance as at end of the Year	1,065,585,792	1,007,537,520	1,065,585,792	1,007,537,520
Total Provision for Trade Receivables	2,509,957,411	2,326,183,378	1,129,522,685	1,135,011,281
Provision for Impairment - Other Receivables				
Movement				
Balance at the Beginning of the Year	2,161,274,474	1,922,419,819	2,160,185,374	1,921,330,719
Provided During the Year 8.1	311,201,577	239,037,357	261,201,577	239,037,357
Amalgamation of subsidiary companies	-	(182,702)	-	(182,702)
Written-off /Transferred During the Year	(692,413,438)	-	(641,324,338)	-
Balance as at End of the Year	1,780,062,613	2,161,274,475	1,780,062,613	2,160,185,374
Total Provision for Trade, Hire Purchases, Lease and Other Receivables at the end of the Year	4,290,020,023	4,487,457,852	2,909,585,298	3,295,196,657

The contractual amount outstanding on Financial Assets that were written off during the year ended 31st March 2025 and there are no enforcement activity pending as of 31st March 2025.

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17.4 Loans to Employees

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Movement				
Balance at the Beginning of the Year	321,562,493	288,288,283	230,881,341	206,021,615
Loans Granted During the Year	147,606,784	225,394,871	85,016,059	139,850,000
Less: Repayments	(150,029,093)	(191,311,376)	(89,865,245)	(114,990,274)
Unwinding of Interest	112,960	16,899	-	-
Less: Provision for Impairment	(2,675,177)	(826,185)	-	-
Balance as at the End of the Year	316,577,967	321,562,493	226,032,155	230,881,341
Due Within One Year	153,214,479	104,907,570	110,923,604	66,032,997
Due After One Year	163,363,488	216,654,922	115,108,551	164,848,344

17.5 Maturity Analysis of Hire Purchase, Lease and Loan Receivables

Group - As at 31 March 2025

	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.
Hire Purchase Debtors	4,725,197,948	6,898,890,565	1,090,161,114	2,502,621	-	12,510,817,708
Lease Rental Receivables	1,679,195,323	4,126,550,952	8,577,204,466	2,801,089,186	25,152,785	17,209,192,711
Loans Receivables	9,026,697,729	15,448,428,866	4,065,248,944	1,754,760,023	23,496,463	30,318,632,025
	15,431,091,000	26,267,935,843	13,732,614,524	4,558,351,830	48,649,247	60,038,642,444

Group - As at 31 March 2024

	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.
Hire Purchase Debtors	3,650,400,555	5,867,377,805	430,732,722	742,808	3,800,700	9,953,054,590
Lease Rental Receivables	1,343,126,074	2,921,157,762	5,265,922,890	1,395,206,946	10,421,791	10,935,835,463
Loans Receivables	5,376,251,896	8,253,061,418	2,287,256,267	850,206,160	7,235,782	16,774,011,523
	10,369,778,525	17,041,596,985	7,983,911,879	2,246,155,914	21,458,273	37,662,901,576

Company - As at 31 March 2025

	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.
Hire Purchase Debtors	4,725,197,948	6,898,890,565	1,090,161,114	2,502,621	-	12,510,817,708
	4,725,197,948	6,898,890,565	4,898,938,676	2,496,201	-	12,510,817,708

Company - As at 31 March 2024

	Less than 3 months Rs.	3-12 Months Rs.	1-3 Years Rs.	3-5 Years Rs.	Over 5 Years Rs.	Total Rs.
Hire Purchase Debtors	3,650,400,555	5,867,377,805	430,732,722	742,808	3,800,700	9,953,054,590
	3,650,400,555	5,867,377,805	430,732,722	742,808	3,800,700	9,953,054,590

The presentation and classification of Trade and Other Receivables of the previous period has been amended for better presentation and to be comparable with those of the current period.

18. Amounts Due from Related Parties

As at 31st March	Relationship	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Singer Finance (Lanka) PLC	Subsidiary	-	-		41,323,135
Regnis Appliances (Pvt) Ltd	Subsidiary	-	-	34,008,615	-
Advantis Projects & Engineering (Private) Limited	Affiliate Company	-	81,650		81,650
Advantis Express (Private)Ltd	Affiliate Company	-	2,231,700		2,231,700
Hayleys Travels (Pvt) Ltd.	Affiliate Company	1,489,815	384,090	1,489,815	384,090
Dipped Products PLC	Affiliate Company	-	43,299		43,299
Creative Polymats (Private) Limited	Affiliate Company	-	86,383		86,383
Hanwella Rubber Products Ltd.	Affiliate Company	-	90,109		90,109
Talawakelle Tea Estates PLC	Affiliate Company	-	1,628,781		1,628,781
Hayleys Fabric PLC	Affiliate Company	3,652,533	9,528,019	3,652,533	9,528,019
Hayleys Consumer Products Ltd.	Affiliate Company	-	1,191,971		1,191,971
The Kingsbury PLC	Affiliate Company	2,530,922	-	2,530,922	-
DPL Sports Gloves (Pvt) Ltd.	Affiliate Company	-	350,711		350,711
South Asia Textiles (Private) Limited	Affiliate Company	1,972,968	12,183,693	1,972,968	12,183,693
Fentons Limited	Affiliate Company	-	8,358,547		8,358,547
Alumex PLC	Affiliate Company	-	9,068,750		9,068,750
Energynet (PVT) Limited	Affiliate Company	-	449,260		449,260
HJS Condiments Ltd.	Affiliate Company	29,998	343,995	29,998	343,995
Hayleys PLC	Parent Company	3,548,851	-	3,548,851	-
S & T Interiors (Pvt) Ltd	Affiliate Company	40,271	-	40,271	-
Horana Plantations PLC	Affiliate Company	325,423	-	325,423	-
Hayleys Agriculture Holdings Ltd	Affiliate Company	21,359	-	21,359	-
North South Lines (Pvt) Ltd.	Affiliate Company	664,460	-	664,460	-
Mabroc Teas (Pvt) Ltd.	Affiliate Company	755,594	-	755,594	-
Haycarb PLC	Affiliate Company	16,190	-	16,190	-
Cosco Shipping Lines Lanka Private Limited	Affiliate Company	3,630,896	-	3,630,896	-
		18,679,280	46,020,958	52,687,895	87,344,093

19. Financial assets measured at fair value through profit or loss (FVTPL)

Financial assets measured at FVTPL are those assets that the Company acquires or incurs principally for the purpose of selling or repurchasing in the near term, or holds as part of a portfolio that is managed together for short-term profit or position taking. Trading assets are those assets that the Company acquires or incurs principally for the purpose of selling or repurchasing in the near term, or holds as part of a portfolio that is managed together for short-term profit or position taking.

These investments are initially recognised at fair value and transaction costs that are directly attributable to its acquisition or issue is charged to profit or loss. Subsequently, this is recorded in the Statement of Financial Position at fair value. Changes in fair value are recognised in profit or loss.

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Investment in Treasury Bonds (Note 19.1)	-	463,761,000	-	-

NOTES TO THE FINANCIAL STATEMENTS

19.1 Investment in Treasury Bonds

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the year	463,761,000	-	-	-
Investment/ (withdrawal) during the year	(462,577,901)	428,905,261	-	-
Gain / (Loss) from mark to market valuation	(1,183,099)	34,855,739	-	-
Balance at the End of the year	-	463,761,000	-	-

20. Cash and Cash Equivalents and Other Financial Asset

Components of Cash and Cash Equivalents

20.1 Other Financial Asset

This has been categorized under Cash and Cash Equivalents due to liquidity of Unit Trust Investment.

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Unit Trust Investment	340,323,271	310,635,259	340,323,271	310,635,259
	340,323,271	310,635,259	340,323,271	310,635,259

20.2 Cash in hand and at bank

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cash at Bank	2,499,809,076	4,092,790,673	1,237,315,321	635,412,831
Cash in Hand	1,661,533,431	1,366,272,834	1,081,670,572	993,354,784
	4,161,342,507	5,459,063,507	2,318,985,893	1,628,767,615

20.3 Deposits with Banks

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Deposits with Banks	4,242,929,277	702,898,074	1,465,978,782	448,875,000
	4,242,929,277	702,898,074	1,465,978,782	448,875,000

20.4 Bank Overdrafts

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Bank Overdrafts *	(2,811,101,317)	(2,829,618,461)	(1,893,616,888)	(2,290,532,638)
Total Cash and Cash Equivalents for the Purpose of Cash Flow Statement	5,593,493,738	3,642,978,379	2,231,671,058	97,745,236
*All the overdraft interest rates are linked to AWPLR.				

Refer notes 24.5 and 24.8 for overdraft facility limits.

The presentation and classification of Cash and Cash equivalents and Overdraft of the previous period has been amended for better presentation and to be comparable with those of the current period.

21 Stated Capital

As at 31st March	Note	2025	2024
		Number	Number
Number of Shares - Ordinary Shares	21.1	1,167,617,912	1,167,617,912
		1,167,617,912	1,167,617,912

As at 31st March		2025	2024
		Rs	Rs
Ordinary Shares (Rs.)		1,138,856,653	1,138,856,653
		1,138,856,653	1,138,856,653

21.1 Movement of Ordinary Shares

As at 31st March		2025	
		Number	Rs
No of shares at the Beginning of the Year		1,167,617,912	1,138,856,653
No of shares at the end of the Year		1,167,617,912	1,138,856,653

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at the meetings of the Company .

22. Other Component of Equity

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Capital Reserves	22.1	3,318,584,329	2,946,412,326	3,318,584,329	2,946,412,326
Statutory Reserves	22.2	495,638,557	325,293,960	-	-
Transferred to/ (from) Regulatory Loss Allowance Reserve		-	51,093,499	-	-
Fair Value of Financial Assets at FVOCI Reserve		4,348,152	4,248,270	2,634,659	2,534,777
		3,818,571,038	3,327,048,055	3,321,218,988	2,948,947,103

Regulatory Loss Allowance Reserve

As per the Section 7.1 of the Finance Business Act Direction No. 01 of 2020 (Classification and measurement of Credit Facilities), the Singer Finance (Lanka) PLC requires to create a non-distributable regulatory loss allowance reserve through an appropriation of retained earnings, where the loss allowance for expected credit loss (ECL) falls below the regulatory provision (CBSL).

Fair Value of Financial Assets at FVOCI Reserve

These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

22.1 Capital Reserves

As at 31st March	Note.	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Revaluation Reserves	22.1.1	3,318,584,329	2,946,412,326	3,318,584,329	2,946,412,326
Revaluation Reserve		3,318,584,329	2,946,412,326	3,318,584,329	2,946,412,326

22.1.1 Revaluation Reserves Attributable to Equity Holders

As at 31st March		Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the Year		2,946,412,326	1,350,891,535	2,946,412,326	1,199,233,948
Realisation on Revaluation Surplus		(62,406,045)	(28,231,429)	(62,406,045)	(16,388,074)
Revaluation Gain on Land and Building		620,825,783	724,043,709	620,825,783	724,043,709
Deferred Tax on Revaluation Gain on Land and Building		(186,247,735)	(217,179,427)	(186,247,735)	(217,179,427)
Transfer due to Amalgamation of subsidiary companies		-	1,116,887,938	-	1,256,702,170
Balance at the End of the Year		3,318,584,329	2,946,412,326	3,318,584,329	2,946,412,326

The revaluation reserve relates to revaluation of freehold land and buildings as at the date of revaluation.

22.2 Statutory Reserves

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Reserve Fund	22.2.1	495,638,557	325,293,960	-	-
Reserve Fund		495,638,557	325,293,960	-	-

22.2.1 Reserve Fund

As at 31st March		Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance as at the Beginning of the Year		325,293,960	244,214,988	-	-
Transfer of Surplus During the Year		170,344,597	81,078,972	-	-
Balance as at the End of the Year		495,638,557	325,293,960	-	-

The Balance in the reserve fund will be used only for the purposes specified in the Central Bank Direction No.1 of 2003.

The Reserve Fund is maintained in compliance with Direction No 1 of 2003 Central Bank of Sri Lanka (Capital Funds) issued to Finance Companies.

As per the said Direction , every Licensed Finance Company shall maintain a Reserve Fund and transfer to such reserve fund out of the net profits of the each year after due provisions has been made for taxation and bad and doubtful debts on following basis.

Capital Funds to Deposit Liabilities	% of transfer to Reserve Fund
Not less than 25%	5%
Less than 25% and not less than 10%	20%
Less than 10%	50%

Accordingly, Singer Finance (Lanka) PLC has transferred 20% of its net profit after taxation to the Reserve Fund as Company's Capital Funds to Deposit Liabilities, belongs to less than 25% and not less than 10% Category.

23 Revenue Reserves

As at 31st March	Note	Group		Company	
		2025	2024	2025	2024
		Rs.	Rs.	Rs.	Rs.
Summary					
(a) General Reserve	23.1	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
		2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
(b) Retained Earnings		7,078,270,418	4,231,330,464	3,667,515,157	1,536,739,459
		7,078,270,418	4,231,330,464	3,667,515,157	1,536,739,459
Revenue Reserves		9,778,270,418	6,931,330,464	6,367,515,157	4,236,739,459

23.1 General Reserve

The general reserve which is a revenue reserve represents reserves set aside by the Directors for general application.

The movement of general resrve is as follows:

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the Year	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000
Transferred from Retained Earnings	-	-	-	-
Balance At the End of the Year	2,700,000,000	2,700,000,000	2,700,000,000	2,700,000,000

24 Interest Bearing Loans and Borrowings

24.1 Loans and Borrowings - Group

As at 31st March	2025 Amount Repayable Within One Year Rs.	2025 Amount Repayable After One Year Rs.	2025 Total Rs.	2024 Amount Repayable Within One Year Rs.	2024 Amount Repayable After One Year Rs.	2024 Total Rs.
Debentures (Note 24.2)	153,733,423	1,980,296,351	2,134,029,774	222,690,500	2,005,000,000	2,227,690,500
Bank Loans (Note 24.3 a,b)	27,317,552,112	6,322,095,481	33,639,647,593	24,608,739,156	6,200,000,000	30,808,739,156
Securitisation (Note 24.4)	3,756,464,342	6,868,189,433	10,624,653,775	407,636,857	200,000,000	607,636,857
	31,227,749,877	15,170,581,265	46,398,331,142	25,239,066,513	8,405,000,000	33,644,066,513
Accrued Interest	69,614,350	-	69,614,350	73,114,639	-	73,114,639
	31,297,364,227	15,170,581,265	46,467,945,492	25,312,181,153	8,405,000,000	33,717,181,153

NOTES TO THE FINANCIAL STATEMENTS

24.2 Debentures - Group

	As at 1st April 2024 Rs.	New Issues Rs.	Redemption Rs.	As at 31st March 2025 Rs.
Fixed rate 13.25%. Senior, Unsecured, Listed, Redeemable, Rated Debentures redeemable on 19th May 2025	5,596,943	-	447	5,596,496
Fixed rate 9.25% Listed, Rated, Unsecured, Subordinated Debenture Redeemable on 25th June 2026	624,090,847	-	115,847	623,975,000
1 Year T-Bill Rate + 3.75% Listed, Rated, Unsecured, Subordinated Debenture Redeemable on 25th June 2026	1,604,781,425	-	96,297,725	1,508,483,700
Transaction Cost	(6,778,714)	-	2,753,293	(4,025,420)
	2,227,690,501	-	(99,167,312)	2,134,029,774

24.3 Bank Loans - Group

As at 31st March	As at 1st April 2024 Rs.	Loans Obtained Rs.	Repayment Rs.	As at 31st March 2025 Rs.
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(a) Bank Loans Repayable within one Year - Group				
Bank Loans, Short Term Loans and Current Portion of Long-Term Loans	24,608,739,156	75,246,149,131	(72,537,336,175)	27,317,552,112
Total	24,608,739,156	75,246,149,131	(72,537,336,175)	27,317,552,112

The Bank loans repayable within one year consist of short-term loans and current portion of long-term loans obtained from Hatton National Bank PLC, Nations Trust Bank PLC, Commercial Bank of Ceylon PLC, Sampath Bank PLC, Peoples Bank, Seylan Bank PLC, Bank of Ceylon, Standard Chartered Bank, National Development Bank PLC, Deutsche Bank Sri Lanka, Muslim Commercial Bank Sri Lanka and Union Bank PLC. These loans bears Variable interest and due for settlement at maturity and through quarterly payments.

(b) Bank Loan Repayable after one year - Group

Company	Lender/ Rate of Interest (p.a)	Repayment	Security	As at 31st March 2025 Rs.	As at 31st March 2024 Rs.
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Variable Rate- Linked to AWPLR, review monthly)	Quarterly	Negative Pledged	-	1,000,000,000
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Fixed Rate)	Semi Annually	Negative Pledged	300,000,000	900,000,000
Singer (Sri Lanka) PLC	Commercial Bank of Ceylon PLC (Variable Rate- Linked to AWPLR review monthly)	Quarterly	Clean Basis	582,750,000	
Singer (Sri Lanka) PLC	Hatton National Bank PLC (Variable Rate - Linked to AWPLR, review monthly)	Quarterly	Clean Basis	2,167,000,000	1,200,000,000
Singer (Sri Lanka) PLC	Sampath Bank PLC (Variable Rate - Linked to AWPLR, review monthly)	Quarterly	Negative Pledged	600,000,000	-
Singer (Sri Lanka) PLC	Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Clean Basis	-	1,000,000,000
Singer (Sri Lanka) PLC	Bank of Ceylon (Variable Rate - Linked to AWPLR, review monthly)	Semi Annually	Clean basis	1,500,000,000	2,100,000,000
Singer Finance (Lanka) PLC	Nations Trust Bank PLC (AWPLR + Margin)	Quarterly	Lease Receivables	297,345,481	-
Singer Finance (Lanka) PLC	Pan Asia Banking Corporation PLC (AWPLR + Margin)	Monthly	Lease Receivables	875,000,000	-
				6,322,095,481	6,200,000,000

24.4 Securitisation Loans - Group

As at 31st March	As at 1st April 2024 Rs.	New Issues / Accrued Interest Rs.	Redemption Rs.	As at 31st March 2025 Rs.
Securitisation Loans	607,636,857	10,519,829,493	(502,812,575)	10,624,653,775
Total	607,636,857	10,519,829,493	(502,812,575)	10,624,653,775

(a) Securitisation Loans

Company	Trustee Bank	Repayment	Security	As at 31st March 2025	As at 31st March 2024
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Lease, Loans and Advances Receivables	201,561,091	407,636,857
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Lease, Loans and Advances Receivables	-	200,000,000
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	3,196,971,101	
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	1,036,039,421	
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	2,036,319,651	
Singer Finance (Lanka) PLC	Hatton National Bank PLC	Structured	Lease, Loans and Advances Receivables	2,034,861,949	
Singer Finance (Lanka) PLC	National Development Bank	Structured	Lease, Loans and Advances Receivables	2,118,900,562	
				10,624,653,775	607,636,857

24.5 Bank Facilities- Group

As at 31st March	2025		2024	
	Utilised Rs.	Total Facility Rs.	Utilised Rs.	Total Facility Rs.
Overdraft	2,811,101,317	4,245,000,000	2,829,618,461	4,285,000,000
Term Loans	6,322,095,478	7,249,750,000	6,200,000,000	7,350,000,000
Short Term Loans and Current Portion of Long Term Loans	27,317,552,115	36,354,200,000	24,608,739,156	35,325,000,000
Securitisation Loans	10,624,653,775	10,327,876,340	607,636,857	1,600,000,000
Total Debt Facility	47,075,402,685	58,176,826,340	34,245,994,474	48,560,000,000
Guarantees	3,495,378,972	3,565,000,000	2,706,764,391	3,365,000,000
Letter of Credit	4,881,490,301	9,865,000,000	5,695,563,557	10,760,000,000
Total Debt and Other Facilities	54,452,271,958	71,606,826,340	42,648,322,422	62,685,000,000

NOTES TO THE FINANCIAL STATEMENTS

24.6 Interest Bearing Loans and Borrowings - Company

As at 31st March	2025 Amount Repayable Within One Year Rs.	2025 Amount Repayable After One Year Rs.	2025 Total Rs.	2024 Amount Repayable Within One Year Rs.	2024 Amount Repayable After One Year Rs.	2024 Total Rs.
Bank Loans (Note 24.7 a,b)	21,522,553,159	5,149,750,000	26,672,303,159	20,304,633,788	6,200,000,000	26,504,633,788
	21,522,553,159	5,149,750,000	26,672,303,159	20,304,633,788	6,200,000,000	26,504,633,788
Accrued Interest	69,252,906	-	69,252,906	73,114,639	-	73,114,639
	21,591,806,065	5,149,750,000	26,741,556,065	20,377,748,427	6,200,000,000	26,577,748,427

24.7 Bank Loans - Company

(a) Bank Loans Repayable within One Year

	As At 1st April 2024 Rs.	Loans Obtained Rs.	Repayments Rs.	As At 31st March 2025 Rs.
Bank Loans ,Short Term Loans and Current Portion of Long-Term Loans	20,304,633,788	57,588,322,126	(56,370,402,755)	21,522,553,159
Total	20,304,633,788	57,588,322,126	(56,370,402,755)	21,522,553,159

The Bank loans repayable within one year consist of short term loans and current portion of long term loans obtained from Hatton National Bank PLC, Nations Trust Bank PLC, Commercial Bank of Ceylon PLC, Sampath Bank PLC.,Peoples Bank, Seylan Bank PLC, Bank of Ceylon, Standard Chartered Bank, National Development Bank PLC and Union Bank PLC. These loans bears Variable interest and due for settlement at maturity and through quarterly payments.

(b) Bank Loans repayable after one year

Lender/Rate of Interest (p.a)	Repayment	Security	As at 31st March 2025 Rs.	As at 31st March 2024 Rs.
Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Negative Pledged	-	1,000,000,000
Commercial Bank of Ceylon PLC (Fixed Rate)	Semi Annually	Negative Pledged	300,000,000	900,000,000
Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Clean Basis	582,750,000	-
Commercial Bank of Ceylon PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Clean Basis	2,167,000,000	-
Bank of Ceylon	Semi Annually	Clean Basis	1,500,000,000	2,100,000,000
Hatton National Bank PLC (Variable Rate - Linked to AWPLR, review monthly)	Quarterly	Clean basis	600,000,000.00	1,200,000,000
Hatton National Bank PLC (Variable Rate-Linked to AWPLR, review monthly)	Quarterly	Clean basis	-	1,000,000,000
			5,149,750,000	6,200,000,000

24.8 Bank Facilities-Company

As at 31st March	2025		2024	
	Utilised Rs.	Total Facility Rs.	Utilised Rs.	Total Facility Rs.
Overdraft	1,893,616,888	3,130,000,000	2,290,532,638	3,170,000,000
Term Loans	5,149,750,000	5,149,750,000	6,200,000,000	6,200,000,000
Short Term Loans and Current Portion of Long-Term Loans	21,522,553,159	30,204,200,000	20,304,633,788	30,675,000,000
Total Debt Facility	28,565,920,047	38,483,950,000	28,795,166,426	40,045,000,000
Guarantees	3,495,378,972	3,565,000,000	2,706,764,391	3,365,000,000
Letter of Credit	4,634,867,201	9,320,000,000	5,695,563,557	10,065,000,000
Total Debt and Other Facilities	36,696,166,220	51,368,950,000	37,197,494,374	53,475,000,000

25 Deferred Tax Assets/(Liabilities)

25.1 Net Deferred Tax Assets

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Deferred Tax Assets		817,277,070	710,812,344	566,927,066	613,823,436
Deferred Tax Liabilities		(88,344,178)	(76,557,516)	-	-
Net Deferred Tax Assets	25.2	728,932,892	634,254,828	566,927,066	613,823,436

25.2 Net Deferred Tax Assets

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the Year		634,254,828	743,955,932	613,823,436	1,371,082,289
Amalgamation of subsidiaries		-	36,941	-	(606,194,045)
(Charge) / Reversal of Temporary Differences During the Year	9.2	284,789,503	81,062,459	129,416,225	40,010,729
Amount (Originating) / Reversal During the Year - Recognised in the Other Comprehensive Income	9.4	(5,525,719)	17,501,394	9,935,140	20,375,604
Deferred Tax Impact on Realisation of Revaluation Surplus	9.2	-	5,728,286	-	5,728,286
Deferred Tax relating to Revaluation gain on Property , Plant and Equipment	9.4	(186,247,735)	(217,179,427)	(186,247,735)	(217,179,427)
Deferred Tax Impact on Unrealised Profit in inventory	9.2	1,662,015	3,149,244	-	-
Balance as at the End of the Year		728,932,892	634,254,828	566,927,066	613,823,436

25.2.1 Applicable tax rates used to calculate deferred tax assets/liabilities are given in note 9.3 .

25.3 Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against tax liabilities and when the deferred tax relate to the same fiscal authority.

NOTES TO THE FINANCIAL STATEMENTS

25.3.1 Group

As at 31st March	2025		2024	
	Assets Rs.	Liabilities Rs.	Assets Rs.	Liabilities Rs.
(a) Composition of Net Deferred Tax Asset				
Property, Plant and Equipment and Intangible Assets	-	1,637,810,679	-	1,622,503,713
Provision for Inventories	699,249,193	-	554,919,386	-
Provision for Receivables	1,030,644,882	-	1,078,772,528	-
Employee Benefit Obligation	407,620,295	-	367,916,730	-
Unrealised Exchange Gain	-	66,774,767	-	76,085,545
Lease Rental Receivables	-	11,690,894	-	-
Right Of Use Asset	-	1,575,275,844	-	1,244,363,119
Lease Liability	1,834,952,527	-	1,545,879,356	-
Provision for Warranty	56,868,779	-	29,719,205	-
Investment Property	-	8,850,600	-	-
	4,029,335,676	3,300,402,784	3,577,207,205	2,942,952,376
Net Deferred Tax Assets		728,932,892		634,254,828

25.3.2 Company

As at 31st March	2025		2024	
	Assets Rs.	Liabilities Rs.	Assets Rs.	Liabilities Rs.
(a) Composition of Deferred Tax Asset				
Property, plant and equipment and Intangible Assets	-	1,537,507,942	-	1,454,140,749
Provision for Inventories	690,925,625	-	537,255,579	-
Provision for Receivables	872,875,589	-	1,002,601,972	-
Employee Benefit Obligations	363,866,350	-	317,662,119	-
Unrealised Exchange Loss	-	63,226,952	-	72,701,384
Right Of Use Asset	-	1,377,217,986	-	1,221,383,165
Lease Liability	1,572,100,485	-	1,476,982,807	-
Provision for Warranty	53,962,496	-	27,546,256	-
Investment Property	-	8,850,600	-	-
	3,553,730,545	2,986,803,480	3,362,048,733	2,748,225,298
Net Deferred Tax Assets	566,927,066		613,823,436	-

26 Employee Benefit Obligations

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Present Value of Unfunded Gratuity	1,362,178,036	1,229,148,364	1,212,887,836	1,058,873,730
Provision for Employee Benefit Obligations				
Balance at the Beginning of the Year	1,229,148,364	1,060,341,381	1,058,873,730	724,718,298
Amalgamation of Subsidiary Companies	-	-	-	200,504,326
Adjustment due to Transfer of Employees	-	1,883,728	-	941,864
Actuarial (Gain) / Loss on Employee Benefit Obligations	(18,156,513)	56,954,640	33,259,821	66,535,027

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Current Service cost	92,834,026	89,516,758	72,035,484	61,446,603
Interest Costs	142,466,741	177,389,436	122,630,165	120,660,774
	1,446,292,618	1,386,085,943	1,286,799,200	1,174,806,892
Cash received /(paid) received due to transfer of employees	(4,225,000)	-	(9,219,450)	-
Benefit Paid during the Year	(79,889,582)	(156,937,579)	(64,691,914)	(115,933,162)
Total Benefit paid	(84,114,582)	(156,937,579)	(73,911,364)	(115,933,162)
Balance at the End of the Year	1,362,178,036	1,229,148,364	1,212,887,836	1,058,873,730

26.1 The Group and Company maintains a non-contributory defined benefit plan providing for gratuity benefits payable to employees who will get eligible upon their retirement and resignation.

26.2 An actuarial valuation of the retirement gratuity payable was carried out as at March 31, 2025 by Mr. M Poopalanathan, AIA, of Messers. Actuarial & Management Consultants (Pvt) Ltd. firm of professional Actuaries. The valuation method used by the actuaries to value the liability is the "Projected Unit Credit Method (PUC)", the method recommended by the Sri Lanka Accounting Standard - LKAS 19 on "Employee Benefits".

26.3 Following key assumptions were made in arriving at the above figures:

	2025	2024
(a) Rate of Discount	11% (net of tax)	12% (net of tax)
(b) Salary Escalation Rate	10.0%	11.0%
	Salary Escalation rates higher than expected will cause the value of liabilities to increase.	
(c) Retirement Age (All Staff Members)	60 Years	60 Years

Discount Rate

LKAS 19 requires the risk discount rate to be based on the market yield of high quality Corporate bonds (AA and above) of similar duration to the liability. Due to the lack of long term high quality bonds available in the Sri Lankan market, discount rate is determined by examining short and medium term government and corporate bonds. For the purpose of this valuation, the Company has considered discount rate of 11%. A rate of discount of 12% has been used at the previous valuation. The Company has considered the impact on the defined benefit obligations due to changes in economic factors as a result of the prevailing macroeconomic conditions, with support of the independent actuarial expert. Further, the salary increment rate of 10% is considered appropriate to be in line with the Company's targeted future. Due to the discount rate and salary increment rate account the current market conditions and inflation rate. Salary increments when taking into assumptions used, nature of non-financial assumptions and experience of the assumptions of the company, there is no significant impact to the employment benefit liability as a result of prevailing macro-economic conditions.

NOTES TO THE FINANCIAL STATEMENTS

(d) Staff Withdrawal Rates

	2025	2024
Singer (Sri Lanka) PLC (Branch/Other staff)	13%	13%
Singer (Sri Lanka) PLC – Factory -Furniture	5%	5%
Singer (Sri Lanka) PLC – Factory -Refrigerator	5 %	5%
Singer (Sri Lanka) PLC – Factory- Sewing Machine	4%	4%
Singer Finance (Lanka) PLC	12%	12%
Regnis Appliances (Private) Limited	4%	4%

Withdrawal rates higher than expected will cause employee's withdrawing their benefits early and hence the value of liabilities to increase.

(e) Distribution of Employee Benefit Obligation over Future Working Lifetime

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Less than or Equal to One Year	178,060,343	132,294,875	162,449,497	110,784,032
Over One Year and Less than or Equal to Five Years	640,828,623	560,395,855	580,005,215	499,041,417
Over Five Years and Less than or Equal to Ten Years	356,998,625	351,364,149	327,822,847	306,625,495
Over 10 Years	186,290,445	185,093,484	142,610,277	142,422,786
	1,362,178,037	1,229,148,364	1,212,887,836	1,058,873,730

26.4 The expense and actuarial gain or losses so recognised and included in following lines of cost of sales and Selling and Administrative expenses in the Statement of Profit or Loss and Other Comprehensive Income respectively.

For the Year Ended 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Cost of Sales	50,775,037	70,980,308	48,800,555	27,087,890
Selling and Administration Expenses	184,525,730	195,925,886	145,865,094	155,019,487
	235,300,767	266,906,194	194,665,649	182,107,377
Other Comprehensive Income	(18,156,513)	56,954,640	33,259,821	66,535,027

26.5 Sensitivity Analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the employee benefit obligation by the amounts shown below:

	Group		Company	
	As at 31st March 2025		As at 31st March 2025	
	Increase Rs.	Decrease Rs.	Increase Rs.	Decrease Rs.
Discount Rate (1% Movement)	(70,668,043)	78,288,458	(60,425,321)	66,570,235
Future Salary (1% Movement)	84,354,671	(77,346,704)	71,930,707	(66,316,953)

26.6 Average Future Working Life Time of Employees

	Group	Company
As at 31st March	2025 Years	2025 Years
Average Future Working Life Time of Employees	7.3	7.2

26.7 Actuarial assumptions

Actuarial assumptions	Criteria	Description
Demographic assumptions	Mortality - In service	A1967/70 Mortality table issued by the Institute of Actuaries, London (ultimate mortality table)
	Staff withdrawal rate	The staff turnover rate at an age represents the probability of an employee leaving within one year of that age due to reasons other than death, ill health and normal retirement. The withdrawal rate is given in note 26.3 (d)
	Normal retirement age	The employees who are aged over the specified retirement age have been assumed to retire on their respective next birthdays. Management staff -60 years / Non-management staff 60 years.
Financial assumptions	Rate of discount	The rate of discount taken for 2024/25 11% p.a (2023/24 12% p.a)
	Salary escalation Rates	A salary increment of 10% p.a. (2023/24 – 11% p.a.) has been used in respect of the active employees.

26.8 Actuarial losses/(gains) recognised in statement of profit or loss and other comprehensive income

	Group	Company
As at 31st March	2025 Rs.	2025 Rs.
Experience adjustment	(11,750,192)	38,912,355
Actuarial losses/(gains) due to changes in financial assumptions	(6,406,321)	(5,652,534)
Total actuarial losses/ (gains)	(18,156,513)	33,259,821

27 Security Deposits

	Group		Company	
As at 31st March	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at Beginning of the Year	1,560,727,969	1,468,392,422	1,560,727,969	1,468,392,422
Contribution During the Year	340,568,445	195,454,225	340,568,445	195,454,225
Interest Charges during the Year	163,115,884	141,259,055	163,115,884	141,259,055
Shortage Recoveries	(81,471,132)	(89,442,311)	(81,471,132)	(89,442,311)
Security Deposits Released during the Year	(88,311,346)	(154,935,422)	(88,311,346)	(154,935,422)
Balance at End of the Year	1,894,629,820	1,560,727,969	1,894,629,820	1,560,727,969

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28 Trade and Other Payables

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Trade Payables		8,261,004,510	7,642,337,480	7,450,204,960	7,164,212,832
Advances Received from Customers		578,465,841	333,426,601	578,465,841	333,426,601
Accrued Expenses		4,208,485,781	2,295,572,348	3,855,200,228	2,132,655,811
Other Payables		2,173,156,705	1,701,574,320	1,779,651,228	1,304,664,371
Provisions for Warranty	28.1	408,500,488	273,634,210	393,969,073	256,123,599
		15,629,613,325	12,246,544,959	14,057,491,330	11,191,083,214

28.1 Provisions for Warranty

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at beginning of the Year	449,061,531	416,273,617	431,550,920	397,199,332
Provision made during the Year	390,177,132	181,350,947	386,518,692	167,994,978
Utilised during the Year	(177,286,243)	(148,563,033)	(170,648,606)	(133,643,390)
Balance as at the end of the Year	661,952,420	449,061,531	647,421,006	431,550,920
Due after One Year	253,451,932	175,427,321	253,451,932	175,427,321
Due within One Year	408,500,488	273,634,210	393,969,073	256,123,599
	661,952,420	449,061,531	647,421,006	431,550,920

Warranty Provision has been recognised for expected warranty claims on products based on the historical claims as described in the accounting policy in Note 2.6.1.

The presentation and classification of Trade and Other Payables of the previous period has been amended for better presentation and to be comparable with those of the current period.

29 Deferred Revenue

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at Beginning of the Year	436,957,398	292,460,205	436,907,561	292,396,054
Amounts Recognised during the Year	417,111,104	518,949,630	417,111,104	518,949,630
Amounts Transferred during the Year	(311,293,151)	(374,452,437)	(311,257,576)	(374,438,123)
Balance at the End of the Year	542,775,351	436,957,398	542,761,089	436,907,561
Due within One Year	405,541,526	359,489,705	405,527,264	359,439,868
Due after One Year	137,233,825	77,467,693	137,233,825	77,467,693

29.1 Deferred Revenue includes the loyalty liability, deferred service fee on air conditioners and Sanasuma Extended Warranty Scheme as at 31st March 2025.

30 Income Tax Payables / (Receivables)

30.1 Income Tax Payables / (Receivables)

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Income Tax Receivables	(281,920,321)	(324,832,505)	(281,920,321)	(324,832,505)
Income Tax Payables	1,373,002,716	108,184,854	945,468,673	-
Net Income Tax Payable/ (Receivables)	1,091,082,395	(216,647,651)	663,548,352	(324,832,505)

30.2 Net Income Tax Payables / (Receivables)

As at 31st March	Note	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at the Beginning of the Year		(216,647,651)	(232,958,984)	(324,832,505)	(480,658,377)
Income Tax on Current Year Profits	9	2,242,041,849	471,239,605	1,505,852,020	166,503,629
Tax on Dividend Income	9	-	19,381,564	-	-
(Over)/Under Provision in respect of previous Year	9	87,857,169	29,271,239	5,070,037	58,452,667
Payments made during the year		(1,169,137,971)	(503,581,076)	(675,562,577)	(95,863,978)
WHT Set-off		(6,052,382)	-	-	-
Reclassification of Tax payable		153,021,377	-	153,021,377	-
Amalgamation of Subsidiary companies		-	-	-	26,733,554
Net Income Tax Payable/ (Receivables)		1,091,082,395	(216,647,651)	663,548,352	(324,832,505)

31 Dividend Payables

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Unclaimed Dividends	84,462,486	59,729,146	79,799,475	49,082,871
	84,462,486	59,729,146	79,799,475	49,082,871

32 Dividends

As at 31st March	Company			
	2025 Number	2024 Number	2025 Rs.	2024 Rs.
Weighted Average Number of shares-Ordinary Shares	1,167,617,912	-	-	-
Interim Dividend	-	-	1,144,265,554	-
Dividend per Share (Rs.)	0.98	-	0.98	-

32.1 Compliance with section 56 and 57 of Companies Act, No.07 of 2007

As required by Section 56 of the Companies Act, No. 07 of 2007, the Board of Directors of the Company satisfied the solvency test in accordance with Section 57, prior to recommending the 4th Interim dividend for the Financial Year 2024/25. A statement of solvency completed and duly signed by the Directors on 27 March 2025 has been audited by Messrs KPMG, Chartered Accountants.

