HUNTER & COMPANY PLC

Annual Report 2025-2026





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CONTENTS	PAGE NO.
Notice of Meeting	02
Corporate Information	04
Chairman's Review	05
Management Discussion & Analysis	07
Annual Report of the Board of Directors	09
Board of Directors	14
Corporate Governance	15
Statement by The Senior Independent Director (SID)	21
Audit Committee Report	22
The Related Party Transactions Review Committee Report	23
The Remuneration Committee Report	24
Report of the Nomination & Governance Committee	25
Risk Management	26
Statement of Directors' Responsibilities	28
Independent Auditor's Report	29
Statement of Profit or Loss & Other Comprehensive Income	33
Statement of Financial Position	34
Statement of Changes in Equity	35
Cash Flow Statement	37
Notes to the Financial Statements	38
Five Year Summary	77
Information to Shareholders & Investors	78
Form of Proxy	

NOTICE OF MEETING

HUNTER & COMPANY PLC

NOTICE IS HEREBY GIVEN THAT the Seventy-Ninth (79th) Annual General Meeting of Hunter and Company PLC will be held on Wednesday 30th September 2026 at the Lecture Hall No 1, Sri Lanka Foundation, Sri Lanka Padanama Mawatha, Independence Square, Colombo 07 at 4.00 p.m. for the following purposes:

1. To receive and consider the Annual Report of the Board of Directors and the Statement of Accounts for the year ended 31st March 2026 with the report of the Auditors thereon.

2. Directors:

   (i) To re-elect Mr. Savantha Rishard Sproule De Saram who retires by rotation at the Annual General Meeting in terms of Article 83 of the Company's Articles of Association.

   (ii) To re-appoint as a Director, Mr. Mohammed Furqan Dossa, who is 70 years of age and who vacates his office in terms of Section 210 of the Companies Act No. 07 of 2007.

   Notice is hereby given of the undernoted Ordinary Resolution in relation to Mr. Mohammed Furqan Dossa's re-appointment as Director to be passed in compliance with Section 211 of the Companies Act No. 07 of 2007.

   "RESOLVED THAT Mr. Mohammed Furqan Dossa who is 70 years of age be and is hereby re-appointed as a Director of the Company and it is hereby declared as provided for in Section 211 of the Companies Act No. 07 of 2007, that the age limit of 70 years referred to in Section 210 of the said Companies Act shall not apply to the said Mr. Mohammed Furqan Dossa."

   (iii) To re-appoint as a Director, Mrs. Lakshmi Renuka Premani Dossa who is 70 years of age and who vacates her office in terms of Section 210 of the Companies Act No. 07 of 2007.

   Notice is hereby given of the undernoted Ordinary Resolution in relation to Mrs. Lakshmi Renuka Premani Dossa's re-appointment to be passed in compliance with Section 211 of the Companies Act No. 07 of 2007.

   "RESOLVED THAT Mrs. Lakshmi Renuka Premani Dossa who is 70 years of age be and is hereby re-appointed as a Director of the Company and it is hereby declared as provided for in Section 211 of the Companies Act No. 07 of 2007, that the age limit of 70 years referred to in Section 210 of the said Companies Act shall not apply to the said Mrs. Lakshmi Renuka Premani Dossa."

   (iv) To re-appoint as a Director, Mr. Don Herschel Jayaprithi Gunawardena, who is 77 years of age and who vacates his office in terms of Section 210 of the Companies Act No. 07 of 2007.

   Notice is hereby given of the undernoted Ordinary Resolution in relation to Mr. Don Herschel Jayaprithi Gunawardena's re-appointment as Director to be passed in compliance with Section 211 of the Companies Act No. 07 of 2007.

   "RESOLVED THAT Mr. Don Herschel Jayaprithi Gunawardena who is 77 years of age be and is hereby re-appointed as a Director of the Company and it is hereby declared as provided for in Section 211 of the Companies Act No. 07 of 2007, that the age limit of 70 years referred to in Section 210 of the said Companies Act shall not apply to the said Mr. Don Herschel Jayaprithi Gunawardena."

(v) To re-appoint as a Director, Mr. Neville Chrysoston Peiris who is 80 years of age and who vacates his office in terms of Section 210 of the Companies Act No. 07 of 2007.

Notice is hereby given of the undernoted Ordinary Resolution in relation to Mr. Neville Chrysoston Peiris's re-appointment to be passed in compliance with Section 211 of the Companies Act No. 07 of 2007.

"RESOLVED THAT Mr. Neville Chrysoston Peiris who is 80 years of age be and is hereby re-appointed as a Director of the Company and it is hereby declared as provided for in Section 211 of the Companies Act No. 07 of 2007, that the age limit of 70 years referred to in Section 210 of the said Companies Act shall not apply to the said Mr. Neville Chrysoston Peiris."

(vi) To re-elect Mr. Punsisi Lalith Patuwatha Withana who has been appointed as a director during the year in terms of Article 90 of the Articles of Association of the Company.

(vii) To re-elect Mr. Ranil De Silva who has been appointed as a director during the year in terms of Article 90 of the Articles of Association of the Company.

3. To re-appoint the retiring Auditors M/s. Wijeyeratne & Company, Chartered Accountants to hold office until the conclusion of the next Annual General Meeting and to authorize the Directors to determine their remuneration.

This year the Annual Report and Financial Statements of the Company are available on the:

(1) Corporate Website https://hunters.lk/financial-reports/hunters-annual-report-2025-2026.pdf
(2) The Colombo Stock Exchange:
https://www.cse.lk/pages/company-profile/company-profile.component.html?symbol=HUNT.N0000

Members may also access the Annual Report and Financial Statements on their electronic devices by Scanning the following QR code.

For clarifications on how to download and/or access the Annual Report and Financial Statements, please contact Ms. Vishnupriya Letchumanan +94 753 789 995 during normal office hours (8.30 a.m. to 4.30 p.m.) or email vishnu@corporateadvisory.lk

BY THE ORDER OF THE BOARD
HUNTER & COMPANY PLC

CORPORATE ADVISORY SERVICES (PRIVATE) LIMITED
PV 3796
RCS 2008096
Secretaries

CORPORATE ADVISORY SERVICES (PRIVATE) LIMITED
COMPANY SECRETARIES

14th August 2026

CORPORATE INFORMATION

Directors

Mr. M. F. Dossa - B A (Hons) (UK) - Chairman
Mrs. L. R. P. Dossa - B A (Hons) (UK) - Managing Director
Mr. D. H. J. Gunawardena FCMA (UK), CGMA - Executive Director
Mr. N. C. Peiris - FCA - Non-Executive Director
Mr. S. R. S. De Saram - Attorney at Law - Non- Executive Director
Mr. L. N. S. K. Samarasinghe - Independent Non-Executive Director (Resigned with effect from 24th June 2026)
Mr. P. L. P Withana - FCA, FCMA, BA (Hons) - Senior Independent Non-Executive Director
Mr. R. De Silva - Independent Non-Executive Director

Audit Committee

Mr. P. L. P. Withana - Chairman/Independent Non- Executive Director
Mr. N.C. Peiris - Non- Executive Director
Mr. R. De Silva - Independent Non- Executive Director

Remuneration Committee

Mr. R. De Silva – Chairman/Independent Non- Executive Director
Mr. S. R. S. De Saram – Non-Executive Director
Mr. P. L. P. Withana - Independent Non- Executive Director

Related Party Transaction Review Committee

Mr. P. L. P. Withana - Chairman/Independent Non- Executive Director
Mr. N. C. Peiris - Non- Executive Director
Mr. R. De Silva - Independent Non- Executive Director

Nominations and Governance Committee

Mr. P. L. P. Withana - Chairman /Independent Non- Executive Director
Mr. S. R. S. De Saram – Non-Executive Director
Mr. R. De Silva - Independent Non- Executive Director

Senior Management Team

Mrs. D Weerakkody - Chief Marketing Officer
Mr. S Samaranayake - Group Chief Legal Officer
Mr. N Jayasundara - Chief Information Officer
Mr. C Jayaratna - Group Manager HR & Administration
Mr. L. Thelijjagoda - Senior Manager - Finance
Mr. M. Safraz - Finance Manager
Mr. L Chaminda - General Manager (Hilti Centre)

Lawyers

Julius & Creasy
41, Janadhipathi Mawatha,
Colombo 01.