NOTES TO THE FINANCIAL STATEMENTS

33 Amounts Due to Related Parties

33.1 Amounts Due to Related Parties - Trade

As at 31st March	Relationship	Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Hayleys PLC	Parent Company	51,015,980	45,096,835	42,513,001	39,394,928
Regnis Appliances (Private) Limited	Subsidiary Company	-	-	713,094,619	691,044,116
Reality Lanka Limited	Subsidiary Company	-	-	17,112,799	24,146,173
Singer (Finance) Lanka PLC	Subsidiary Company	-	-	24,669,533	-
Hayleys Travels (Private) Limited	Fellow Subsidiary	17,715,532	7,257,350	17,715,532	7,257,350
Toyo Cushion Lanka (Private) Limited	Fellow Subsidiary	112,253,849	124,374,420	112,253,849	124,374,420
Fentons Limited	Fellow Subsidiary	434,505,073	1,024,584,101	430,491,638	1,019,259,176
Energy Net (Private) Limited	Fellow Subsidiary	215,522	152,492	-	-
Logiwiz Limited	Fellow Subsidiary	51,744,485	47,519,481	51,744,485	47,519,481
Creative Polymats (Private) Limited	Fellow Subsidiary	85,534,323	85,778,740	85,534,323	85,778,740
Hayleys Business Solutions International (Private) Limited	Fellow Subsidiary	631,987	483,417	463,746	390,075
Advantis Express (Private) Limited	Fellow Subsidiary	389,820	584,925	389,820	584,925
Hayleys Aventura (Private) Limited	Fellow Subsidiary	10,652,459	26,883,505	-	994,315
Advantis Freight (Private) Limited	Fellow Subsidiary	91,816,949	70,054,205	91,816,949	67,171,750
Hayleys Electronics (Pvt) Ltd.	Fellow Subsidiary	4,561,684	52,993,990	-	-
Sri Lanka Shipping Company Limited	Fellow Subsidiary	-	5,949,826	-	5,949,826
Puritas (Private) Limited	Fellow Subsidiary	606,498	2,418,950	588,798	2,418,950
Expelogix (Pvt) Ltd	Fellow Subsidiary	-	6,317,659	-	6,317,659
CEVA Logistics Lanka (Private) Limited	Fellow Subsidiary	2,936,585	-	2,936,585	-
Clarion Shipping (Private) Limited	Fellow Subsidiary	-	644,914	-	644,914
IML Delivery Systems (Private) Limited	Fellow Subsidiary	36,470,248	16,647,711	36,470,248	16,647,711
The Kingsbury PLC	Fellow Subsidiary	99,048	117,485	-	-
Mabroc Teas (Private) Limited	Fellow Subsidiary	1,127,827	3,845,514	1,127,827	3,845,514
Hayleys Consumer Products Limited	Fellow Subsidiary	183,450	150,702	183,450	150,702
Hayleys Advantis limited	Fellow Subsidiary	4,315,585	189,151	-	189,151
Advantis Projects & Engineering (Private) Limited	Fellow Subsidiary	-	744,635	-	744,635
Uni Dil Packaging Limited	Other related companies	6,637,270	4,963,512	-	-
		913,414,174	1,527,753,520	1,629,107,202	2,144,824,511

33.2 Amounts Due to Related Parties - Non Trade

As at 31st March		Group		Company	
		2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Hayleys PLC	Parent Company	266,492,374	-	266,492,374	-
Hayleys Advantis Limited	Fellow Subsidiary	37,870,213	-	37,870,213	-
Volanka (Pvt) Limited	Fellow Subsidiary	11,827,660	-	11,827,660	-
Hayleys Aventura (Private) Limited	Fellow Subsidiary	10,742,553	-	10,742,553	-
Carbotels (Pvt) Limited	Fellow Subsidiary	9,874,468	-	9,874,468	-
Hayleys Agriculture Holdings Limited	Fellow Subsidiary	9,657,448	-	9,657,447	-
		346,464,716	-	346,464,715	-
Total		1,259,878,890	1,527,753,520	1,975,571,917	2,144,824,511

34 Other Financial Liabilities

As at 31st March	Group		Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Balance at Beginning of the Year	22,179,510,919	19,195,604,231	-	-
New Deposits	16,283,417,070	7,260,555,206	-	-
Capitalisation of Interest	578,996,444	1,465,870,054	-	-
	39,041,924,433	27,922,029,491	-	-
Repaid Deposits/(Withdrawals)	(10,727,784,115)	(5,742,518,572)	-	-
Balance at the End of the Year	28,314,140,318	22,179,510,919	-	-
Due within One Year	21,907,141,434	18,927,275,903	-	-
Due after One Year	6,406,998,884	3,252,235,016	-	-
	28,314,140,318	22,179,510,919		
Deposit Classification				
Fixed Deposits at Amortised Cost	27,460,318,867	21,544,417,620	-	-
Saving Deposits	853,821,451	635,093,299	-	-
	28,314,140,318	22,179,510,919	-	-

35. Financial Instruments

Financial Risk Management

Overview

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk
- Operational risk

The note presents information about Group's exposure to each of above risks, the Group's objectives, policies and processes measuring and managing risk and the Group's management of capital. Further quantitative disclosures are included throughout the Consolidated Financial Statements.

Risk Management Framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risks limits and controls and to monitor risks and adherence to limits.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Board of Directors oversees how management monitor compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Company's Directors are assisted in their oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of the risk management controls and producers, the result of which are reported to the Company's Directors.

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Credit Risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's trade and other receivables.

Government Securities

Singer Finance Lanka PLC maintain assets in Sri Lanka Government Treasury Bills, Sri Lanka Government Securities and the Central Bank of Sri Lanka securities equivalent to 5% of the average of its month end total deposit liabilities and borrowings of 12 months of the proceeding financial year as per the Direction No. 02 of 2020, Amendments to the Directions on Liquid Assets.

Trade and Other Receivables

The Group's exposure to credit risk relates to sale of products on instalment credit/hire purchase which is an integral part of the business of the Group.

The Group's exposure to credit risk on instalment credit/hire purchase contracts is influenced mainly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risks of the country in which customers reside, has a lesser influence on credit risk.

Geographically, there is no concentration of credit risk. The Group establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. The main components of this allowance are a specific loss component that relates to individually significant exposure and a collective loss component established for groups of similar assets in respect of losses that have been incurred but not yet identified.

Liquidity Risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Group's income. The objective of market risk management is to manage and control market risk exposure within the acceptable parameters, while optimising the return.

Currency Risk

The Group is exposed to currency risk on purchases that are denominated in a currency other than the respective financial currencies of Group entities. The currency in which these transactions primarily are denominated in US Dollars. The currency risk is limited by the short-term nature of the period between the dates of the purchase and settlements of the related liability.

Interest Rate Risk

The Group manages interest rate risk on borrowings by using a combination of fixed and floating interest rate.

Operational Risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Group's processes, personnel, technology and infrastructure and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior. Operational risks arise from all Group's operations.

The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Group's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity

The primary responsibility for the development and implementation of controls to address operational risks is assigned to Senior Management within each business unit. This responsibility is supported by the development of overall Group standards for the management of operational risk in the following areas:

- Requirements for the appropriate segregation of duties, including the independent authorisation of transactions.
- Requirements for the reconciliation and monitoring of transactions.
- Compliance with regulatory and other legal requirements.
- Documentation of controls and procedures.
- Requirements for the periodic assessment of operational risks faced and the adequacy of controls and procedures to address the risks identified.
- Requirements for the reporting of operational losses and proposed remedial action.
- Development of contingency plans.
- Training and professional development.
- Ethical and business standards.
- Risk mitigation, including insurance where this is effective.

Compliance with Group standards is supported by a programme of periodic reviews undertaken by internal audit. The results of internal audit reviews are discussed with the management of the business unit to which they relate, Senior Management of the Group and the Board of Directors.

Credit Risk

Exposure to Credit Risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the Reporting date was:

As at 31st March	Carrying Amount - Group		Carrying Amount - Company	
	2025 Rs.	2024 Rs.	2025 Rs.	2024 Rs.
Trade and other Receivables	70,491,608,327	48,094,750,787	22,578,602,409	20,118,541,762
Cash at Bank	2,499,809,076	4,092,790,673	1,237,315,321	635,412,831
Amounts due from Related Parties	18,679,280	46,020,958	52,687,895	87,344,093
Short term investment	2,812,655,388	2,478,590,812	-	-
Financial assets measured at fair value through profit or loss (FVTPL)	-	463,761,000	-	-
Deposits at Bank	4,242,929,277	702,898,074	1,465,978,782	448,875,000
Total	80,065,681,347	55,878,812,304	25,334,584,408	21,290,173,686

The Maximum exposure to credit risk for receivables at the reporting date by type of counterparty was:

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As at 31st March	Carrying Amount - Group		Carrying Amount - Company	
	2025	2024	2025	2024
	Rs.	Rs.	Rs.	Rs.

Retail Customers	60,038,642,447	37,220,835,398	12,510,817,708	9,953,054,590
Wholesale Customers	6,099,807,506	5,488,729,681	6,099,807,506	5,488,729,681
Others	4,353,158,374	5,385,185,708	3,967,977,196	4,676,757,491
Total	70,491,608,327	48,094,750,787	22,578,602,409	20,118,541,762

Impairment Analysis

The aging of receivables at the Reporting date:

Group	2025			2024		
	Gross	Impairment Provision	Net Receivables	Gross	Impairment Provision	Net Receivables
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Not Past due	51,296,343,318	148,686,776	51,147,656,542	32,131,140,547	222,304,547	31,908,836,000
Past due 0-30 Days	9,627,701,398	138,440,511	9,489,260,887	8,446,448,192	72,082,566	8,374,365,626
Past due 31-120 Days	8,008,313,559	290,946,952	7,717,366,606	6,334,909,150	249,828,883	6,085,080,267
Past due more than 120 Days	6,396,020,433	3,711,945,785	2,684,074,648	5,668,621,649	3,942,152,755	1,726,468,894
Total	75,328,378,708	4,290,020,024	70,491,608,327	53,024,274,818	4,487,457,852	48,094,750,787

Company	2025			2024		
	Gross	Impairment Provision	Net Receivables	Gross	Impairment Provision	Net Receivables
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.

Not Past due	20,450,942,614	19,063,716	20,431,878,898	14,870,365,622	132,548,343	14,737,817,279
Past due 0-30 Days	525,048,485	62,266,841	462,781,643	3,641,534,223	39,156,267	3,602,377,956
Past due 31-120 Days	641,782,011	103,435,088	538,346,923	1,845,525,282	149,954,638	1,695,570,644
Past due more than 120 Days	4,278,656,906	2,724,819,653	1,553,837,253	3,056,313,291	2,973,537,408	82,775,883
Total	25,896,430,016	2,909,585,298	22,578,602,409	23,413,738,417	3,295,196,656	20,118,541,762

Total Impairment for the year resulted from counterparties

As at 31st March	Group		Company	
	2025	2024	2025	2024
	Rs.	Rs.	Rs.	Rs.
Balance at the Beginning of the Year	4,487,457,852	4,294,669,651	3,295,196,655	2,874,597,582
Impairment Loss Recognised	543,499,943	300,236,038	310,855,422	427,198,636
Amounts Written-off	(740,937,771)	(107,447,837)	(696,466,779)	(6,599,562)
Balance at the End of the Year	4,290,020,024	4,487,457,852	2,909,585,298	3,295,196,656

Total impairment for the period resulted from following counterparties.

As at 31st March	Group		Company	
	2025	2024	2025	2024
	Rs.	Rs.	Rs.	Rs.
Impairment for Hire Purchase Debtors	67,155,477	130,711,467	63,936,893	127,473,762
Impairment for Lease Rental Receivables	493,933,852	479,532,472	-	-
Impairment for Loan Receivables	883,282,291	708,401,919	-	-
Impairment for Trade Receivables	1,065,585,792	1,007,537,521	1,065,585,792	1,007,537,520
Impairment for Other Receivables	1,780,062,615	2,161,274,473	1,780,062,613	2,160,185,374
Total	4,290,020,024	4,487,457,852	2,909,585,298	3,295,196,656

A committee respective functional managers groups established a credit policy under which each new customer is analysed individually for credit worthiness before the Group's standard payment and delivery terms and conditions offered for wholesale customers, sale limits are established for each customer and reviewed periodically. Any sales exceeding these limits require approvals from Directors based on amount enhanced.

The Group establishes an allowance for impairment that represent its estimate of incurred losses in respect of trade and other receivables.

All related party receivables are from Subsidiary companies which are controlled by the same Board of Directors of Singer (Sri Lanka) PLC.

Cash at Bank (Cash Equivalents)

The Group held cash at bank equivalents of Rs. 6.74 bn at 31 March 2025 (2024 -Rs. 4.80 bn) which represents its maximum credit exposure on these assets.

Respective credit ratings of banks which group cash balances held are as follows

- People's Bank – AA-(lka)
- Standard Chartered Bank – AAA (lka)
- Commercial Bank of Ceylon PLC – AA-(lka)
- Sampath Bank PLC – AA-(lka)
- Nations Trust Bank PLC – A(lka)
- HSBC Bank – AA- (lka)
- Deutsche Bank – A- (lka)
- Pan Asia Banking Corporation PLC Bank– BBB(lka)
- Hatton National Bank PLC– AA-(lka)Bank of Ceylon– CCC+
- Bank of Ceylon– CCC+
- DFCC Bank– A(lka)
- Citibank -AAA(lka)
- Seylan Bank PLC -A+(lka)
- National Development Bank PLC – A(lka)
- Union Bank of Colombo PLC- BBB- (lka)
- Habib Bank –AA(lka)
- MCB - AA (lka)
- Cargills - A (lka)

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments. For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs.

Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Group has done no investments in debt securities as at 31st March 2025

NOTES TO THE FINANCIAL STATEMENTS

Liquidity Risk

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements:

Group As at 31st March 2025	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Secured bank loans	6,749,527,970	7,313,645,455	5,682,181,595	361,135,144	635,164,358	635,164,358	-
Unsecured bank loans	26,890,481,068	221,447,309	18,047,237,763	2,700,100,000	2,500,200,000	2,649,550,000	-
Unsecured Debenture issues	2,134,029,775	2,391,414,950	172,275,200	-	2,219,139,751	-	-
Lease Liability	6,043,869,732	6,043,869,732	619,980,063	619,980,063	1,239,166,018	2,547,459,820	1,017,283,768
Bank overdrafts	2,811,101,317	2,811,101,317	2,811,101,317	-	-	-	-
Securitisation Loans	10,624,653,775	11,801,770,814	1,808,702,133	2,363,945,012	5,579,409,315	2,049,714,354	-
Security Deposits	1,894,629,819	1,894,629,819	-	-	-	-	-
Trade and Other Payables	8,839,470,351	8,839,470,351	8,757,133,165	82,337,186	-	-	-
Amount due to Related parties	913,414,174	913,414,174	913,414,174	-	-	-	-
Public Deposits	28,314,140,318	30,025,050,962	16,433,294,278	6,268,178,667	4,549,792,116	2,736,049,868	37,736,033
Total	95,215,318,299	72,255,814,883	55,245,319,687	12,395,676,073	16,722,871,557	10,617,938,400	1,055,019,801

Group 31st March 2024	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Secured bank loans	4,035,176,976	4,487,520,318	4,487,520,318	-	-	-	-
Unsecured bank loans	26,773,562,180	27,735,938,800	16,056,923,047	4,705,173,973	4,310,170,548	2,663,671,233	-
Unsecured Debenture issues	2,227,690,500	2,654,293,222	435,991,857	213,301,365	5,000,000	2,000,000,000	-
Lease Liability	5,608,646,966	5,608,646,966	536,414,980	547,823,590	2,093,918,543	2,430,489,853	1,058,868,026
Bank overdrafts	2,548,246,538	2,548,246,538	2,548,246,538	-	-	-	-
Securitisation Loans	607,636,893	686,325,866	315,636,893	170,688,973	200,000,000	-	-
Security Deposits	1,560,727,969	1,560,727,969	1,560,727,969	-	-	-	-
Trade and Other Payables	7,975,764,080	7,975,764,080	7,509,671,867	466,092,213	-	-	-
Amounts Due to Related Parties	1,527,753,520	1,527,753,520	1,527,753,520	-	-	-	-
Public Deposits	22,179,510,919	24,664,924,197	16,227,242,845	3,813,971,415	1,232,828,460	3,365,372,047	25,509,430
Total	75,044,716,541	79,450,141,475	51,206,129,834	9,917,051,529	7,841,917,552	10,459,533,133	1,084,377,456

Company 31st March 2025	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years	More than 5 Years
	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.

Non-Derivative Financial Liabilities							
Unsecured Bank Loans	26,672,303,159	-	17,825,790,454	2,700,100,000	2,500,200,000	2,649,550,000	-
Lease Liability	5,240,334,950	5,240,334,950	536,353,011	536,353,011	957,970,755	2,209,641,434	1,000,016,739
Security Deposits	1,894,629,819	1,894,629,819	-	-	-	-	-
Trade and Other Payables	8,028,670,801	8,028,670,801	7,946,333,615	82,337,186	-	-	-
Amounts Due to Related Parties	1,629,107,202	1,629,107,202	1,629,107,202	-	-	-	-
Bank overdrafts	1,893,616,888	1,893,616,888	1,893,616,888	-	-	-	-
Total	45,358,662,820	18,686,359,661	29,831,201,170	3,318,790,197	3,458,170,755	4,859,191,434	1,000,016,739

Company 31st March 2024	Carrying Amount Rs.	Contractual Cash Flows Rs.	6 Months or Less	6-12 Months Rs.	1-2 Years Rs.	2-5 Years Rs.	More than 5 Years Rs.
Non-Derivative Financial Liabilities							
Unsecured bank loans	26,504,633,788	27,735,938,800	16,056,923,047	4,705,173,973	4,310,170,548	2,663,671,233	-
Lease Liability	4,745,511,978	4,745,511,978	507,119,257	467,418,321	867,903,102	2,088,137,442	814,933,857
Security Deposits	1,560,727,969	1,560,727,969	1,560,727,969	-	-	-	-
Trade and Other Payables	7,497,639,433	7,497,639,433	7,497,639,433	-	-	-	-
Amounts Due to Related Parties	2,144,824,511	2,144,824,511	2,144,824,511	-	-	-	-
Bank Overdrafts	2,009,160,715	2,009,160,715	2,009,160,715	-	-	-	-
Total	44,462,498,394	45,693,803,405	29,776,394,932	5,172,592,294	5,178,073,650	4,751,808,675	814,933,857

The outflows disclosed in the above table represent the contractual discounted cash flows relating to non-derivative financial liabilities held for risk management purposes and which are not closed out before contractual maturity.

Market Risk

Currency Risk

The summary quantitative data about the Group's exposure to currency risk as reported to the management of the Group is as follows:

As at 31st March	As at 31st March 2025				As at 31st March 2024			
	USD*	CNY**	EURO***	GBP****	USD*	CNY**	EURO***	GBP****
Trade Payables								
Net Exposure	15,335,328	0.00	0.00	0.00	2,642,685	0.00	0.00	0.00

* USD – United States Dollars * Euro – EU Euro
* CNY – Chinese Yuan **** GBP – British pound sterling

The following significant exchange rates have been applied:

	Average Rate		Year end Spot Rate	
	2025 Rs.	2024 Rs.	As at 31st March 2025 Rs.	As at 31st March 2024 Rs.
USD	296.25	315.30	295.75	299.25
CNY	40.80	44.19	40.77	41.50
EURO	307.65	343.56	301.42	324.49
GBP	372.36	397.96	365.43	378.71

Sensitivity Analysis

A reasonably possible strengthening (weakening) of the USD, CNY or EURO against all other currencies at reporting date would have affected the measurement of financial instruments denominated in a foreign currency and affected equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

NOTES TO THE FINANCIAL STATEMENTS

As at 31st March	Profit or Loss		Equity net of Tax	
	Strengthening	Weakening	Strengthening	Weakening
	Rs. '000	Rs. '000	Rs. '000	Rs. '000

2025				
USD (5% Movement)	(227,155)	227,155	(159,009)	159,009

2024				
USD (5% Movement)	(126,812)	126,812	(88,769)	88,769

Interest Rate Risk

Profile

At the Reporting date, the interest rate profile of the Group's interest-bearing financial instruments was:

As at 31st March	Group		Company	
	2025	2024	2025	2024
	Rs.	Rs.	Rs.	Rs.

Fixed Rate Instruments				
Financial Assets	64,938,551,178	37,662,901,576	12,510,817,708	9,953,054,590
Financial Liabilities	(27,914,897,595)	(26,138,426,946)	(21,822,553,159)	(21,204,633,788)
	37,023,653,591	11,524,474,630	(9,311,735,451)	(11,251,579,198)
Variable Rate Instruments				
Financial Liabilities	(4,849,750,000)	(5,300,000,000)	(4,849,750,000)	(5,300,000,000)
	(4,849,750,000)	(5,300,000,000)	(4,849,750,000)	(5,300,000,000)

Cash Flow Sensitivity for Variable Rate Instruments

A reasonably possible change of 100 basis points in interest rate at the reporting date would have Increased (Decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables remain constant:

As at 31st March	Profit or Loss		Equity Net of Tax	
	1% Increase	1% Decrease	1% Increase	1% Decrease
	Rs. '000	Rs. '000	Rs. '000	Rs. '000

31st March 2025				
Variable Rate Instruments	(48,498)	48,498	(36,858)	36,858
Cash Flow Sensitivity (Net)	(48,498)	48,498	(36,858)	36,858
31st March 2024				
Variable Rate Instruments	(53,000)	53,000	(37,100)	37,100
Cash Flow Sensitivity (Net)	(53,000)	53,000	(37,100)	37,100

Fair Values

Fair Values Versus Carrying Amounts

The fair values of financial assets and liabilities, together with the carrying amounts in the Balance Sheet, are as follows:

Group 31st March 2025	Note	Financial Assets at FVTPL	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level
			Rs.	Rs.	Rs.	

Financial Assets at FVOCI	15.1	-	22,468,402	-	22,468,402	Level 3
Other Financial Asset- Unit Trust	20.1	340,323,271	-	-	340,323,271	Level 2
Hire Purchase Debtors	17	-	-	12,510,817,708	12,510,817,708	-
Lease Rental Receivables	17	-	-	17,209,192,712	17,209,192,712	-
Loan Receivables	17	-	-	30,318,632,025	30,318,632,025	-
Trade Receivables	17	-	-	6,099,807,506	6,099,807,506	-
Other Receivables	17	-	-	4,899,908,732	4,899,908,732	-
Amount due from Related Parties	18	-	-	18,679,280	18,679,280	-
Cash and Cash Equivalents	20	-	-	4,161,342,506	4,161,342,506	-
Investment in Treasury Bills	15.2	-	-	2,812,655,388	2,812,655,388	-
Deposits with Banks	20.3	-	-	4,242,929,277	4,242,929,277	-
Total		340,323,271	22,468,402	82,273,965,133	82,636,756,806	-
Debentures	24.2	-	-	2,134,029,775	2,134,029,775	-
Bank Loans	24.3	-	-	33,639,647,595	33,639,647,595	-
Securitisation Loans	24.4	-	-	10,624,653,775	10,624,653,775	-
Bank Overdraft	20.4	-	-	2,811,101,317	2,811,101,317	-
Security Deposits	27	-	-	1,894,629,819	1,894,629,819	-
Trade and Other Payables	28	-	-	8,839,470,351	8,839,470,351	-
Dividend Payable	32	-	-	84,462,486	84,462,486	-
Amounts due to Related Parties	33	-	-	913,414,174	913,414,174	-
Deposits from Customers	34	-	-	28,314,140,318	28,314,140,318	-
Total		-	-	89,255,549,611	89,255,549,611	-

Group 31st March 2024	Note	Financial Assets at FVTPL	Financial Assets at FVOCI	Financial Assets/ Liabilities at Amortised cost	Total Carrying Value	Fair Value Measurement Level
		Rs.	Rs.	Rs.	Rs.	

Financial Assets at Assets at FVOCI	15.1	-	22,325,715	-	22,325,715	Level 3
Financial Assets at Assets at FVTPL	19	463,761,000	-	-	463,761,000	Level 2
Other Financial Asset- Unit Trust	20.1	310,635,259	-	-	310,635,259	Level 2
Hire Purchase Debtors	17	-	-	9,953,054,589	9,953,054,589	-
Lease Rental Receivables	17	-	-	10,935,835,462	10,935,835,462	-
Loan Receivables	17	-	-	16,774,011,522	16,774,011,522	-
Trade Receivables	17	-	-	5,488,729,681	5,488,729,681	-
Other Receivables	17	-	-	5,385,185,708	5,385,185,708	-
Amounts due from Related Parties	18	-	-	46,020,958	46,020,958	-
Cash and Cash Equivalents	20	-	-	5,488,326,843	5,488,326,843	-
Investment in Treasury Bills	15.2	-	-	2,478,590,812	2,478,590,812	-
Deposits with Banks	20.3	-	-	702,898,074	702,898,074	-
Total		774,396,259	22,325,715	57,252,653,649	58,049,375,623	-

NOTES TO THE FINANCIAL STATEMENTS

Group 31st March 2024	Note	Financial Assets at FVTPL Rs.	Financial Assets at FVOCI Rs.	Financial Assets/ Liabilities at Amortised cost Rs.	Total Carrying Value Rs.	Fair Value Measurement Level
Debentures	24.2	-	-	2,227,690,500	2,227,690,500	-
Bank Loans	24.3	-	-	30,808,073,892	30,808,073,892	-
Securitisation Loans	24.4	-	-	607,636,893	607,636,893	-
Bank Overdrafts	20.4	-	-	2,884,781,335	2,884,781,335	-
Security Deposits	27	-	-	1,560,727,969	1,560,727,969	-
Trade and Other Payables	28	-	-	7,975,764,080	7,975,764,080	-
Amounts due to Related Parties	33	-	-	1,527,753,520	1,527,753,520	-
Deposits from Customers	34	-	-	22,179,510,919	22,179,510,919	-
Total		-	-	69,771,939,109	69,771,939,109	-

Company 31st March 2025	Note	Financial Assets at FVTPL	Financial Assets at FVOCI Rs.	Financial Assets/ Liabilities at Amortised cost Rs.	Total Carrying Value Rs.	Fair Value Measurement Level
Financial Assets at Assets at FVOCI	15.1		20,283,360	-	20,283,360	Level 3
Other Financial Asset- Unit Trust	20.1	340,323,271	-	-	340,323,271	Level 2
Hire Debtors	17		-	12,510,817,708	12,510,817,708	-
Trade Debtors	17		-	6,099,807,506	6,099,807,506	-
Other Debtors	17		-	4,039,065,908	4,039,065,908	-
Amounts due from Related Parties	18		-	52,687,895	52,687,895	-
Cash and Cash Equivalents	20		-	2,318,985,893	2,318,985,893	-
Total		340,323,271	20,283,360	25,021,364,913	25,381,971,544	-
Security Deposits	27		-	1,894,629,819	1,894,629,819	-
Bank Loans	24.3		-	26,672,303,159	26,672,303,159	-
Bank Overdrafts	20.4		-	1,893,616,888	1,893,616,888	-
Lease Liability	11.2		-	5,240,334,950	5,240,334,950	-
Trade and Other Payables	28		-	8,028,670,801	8,028,670,801	-
Dividend Payable	31		-	79,799,475	79,799,475	-
Amounts due to Related Parties	33		-	1,975,571,917	1,975,571,917	-
Total			-	45,784,927,009	45,784,927,009	-

Company 31st March 2024	Note	Financial Assets at FVOCI Rs.	Financial Assets/ Liabilities at Amortised cost Rs.	Total Carrying Value Rs.	Fair Value Measurement Level
Financial Assets at Assets at FVOCI	15.1	20,140,672	-	20,140,672	Level 3
Other Financial Asset- Unit Trust	20.1		310,635,259	310,635,259	Level 2
Hire Debtors	17	-	9,953,054,590	9,953,054,590	-
Trade Debtors	17	-	5,488,729,681	5,488,729,681	-
Other Debtors	17	-	4,632,454,613	4,632,454,613	-
Amounts due from Related Parties	18	-	87,344,093	87,344,093	-
Cash and Cash Equivalents	20	-	1,658,030,951	1,658,030,951	-
Total		20,140,672	22,130,249,187	22,150,389,859	-
Security Deposits	27	-	1,560,727,969	1,560,727,969	-
Bank Loans	24.3	-	26,504,633,788	26,504,633,788	-
Bank Overdrafts	20.2	-	2,009,160,715	2,009,160,715	-
Lease Liability	11.2	-	4,745,511,977	4,745,511,977	-
Trade and Other Payables	28	-	7,497,639,433	7,497,639,433	-
Amounts due to Related Parties	33	-	2,144,824,511	2,144,824,511	-
Total		-	44,462,498,393	44,462,498,393	-

Wherever the assets and liabilities are not fair valued, it was assumed that the carrying value of such assets and liabilities are a reasonable approximation to it's fair value as majority of such assets and liabilities are with shorter maturity periods.

(l) Fair Value Versus Carrying Amounts

Level 3 Recurring Fair Value

a) All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The fair value is calculated as the present value of the estimated future cash flows. Estimates of future floating-rate cash flows are based on forward interest ratio and forward currency rates. Estimated cash flows are discounted using a yield curve constructed from similar sources.

(b) The following shows a reconciliation from the opening balance to closing balances for Level 3 fair value.

As at 31st March 2025	Group	Company
As at 31st March		
Balance as at 1st April 2024	22,325,714	20,140,672
Net charge in fair value (Unrealised)	142,688	142,688
Balance as at 31st March 2025	22,468,402	20,283,360
Gain Included in OCI	142,688	142,688

Net Assets per share as at 31st March 2025 Rs. 12.62

NOTES TO THE FINANCIAL STATEMENTS

The Group holds an investment in equity shares of Equity Investment Lanka Limited and Credit Information Bureau with a fair value of Rs. 22,468,402 measured at Net Asset basis. Fair value of this investment was categorised as level 3 as at 31st March 2025. This was because the shares were not listed on an exchange and there were no recent observable arms's length transactions in the shares.

Share investment details are given in note 15.1

Fair Values of Financial Instruments

The following table shows an analysis of assets and liabilities recorded at fair value by level of fair value hierarchy.

The amounts are based on the values recognised in the statement of financial position.

Net assets value per share of the investment is considered as the fair value of unquoted equity shares

As at 31st March 2025	Note	Level 1	Level 2	Level 3	Total
Group					
Financial Assets measured at Fair Value through					
Other	15	-	-	22,468,402	22,468,402
Comprehensive Income					
Company					
Financial Assets measured at Fair					
Value through Other Comprehensive	15	-	-	20,283,360	20,283,360
Income					

35.2 Capital Management

The Board's policy is to maintain a strong capital base to maintain confidence of the investors, creditors and the market while sustaining future development of the business. The Board of Directors monitors the return on capital as well as the level of dividends to ordinary shareholders.

The Board of Directors seeks to maintain a balance between higher returns facilitated through a higher level of borrowings and the benefits and security afforded by a sound capital position.

The capital structure of the Company consists of debt and equity of the Company. The capital structure of the Company is reviewed by the Board of Directors on a concurrent basis.

35.2.1 Capital Adequacy

Capital adequacy is a measure of financial institutions financial strength and stability. This widely accepted concept tries to specify the limit to which a business can expand in terms of its risk-weighted assets. Finance companies in pursuit of business expansion, could engage themselves in activities that regularly change their risk profile. In light of this, regulatory capital requirements have been established to avoid undue expansion beyond specified limits, keeping a hold on Companies' exposure to risk. Capital serves as a comfort to absorb unexpected losses, providing a degree of security to depositors and other key stakeholders.

This Measure has been introduced by the Central Bank of Sri Lanka to protect the interest of the various stakeholders of the Company while ensuring the maintenance of confidence and stability of the financial system.

The capital adequacy ratio is calculated as a percentage on Company's capital to its risk weighted assets as specified by the direction No 03 of 2018 with the effect from 1st July 2018.

Based on the Direction No. 03 of 2018 the Listed Finance Companies which are having asset base less than 100 Billion need to have minimum Core Capital Ratio (Tier-I) of 8.5% and a Total Capital Ratio 12.5% with effect from 1st July 2022.

The core capital represents the permanent shareholders, equity and reserves created or increase by appropriations of retained earnings or other surpluses and the total capital include in addition to the core capital, the revaluation reserves, general provisions and other hybrid capital instruments and unsecured subordinated debts.

The Risk-Weighted Assets have been calculated by multiplying the value of each category of asset using the risk-weight specified by the Central Bank of Sri Lanka.

Details of the computation and the resulting ratios are given below.

As at 31st March	Balance		Risk-Weighted Factor	Risk-Weighted Balance	
	2025	2024		2025	2024
	Rs.	Rs.	%	Rs.	Rs.
Total Risk-Weighted Assets Computation					
Notes and Coins	439,873,684	283,286,650	0%	-	
Cash Items in the Process of Collection	136,935,032	87,091,006	20%	27,387,006	17,418,201
Fixed Assets	710,856,585	1,336,418,840	100%	710,856,585	1,336,418,840
Other Assets/Exposures	1,125,212,133	355,404,802	100%	1,125,212,133	355,404,802
Investment in Government Securities	2,812,655,388	2,942,351,812	0%	-	-
Claims on Banks					
AAA to BBB-	3,031,339,041	3,701,426,334	20%	606,267,808	740,285,267
Below B-	-	-	150%	-	-
Claims on Financial Institutions					
AAA to AA-	-	-	20%	-	-
A+ to BBB-	-	-	50%	-	-
Claims on Corporates	24,669,533	-	20%	4,933,907	-
AAA to AA-	988,559,178	-	50%	494,279,589	-
Unrated	2,185,043	2,185,043	100%	2,185,043	2,185,043
Retail claims in respect of motor vehicles and machinery	16,623,597,411	10,087,230,984	100%	16,623,597,411	10,087,230,984
Claims Secured by Gold				-	-
Outstanding claim portion up to 70% of the market value	8,070,969,169	5,030,914,386	0%	-	-
Remaining outstanding claim portion over 70% of the market value	784,978,919	482,592,468	100%	784,978,919	482,592,468
Retail claims secured by immovable property					
Retail claims that qualify for regulatory capital purposes	31,589,019	19,273,451	50%	15,794,509	9,636,726
Retail claims that do not qualify for regulatory capital purposes	-	-	100%	-	-
Other retail claims	19,972,699,908	9,439,435,298	125%	24,965,874,884	11,799,294,123
Claims Secured by Gold					
Non-performing retail claims secured by immovable property	-	-	50%	-	-
Specific provisions are equal or more than 20%	1,338,962	4,249,138	100%	1,338,962	4,249,138
Specific provisions are less than 20%					
Other Non-Performing Assets	154,481,959	104,438,703	100%	154,481,959	104,438,703
Specific provisions are equal or more than 20%	1,538,021,088	2,006,129,469	150%	2,307,031,632	3,009,194,204
Specific provisions are less than 20%	1,487,977,106	2,006,129,469	150%	2,231,965,659	3,009,194,204
Total Risk - Weighted Assets	56,449,962,052	35,882,428,384		47,824,220,348	27,948,348,499

NOTES TO THE FINANCIAL STATEMENTS

As at 31st March	Balance		Risk-Weighted Factor %	Risk-Weighted Balance	
	2025 Rs.	2024 Rs.		2025 Rs.	2024 Rs.