D. L. & F. De Saram
47, Alexandra Place,
Colombo 07.

Secretaries

Corporate Advisory Services (Private) Limited
47, Alexandra Place,
Colombo 07.
Tel: 0112-695782.

Registrars

M/s. Central Depository Systems (Pvt) Limited (CDS)
Ground Floor, M & M Centre,
341/5, Kotte Road, Rajagiriya
Tel. 0112-356456

Bankers

Hatton National Bank PLC
Commercial Bank of Ceylon PLC

Auditors

Messrs. Wijeyeratne & Co.,
Chartered Accountants,
15, Maitland Crescent,
Colombo 07.

Registered Office

45/75, Narahenpita Road, Colombo 5.
Tel: 0112-081700-4. Fax: 0112-368420.
E-mail: info@hunters.lk
Web: www.hunters.lk

It is with pleasure that I present the Annual Financial Statements of your Company and its subsidiaries for the financial year ended 31st March 2026.

Business Environment

The economic environment remained relatively stable during the year under review, despite a number of challenges, including natural disasters and a sharp increase in oil prices following the escalation of conflicts in the Middle East. The Sri Lankan Rupee experienced a modest depreciation during the year, contributing to higher import costs and exerting further inflationary pressure on prices.

Consumer spending, particularly outside the urban areas, has yet to recover to the levels experienced prior to the economic crisis in 2022. In addition, the continuing conflicts in the Middle East and Eastern Europe have had an impact on global trade and supply chains. In response, our Group companies have continued to realign their supply chains and operational processes to minimise disruptions and ensure continuity of supply to meet the expectations of our customers.

Performance

Group turnover increased from Rs. 5.8 billion in 2024/25 to Rs. 6.2 billion in 2025/26, with a marginal reduction in gross profit margins.

The parent company, Hunters, recorded a loss of Rs. 55 million despite a 10% increase in turnover over the previous year. The company operated on lower margins mainly on account of stiff price competition particularly in the construction sector. The profits generated by some of the subsidiary companies helped the Group to realise a profit of Rs. 35 million in the financial year.

At 31st March 2026, Group assets stood at Rs. 18.8 billion, while Group equity amounted to Rs. 12.5 billion, marginally above the previous year.

Dividends

In view of the consolidated financial results for the year under review being unfavorable, the Board of Directors is unable to recommend the payment of a dividend for the financial year 2025/26.

Prospects

The restoration of greater economic stability in the country has brought a renewed sense of confidence and optimism to the business community. The parent company Hunters will continue to provide the market with high-quality products sourced from reputed international suppliers, while remaining committed to delivering the highest possible standards of after-sales service to our customers.

Notwithstanding the improving domestic economic environment, prevailing geopolitical tensions resulting from the wars in the Middle East and Eastern Europe and their implications for the global economy, inflationary pressures arising from elevated energy prices, changing weather patterns that could seriously affect agriculture and the limited consumer purchasing power, may adversely affect sales growth in the short term. These factors continue to make near-term business conditions challenging and the outlook difficult to predict.

CHAIRMAN'S REVIEW

We remain focused on identifying opportunities to strengthen our business model, improve operational efficiency and enhance productivity across all areas of our operations. The Board is confident that these initiatives will strengthen the Group's performance and position the business for improved profitability in the medium to long term.

Board of Directors

Mr. Suresh Shah and Ms. Lasanthi Fernando stepped down from the Board during the financial year under review whilst Mr. Kumar Samarasinghe stepped down in the current financial year. I wish to place on record my sincere appreciation for their valuable contribution and commitment during their tenure as Directors of the Company.

We are pleased to welcome Mr. Lalith Withana and Mr. Ranil De Silva, who joined the Board during the financial year under review. I am confident that their experience and expertise will further strengthen the Board.

I would like to express my appreciation to all our Board members, who bring considerable talent and a wealth of financial, legal and operational experience to the Company. Their guidance and commitment continue to be invaluable to the Group.

Employees

On behalf of the Board, I extend my sincere appreciation to all our employees for their dedication, hard work and loyalty throughout the year. Their steadfastness and contribution remain fundamental to the continued progress of the Companies in the Group.

Customers, Suppliers, Service Providers and Shareholders

We greatly value the longstanding loyalty and confidence of our customers and thank them for their continued support.

I also wish to express our appreciation to all our suppliers for their reliability and commitment and to our service providers for the valuable services rendered throughout the year. I extend our thanks to our auditors for their professional services and for the timely completion of the audit.

Finally, I would like to thank all our shareholders for their continued confidence, support and commitment to the Company.

M F Dossa
Chairman
14th August 2026

MANAGEMENT DISCUSSION AND ANALYSIS

Operating Environment

The financial year 2025/26 was characterized by a gradual improvement in the domestic economic environment, although the operating environment continued to be affected by external geopolitical uncertainties and global market volatility. Sri Lanka's economy continued its recovery following the stabilization measures implemented in recent years, supported by easing inflation, improved macroeconomic fundamentals and renewed business confidence. However, businesses continued to face challenges due to fluctuations in global commodity prices, supply chain disruptions, elevated freight costs and exchange rate movements amid ongoing geopolitical tensions in Eastern Europe and the Middle East.

While inflation moderated during the year, consumer purchasing patterns remained selective, particularly for discretionary products. At the same time, lower interest rates and improved liquidity conditions gradually supported private sector investment.

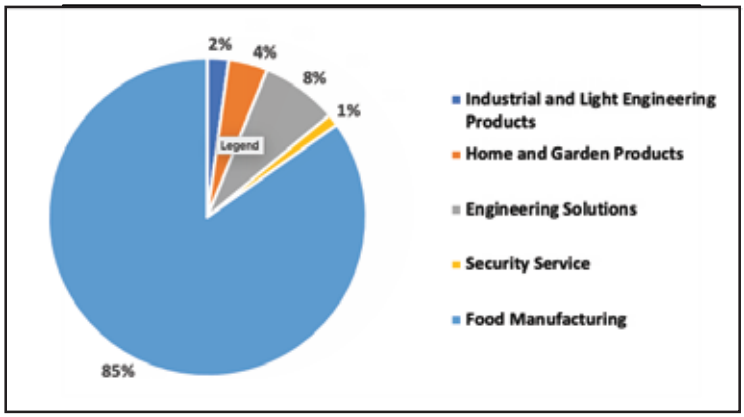
Against this backdrop, the Group remained focused on maintaining financial resilience, improving operational efficiency, investing in technology and strengthening customer engagement, while maintaining disciplined cost management and prudent working capital practices.

Business Overview

Hunter & Company PLC is a diversified business group with operations spanning industrial products, engineering solutions, consumer and home products, food manufacturing and security services.

The Company represents several internationally recognized brands and continues to maintain its position as the exclusive distributor of Hilti engineering solutions in Sri Lanka, serving the construction, industrial and infrastructure sectors. Through an extensive island-wide distribution network, multiple retail channels and expanding digital platforms, the Company markets a comprehensive portfolio of industrial equipment, light engineering products, home appliances and gardening solutions.