Risk Weighted Amount for Operational Risk					
Interest Income	7,903,843,371	6,614,124,667	15%	1,185,576,506	992,118,700
Interest Expenses	(4,503,631,060)	(3,755,861,333)	15%	(675,544,659)	(563,379,200)
Non-interest income	542,384,951	426,118,000	15%	81,357,743	63,917,700
	3,942,597,262	3,284,381,334		591,389,589	492,657,200
Risk-Weighted Amount for operational Risk under the Basic Indicator Approach				4,731,116,715	3,941,257,598
Total Risk - Weighted Assets	60,392,559,314	39,166,809,718		52,531,838,425	31,889,606,099
Total Capital Base Computation					
Stated Capital				1,996,444,457	1,996,444,457
Reserved Fund				505,755,339	335,410,743
Published Retained Earnings				3,599,726,040	2,829,206,668
Less:-					
Deferred tax assets (net)				246,454,499	93,093,404
Other Intangible Assets (net)				83,215,302	87,824,543
Tier 1 Capital				5,772,256,036	4,980,143,921
Instruments qualified as Tier 2 Capital				533,333,333	933,333,333
Tier 2 Capital				597,802,754	-
Total Base				1,131,136,088	933,333,333
				6,903,392,124	5,913,477,255

Capital Adequacy ratio

As at 31st March		2025 %	2024 %
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Core Capital Ratio	Core Capital	10.98%	15.62%
	Risk- Weighted Assets		
Total Capital Ratio	Capital Base	13.14%	18.54%
	Risk- Weighted Assets		

36. Commitments and Contingencies - Group / Company

36.1 Financial Contingencies

Documentary Credits effected for foreign purchases amounting to Group and Company respectively Rs. 4,842 million (2024-Rs.5,785 million) and Rs.4,658 million (2024- Rs.5,696 million)

36.2 Commitments

Singer Finance (Lanka) PLC

Operating lease commitments as at 31st March 2025 is as follows:

Within One Year	Rs. 9.3 million
Between One to Five Years	Nil
Over Five Years	Nil

36.3 Assets Pledged

Singer (Sri Lanka) PLC has given a negative pledge over the bank loans obtained from Commercial Bank of Ceylon PLC , Standard Chartered Bank Sri Lanka Limited, Sampath Bank PLC, Seylan Bank PLC, Bank of Ceylon, People's Bank, Union Bank , Hatton National Bank PLC , National Development Bank PLC and Nations Trust Bank PLC which has carrying value of Rs.10,250 million , Rs.8.6 million , Rs 1,219. million, Rs.1,360 million , Rs.2,600 million , Rs. 300 million , Rs.550 million , Rs. 8,258 million , Rs.530 million and Rs. 600 million respectively as at 31 March 2025.

Singer (Finance) Lanka PLC has pledged amounting to Rs.25.6 billion over the Company's Lease receivable and Loans for the following banks loans, Overdrafts, Securitisation, & Debentures, having a carrying value of Rs.19.11 billion at 31st March 2025.

Bank	Exposure	Type of Facility	Outstanding Credit Facility Rs. Million	Carrying Value Rs. Million
Sampath Bank PLC	130% of the Bank's exposure	Loan	500	1,040
		Overdraft Facility	300	
Commercial Bank PLC	150% of the Bank's exposure	Overdraft Facility	200	300
Seylan Bank PLC	130% of the Bank's exposure	Loan	800	1,365
		Overdraft Facility	250	
Nations Trust Bank PLC	130% of the Bank's exposure	Loan	4,175	5,688
		Overdraft Facility	200	
Cargills Bank PLC	130% of the Bank's exposure	Loan	500	750
Bank of Ceylon	130% of the Bank's exposure	Loan	300	390
Pan Asia Bank Corporation PLC	Company exposure	Loan	964	1,928
National Development Bank PLC	130% of the Bank's exposure	Loan	400	650
		Overdraft Facility	100	
DFCC Bank PLC	130% of the Bank's exposure	Loan	100	130
Trustee (Hatton National Bank PLC & National Savings Bank)	130% of the Bank's exposure	Securitisation	10,325	13,423
			19,114	25,663

NOTES TO THE FINANCIAL STATEMENTS

36.4 Contingencies

- (a) Commissioner General of Inland Revenue has issued assessment notices on Singer (Sri Lanka) PLC pertaining to an additional VAT Liability/ Payment on account of Deemed VAT for seven quarters during the period 1st January 2014 to 30th September 2015. The assessments were for a Deemed VAT payment of Rs. 1,076 million and penalty of Rs. 423 million, totalling to Rs. 1,499 million. The assessments were appealed against and in due course the Commissioner General of Inland Revenue issued the determination on the appeal. In terms of the same, Rs. 791 million of Deemed VAT liability and penalty of Rs. 395 million totalling to Rs.1,186 million was held to be the Deemed VAT liability for the seven quarters for the period from 1st January 2014 to 30th September 2015. The Company after carefully reviewing the situation and based on the advice of tax consultants, was of the opinion that there is no basis for the Company to be made liable for Deemed VAT. Accordingly the Company decided to appeal to the Tax Appeals Commission against the determination. Further, the Company had previously provided bank guarantees amounting to Rs. 297 million to the Commissioner General of Inland Revenue - Tax Appeals Commission.

The Tax Appeals Commission hearings were concluded on 28th February 2023, and the determinations were consequently issued on the 17th of May 2023 and 23rd May 2023 for all seven quarters for the period from 1st January 2014 to 30th September 2015 – Though the Company was not informed of such determinations for a period of approximately one month from such dates. The Tax Appeals Commission in determining the case has confirmed the purported determinations made by the Commissioner General of Inland Revenue for all seven quarters. Accordingly at the time of receiving the said determinations on the 20th of June 2023, the company deposited 10% of the pending assessed value amounting to Rs. 108 Mn in lieu of renewing the bank guarantees which were previously given. The Rs. 108 Mn. has by now been transferred by the Tax Appeals Commission to the Department of Inland Revenue.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for Deemed VAT. Accordingly, the Company has decided to seek the judicial review in the Appellate Court against the determination issued by the Tax Appeals Commission by making an application for a case stated, which was submitted to the Court of Appeal in August 2023. Hence, no provision has been made in the Financial Statements until the matter has been determined by the Court.

- (b) Commissioner General of Inland Revenue has issued assessment notices on Singer Digital Media (Pvt) Ltd which has been amalgamated with Singer (Sri Lanka) PLC pertaining to an additional Income Tax Liability for the Year of Assessment 2018/2019. The assessment was for an income tax payment of Rs. 86 million and interest and penalty of Rs. 44 million and Rs. 16 million respectively, totalling to Rs. 147 million.

Since, the Commissioner General of Inland Revenue has failed to make the determination on the appeal, the Company has decided to appeal to the Tax Appeal Commission against the assessment dated 25th May 2022. Further, the Company has previously provided a bank guarantee amounting to Rs. 37 million to the Commissioner General of Inland Revenue - Tax Appeals Commission on 02nd March 2023.

The determination was issued by the Tax Appeals Commission for the year of assessment 2018/2019 on 21st November 2023 confirming the assessment notices issued. The tax authorities have exercised the bank guarantee of Rs. 37 million on 7th December 2023.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that it is unlikely that the company will be made liable for Income Tax. Accordingly, the Company has decided to seek the judicial review in the Appellate Court against the determination issued by the Tax Appeals Commission by making an application for a case stated, which was submitted to the Court of Appeal in February 2024. Hence, no provision has been made in the Financial Statements until the matter has been determined by the Court.

- (c) Singer (Sri Lanka) PLC has provided bank guarantees amounting to Rs.588 million to Director General of Customs to clear imports during the years 2008 to March 2025. The bank guarantee related to alleged additional duty payable on imports, claimed by the customs and is being contested by the Company in courts. The Court of Appeal ordered that the Director General of Customs continue with the investigations. The Company being aggrieved by the decision has filed an appeal, which is pending before the Supreme Court. The Company lawyers are of the opinion that there is no basis that the Company is liable for the additional duty. Based on assessment the probability is higher that the Company would not be required to settle the liability. Hence, no provision is made in the Financial Statements
- (d) Inland Revenue Department has issued assessment notices on Singer (Sri Lanka) PLC pertaining to VAT for 16 quarters from 1st Quarter 2017 to 1st Quarter 2022. The assessment for VAT payment of Rs. 603.2Mn and penalties thereon amounting to Rs. 788.2Mn. The reason for these assessments is due to mismatch between the tax invoice numbers/values associated with third-party input VAT claims (as reported in Customer VAT Schedule 02) and those recorded and declared by the company in VAT Schedule 01 of Singer (Sri Lanka) PLC. The assessments were appealed on the advice of Tax consultants.

The Company after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for VAT. Accordingly, the Company has decided to appeal against the assessments issued by the Senior Deputy Commissioner of the Inland Revenue Department

- (e) The Commissioner General of Inland Revenue has issued assessments against Regnis Appliances (Pvt) Ltd, a 100% subsidiary of Singer (Sri Lanka) PLC. The assessments were raised on VAT for 1st & 4th Quarters of 2016, 4th Quarter of 2019 and 1st Quarter of 2023. The total amount assessed is Rs. 3.3 Mn. After carefully reviewing the assessments and based on the advice of tax consultants, the company appealed against the assessments raised.

The Company, after carefully reviewing the situation and based on the advice of tax consultants, is of the opinion that there is no basis for the Company to be made liable for VAT. Accordingly, the Company has decided to appeal against the assessments issued by the Commissioner of the Inland Revenue Department.

- (f) Singer Finance (Lanka) PLC has provided letters of guarantee totalling to Rs.12,000,000/- against Fixed Deposits of Rs.12,000,000/- as at 31st March 2025.
- (g) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional surcharge tax liability for the taxable period from 1st April 2020 to 31st March 2021. The assessment includes a surcharge tax of Rs. 333.5 million and interest of Rs. 49.7 million, totalling to Rs. 383.2 million.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessment. Therefore, the Company has initiated an appeal for an administrative review.

- (h) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional Income tax liability for the taxable period from 1st April 2020 to 31st March 2021. The assessment includes an Income tax of Rs. 102.2 million and interest of Rs. 49 million, totalling Rs. 151.2 million.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessment. Therefore, the Company has initiated an appeal for an administrative review on 20th June 2024.

- (i) The Commissioner General of Inland Revenue has issued an assessment notice to Singer Finance (Lanka) PLC regarding an additional Income tax liability for the taxable period from 1st April 2021 to 31st March 2022. The assessment includes an Income tax of Rs. 22.8 million and interest of Rs. 9.9 million, totalling Rs. 32.7 million.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessment. Therefore, the Company has initiated an appeal for an administrative review.

- (j) Regnis (Lanka) PLC which is now merged with Singer (Sri Lanka) PLC has provided corporate guarantees to banks on behalf of Regnis Appliances (Private) Limited amounting to Rs. 410 million for the purpose of obtaining banking facilities.
- (k) Regnis (Lanka) PLC which is now merged with Singer (Sri Lanka) PLC has cleared a shipment of imported goods during the year 2008 on provision of a bank guarantee to the Director General of Customs amounting to Rs. 7 million. The bank guarantee relates to alleged additional duty payable on imports which is contested by the Company. The customs inquiry initiated in 2008 is still pending. The Management is of the opinion that there is no basis that the Company is liable for the additional duty and hence, no provision is made in the Financial Statements on additional duty payable on imports which is contested by the Company.
- (l) The Commissioner General of Inland Revenue has issued Default tax notices on Regnis (Lanka) PLC which was amalgamated with Singer (Sri Lanka) PLC on 31st January 2024 pertaining to VAT, IT, Dividend tax & ACT Liabilities from year 1998 to 2007. The default notices were Default tax amounting to for Rs. 12.2 million and penalty of Rs.5.5 million, totalling Rs. 17.7 million.

Based on the advice of tax consultants, we have given a reply to the IRD mentioning reasons as to why we should not be assessed.

- (m) The Commissioner General of Inland Revenue has issued assessments/default notices on Singer Industries PLC which was amalgamated with Singer (Sri Lanka) PLC on 31st January 2024 pertaining to VAT, IT, Dividend tax & PAYE Liabilities from year 1993 to 2024. The assessments/default notices were for Default tax amounting to Rs. 41.7 million and penalty of Rs.20.8 million, totalling Rs. 62.5 million.

After an extensive evaluation of the circumstances and tax legislation, management asserts that there are valid reasons to contest the assessments/default notices. Therefore, no provision has been made in the financial statements.

- (n) Commissioner General of Inland Revenue has issued an assessment notice on Singer (Sri Lanka) PLC pertaining to an additional VAT on Financial Services Liability for the taxable period of 01st January 2016 to 31 December 2016. The assessment was for VAT on Financial Services payment of Rs. 27 million and penalty of Rs. 16 million, totalling to Rs. 43 million. Subsequently, Commissioner General of Inland Revenue had given the determination on the appeal.

NOTES TO THE FINANCIAL STATEMENTS

As per the same, Rs . 26 million of VAT on Financial Services liability and a penalty of Rs. 26 million totalling Rs. 52 million is payable as VAT on Financial Services liability for the period 1st January 2016 to 31st December 2016. The Company after carefully reviewing the situation and based on the advice of tax consultants, was of the opinion that the Company has strong grounds on which to contest the CGIR's determination. Accordingly, the Company decided to appeal to the Tax Appeal Commission against the determination on 17th August 2021. Further, the Company has provided a bank guarantee amounting to Rs.13 million to the Commissioner General of Inland Revenue - Tax Appeal Commission on 03rd December 2021.

The Tax appeal commission annulled the assessment and the determination of the Commissioner General of Inland Revenue on the case through their determination made on the 24th December 2024.

37. Events Occurring after the Reporting Period

There have been no material events occurring after the balance sheet date that require disclosure in the financial statements

38 Related Party Transactions

38.1 Parent and Ultimate Controlling Party

The Company's Parent undertaking and Controlling Party is Hayleys PLC

38.2 (a) Transactions with Parent Companies

Name of the Company	Nature of Transaction	Group		Company	
		For the Year Ended	For the Year Ended	For the Year Ended	For the Year Ended
		31st March 2025	31st March 2024	31st March 2025	31st March 2024
		Rs. Million	Rs. Million	Rs. Million	Rs. Million
Hayleys PLC	Expenses Reimbursed	686.7	526.1	575.87	399.9

38.2 (b) Transactions with Subsidiary Companies

Name of the Company	Nature of Transaction	Company	
		* For the Year Ended 31st March 2025 Rs. Million	For the Year Ended 31st March 2024 Rs. Million
Regnis (Lanka) PLC * (Transactions up to the amalgamation date of 31st January 2024)	Purchases	-	4,377
	Non-trade Settlement	-	37
	Funds paid for purchases	-	3,655.6
	Expenses reimbursed	-	103.5
	Sale of fixed asset	-	-
	Interest income	-	1.6
	Interest Expenses	-	25.9
	Interest income on Loan	-	18.7
	Interest income on Corporate Guarantee	-	1.9
Singer Industries (Ceylon) PLC	Purchases	-	286.1

Name of the Company	Nature of Transaction	Company	
		* For the Year Ended 31st March 2025 Rs. Million	For the Year Ended 31st March 2024 Rs. Million
* (Transactions up to the amalgamation date of 31st January 2024)	Sales	-	0.2
	Interest Income	-	12.05
	Lease Rental Expenses	-	-
	Expenses Reimbursed	-	52.4
	Non Trade Settlement	-	0.4
	Trade Settlement	-	255.2
	Loans Settlements	-	75.0
Regnis Appliances (Private) Limited	Purchases	2,956.7	2041.5
	Non-Trade Settlement	119.8	100.0
	Sales	48.4	12.9
	Trade Settlements	3,020.1	1,819.5
	Reimbursement of the Expenses	43.5	37.5
	Interest Expense	25.1	6.2
	Interest Income	0.4	2.9
	Interest WHT	1.2	-
	Balance Payable	679.1	473.8
Reality Lanka Limited	Rent Expense	9.8	14.4
	Interest Expense	1.9	-
	Loan Payable	19.1	-
	Balance Payable	19.5	94.1
Singer Business School (Private) Limited * (Transactions up to the amalgamation date of 01st January 2024)	Brand Utilisation Charge	-	0.7
	Rent Expense	-	3.8
	Balance Payable Trade	-	10.3
	Expenses Reimbursed	-	1.8
Singer Finance (Lanka) PLC	Withdrawals of Rental Collections from Singer (Sri Lanka) PLC	1,762.6	1,536.2
	Sales Financed to Purchase Goods from Singer (Sri Lanka) PLC	-	0.1
	Sale of Assets	78.78	52.94
	Net Interest Expense/Income	3.6	3.4
	Rental Collections through Singer (Sri Lanka) PLC	1,867.8	1,537.9
	Collection Commission paid	22.6	18.2
	Royalty Expense Charged During the Year	89.9	66.0
	Rent Reimbursed	9.0	10.3
	Expenses Reimbursed	206.2	209.7
	Balance Settlement During the Year	292.0	328.2

NOTES TO THE FINANCIAL STATEMENTS

38.2 (c) Transactions with Companies under Common Control of Hayleys PLC

Name of the Company	Nature of Transaction	Group		Company	
		For the year ended	For the year ended	For the year ended	For the year ended
		31st March 2025 Rs. Million	31st March 2024 Rs. Million	31st March 2025 Rs. Million	31st March 2024 Rs. Million
Hayleys Aventura (Private) Limited	Purchases	94.3	101.5	-	-
Alumex PLC	Sales	-	12.5	-	12.5
The Kingsbury PLC	Purchases	1.8	1.4	-	-
	Sales	4.4	-	4.4	-
Fentons Limited	Sales	-	62.2	-	62.2
	Purchases	882	2,318.0	869	2,292.0
Energynet (Private) Limited	Purchases	0.2	3.0	-	-
Toyo Cushion Lanka (Private) Limited	Purchases	281.0	481.3	281.0	481.3
Logiwiz Limited	Service provided	555.2	502.5	555.2	502.5
	Purchases	-	12.2	-	12.2
Mabroc Teas (Private) Limited	Sales	2.9	5.0	2.9	5.0
	Purchases	21.7	12.8	19.4	10.6
Creative Polymats (Private) Limited	Purchases	245.4	218.4	245.4	218.4
Advantis Freight (Private) Limited	Service provided	609.1	248.1	570.5	216.0
IML Delivery Systems (Private) Limited	Service provided	-	0.1	-	-
Sri Lanka Shipping Company Limited	Service provided	44.9	29.4	44.9	29.4
Puritas (Private) Limited	Purchases	0.2	0.1	-	0.1
Hayleys Business Solutions International (Private) Limited	Service provided	5.9	5.9	4.1	4.2
Hayleys Consumer Products (Private) Limited	Sales	-	5.2	-	5.2
CEVA Logistics Lanka (Private) Limited	Service provided	31.1	19.4	31.1	19.4
South Asia Textiles (Private) Limited	Sales	32.7	22.7	32.7	22.7
Clarion Shipping (Private) Limited	Service provided	70.1	13.0	70.1	13.0
Uni Dil Packaging Limited	Purchases	88.0	104.4	88.0	30.4
Hayleys Advantis Limited	Sales	-	0.4	-	0.4
Advantis Express (Private) Limited	Service provided	16.0	4.4	16.0	4.4
Hayleys Fabric PLC	Sales	23.6	16.0	23.6	16.0
Expelogix (Private) Limited	Purchases	-	4.6	-	0.2
Dipped Products PLC	Sales	-	4.8	-	4.8

The receivable and payable balances of related parties as at 31st March 2025 have been disclosed in Notes 18 and 33 to the Financial Statements.

38.2 (d) Transactions with Other Related Parties

There are no related party transactions other than those disclosed in Note 38 in the Financial Statements.

No security has been obtained or given for related party receivables and payables respectively where all related party dues are payable on demand.

For the Year Ended 31st March	Group		Company	
	2025 Rs. Million	2024 Rs. Million	2025 Rs. Million	2024 Rs. Million
Provisions for doubtful debts related to amount outstanding	Nil	Nil	Nil	Nil
Expense/(Reversal) recognised during the year in respect of bad or doubtful debts due from related parties	Nil	Nil	Nil	Nil

Terms and conditions of transactions with related parties

The Group and the Company carried out transactions in the ordinary course of business with its related parties as arms length transactions. The list of Directors at each of the subsidiary companies have been disclosed in the Group Directory under the Supplementary Information section of the Annual Report.

Non-recurrent related party transactions

There were no non-recurrent related party transactions which in aggregate value exceeds 10% of the equity or 5% of the total assets whichever is lower of the Group as per the latest audited financial statements, which required additional disclosures in the 2024/2025 Annual Report under Colombo Stock Exchange listing Rule 9.3.2 and Code of Best Practices on Related Party Transactions under the Securities and Exchange Commission Directive issued under Section 13(c) of the Securities and Exchange Commission Act.

Recurrent related party transactions

There were no recurrent related party transactions which in aggregate value exceeds 10% of the consolidated revenue of the Group as per the latest audited financial Statements, which required additional disclosures in the 2024/2025 Annual Report under Colombo Stock Exchange listing Rule 9.3.2 and Code of Best Practices on Related Party Transactions under the Securities and Exchange Commission Directive issued under Section 13 (c) of the Securities and Exchange Commission Act.

38.3 Transactions with Key Management Personnel

38.3.1 According to Sri Lanka Accounting Standard (LKAS) 24 – “Related Party Disclosure”, Key Management Personnel are those having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. Accordingly, the Directors (Including Executive and Non-Executive Directors) are the Key Management Personnel of the Group.

38.3.2 Transactions with Close Family Members of Key Management Personnel (KMP)

Close family members are defined as spouse or dependent. A dependent is defined as any one who depends on the respective Director for more than 50% of his/her financial needs.

For the Year Ended 31st March	Group	
	2025 Rs. Million	2024 Rs. Million

(i) Transactions with Key Management Personnel or close family members

Deposits kept by Key Management Personnel or their close family members at Singer Finance (Lanka) PLC	301.7	345.3
Finance Lease & Loans Receivable	6.7	6.3

For the Year Ended 31st March	Group		Company	
	2025 Rs. Million	2024 Rs. Million	2025 Rs. Million	2024 Rs. Million
(ii) Compensation of Key Management				
Short Term Employee Benefits	106	135.9	69.9	99.6
Post-Employment Benefits paid	-	31.7	-	31.7

(iii) In Addition to their Salaries, the Company contributes to a post employment defined benefit plan on their behalf. Directors' emoluments are disclosed in Note 8 to the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

39. Non - Controlling Interest

The following table summarises the information relating to each of the Group's subsidiaries that has material NCI.

31st March 2025	Singer Finance (Lanka) PLC Rs
NCI Percentage (%)	20.07
Non-Current Assets	18,974,672,945
Current Assets	38,141,915,686
Non-Current Liabilities	17,225,188,218
Current Liabilities	33,787,330,840
Net Assets	6,104,069,572
Net Assets Attributable to NCI	1,225,086,763
Revenue	9,059,456,901
Profit	851,722,983
OCI	36,243,149
Total Comprehensive Income	887,966,131
Profit Allocated to NCI	170,940,803
OCI Allocated to NCI	7,274,000
Cash Flows from Operating Activities	(12,246,910,881)
Cash Flows from Investment Activities	(2,246,258,783)
Cash Flows from Financing Activities	12,123,615,918
Net Increase (Decrease) in Cash and Cash Equivalents	(2,369,553,746)

31st March 2024	Singer Finance (Lanka) PLC Rs
NCI Percentage (%)	20.07
Non-Current Assets	11,387,578,241
Current Assets	25,206,865,454
Non-Current Liabilities	6,382,639,479
Current Liabilities	24,997,505,106
Net Assets	5,214,299,110
Net Assets Attributable to NCI	1,046,509,833
Revenue	6,596,600,148
Profit	404,234,943
OCI	(3,524,159)
Total Comprehensive Income	400,710,784
Profit Allocated to NCI	81,129,953
OCI Allocated to NCI	(707,299)
Cash Flows from Operating Activities	(1,448,173,892)
Cash Flows from Investment Activities	1,354,168,209
Cash Flows from Financing Activities	856,984,587
Net Increase (Decrease) in Cash and Cash Equivalents	762,978,905

39.1 Business combinations and acquisition of non-controlling interests

No acquisitions or disposals of Subsidiaries and Equity Accounted Investees occurred during the financial year 2024/25

40. Reclassification of Comparative Information

The presentation and classification of the Financial Statements of the previous period have been amended, where relevant, for better presentation and to be comparable with those of the current period.

For the Year Ended 31st March	Note	Group		
		Comparative reported on 31.03.2025	As reported on 31.03.2024	Classification Change
		Rs.	Rs.	Rs.
Revenue	3	69,872,298,925	69,973,442,275	(101,143,350)
Other Income	5	446,200,748	345,057,398	101,143,350
Cash and Cash equivalents				
Cash at Bank	20.2	4,092,790,673	5,110,880,293	(1,018,089,620)
Cash in Hand	20.2	1,366,272,834	377,446,550	988,826,284
		5,459,063,507	5,488,326,843	(29,263,336)
Other financial assets	20.1	310,635,259	-	310,635,259
Overdraft	20.4	2,266,874,615	2,548,246,538	(281,371,923)
Trade and Other Receivables - Current	17.2	37,922,523,193	37,846,590,932	75,932,261
Trade and Other Payables		12,246,544,959	12,170,612,698	(75,932,261)

For the Year Ended 31st March	Note	Company		
		Comparative reported on 31.03.2025	As reported on 31.03.2024	Classification Change
		Rs.	Rs.	Rs.
Revenue	3	63,232,301,649	63,333,444,999	(101,143,350)
Other Income	5	291,918,256	190,774,906	101,143,350
Cash and Cash equivalents				
Cash at Bank	20.2	635,412,831	1,653,502,451	1,018,089,620
Cash in Hand	20.2	993,354,784	4,528,500	988,826,284
		1,628,767,615	1,658,030,951	(29,263,336)
Other financial assets	20.1	310,635,259	-	310,635,259
Overdraft	20.4	2,290,532,638	2,009,160,715	(281,371,923)
Trade and Other Receivables - Current	17.2	19,714,894,915	19,638,962,654	75,932,261
Trade and Other Payables		11,191,083,215	11,115,150,954	(75,932,261)

Confident

in our flow of operations

With an extensive manufacturing footprint to our name, we at Singer Sri Lanka continue to provide the most efficient, affordable and effective electronic solutions to households across the country, while we continue to build our presence across the island.

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PARENT, SUBSIDIARIES AND RELATED COMPANIES

Company name	Principal activity	Directors
Hayleys PLC Parent Company	Global marketing and manufacturing, agriculture, power and energy, domestic and industrial lighting, transportation and logistics, leisure and aviation, consumer, investments and services.	Mr. Mohan Pandithage - Chairman and Chief Executive Mr. K D D Perera - Co-Chairman (appointed on 01.10.2024) Mr. S C Ganegoda Mr. H S R Kariyawasan Dr. H Cabral, PC (ceased to be the Senior Independent Director on 23.12.2024) Mr. L R V Waidyaratne Mr. M Y A Perera (appointed as the Senior Independent Director on 23.12.2024) Ms. J Dharmasena Mr. R J Karunarahah Mr. K D G Gunaratne Mr. T A B Speldewinde Mr. P Y S Perera (appointed on 01.04.2024) Mr. A J Alles (appointed on 01.10.2024) Mr. M H Jamaldeen (resigned w.e.f. 14.11.2024)
Singer Finance (Lanka) PLC Singer - Interest 79.9%	Leasing, hire purchasing, lending and accepting deposits.	Mr. Aravinda Perera – Chairman Mr. Thushan Amarasuriya - CEO Mr. Mahesh Wijewardene – Group MD Mr. Jayanth Perera (Retired w.e.f 14th June 2024) Mr. Saman Herath (Senior Independent Non-Executive Director) Mr. Ranil De Silva Ms. Darshini Talpahewa Mr. Dhammika Siriwardene (Appointed to the board w.e.f 22nd April 2024) Ms. Hiranthi De Silva (Appointed to the board w.e.f 10th July 2024)
Reality Lanka Limited Singer - Interest 100%	Investment on properties.	Mr. Mohan Pandithage - Chairman Mr. Mahesh Wijewardene - Group MD Mr. Sarath Ganegoda Mr. Thulitha Mendis Mr. Vajira Tennakoon
Regnis Appliances (Private) Limited Singer - Interest 100%	Manufacturing washing machines.	Mr. Mohan Pandithage - Chairman Mr. Mahesh Wijewardene - Group MD Mr. Sarath Ganegoda Mr. Kelum Kospelawatte Mr. Vajira Tennakoon Mr. Thulitha Mendis

A DECADE IN PERSPECTIVE

Year Ended	31st March (12 Months) 2025 Rs. '000	31st March (12 Months) 2024 Rs. '000	31st March (12 Months) 2023 Rs. '000	31st March (12 Months) 2022 Rs. '000	31st March (12 Months) 2021 Rs. '000	31st March (12 Months) 2020 Rs. '000	31st March (12 Months) 2019 Rs. '000	31st March (15 Months) 2018 Rs. '000	31st December (12 Months) 2016 Rs. '000	31st December (12 Months) 2015 Rs. '000
GDP Growth - %	5.0	(2.3)	4.2	3.7	(3.6)	(4.9)	3.2	3.2	4.1	6.0
Market Capitalisation Growth - %	1.06	0.11	0.07	(0.18)	(0.14)	(19.20)	(37.81)	(4.44)	(8.48)	17.00
Trading Results										
Group Revenue - Net	88,240,636	69,872,299	54,767,234	76,847,842	67,412,239	54,751,038	58,505,395	65,122,304	46,924,144	38,710,834
Profit Before Tax	6,221,709	338,653	174,192	5,535,560	3,818,007	610,717	672,129	2,049,052	3,126,233	1,895,275
Tax	(2,043,448)	(429,952)	(78,261)	(1,425,769)	(1,210,485)	(183,450)	(286,149)	(828,758)	(768,477)	(659,236)
Profit for the Year	4,178,262	(91,299)	95,931	4,109,791	2,607,521	427,268	385,981	1,220,295	2,357,756	1,236,039
Total Comprehensive Income for the Year	4,625,613	374,793	(136,459)	4,554,012	2,809,992	449,249	1,006,328	691,655	2,623,507	1,206,343
Property, Plant and Equipment	8,808,846	8,142,751	7,652,258	7,521,444	6,805,750	6,911,741	6,704,649	5,649,424	5,426,841	2,715,401
Investment in Equity Accounted Investees	-	-	-	-	-	-	-	-	-	54,831
Right-of-use Assets	5,261,281	4,819,975	4,469,009	4,807,413	4,433,003	4,448,560	-	-	-	-
Other Investments	22,468	22,326	23,645	22,900.00	24,990	113,258	17,061	17,061	17,061	17,061
Deferred Tax Assets/(Liabilities)	817,277	710,812	743,956	801,299	497,329	155,734	(246,869)	(467,236)	124,061	144,913
Other Non-Current Assets	19,222,620	11,194,625	8,294,842	12,790,242	12,236,793	11,647,255	11,809,824	9,508,817	8,467,619	7,472,596
Total Non-Current Assets****	34,132,492	24,890,489	21,924,975	25,943,298	23,997,865	23,276,547	18,284,665	14,708,066	14,035,582	10,404,803
Current Assets	87,953,687	69,309,244	56,872,937	62,938,881	44,929,302	41,670,719	39,510,816	35,406,813	28,214,282	21,857,494
Current Liabilities	76,008,066	62,455,016	42,857,541	53,539,227	42,577,157	39,861,199	35,409,664	35,192,785	22,189,446	15,417,138
Net Current Assets	11,945,621	6,854,228	14,015,396	9,399,653	2,352,145	1,809,520	4,101,152	214,028	6,024,836	6,440,356
Total Assets Less Current Liabilities	46,078,112	31,744,717	35,199,106	35,342,952	26,350,010	25,086,068	22,385,818	14,922,095	20,060,398	16,959,979
Security Deposits	1,894,630	1,560,728	1,468,392	1,462,347	1,366,565	1,394,611	1,388,433	1,199,127	1,018,452	851,794
Interest bearing Loans,Borrowings repayable and Lease Liabilities after one year	19,974,491	12,929,408	14,471,569	16,682,914	11,436,878	12,450,161	10,640,159	4,319,898	8,381,885	8,091,907
Employee Benefits Obligations	1,362,178	1,229,148	1,060,341	1,041,152	946,775	900,984	871,971	794,645	651,144	486,465
Public Deposits Payable after one year	6,406,999	3,252,235	5,844,248	2,317,848	2,091,132	1,979,089	804,556	411,394	454,013	645,008
Net Assets	15,960,785	12,443,746	12,089,984	13,540,625	10,258,638	8,187,907	8,451,644	8,184,568	9,554,905	6,769,985
Share Capital and Reserves										
Stated Capital	1,138,857	1,138,857	626,048	626,048	626,048	626,048	626,048	626,048	626,048	626,048
Capital Reserves	3,318,584	2,946,412	1,350,892	1,635,092	1,232,580	1,092,442	1,118,123	577,919	1,057,964	857,580
Other component of equity	4,348	4,248	5,165	4,437	6,025	-	-	-	-	-
Statutory Reserves	495,639	376,387	244,215	223,763	198,939	182,548	163,096	136,009	95,361	37,318
Revenue Reserves	9,778,270	6,931,330	7,916,760	9,080,204	6,416,501	4,667,856	5,035,831	5,495,478	6,374,444	4,728,455
Shareholders' Funds	14,735,698	11,397,235	10,143,080	11,569,544	8,480,094	6,568,891	6,943,097	6,835,455	8,153,817	6,249,401
Non-Controlling Interest	1,225,087	1,046,510	1,946,904	1,971,082	1,778,543	1,619,012	1,508,546	1,349,114	1,401,088	484,584
Total Equity	15,960,785	12,443,745	12,089,984	13,540,625	10,258,638	8,187,907	8,451,644	8,184,568	9,554,905	6,733,985

A DECADE IN PERSPECTIVE

Year Ended	31st March (12 Months) 2025 Rs. '000	31st March (12 Months) 2024 Rs. '000	31st March (12 Months) 2023 Rs. '000	31st March (12 Months) 2022 Rs. '000	31st March (12 Months) 2021 Rs. '000	31st March (12 Months) 2020 Rs. '000	31st March (12 Months) 2019 Rs. '000	31st March (15 Months) 2018 Rs. '000	31st December (12 Months) 2016 Rs. '000	31st December (12 Months) 2015 Rs. '000
Ratio and Statistics .										
Profitability										
Earning per Share - Rs **	3.43	(0.14)	0.01	3.51	2.18	0.25	0.22	0.93	1.88	1.02
Net Assets per Share - Rs. **	13.67	10.66	9.00	10.27	7.53	5.83	6.16	6.07	7.24	5.58
Return on Average Net Assets - %	29.42	(0.74)	0.75	34.54	28.27	5.14	4.64	13.76	28.89	19.50
Dividends										
Amount - Rs. '000	1,144,265	0	225,377	1,239,575	713,695	93,907	244,159	826,383	1,101,845	525,880
Per Share - Rs. **	0.98 *	0.00	0.20*	1.10	0.63	0.08	0.22	0.73	0.98	0.47
Cover	3.50	0.00	0.98	3.15	2.45	0.14	0.58	1.21	1.00	1.63
Others										
Market Price per Share - Rs.	33.20	16.10	15.00	14.00	17.4**	20.20	25.00	40.20	126.20	137.90
Price Earnings Ratio	9.68	(61.92)	76.62	4.03	11.23	2,020.00	208.33	45.17	128.78	181.45
Annual Sales Growth - %	26.29	27.77	(28.73)	14.00	23.13	(6.42)	N/A ***	38.78	21.22	30.30
Current Ratio	1.16	1.11	1.33	1.18	1.06	1.05	1.12	1.00	1.27	1.40
Average Annual Inflation - %	(0.08)	2.50	50.30	21.50	4.70	4.20	4.30	4.20	3.75	0.90
Net Income to Net Revenue - %	4.74	(0.13)	0.18	5.35	3.87	0.78	0.66	1.87	5.02	3.20

* 4th Interim dividend of 0.40 cents per share was paid on 14th April 2025.