The Group's manufacturing arm, Lanka Canneries (Private) Limited, continues to strengthen the market position of its well-established "MD" brand by supplying a diverse portfolio of processed food products to both domestic and international markets. The Securityco Lanka (Private) Limited business complements the Group's diversified portfolio by providing professional security solutions.



Financial and Operational Performance

Despite continued improvements in the domestic economy, Group performance during the year was influenced by changing market conditions, shifts in consumer demand and external cost pressures. Management remained focused on protecting profitability through disciplined pricing strategies, cost optimization initiatives and operational improvements across all business segments.

Group revenue for the year amounted to Rs. 6.157 Bn representing an increase of 5% over the previous financial year. Profit before taxation reached Rs. 68.4 Mn while profit after taxation amounted to Rs. 35.1 Mn

During the year, management continued to prioritize working capital optimization, inventory rationalization and disciplined capital expenditure. Supply chain planning was strengthened through improved procurement strategies, better forecasting and closer collaboration with global suppliers to mitigate procurement risks and maintain product availability.

The Group also continued to review the performance of individual business units and retail operations. Strategic decisions were taken to rationalize underperforming outlets while identifying opportunities to expand into commercially attractive locations with stronger long-term growth potential.

Digital Oversight, Governance and IT Resilience

During the year, the Group accelerated its digital transformation agenda through strategic investments in technology, cybersecurity, customer experience, and operational excellence. The Group's enhanced e-commerce platform introduced multiple secure payment options, seamless Omnichannel integration, direct delivery and fully integrated outsourced e-commerce logistics, providing customers with a faster, more convenient, and superior shopping experience. The Group also launched several customer-focused digital initiatives and initiated plans for the implementation of next-generation Customer Relationship Management (CRM) and Sales Force Automation (SFA) platforms to further strengthen customer engagement, enhance distribution effectiveness, and provide real-time visibility across sales operations. At the same time, the Group reinforced its cybersecurity and network infrastructure by deploying AI-powered Endpoint Protection (EPP) for proactive threat detection and automated response, implementing Software-Defined Wide Area Networking (SD-WAN) to improve network resilience, and strengthening perimeter security with a Next-Generation Firewall featuring advanced threat protection.

The Group's commitment to strong digital governance and long-term business resilience was further reinforced through targeted investments in enterprise systems and governance frameworks. In partnership with a leading international audit firm, the Group conducted a comprehensive review of its SAP ERP environment to validate application controls, assess General IT Controls (GITCs), and strengthen system security and operational effectiveness. The Group also enhanced production planning through advanced demand forecasting and production optimization capabilities, improving forecast accuracy, resource utilization, and operational agility. The upgraded SAP ERP platform has further strengthened internal controls,

increased operational efficiency, and established a scalable digital foundation to support future growth. Complementing these initiatives, the Group implemented a comprehensive IT Governance Framework, strengthened its Business Continuity Plan (BCP), and enhanced enterprise-wide data governance through clearly defined ownership, standardized policies, and robust quality controls. Collectively, these initiatives have strengthened organizational resilience, improved regulatory compliance, safeguarded critical information assets, and enabled more informed, data-driven decision-making across the business.

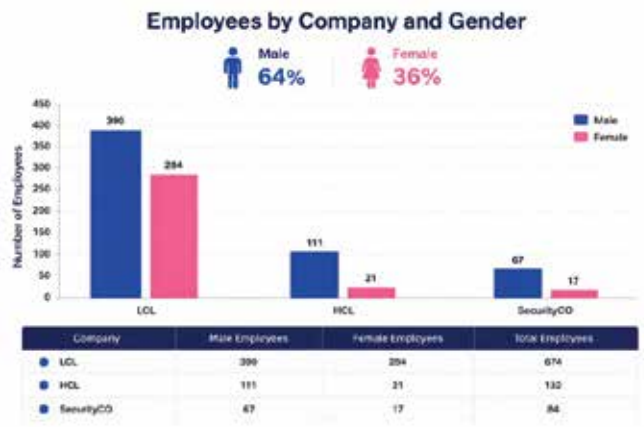
Human Capital

The Group recognizes that its employees are fundamental to sustaining long-term business success. Throughout the year, the Human Resources function remained committed to developing a skilled, motivated and adaptable workforce capable of supporting the Group's strategic direction and future growth.

To strengthen organizational capability, emphasis was placed on attracting qualified talent and retaining high-performing employees. Recruitment processes were refined through the adoption of modern hiring practices, stronger employer positioning, and improved engagement with prospective candidates. These initiatives enabled the Group to efficiently fill critical vacancies while enhancing the overall effectiveness of the recruitment process.

Developing employee capabilities continued to be a key area of investment. A range of learning and development programs were conducted to enhance leadership competencies, improve technical and digital expertise and reinforce compliance with corporate policies and regulatory requirements. The Group also remained committed to creating an equitable and inclusive workplace by promoting equal opportunities, encouraging diversity and supporting career growth across all levels of the organization.

As at 31 March 2026, the Group employed 890 individuals across its diversified operations.



Company	Male Employees	Female Employees	Total Employees
LCL	390	284	674
HCL	111	21	132
SecurityCO	67	17	84

Sustainability and ESG

The Group remains committed to conducting its business responsibly while creating sustainable value for shareholders, customers, employees, communities and the environment. Environmental initiatives continued to focus on improving resource efficiency, reducing energy consumption, minimizing operational impacts and strengthening waste and wastewater management practices. The solar energy installation at the Lanka Canneries manufacturing facility continues to support the use of renewable energy and contribute to reducing carbon emissions. The Group also maintains wastewater treatment facilities at its manufacturing operations to ensure that wastewater is appropriately treated prior to discharge, supporting compliance with applicable environmental standards and reducing potential impacts on the surrounding environment.

During the year, the Group continued strengthening its Environmental, Social and Governance (ESG) framework through the development of structured priorities, measurable targets and governance mechanisms aligned with long-term sustainability objectives. Risk management practices continue to be integrated across manufacturing, warehousing and commercial operations to strengthen resilience against operational, environmental and regulatory risks.

Principal Risks and Risk Management

The Group continues to operate within an evolving risk environment influenced by macroeconomic, operational and technological factors. Key risks include exchange rate volatility, global supply chain disruptions, inflationary pressures, cybersecurity threats, regulatory developments and changing consumer demand.

Management actively monitors these risks through established governance structures, regular risk assessments and business continuity planning. Diversified sourcing strategies, prudent inventory management, strengthened cybersecurity controls, comprehensive insurance coverage and disciplined financial management continue to enhance the Group's overall resilience.

Outlook

Management remains optimistic about the outlook for the coming financial year. Continued macroeconomic stabilization, lower interest rates and improving investor confidence are expected to support gradual growth in several sectors of the economy, particularly construction, manufacturing and infrastructure development.

The anticipated recovery in construction activity is expected to strengthen demand for the Group's engineering and industrial product portfolio, particularly the Hilti business. At the same time, continued investment in digital commerce, customer experience, operational excellence and technology will further strengthen competitiveness across all business segments.

Lanka Canneries is expected to continue expanding both domestic and export markets through product innovation, productivity improvements and market diversification. The increasing contribution from export revenue provides an important avenue for long-term growth while reducing reliance on domestic demand.

Looking ahead, the Group will remain focused on disciplined execution of its strategic priorities, prudent capital allocation, operational efficiency, digital transformation, sustainability and people development. Supported by its diversified business portfolio, established brands and strong governance framework, Hunter & Company PLC is well positioned to capitalize on emerging opportunities while delivering sustainable long-term value to stakeholders.