** Information for the previous years have been restated to reflect the subdivision of shares in March 2021.

** Market price per share for 31st March 2018 was after subdivision of shares.

*** Not Comparable due to change in Financial year in 2017/18.

*** Not Comparable due to change in Financial year in 2017/18.

QUARTERLY ANALYSIS

	Quarter 01		Quarter 02		Quarter 03		Quarter 04	
	2025	2024	2025	2024	2025	2024	2025	2024
	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000

Revenue	19,123,797	12,994,985	20,096,860	14,064,258	24,881,268	26,766,959	24,138,711	16,046,097
Profit/Loss Before Tax	892,402	(1,078,685)	1,147,881	(778,458)	2,118,098	1,526,850	2,063,329	668,946
Tax expenses	(305,802)	174,173	(386,648)	162,557	(690,394)	(484,234)	(660,604)	(282,447)
Profit/Loss After Tax	586,600	(904,512)	761,233	(615,901)	1,427,704	1,042,616	1,402,725	386,499
Profit attributable to Owners of the Company	567,682	(893,798)	718,996	(635,464)	1,375,019	1,007,713	1,345,625	361,738
Profit attributable to Non Controlling Interests	18,918	(10,714)	42,237	19,563	52,685	34,903	57,101	24,761
Total Comprehensive Income for the Period, Net of Tax	586,600	(904,512)	761,233	(615,901)	1,427,704	1,042,616	1,850,077	852,591
Non current Assets	26,331,224	20,723,965	28,375,180	21,280,403	30,029,294	22,605,269	34,132,491	24,890,489
Current Assets	66,559,094	56,350,229	65,344,535	59,989,197	74,325,230	64,610,659	87,953,686	69,233,312
Non Current Liabilities	19,568,990	20,949,368	21,494,453	20,729,446	27,459,637	19,682,097	30,117,328	19,300,971
Current Liabilities	60,466,125	44,939,354	58,818,999	49,970,584	62,318,936	55,954,094	76,008,064	62,379,085

	Quarter 01		Quarter 02		Quarter 03		Quarter 04	
	2025	2024	2025	2024	2025	2024	2025	2024

Market Price Per Share (Rs.)	16.1	14.2	17.3	16.7	26.0	12.0	33.8	12.0
Basic Earning Per Share (Rs.)	0.49	(0.79)	0.62	(0.56)	1.18	0.89	1.15	0.32
Highest price recorded for the quarter (Rs.)	20.3	15.8	17.8	17.5	26.8	16.7	35	16.7
Lowest price recorded for the quarter (Rs.)	15.9	10.9	14.5	14.3	16.8	11.4	25	11.4
Market Capitalisation (Rs. Mn)	18,799	15,776	20,200	18,819	30,358	13,523	39,465	18,799
Share Trading Information								
No of transactions	5,516	1,609	2,480	2,239	8,335	899	6,836	3,583
No of shares traded	36,621,202	5,309,063	12,664,976	9,537,839	54,676,935	2,003,888	32,228,711	26,471,599
Value of shares traded (Rs.)	658,948,791	74,091,946	202,999,900	152,261,540	1,188,559,821	28,571,944	991,615,531	370,470,465

HORIZONTAL AND VERTICAL ANALYSIS

Horizontal Analysis - Group

Statement of Profit or Loss

For the Year ended	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
Revenue	131%	104%	81%	114%	100%
Cost of Sales	119%	100%	67%	112%	100%
Direct Interest Cost	223%	256%	238%	103%	100%
Gross Profit	151%	97%	102%	120%	100%
Other Income	239%	202%	112%	119%	100%
Selling and Administrative Expenses	156%	121%	101%	109%	100%
Impairment (Provision/Reversal) on Trade and Other Receivables	59%	33%	-20%	76%	100%
Operating Profit	157%	58%	124%	153%	100%
Finance Income	177%	269%	133%	20%	100%
Finance Cost	149%	221%	340%	117%	100%
Net Finance Cost	130%	189%	481%	182%	100%
VAT on Financial Services	205%	136%	135%	130%	100%
Profit Before Tax	163%	9%	5%	145%	100%
Income Tax Expense	169%	36%	6%	118%	100%
Profit for the Year	160%	-4%	4%	158%	100%

Horizontal Analysis - Company

Statement of Profit or Loss

For the Year Ended	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
Revenue	144%	87%	87%	125%	100%
Cost of Sales	141%	80%	80%	126%	100%
Gross Profit	153%	108%	108%	124%	100%
Other Income	101%	79%	79%	74%	100%
Selling and Administrative Expenses	153%	98%	98%	108%	100%
Impairment (Provision)/Reversal on Trade and Other Receivables	68%	-30%	-30%	61%	100%
Operating Profit	159%	148%	148%	168%	100%
Finance Income	167%	60%	60%	21%	100%
Finance Cost	146%	306%	306%	98%	100%
Net Finance Cost	137%	408%	408%	130%	100%
VAT on Financial Services	104%	98%	98%	118%	100%
Profit Before Tax	174%	-3%	-3%	192%	100%
Income Tax Expense	157%	-33%	-33%	129%	100%
Profit for the Year	183%	13%	13%	223%	100%

Horizontal Analysis - Group
Statement of Financial Position

As at	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
ASSETS					
Property, Plant and Equipment	129%	120%	112%	111%	100%
Investment Property	100%	0%	0%	0%	0%
Right-of-Use Assets	119%	109%	101%	108%	100%
Intangible Assets	149%	160%	165%	174%	100%
Other Non - Current Assets	0%	0%	0%	98%	100%
Other Investments	90%	89%	95%	92%	100%
Trade and Other Receivables	158%	90%	66%	103%	100%
Deferred Tax Assets	94%	81%	170%	145%	100%
Non-Current Assets	140%	102%	90%	108%	100%
Inventories	131%	119%	111%	127%	100%
Income Tax Receivables	1647%	1898%	2934%	264%	100%
Trade and Other Receivables	158%	90%	66%	103%	100%
Amounts due from Related Parties	173%	425%	842%	223%	100%
Financial Assets at FVTPL	0%	0%	0%	0%	0%
Other Financial Assets	100%	0%	0%	0%	0%
Deposits with Banks	6963%	1154%	2321%	291%	100%
Short Term Investments	346%	305%	248%	174%	100%
Cash in hand and at bank	223%	292%	235%	159%	100%
Current Assets	196%	154%	127%	140%	100%
Total Assets	176%	136%	114%	129%	100%
Equity					
Stated Capital	182%	182%	100%	100%	100%
Capital Reserves	269%	239%	110%	133%	100%
Other Component of Equity	72%	918%	86%	74%	100%
Statutory Reserve	249%	164%	123%	112%	100%
Revenue Reserves	152%	108%	123%	142%	100%
Total Equity attributable to Owners of the Company	174%	134%	120%	136%	100%
Non - Controlling Interests	69%	59%	109%	111%	100%
Total Equity	156%	121%	118%	132%	100%
LIABILITIES					
Interest - Bearing Loans and Borrowings	213%	118%	144%	170%	100%
Lease Liability	112%	105%	98%	106%	100%
Deferred Tax Liability	23%	20%	197%	124%	100%
Employee Benefit Obligations	144%	130%	112%	110%	100%
Security Deposits	139%	114%	107%	107%	100%
Other Financial Liabilities	306%	156%	279%	111%	100%
Deferred Tax Liability	23%	20%	197%	124%	100%
Deferred Revenue	128%	72%	71%	103%	100%
Other Non - Current Liabilities	178%	123%	132%	132%	100%
Non-Current Liabilities	183%	117%	145%	135%	100%
Trade and Other Payables	83%	65%	38%	103%	100%
Deferred Revenue	128%	72%	71%	103%	100%
Income Tax Payables	494%	39%	97%	257%	100%
Dividends Payable	64%	45%	48%	61%	100%
Amounts Due to Related Parties	369%	448%	243%	315%	100%
Other Financial Liabilities	306%	156%	279%	111%	100%
Lease Liability	181%	158%	149%	133%	100%
Interest - Bearing Loans and Borrowings	213%	118%	144%	170%	100%
Bank Overdrafts	164%	165%	92%	69%	100%
Current Liabilities	179%	147%	101%	126%	100%
Total Liabilities	180%	138%	113%	128%	100%
Total Equity and Liabilities	176%	136%	114%	129%	100%

HORIZONTAL AND VERTICAL ANALYSIS

Horizontal Analysis - Company

Statement of Financial Position

As at	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
ASSETS					
Property, Plant and Equipment	214%	199%	108%	106%	100%
Investment Property	100%	0%	0%	0%	0%
Right-of-Use Assets	119%	105%	98%	107%	100%
Intangible Assets	169%	183%	184%	190%	100%
Investment in Subsidiaries	59%	59%	100%	100%	100%
Other Investments	81%	81%	86%	92%	100%
Trade and Other Receivables	178%	102%	92%	87%	100%
Deferred Tax Assets	68%	74%	165%	135%	100%
Non-Current Assets	134%	121%	107%	107%	100%
Inventories	144%	131%	111%	127%	100%
Loans Due From Related Parties	0%	100%	100%	100%	0%
Income Tax Receivables	100%	100%	100%	0%	0%
Trade and Other Receivables	178%	102%	92%	87%	100%
Amounts due from Related Parties	136%	225%	399%	512%	100%
Other Financial Assets	100%	100%	0%	0%	0%
Short Term Investments	100%	100%	0%	0%	0%
Cash in hand and at bank	296%	208%	233%	221%	100%
Current Assets	165%	146%	105%	137%	100%
Total Assets	155%	139%	105%	128%	100%
Equity					
Stated Capital	182%	182%	100%	100%	100%
Capital Reserves	283%	252%	102%	110%	100%
Other Component of Equity	44%	42%	58%	74%	100%
Statutory Reserve	0%	0%	0%	0%	0%
Revenue Reserves	194%	129%	147%	181%	100%
Total Equity attributable to Owners of the Company	213%	164%	131%	154%	100%
Total Equity	213%	164%	131%	154%	100%
LIABILITIES					
Interest - Bearing Loans and Borrowings	172%	207%	252%	217%	100%
Lease Liability	110%	100%	95%	104%	100%
Employee Benefit Obligations	185%	162%	111%	110%	100%
Security Deposits	146%	121%	113%	109%	100%
Deferred Revenue	128%	72%	71%	103%	100%
Other Non - Current Liabilities	178%	123%	132%	132%	100%
Non-Current Liabilities	143%	143%	151%	143%	100%
Trade and Other Payables	104%	83%	45%	102%	100%
Deferred Revenue	128%	72%	71%	103%	100%
Income Tax Payables	3751%	0%	0%	1721%	100%
Dividends Payable	136%	83%	84%	116%	100%
Amounts Due to Related Parties	46%	50%	29%	97%	100%
Other Financial Liabilities	0%	0%	0%	0%	0%
Lease Liability	172%	156%	145%	137%	100%
Interest - Bearing Loans and Borrowings	172%	207%	252%	217%	100%
Bank Overdrafts	143%	173%	112%	32%	100%
Current Liabilities	149%	133%	86%	119%	100%
Total Liabilities	148%	135%	102%	125%	100%
Total Equity and Liabilities	155%	139%	105%	128%	100%

Vertical Analysis - Group

Statement of Profit or Loss

For the Year Ended	31st March		31st March		31st March		31st March		31st March	
	2025		2024		2023		2022		2021	
	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%
Revenue	88,241	100%	69,872	100%	54,767	100%	76,848	100%	67,412	100%
Cost of Sales	(56,137)	-64%	(47,099)	67%	(31,432)	-57%	(52,736)	-69%	(47,028)	-70%
Direct Interest Cost	(4,178)	-5%	(4,788)	7%	(4,463)	-8%	(1,920)	-2%	(1,872)	-3%
Gross Profit	27,927	32%	17,986	26%	18,872	34%	22,192	29%	18,511	27%
Other Income	528	1%	446	1%	248	0%	262	0%	221	0%
Selling and Administrative Expenses	(19,441)	-22%	(14,994)	21%	(12,614)	-23%	(13,514)	-18%	(12,430)	-18%
Impairment Loss on Trade Receivables and Other Receivables	(543)	-1%	(300)	0%	182	0%	(703)	-1%	(920)	-1%
Operating Profit	8,470	10%	3,137	4%	6,688	12%	8,237	11%	5,383	8%
Finance Income	1,527	2%	2,320	3%	1,153	2%	170	0%	864	1%
Finance Cost	(3,175)	-4%	(4,722)	7%	(7,272)	-13%	(2,490)	-3%	(2,136)	-3%
Net Finance Cost	(1,648)	-2%	(2,402)	3%	(6,119)	-11%	(2,320)	-3%	(1,272)	-2%
Value Added Tax on Financial Services	(601)	-1%	(397)	1%	(395)	-1%	(382)	0%	(292)	0%
Profit Before Tax	6,222	7%	339	0%	174	0%	5,536	7%	3,818	6%
Income Tax Expense	(2,043)	-2%	(430)	-1%	(78)	0%	(1,426)	-2%	(1,210)	-2%
Profit for the Year	4,178	5%	(91)	0%	96	0%	4,110	5%	2,608	4%

Vertical Analysis - Company

Statement of Profit or Loss

For the Year Ended	31st March		31st March		31st March		31st March		31st March	
	2025		2024		2023		2022		2021	
	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%	Rs.Mn	%
Revenue	79,243	100%	63,232	100%	47,950	100%	68,652	100%	54,864	100%
Cost of Sales	(56,313)	-71%	(47,091)	-74%	(31,734)	-66%	(50,090)	-73%	(39,897)	-73%
Gross Profit	22,929	29%	16,142	26%	16,216	34%	18,562	27%	14,967	27%
Other Income	269	0%	292	0%	210	0%	196	0%	265	0%
Selling and Administrative Expenses	(16,122)	-20%	(12,426)	-20%	(10,293)	-21%	(11,344)	-17%	(10,528)	-19%
Impairment Loss on Trade Receivables and Other Receivables	(311)	0%	(427)	-1%	140	0%	(281)	0%	(460)	-1%
Operating Profit	6,765	9%	3,580	6%	6,273	13%	7,132	10%	4,245	8%
Finance Income	1,069	1%	1,006	2%	385	1%	135	0%	639	1%
Finance Cost	(3,168)	-4%	(4,627)	-7%	(6,648)	-14%	(2,129)	-3%	(2,175)	-4%
Net Finance Cost	(2,099)	-3%	(3,621)	-6%	(6,263)	-13%	(1,994)	-3%	(1,536)	-3%
Value Added Tax on Financial Services	(83)	0%	(77)	0%	(78)	0%	(94)	0%	(80)	0%
Profit Before Tax	4,584	6%	(118)	0%	(69)	0%	5,044	7%	2,629	5%
Income Tax Expense	(1,382)	-2%	(179)	0%	289	1%	(1,135)	-2%	(880)	-2%
Profit for the Year	3,202	4%	(298)	0%	221	0%	3,909	6%	1,749	3%

HORIZONTAL AND VERTICAL ANALYSIS

Vertical Analysis - Group

Statement of Financial Position

As at	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
ASSETS					
Property, Plant and Equipment	7.22%	8.64%	9.71%	8.42%	9.82%
Investment Property	0.02%	0.00%	0.00%	0.00%	0.00%
Right-of-Use Assets	4.31%	5.12%	5.67%	5.38%	6.40%
Intangible Assets	0.38%	0.54%	0.66%	0.61%	0.45%
Other Non - Current Assets	0.00%	0.00%	0.00%	0.07%	0.09%
Other Investments	0.02%	0.02%	0.03%	0.03%	0.04%
Trade and Other Receivables	15.34%	11.35%	9.87%	13.63%	17.11%
Deferred Tax Assets	0.67%	0.75%	1.88%	1.42%	1.26%
Non-Current Assets	27.97%	26.42%	27.82%	29.56%	35.17%
Inventories	19.48%	22.93%	25.67%	25.77%	26.23%
Income Tax Receivables	0.23%	0.34%	0.64%	0.05%	0.02%
Trade and Other Receivables	42.85%	40.26%	35.83%	39.49%	34.60%
Amounts due from Related Parties	0.02%	0.05%	0.12%	0.03%	0.03%
Other Financial Assets	0.28%	0.33%	0.00%	0.00%	0.00%
Deposits with Banks	3.48%	0.75%	1.79%	0.20%	0.09%
Short Term Investments	2.30%	3.12%	2.56%	1.58%	1.17%
Cash in hand and at bank	3.41%	5.80%	5.57%	3.33%	2.70%
Current Assets	72.04%	73.58%	72.18%	70.44%	64.83%
Total Assets	100.01%	100.00%	100.00%	100.00%	100.00%
Equity					
Stated Capital	0.93%	1.21%	0.80%	0.70%	0.90%
Capital Reserves	2.72%	3.13%	1.71%	1.83%	1.78%
Other Component of Equity	0.00%	0.00%	0.01%	0.00%	0.01%
Statutory Reserve	0.41%	0.40%	0.31%	0.25%	0.29%
Revenue Reserves	8.01%	7.36%	10.05%	10.16%	9.26%
Total Equity attributable to Owners of the Company	12.07%	12.10%	12.87%	12.95%	12.24%
Non - Controlling Interests	1.00%	1.11%	2.46%	2.20%	2.57%
Total Equity	13.08%	13.21%	15.34%	15.15%	14.80%
LIABILITIES					
Interest - Bearing Loans and Borrowings	12.43%	8.92%	13.00%	13.56%	10.29%
Lease Liability	3.93%	4.80%	5.37%	5.12%	6.22%
Deferred Tax Liability	0.07%	0.08%	0.94%	0.52%	0.54%
Employee Benefit Obligations	1.12%	1.30%	1.35%	1.17%	1.37%
Security Deposits	1.55%	1.66%	1.86%	1.64%	1.97%
Other Financial Liabilities	5.25%	3.45%	7.42%	2.59%	3.02%
Deferred Tax Liability	0.00%	0.00%	0.00%	0.00%	0.00%
Deferred Revenue	0.11%	0.08%	0.10%	0.12%	0.16%
Other Non - Current Liabilities	0.21%	0.19%	0.24%	0.21%	0.21%
Non-Current Liabilities	24.67%	20.49%	30.27%	24.95%	23.76%
Trade and Other Payables	12.80%	13.00%	9.04%	21.61%	27.06%
Deferred Revenue	0.33%	0.38%	0.27%	0.23%	0.30%
Income Tax Payables	1.12%	0.11%	0.34%	0.80%	0.40%
Dividends Payable	0.07%	0.06%	0.08%	0.09%	0.19%
Amounts Due to Related Parties	1.03%	1.62%	1.05%	1.20%	0.49%
Other Financial Liabilities	17.94%	20.09%	16.94%	11.00%	12.08%
Lease Liability	1.02%	1.15%	1.30%	1.02%	0.99%
Interest - Bearing Loans and Borrowings	25.64%	26.87%	23.34%	22.65%	17.44%
Bank Overdrafts	2.30%	3.00%	2.00%	1.32%	2.47%
Current Liabilities	62.26%	66.30%	54.39%	59.90%	61.44%
Total Liabilities	86.93%	86.79%	84.66%	84.85%	85.20%
Total Equity and Liabilities	100.00%	100.00%	100.00%	100.00%	100.00%

Vertical Analysis - Company

Statement of Financial Position

As at	31st March 2025	31st March 2024	31st March 2023	31st March 2022	31st March 2021
ASSETS					
Property, Plant and Equipment	11.64%	12.19%	8.66%	7.04%	8.47%
Investment Property	0.04%	0.00%	0.00%	0.00%	0.00%
Right-of-Use Assets	6.99%	6.95%	8.52%	7.67%	9.15%
Intangible Assets	0.57%	0.69%	0.92%	0.78%	0.53%
Investment in Subsidiaries	2.68%	3.01%	6.66%	5.48%	7.03%
Other Investments	0.03%	0.03%	0.05%	0.04%	0.06%
Trade and Other Receivables	2.18%	1.40%	1.66%	1.29%	1.90%
Deferred Tax Assets	0.86%	1.05%	3.08%	2.08%	1.97%
Non-Current Assets	25.00%	25.33%	29.57%	24.37%	29.11%
Inventories	35.38%	36.22%	40.32%	37.93%	38.24%
Loans Due From Related Parties	0.00%	0.00%	0.60%	0.20%	0.00%
Income Tax Receivables	0.43%	0.55%	1.08%	0.00%	0.00%
Trade and Other Receivables	32.83%	33.67%	23.97%	33.92%	30.70%
Amounts due from Related Parties	0.08%	0.15%	0.35%	0.37%	0.09%
Other Financial Assets	0.52%	0.53%	0.00%	0.00%	0.00%
Short Term Investments	2.23%	0.77%	0.00%	0.00%	0.00%
Cash in hand and at bank	3.53%	2.78%	4.11%	3.20%	1.86%
Current Assets	75.00%	74.67%	70.43%	75.63%	70.89%
Total Assets	100.00%	100.00%	100.00%	100.00%	100.00%
Equity					
Stated Capital	1.73%	1.94%	1.41%	1.16%	1.48%
Capital Reserves	5.05%	5.03%	2.70%	2.39%	2.77%
Other Component of Equity	0.00%	0.00%	0.01%	0.01%	0.01%
Statutory Reserve	0.00%	0.00%	0.00%	0.00%	0.00%
Revenue Reserves	9.70%	7.24%	10.84%	10.94%	7.76%
Total Equity attributable to Owners of the Company	16.49%	14.22%	14.96%	14.48%	12.03%
Total Equity	16.49%	14.22%	14.96%	14.48%	12.03%
LIABILITIES					
Interest - Bearing Loans and Borrowings	7.84%	10.59%	16.98%	12.01%	7.10%
Lease Liability	6.35%	6.44%	8.10%	7.25%	8.97%
Employee Benefit Obligations	1.85%	1.81%	1.63%	1.33%	1.55%
Security Deposits	2.89%	2.67%	3.30%	2.60%	3.06%
Deferred Revenue	0.21%	0.13%	0.17%	0.20%	0.25%
Other Non - Current Liabilities	0.39%	0.30%	0.42%	0.35%	0.34%
Non-Current Liabilities	19.52%	21.93%	30.60%	23.74%	21.27%
Trade and Other Payables	21.41%	19.11%	13.62%	25.45%	32.11%
Deferred Revenue	0.62%	0.61%	0.49%	0.37%	0.43%
Income Tax Payables	1.44%	0.00%	0.00%	0.80%	0.06%
Dividends Payable	0.12%	0.08%	0.11%	0.13%	0.14%
Amounts Due to Related Parties	3.01%	3.66%	2.77%	7.65%	10.09%
Other Financial Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%
Lease Liability	1.63%	1.66%	2.04%	1.58%	1.48%
Interest - Bearing Loans and Borrowings	32.88%	34.80%	32.09%	25.01%	19.26%
Bank Overdrafts	2.88%	3.91%	3.32%	0.79%	3.13%
Current Liabilities	63.99%	63.85%	54.44%	61.78%	66.70%
Total Liabilities	83.51%	85.78%	85.05%	85.52%	87.97%
Total Equity and Liabilities	100.00%	100.00%	100.00%	100.00%	100.00%

SHARE INFORMATION

Stated Capital

		31st March 2025	31st March 2024
Stated Capital (Rs.)		1,138,856,653	1,138,856,653
Number of Ordinary Shares		1,167,617,912	1,167,617,912
Class of Shares	Ordinary Shares		
Voting Rights	One Vote per Ordinary Share		

Stock Exchange Listing

The issued ordinary shares of Singer (Sri Lanka) PLC are listed with the Colombo Stock Exchange of Sri Lanka.

Distribution of Shareholding – 31st March 2025

No. of Shareholders: 31st March 2025 – 5,572 (31st March 2024 – 5,493).

		Residents			Non Residents			Total		
		Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%	Number of Shareholders	Number of Shares	%
1	- 1,000	2,470	665,354	0.06	8	2,436	0.00	2,478	667,790	0.06
1,001	- 10,000	1,992	7,532,932	0.64	21	85,633	0.01	2,013	7,618,565	0.65
10,001	- 100,000	857	28,033,615	2.40	11	410,646	0.03	868	28,444,261	2.43
100,001	- 1,000,000	191	53,554,594	4.59	1	100,499	0.01	192	53,655,093	4.60
Over	1,000,000	21	1,077,232,203	92.26	-	-	-	21	1,077,232,203	92.26
Total		5,531	1,167,018,698	99.95	41	599,214	0.05	5,572	1,167,617,912	100.00
Category										
Individuals		5,240	106,084,724	9.09	40	589,214	0.05	5,280	106,673,938	9.14
Institutions		291	1,060,933,974	90.86	1	10,000	0.00	292	1,060,943,974	90.86
Total		5,531	1,167,018,698	99.95	41	599,214	0.05	5,572	1,167,617,912	100.00

Directors' Shareholding

	Shareholding as at 31st March 2025 Number of shares	Shareholding as at 01st April 2024 Number of shares
Mr. Mohan Pandithage	-	-
Mr. Mahesh Wijewardene (MD)	-	-
Mr. Deepal Sooriyaarachchi	-	-
Mr. Sarath Ganegoda	-	-
Mr. Dilip De Silva Wijeyeratne	-	-
Ms. Gayani De Alwis	-	-
Ms. Brindhini Perera	-	-
Ms. Kawshi Amarasinghe (appointed on 25.06.2024)	-	-
Mr. Jonathan Alles (appointed on 22.11.2024)	-	-
Mr. Vajira Tennakoon (appointed on 01.04.2025)	-	-
Mr. Thulitha Mendis (appointed on 01.04.2025)	-	-
Mr. Shalinka Seresinhe (appointed on 01.04.2025)	-	-
Mr. Dumith Fernando (resigned w.e.f. 20.06.2024)	-	-
Mr. Hisham Jamaldeen (resigned w.e.f. 14.11.2024)	-	-

Market value per share

	Twelve months ended 31st March 2025 Rs.		Twelve months ended 31st March 2024 Rs.	
Highest during the year	35.00	26th March 2025	17.50	28th August 2023
Lowest during the year	14.50	08th August 2024	10.90	17th May 2023
Closing	33.20		16.10	

Twenty largest shareholders

Name of Shareholder	As at 31st March 2025	
	Number of Shares	%
1 Hayleys PLC	783,801,111	67.13
2 Hayleys Advantis Limited	111,382,980	9.54
3 Volanka (Private) Limited	34,787,235	2.98
4 Hayleys Aventura (Private) Limited	31,595,745	2.71
5 Carbotels (Private) Limited	29,042,553	2.49
6 Hayleys Agriculture Holdings Limited	28,404,255	2.43
7 Mr.Kulappuarachchige Don Dammika Perera	20,807,739	1.78
8 Deutsche Bank AG Trustee to Lynear Wealth Dynamic Opportunities Fund	6,813,129	0.58
9 Mrs.Mihiri Virani Fernando	6,025,000	0.52
10 J.B.Cocoshell (Pvt) Ltd	3,700,000	0.32
11 Hatton National Bank PLC - Capital Alliance Quantitative Equity Fund	3,418,311	0.29
12 Mrs.Lorraine Estelle Marlene Yaseen	3,105,676	0.27
13 People's Leasing and Finance PLC/L.P.Hapangama	2,655,760	0.23
14 People's Leasing and Finance PLC/M.E.Amarasinghe	2,284,866	0.20
15 Mr.Oshan Senanayake, Mr.D.R.Pieris & Mr.S.P.Perera	2,008,342	0.17
16 Sampath Bank PLC/Andaradeniya Estate (Private) Limited	1,509,609	0.13
17 Union Investments (Private) Limited	1,355,798	0.12
18 Miss. Nai Kaluge Ruvani Hemamala De Silva	1,192,914	0.10
19 Seylan Bank PLC/JN Lanka Holdings Company (Pvt) Ltd	1,167,960	0.10
20 Mr.Abey Siri Hemapala Munasinghe & Mr. A.R.R.Munasinghe	1,153,220	0.10
	1,076,212,203	92.17
Others	91,405,709	7.83
Total	1,167,617,912	100.00

Non-Voting Shares

There were no non-voting shares as at 31st March 2025

Dividends

Dividends for 2024/25	Date of Payment	DPS
First Interim Dividend	19th July 2024	Rs. 0.15
Second Interim Dividend	22nd Oct 2024	Rs. 0.18
Third Interim Dividend	23rd Jan 2025	Rs. 0.25
Fourth Interim Dividend	24th Apr 2025	Rs. 0.40

Dividend for 2023/24 - Nil

Listed Debentures

There were no listed debentures as at 31st March 2025.

SHARE INFORMATION

Name of Shareholder	As at 31st March 2024	
	Number of Shares	%
1 Hayleys PLC	783,801,111	67.13
2 Hayleys Advantis Limited	111,382,980	9.54
3 Volanka (Private) Limited	34,787,235	2.98
4 Hayleys Aventura (Private) Limited	31,595,745	2.71
5 Carbotels (Private) Limited	29,042,553	2.49
6 Hayleys Agriculture Holdings Limited	28,404,255	2.43
7 Mr.Kulappuarachchige Don Dammika Perera	20,807,739	1.78
8 Mrs.Mihiri Virani Fernando	6,025,000	0.52
9 J.B.Cocoshell (Pvt) Limited	4,402,833	0.38
10 People's Leasing and Finance PLC/L.P.Hapangama	4,109,350	0.35
11 Seylan Bank PLC/Senthilvel Holdings (Pvt) Ltd	1,784,335	0.15
12 People's Leasing & Finance PLC/Dr.H.S.D.Soyasa & Mrs.G.Soyasa	1,648,389	0.14
13 People's Leasing & Finance PLC/Mr.D.M.P.disanayake	1,554,045	0.13
14 Commercial Bank of Ceylon PLC/Andaradeniya Estate (Pvt) Ltd	1,500,000	0.13
15 Union Investments (Private) Limited	1,355,798	0.12
16 Seylan Bank PLC /Mohamed Mushtaq Fuad	1,300,596	0.11
17 Mrs. Anoma Kamalika Amarasuriya	1,200,000	0.10
18 Miss. Nai Kaluge Ruvani Hemamala De Silva	1,192,914	0.10
19 Mr.Abeysiri Hemapala Munasinghe & Mr. A.R.R.Munasinghe	1,153,220	0.10
20 Mrs. Herath Mudiyanseelage Anoma Ramani Kumari Kaluhendiwela	1,144,663	0.10
	1,068,192,761	91.48
Others	99,425,151	8.52
Total	1,167,617,912	100.00

Share trading

For the year ended	As at 31st March 2025	As at 31st March 2024
Number of Transactions	23,167	8,330
Number of Shares Traded	136,191,824	43,322,389
Value of Shares Traded (Rs.)	3,042,124,043.10	625,395,893

Public Holding as at 31st March 2025

The percentage of shares held by the public is 10.94 % (2024 – 10.94%).

Number of Shareholders representing public holding – 5,564 (2024 - 5,943)

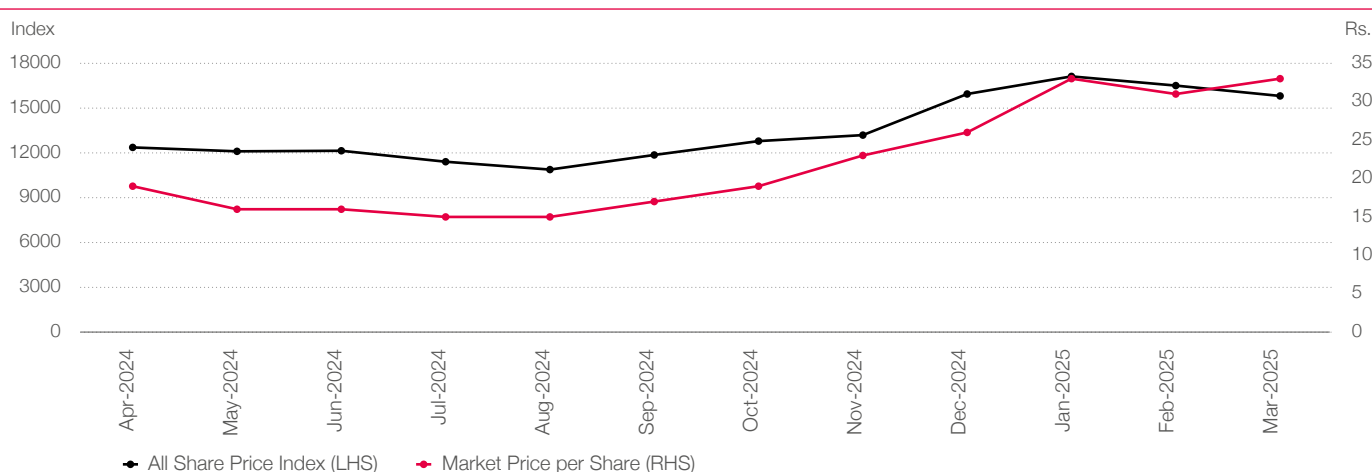
Float adjusted market capitalisation – Rs. 4,239,350,960.80 (2024- 2,055,829,833.40)

The Company is in compliance with option 4 of the Listing Rule 7.13.1 (i) (a) which requires a Company with a Float Adjusted Market Capitalisation of more than Rs. 2.5 Bn. to maintain a minimum public Holding of 10%.

Record of Scrip Issues

Year ended 31st March	Issue	Basis	Number of Shares	Cumulative Stated Capital Rs. '000
1981	Prior to Public Issue	–	1,855,200	18,552
1982	Public Issue	–	463,800	23,190
1984	Bonus	02:01	1,159,500	34,785
1985	Bonus	03:01	1,159,500	46,380
1989	Bonus	01:01	4,638,000	92,760
1992	Bonus	04:01	2,319,000	115,950
1992	Rights (at Rs. 40.00)	08:01	1,449,375	130,444
1994	Bonus	05:01	2,608,875	156,533
1996	Bonus	09:02	3,478,500	191,318
1996	Rights (at Rs. 50.00)	09:02	1,855,766	209,875
1998	Bonus	11:03	5,723,868	267,114
2000	Bonus	05:01	5,342,276	320,537
2004	Bonus	04:01	8,013,415	400,671
2005	Bonus	04:01	10,016,769	500,838
2006	Bonus	04:01	12,520,961	626,048
2011	Subdivision	1 for 1	62,604,805	–
2017	Subdivision	3 for 1	250,419,220	–
2021	Subdivision	3 for 1	751,257,660	–
2024	Amalgamation of Regnis (Lanka) PLC (REG) and Singer Industries (Ceylon) PLC (SIC) with Singer (Sri Lanka) PLC	3.6544877 for 1 share of REG and 2.6735504 for 1 share of SIC (minority shareholders only)	40,731,422	1,138,857
Total Number of Shares			1,167,617,912	1,138,857

All share price index Vs market price per share



COMPLIANCE WITH CORPORATE GOVERNANCE FRAMEWORKS

Code of best practice on corporate governance

We set out below the corporate governance practices adopted and practiced by the Company, the extent of adoption of the Code of Best Practice on Corporate Governance issued in year 2023 by the Institute of Chartered Accountants of Sri Lanka and the Section 9 of the Listing Rules of the Colombo Stock Exchange on Corporate Governance.

Section A

This section covers Company's extent of adherence to the requirements of the Code of Best Practice on Corporate Governance issued in year 2023 by the Institute of Chartered Accountants of Sri Lanka covering following eight fundamental aspects:

- Directors
- Director Remuneration
- Relations with Shareholders

- Accountability and Audit
- Institutional Investors
- Other Investors
- Internet of Things and Cybersecurity
- Sustainability: ESG Risk and Opportunities

These are discussed in the sections that follows.

A. Directors

A.1 The Board Main principle

Every public company should be headed by an effective Board, which should direct, lead and control the company.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Board Meeting	A.1.1	The Board should meet regularly, at least once in every quarter.	The Board meets at least four times a year and additional meetings are held as necessary. The Board Subcommittees also met on a regular basis. Circular Resolutions are passed as per the requirements. The Board met four times during the period ended 31st March 2025. Details of the meetings and attendance of the members are set out on page 134. The meetings convened by the Board Subcommittees during 2024/25 are also provided on page 134.	✓
		The regularity of Board meetings and the structure and process of submitting information should be agreed to and documented by the Board.	A board pack containing all relevant information is submitted to the Board of Directors.	✓
Responsibility of the Board	A.1.2	Board should be responsible for matters including: Ensuring the formulation and implementation of a sound business strategy.	The Board is responsible for the strategic planning process of the Company. This includes the responsibility for the formulation of the strategic vision and mission of the Company, setting the overall corporate policy and strategy, monitoring performance and reviewing risks and major investments. The Board also takes on the added responsibility of directing Company performance towards achieving the best results possible and increasing shareholder value. The Board sets the broad parameters of the Company's business. The Company's business units are then tasked with their application, in achieving specific targets and objectives.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Appointing the Chair and the Senior Independent Director if relevant.	Mr. Dilip De S. Wijeyeratne was appointed as the Senior Independent Director on 01st November 2023 in accordance with the Corporate Governance requirements. The Board was of the opinion that Mr. Mohan Pandithage should remain as the Executive Chairman of the Company due to his extensive experience, deep insights and domain knowledge evidenced through the leadership provided to the Group.	✓
		Ensuring that the Group Managing Director and Management Team possess the skill, experience and knowledge to implement strategy.	<p>The profile of the Group Managing Director is provided in this Annual Report on page 118.</p> <p>While the Board of Directors is ultimately responsible for the operations and financial soundness of the Company, the day-to-day management of the Company is entrusted to the Group Managing Director. There is extensive staff participation in decision-making at all levels, with strategic recommendations on material matters flowing to the Board for final decision.</p> <p>The Group Managing Director chairs the Executive Committee. The Executive Committee, comprising all Key and relevant Senior Managers who are divisional heads together with Group Managing Director meets every week for performance review and decision-making.</p>	✓
			<p>The Company's Annual Plan addresses the requirements of all business units and divisions. This ensures that the entire Company follows the set plans and objectives as articulated in the Annual Plan. These in turn become the primary objectives of the Executive Committee which is represented by all Heads of Divisions, and are shared with Divisional Heads and Heads of all SBUs. The Executive Committee together with the Heads of Divisions and SBUs have the autonomy and freedom to translate these objectives to specific goals that are achievable.</p> <p>Key programmes are identified by the Group Managing Director for each year in line with the Annual Plan after they are discussed at Executive Committee meetings. A review of progress on plan implementation is a key item on the agenda of the monthly Management Review meetings.</p>	

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Ensuring the adoption of an effective Managing Director and Senior Management succession strategy.	<p>Succession planning is given due recognition in the corporate culture. Effective succession planning is a criterion in the performance appraisals of the Senior Management and Key Management.</p> <p>Addition to that, as part of the development and succession programme, the “3x3x3” initiative seeks to ensure that all positions of Key Managers, Senior Managers, Middle Managers and Junior Managers have been identified and are groomed for succession.</p>	✓
		Approving budgets and major capital expenditure.	Budgets and major capital expenditure are reviewed and approved by the Board.	✓
		Determining the matters expressly reserved to the Board and those delegated to the Management including limits of authority and financial delegation.	<p>The Board has agreed and reserved power to determine matters including approving of major capital expenditure, appointing the Secretaries to the Board and seeking professional advice as and when needed.</p> <p>Limits of authority and financial delegation are agreed by the Board in order to manage affairs efficiently.</p>	✓
		Ensure effective systems to secure integrity of information, internal control and risk management.	<p>The Board has delegated this responsibility to the Audit Committee.</p> <p>The Audit Committee is empowered to review and monitor the financial reporting process of Singer Group so as to provide additional assurance on the reliability of Financial Statements through a process of independent and objective review.</p> <p>As such, the Audit Committee acts as an effective forum in assisting the Board of Directors in discharging their responsibilities on ensuring the quality of financial reporting and related communication to the shareholders and the public.</p> <p>Audit Committee framework, composition, responsibilities and duties are given in the Audit Committee Report on pages 141 to 142.</p> <p>Risk Management framework is given in the Risk Management Report appearing from pages 148 to 157.</p>	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		Ensuring the availability of information communication technology (ICT) roadmap in line with business strategy of the company, and monitor the progress of implementation through the ICT dashboard.	ICT roadmap is in line with business strategy. Progress of implementation is monitoring through ICT dash board.	✓
		Ensuring compliance with laws, regulation and ethical standards.	<p>The Board follows a policy of strict compliance with laws and regulatory requirements and ensures that stakeholder interests are considered in key corporate direction.</p> <p>A compliance checklist is provided to Audit Committee and Board members in every quarter by the Compliance Officer indicating compliance with applicable laws, regulations etc.</p> <p>The Company has also issued a Code of Ethics and Human Resources Policies and Procedures applicable to all employees.</p>	✓
		All stakeholders' interests are considered in corporate decisions.	The Board adopted core values and standards which set out the conduct of staff in their dealings with shareholders, customers, community, environment, suppliers and other stakeholders. Once the core values are set and communicated to all levels of the Organisation, there is a belief that the highest standards of integrity are maintained in business.	✓
		Recognising sustainable business development and ESG risk and opportunities in corporate strategy, decisions and activities and consider the need for adopting "integrated reporting".	<p>The Board relies on the integrity and due diligence of Key Managers, Senior Managers, Auditors and Advisors to oversee the Group's overall performance objectivities, financial plans and annual budgets, investments, financial performance reviews, risk management and corporate governance practices. The Board reviews, risk management and corporate governance practices.</p> <p>Development of sustainable value is embedded in the corporate strategies and embrace the principles of Integrated Reporting, to produce Singer (Sri Lanka) PLC's 1st Integrated Annual Report in 2021/22.</p>	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		The Company's values and standards are set with emphasis on adopting appropriate accounting policies and fostering compliance with financial regulations.	<p>The Group enshrines the highest ethical standards in the conduct of its business affairs and its Board of Directors are tasked with ensuring that the resultant regime of exemplary governance across all aspects of business are in the best interests of stakeholders. Ethically correct conduct comprising integrity, honesty, fair play and loyalty pervade all Group actions.</p> <p>Accounting policies are reviewed annually in light of changing business requirements, evolving international and local accounting standards and industry best practice. As mentioned above, significant emphasis is placed on compliance with applicable regulations. Group continues to adopt same accounting policies adopted previous year and which are given as part of the Financial Reports on pages 185 to 202.</p>	✓
		Establish a process of monitoring and evaluation of progress on strategy implementation, budgets, plans and related risks.	Performance and progress of strategy implementation, budgets, plans and risks are monitored through a formal reporting process.	✓
		Ensuring that a process is established for corporate reporting on annual and quarterly basis or more regularly as relevant to the Company.	The Board ensures compliance to annual and quarterly corporate reporting requirements.	✓
		Fulfilling such other Board functions as relevant to the Organisation.	<p>The Board makes every endeavour to ensure a balanced and objective assessment of the Company's position, performance and prospects.</p> <p>Members from professional accounting bodies are on the Board ensuring financial and economic acumen, knowledge and other Board members from the professional marketing bodies ensure stimulation of marketing knowledge of the Board members.</p>	✓
Compliance with laws and seeking independent professional advices	A.1.3	The Board collectively, and Directors individually, must act in accordance with the laws of the country and there should be a procedure agreed by the Board of Directors to obtain independent professional advice where necessary, at the Company's expense.	<p>As mentioned above, there is a significant emphasis across the organisation to ensure compliance with applicable laws and regulations.</p> <p>The Board members are permitted to obtain independent professional advice from a third party including the Company's External Auditors and other professional consultants whenever deemed necessary at the expense of the Company.</p>	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Company Secretaries	A.1.4	All Directors should have access to the advice and service of the Company Secretaries, who is responsible to the Board in ensuring, that the Board procedures are followed and that the applicable rules and regulations are complied with. Any question of the removal of the Company Secretaries should be a matter for the Board as a whole.	The Company Secretaries ensures that all Board Terms of Reference are followed and applicable rules and regulations are adhered to. The Company Secretaries advises the Board and ensures that the Company complies with its Articles of Association, Companies Act and such regulatory publication, Board procedures and other applicable rules and regulations are followed. All Directors have access to the Company Secretaries. The Secretaries possesses the required qualifications as set out in the Companies Act.	✓
		The Company should obtain appropriate insurance cover as recommended by the Nomination Committee for the Board of Directors and Key Management Personnel.	The parent Company, Hayleys PLC has obtained a Directors' and Officers' Liability insurance from a reputed insurance company in Sri Lanka providing worldwide cover to indemnify all past, present and future Directors and Officers of the Group.	✓
Independent judgement of Directors	A.1.5	All Directors should bring independent judgement to bear on issues of strategy, performance, resource allocation, risk management, compliance and standards of business conduct.	<p>The Chairman conducts Board meetings in a manner which ensures that there is effective participation from all Directors, their individual contribution and concerns are objectively assessed prior to making key decisions and that the balance of power is maintained.</p> <p>In advance of every Board meeting, each Director receives a comprehensive set of Board papers and any additional information requested by the Directors. It is the Group Managing Director's duty to ensure that all members are properly briefed.</p> <p>None of the Independent Directors have held executive responsibilities in the Company. In accordance with Rule 9.8.5. (a) of the Listing Rules of the Colombo Stock Exchange (CSE) Independent Directors have submitted a signed and dated declaration as per the specimen given in Appendix 9A.</p>	✓
Dedication of adequate time and effort by the Directors	A.1.6	Every Director should dedicate adequate time and effort to matters of the Board and the Company, to ensure that the duties and responsibilities owned to the Company are satisfactorily discharged.	<p>The Board met on four occasions during the year.</p> <p>The Board is satisfied that the Chairman and the Non-Executive Directors committed sufficient time during the FY 2024/25 to fulfil their duties.</p>	✓
	A.1.7	One-third of Directors can call for a resolution to be presented to the Board where they feel it is in the best interest to the Company to do so.	As per Articles of Association, resolutions could be passed with majority voting. However, if a single Director deems it necessary that such resolution must be decided at a Board meeting and not by circulation, the Chairman shall put the resolution to be decided in a meeting.	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Training for new and existing Directors	A.1.8	Every Director should receive appropriate training when first appointed to the Board of a company, and subsequently as necessary. The training curricular should encompass both general aspects of directorship and matters specific to the particular industry/ company concerned. A Director must recognise that there is a need for continuous training and expansion of the knowledge and skill required to effectively perform his duties as a Director. The Board should regularly review and agree on the training and development needs of the Directors.	<p>The Directors are given the opportunities to familiarise and obtain an in-depth understanding of the Company's business, its strategies, risks and processes at their discretion.</p> <p>Training is provided to Executive Directors and Alternate Directors (if any) to equip themselves to discharge their responsibilities effectively. This includes training provided by principles, external and in-house training. Training and development needs are reviewed on a regular basis.</p> <p>Directors are briefed on changes in laws and regulations, tax laws and accounting standards from time to time either during the Board meetings or at specially convened sessions.</p> <p>In accepting an appointment as a Director, consideration is given to the responsibilities of the role, ability to commit time, any existing or potential conflicts of interest and required competencies.</p>	✓

A.2 Chairman and Group Managing Director (Group MD) Main Principle

Main Principle

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Separation of the roles of Chairman and Group Managing Director	A.2.1	The positions of Chairman and Group Managing Director are separated to ensure a balance of power and authority and to prevent any one individual from possessing unfettered decision-making authority.	<p>Although Chairman acts as Executive Chairman, the Chairman's and Group Managing Director's functions are separated to ensure a balance of power of authority and this dual panel structure has been continued throughout the year 2024/25.</p> <p>The Chairman of the Board of Directors functions in an executive capacity.</p> <p>The Group Managing Director functions as an Ex- Officio Director of the Board and is the apex executive in charge of the day-to-day management of operations and business of the Company, while providing the link between the, Board of the Parent Company and Divisional Heads (Key Management) and relevant senior managers.</p>	✓

A.3 Chairman's role

Main principle

The Chairman's role in preserving good corporate governance is crucial. As the person responsible for running the Board, the Chairman should preserve order and facilitate the effective discharge of Board functions.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Role of Chairman	A.3.1	The Chairman should conduct Board proceedings in a proper manner and ensure, inter alia, that –	Agenda for Board meetings is developed in consultation with the Group Managing Director, Directors, Finance Director and the Company Secretaries.	
		<ul style="list-style-type: none"> The agenda for Board meetings is developed in consultation with the Group Managing Director, Directors and the Company Secretaries taking into consideration matters relating to strategy, performance, resource allocation, risk management and compliance. 		✓
		<ul style="list-style-type: none"> Sufficiently detailed information of matters included in the agenda should be provided to Directors in a timely manner. 	Required information are provided to Directors in a timely manner.	✓
		<ul style="list-style-type: none"> All Directors are made aware of their duties and responsibilities and the Board and Committee structures through which it will operate in discharging its responsibilities. 	All Directors are aware of their duties and responsibilities and Chairman and Group Managing Director provide a comprehensive overview of the Company and its operations once a new Director is appointed to the Board.	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		<ul style="list-style-type: none"> The effective participation of both Executive and Non-Executive Directors is secured. 	The Chairman is responsible for leading the Board and for its effectiveness. In practice, this means taking responsibility for the Board's composition, ensuring that the Board focuses on its key tasks and supports the Group Managing Director in managing the day-to-day running of the Company. The Chairman is also the ultimate point of contact for shareholders, particularly on corporate governance issues.	✓
		<ul style="list-style-type: none"> All Directors are encouraged to make an effective contribution, within their respective capabilities, for the benefit of the Company. 	The Chairman satisfies himself that the information available to the Board is sufficient to make an informed assessment of the Company's affairs as well as to discharge their duties to all stakeholders.	✓
		<ul style="list-style-type: none"> All Directors are encouraged to seek information considered necessary to discuss matters on the agenda of meetings and to request inclusion of matters of corporate concern on the agenda. 	Necessary information and presentations are done if necessary to the agenda items. All Directors are free to communicate with Divisional Heads and Head of Risk Management to call additional information necessary.	
		<ul style="list-style-type: none"> A balance of power between Executive and Non-Executive Directors is maintained. 	The Chairman conducts Board meetings in a manner which ensures that there is effective participation from all Directors, their individual contribution and concerns are objectively assessed prior to making key decisions and that the balance of power is maintained.	
		<ul style="list-style-type: none"> The views of Directors on issues under consideration are ascertained; 	Chairman ensures that regular meetings are conducted at least once a quarter and the minutes of the meetings are accurately recorded.	
		<ul style="list-style-type: none"> The Board is in complete control of the Company's affairs and alert to its obligations to all shareholders and other stakeholders. 	Chairman approves the agenda prepared by the Company Secretaries.	

A.4 Financial acumen

Main principle

The Board should ensure the availability within it of those with sufficient financial acumen and knowledge to offer guidance on matters of finance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Financial acumen and knowledge	A.4.1	Availability of sufficient financial acumen and knowledge.	<p>The Board includes a member who is a Fellow Member of the Association of Certified Chartered Accountants, UK, a member who is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and a member of the Institute of Certified Management Accountants of Australia, a member who is an Associate Member of the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka), and Fellow Member of the Chartered Institute of Management Accountants, UK, (FCMA) and these three members of the Board have the ability to offer guidance on matters of finance to the Board.</p> <p>The profiles of the Board of Directors are provided in this Annual Report from pages 118 to 122.</p>	✓

A.5 Board balance

Main principle

It is preferable for the Board to have a balance of Executive and Non-Executive Directors such that no individual or small group of individuals can dominate the Board's decision-taking.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Presence of strong team of Non-Executive Directors	A.5.1	<p>The Board should include Non-Executive Directors of sufficient calibre and number for their views to carry significant weight in the Board's decisions.</p> <p>The Board should include at least three Non-Executive Directors or such number of Non-Executive Directors equivalent to one-third of total number of Directors, whichever is higher. In the event, the Chairman and Group Managing Director is the same person, Non-Executive Directors should comprise a majority of the Board.</p>	Seven out of twelve Directors on the Board are Non-Executive Directors which is well above the minimum prescribed by the Code. This ensures views of Non-Executive Directors carry a significant weight in the decisions made by the Board.	✓
Independence of Non-Executive Directors	A.5.3	For a Director to be deemed "independent" such Director should be independent of management and free of any business or other relationship that could materially interfere with or could reasonably be perceived to materially interfere with the exercise of their unfettered and independent judgement.	<p>The Company maintains the "Interest Register" required by the Companies Act No. 07 of 2007, which also shows details of Director Interest in Contracts with the Company or Group.</p> <p>A disclosure on related party transactions is available on pages 146 to 147.</p>	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual Declaration	A.5.4	Each Non-Executive Director should submit a signed and dated declaration annually of his/her independence or non-independence against the specified criteria set out in the Specimen in Schedule K.	Every Non-Executive Director of the Company has made written submissions as to their independence/ non-independence against the specified criteria set out by the Company, which is in line with the requirements of Schedule C of this Code.	✓
Determination of Independence of Director	A.5.5	<p>The Board should make a determination annually as to the independence or non-independence of each Non-Executive Director based on such a declaration made of decided criteria and other information available to the Board, and should set out in the Annual Report the names of Directors determined to be “independent”.</p> <p>The Board should specify the criteria not met and the basis for its determination in the Annual Report, if it determines that a Director is independent notwithstanding the existence of relationships or circumstances which indicate the contrary.</p>	<p>The Board has determined the independence of Directors based on the declarations submitted by the Non-Executive Directors, as to their independence, as a fair representation and will continue to evaluate their independence on this basis annually. No circumstances have arisen for the determination of independence by the Board, beyond the criteria set out in the Code.</p> <p>Independent Non-Executive Directors are:</p> <p>Mr. Dilip De S. Wijeyeratne Mr. Hisham Jamaldeen – (Resigned on 14.11.2024) Mr. Dumith Fernando – (Resigned on 20.06.2024) Ms. Gayani de Alwis Ms. Kawshi Amarasinghe (Appointed on 25th June 2024) Mr. Jonathan Alles (Appointed on 22th November 2024)</p>	✓
Appointment of Alternate Director	A.5.6	<p>If an Alternate Director is appointed by a Non-Executive Director such Alternate Director should not be an executive of the Company.</p> <p>If an Alternate Director is appointed by an Independent Director, the person who is appointed also should meet the criteria of independence and the provision on minimum number of independent Directors also should be satisfied.</p>	There were no alternate Directors as at and the during the year ended 31st March 2025.	✓
Requirement to appoint “Senior Independent Director”	A.5.7	In the event the Chairman and Group Managing Director is the same person, or the Chairman is not an Independent Director or the Chairman is the immediately preceding Group Managing Director, the Board should appoint one of the Independent Non- Executive Directors to be the “Senior Independent Director” (SID) and disclose this appointment in the Annual Report.	The Company has appointed a Senior Independent Director since the Chairman is an Executive Director.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Confidential discussion with Senior Independent Director	A.5.8	<p>The Senior Independent Director should make himself available for confidential discussions with other Directors who may have concerns which they believe have not been properly considered by the Board as a whole and which pertain to significant issues that are detrimental to the Company.</p> <p>A report from the Senior Independent Director should be included in the Annual Report.</p>	Senior Independent Director make himself available for confidential discussions with other Directors where necessary. This Statement of the Senior Independent Director is given on page 168 of this Annual Report.	✓
Chairman's meetings with Non-Executive Directors	A.5.9	The Chairman should hold meetings with the Non-Executive Directors only, without the Executive Directors being present, as necessary and at least once each year.	Chairman meets with Non-Executive Directors without the presence of Executive Directors, whenever necessary.	✓
Recording of concerns in Board Minutes	A.5.10	Where Directors have concerns about the matters of the Company which cannot be unanimously resolved, they should ensure their concerns are recorded in the Board minutes.	Concerns raised by the Directors during the period, if any, are recorded in the minutes of Board meetings with adequate details by the Company Secretaries.	✓

CORPORATE GOVERNANCE COMMENTARY

A.6 Supply of information

Main principle

The Board should be provided with timely information in a form and of a quality appropriate to enable it to discharge its duties.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Management obligation to provide appropriate and timely information to the Board	A.6.1	Management has an obligation to provide the Board with appropriate and timely information, but information volunteered by Management may not be enough in all circumstances and Directors should make further inquiries where necessary. The Chairman should ensure all Directors are properly briefed on issues arising at Board meetings.	<p>The Company ensures that the Directors receive adequate information in a timely manner. On urgent matters, every effort is made to provide the information, as early as possible.</p> <p>The Board receives a standard set of documents, which are timely, accurate, relevant and comprehensive. These papers include a detailed analysis of financial and non-financial information. The Board may call for additional information or clarify issues with any member of the Executive Committee.</p> <p>If necessary, all Directors are adequately briefed by the Group Managing Director on matters arising at Board meetings. The Secretaries and the Compliance Officer ensure that Board papers are circulated in advance prior to Board meeting.</p> <p>If necessary, members of the Executive Committee, External Auditors and outside Consultants make presentations on issues of importance.</p> <p>The Chairman ensures that all Directors are briefed</p>	✓
Adequate time for effective conduct of Board meetings	A.6.2	The minutes, agenda and papers required for a Board meeting should ordinarily be provided to Directors at least seven (7) days before the meeting, and the minutes of the meeting should ordinarily be provided to Directors at least two weeks after the meeting date.	<p>The Chairman ensures that all Directors are briefed adequately on issues arising at Board meetings.</p> <p>The minutes, agenda and papers required for Board meetings are provided in advance to facilitate its effective conduct.</p>	✓

A.7 Appointments to the Board; Nomination Committee

Main principle

There should be a formal and transparent procedure for the appointment of new Directors to the Board.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of Nomination	A.7.1	A Nomination Committee should be established to make recommendations to the Board on all new Board appointments. Majority of the membership of the Committee shall comprise maximum of 3 Directors of be Non-Executive Directors and shall include at least two or one third (whichever is higher) of Independent Non-executive Directors. In situations where a Senior Independent Director has been appointed, he/she should chair the Nomination Committee.	The composition of the Committee was re-composite on 09th May 2024 to be in compliance with the Code and the Listing Rules. Accordingly, the Committee consists the Senior Independent Director, an Independent Non-Executive Director and a Non-Executive Director. The Chairman of the Committee is the Senior Independent Director. Please refer Nominations and Governance Committee report on pages 144 and 145	✓
Assessment of Board composition by the Nomination Committee	A.7.2	The Nomination Committee should annually assess Board composition to ascertain whether the combined knowledge and experience of the Board matches the strategic demands facing the Company. The findings of such assessment should be taken into account when new Board appointments are considered and when incumbent Directors come up for re-election.	Board as a whole annually assessed the composition of the Board to ensure that the combined knowledge and experience of the Board matches the strategic demand facing the Company. The findings of such assessments are taken into account when new Board appointments are considered.	✓
Disclose of required details of new Directors to shareholders	A.7.4	Upon the appointment of a new Director to the Board, the Company should forthwith disclose to shareholders: <ul style="list-style-type: none"> a brief résumé of the Director; the nature of his expertise in relevant functional areas; the names of companies in which the Director holds directorships or memberships in Board committees; and whether such a Director can be considered “independent”. 	All new appointments are communicated to the shareholders via the Colombo Stock Exchange with the relevant information. The details of the current Board of Directors and new appointments are provided on pages 161 to 166 in this Annual Report.	✓
Member of the Committee and the work of the Committee	A.7.5	The chairman and members of the Nomination Committee should be identified in the Annual Report. A separate section of the Annual Report should describe the work of the Nomination Committee including the process it has used in relation to board appointments.	Refer Nominations and Governance Committee Report on pages 144 and 145	✓
Terms of Reference for Nominations Committee	A.7.6	Terms of reference for Nomination Committees are set out in Schedule E.	Terms of Reference for Nominations and Governance Committee was adopted by the Board.	✓

CORPORATE GOVERNANCE COMMENTARY

A.8 Re-election

Main principle

All Directors should be required to submit themselves for re-election at regular intervals and at least once in every three years.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Re-election of Non-Executive Directors, Chairman, and MD	A.8.1	Non-Executive Directors should be appointed for specified terms subject to re-election and to the provisions in the Companies Act relating to the removal of a Director, and their reappointment should not be automatic.	In terms of the Articles of Association, one-third of the Directors, except for Chairman, Group Managing Director, retire by rotation and may offer themselves for re-election at the AGM. By virtue of being the Chairman, Group Managing Director are not required to make themselves available for re-election as per the Articles of Association. The Company's Articles of Association provides that any Director appointed by the Board during the period shall hold office until the next Annual General Meeting and seek reappointment by the shareholders at the said AGM.	✓
	A.8.2	All Directors including the Chairman of the Board, should be subject to election by shareholders at the first opportunity after their appointment, and to re-election thereafter at intervals of no more than three years. The names of Directors submitted for election or re-election should be accompanied by a résumé minimally as set out in paragraph A.7.3 above, to enable shareholders to make an informed decision on their election.	Based on the Articles of Association and the current composition of the Board, a Director seeks for re-election, every three years. A résumé of the Directors coming up for re-election at the AGM, 2023/24 is available on pages 118 to 122. The Chairman and Group Managing Director do not retire by rotation.	✓
Resignation	A.8.3	In the event of a resignation of a Director prior to completion of his appointed term, the Director should provide a written communication to the Board of his reasons for resignation.	Written communications are provided to the Board by Directors who resign prior to completion of his appointed term.	✓

A.9 Appraisal of Board performance

Main principle

Boards should periodically appraise their own performance in order to ensure that Board responsibilities are satisfactorily discharged.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual performance evaluation of the Board and its Committee	A.9.1	The Board should have in place a formal and rigorous process for annually reviewing the performance of the Board and its committees and should address any matters that may arise from such review, in the discharge of its key responsibilities as set out in A.1.2.	The performance of the Board and the sub-committees is reviewed and evaluated by the Board and Chairman based on a self-appraisal basis.	✓
	A.9.2	The Board should also undertake an annual self-evaluation of its own performance and that of its committees. The evaluation should be carried out by each Director individually. The collective outcome should be compiled and made available to Nomination Committee, which should make recommendations to the Board on initiatives and actions required to improve the balance of skills, experience, independence, industry and company knowledge, training of Directors, governance processes, strategy review and other factors relevant to its effectiveness.	Annual self-evaluation forms were circulated to the directors.	✓
	A.9.3	The Board should have a process to review the participation, contribution and engagement of each Director at the time of re-election.	Board reviews the participation, contribution and engagement of each Director at the re-election.	✓
	A.9.4	The Board should state how such performance evaluations have been conducted, in the Annual Report.	Evaluation criteria with regard to Executive Directors are financial and non-financial targets set at the beginning of the year through the annual corporate plan. Criteria relating to evaluation of Board Committees are the performance against their duties referred in respective Committee reports.	✓

CORPORATE GOVERNANCE COMMENTARY

A.10 Disclosure of information in respect of Directors

Main principle

Shareholders should be kept advised of relevant details in respect of Directors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Details in respect of Directors	A.10.1	The Annual Report of the Company should set out the following information in relation to each Director:		
		i. Name, qualifications and brief profile;	Available on pages 118 to 122 of Board of Directors.	✓
		ii. The nature of his/her expertise in relevant functional areas;	Available on pages 118 to 122 of Board of Directors.	✓
		iii. Immediate family and/or material business relationships with other Directors of the Company;	Not Applicable.	✓
		iv. Whether Executive, Non-Executive and/or Independent Director	Available on pages 118 to 122 of Board of Directors.	✓
		v. Names of listed companies in Sri Lanka in which the Director concerned serves as a Director;	Available on pages 118 to 122 of Board of Directors.	✓
		vi. Names of other companies in which the Director concerned serves as a Director, provided that where he/she holds directorships in companies within a Group of which the Company is a part, their names need not be disclosed; it is sufficient to state that he/she holds other directorships in such companies;	Available on pages 118 to 122 of Board of Directors.	✓
		vii. Number/percentage of Board meetings of the Company attended during the year;	Available on page 134.	✓
		viii. The total number of Board seats held by each Director indicating listed and unlisted companies and whether in an executive or non-executive capacity;	Not disclosed in the Annual report. But can be obtained from Company Secretaries.	✓
		ix. Committees in which the Director serves as Chairman or a member;	Available on pages 161 to 166.	✓
		x. Number/percentage of Committee meetings attended during the year.	Available on page 134.	

A.11 Appraisal of Group Managing Director

Main principle

The Board should be required, at least annually, to assess the performance of the Group Managing Director.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Setting annual targets and the appraisal of performance of the MD	A.11.1	At the commencement of every fiscal year, the Board in consultation with the Group Managing Director, should set, in line with the short, medium and long-term objectives of the Company, reasonable financial and non- financial targets that should be met by the Group Managing Director during the year.	The Annual Business Plan is prepared setting up short-term, medium-term and long-term financial and non-financial goals. The Annual Business Plan is initially approved by the Board.	✓
	A.11.2	The performance of the Group Managing Director should be evaluated by the Board at the end of each fiscal year to ascertain whether the targets set by the Board have been achieved and if not, whether the failure to meet such targets was reasonable in the circumstances.	Assessment of performance of the Group Managing Director is carried out by the Board at the end of each year to ensure that pre- agreed targets have been achieved or if not whether there are acceptable reasons for not achieving them.	✓

B. Directors' remuneration

B.1 Remuneration procedure

Main principle

Companies should establish a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual Directors. No Director should be involved in deciding his/her own remuneration.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Establishment of the Remuneration Committee	B.2.1	The Board of Directors should set up a Remuneration Committee to make recommendations to the Board on the Company's framework of remunerating the Group Managing Director, Executive and Non- Executive Directors, and guidelines for fair and transparent procedures for remunerating senior management, including post-employment benefits as well as terminal benefits.	<p>The scope of the Committee is to consider and recommend to the Board remuneration and perquisites of Independent Directors, Executive Directors of the Board of the Company including Key Managers and approve recommendations made by the Group Managing Director and the Parent Company.</p> <p>Remuneration and perquisites of Group Managing Director is considered and recommended by the Parent Company – Hayleys PLC Remuneration Committee.</p>	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of the Remuneration Committee	B.2.2	Remuneration Committees should consist exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom the majority should be Independent. The Chairman should be an independent Non- Executive Director and should be appointed by the Board.	<p>The Committee consists of three Independent Non-Executive Directors. The Committee is chaired by an Independent Non-Executive Director. Finance Director serves as the Secretary to the Committee. Chairman of the Company participates as an observer to the Committee.</p> <p>Group Managing Director and the Finance Director assist the Committee by providing the relevant information and participating in its analysis and deliberations.</p>	✓
Consultation of the Chairman and access to professional advice	B.2.3	The Remuneration Committee should consult the Chairman and/or Managing Director about its proposals relating to the remuneration of other Executive Directors and have access to professional advice from within and outside the Company, in discharging their responsibilities.	The Committee has the authority to seek internal and external independent professional advice on matters falling within its purview, at the Company's expense. Views of the Chairman and Group Managing Director are obtained as they too assist and participate in its analysis and deliberations to the said Board Subcommittee.	✓

B.2 Level and make-up of remuneration

Main principle

Levels of remuneration of both Executive and Non-Executive Directors should be sufficient to attract and retain the Directors needed to run the Company successfully. A proportion of Executive Directors' remuneration should be structured to link rewards to corporate and individual performance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Executive Directors' remuneration package	B.2.4	The Remuneration Committee should provide the packages needed to attract, retain, and motivate Executive Directors of the quality required but should avoid paying more than is necessary for this purpose.	<p>The Board Remuneration Committee and also the Board ensure that Executive Directors (Including Alternate Directors to the Non-Executive Directors) who are on the Board and Key Management are provided with an attractive remuneration package.</p> <p>Remuneration package of the Group Managing Director is considered at Parent Company Remuneration Committee.</p>	✓
	B.2.5	Executive Directors' remuneration should be designed to promote the long-term success of the Company.	Executive Directors' and Key Management's remuneration is designed to promote the long- term success of the Company/Group.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Comparison of remuneration with other companies/ Other companies in the Group	B.2.6	The Remuneration Committee should judge where to position levels of remuneration of the Company, relative to other companies. It should be aware what comparable companies are paying and should take account of relative performance, but should use such comparisons with caution, mindful of the risk that they can result in an increase of remuneration levels with no corresponding improvement in performance.	A primary objective of compensation packages is to attract and retain a highly qualified and experienced workforce and reward performances. These compensation packages should provide compensation appropriate for each business within the Group and commensurate with each employee's level of experience and contribution, bearing in mind the business performance and long-term shareholder returns.	✓
	B.2.7	The Remuneration Committee should be sensitive to remuneration and employment conditions elsewhere in the Company or Group of which it is a part, especially when determining annual salary increases.	Remuneration and annual salary increases are decided considering industry practices, performance of the Company/Group, each employee's level of experience and contribution bearing in mind the business performance and the long-term shareholder returns.	✓
Performance-based remuneration of Executive Directors	B.2.8	The performance-related elements of remuneration of Executive Directors should be designed and tailored to align their interests with those of the Company and main stakeholders and to give these Directors appropriate incentives to perform at the highest levels. The performance-related elements should be transparent, stretching and rigorously applied.	Objectives for Group Managing Director, Executive Directors and Key Management are set at the beginning of the year and the remuneration including the performance bonus is decided based upon the degree of achievement of such pre-set targets subject to the remuneration policy.	✓
Executive share options	B.2.9	Executive share options should not be offered at a discount (i.e. less than market price prevailing at the time the exercise price is determined), save as permitted by the Listing Rules of the Colombo Stock Exchange. Shares granted under share options schemes should not be exercisable in less than three years and the Remuneration Committee should consider requiring Directors to hold a minimum number of shares and to hold shares for a further period after vesting or exercise.	Presently the Company does not have an Executive Share Option Scheme.	✓
Designing the remuneration of Executive Directors	B.2.10	In designing schemes of performance-related remuneration, Remuneration Committees should follow the provisions set out in Schedule G. The schemes should include provisions that would enable the Company to recover sums paid or withhold a portion of such performance-related remuneration and specify the circumstances in which a company may not be entitled to do so.	Please refer Remuneration Committee Report on page 143.	✓

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Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Early termination of Executive Directors	B.2.11	Remuneration Committee should consider what compensation commitments (including pension contributions) their Directors' contracts of service, if any, entail in the event of early termination. Remuneration Committee should in particular, consider the advantages of providing explicitly for such compensation commitments to apply other than in the case of removal for misconduct, in initial contracts.	Not applicable to the Board except for Group Managing Director and other Executive Directors who are employees of the Company, and their terms of employment are governed by the contract of service/employment.	✓
	B.2.12	Where the initial contract does not explicitly provide for compensation commitments, Remuneration Committees should, within legal constraints, tailor their approach in early termination cases to the relevant circumstances. The broad aim should be, to avoid rewarding poor performance while dealing fairly with cases where departure is not due to poor performance.	Not applicable.	✓
Determination of remuneration of Non-Executive Directors	B.2.13	The Board as a whole, or where required by the Articles of Association the shareholders, should determine the remuneration of Non-Executive Directors, including members of the Remuneration Committee, within the limits set in the Articles of Association. Where permitted by the Articles, the Board may delegate this responsibility to a subcommittee of the Board, which might include the Managing Director.	After consideration of the recommendation made by the Group Managing Director and the Parent Company, the Committee as a whole decides the remuneration of the Non-Executive Directors. The Non-Executive Directors receive a fee for being a Director of the Board and separate fee for either chairing or being a member of a Board Subcommittee. They do not receive any performance/incentive payments.	✓
Level of remuneration of Non-Executive Directors	B.2.14	Levels of remuneration for Non-Executive Directors should reflect the time commitment and responsibilities of their role, taking into consideration market practices. Remuneration for Non-Executive Directors should not normally include share options. If exceptionally options are granted, shareholder approval should be sought in advance and any shares acquired by exercise of the options should be held until at least one year after the Non-Executive Director leaves the Board. Holding share options could be relevant to the determination of a Non-Executive Director's independence. (as set out in provision A.5.5).	Non-Executive Directors of the Company are paid nominal fees commensurate with their time and role in the Company and taking into consideration market practices. Non-Executive Directors are not included in share options as there is no scheme in existence.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Chairman and Members of the Remuneration Committee	B.2.15	The Chairman and members of the Remuneration Committee should be listed in the Annual Report each year.	Please refer page XX of the Remuneration Committee Report for details of the Chairman and members of the Board Remuneration Committee.	✓
Terms of Reference	B.2.16	The Terms of Reference for Remuneration Committee are set out in Schedule H.	Terms of Reference for the Committee was adopted by the Board	✓

B.3 Disclosure of Remuneration

Main principle

The Company's Annual Report should contain a Statement of Remuneration Policy and details of remuneration of the Board as a whole.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of remuneration	B.3.1	The Annual Report should set out the names of Directors (or persons in the Parent Company's Committee in the case of a Group Company) comprising the Remuneration Committee, contain a statement of remuneration policy and set out the aggregate remuneration paid to Executive and Non-Executive Directors.	<p>Please refer Remuneration Committee Report on page 143 for disclosure on the names of Remuneration Committee members and Remuneration Policy of the Company.</p> <p>Please refer Note 8 to the Financial Statements on page 206 for aggregate remuneration paid to Executive and Non-Executive Directors.</p>	✓
	B.3.2	The Annual Report should also contain the number and aggregate remuneration of the senior management personnel reporting directly to the Group Managing Director including that of the Group Managing Director, if he/she is not an executive director.	Please refer Note 8 to the Financial Statements on page 206.	✓

CORPORATE GOVERNANCE COMMENTARY

C. RELATIONS WITH SHAREHOLDERS

C.1 Constructive use of Annual General Meeting (AGM) and Conduct of General Meetings

Main principle

Boards should use the AGM to communicate with shareholders and should encourage their participation.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Adequate Notice of the AGM	C.1.1	Companies should arrange for the Notice of AGM and related papers to be sent to shareholders at least as determined by statute, before the meeting.	A copy of the Annual Report including Financial Statements is posted on corporate website as well as CSE website. The Notice of Meeting and the Form of the Proxy are sent to shareholders 15 working days prior to the date of the AGM, as required by statute, in order to provide the opportunity to all the shareholders to attend the AGM.	✓
Separate resolution for all separate issues at the AGM	C.1.2	Companies should propose a separate resolution at the AGM on each substantially separate issue and should in particular propose a resolution at the AGM relating to the adoption of the report and accounts. For each resolution, proxy appointment forms should provide shareholders with the option to direct their proxy to vote either for or against the resolution or to withhold their vote. The Proxy Form and any announcements of the results of a vote should make it clear that a "vote withheld" is not a vote in law and will not be counted in the calculation of the proportion of the votes for and against the resolution.	Company proposes a separate resolution at the AGM on each substantially separate issue. Further, adoption of the Annual Report of the Board of Directors on the affairs of the Company and Audited Financial Statements together with the Report of the Auditors thereon are considered as a separate resolution.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	C.1.3	<p>The Company should ensure that all valid proxy appointments received for General Meetings are properly recorded and counted. For each resolution where a vote has been taken on a show of hands, the Company should ensure that the following information is given at the Meeting and made available as soon as reasonably practicable on a website which is maintained by or on behalf of the Company:</p> <ul style="list-style-type: none"> • The number of shares in respect of which proxy appointments have been validly made; • The number of votes for the resolution; • The number of votes against the resolution; and • The number of shares in respect of which the vote was directed to be withheld; <p>When, in the opinion of the Board a significant proportion of votes have been cast against a resolution at any General Meeting, the Board should take steps to understand the reasons behind the vote results and determine if any actions are required.</p>	The Company ensures that all valid proxy appointments received for General Meetings are properly recorded and counted.	✓
Availability of all Subcommittee Chairmen	C.1.4	The Chairman of the Board should arrange for the Chairmen of the Audit, Remuneration, Nomination and Related Parties Transactions Review Committees and the Senior Independent Director where such appointment has been made, to be available to answer questions at the AGM if so requested by the Chairman.	The Chairman of the Company ensures that Chairmen of all Board Subcommittees namely, Audit, Remuneration, Nomination and Related Party Transactions Review Committees are present at the AGM to answer the questions under their purview.	✓
Procedures of Voting at AGM	C.1.5	Companies should circulate with every Notice of General Meeting, a summary of the procedures governing voting at General Meetings.	A summary of the procedures governing voting at the General Meeting is circulated to shareholders with every Notice of General Meeting.	✓