ANNUAL REPORT OF THE BOARD OF HUNTER & COMPANY PLC ON THE AFFAIRS OF THE COMPANY

For the Financial Year ended 31st March 2026

The details set out herein provide for information required by the Companies Act No. 07 of 2007, Listing Rules of the Colombo Stock Exchange and are guided by recommended best accounting practices.

1. Nature and Class of business

The principal activities of the Company are importing, distributing and retailing of industrial and light engineering products, home and garden products, cycles, cycle spare parts and accessories.

2. (a) Subsidiary Company - Hunter & Company PLC is the holding Company of Heath & Company (Ceylon) (Private) Limited and owns 90.90% of its shares. This subsidiary is engaged in carrying out the business of an investment company.

(b) The following Companies are subsidiaries of (the Company's Subsidiary Company) Heath & Company (Ceylon) (Private) Limited and these Companies are also controlled by Hunter & Company PLC

Name of Subsidiary of Heath & Company (Ceylon) (Private) Limited	**Percentage of Ownership Interest/ Percentage of Voting Power Held**
Lanka Canneries (Private) Limited	83.21%
Heather & Co. (Ceylon) (Private) Limited	90.90%
Ceylon Teas (Private) Limited	90.90%
Securityco Lanka (Private) Limited	64.50%
Lanka Canneries Agrifoods (Private) Limited	82.74%

3. To the best of their knowledge and belief, the Directors confirm that the Company and the Group have not engaged in any activities that contravene Laws and Regulations of Sri Lanka.

4. Financial Statements

The Companies named under above 2 (b) are also Group Companies and they engage in the following business activities:

Name of the Subsidiary	**Business Activity**
Heath & Company (Ceylon) (Pvt) Limited	The principal activity of the Company is carrying out the business of an investment company
Lanka Canneries (Pvt) Limited	The principal activities of the Company are the processing, canning, bottling, packaging and marketing of food products.
Heather & Company (Ceylon) (Pvt) Ltd.	The principal activity of the Company is trading of goods and services.
Ceylon Teas (Pvt) Ltd.	The principal activity of the Company is trading of goods and services.
Securityco Lanka (Pvt) Ltd.	The principal activity of the Company is providing security services.
Lanka Canneries Agrifoods (Pvt) Ltd.	The principal activities of the Company are processing, canning bottling, packaging and marketing of food products. Commercial operation of the Company was not commenced at the reporting date.

The state of the Company's affairs is reported in the Financial Statements duly audited and printed as part of this Annual Report. Your attention is also drawn to the Chairman's Review contained in pages 5 and 6. The Group Financial Statements form part of this Annual Report.

5. Report of the Auditors

The Report of the Auditors on the Financial Statements forms a part of this Annual Report appears in pages 29, 30, 31 & 32. We hereby certify that the Auditors of the Company, Messrs Wijeyeratne & Company, Chartered Accountants do not have any relationship (other than that of Auditors) with or any interest/s in the Company and / or its' subsidiary Companies.

6. Interest Register

There were entries in the Interest Register during the Accounting period under review.

7. Remuneration of the Directors

The remuneration and other benefits of Directors during the accounting period are as follows:

	Group (Rs.)	Company (Rs.)
Directors' Emoluments	103,115,000	8,645,000
Short Term Employees Benefit (Non Cash)	22,027,000	6,799,200

8. Directorate

Directorate of the Company during the period under review, together with the changes effected thereon, is as follows:

Mr. M. F. Dossa - B A (Hons) (UK)	Chairman
Mrs. L. R. P. Dossa - B A (Hons) (UK)	Managing Director
Mr. D. H. J. Gunawardena - FCMA (UK), CGMA	Executive Director
Mr. N. C. Peiris - FCA	Non-Executive Director
Mr. S. R. S. De Saram - Attorney at Law	Non- Executive Director
Mr. S. K. Shah - FCA	Senior Independent Non-Executive Director (resigned w.e.f. 4th August 2025)
Mr. L. N. S. K. Samarasinghe	Independent Non-Executive Director (resigned w.e.f. 24th June 2026)
Ms. S. L. N. Fernando - FCA	Independent Non-Executive Director (Resigned w.e.f. 14th November 2025)
Mr. P. L. P. Withana - FCA, FCMA, BA (Hons)	Senior Independent Non-Executive Director (Appointed w.e.f. 4th November 2025)
Mr. R. De Silva	Independent Non-Executive Director (Appointed w.e.f. 22nd December 2025)

In terms of Article 83 of the Articles of Association of the Company Mr. S. R. S. De Saram retires by rotation and being eligible offers himself for re-election. The Directors recommend his re-election.

Mr. M. F. Dossa, who is over 70 years of age vacates his office in terms of provisions of Section 210 of the Companies Act No. 07 of 2007.

Notice is hereby given by the Company to its shareholders of the intention to move the Ordinary Resolution pertaining to the re-appointment of Mr. M. F. Dossa, in terms of the provision of Section 211 of the Companies Act No. 07 of 2007 which are set out in the Notice convening the Annual General Meeting.

Mrs. L. R. P. Dossa, who is over 70 years of age vacates her office in terms of provisions of Section 210 of the Companies Act No. 07 of 2007.

Notice is hereby given by the Company to its shareholders of the intention to move the Ordinary Resolution pertaining to the re-appointment of Mrs. L. R. P. Dossa, in terms of the provision of Section 211 of the Companies Act No. 07 of 2007 which are set out in the Notice convening the Annual General Meeting.

Mr. D. H. J. Gunawardena, who is over 70 years of age vacates his office in terms of provisions of Section 210 of the Companies Act No. 07 of 2007.

Notice is hereby given by the Company to its shareholders of the intention to move the Ordinary Resolution pertaining to the re-appointment of Mr. D. H. J. Gunawardena, in terms of the provision of Section 211 of the Companies Act No. 07 of 2007 which are set out in the Notice convening the Annual General Meeting.

Mr. N. C. Peiris, who is over 70 years of age vacates his office in terms of provisions of Section 210 of the Companies Act No. 07 of 2007.

Notice is hereby given by the Company to its shareholders of the intention to move the Ordinary Resolution pertaining to the re-appointment of Mr. N. C. Peiris, in terms of the provision of Section 211 of the Companies Act No. 07 of 2007 which are set out in the Notice convening the Annual General Meeting.

Mr. P. L. P. Withana who has been appointed as a Director during the year is being re-elected as Director in terms of Article 90 of the Articles of Association of the Company.
Mr. Ranil De Silva who has been appointed as a Director during the year is being re-elected as Director in terms of Article 90 of the Articles of Association of the Company.

9. Directors Interest / Related Party Transactions

The related party transactions of the company and the group during the financial year have been reviewed by the related party transaction review committee of the company are in compliance with section 9 of the CSE listing rules and the report on related party transaction committee is given on page 23. Details of directors interest and related party transactions are contained in Notes 33 and 34 on pages 73, 74 and 75 to the Financial Statements.

10. Payments to Auditors

The amount paid or payable to the Auditors for the period under review as follows;

	Group (Rs.)	Company (Rs.)
Audit Fees	4,039,700	1,898,591

11. Donations

The Company had not made any donations during the year ended 31st March, 2026.

12. Group Turnover

The Group Turnover was Rs.6,157,406,729. A detailed analysis of the Group's turnover, profits and asset allocation is given in Note 4 to the Financial Statements. Trade between Group Companies is conducted at fair market price.

13. Financial Results

The Group's profit after Tax amounted to Rs. 35,140,526 in the year under review. Group profit before taxation amounted to Rs.68,398,662 before deducting Rs. 33,258,136 for taxation.