CORPORATE GOVERNANCE COMMENTARY

C.2 Communication with shareholders

Main principle

The Board should implement effective communication with shareholders.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Channel to reach all shareholders of the Company	C.2.1	There should be a channel to reach all shareholders of the Company in order to disseminate timely information.	<p>The primary modes of communication between Company and the shareholders are the CSE announcements. Interim Financial Statements, Shareholders Circulars/Notices, Annual Report and AGM. Information is provided to the shareholders prior to the AGM to give them an opportunity to exercise the prerogative to raise any issues relating to the business of Company, either verbally or in writing prior to the AGM.</p> <p>The Company used the following channels to disseminate timely information;</p> <ul style="list-style-type: none"> • Shareholders meetings • Financial and other notices as and when required through the Colombo Stock Exchange • Corporate website • Press notices. 	✓
Policy and methodology for communication with shareholders	C.2.2	The Company should disclose the policy and methodology for communication with shareholders.	The Company will focus on open communication and fair disclosure, with emphasis on the integrity, timeliness and relevance of the information provided. The Company will ensure information is communicated accurately and in such a way as to avoid the creation or continuation of a false market.	✓
Implementation of the Policy and methodology for communication with shareholders	C.2.3	The Company should disclose how they implement the above policy and methodology.	<p>Printed copies of Annual Report are provided to all shareholders on request without charge and soft copies are available in CSE website and corporate website.</p> <p>All other announcements are also posted on the CSE website and corporate website.</p>	✓
Contact person for the communication	C.2.4	The Company should disclose the contact person for such communication.	Details of Company Secretaries are disclosed in Corporate Information Section. Shareholders may, at any time, direct questions, request for publicly available information and provide comments and suggestions to Directors or Management of the Company. In addition, Head of Investor Relations is assigned to handle communications related to investor relations. Such questions, requests and comments should be addressed to the Company Secretaries and in the absence of him the Group Managing Director.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Process to make Directors aware of major issues and concerns of shareholders	C.2.5	The Company should have a process to make all Directors aware of major issues and concerns of shareholders and this process should be disclosed by the Company.	The Company Secretaries shall maintain a record of all correspondence received and will deliver as soon as practicable such correspondence to the Board or individual Director/s as applicable. The Board or individual Director/s, as applicable, will generate an appropriate response to all validly received shareholder correspondence and will direct the Company Secretaries to send the response to the particular shareholder.	✓
	C.2.6	The Company should decide the person to contact in relation to shareholders' matters.	Company Secretaries or head of Investor Relations can be contacted in relation to shareholders' matters.	✓
	C.2.7	The process for responding to shareholders matters should be formulated by the Board and disclosed.	Company Secretaries is assigned to respond to shareholders by the Board and update the Board on such matters.	✓

C.3 Major and Material Transactions

Main principle

Further to complying with the requirements under the Companies Act, Securities and Exchange Commission law and Colombo Stock Exchange regulations; as applicable, directors should disclose to shareholders all proposed material transactions, which if entered into, would materially alter/ vary the company's net assets base or in the case of a Company with subsidiaries, the consolidated group net asset base.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure on "Major Transaction"	C.3.1	Prior to a company engaging in or committing to a "Major Related Party Transaction", with a related party, involving the acquisition, sale or disposition of greater than one third value of the Company's assets or that of a subsidiary which has a material bearing on the Company and for consolidated net assets of the Company, or a transaction which has or is likely to have the effect of the Company acquiring obligations and liabilities, of greater than one third of the value of the Company's assets, the Directors should disclose to shareholders the purpose and all material facts of such transaction and obtain shareholders' approval by ordinary resolution at an EGM. It also applies to transactions or series of related transactions which have the purpose or effect of substantially altering nature of the business carried on by the Company.	During the year, there were no major transactions as defined by Section 185 of the Company's Act No. 07 of 2007 which materially affect the Net Assets Base of the Company or Consolidated Group Net Asset Base. Transactions which materially affect the net assets base of the Company will be disclosed in the Quarterly/Annual Financial Statements, if any.	✓
	C.3.3	Public listed companies should in addition comply with the disclosure requirements and shareholder approval by special resolution as required by the Rules and Regulations of the Securities and Exchange Commission and by the Colombo Stock Exchange.	Not applicable since no such transactions were carried out during the period.	✓

CORPORATE GOVERNANCE COMMENTARY

D. Accountability and audit

D.1 Financial reporting

Main principle

The Board should present a balanced and understandable assessment of the Company's financial position, performance and prospects.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Board's responsibility for Statutory and Regulatory Reporting	D.1.1	The Board should present an annual report including Financial Statements that is true and fair, balanced and understandable and prepared in accordance with the relevant laws and regulations and any deviation being clearly explained.	An annual report is presented including financial statements that is true and fair, balanced and understandable and prepared in accordance with the relevant laws and regulations.	
	D.1.2	The Board's responsibility to present a balanced and understandable assessment extends to interim and other price-sensitive public reports and reports to regulators, as well as to information required to be presented by statutory requirements.	<p>The Board is well aware of its responsibility to present regulatory and statutory reporting in a balanced and understandable manner and a statement to this effect is given in the Statement of Directors' Responsibility on page 167 confirming this position.</p> <p>The Company had strictly complied with the requirements of the Companies Act No. 07 of 2007 in the preparation of Quarterly and Annual Financial Statements which are prepared and presented in conformity with Sri Lanka Accounting Standards. Further, Company has complied with the reporting requirements prescribed by the regulatory authority such as the Colombo Stock Exchange.</p>	

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance																		
			<p>In case of Subsidiary Company – Singer Finance (Lanka) PLC has also complied with the requirements of the Finance Companies Act No. 78 of 1988 and amendments thereto and reporting requirements prescribed by the regulatory authorities such as the Central Bank of Sri Lanka and the Colombo Stock Exchange. Given below is a table containing the dates on which the Annual and Interim Financial Statements of Singer Finance (Lanka) PLC were uploaded to the CSE website/ dispatched to the shareholders in the year under review:</p> <table><tr><th>Report</th><th>Date of Dispatch/ Upload</th><th>Status</th></tr><tr><td>Annual Report for the year ended 31st March 2025</td><td>30th May 2025</td><td>Complied</td></tr><tr><td>Interim Financials for 3 months ended 30th June 2024</td><td>23rd July 2024</td><td>Complied</td></tr><tr><td>Interim Financials for 6 months ended 30th September 2024</td><td>29th October 2024</td><td>Complied</td></tr><tr><td>Interim Financials for 9 months ended 31st December 2024</td><td>21st January 2025</td><td>Complied</td></tr><tr><td>Interim Financials for 12 months ended 31st March 2025</td><td>06th May 2025</td><td>Complied</td></tr></table>	Report	Date of Dispatch/ Upload	Status	Annual Report for the year ended 31st March 2025	30th May 2025	Complied	Interim Financials for 3 months ended 30th June 2024	23rd July 2024	Complied	Interim Financials for 6 months ended 30th September 2024	29th October 2024	Complied	Interim Financials for 9 months ended 31st December 2024	21st January 2025	Complied	Interim Financials for 12 months ended 31st March 2025	06th May 2025	Complied	✓
Report	Date of Dispatch/ Upload	Status																				
Annual Report for the year ended 31st March 2025	30th May 2025	Complied																				
Interim Financials for 3 months ended 30th June 2024	23rd July 2024	Complied																				
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Interim Financials for 9 months ended 31st December 2024	21st January 2025	Complied																				
Interim Financials for 12 months ended 31st March 2025	06th May 2025	Complied																				
	D.1.3	The Board should, before it approves the Company's Financial Statements for a financial period, obtain from its Group Managing Director and Finance Director a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the Financial Statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Company and that the system of risk management and internal control was operating effectively.	<p>It is assigned to the Finance Director, Head of Risk Management and Compliance Officers of the respective subsidiary companies.</p> <p>Finance Director, Head of Risk Management and Compliance Officers (financial accountants) review quarterly and year end Financial Statements before submitting to the Audit Committee and Board and ensure that, the financial records of the entity have been properly maintained and that the Financial Statements comply with the appropriate accounting standards and give a true and fair view.</p>	✓																		

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Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Directors' Report in the Annual Report	D.1.4	<p>The Directors' Report, which forms part of the Annual Report, should contain declarations by the Directors to the effect that:</p> <ul style="list-style-type: none"> the Company has not engaged in any activity which contravenes laws and regulations; the Directors have declared all material interests in contracts involving the Company and refrained from voting on matters in which they were materially interested; the Company has made all endeavours to ensure the equitable treatment of shareholders; the Directors have complied with best practices of corporate governance 	<p>The Annual Report of the Board of Directors on the affairs of the Company is given on pages 161 to 166 covers all of these sections.</p> <p>In addition to that Company has established procedures to ensure compliance with all applicable statutory and regulatory requirements. The Accountants of respective companies within the Group act as Compliance Officers and are responsible for ensuring proper compliance with applicable laws and regulations.</p> <p>A compliance statement is tabled at each Board meeting by the Compliance Officer.</p> <p>The Company's compliance with Section 7.10 of the Colombo Stock Exchange Listing Rules on Corporate Governance and details of such compliance are discussed on pages 344 and 355 of this Report.</p>	✓
		<ul style="list-style-type: none"> Property, plant and equipment is reflected at fair value, where it is different from fair value adequate disclosures are made the business is a going concern, with supporting assumptions or qualifications as necessary; and they have conducted a review of the internal controls, covering financial, operational and compliance controls and risk management, and have obtained reasonable assurance of their effectiveness and successful adherence therewith, and, if it is unable to make any of these declarations, to explain why it is unable to do so. 		
Statements of Directors' and Auditors' Responsibility for the Financial Statements	D.1.5	The Annual Report should contain a statement setting out the responsibilities of the Board for the preparation and presentation of Financial Statements, together with a statement by the Auditors about their reporting responsibilities. Further the Annual Report should contain a report/ statement on internal control.	<p>The "Statement of Directors' Responsibility" is given on page 167.</p> <p>The "Independent Auditors' Report" on pages 169 to 173 including the Statement of the Auditor's responsibility.</p> <p>The Statement on Internal Control is given on page 167 in the Statement of Director's Responsibilities.</p>	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Management Discussion and Analysis	D.1.6	<p>The Annual Report should contain a “Management Discussion and Analysis”, discussing, among other issues:</p> <ul style="list-style-type: none"> • business model; • industry structure and developments; • opportunities and threats; • risk management; • internal control systems and their adequacy; • governance; • stakeholder relationships; • social and environmental protection activities carried out by the Company; • financial performance; • investment in physical and intellectual capital; • human resource/industrial relations activities carried out by the company; and • prospects for the future. <p>The Management Discussion and Analysis may be structured based on the integrated reporting framework issued by International Integrated Reporting Council and “a preparer’s guide to integrated Corporate Reporting” issued by CA Sri Lanka.</p>	<p>Please refer Chairman’s Statement on pages 16 to 19, Group Managing Director’s Review on pages 20 to 23, and Management Discussion and Analysis on pages 38 to 63 of this Annual Report.</p> <p>Management Discussion and Analysis is structured based on the Integrated Reporting Framework in this Annual Report.</p>	✓
Summon an EGM to notify serious loss of capital	D.1.7	<p>In the event the net assets of the Company falling below 50% of the value of the Company’s shareholders’ funds, the Directors shall forthwith summon an Extraordinary General Meeting of the Company to notify shareholders of the position and of remedial action being taken. The Directors should report periodically to the shareholders progress on these remedial actions.</p>	<p>Likelihood of such occurrence is remote. However, should the situation arise, an EGM will be called for and shareholders will be notified.</p>	✓

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Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of related party transaction	D.1.8	<p>The Board should adequately and accurately disclose the Related Party Transactions in its Annual Report:</p> <ul style="list-style-type: none"> • Each Company within the Group to submit signed and dated quarterly declarations mentioning whether they have related party transactions with the Company as defined in this Code; • The Company Secretaries keeps a record on related party transactions and make necessary disclosures accordingly; • There should be a process to capture related parties and related party transactions. This process needs to be operationalised and related party transactions should be properly documented: • A record/register either in hard or soft form on related party and related party transaction should be maintained by the Company; • This record should ensure that the company captures information to comply with the respective related party disclosure requirements imposed by SEC/Accounting Standards/Auditing Standards and similar regulations. 	<p>Each Company within the Singer Group has submitted signed and dated declarations mentioning whether they had related party transactions with the Company during the period ended 31st March 2025.</p> <p>Related party transactions review committee reviewed related party transactions of the Singer Group which is described in this Annual Report in pages 146 and 147.</p> <p>Related parties and related party transactions are captured and documented by the Company.</p>	✓

D.2 Risk management and internal control

Main principle

The Board is responsible for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives. The Board should have a process of risk management and a sound system of internal control to safeguard shareholders' investments and the Company's assets. Broadly, risk management and internal control is a process, effected by a company's Board of Directors and Management, designed to provide reasonable assurance regarding the achievement of Company's objectives.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Annual Review of the effectiveness of Group's system of internal control	D.2.1	The board should adopt a framework for risk management and the processes to identify, assess, monitor and manage risks with clear delegation of responsibilities to ensure its effectiveness in supporting achievement of the strategic, operational, and financial objectives of the company.	<p>The Company's Directors are responsible for instituting a system of internal controls to ensure the effective implementation of all policies and decisions of the Board. This framework is designed to provide reasonable but not absolute assurance that all aspects are safeguarded.</p> <p>The Company has its own internal audit processes, implemented to ensure that effective controls are in place. These processes extend across all Company operations.</p> <p>The internal audit function is headed by the Deputy Director of Risk Management, who reports In relation to the retail network, the internal audit function includes an individual risk assessment for every outlet directly operated by Singer (Sri Lanka) PLC, based on five criteria:</p> <ol style="list-style-type: none"> 1. Receivables management 2. Inventory management 3. Cash management 4. Internal checks and balances 5. Effectiveness of internal controls <p>Each location is graded by the Internal Audit Department based on its adherence to controls and its administrative performance on the management of the five criteria mentioned above.</p>	✓

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Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Review the need for internal audit function	D.2.1.1	The Directors should confirm in the Annual Report that they have carried out a robust assessment of the principal risks facing the Company, including those that would threaten its business model, future performance, solvency or liquidity. The Directors should describe those risks and explain how they are being managed or mitigated.	Please refer pages 148 to 157 in the Risk Management report.	✓
	D.2.2.2	Companies should have an internal audit function.	The Deputy Director of Risk Management and heads the internal audit functions.	✓
Review of the process and effectiveness of risk management and internal controls	D.2.2.3	The Board should require the Audit Committee to carry out reviews of the process and effectiveness of risk management and internal controls, and to document to the Board and Board takes the responsibility for the disclosures on risk management and internal controls	The Internal Audit Division of the Company carries out regular reviews on the risk management function and internal control system including internal control over financial reporting. The Audit Committee monitors, reviews and evaluates the effectiveness of internal control system including the internal controls over financial reporting. In the reporting period ended 31st March 2025, the Board of Directors was satisfied with the effectiveness of the system of internal controls of the Company. Refer the Directors' Statement on Internal Control on page 167 for details.	✓

D.3 Audit committee

Main principle

The Board should establish formal and transparent arrangements for considering how they should select and apply accounting policies, financial reporting, determine the structure and content of corporate reporting, implement internal control and risk management principles and for maintaining an appropriate relationship with the Company's Auditors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Composition of the Audit Committee	D.3.1	The Board should establish an Audit Committee exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom at least two should be independent. If there are more Non-Executive Directors. The majority should be independent. The Committee should be Chaired by an Independent Non-Executive Director. The Board should satisfy itself that at least one member of the Audit Committee has recent and relevant experience in financial reporting and control.	Two of the three members of the Board audit committee are Independent Non- Executive Directors. Secretaries of the Committee are found on pages 141 to 142 of the Audit committee report under the heading Composition of the Committee.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Terms of Reference of the Audit Committee	D.3.2	<p>The Audit Committee should have a written Terms of Reference, dealing clearly with its authority and duties. The Audit Committee's written Terms of Reference must address:</p> <p>The Committee's purpose – which, at a minimum, must be to –</p> <ul style="list-style-type: none"> • Assist Board oversight of the: • Preparation, presentation and adequacy of disclosures in the Financial Statements, in accordance with the Sri Lanka Accounting Standards; • Compliance with financial reporting requirements, information requirements of the Companies Act and other relevant financial reporting related regulations and requirements; • Process to ensure that the Company's internal controls and risk management procedures are adequate to meet the requirements of the Sri Lanka Auditing Standards; • Assessing the Company's ability to continue as a going concern in the foreseeable future: • Performance of the Company's internal audit function; • Process to the identification, monitoring and management of significant business/financial risk; and • Independence and performance of the Company's external audit. 	Company established written Audit Committee charter which addressed Terms of Reference of the audit committee and further details are disclosed in Audit committee report on pages 141 and 142 of this Annual Report.	✓

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Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		<p>The duties and responsibilities of the Audit Committee should at a minimum include those set out below:</p> <ul style="list-style-type: none"> • Making recommendations to the Board, pertaining to appointment, reappointment and removal of External Auditors and to approve the External Auditors; • To develop and implement policy on the engagement of the External Auditor to supply non- audit services, taking into account relevant ethical guidance regarding the provision of non-audit services by the external audit firm; and to report to the Board, identifying any matters in respect of which it considers that action or improvement is needed and making recommendations as to the steps to be taken; • To review and monitor the External Auditor's independence and objectivity and the effectiveness of the audit process, taking into consideration relevant Sri Lankan professional and regulatory requirements; • Discussion of the audit plan, key audit issues, their resolution and management responses; • Review the Company's annual Audited Financial Statements and Quarterly Financial Statements with management and the Auditor to ensure compliance with the Sri Lanka Accounting Standards and other relevant laws and regulations; • To review significant financial reporting judgements; • Review the Company's earnings press releases and financial information and earnings guidance provided to analysts and rating agencies; • Discussion of policies and practices with respect to risk assessment and risk management; • Ensuring that a process of sound system of internal control is in place; • Ensuring that at least once in every three years a review of the Board's risk management, internal controls, business continuity, planning and information security systems are carried out and appropriate remedial action recommended to the Board; 		

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		<ul style="list-style-type: none"> Ensuring that an effective internal audit function is in place and monitor and review the internal audit activities; Meeting separately, periodically, with Management, Auditors and Internal Auditors; Ensuring that there is a mechanism for the confidential receipt, retention and treatment of complaints alleging fraud, received from internal/ external sources and pertaining to accounting, internal control or other such matters; Assuring confidentiality to whistle-blowing employees; Setting clear hiring policies for employees or former employees of the Auditors; and Reporting regularly to the Board of Directors. 		
Disclosure of names of the members of the Audit Committee	D.3.3	<p>A separate section of the Annual Report should describe the work of the Committee in discharging its responsibilities. The report should include –</p> <ul style="list-style-type: none"> The names of the Directors (persons in the Parent Company's Committee in the case of a Group Company) comprising the Audit Committee should be disclosed in the Annual Report. The number of meetings held and attendance of each Director; The scope of work and how its roles and responsibilities were discharged; An explanation of how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external audit, and information on the length; 	Names of the members of the Audit Committee are given on page 163 under the section on the Composition of the Committee and disclosure on the independence of the Auditors is found on pages 141 to 142 under the Auditors' in the Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166.	✓
		If the External Auditor provides non-audit services, an explanation of how audit objectivity and independence are safeguarded; and the Committee should also make a determination of the independence of the Auditors and should disclose the basis of such determination in the Annual Report.	Report by the Audit Committee is given on pages 141 to 142.	✓
		The Annual Report should contain a Report by the Audit Committee, setting out the manner of compliance by the Company, in relation to the above, during the period to which the Annual Report relates.	Report by the Audit Committee is given on pages 141 to 142.	✓

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D.5 Related party transactions review committee

Main principle

The Board should establish a procedure to ensure that the Company does not engage in transactions with “related parties” in a manner that would grant such parties “more favourable treatment” than that accorded to third parties in the normal course of business.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Related Party Transactions Review Committee	D.5.1	A related party and related party transactions will be as defined in LKAS 24.	Related party and related party transactions are defined as per LKAS 24.	✓
	D.5.2	The Board should establish a Related Party Transactions (RPT) Review Committee consisting exclusively of Non-Executive Directors with a minimum of three Non-Executive Directors of whom the majority should be independent. Executive Directors may attend by invitation. The Chairman should be an Independent Non-Executive Director appointed by the Board.	In compliance with Section 9 of the Listing Rules of the CSE, the Committee comprises two Independent Non-Executive Directors, and one Non Executive Director. The Committee is chaired by an Independent Non- Executive Director.	✓
	D.5.3	RPT Review Committee should have written terms of reference dealing clearly with its authority and duties which should be approved by the Board of Directors. The RPT Review Committee's written terms of reference must address – A procedure for documenting related parties in accordance with the definitions in LKAS 24 and the CSE Listing Rules. • A procedure to obtain a statement of related party interest from each such related party at least once in each quarter, when there's a change in the status and in any event prior to entering into any transaction between such related parties and the Company, its parent or any of subsidiaries, sub- subsidiaries, fellow subsidiaries, associates, joint ventures and any other entities which are considered related parties as defined in LKAS 24 unless they are exempted related party transactions as defined in CSE Listing Rules.	The Related Party Transactions Review Committee Report sets out the functions of the Committee which is given on pages 146 to 147.	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		<ul style="list-style-type: none"> • Key Management Personnel of the Company responsible for contracting, procurement, payments, and any other channel through which an inflow or outflow of resources can result, should have a list of all related parties and have a process in place to capture and report any related party transaction within their area of responsibility. • A procedure to inform all related parties of what constitutes exempted related party transactions. • A procedure and guideline to delegate to Key Management Personnel to deal with recurrent related party transactions as defined in the CSE Listing Rules. • A procedure for the RPT Review Committee to review and recommend to the Board matters relating to such transactions. • Any interested Directors should not participate at the meeting at which the transaction relating to him/her is discussed unless invited to seek clarification/information. • A procedure and definition of disclosure required to be made by the Company on an annual basis, those requiring immediate disclosure and those requiring shareholder approval. • A procedure to identify related party transactions which require immediate disclosure as per the CSE Listing Rules and to ensure that required disclosures are made by the Company to the Colombo Stock Exchange in accordance with the CSE Listing Rules. • A procedure to identify related party transactions which require shareholder approval by special resolution at an Extraordinary General Meeting. • The Company Secretaries should maintain a permanent record in manual or electronic form of such statements, submissions, approvals, and minutes. • Review and recommend to the Board the related party disclosures to be made in the Annual Report of the Company. 		

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D.6 Code of business conduct and ethics

Companies must adopt a Code of Business Conduct and Ethics for Directors, Key Management Personnel and all other employees including but not limited to; dealing with shares of the Company; compliance with listing rules; bribery and corruption; confidentiality; encouraging that any illegal, fraudulent and unethical behaviour be promptly reported to those charged with governance. The Company must disclose waivers of the code for Directors, if any –

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Code of Business Conduct and Ethics	D.6.1	<p>All companies must disclose whether they have a Code of Business Conduct and Ethics for Directors and Key Management Personnel and if they have such a code, make an affirmative declaration in the Annual Report that all Directors and Key Management Personnel have declared compliance with such code, and if unable to make that declaration, state why they are unable to do so.</p> <p>Each company may determine its own policies in the formulation of such a code, but all companies should address the following important topics in their respective codes:</p> <ul style="list-style-type: none"> • Conflict of interest; • Bribery and corruption; • Entertainment and gift; • Accurate accounting and record- keeping; • Fair and transparent procurement practices; 	<p>Company has an internally-developed Code of Conduct. All employees including Directors, Key Managers and Senior Managers are bound by the Company's written Code of Ethics that includes the following aspects:</p> <ul style="list-style-type: none"> • Exercise honesty, objectivity and diligence when performing one's duties. • Avoid situations where personal interest might conflict with the interest of the Company; and if so, disclose such interest in advance. • Maintain confidentiality of commercial and price sensitive information. • Work within applicable laws and regulations. • Safeguard the Company's assets. • Avoid conduct that will reflect badly on the person concerned or the Company's image. • Strictly avoid giving or accepting any kind of bribe, either directly or indirectly. 	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
		<ul style="list-style-type: none"> • Corporate opportunities; • Confidentiality; • Protection and proper use of company assets including information assets; • Compliance with laws, rules and regulations (including insider trading laws); and • Encouraging the reporting of any illegal, fraudulent or unethical behaviour. 	<p>Strictly avoid making contributions for political funds, either directly or indirectly.</p> <ul style="list-style-type: none"> • Strictly avoid any kind of sexual harassment. <p>The Company has implemented a formal whistle-blowing procedure and encourages any employee who suspects wrong doing at work, whether by Management, peers or any other employee, to raise their concerns.</p> <p>Other Policies</p> <p>In addition, the Company implements policies covering:</p> <ul style="list-style-type: none"> • Recruitment and selection • Financial integrity/Financial Manual • Use of Company property including computers • Non-harassment in the workplace • Environment, safety and health • Security of IT system 	
	D.6.2	The Company should have a process in place to ensure that material and price sensitive information is promptly identified and reported in accordance with the relevant regulations.	Company has established a policy and process to ensure that material and price sensitive information is immediately disclosed to the Colombo Stock Exchange immediately after relevant decisions are made by the Board of Directors. This task is assigned to the Company Secretaries and it is a prime responsibility of the Company Secretaries.	✓
	D.6.3	The Company should establish a policy, process for monitoring and disclosure of shares purchased by any Director, Key Management Personnel or any other employee involved in financial reporting.	<p>The policy in place and any share transaction done by Board Director need to be immediately disclosed to the Company Secretaries and Company Secretaries will inform such transactions to the Colombo Stock Exchange.</p> <p>Any share transaction done by Key Management</p>	✓

CORPORATE GOVERNANCE COMMENTARY

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Affirmative Statement by the Chairman	D.6.7	The Chairman must affirm in the Company's Annual Report that a code of conduct and ethics has been introduced company-wide and the procedure for disseminating, monitoring and compliance with that code. He must also disclose that he is not aware of any violation of any of the provisions of the code of business conduct and ethics.	Personnel other than Board Directors should inform such transactions to the Compliance Officer of the Company. Please refer Chairman's statement on pages 16 to 19 in this Report.	✓

D.6 Corporate governance disclosures

Directors should be required to disclose the extent to which the Company adheres to established principles and practices of good corporate governance.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Disclosure of Corporate Governance	D.6.1	The Directors should include in the Company's Annual Report, a Corporate Governance Report setting out the manner and extent to which the Company has complied with the principles and provisions of this Code.	This Report from pages 126 to 140 and 293 to 347 sets out the manner and extent to which Singer (Sri Lanka) PLC has complied with the principles and provisions of the Code.	✓

Shareholders

E. Institutional investors

E.1 Shareholder voting

Main principle

Institutional shareholders have a responsibility to make considered use of their votes and should be encouraged to ensure their voting intentions are translated into practice.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Communication with Shareholders	E.1.1	A listed Company should conduct a regular and structured dialogue with shareholders based on a mutual understanding of objectives. Arising from such dialogue, the Chairman should ensure the views of shareholders are communicated to the Board as a whole.	<p>In order to avoid conflict of interest by nurturing the mutual understanding, the Board carries out dialogues with its shareholders at General Meetings. In this regard, the Annual General Meeting (AGM) and Extraordinary General Meetings (EGM) of the Company plays a critical role. Voting of the shareholders is crucial in carrying a resolution at the AGM/EGM. The Chairman who plays the role of the agent and communicates the views and queries of the shareholders to the Board and the Key and Senior Management in order to ensure that the views are properly communicated to the Company.</p> <p>Head of Investor Relations is a dedicated position to communicate with shareholders if necessary. Investors and shareholders can directly communicate and share their views and it will be communicated to the Board for necessary actions.</p> <p>Shareholders are provided with Quarterly Financial Statements and the Annual Report, which the Company considers as its principle communication with them and other stakeholders. These reports are also available on the Company's website – www.singer.lk and are provided to the Colombo Stock Exchange.</p> <p>Any information that the Board considers as price sensitive is disseminated to the shareholders as necessary.</p>	✓

CORPORATE GOVERNANCE COMMENTARY

E.2 Evaluation of Governance Disclosures

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Due weight by Institutional Investors	E.2.2	When evaluating Companies' governance arrangements, particularly those relating to Board structure and composition, institutional investors should be encouraged to give due weight to all relevant factors drawn to their attention.	The Institutional Investors are at liberty to give due weight to matters relating to the Board structure and composition, when they consider resolutions relating to Board structure and composition.	✓

F. Other investors

F.1 Investing/Divesting decision

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
Individual Shareholders	F.1	Individual shareholders, investing directly in shares of companies should be encouraged to carry out adequate analysis or seek independent advice in investing or divesting decisions.	Individual investors are encouraged to carry out adequate analysis or seek independent advice in investing or divesting decisions.	✓
Individual Shareholder Voting	F.2	Individual shareholders should be encouraged to participate in General Meetings of companies and exercise their voting rights.	Individual shareholders are encouraged to participate in General Meetings of the Company and exercise their voting rights.	✓

G. Internet of things and cybersecurity

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	G.1	The Board should have a process to identify how in the organisation's business model, IT devices within and outside the organisation can connect to the organisation's network to send and receive information and the consequent cybersecurity risks that may affect the business. Internal and external parties could have computing devices embedded in everyday objects which may enable them to interconnect with the Company's network to send and receive data. Such access could be authorised or unauthorised.	<p>The Board assigned this responsibility to the Information Technology Division and Deputy Director -IT is mainly assigned to complete this task.</p> <p>IT policy and Cybersecurity policies are in place.</p>	✓

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	G.2	<p>The Board should appoint a Chief Information Security Officer (CISO) with sufficient expertise, authority and budgetary allocation to introduce and implement a cybersecurity risk management policy which should be approved by the Board.</p> <p>The policy should include a robust cybersecurity risk management process, incident response system, vendor management system, disaster recovery plan and a governance structure to monitor effective implementation, reporting and the need for cybersecurity insurance.</p>	<p>Deputy Director -IT is appointed as a Chief Information Security Officer.</p> <p>IT policy and cyber security areas have been implemented after obtaining the board approval.</p>	✓
	G.3	<p>The Board should allocate regular and adequate time on the Board meeting agenda for discussions about cyber-risk management:</p> <p>The matters taken up for the discussion on the Board meeting agenda may include;</p> <ul style="list-style-type: none"> • Potential cybersecurity risks in the Company's business model. • CISO's security strategy and status of the current projects. • Compliance with the cybersecurity risk management process and incident report. • Findings and recommendations from independent reviewers. 	<p>Any critical security risk/incident will be updated to the Board.</p>	✓
	G.4	<p>The Board should ensure the effectiveness of the cybersecurity risk management through independent periodic review and assurance.</p> <p>The scope and the frequency of the independent periodic reviews could be determined based on the industry vulnerability, Company's business model and incident findings.</p>	<p>Security assessment has been carried out and corrective actions are taken.</p>	✓
	G.5	<p>The Board should disclose in the Annual Report, the process to identify and manage cybersecurity risks.</p>	<p>IT Risk assessments are carried out according to ISO 27001:2013 and ISO 31000:2018 standards, at least annually to identify the risks on the IT environment of SSLP. Identified risks will be evaluated and proper measures are taken by the SSLP IT team to mitigate or minimise the threats. The Board of Directors shall be updated regarding the controls in place to mitigate cyber-risks, and on possible cyber-risks that the company is exposed to.</p>	✓

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H. Sustainability: ESG Risk & Opportunities

H.1 The board should consider sustainability/ESG risk and opportunities in the company's business model, operations, short- and medium-term planning and in its long-term strategy to ensure that the company remains resilient and able to deliver durable and sustainable value over the short, medium and long term in order to maintain the confidence and continued engagement of shareholders and all significant stakeholders

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.1.1	Provide the impact of ESG Risks & Opportunities for the Board	<p>The Annual Report contains sufficient and relevant information of to assess how ESG risks and opportunities are recognised, managed, measured and reported presented from pages 148 to 157.</p> <p>The impact of ESG issues are disclosed in Risk Management report from pages 148 to 157.</p> <p>Further, information related to the ESG Risks & Opportunities are provided to the Board in the Corporate Budget Discussion as well.</p>	✓

H.2 The board and key management personnel should continuously engage with and consider the views of its stakeholders to better understand and manage the company's sustainability/ESG risk and opportunities, as stakeholder expectations are heightening across various sustainability/ESG issues relating to the protection of environment and other ESG issues. Many institutional investors consider these factors in their investment decision making

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.2.1	Method of recognising significant stakeholders & their matters	The company has its own method to recognise the major stakeholders, their matters and level of interest & it is described in the Stakeholder Relationships Report in Page 40.	✓

H.2 The company should establish a governance framework and structure which includes conformance, performance and sustainability/ESG factors.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.3.1	Environmental and Social Governance	<p>The Company has a unique ESG Framework which names as “‘Singer-Paramaarthayen Perata’ (Progress through purpose)”. It includes the Social and Relationship Framework separately.</p> <p>Refer the Social and Relationship in Page 40.</p>	✓

H.4 The board should establish a governance structure to support sustainability/ESG factors including its ability to create value and manage risks in the short, medium and long term, recognising, managing and measuring on all pertinent aspects of sustainability using financial and non-financial measures.

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.4.1, H.4.2, H.4.3	Method of measuring the Impact on Company Sustainability through ESG factors & Boards Role on ESG Factors	<p>The Company is measuring the impact on sustainability through analysing the data gathered from the Factories .</p> <p>The Company has recognised the key resources deployed in the business and financial and non-financial measures are established.</p> <p>The Company has identified risk and has taken mitigatory actions for the risks which have an impact on the sustainability of the business and are discussed in the Risk Management report from pages 148 to 157.</p> <p>The Board has committed to environment, social and governance aspects and the environmental management and social activities have been discussed from pages 86 to 92.</p>	✓

H.5 The company's annual report should contain sufficient information to enable investors and other stakeholders to assess how ESG risks and opportunities are recognised, managed, measured and reported

Corporate governance principle	CA Sri Lanka Code reference	Requirement of the code	Compliant with the code	Compliance
	H.5.1, H.5.2, H.5.3, H.5.4	How the ESG risks are recognised, measured, & Reported & the Board's Responsibility on ESG	<p>Board is responsible on the ESG risks and whenever a risk aroused in ESG, the board members will discuss it in the quarterly board meetings.</p> <p>Refer the Risk Management section in pages 148 to 157.</p>	✓

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SECTION B

This section covers the Company's extent of adherence to the requirements of the Continuous Listing Requirements Section 9 on Corporate Governance Rules for Listed Companies issued by the Colombo Stock Exchange. This reflects the Company's level of conformity to CSE's Listing Rules which comprise the following fundamental principles:

- Non-Executive Directors
- Independent Directors
- Disclosures Relating to Directors
- Remuneration Committee
- Audit Committee

The following table presents the details of the Company's compliance with Section 9 of the CSE Listing Rules on Corporate Governance as at 31st March 2025:

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Policies	9.2.1	Establish and maintain the policies and disclose the fact of existence of such policies together with the details relating to such policies.	The Company has established and continues to maintain the policies on Board Committees, Corporate Governance, Nominations, Remuneration, Internal Code of Business Conduct, Risk Management and Internal Control, Relations with Shareholders and Investors, Environment, Social Governance and Sustainability and Anti Bribery and Corruption.	✓
Board Committees	9.3	following Board committees are established and maintained at a minimum and are functioning effectively. (a) Nominations and Governance Committee (b) Remuneration Committee (c) Audit Committee (d) Related Party Transactions Review Committee	The Company has established Nominations and Governance Committee, Remuneration Committee, Audit Committee and Related Party Transactions Review Committee	✓
Chairperson of Board Committees	9.3.3	The Chairperson of the Board of Directors of the Listed Entity shall not be the Chairperson of the Board Committees	Chairperson of Board Committees is not the Chairperson of the Board	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Meeting Procedures	9.4.1	<p>Listed Entities shall maintain records of all resolutions and the following information upon a resolution being considered at any General Meeting of the Entity. The Entity shall provide copies of the same at the request of the Exchange and/or the SEC.</p> <p>(a) The number of shares in respect of which proxy appointments have been validly made;</p> <p>(b) The number of votes in favour of the resolution;</p> <p>(c) The number of votes against the resolution; and</p> <p>(d) The number of shares in respect of which the vote was directed to be abstained.</p>	Company maintains records of all resolutions passed at General Meetings.	✓
Communication and relations with shareholders and investors	9.4.2	<p>a) Listed Entities shall have a policy on effective communication and relations with shareholders and investors and disclose the existence of the same in the Annual Report and the website of the Listed Entity.</p> <p>(b) Listed Entities shall disclose the contact person for such communication.</p> <p>(c) The policy on relations with shareholders and investors shall include a process to make all Directors aware of major issues and concerns of shareholders, and such process shall be disclosed by the Entity in the Annual Report and the website of the Entity.</p> <p>(d) Listed Entities that intend to conduct any shareholder meetings through virtual or hybrid means shall comply with the Guidelines issued by the Exchange in relation to same and published on the website of the Exchange.</p>	The Company has a Shareholder Communication and Relations policy and it is published on the corporate website. The contact person is mentioned. The policy includes a process whereby Directors are informed of major issues and concerns of shareholders.	✓
Policy on matters relating to the Board of Directors	9.5	Listed Entities shall establish and maintain a formal policy governing matters relating to the Board of Directors	The Company maintains a Policy on Matters relating to the Board of Directors.	✓

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Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Chairperson and Managing Director	9.6.2	<p>A Listed Entity that is unable to comply with Rule 9.6.1 shall make a Market Announcement within a period of one (1) month from the date of implementation of these Rules or an immediate Market Announcement from the date of non-compliance (if such date falls subsequent to the implementation of these Rules). Such Market Announcement shall include the following:</p> <p>(a) The reasons for non-compliance</p> <p>(b) The rationale for combining the positions of the Chairperson and Managing Director.</p>	Chairperson and Managing Director are not the same person. However, since the Chairman is an Executive market announcement was made on 03rd November 2023 with the required information.	✓
The Requirement for a SID	9.6.3	<p>A Listed Entity shall appoint an Independent Director as the SID in the following instances:</p> <p>i. The Chairperson and CEO are the same person</p> <p>ii. The Chairperson and CEO are Close Family Members or Related Parties</p> <p>Such appointment shall be immediately disclosed with reasons for such appointment, by way of a Market Announcement</p>	The Company has appointed a Senior Independent Director since the Chairperson is an Executive Director.	✓
	9.6.3 (b)	The Independent Directors shall meet at least once a year or as often as deemed necessary at a meeting chaired by the SID without the presence of the other Directors to discuss matters and concerns relating to the Entity and the operation of the Board. The SID shall provide feedback and recommendations from such meetings to the Chairperson and the other Board Members.	The SID holds a meeting once a year with the Independent Directors without the presence of other Directors to discuss matters and concerns relating to the Company.	✓
	9.6.3 (c)	The SID shall chair a meeting of the Non-Executive Directors without the presence of the Chairperson at least annually, to appraise the Chairperson's performance and on such other occasions as are deemed appropriate.	The SID holds a meeting once a year with the Non-Executive Directors without the presence of the Chairperson to appraise the Chairperson's performance	✓
		The SID shall make a signed explanatory disclosure in the Annual Report demonstrating the effectiveness of duties of the SID.	The SID has made a disclosure demonstrating the effectiveness of duties of the SID in pag168.	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
Fitness of Directors and CEOs	9.7.1	The Listed Entities shall take necessary steps to ensure that their Directors and the CEO are, at all times, fit and proper persons as required in terms of these Rules: In evaluating fitness and propriety of the persons referred in these Rules, Listed Entities shall utilise the 'Fit and Proper Assessment Criteria'	The Company ensures that the persons recommended by the Nominations and Governance Committee fulfill the assessment criteria set out in the Listing Rules	✓
	9.7.4	Listed Entities shall obtain declarations from their Directors and CEO on an annual basis confirming that each of them have continuously satisfied the Fit and Proper Assessment Criteria set out in these Rules during the financial year concerned and satisfies the said criteria as at the date of such confirmation.	The Directors and the CEO has provided the declaration confirming that they satisfy the Fit and Proper Assessment Criteria during the financial year and as at the date of such confirmation.	✓
Board Composition	9.8.1	The Board of Directors of a Listed Entity shall, at a minimum, consist of five (05) Directors.	The Board consisted of 09 Directors up to 31st March 2025	✓
Independent Directors	9.8.2	Minimum Number of Independent Directors: (a) The Board of Directors of Listed Entities shall include at least two (2) Independent Directors or such number equivalent to one third (1/3) of the total number of Directors of the Listed Entity at any given time, whichever is higher. (b) Any change occurring to this ratio shall be rectified within ninety (90) days from the date of the change.	Four Directors are Independent	✓
	9.8.3	Criteria for determining independence:	All NEDs have submitted their confirmations on Independence as per the criteria set by the Company, which is in line with the regulatory requirements.	