Group profit attributed to Equity holders of the Company for the year was Rs. 20,404,145 after deducting Rs. 14,736,381 as non-controlling interest.

The Consolidated Income Statement along with the Company's Income Statement for the year is given on page 33. Details of transfer to/from reserves in respect of the Group and the Company are shown in the Statement of Changes in Equity on pages 35 & 36.

14. Property, Plant & Equipment

Capital expenditure, during the year, on Property, Plant & Equipment by the Group and by the Company amounted to Rs.105,409,458 and Rs. 2,516,101 respectively.

Information relating to details and movements in Property, Plant & Equipment is given in Note 11 to the Financial Statements.

15. Market Value of Properties

The freehold land and buildings of the Group, in general, has been revalued by an independent valuer as at 31st March 2023.

Details of carrying values are provided in Note 11 to the Financial Statements.

16. Stated Capital & Reserves

Stated Capital of the Company is Rs. 137,290,000/- There was no change in the Stated Capital during the year. Total Group Reserves as at 31st March 2026 amount to Rs. 11,010,495,636 (Rs. 10,938,997,947 as at 31st March 2025) comprising Capital Reserves of Rs. 8,647,673,866 and Revenue Reserves of Rs. 2,362,821,770.

The composition of reserves is shown in the Statement of Changes in Equity in the Financial Statements on pages 35 & 36.

17. Taxation

In computing the Group's tax liability, the maximum relief available to investors under the provisions of the Inland Revenue Act has been claimed. Detailed information relating to Group Taxation is given in Note 9 to the Financial Statements on page 62.

18. Share Information

Information relating to Shareholdings, Market Value per share and Share Distribution is given on page 78.

19. Events Occurring After the Reporting Period

No circumstances have arisen since the reporting date that would require adjustment or disclosure to in the Financial Statements.

20. Employee & Industrial Relations

There were no material issues pertaining to employees and industrial relations during the year.

21. Employment Policies

Group employment policies respect the individual and offer equal career opportunities regardless of sex, race or religion. Occupational health and safety standards receive adequate attention.

The number of persons employed by the Company and its Subsidiaries at the year end was 525 (previous year 567).

22. Shareholders

The Group's policy is to endeavour to ensure equitable treatment for its shareholders.

23. Statutory Payments

The Directors to the best of their knowledge and belief are satisfied that all statutory payments due in relation to employees and to the Government have been made promptly and are up to date.

24. Environmental Protection

It is the Group's policy to minimize any adverse effects its activities can have on the environment and to promote co-operation and compliance with the relevant authorities and regulations.

25. Research and Development

Improvements in materials and quality are regarded as an integral part of the Group's development and customer assurance program.

26. Corporate Governance / Internal Controls

Adoption of good governance practices has become an essential requirement in today's corporate culture. The practices carried out by the Group are explained in the Corporate Governance Statement on pages 15 to 20.

The Directors acknowledge their responsibility for the Group's system of internal controls. The system is designed to give assurance, inter alia, regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information generated. However, any system can ensure reasonable and not absolute assurance that errors and irregularities are either prevented or detected within reasonable period of time.

The Board, having reviewed the system of internal controls, is satisfied with its effectiveness for the period up to the date of signing the Financial Statements.

The corporate governance requirements stipulated under the listing rules of the CSE have been adhered by the company

27. Going Concern

The Directors, after making necessary inquiries and review including reviews of the Group's budget for the ensuing year, capital expenditure requirements, future prospects and risks, cash flows and borrowing facilities, have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future.

Therefore the going concern basis has been adopted in the preparation of the Financial Statements.

28. Directors' Shareholdings

The Directors' Shareholdings (as defined under Colombo Stock Exchange rules) of ordinary shares in listed Group companies as at the commencement and end of the financial year are as follows:

Hunter & Company PLC	**No. of Shares**	
	As at 31. 03. 2026	**As at 31. 03. 2025**
Directors		
Mr. M. F. Dossa	600	600
Mrs. L. R. P. Dossa	3,751,306	3,751,306
Mr. D. H. J. Gunawardena	-	-
Mr. N. C. Peiris	-	-
Mr. S. R. S. De Saram	-	-
Mr. S. K. Shah (resigned w.e.f. 05.08.2025)	-	-
Mr. L. N. S. K. Samarasinghe (resigned w.e.f. 24.06.2026)	-	-
Ms. S. N. L. Fernando (resigned w.e.f. 14.11.2025)	-	-
Mr. P. L. P. Vithana	-	-
Mr. R. De Silva	-	-

29. (a) Subsidiaries

Heath & Company (Ceylon) (Private) Limited

(b) Subsidiaries of Heath & Company (Ceylon) (Private) Limited

Lanka Canneries (Private) Limited
Heather & Company (Ceylon) (Private) Limited
Ceylon Teas (Private) Limited
Securityco Lanka (Private) Limited
Lanka Canneries Agrifoods (Private) Limited

BY ORDER OF THE BOARD
HUNTER & COMPANY PLC

Signed	**Signed**	**Signed**
Mr. M. F. Dossa	**Mrs. L. R. P. Dossa**	**Corporate Advisory Services (Pvt) Ltd**

14th August 2026
Colombo.

BOARD OF DIRECTORS

MR. M. F. DOSSA

Mr. Furqan Dossa has been associated with Hunter & Company PLC since 1985, initially as a Director and subsequently as the Company's Chairman. Mr. Dossa holds a B.A. (Hons.) Degree having graduated from the University of Sussex in the United Kingdom. Mr. Dossa is also the Chairman of the Group's subsidiaries Heath & Company (Ceylon) (Private) Limited., Lanka Canneries (Private) Limited., Heather & Company (Ceylon) (Private) Ltd., Ceylon Teas (Private) Ltd, Lanka Canneries Agrifoods (Private) Limited and Securityco Lanka (Pvt) Ltd.

MRS. L. R. P. DOSSA

Mrs. Renuka Dossa has been a Director of Hunter & Company PLC, since 1985 and subsequently as the Company's Managing Director. Mrs. Dossa obtained a B.A. (Hons.) Degree from the University of Sussex in the United Kingdom. Mrs. Dossa is also the Managing Director of the Group's subsidiaries Heath & Company (Ceylon) (Private) Limited., Lanka Canneries (Private) Limited., Heather & Company (Ceylon) (Private) Ltd., Ceylon Teas (Private) Ltd, Lanka Canneries Agrifoods (Private) Limited and Securityco Lanka (Pvt) Ltd.

MR. D. H. J. GUNAWARDENA

Mr. Herschel Gunawardena is a fellow of the Chartered Institute of Management Accountants, U.K. and a Chartered Global Management Accountant. He has over 50 years of experience, both local and overseas, in various industries including shipping, airline, mining, manufacturing, export/import trading and financial Services. In the early part of his career, he participated in the Asian International Executive Programme conducted in Singapore by INSEAD.

Mr. Gunawardena has had over 22 years' experience in General Management prior to serving on the Board of Directors of several companies, over the past 15 years. He is a former Council Member of the Sri Lanka Branch of the Chartered Institute of Management Accountants, U.K. Mr. Gunawardena was the Non-Executive Chairman of Citizens Development Business Finance PLC until he retired in September 2019 on reaching the age of 70. He was also the Senior Independent Non-Executive Director of Ceylinco Holdings PLC (formerly Ceylinco Insurance PLC) and a Non-Executive Director of Ceylinco Life Insurance Limited until he retired on completion of his term. Mr. Gunawardena is a Director of Hunter & Company PLC, Lanka Canneries (Private) Limited and Heath & Company Ceylon (Private) Limited. He is also a Non-Executive Director of Pelwatta Dairy Industries Limited.