CORPORATE GOVERNANCE COMMENTARY

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.8.5	<p>The Board of Directors of Listed Entities shall require:</p> <p>(a) Each Independent Director to submit a signed and dated declaration annually of his or her “independence” or “non-independence” against the criteria specified herein and in the format in Appendix 9A, containing at a minimum the content prescribed therein.</p> <p>(b) Make an annual determination as to the “independence” or “non-independence” of each Independent Director based on the Directors’ declaration and other information available to it and shall set out the names of Directors determined to be ‘independent’ in the Annual Report.</p> <p>(c) If the Board of Directors determines that the independence of an Independent Director has been impaired against any of the criteria set out in Rule 9.8.3, it shall make an immediate Market Announcement thereof.</p>	Each ID signed and submitted a declaration regarding his/her independence. The Board assessed the independence declared by the Director.	✓
Disclosures relating to Directors	9.10.2	<p>Listed Entities shall, upon the appointment of a new Director to its Board, make an immediate Market Announcement setting out the following;</p> <p>i. a brief resume of such Director;</p> <p>ii. his/her capacity of directorship; and,</p> <p>iii. Statement by the Entity indicating whether such appointment has been reviewed by the Nominations and Governance Committee of the Entity.</p>	<p>Disclosed the appointments of new Directors to the Colombo Stock Exchange, together with a brief resume of Director, capacity of directorship and if they hold any relevant interest in shares of the Listed Entity. Appointments are reviewed by the Nominations and Governance Committee and recommended to the Board.</p> <p>Please refer pages 118 to 122 for the brief resume of each Director</p>	✓
	9.10.3	Listed Entities shall make an immediate Market Announcement regarding any changes to the composition of the Board Committees referred to in Rule 9.3 above containing, at minimum, the details of changes including the capacity of directorship with the effective date thereof.	All changes to Board Sub-Committees were immediately informed to the Colombo Stock Exchange	✓
	9.10.4	Disclosure relating to Directors	Pages 161 to 166 of the Annual Report contains the relevant information	✓
Nominations and Governance Committee	9.11.3	The Nominations and Governance Committee shall have a written terms of reference clearly defining its scope, authority, duties and matters pertaining to the quorum of meetings	Refer the Nominations and Governance Committee Report on pages 144 to 145.	✓

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.11.4	Composition	The Nominations and Governance Committee comprises 2 Independent Non-Executive Directors and 1 Non-Executive Director. Chairman of the Committee is the Senior Independent Director.	✓
	9.11.5	Functions	Refer the Nominations and Governance Committee Report on pages 144 to 145.	✓
Remuneration Committee	9.12.1	Details of Remuneration Committee	Refer the Remuneration Committee Report on page 143 and Principles B1 to B3 on pages 310 to 314 of this Corporate Governance Report.	✓
	9.12.6	Composition The members of the Remuneration Committee shall; (a) comprise of a minimum of three (03) Directors of the Listed Entity, out of which a minimum of two (02) members shall be Independent Directors of the Listed Entity. (b) not comprise of Executive Directors of the Listed Entity.	Remuneration Committee comprise two Independent Directors and one Non-Executive Director. The Chairman of the Committee is an Independent Director.	✓
	9.12.7	Functions	Refer Remuneration Committee report on page 143	✓
		Disclosure in the Annual Report relating to Remuneration Committee	Refer Remuneration Committee report on page 143	✓
Audit Committee	9.13.1	Audit & Risk Functions	Audit Committee additionally perform the Risk Functions set out in Rule 9.13 of these Rules.	✓
	9.13.2	Written Terms of Reference	Refer Audit Committee Report on pages 141 to 142.	✓
	9.13.3	Composition	Audit Committee comprises three Independent Non-Executive Directors. Chairman of the Committee is the Senior Independent Director who is a member of a recognised professional accounting body.	✓
	9.13.4	Functions	Refer Audit Committee report on pages 141 to 142	✓
The Related Party Transactions Review Committee (RPTRC)	9.14.2	Composition	RPTRC comprises 3 Directors out of which 2 Directors are Independent. Chairman of the Committee is an Independent Non-Executive Director. Please refer the Report of the Related Party Transaction Review Committee in pages 146 to 147	✓
	9.14.3	Function	Please refer the Report of the Related Party Transaction Review Committee on pages 146 to 147	✓
	9.14.4	General Requirements	Please refer the Report of the Related Party Transaction Review Committee on pages 146 to 147	✓
	9.14.5	Review of Related Party Transactions	Please refer the Report of the Related Party Transaction Review Committee on pages 146 to 147.	✓
	9.14.7	Immediate Disclosures	Please refer Note 38 of the Notes to the Accounts on pages 181 to 275	✓

CORPORATE GOVERNANCE COMMENTARY

Section	Rule No.	Corporate governance rule	Details of compliance	Compliance
	9.14.8 (1) & (2)	Disclosure of Non-Recurrent and Recurrent Related Party Transactions	Please refer Note 38 of the Notes to the Accounts on pages 181 to 275	✓
	9.14.8. (3)	The Report by the Related Party Transaction Review Committee	Please refer the Report of the Related Party Transaction Review Committee on pages 146 to 147	✓
	9.14.8 (4)	An affirmative declaration by the Board of Directors	Please refer the Annual Report of Board of Directors for an affirmative statement of compliance of the Board on pages 161 to 166	✓
General Disclosures	9.16	Additional Disclosures	Please refer the Report of the Board of Directors on pages 167	✓

The following table presents the details of the Company's compliance with Section 7.6 of the CSE Listing Rules on Annual Report Disclosure as at 31st March 2025:

Rule No.	Applicable requirement	Details of compliance	Compliance
7.6 (i)	Names of persons who were Directors of the Entity.	Board of the Directors on pages 161 to 166.	✓
7.6 (ii)	Principal activities of the entity and its subsidiaries during the year, and any changes therein.	Management Discussion and Analysis on pages 38 to 63 and Notes to the financial statements on pages 181 to 275.	✓
7.6 (iii)	The names and the number of shares held by the 20 largest holders of voting and non-voting shares and the percentage of such shares held.	Share Information on pages 289 to 292.	✓
7.6 (iv)	The float adjusted market capitalisation, public holding percentage (%), number of public shareholders and under which option the Listed Entity complies with the Minimum Public Holding requirement.	Share Information on pages 289 to 292.	✓
7.6 (v)	A statement of each Director's holding and Managing Director Officer's holding in shares of the Entity at the beginning and end of each financial year.	Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166.	✓
7.6 (vi)	Information pertaining to material foreseeable risk factors of the Entity.	Risk Management on pages 148 to 157.	✓
7.6 (vii)	Details of material issues pertaining to employees and industrial relations of the Entity.	Management Discussion and Analysis on pages 38 to 63.	✓
7.6 (viii)	Extents, locations, valuations and the number of buildings of the Entity's land holdings and investment properties.	Information on the Freehold Land and Buildings of the Group/Company on pages 210 to 220.	✓
7.6 (ix)	Number of shares representing the Entity's stated capital.	Share Information on pages 289 to 292.	✓
7.6 (x)	A distribution schedule of the number of holders in each class of equity securities, and the percentage of their total holdings.	Share Information on pages 289 to 292.	✓
7.6 (xi)	Financial ratios and market price information.	Highlights on page 8, Share Information on pages 289 to 292, ten year summary on pages 280 and 281	✓
7.6 (xii)	Significant changes in the Company's or its subsidiaries' fixed assets, and the market value of land, if the value differs substantially from the book value as at the end of the year.	Notes to the Financial Statements on pages 281 to 275.	✓
7.6 (xiii)	Details of funds raised through a public issue, rights issue and a private placement during the year.	Not Applicable	✓
7.6 (xiv)	Information in respect of Employee Share Ownership or Stock Option Schemes.	Not Applicable	✓

Rule No.	Applicable requirement	Details of compliance	Compliance
7.6 (xv)	Disclosures pertaining to Corporate Governance practices in terms of Section 9 of the Listing Rules.	Corporate Governance on pages 126 to 140 and 340 to 346.	✓
7.6 (xvi)	Related Party transactions exceeding 10% of the equity or 5% of the total assets of the Entity as per audited financial statements, whichever is lower.	Notes to the Financial Statements on pages 181 to 275.	✓

Section C

This section covers the adherence to the requirements of the Companies Act No. 07 of 2007 on Annual report disclosure.

The following table presents the details of the Company's compliance pertaining to Companies Act No. 7 of 2007 on Annual Report Disclosure as at 31st March 2025:

Rule No.	Applicable requirement	Details of compliance	Compliance
168 (1) (a)	The nature of the business of the Group and the Company together with any change thereof during the accounting period.	Notes to the Financial Statements on pages 181 to 275.	✓
168 (1) (b)	Signed Financial Statements of the Group and the Company for the accounting period completed.	Financial Statements on pages 174 to 160.	✓
168 (1) (c)	Auditors' Report on Financial Statements of the Group and the Company.	Independent Auditors' Report on pages 169 to 173.	✓
168 (1) (d)	Accounting Policies and any changes therein.	Notes to the Financial Statements on pages 181 to 275.	✓
168 (1) (e)	Particulars of the entries made in the Interests Register during the accounting period.	Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166.	✓
168 (1) (f)	Remuneration and other benefits paid to Directors of the Company during the accounting period.	Notes to the Financial Statements on pages 181 to 275.	✓
168 (1) (g)	Corporate donations made by the Company during the accounting period.	Notes to the Financial Statements on pages 181 to 275.	✓
168 (1) (h)	Information on the Directorate of the Company and its Subsidiaries during and at the end of the accounting period.	Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166 and Board of the Directors on pages 118 to 122.	✓
168 (1) (i)	Number of shares representing the Entity's stated capital. Amounts paid/payable to the External Auditor as audit fees and fees for other services rendered during the accounting period.	Notes to the Financial Statements on pages 181 to 275.	✓
168 (1) (j)	Auditors' relationship or any interest with the Company and its Subsidiaries.	Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166.	✓
168 (1) (k)	Acknowledgment of the contents of this Report and Signatures on behalf of the Board.	Annual Report of the Board of Directors on the Affairs of the Company on pages 161 to 166.	✓

INDEPENDENT ASSURANCE ON INTEGRATED REPORTING



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Independent practitioner's assurance report to the Board of Directors of Singer (Sri Lanka) PLC on the Integrated Annual Report 2024/25

Scope

We have been engaged by Singer (Sri Lanka) PLC to perform a 'limited assurance engagement,' as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on Singer (Sri Lanka) PLC's Information on how it's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation, preservation or erosion of value over the short, medium and long term (the "Subject Matter") contained in Singer (Sri Lanka) PLC's (the "Entity's") Integrated Annual Report for the year ended 31 March 2025 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Singer (Sri Lanka) PLC

In preparing the Subject Matter, Singer (Sri Lanka) PLC applied the Integrated Reporting Framework (<IR> Framework) issued by the International Integrated Reporting Council (IIRC) ("Criteria"):

Such Criteria were specifically designed for the purpose of assisting in determining

whether the capital management, stakeholder engagement, business model, strategy, organisational overview & external environment outlook presented in the Integrated Annual Report is presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

Singer (Sri Lanka) PLC's responsibilities

Singer (Sri Lanka) PLC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised)), and the terms of reference for this engagement as agreed with the Singer (Sri Lanka) PLC on 12 May 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a

report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and have the required competencies and experience to conduct this assurance engagement.

EY also applies quality management standards, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to

base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Performed a comparison of the content of the Integrated Annual Report against the Guiding Principles and Content Elements given in the Integrated Reporting Framework (<IR> Framework).
- Checked whether the information contained in the Integrated Annual Report – Financial Capital element information has been properly derived from the audited financial statements.
- Conducted interviews with the selected key management personnel and relevant staff and obtained an understanding of the internal controls, governance structure and reporting process relevant to the Integrated Report.
- Obtained an understanding of the relevant internal policies and procedures developed, including those relevant to determining what matters most to the

stakeholders, how the organisation creates value, the external environment, strategy, approaches to putting members first, governance and reporting.

- Obtained an understanding of the description of the organisation's strategy and how the organisation creates value, what matters most to the stakeholders and enquiring the management as to whether the description in the Integrated Report accurately reflects their understanding.
- Checked the Board of Directors meeting minutes during the financial year to ensure consistency with the content of the Integrated Report.
- Tested the relevant supporting evidence related to qualitative & quantitative disclosures within the Integrated Report against identified material aspects.
- Read the Integrated Report in its entirety for consistency with our overall knowledge obtained during the assurance engagement.

We also performed such other procedures as we considered necessary in the circumstances.

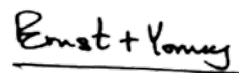
Emphasis of matter

Economic, Environment, Social and Intellectual capital management data/information are subject to inherent limitations given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity's Annual Report.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the information contained in the Integrated Annual Report of Singer (Sri Lanka) PLC for the year ended 31 March 2025, in order for it to be in accordance with the Criteria.



27th May 2025
Colombo

Partners: D K Hulangamuwa FCA FCMA LLB (London), A P A Gunasekera FCA FCMA, Ms. Y A De Silva FCA, Ms. G G S Manatunga FCA, W K B S P Fernando FCA FCMA, B E Wijesuriya FCA FCMA, R N de Saram ACA FCMA, Ms. N A De Silva FCA, N M Sulaiman FCA FCMA, Ms. L K H L Fonseka FCA, Ms. P V K N Sajeewani FCA, A A J R Perera FCA ACMA, N Y R L Fernando ACA, D N Gamage ACA ACMA, C A Yalaqala ACA ACMA, B Vasanthan ACA ACMA, W D P L Perera ACA

Principals: T P M Ruberu FCMA FCCA MBA (USJ-SL), G B Goudian ACA, Ms. P S Paranavitane ACA ACMA LLB (Colombo), D L B Karunathilaka ACA, W S J De Silva Bsc (Hons) - MIS Msc - IT, V Shalithivel B.Com (Sp)

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Independent practitioner's assurance report to the Board of Directors of Singer (Sri Lanka) PLC on the Sustainability reporting criteria presented in the Integrated Annual Report FY 2024/25

Scope

We have been engaged by Singer (Sri Lanka) PLC to perform a 'limited assurance engagement,' as defined by Sri Lanka Standard on Assurance Engagements, here after referred to as the engagement, to report on Singer (Sri Lanka) PLC's Economic, Environment, Social and Governance (EESG) indicators (the "Subject Matter") contained in Singer (Sri Lanka) PLC's (the "Entity's") Integrated Annual Report for the year ended 31 March 2025 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Singer (Sri Lanka) PLC

In preparing the Subject Matter, Singer (Sri Lanka) PLC applied the following criteria ("Criteria"):

- The Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines, publicly available at <https://www.globalreporting.org>

Such Criteria were specifically designed for the purpose of assisting you in determining whether Entity's Economic, Environment, Social and Governance (EESG) indicators contained in the Entity's Report is presented in accordance with the relevant criteria; As a result, the subject matter information may not be suitable for another purpose.

Singer (Sri Lanka) PLC's responsibilities

Singer (Sri Lanka) PLC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (SLSAE 3000 (Revised)), and the terms of reference for this engagement as agreed with the Singer (Sri Lanka) PLC on 12 May 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in

accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and have the required competencies and experience to conduct this assurance engagement.

EY also applies quality management standards, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of

assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Validated the information presented and checked the calculations performed by the organisation through recalculation.
- Performed a comparison of the content given in the Report against the criteria given in the selected sustainability standards/frameworks.
- Conducted interviews with relevant organisation's personnel to understand the process for collection, analysis, aggregation and presentation of data. Interviews included selected key management personnel and relevant staff.
- Read the content presented in the Report for consistency with our overall knowledge obtained during the course of our assurance engagement and requested changes wherever required.
- Provided guidance, recommendations and feedback on the improvement of the sustainability reporting indicators to improve the presentation standard.

We also performed such other procedures as we considered necessary in the circumstances.

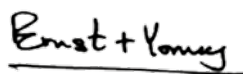
Emphasis of matter

Economic, Environment, Social management data/information are subject to inherent limitations given their nature and the methods used for determining, calculating and estimating such data. Such inherent limitations are common in Sri Lanka.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Entity's Report.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the information on the Economic, Environment, Social and Governance (EESG) contained in the Integrated Annual Report of Singer (Sri Lanka) PLC for the year ended 31 March 2025, in order for it to be in accordance with the Criteria.



27th May 2025
Colombo

Partners: D K Hulangamuwa FCA FCMA LLB (London), A P A Gunasekera FCA FCMA, Ms. Y A De Silva FCA, Ms. G G S Manatunga FCA, W K B S P Fernando FCA FCMA, B E Wijesuriya FCA FCMA, R N de Saram ACA FCMA, Ms. N A De Silva FCA, N M Sulaiman FCA FCMA, Ms. L K H L Fonseka FCA, Ms. P V K N Sajewani FCA, A A J R Perera FCA ACMA, N Y R L Fernando ACA, D N Gamage ACA ACMA, C A Yalaqala ACA ACMA, B Vasanthan ACA ACMA, W D P L Perera ACA

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GRI CONTENT INDEX

Statement of use	Singer (Sri Lanka) PLC has reported in accordance with the GRI Standards for the period 1st April 2024 to 31st March 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Refer the following index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION				GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General disclosures								
GRI 2: General Disclosures 2021	2-1 Organisational details	Overview	4, IBC	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
	2-2 Entities included in the organisation's sustainability reporting	Overview	4					
	2-3 Reporting period, frequency and contact point	Overview	4-5					
	2-4 Restatements of information	Overview	4					
	2-5 External assurance	Independent Assurance on Integrated Reporting	4					
	2-6 Activities, value chain and other business relationships	Value Creation Model	26-27, 38-39, 86-92, 102					
	2-7 Employees	Human Capital	79					
	2-8 Workers who are not employees	Human Capital		2-8	Information unavailable/incomplete	The group does not currently report this criteria		
	2-9 Governance structure and composition	Corporate Governance	129-130					
	2-10 Nomination and selection of the highest governance body	Corporate Governance	133					
	2-11 Chair of the highest governance body	Corporate Governance	118					
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	299-300					
	2-13 Delegation of responsibility for managing impacts	Corporate Governance		2-13	Information unavailable/incomplete	The group does not currently measure this criteria		
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance	137-139					
	2-15 Conflicts of interest	Corporate Governance		2-15	Information unavailable/incomplete	The group does not currently measure this criteria		
	2-16 Communication of critical concerns	Corporate Governance		2-16	Information unavailable/incomplete	The group does not currently measure this criteria		
	2-17 Collective knowledge of the highest governance body	Corporate Governance		2-17	Information unavailable/incomplete	The group does not currently measure this criteria		
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance		2-18	Information unavailable/incomplete	The group does not currently measure this criteria		
	2-19 Remuneration policies	Corporate Governance	163-164, 143-144					

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-20 Process to determine remuneration	Corporate Governance	309-310				
	2-21 Annual total compensation ratio	Corporate Governance		2-21	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-22 Statement on sustainable development strategy	Sustainability Reprting at Singer	16-19				
	2-23 Policy commitments	Corporate Governance		2-23	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-24 Embedding policy commitments	Corporate Governance		2-24	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-25 Processes to remediate negative impacts	Corporate Governance		2-25	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance	135-137				
	2-27 Compliance with laws and regulations	Corporate Governance		2-27	Information unavailable/incomplete	The group does not currently measure this criteria	
	2-28 Membership associations	Social & Relationship Capital	90				
	2-29 Approach to stakeholder engagement	Stakeholder Relationships	40-43				
	2-30 Collective bargaining agreements	Human Capital	82				
	Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics	50-51	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Material Topics	51-53				
Economic performance							
GRI 3: Material Topics 2021	3-3 Management of material topics		66-77				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Value Added Statement	63				
	201-2 Financial implications and other risks and opportunities due to climate change	Natural Capital	46				
	201-3 Defined benefit plan obligations and other retirement plans	Human Capital	246-250				
	201-4 Financial assistance received from government			201-4	Not applicable	Not relevant to the Group's operations	

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Indirect economic impacts							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social & Relationship Capital	86-92				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social & Relationship Capital	91-98				
	203-2 Significant indirect economic impacts	Social & Relationship Capital	91-92				
Procurement practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social & Relationship Capital	86-92				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social & Relationship Capital	90				
Anti-corruption							
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance	126 - 140				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Corporate Governance		205-1	Information unavailable/incomplete	The group does not currently measure this criteria	
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Governance	139				
	205-3 Confirmed incidents of corruption and actions taken	Corporate Governance		205-3	Information unavailable/incomplete	Not Disclosed	
Tax							
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance	66-77, 200-202				
GRI 207: Tax 2019	207-1 Approach to tax	Corporate Governance	200-201, 207-209				
	207-2 Tax governance, control, and risk management	Corporate Governance	200-201, 207-209				
	207-3 Stakeholder engagement and management of concerns related to tax	Corporate Governance	200-201, 207-209				
	207-4 Country-by-country reporting			207-4	Not applicable	Not relevant to the Group's operations	
Materials							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	107-114				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Natural Capital		301-1	Information unavailable/incomplete	Not Disclosed	
	301-2 Recycled input materials used	Natural Capital	112				
	301-3 Reclaimed products and their packaging materials			301-3	Not applicable	The group does not currently measure this criteria	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	107-114				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Natural Capital	112				
	302-2 Energy consumption outside of the organisation	Natural Capital		302-2	Information unavailable/incomplete	The group does not currently measure this criteria	
	302-3 Energy intensity	Natural Capital	112				
	302-4 Reduction of energy consumption	Natural capital		302-4	Information unavailable/incomplete	Not Disclosed	
	302-5 Reductions in energy requirements of products and services			302-5	Information unavailable/incomplete	The group does not currently measure this criteria	
Water and effluents							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	107-114				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Natural capital	113				
	303-2 Management of water discharge-related impacts	Natural capital		303-2	Information unavailable/incomplete	The group does not currently measure this criteria	
	303-3 Water withdrawal	Natural capital	113				
	303-4 Water discharge	Natural capital	113				
	303-5 Water consumption	Natural capital	113				
Emissions							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	107-114				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Natural capital	114				
	305-2 Energy indirect (Scope 2) GHG emissions	Natural capital	114				
	305-3 Other indirect (Scope 3) GHG emissions	Natural capital	114				
	305-4 GHG emissions intensity	Natural capital	114				
	305-5 Reduction of GHG emissions		114				
	305-6 Emissions of ozone-depleting substances (ODS)			305-6	Information unavailable/incomplete	The group does not currently measure this criteria	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			305-7	Information unavailable/incomplete	The group does not currently measure this criteria	

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Waste							
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural Capital	107-114				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital	113				
	306-2 Management of significant waste-related impacts	Natural Capital	113				
	306-3 Waste generated	Natural Capital	113				
	306-4 Waste diverted from disposal	Natural Capital		306-4	Information unavailable/incomplete	Not disclosed	
	306-5 Waste directed to disposal	Natural Capital		306-5	Information unavailable/incomplete	Not disclosed	
Employment							
GRI 3: Material Topics 2021	3-3 Management of material topics		78-85				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Capital		401-1	Partially Reported	Partially Reported	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital	84		Information unavailable/incomplete	Not Disclosed	
	401-3 Parental leave	Human Capital	85				
Labor/management relations							
GRI 3: Material Topics 2021	3-3 Management of material topics		78-85				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital	82				
Occupational health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics		78-85				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital	81				
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital	81				
	403-3 Occupational health services	Human Capital	81				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital	81				
	403-5 Worker training on occupational health and safety	Human Capital	81				
	403-6 Promotion of worker health	Human Capital	81				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital	81				
	403-8 Workers covered by an occupational health and safety management system	Human Capital	81				
	403-9 Work-related injuries	Human Capital	81				
	403-10 Work-related ill health	Human Capital	81				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Training and education							
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	78-85				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital		404-1	Information unavailable/incomplete	The group does not currently measure this criteria	
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital	83-84				
	404-3 Percentage of employees receiving regular performance and career development reviews	Human Capital	84				
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	78-85				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Capital	85	405-1	Partially Report	Partially Reported	
	405-2 Ratio of basic salary and remuneration of women to men	Human Capital	85				
Non-discrimination							
GRI 3: Material Topics 2021	3-3 Management of material topics		78-85				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital	85				
Freedom of association and collective bargaining							
GRI 3: Material Topics 2021	3-3 Management of material topics		78-85				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Social & Relationship Capital	82				
Child labor							
GRI 3: Material Topics 2021	3-3 Management of material topics		86-92				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Social & Relationship Capital	90		Information unavailable/incomplete	Not Disclosed	
Forced or compulsory labor							
GRI 3: Material Topics 2021	3-3 Management of material topics		86-92				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social & Relationship Capital	90		Information unavailable/incomplete	Not Disclosed	
Local communities							
GRI 3: Material Topics 2021	3-3 Management of material topics		86-92				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social & Relationship Capital	92-93, 79		Information unavailable/incomplete	Not Disclosed	
	413-2 Operations with significant actual and potential negative impacts on local communities	Social & Relationship Capital		413-2	Information unavailable/incomplete	The group does not currently measure this criteria	

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO	OMISSION			GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Customer health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics		86-92				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories			416-1	Information unavailable/ incomplete	The group does not currently measure this criteria	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social & Relationship Capital	89				
Marketing and labeling							
GRI 3: Material Topics 2021	3-3 Management of material topics		86-92				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Social & Relationship Capital	89				
	417-2 Incidents of non-compliance concerning product and service information and labeling			417-2	Information unavailable/ incomplete	The group does not currently measure this criteria	
	417-3 Incidents of non-compliance concerning marketing communications	Social & Relationship Capital	89				

Number and Name of Directorships Held in Sri Lanka

Name of the Director	Classification	Listed Companies		Unlisted Companies	
		Executive	Non-Executive	Executive	Non-Executive
Mr. Mohan Pandithage Listed Companies; Executive - 11 and Non-Executive - 01 Unlisted Companies; Executive - 120 and Non-Executive - 10	Executive Chairman	Hayleys PLC Dipped Products PLC Horana Plantations PLC Hayleys Fabric PLC The Kingsbury PLC Haycarb PLC Kelani Valley Plantations PLC Hayleys Leisure PLC Talawakelle Tea Estates PLC Hayleys Fibre PLC Alumex PLC	Diesel & Motor Engineering PLC	Hayleys Group - 120 Companies	Beata Power (Pvt) Ltd Joule Power (Pvt) Ltd Ocean Network Express Lanka (Private) Limited The Beach Resorts Ltd Delmege Forsyth & Co. Exports (Pvt) Ltd Delmege Coir (Pvt) Ltd Delmege Forsyth & Co. (Shipping) Ltd Delmege Freight Services (Pvt) Ltd Lwwis Shipping (Pvt) Ltd Lewis Brown Air Services (Pvt) Ltd
Mr. Mahesh Wijewardene Listed Companies; Executive - Nil and Non-Executive - Nil Unlisted Companies; Executive - 01 and Non-Executive - 02	Managing Director / Executive Director		Singer Finance Lanka PLC	Regnis Appliances (Pvt) Ltd	Reality Lanka Limited Equity Investments Lanka Limited
Mr. Dilip Wijeyeratne Listed Companies; Executive - Nil and Non-Executive - 03 Unlisted Companies; Executive - Nil and Non-Executive - Nil	Senior Independent Director		Hayleys Fiber PLC Sampath Bank PLC Janashakshi Insurance PLC		
Mr. Deepal Sooriyaarachchi Listed Companies; Executive - Nil and Non-Executive - 04 Unlisted Companies; Executive - Nil and Non-Executive - 03	Non-Executive Director		Siyapatha Finance PLC Pan Asia Power PLC Kelani Cable PLC Prime Land Residencies PLC		AIA Insurance Lanka Limited Medapp (Pvt) Ltd Lanka Shipping and Logistics (Pvt) Ltd
Mr. Sarath Ganegoda Listed Companies; Executive - 02 and Non-Executive - 08 Unlisted Companies; Executive - Nil and Non-Executive - 54	Non-Executive Director	Hayleys PLC Alumex PLC	Dipped Products PLC Hayleys Fabric PLC Horana Plantations PLC Hayleys Leisure PLC Haycarb PLC Kelani Valley Plantations PLC Hayleys Fibre PLC The Kingsbury PLC		Hayleys Group - 52 Companies Sri Lankan Airlines Ltd Sri Lankan Catering Limited
Mr. Jonathan Alles (Appointed on 22nd November 2024) Listed Companies; Executive - Nil and Non-Executive - 07 Unlisted Companies; Executive - Nil and Non-Executive - 01	Independent Non-Executive Director		Hayleys PLC Alumex PLC The Kingsbury PLC United Motors Lanka PLC Ceylon Beverage Holdings PLC Lion Brewery Ceylon PLC Vallibel One PLC		DHT Cement (Private) Limited

GRI CONTENT INDEX

Name of the Director	Classification	Listed Companies		Unlisted Companies	
		Executive	Non-Executive	Executive	Non-Executive
Ms. Gayani de Alwis Listed Companies; Executive - Nil and Non-Executive - Nil Unlisted Companies; Executive - Nil and Non-Executive - 05	Independent Non-Executive Director				Logicare (Private) Limited Global Marine Investments Pvt Ltd CSR Lanka (Guarantee) Ltd Arutha Foundation (Guarantee) Ltd C-Suit HR Ltd
Ms. Kawishi Amarasinghe (Appointed on 25th June 2024) Listed Companies; Executive - 01 and Non-Executive - Nil Unlisted Companies; Executive - Nil and Non-Executive - Nil	Independent Non-Executive Director	Vallibel One PLC	Pan Asia Banking Corporation PLC The Fortress Resorts PLC. Hayleys Leisure PLC		Greener Water Ltd
Ms. Brindhini Perera Listed Companies; Executive - Nil and Non-Executive - 10 Unlisted Companies; Executive - Nil and Non-Executive - 04	Non-Executive Director		Hayleys Fabric PLC Dipped Products PLC The Kingsbury PLC Hayleys Leisure PLC Haycarb PLC Vallibel One PLC Lanka Tiles PLC Lanka Walltiles PLC Royal Ceramics Lanka PLC The Fortress Resorts PLC.		Delmege Limited Otmo Biscuit (Private) Limited The Canbury Biscuit Company Limited Manatee Clothing Company (Pvt) Ltd
Mr. Shalinka Seresinhe (Appointed on 01st April 2025) Listed Companies; Executive - Nil and Non-Executive - 02 Unlisted Companies; Executive - Nil and Non-Executive - Nil	Executive Director				
Mr. Vajira Tennakoon (Appointed on 01st April 2025) Listed Companies; Executive - Nil and Non-Executive - 02	Executive Director				Regnis Appliances (Pvt) Ltd
Mr. Thulitha Mendis (Appointed on 01st April 2025) Listed Companies; Executive - Nil and Non-Executive - 02 Unlisted Companies; Executive - Nil and Non-Executive - Nil	Executive Director				Reality Lanka Limited Regnis Appliances (Pvt) Ltd

DISTRIBUTION NETWORK

Singer Shops

Ampara

Ampara - C
Akkaraipattu
Ampara
Kalmunai
Kalmunai B
Uhana
Dehiattakandiya
Padiyathalawa
Pothuvil

Anuradhapura

Anuradhapura A
Anuradhapura B
Anuradhapura C
Kahatagasdigiliya
Nochchiyagama
Rambewa
Shomes- Anuradhapura
Thalawa
Thambuttegama
Thirappane
Eppawela
Galenbidunuwewa
Galnewa
Habarana
Kekirawa
Kekirawa - B
Horowpathana
Kebithigollewa
Medawachchiya

Badulla

Badulla
Badulla - C
Badulla B
Bandarawela
Bandarawela B
Bandarawela -C
Diyathalawa
Hali-Ela
Haputhale
Shomes-Badulla
Girandurukotte
Mahiyangana
Mahiyangana - B
Meegahakiula
Passara
Welimada - B
Welimada A

Batticaloa
Batticaloa
Batticaloa B
Chenkalady
Kalawanchikudy
Kattankudy

Colombo

Colpetty
Dehiwela
Kotahena
Mattakkuliya
Milagiriya
Thimbirigasyaya
Union Place
Union Place - B
Wellawatta
Boralesgamuwa
Borella C
Delkanda
Kohuwela
Maradana
Pita-Kotte
Samsung -Nugegoda
Ward Place
Wellampitiya
Angoda
Athurugiriya
Battaramulla
Gothatuwa
Kaduwela
Malabe
Pelawatta
Thalawathugoda
Avissawella
Avissawella - B
Hanwella
Homagama
Homagama - B
Kottawa
Maharagama
Maharagama B
Padukka
Shomes- Godagama
Attidiya
Katubedda
Moratuwa
Moratuwa - B
Piliyandala
Piliyandala B
Piliyandala - C
Rathmalana

Galle

Imaduwa
Nelua
Ambalangoda
Elpitiya
Hikkaduwa
Pitigala
Thalgaswala
Ahangama
Baddegama
Galle - C
Galle B
Galle-A
Karapitiya
Pinnaduwa
Wanduramba
Weligama

Gampaha

Dompe
Gampaha
Ganemulla
Kadawatha A
Kadawatha B
Mawaramandiya
Pugoda
Shomes-Kadawatha
Weliveriya
Yakkala
Delgoda
Divulapitiya
Katana
Kochchikade
Maradaghamulla
Negombo
Negombo - C
Seeduwa
Shomes-Negombo
Hiripitiya
Kirindiwela
Kirindiwela - B
Mirigama
Mirigama - B
Nittambuwa
Nittambuwa - B
Pasyala
Veyangoda
Veyangoda - B
Ja Ela - B
Ja-Ela
Kandana

Kiribathgoda B
Minuwangoda
Minuwangoda - B
Peliyagoda
Ragama
Wattala

Hambantota

Ambalantota
Ambalanthota B
Angunakolapelessa
Hambantota
Kataragama
Middeniya
Suriyawewa
Tissamaharama
Tissamaharama – B
Beliatta
Tangalle

Jaffna

Chankani
Chavakachcheri
Chunnakam - B
Jaffna
Jaffna Pannai Branch
Jaffna-Hospital Road
Kodikamam
Manipay
Nelliady
Point Pedro
Murunkan

Kalutara

Aluthgama
Beruwela
Darga Town
Agalawatta
Baduraliya
Bandaragama
Bulathsinghala
Horana
Ingiriya
Kalutara A
Mathugama
Matugama - B
Pelawatta-Matu
Shomes-Kalutara
Wadduwa
Panadura
Panadura - B

Kandy

Digana
Digana - B
Katugastota
Katugastota - B
Kundasale
Poojapitiya
Rikillagaskada
Ududumbara
Wattegama
Gampola
Gampola - C
Gampola B
Gelioya
Ginigathhena
Hatton
Nawalapitiya
Pussellawa
Galaha
Kandy
Kandy - B
Mawanella
Mawanella - B
Peradeniya
Pilimathalawa
Pilimathalawa - B
Shomes- Kandy
Akurana
Alawathugoda