MR. N. C. PEIRIS

Mr. Neville Peiris is a Fellow member of the Institute of Chartered Accountants of Sri Lanka, counting over 55 years of experience in Finance & Management both locally and internationally. He has also followed several overseas Management Programmes in Singapore and Japan. He was the Finance Director and Company Secretary of Singer (Sri Lanka) Ltd, from 1985 to 2001 and thereafter functioned as a Regional Controller of the Singer Corporate Management overlooking the Financial and other controllership functions of Singer Jamaica, Philippines, Bangladesh, Pakistan, Sri Lanka and the Middle East until he retired in the year 2006. During the period he functioned as the Finance Director of Singer Sri Lanka Ltd. He contributed immensely to the continuous growth of the Company, during the Period he worked as the Finance Director of Singer Sri Lanka Ltd. He also served as Non-Executive Director of Several Public Quoted and Private Limited Liability companies in Sri Lanka, including Commercial Leasing Co Ltd, Commercial Fund Management (Pvt) Ltd, Equity Lanka (Pvt) Ltd, Commercial Insurance Brokers (Pvt) Ltd, and First Capital Limited. At present, in addition to being a Non-Executive Director of Hunters & Company PLC, Mr. Peiris is also a Director of Lanka Canneries (Private) Limited.

MR. S. R. S. DE SARAM

Mr. Savantha De Saram, is the Managing Partner of M/s D. L. & F. De Saram, Attorneys-at-Law and Notaries Public, specializing in infrastructure, M&A, cross border financing (including project financing) and corporate and commercial law. He is a Barrister-of-Law of Lincoln's Inn and has been in legal practice for over 25 years. He currently serves as a Non-Executive Director of Windforce PLC.

MR. P. L. P. WITHANA

Mr. Lalith Withana brings over 30 years of diverse experience across the corporate and public sectors, with more than 25 years in senior management roles spanning banking, manufacturing, and trading. His distinguished career includes leadership positions at globally recognized organizations such as Brandix Group, Ernst & Young, Amsterdam Rotterdam (Amro) Bank, IBM World Trade Corporation, Carson Cumberbatch, Ceylon Tea Services Limited, Yamaha Corporation (USA), SriLankan Airlines, and as a Management Consultant with Deloitte Consulting Overseas Project LLC.

He is the Founder and Executive Director of Agility Consulting Services (Pvt) Ltd. and Serendipity Leisure (Pvt) Ltd., and currently serves as an Independent Non-Executive Director on the boards of several public companies.

Previously, Mr. Withana has held board positions at Bank of Ceylon, Seylan Bank, Merchant Bank of Sri Lanka, Dankotuwa Porcelain PLC, and served as a Commissioner at the Telecommunications Regulatory Commission of Sri Lanka.

Academically, Mr. Withana holds a Master of Business Administration (MBA) from the University of Sri Jayewardenepura and a Bachelor of Arts (BA) with Honors from the Manchester Metropolitan University, UK. He is a Fellow of the Chartered Institute of Management Accountants (FCMA, UK) and the Institute of Chartered Accountants of Sri Lanka (FCA). In addition, he is a certified Project Management Professional (PMP) with the Project Management Institute (PMI), USA.

MR. R. DE SILVA

Mr. Ranil de Silva is a distinguished corporate leader with an extensive tenure in the advertising and marketing communications industry, having played a pivotal role in elevating Sri Lanka's creative profile on the global stage.

He served for 18 years as the head of Publicis Groupe (Leo Burnett) in Sri Lanka, during which time the agency achieved significant international acclaim, including multiple recognitions as the 'Creative Agency of the Year' for the Rest of South Asia by Campaign Asia. Prior to this, Mr. de Silva held senior leadership roles at JWT, including Managing Director of the Colombo office and Regional Account Director for JWT Asia Pacific, with tenures in Jakarta and Singapore.

Beyond his executive career, Mr. de Silva has made substantial contributions to the global advertising profession. He served two terms as President of the International Advertising Association (IAA) and sat on its Worldwide Board. In recognition of his service, he was awarded the IAA Medal of Merit—an honour bestowed upon only five professionals biennially—as well as the IAA Honorary Life Membership and the Inspire Award.

Mr. De Silva currently serves as a Director of Hunters & Company PLC, Lanka Canneries (Private) Limited and serves on the Hemas Outreach Foundation. Educated in Australia, Mr. de Silva began his journey at Royal College, Colombo, where he served as a Senior Prefect. His leadership experience also extends to his early commitment to community service through Rotary International, where he served as District Interact Representative.

Corporate Governance is the system by which Companies are directed, managed and controlled by the management in the best interest of its Shareholders.

The Board of Directors is responsible for the Governance of the Company whilst the Shareholders' role in Governance is to appoint the Directors and the Auditors and to satisfy themselves that an appropriate governance structure is in place. The Board of Directors is committed towards enhancing long term shareholder value whilst upholding the highest standards of integrity, accountability and ethical conduct.

Compliance with Code of Best Practice and Listing Rules

The Company currently complies with key areas of the Code of Best Practice for Corporate Governance issued by the Institute of Chartered Accountants of Sri Lanka and the Rules on Corporate Governance contained in the Listing Rules of the Colombo Stock Exchange.

Key Policies

The Company maintains a comprehensive and robust set of internal policies, which were published on the Company website during the year. Any changes to the policies shall be communicated to stakeholders as relevant. The Board delegates responsibility for monitoring compliance with the policies to the Chairperson of the relevant Board Committees.

Key Internal Policies:

1. Policy on the matters relating to the Board of Directors
2. Policy on Board Committees
3. Policy on Corporate Governance, Nominations and Re-election
4. Policy on Remuneration
5. Policy on Internal Code of Business conduct and Ethics for all Directors and employees, including policies on trading in the Entity's listed securities
6. Policy on Risk management and Internal Controls
7. Policy on Relations with shareholders and Investors
8. Policy on Environmental, Social and Governance Sustainability
9. Policy on Control and Management of Company Assets and Shareholder Investments
10. Policy on Corporate Disclosures
11. Policy on Whistleblowing
12. Policy on Anti -Bribery and Corruption

The policies are made available to the shareholders upon written request. No material changes were made to the policies during the reporting period and all the policies were compiled with, with no waivers or exemptions granted.

Board of Directors

The Board of Directors takes responsibility for good governance of the Company. The Company's Board consists of 8 Directors as of 31st March 2026, the names of the members of the Board appear under Corporate Information on page 04 of this Report. One Third of Directors retire by rotation at each Annual General Meeting and those eligible are recommended for re-election. The Directors collectively possess a wide range of aptitude, skill, knowledge and experience in managing Companies.

The Board meets regularly to review matters of importance and also the performance of the Company. The Directors retain full and effective control of the Company and provide strategic direction to the Company, monitors operational and management performance, periodically reviews the effectiveness of the Company's risk management and internal control systems and ensures that there is compliance with all relevant laws, regulations and codes of business practice. The Board had met 5 times during the year under review.

The Directors are responsible for preparing and presenting the financial statements which are prepared in accordance with the Sri Lanka Accounting Standards and in accordance with the requirements of the Colombo Stock Exchange. A Statement of Directors' Responsibilities for the preparation of Financial Statements is set out on page 28 of this Report.

Board Committees

The Board Committees scrutinize and analyze the areas under their purview and ensure application of strict control over the affairs of the Company. The Board Committees make recommendations to the Board on necessary adjustments and modifications to the internal systems of the Company. The Board has constituted an Audit Committee, a Remuneration Committee, a Related Party Transactions Review Committee and a Nomination and Governance Committee each of which includes a minimum of two Independent Non-Executive Directors. The reports of the Audit Committee, Remuneration Committee, Related Party Transactions Review Committee and Nominations and Governance Committee are set out in pages 22 to 25 of the Annual Report.