Kegalle

Dehiowita
Deraniyagala
Kegalle
Kegalle - C
Kegalle B
Kotiyakumbura
Polgahawela
Ruwanwella
Shomes-Kegalle
Yatyanthota
Rambukkana
Warakapola
Warakapola – B

Kilinochchi
Kilinochchi
Kilinochchi – B

DISTRIBUTION NETWORK

Kurunegala

Bingiriya
Hettipola
Kuliyapitiya
Kuliyapitiya - B
Ibbagamuwa
Kurunegala - D
Kurunegala B
Kurunegala C
Mawathagama
Narammala
Narammala - B
Pothuhara
Rideegama
Galewela - B
Melsiripura
Giriulla
Pannala
Galgamuwa
Katupotha
Maho
Nikawaratiya - B
Nikaweratiya
Polpithigama
Wariyapola
Alawwa

Matara

Akuressa
Akuressa - B
Deniyaya
Kamburupitiya
Morawaka
Urubokka
Dickwella
Dickwella - B
Hakmana
Issadeen Town
Matara-A
Matara-B
Shomes-Matara

Mannar

Mannar

Mullaitivu

Mallavi
Mullaitivu
Puthukudiiruppu

Matale

Dambulla
Wilgamuwa
Matale
Matale - B
Naula
Pallepola
Rattota
Shomes- Matale

Moneragala

Bibile
Badalkumbura
Buttala
Monaragala
Monaragala - B
Siyambalanduwa
Wellaway

Nuwara Eliya

Nuwaraeliya - C
Nuwaraeliya A
Nuwaraeliya-B
Thalawakelle

Polonnaruwa

Aralaganwila
Bakamoona
Diyasenapura
Hingurakgoda
Jayanthipura
Kaduruwela
Kaduruwela B
Medirigiriya
Polonnaruwa
Welikanda
Parakramapura

Puttalam

Chilaw
Nattandiya
Norochcholai
Puttalam
Shomes- Chilaw
Wennappuwa
Dankotuwa
Anamaduwa

Ratnapura

Balangoda
Balangoda - B
Embilipiti New Town
Embilipitiya
Godakawela
Kahawatta
Kahawatta - B
Eheliyagoda
Eheliyagoda - B
Kalawana
Kiriella
Kuruwita
Nivithigala
Rathnapura - C
Rathnapura A
Rathnapura B
Shomes-Rathnapura

Trincomalee

Pelmadulla
Pelmadulla – B
Trincomalee
Trincomalee B
Kantalai
Muttur

Vavuniya

Vavuniya
Vavuniya – B

Lite Shop

Nawa Medagama
Wilachchiya
Lunugala
Kokkadicholai
Kelaniya
Ukuwela
Pabahinna
Pallebedda
Dippitiya
Bulathkohupitiya
Piduruwela

Budget-Shop

Budget-Shop -Borella
Budget-Shop Udahamul
Budget Shop-Horana
Budget Shop-Moratuwa

Budget Shop-
Katugasthota
Budget Shop Kurunegala
Budget Shop-Eheliyagoda
Budget Shop-Dambulla

Singer Mega

Mega Malabe
Mega Kaduwela
Mega Borelasgamuwa
Mega Peliyagoda
Mega Thurstan Road
Mega Kotte
Mega Mount Lavinia
Mega Nugegoda
Mega Rajagiriya
Mega Colpetty
Mega Maharagama
Mega Thalawathugoda
Mega Katubedda
Mega Kottawa
Mega Nugegoda B
Mega Beko & Sony
Havelock City
One Galle Face
Mega Ratmalana
Mega Kiribathgoda
Mega Negombo
Mega Wattala
Mega Ja-Ela
Mega Gampaha
Mega Panadura
Mega Kaluthara
Mega Kandy
Mega Kandy City Centre
Mega Kurunegala
Mega Warehouse

Approved Dealers

Badulla

Ettampitiya
Haldummulla

Colombo

Kosgama
Moragahahena

Galle

Habaraduwa

Hambantota

Walasmulla
Weeraketiya

Kandy

Galagedara
Menikhinna
Kadugannawa

Kegalle

Hemmathagama

Kurunegala

Kobeigane

Matale

Yatawatte

Matara

Pitabeddara

Matale

Polwatta

Moneragala

Thanamalwila
Medagama

Nuwara Eliya

Walapane

Polonnaruwa

Diyabeduma

Ratnapura

Kolonne

Vavuniya

Settikulam

Other

Katunayake Duty Free
Store

Fashion Academies

Ambalangoda	Hatton	Matara-A	Piliyandala B
Angoda	Homagama	Mawanella	Polonnaruwa
Anuradhapura B	Horana	Mega - Nugegoda B	Rathnapura A
Avissawella	Ja-Ela	Mega - Thalawathugoda	Singer Finance -Panadura
Badulla B	Jaffna-Hospital Road	Mega-Kandy	Singer Finance - Wellawatta
Bandarawela	Kaduwela	Mega-Kiribathgoda	Kadawatha
Borella	Kalutara A	Mega-Mount Lavinia	Chilaw
Dambulla	Kandana	Minuwangoda	Kegalle
Dickwella	Kandy	Nawalapitiya	Matale
Eheliyagoda	Katubedda	Negombo	Union Place
Embilipitiya B	Katugastota	Nittambuwa	Wellawatta-A
Galle B	Kurunegala A	Peliyagoda	Wennappuwa
Gampaha	Malabe	Pelmadulla	
Gampola	Maradana	Pilimathalawa	

SERVICE NETWORK

Return Product Repair Centers

B M N Engineering
Cool Breeze
Jayakody Repair
K Tronic
K V Electronic
Kariyawasam
Kumara Electronic
Lahiru Ref
Pradeep Chaminda Perera
S A Electricals
S J V Bulathgama
S N Com Sys
Sampath Electrical
Super Tec
T.S.Electronic

Mobile Phone & Computer Service Franchise Agents

Akila-Ambalanthota (Shadow Computer And Video House)
Buddi-Avissawella (Bestway Computers)
Care Technology
Chandana-Nikawaratiya (Cure Computer)
Deepal-Homagama (Netplus Technologies)
G.P.W.Electronics
Leshani Electrical
Loshantha-Nuwaraeliya (A Soft Computer)
Manoj Udayanga (Mc Link)
Mayura Chularathna - Sc Kandy (Redline Computer Service)
Nalin Indunil - Embilipitiya (World It Solutions & Mobile)
Nalin-Ja_Ela (Leem Technology)
Nuwan -Mahiyanganaya (Nw Net Computer System)
Nuwan-Kuliypitiya (Eye Computers)
Padmika-Bandarawela (Pc Systems)
Pc Friends
Praneeth-Nattandiya (Ez Tech Computers)
Rangana Perera - Kelaniya (Progres Computer Technology)
Rayan Saliya - Kandy (Rayan Zone)
Really Techzone
Rosana Sandun - Rathnapura (Video World And Computers)
Ruwan-Gampaha (R & D Engineers)
Ruwan-Kurunagala (Cosmo Computers)
Sahan Joseph - Rajagiriya (Icon Technologies)
Saminda-Mathara (Gold Lion Electronic)
Samitha-Kaluthara (Sp Computers)
Sampath-Mirigama (Techno World)

Shammi - Middeniya (Ranmak Tech Solution (Pvt) Ltd)
Sumudu-Kegalle (St Computers)
Supreme Tech Computers
Suranga - Ampara (SSR Computer Solutions)
Suranga-Kottawa (Western Digital Computer System)
Surenthiraraj-Jaffna (Comtal Manpower System)
Tharaka - Panadura (Tharu Technologies)
Weerakoon-Dambulla (Eteam Technologies)
Western Digital Computer Systems And Electronics (Pvt) Ltd
Wimal-Anuradhapura (Rapid Computer)
Hasitha Electronics and Electricals
THIRD EYE TECHNOLOGIES
Colombo Trading International Pvt Ltd
Arotel Mobile
Yurani Technologies

Corporate Service

Air Mech Airconditioning
Anujaya Enterprises
C & D Ref Engineers
Cool Care Solutions Pvt Ltd
Cool Way
Coolzer Air Condition
Dhanushka Ref
Duninda Ref Engineers
Eco Green Energy
Elect Air Engineering
Electro Frost
ER Engineers
Geliater Engineering
Green Air Condition Services
Hirumal Air Condition Services
Kool Rite Services
Lahiru Ref
Melona Air Con Services
Metro Engineering
New Ashen Electricals
New Dynamic Ref Engineers
Powerlink Electro Mechanical
R&T Ref Engineering
Rathna Technical Maintenance
Re Cool
Ref & Air Con
Ref Air Electricals
Royal Cool Enterprises
Sandaruwan Cool Engineers
Sewwandi Ref
Snow Feel
Sri Lanken Engineering
Sun Ref Engineers

Super Cool Air Condition
Techway Services
Tempcool Engineering
Wishu Air Cool
Yellowma Airconditioning

Vavuniya

Ayesha Electricals
Emil Electronics
Europa Spears
Majee A/C & Electrical (Vavuniya)
North Air Kilinochchi - Sc Vavuniya
Pacifia Cool Mount Kilinochchi - Sc
Presad Signees
Raj Motor Winding
Chandana Furniture
BL ELECTRONICS
M.R. COOLING
JC Lanka Machinery

Ratnapura

Amangi Electronics
Disara Furniture
Hi Frost Ref
High Cool Air & Ref Center
Indika Ref Engineers
Lakmal Ref
Mahesh Duly Electronic
New Air Tech Engineering
Quick Cool
Ranjith Electronic
S M Electricals
Samagi Deisel Engineering
Sanjaya Electronics
Senadheera Multi Ref & Air Engineering
Shashei Service
Smart Wood Creations
Solanta Electronics
Star Ref Electricals
Sunil Sewing Machines
Nalin Ref Engineers
T Mech Ref & Air
RTS Electricals

Polonnaruwa

Ananda Electricals
Ashoka Ref
Dj Engineers
Express Cooling Centre
J & P Electronics
Mahaweli Electronics
Manjula Ref & Cool
Mr K.P.G.C.K. Kottagepitiya

Niluka Ref & Electricals
Nipuna Marasinghe Ref Cool
Subasinghe Ref Engineers
Thilak Electronics
Udarata Motors
Udaya Motors
Yehara Sewing Machine Centre

Matara

C.J. Electricals
Chaminda Air Ref Engineering
Dammika Sewing Machine Service
Dharshana Industries
Emano Air Cooler
E Max Electricals
Isuru Aero Tec
Jayoda Cushion Works
Lal Electronics
Lion Electronics
New Shiney Electronics
New Freeze Air
Nilanka Pathirana Ref Centre
Penguin International
Prince Electricals
Priyantha Ref Engineers
Rohan Ref Centre
Ruhunu Ref & Air Services
Sd Machine Service Centre
Sigma Electronics
Thisara Ref & Electricals
U D Ref Engineering
Uduwella Ref Engineering
Go First Industries
Sampath Engineering Works-Kataragama

Pasyala

ACT Engineering
Aysha Ref & AC Engineering
Chicko AC Mec
Cool Plus
Deepthi Sewing Machine Service
Herath Electricals
Kavia Engineering
Kavindu Ref N Air
New Pc House
P P Wickramasinghe
Pradeep Ref Engineers
S T S Technical Service
Saleena Electronics
SD Machine
Silicone Electronics
Sisira Furniture
Sumith Motor Works

Super Electronics & Air Technics
Susantha Ref Electricals
Techno Ref & Air Enterprises
Thilak Electricals
Udaya Ref
GPJ Ref Engineers
Dinu Electricals
Lakshan Electricals
Red Air
Cool World Ref & Air Con. Engineering Service

Maharagama

A C N Elect
Anujaya Enterprises - Maharagama
Cool Way - Maharagama
D R M Elect
Dhanushka Ref - Maharagama
Duminda Ref Engineering - Maharagama
Green Air-Condition Service - Maharagama
Hasitha Electricals - Maharagama
Maharagama - Easy Cool
Maharagama - Keerthi De Jayasinghe Engineering
Maharagama - Ranmadu Sewing Machine Agent
Maharagama - Super Cool
Maharagama - Ushan Electricals
Re Cool - Maharagama
Romak Air Condition Service and Repairs
Ruwan Electricals
Sandaruwan Cool Engineers - Maharagama
Smart Ref Engineers - Maharagama
Super Cool Ac - Maharagama
Sri Lanken Engineering-Maharagama
Techmax Electronics (Pvt) Ltd - Maharagama
Zenon Sewingmachine Service
LAHIRU ELECTRICALS
NUWAN ENGINEERING
High Cool Air & Ref Center

Kuliapitiya

Adhikari Ref
Cool Air Technology
CS Ref Engineers
Freezair
High Cool Engineer
Mahesh Electricals & Services
Malaka Machine Service Center
Modern Air Condition
Nethushi Taylors & Machine S/C
New Leeds Electronics
Prabath Ref And Air
S P L Technologies
S S Machine Center
Samodha Electronics & Services

Sanjeewa Auto Works
Senarathne Air Condition
Sisira Furniture
Sri Ishara Madushika Furniture
Tamasha Electricals
Techno Frost
Thapobaane International
Ultra Air Conditioning
Valiants Cooling And Services
Wasantha Air Condition
World Air Conditioner

Kandy

Chandarasekara Electrical
Chilled Air
Cool Mart
Dismitha Electricals
Edirisinghe Electricals
Frank Hood Works
Gayan Electricals
Hesara Enterprises
I Tec Electronics
Janka Electricals
Jayasooriya Sewing Machine
Kalhara Electricals
Lakmal Electricals
Leshani Electronics
Lional Wijesinghe
Maduranga Electricals
Micro Electricals
N.S.Sofa City
New Sameera Electricals
New Vision Electronics
Prabath Electrical,
Sachintha Electricals
Sandamini Multi Electrical Engineers
Senadeera Ref Centre
SGK New Electronics
Shehan Multi Service (Pilimathalawa)
Sisilto Electricals & Technical Services
Snow Cool Engineers
Srimal Electrical
Super Air Electrical Works
Super Electronics And Air Technics (Kandy)
Tech Mart Ref Engineers
Thapobaane International
Thisara Electronics And Electricals
Thushara Electronics
Thushara Engineers & Motor Works
Vimod Electricals
Vithanage Electricals
Neon Electrical

SERVICE NETWORK

Jaffna

City Link Coolers
Cool Air Kings
JTN Electronics
Kugan Coolers
Nijeen Sewing Machine
North Air
Pacifia Cool Mount Engineering Pvt Ltd
Snow Eagles
SSV Cool Air Service
The Best Chill Air Conditioning
TNR Electricals & Electronics
VIJI AIR CONDITIONERS
SS MULTI PROFESSIONAL

Colombo

C & D Ref Engineers - Colombo
Cafco Engineering
Chamath Enterprises - Colombo
Chandima Electronic
Chandrasena Brothers
Chirathma Electronics - Colombo
Colombo - Kulasiri Fernando
Coolzer Air Condition - Colombo
Electro-Frost
ER ENGINEERS - COLOMBO
Geliater Engineering-Colombo
Hirumal Air Condition Services - Colombo
Kapila Machine Repair
Melona Aircon Services - Colombo
MLK Electronics
New Ashen Electricals - Colombo
New Dynamic Ref Engineers - Colombo
Power Link - Colombo
R&T Ref Engineering - Colombo
Rathnayake Electronics
Ref Air Electricals - Colombo
Ref Air Engineers
Royal Cool - Colombo
S K Electricals - Colombo
Samagi Ref Center - Colombo
Sewwandi Ref Engineers - Colombo
Sharp Electronics - Colombo
Smart Cooling Technology
Sna Ref Air - Colombo
SSB Enterprises
Sun Ref Engineers - Colombo
Super Tech Ref Engineers - Colombo
Tech-Way-Services
Tempcool Engineering - Colombo
United Air Cool-Colomobo
Wasantha Electronics
Yellowma Air-Conditioning - Colombo
Yoshitha Machine Center

KUMARA ELECTRONICS
DANUKA ENGINEERING COMPANY
SAT ENGINEERING
T C AIR COOL
DIMORA REF AND COOL
SENEVIRATNE REF & AIR CONDITIONER
SERVICES
K&D REF & AIR CONDITION
RICH EYE ENGINEERING
AIR UNIQUE PVT LTD

Badulla

Aruna Electricals
Balendran Machine Center
Chandana Electronic
Cool Air Engineering (Pvt) Ltd
Cool D Center
Dream Electrical
Hiruna Electronics
Hishan Electricals
Keshala Electricals
Kavee Electronic
Machine Centre - Bibile
Piyal Motors
Rajapaksha Electricals
Ravi Service Technology
Refco Electricals
Rooban Furniture
Sameera Cooling Service
Sewing Tec Machine Service
Shenu Electricals
Tele Lab
Tharindu Electricals
Thilina Electrical
Wasantha Mechanical & Electrical
Wasantha Sofa Coordinator
Youth Electronics

Anuradhapura
B T Technology
Buddhika Electricals
Dream Home Furniture
Indunil Ref
J C Lanka Machinery
Luck Cool Ref Engineers
Madawa Motors
Malik Ref Electricals
New Gihan Service
Ransri Electronics
Sumedha Electronics
Sumudu Electricals
Lahiru Ref Engineers
K D Engineers
KLK Air Engineering

Ampara

Air Golden Enterprises
Akele
Ameesha Electricals
Amila Srilal Dissanayake
Aruna Ref & Electricals
Chill Air Refrigeration
Cool Air Rel & Electrical
Isuru Electrical
Isuru Sameera Cushion Work
Januda Ref & Electricals
Life Line Enterprises
Magic Cool Air Con
R.M.M.Sofa Repair
Ravie
S R Vikum Prasanna
Smart Cool Air
Speed Cool
Techno Cool
ULTRACOOOL
Umjah

Aluthgama

Air Cool
Amal Ref & Electricals
Ashan Electronics & Electricals
Benaragama Engineering
Cool Line Air Condition
Cool Tech Engineering (Sc Aluthgama)
Dinan Machine Centre
Global Electricals
Lal-Electronics
Mendis Cool Solution Work Shop
New Air Tech
New Darshana Electronics
Nimnethu Electronics
Nishantha Repair Center
Pradeep Ref & Electricals Engineering
Sausiri Electrical
Senevirathne Air Condition
Silver Dale Electronics
Siri Electricals
Sola Edge Cooling & Power Solution
WISHU AIR COOL
Sameera Electrical
DS Electrical

Accounting Policies

Specific principles, bases, conventions, rules and practices adopted by an enterprise in preparing and presenting Financial Statements.

Acid Ratio

Current asset less inventory divided by current liabilities.

Amortisation

The expense of writing off over a fixed period, the initial value of an intangible asset such as goodwill, patents etc.

Available-for-Sale

All assets not in any of the three categories namely held to maturity fair value through profit or loss and loan and receivables. It is a residual category does not mean that the entity stands ready to sell these all the time.

Borrowings

All interest bearing loans, fixed deposits and saving deposits.

Capital Employed

Total of interest bearing loans and borrowings, bank overdraft and total equity.

Capital Reserves

Reserves identified for specific purposes and considered not available for distribution.

Cash Equivalents

Liquid investments with original maturity periods of three months or less.

Contingent Liabilities

Conditions or situations at reporting date the financial effect of which are to be determined by future events which may or may not occur.

Credit Rating

An evaluation of a corporate's ability to repay its obligations or the likelihood of not defaulting, carried out by an independent rating agency.

Current Ratio

Current assets divided by current liabilities. A measure of liquidity.

Debt

Total liabilities, excluding deferred income.

Debt to Equity

Total borrowings less cash and cash equivalents divided by total equity.

Debt Ratio

Total liabilities divided by total assets.

Deferred Taxation

The net tax effect on items which have been included in the Income Statement, which would only qualify for inclusion on a tax return at a future date.

Dividend Cover

Profit attributable to ordinary shareholders divided by gross dividend. Measures the number of times dividend is covered by distributable profit.

Dividend Payout

Dividend per share divided by earnings per share of the Company.

Earnings Per Share

Profits attributable to ordinary shareholders divided by the weighted average number of ordinary shares in issue.

Equity

Shareholders' funds.

Fair Value

Fair value is the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Financial Instruments

Financial instrument is any contract that gives rise to both financial assets in one entity and a financial liability or equity instrument in another entity.

Gearing Ratio

Proportion of borrowings to capital employed.

Gross Dividend

Portion of profits inclusive of tax withheld, distributed to shareholders.

Held-to-Maturity

Debt assets acquired by the entity with positive intention to be held-to-maturity.

Interest Cover

Profit before tax plus net finance cost divided by net finance cost. Measure of an entity's debt service ability.

Impairment

This occurs when recoverable amount of an asset is less its carrying value.

Market Capitalisation

Number of shares in issue multiplied by the market value of a share at the reporting date.

Net Assets Per Share

The equity attributable to owners of the Company divided by the number of ordinary shares outstanding at the Balance Sheet date.

Non-controlling Interest

Equities in subsidiary not attributable, directly or indirectly to a parent.

Price Earnings Ratio

Closing market price of a share divided by earnings per share as at reporting date.

Related Parties

Parties who could control or significantly influence the financial and operating policies of the business.

Return on Average Net Assets Equity

Profits for the year divided by average total equity.

Revenue Reserves

Reserves considered as being available for distributions and investments.

Segment

Constituent business units grouped in terms of similarity of operations and location.

Value Addition

The quantum of wealth generated by the activities of the Group measured as the difference between turnover and the cost of materials and services bought in.

Working capital

Capital required to finance the day-to-day operations computed as the excess of current assets over current liabilities

NOTES

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT THE FIFTIETH ANNUAL GENERAL MEETING OF SINGER (SRI LANKA) PLC will be held on **Tuesday, 24th June 2025** at **3.00 p.m.** at the Chas P. Hayley Lounge of **Hayleys PLC, No. 400, Deans Road, Colombo 10** for the following purposes:

1. To consider and adopt the Annual Report of the Board of Directors and the Statement of Accounts for the year ended 31st March 2025 with the Report of the Auditors thereon.
2. To re-elect as a Director Mr. Deepal Sooriyaarachchi, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
3. To re-elect as a Director Mr. Sarath Ganegoda, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
4. To re-elect as a Director Ms. Gayani de Alwis, who retires by rotation at the Annual General Meeting in terms of Article 24(4) of the Articles of Association of the Company.
5. To re-elect as a Director Ms. Kawshi Amarasinghe, who has been appointed to the Board, in terms of Article 24(10) of the Articles of Association of the Company.
6. To re-elect as a Director Mr. Jonathan Alles, who has been appointed to the Board in terms of Article 24(10) of the Articles of Association of the Company.
7. To re-elect as a Director Mr. Shalinka Seresinhe, who has been appointed to the Board, in terms of Article 24(10) of the Articles of Association of the Company.
8. To re-elect as a Director Mr. Vajira Tennakoon, who has been appointed to the Board, in terms of Article 24(10) of the Articles of Association of the Company.
9. To re-elect as a Director Mr. Thulitha Mendis, who has been appointed to the Board in terms of Article 24(10) of the Articles of Association of the Company.
10. To propose the following resolution for the re-appointment of Mr. Mohan Pandithage in terms of Section 211 of the Companies Act No. 07 of 2007.

Ordinary Resolution

That Mr. Abeyakumar Mohan Pandithage, who is over seventy years of age be and is hereby re-appointed as a Director for a further period of one year and it is hereby declared that the age limit of seventy years referred to in Section 210 of the Companies Act No. 07 of 2007 shall not apply to him'.

11. To authorise the Directors to determine donations and contributions to charities for the ensuing year.
12. To re-appoint Messrs KPMG, Chartered Accountants as the Auditors of the Company for the year 2025/26 and to authorise the Directors to determine their remuneration.
13. To consider and if thought fit, to pass the following Special Resolutions to amend the existing articles in the Articles of Association of the Company ;

Special Resolution (1)

IT IS HEREBY RESOLVED THAT Article 24 (1) of the Articles of Association of the Company be deleted in its entirety and be replaced by the following Article;

24 (1) The number of directors at any time shall not be less than five (5) nor more than twelve (12) exclusive of Technical Directors."

Special Resolution (2)

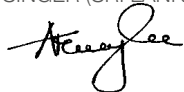
IT IS HEREBY RESOLVED THAT Article 24.8 (a) to 24.8 (d) of the Articles of Association of the Company be deleted in their entirety, and be replaced by the following Articles 24.8 (a) to 24.8 (f);

NOTICE OF ANNUAL GENERAL MEETING

24 (8) Alternate Directors

- (a) An Alternate Director shall only be appointed under exceptional circumstances by any Director ('appointor'), giving notice in writing left at the office of the Company and approved by the Board to be an Alternate Director of the Company to act in their place during their absence, subject to applicable laws, rules and regulations. Any such appointment shall not exceed a period of one (1) year from the date of appointment.
 - (b) If an Alternate Director is appointed for a Non-Executive Director such Alternate should not be an Executive of the Company. Similarly, if an Alternate Director is appointed for an Independent Director, the person so appointed shall meet the criteria for independence under applicable laws, rules and regulations. The Nominations and Governance Committee shall review and determine that the person nominated as the alternate qualifies as an Independent Director before the appointment is made.
 - (c) In the event a Director appoints another Director to be his Alternate Director he shall thereupon be entitled to exercise (in addition to his own right of voting as a Director) such appointor's rights at meetings of the Board. A person shall not act as an Alternate Director for more than one Director.
 - (d) An Alternate Director shall on his giving an address for such notice to be served upon him be entitled to receive notices of all meetings of Directors and to attend and vote as a Director, at any such meeting at which the Director appointing him is not personally present and generally at such meetings to perform all the functions of his appointor as a Director in the absence of such appointor.
 - (e) The attendance of any Alternate Director at any meeting including Board Committee meetings shall be counted for the purpose of the quorum.
 - (f) An Alternate Director may be appointed for a specified period (not exceeding one (1) year) or until the happening of a specified event, but he shall ipso facto cease to be an Alternate Director if his appointor ceases for any reason to be a Director."
14. To consider any other business of which due notice has been given.

By Order of the Board,
SINGER (SRI LANKA) PLC



HAYLEYS GROUP SERVICES (PRIVATE) LIMITED
Secretaries
30th May 2025
Colombo

Notes:

- 1. The Annual Report of the Company for 2024/25 is available on the corporate website www.singersl.com and on the Colombo Stock Exchange website - www.cse.lk.
- 2. A Shareholder is entitled to appoint a proxy to attend and vote instead of himself and a proxy need not be a Shareholder of the Company. A Form of Proxy is enclosed for this purpose. The instrument appointing a proxy must be deposited at the office of the Company Secretaries at No. 400, Deans Road, Colombo 10, Sri Lanka not less than forty-eight (48) hours before the time fixed for the Meeting.
- 3. A shareholder who requires a printed copy of the Annual Report must submit the duly completed 'Request Form - Annexure A' to the office of the Secretaries.

Contact Person : Vajira Perera

Contact Number : +94 11 2627652

Email Address : vajira.perera@secretarial.hayleys.com

Mailing Address : Hayleys Group Services (Private) Limited, Secretaries for Singer (Sri Lanka) PLC,
No. 400, Deans Road, Colombo 10.

SHAREHOLDER FEEDBACK FORM

To request information or submit a comment / query to the Company, please complete the following and return this page to -

Hayleys Group Services (Private) Limited,
Company Secretaries for Singer (Sri Lanka) PLC,
No. 400, Deans Road,
Colombo 10

Name :

Permanent Mailing Address :

Contact Numbers - (Tel) :
Country Code Area Code Number

- (Fax) :
Country Code Area Code Number

E-mail :

Name of Company :
(If Applicable)

Designation :
(If Applicable)

Company Address :
(If Applicable)

Queries / Comments :

FORM OF PROXY

SINGER (SRI LANKA) PLC (Company Registration No. PQ 160)

I/We
(full name of shareholder) holder of NIC No./Reg. No..... of
.....being shareholder/shareholders of
SINGER (SRI LANKA) PLC hereby appoint:
(1) (full name of proxy holder)
holder of NIC No..... of
..... or, failing him/her/them
(2) ABEYAKUMAR MOHAN PANDITHAGE (Chairman of the Company) of Colombo, or failing him, one of the Directors of the Company as my/our
Proxy to attend and vote as indicated hereunder for me/us and on my/our behalf at the Fiftieth Annual General Meeting of the Company to be held on
Tuesday, 24th June 2025 and at every poll which may be taken in consequence of the aforesaid meeting and at any adjournment thereof.

	For	Against
1. To adopt the Annual Report of the Directors and the Statement of Accounts for the year ended 31st March 2025 with the Report of the Auditors thereon	<input type="checkbox"/>	<input type="checkbox"/>
2. To re-elect as a Director Mr. Deepal Sooriyaarachchi, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
3. To re-elect as a Director Mr. Sarath Ganegoda, as set out in the Notice	<input type="checkbox"/>	<input type="checkbox"/>
4. To re-elect as a Director Ms. Gayani de Alwis, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
5. To re-elect as a Director Ms. Kawshi Amarasinghe, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
6. To re-elect as a Director Mr. Jonathan Alles, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
7. To re-elect as a Director Mr. Shalinka Seresinhe, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
8. To re-elect as a Director Mr. Vajira Tennakoon, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
9. To re-elect as a Director Mr. Thulitha Mendis, as set out in the Notice.	<input type="checkbox"/>	<input type="checkbox"/>
10. To re-appoint Mr. Mohan Pandithage, in terms of Section 211 of the Companies Act No. 07 of 2007	<input type="checkbox"/>	<input type="checkbox"/>
11. To authorise the Directors to determine donations and contributions to charities for the ensuing year	<input type="checkbox"/>	<input type="checkbox"/>
12. To re-appoint KPMG, Chartered Accountants as the Auditors of the Company for the year 2025/26 and to authorise the Directors to determine their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
13. To pass Special Resolutions to amend the Articles of Association of the Company as set out in the Notice.		
Special Resolution (1)	<input type="checkbox"/>	<input type="checkbox"/>
Special Resolution (2)	<input type="checkbox"/>	<input type="checkbox"/>

Signed on this day of 2025.

.....
Signature

(Instructions are given overleaf)

Instructions

1. The completed Form of Proxy must be deposited with the Company Secretaries, Hayleys Group Services (Private) Limited, at No. 400, Deans Road, Colombo 10, Sri Lanka not less than forty-eight (48) hours before the start of the meeting. **Delayed Proxy Forms shall not be accepted.**
2. A Shareholder entitled to attend and vote at the Annual General Meeting of the Company, is entitled to appoint a Proxy to attend and vote instead of him/her/them and the Proxy need not be a Shareholder of the Company.
3. Full name of Shareholder/Proxy holder and their NIC Nos. are mandatory. Your Proxy Form will be rejected if these details are not completed.
4. A Shareholder is not entitled to appoint more than one Proxy to attend on the same occasion.
5. The duly completed Form of Proxy must be dated and signed by the Shareholder.
6. Please indicate with an "X" in the space provided how your proxy is to vote on the resolutions. If no indication is given, the proxy can vote as he/she thinks fit.
7. In the case of a company/corporation the proxy must be executed in the manner prescribed by its Articles of Association or by a duly authorised Director.
8. Where the Form of Proxy is signed under a Power of Attorney (POA) which has not been registered with the Company, the original POA together with a photocopy of same or a copy certified by a Notary Public must be lodged with the Company along with the Form of Proxy.
9. In case of Marginal Trading Accounts (slash accounts), the Form of Proxy should be signed by the respective authorised Fund Manager/Banker with whom the account is maintained.

Corporate Information

Name of the Company

Singer (Sri Lanka) PLC

Legal form

Public company with limited liability. Incorporated as a public company in Sri Lanka on 30th December 1974 under the Companies Ordinance and re-registered under the Companies Act No. 07 of 2007 on 13th June 2008. Founded in 1877 as a Branch of Singer Sewing Machine Company, USA. The shares of the Company are listed on the Colombo Stock Exchange. Accounting Year End 31st March.

Registered office

Singer (Sri Lanka) PLC
No. 112, Havelock Road,
Colombo 05, Sri Lanka.
Phone: +94 11 231 6316 (13 lines)
Facsimile: +94 11 242 3544
Email: singer@singersl.com
Website: www.singer.lk

Company registration number

New – PQ 160
Old – PBS 802 (S.P.)

Tax payer Identification Number

124008026

Bankers

Bank of Ceylon
Commercial Bank of Ceylon PLC
Deutsche Bank Sri Lanka
Hatton National Bank PLC
MCB Bank Sri Lanka
Nations Trust Bank PLC
NDB Bank PLC
Pan Asia Bank PLC
People's Bank
Seylan Bank PLC
Sampath Bank PLC
Standard Chartered Bank (Sri Lanka) Limited
The Hongkong & Shanghai Banking Corporation
Union Bank PLC
Cargills Bank
DFCC Bank PLC
HABIB Bank Limited

Auditors

KPMG
Chartered Accountants
No. 32A, Sir Mohamed Macan Markar Mawatha,
P.O. Box 186,
Colombo 3, Sri Lanka.

Registrars

Hayleys Group Services (Private) Limited
No. 400, Deans Road,
Colombo 10, Sri Lanka.

Company secretaries

Hayleys Group Services (Private) Limited
No. 400, Deans Road,
Colombo 10, Sri Lanka.

Lawyers

Neelakandan & Neelakandan
Attorneys-at-Law & Notaries Public
M&N Building (Level 5),
No. 2, Deal Place,
Colombo 3, Sri Lanka.

Directorate

Mr. Mohan Pandithage
Chairman (Executive)
Mr. Mahesh Wijewardene
Group Managing Director
Mr. Deepal Sooriyaarachchi
Mr. Sarath Ganegoda
Mr. Dilip De S. Wijeyeratne
Ms. Gayani de Alwis
Ms. Brindhiini Perera
Ms. Kawshi Amarasinghe
(appointed w.e.f 25.06.2024)
Mr. Jonathan Alles
(appointed w.e.f 22.11.2024)
Mr. Dumith Fernando
(resigned w.e.f 20.06.2024)
Mr. Hisham Jamaldeen
(resigned w.e.f. 14.11.2024)
Mr. Vajira Tennakoon
(appointed w.e.f 01.04.2025)
Mr. Thulitha Mendis
(appointed w.e.f 01.04.2025)
Mr. Shalinka Seresinhe
(appointed w.e.f 01.04.2025)

Senior management

Mahesh Wijewardene
Group Managing Director
Vajira Tennakoon
Chief Operating Officer
Thulitha Mendis
Director – Commercial
Shalinka Seresinhe
Finance Director
Sujeewa Perera
Director - SSL Factory and Logistics
Kelum Kospelawatta
Director – Factories Regnis
Jagath Perera
Director – Operations
Thushan Amarasuriya
Chief Executive Officer – Singer

Finance (Lanka) PLC
Roshan Kulasuriya
Director – Human Resources and Business Integration
Janmesh Antony
Marketing Director
Priyanjith Meegoda
Credit Director
Indika Gunathilake
Deputy Director – B2B and Emerging Channels
Aruna Kolambage
Deputy Director - Factory Singer Industries
Irzan Carder
Deputy Director – Risk Management
Kasun Udayanga
Deputy Director – Service and Process Development
Damitha Serasinghe
Deputy Director – Information Technology
Asantha Arunaratne
Senior Manager – Merchandising and Promotions
Ransiri Perera
Group Administration Manager
Hemantha Perera
Senior Manager – Budget and Planning
Terrence Martyn
Senior Manager – Sewing and Business School
Plyum Jayatilake
Marketing Manager
Thanuja Senaviratne
Senior Manager Information and Technology – Systems and Operations
Eraj Fernando
Financial Controller
Rohan Perera
Business Development Manager – Retail Operations
Saman Serasinghe
Senior Manager – Distribution
Nishan Ranasinghe
Senior Manager – Revenue, Margins and Operational Finance
Indika Perera
Business Development Manager – Wholesale
Suren Kanishka
Senior Manager – Promotions
Upul Peiris
Business Development Manager – Retail (South)
Sampath Jayatilake
Senior Manager – Human Resources
Priyantha Wettewa
Factory Manager - Regnis Appliances (Private) Limited
Shirani Edirisinghe
Senior Manager Human Resources – Factory Regnis

Mohamed Hanas
Business Development Manager – Digital Devices
Dr. Mahinda Balasuriya
Head of Regulatory and Quality Assurance
Upali Ganesharachchi
Head of Business Development – Agro and General Trading
Lasanka Arunajith
Head of Logistics
Gihan Jayawardana
Operations Manager – Furniture
Sujith Sirimanne
Business Development Manager – Retail North
Tharindu Mahawedage
Senior Manager - Commercial
Tharaka Warnakulasuriya
Marketing Manager - Digital Products
Waruna Wickramasinghe
Business Development Manager – Computer and Security Surveillance
Minuwan Gunaratne
Business Development Manager - Singer Mega Channel
Prasad Dasanayake
Head of Operations - Regnis Factory
Vinod Gamage
Senior Manager - Manufacturing Finance
Darshana Appuhamy
Marketing Manager - Consumer Electronics
Prabhath Mayadunnage
Senior Manager – Manufacturing
Regnis Factory
Tilak Wijeratne
Business Development Manager – Special Projects (Retail)
Rahula Bandara Gaspe
Business Development Manager – Furniture
Suneth Sudasinghe
General Manager - Automobile



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