Company Secretaries

Corporate Advisory Services (Private) Limited, who were appointed with effect from 15th February 2010, provides Secretarial Services to the Company. The Company Secretaries advise the Board on matters relating to the Companies Act, the Listing Rules of the Colombo Stock Exchange and other applicable rules and regulations in order to ensure that the Best Governance practices are adopted by the Board and its Committees.

Compliance with Legal Requirements

All Directors have access to the Financial and Management Information of the Company. The Directors make every endeavor to ensure that the Company complies with applicable laws and regulations and exercise due diligence in managing the affairs of the Company. Additionally, checks and controls are in place to ensure that the policies of the Board are complied with.

The manner and the extent to which the Company has applied the principles of good Corporate Governance practices during the period under review are set out in the table in pages 16 to 19.

Directors' Attendance

Name of Director	Capacity	Board Meetings		Audit Committee Meetings		Remuneration Committee Meetings		Nominations and Governance Common Meetings		Related Party Transaction Review Committee Meetings	
		No. of Meetings		No. of Meetings		No. of Meetings		No. of Meetings		No. of Meetings	
		Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Mr. M. F. Dossa	Chairman	4	4								
Mrs. L. R. P. Dossa	Managing Director	4	3								
Mr. D. H. J. Gunawardena	Director	4	4								
Mr. N. C. Peiris	Non-Executive Director	4	3	4	3			2	1	4	4
Mr. S. R. S. De Saram	Non-Executive Director	4	2			2	1				
Mr. S. K. Shah *	Senior Independent Non-Executive Director	4	1			2	1				
Ms. S. L. N. Fernando *	Independent Non-Executive Director	4	3	4	3	2	2	2	1	4	3
Mr. L.N.S. K. Samarasinghe	Independent Non-Executive Director	4	4			2	2			4	2
Mr. P.L.P. Withana	Senior Independent Non-Executive Director	4	2	4	2			2	2	4	2
Mr. R. De Silva	Independent Non-Executive Director	4	1					2	1	4	1
Chairman of the Board/Sub Committee at the year end		Mr. M. F. Dossa		Mr. P.L.P. Withana		Mr. K. Samarasinghe		Mr. P.L.P. Withana		Mr. P.L.P. Withana	

* Resigned during the year - Please refer page no. 10

CORPORATE GOVERNANCE

RULE NO.	CORPORATE GOVERNANCE RULE	STATUS	DETAILS OF COMPLIANCE/ REFERENCE WITHIN ANNUAL REPORT
Corporate Governance Rules			
9.1.3	A statement confirming compliance with the Corporate Governance Rules shall be published in the Annual Report	Complied	Corporate Governance report on page 15
Policies			
9.2.1	Specified set of policies to be maintained together with the details relating to the implementation of such policies on the Company website.	Complied	The Company disclosed the listed Corporate Governance policies on the website
9.2.2	Any waivers from compliance with the Internal Code of business conduct and ethics or exemptions granted by the Listed Entity shall be fully disclosed in the Annual Report.	N/A	There were no waivers/exemptions during the reporting period. Corporate Governance report on Page 15
9.2.3	List of policies to be disclosed in the Annual Report along with the details of changes to the policies	Complied	Corporate Governance report on Page 15
9.2.4	Policies to be made available on written request to the shareholders	Complied	The Company Secretary has been assigned to provide the policies to shareholders upon a written request being made for any such policies
Board Committees			
9.3.1	Maintenance of minimum required Board Committees	Complied	Corporate information on page 4 & Board Sub Committee reports from page 22 to page 25
9.3.2	Compliance with the composition, responsibilities and disclosures required in respect of the Board Committees	Complied	Corporate information on page 4 & Board Sub Committee reports from page 22 to page 25
9.3.3	The Chairperson of the Board of Directors of the Listed Entity shall not be the Chairperson of the Board Committees referred to in Rule 9.3.1	Complied	Corporate information on page 4
Meeting Procedures and the Conduct of all General Meetings			
9.4.1	Maintenance of records of all resolutions and the requisite information. The Entity shall provide copies of the same at the request of the Exchange and/or the SEC.	Complied	The Company Secretaries maintain records of the said information along with the Meeting minutes of the shareholders.
9.4.2	Communication and relations with shareholders and investors	Complied	The management has taken steps to establish the Company policy on effective communication and relations with Shareholders and disclosed the existence of the same in the Annual Report and on the website. Corporate Governance report on Page 15
Policy on matters relating to the Board of Directors			
9.5.1	Establish and maintain a policy on matters relating to the Board of Directors	Complied	The entity has established a formal policy for the Board of Directors which addresses the criteria stipulated in section 9.5.1 as published on the Company website
	(a) Balance of representation between Executive and Non-Executive Directors, covering at a minimum: board composition; the roles and functions of the Chairperson and Chief Executive Officer (CEO); Board balance and procedures for the appraisal of Board and CEO performance	Complied	
	(b) Rationale for combining the roles of Chairperson and CEO, terms of reference/functions of the Senior Independent Director (SID) and measures implemented to protect the interest of the SID in the event the Chairperson and CEO roles are combined.	N/A	The positions of the Chairperson and CEO are not combined

RULE NO.	CORPORATE GOVERNANCE RULE	STATUS	DETAILS OF COMPLIANCE/ REFERENCE WITHIN ANNUAL REPORT
	(c) Diversity in composition for Board effectiveness.	Complied	
	(d) Stipulate the maximum number of Directors with the rationale for the same.	Complied	
	(e) Frequency of Board Meetings	Complied	
	(f) Mechanism to keep Directors informed of the Listing Rules and the Company's status of compliance/ Non-compliance	Complied	
	(g) Specify the minimum number of meetings (in number and percentage) that a director must attend.	Complied	
	(h) Provide requirements relating to trading in securities of the Listed Entity and its listed group companies and disclosure of such requirements.	Complied	The entity has established a formal policy for the Board of Directors which addresses the criteria stipulated in section 9.5.1 as published on the Company website
	(i) Maximum number of directorships in Listed Entities that may be held by Directors.	Complied	
	(j) Right to participate at meetings of the Board and Board Committees by audio visual means with such participation counting toward the quorum	Complied	
9.5.2	Confirm the compliance with the policy on matters relating to the board in the Annual Report with reasons for non-compliances and proposed remedial actions	Complied	The Company confirms compliance of Section 9.5.1 in the Annual Report for the year ended 31st March 2026
Chairperson and CEO			
9.6.1	Requirement for a SID if the positions of the Chairperson is an Executive Director.	Complied	The Chairperson of the Company is an Executive Director. A SID has been appointed
9.6.2	Market announcement on the Chairperson being an Executive Director and/or combination of the Chairperson-CEO roles including the rationale.	Complied	Market announcement has been made on Chairperson being an Executive Director
9.6.3	The Requirement for a SID	Complied	The Chairperson of the Company is an Executive Director. A SID has been appointed.
9.6.3 (e)	SID shall make a signed explanatory disclosure in the Annual Report demonstrating the effectiveness of duties of the SID	Complied	Please refer the SID's report on page 21
9.6.4	Rationale for the appointment of the SID set out in the Annual Report	Complied	Please refer the SID's disclosure on page 21
Fitness of Directors and CEOs			
9.7.1	The Company to take necessary steps to ensure that their Directors and the CEO are, at all times, Fit and Proper persons in terms of the rules	Complied	The Company conducted a Fit and Proper Assessment for all directors, as stipulated in section 9.7.3
9.7.2	Company shall ensure that all recommended Directors by the Nomination and Governance Committee meet the required Fit and Proper Criteria before shareholder approval or appointment.	Complied	Nominations and Governance Committee conducts the Fit and Proper Assessment of the directors at least once a year for existing directors and keeps records of the same.
9.7.3	Fit and Proper Assessment Criteria	Complied	The Company has taken steps to establish the Fit and Proper Assessment Criteria.
9.7.4	Annual declaration from Directors and CEO confirming their continuous satisfaction of the Fit and Proper Assessment Criteria	Complied	All the directors of the Company and CEO have provided a declaration confirming that they have continuously satisfied with the Fit and Proper Assessment Criteria.

RULE NO.	CORPORATE GOVERNANCE RULE	STATUS	DETAILS OF COMPLIANCE/ REFERENCE WITHIN ANNUAL REPORT
9.7.5	Disclosures in the Annual Report on the Fit and Proper Assessment Criteria	Complied	Page 25 of this report for the Nominations and Governance Committee Report.
Board Composition			
9.8.1	The Board comprises a minimum of 05 Directors.	Complied	The total number of directors was eight (08) as at reporting date. Please refer page 4 of this report.
9.8.2	Board includes at least two Independent Directors or one-third of its members, whichever is higher, with any shortfall rectified within 90 days	Complied	The total number of Independent Directors were three (3) as at reporting date. Please refer page 4 of this report.
9.8.3	Criteria for determining independence	Complied	Independence of the Directors were determined as per the criteria stipulated in the section 9.8.3
9.8.5	Independent Directors annually declare their independence, which the Board reviews and discloses in the Annual Report. Any impairment of independence is immediately announced to the market.	Complied	All Independent Directors submitted their declaration of independence to the Board. The Company will take necessary actions to issue a Market Announcement, if the Board finds that the independence of an Independent Director is compromised. Names of the Independent Directors are given in page 4
Alternate Directors			
9.9	Appointment of Alternate Directors to be in accordance with the rules and such requirements to be incorporated into the Articles of Association.	N/A	No Alternate Directors appointed to the Board during the Financial Year
Disclosures relating to Directors			
9.10.1	The Entity discloses its policy on the maximum number of directorships Board members are allowed and explains any non-compliance where limits are exceeded.	Complied	The directorships held by the Directors in other listed entities are given on page 14 in this report.
9.10.2	Market announcement upon the appointment of a new Director, with the stipulated details	Complied	At the time of appointment of a new director to the board, the relevant market announcements are made in accordance with section 9.10.2 and also such appointments are reviewed by the Nominations and Governance Committee.
9.10.3	Market announcement on any changes to the Board or Board committees with the stipulated details.	Complied	Relevant disclosures are made if any changes in the composition of the board or any changes in the capacity of directorship arise.
9.10.4	Disclosures of details relating to the Board members	Complied	Please refer • Page no 4 for Directors' information • Page no 14 for Directors' profiles • Page no 15 for Directors' attendance for the Board meeting and Board sub committee meetings • Page no 21 for SID's disclosure
Nominations and Governance Committee			
9.11.1 – 9.11.5	Listed Entities shall have a Nominations and Governance Committee that conforms to the requirements set out in Rule 9.11 of these Rules.	Complied	The Company has estabilised a Nominations and Governance Committee. Please refer page 25 for the Nomination and Governance Committee report.
9.11.6	Nominations and Governance Committee Report signed by its Chairperson.	Complied	Please refer page 25 for the Nomination and Governance Committee report.

RULE NO.	CORPORATE GOVERNANCE RULE	STATUS	DETAILS OF COMPLIANCE/ REFERENCE WITHIN ANNUAL REPORT
Remuneration Committee			
9.12.2-9.12.7	Listed Entities shall have a Remuneration Committee and conforms the requirements set out in the Rule	Complied	The Company has established a Remuneration Committee as per the Section 9.12 Please refer page 24 of this report.
9.12.8	Disclosure in the Annual Report – Remuneration Committee Report	Complied	Please refer the Remuneration Committee Report on page 24 of this report.
Audit Committee			
9.13.1-9.13.4	Audit committee to handle Risk functions where the Company does not have a separate committee for Audit and Risks	Complied	The Company has established a Audit Committee and it overlooks the Risk funtions of the Company. Please refer page 22 of this report.
9.13.5	Disclosure in the Annual Report: Audit Committee Report	Complied	Please refer the Audit Committee Report on page 22 of this report
Related Party Transactions Review Committee			
9.14.1-9.14.5	Related Party Transactions Review Committee	Complied	The Company has established a Related Party Transactions Review Committee as per the section 9.14 Please refer page 23 of this report.
9.14.6	Shareholder Approval for RPTs	Complied	During the year under review, there were no any transactionas that occurred which required shareholder approval as per section 9.14.6
9.14.7	Immediate Disclosures	Complied	There were no transactions that met the criteria of section 9.14.7 which requires immediate disclosures
9.14.8 (1)	Related Party Disclosure – Non-recurrent Related Party Transactions	Complied	Please refer page 23 of this report.
9.14.8 (2)	Related Party Disclosure – Recurrent Related Party Transactions	Complied	Please refer page23 of this report.
9.14.8 (3)	Report by the related party transaction review committee	Complied	Please refer the Related Party Transactions Review Committee report on page 23
9.14.8 (4)	Declaration by the Board of Directors in the Annual Report that these Rules pertaining to Related Party Transactions have been complied with or if the Entity has not entered into any Related Party Transaction/s negative statement to that effect.	Complied	Please refer Annual Report of the Board of Directors on page 9 of this report
9.14.9	Acquisition and disposal of assets from/to related parties	Complied	During the year under review there were no acquisitions/disposals of substantial assets which require shareholder approval, with any related parties.
Additional Disclosures			
9.17	Declaration by the board of Directors including the requirements stipulated in the section 9.17	Complied	Please refer Annual Report of the Board of Directors on page 9 of this report

Other Policies and Practices

Obtaining Independent Professional Advice

The Board in discharging its duties seeks independent professional advice at the company's expense from external parties when necessary.

Independent Judgement

The Directors bring independent judgement to bear on issues of strategy, performance, resources and standards of business conduct. The notice of meeting and agenda for meetings are circulated to the Directors in advance providing reasonable time to submit and study any proposals. The Directors were provided equal opportunity to bring independent judgement on matters of strategy, performance, resources (including key appointments) and standards of business conduct.

Internal Controls and Risk Management

The Board has introduced adequate internal controls and risk management systems to safeguard the shareholder investments and the Company's assets. The Board is fully aware that internal controls have inherent limitations and do not provide absolute assurance against fraud and error.

Dedication to matters of the Board and the Company

The Board of Directors devotes adequate time for the fulfillment of its duties. The Board has delegated the day to day operations of the Company and that of the group to the Management Committee. The Management Committee comprises the Managing Director and a professional team of senior managers of the Company.

Division of Responsibilities between the Chairman and the Managing Director

The functions of the Chairman and the Managing Director are clearly segregated. The Chairman is responsible for leading and ensuring the effective functioning of the Board.

The Managing Director is responsible for the Management of the business, monitoring its progress and implementing the strategies of the Company within the framework of policies formulated by the Board.

The Role of the Chairman

The Chairman ensures that Board Meetings are conducted efficiently by encouraging and ensuring the effective contribution to the deliberations by all directors. Their individual contributions and concerns are objectively assessed before major decisions are made. The Chairman also satisfies himself that the Directors are provided with sufficient information so as to facilitate their effective contribution at Board Meetings.

Directors' Remuneration

The total remuneration of Directors is disclosed in Note 34.1.3. to the Financial Statements. The Board has delegated powers to the Remuneration Committee to oversee implementation of policies with regard to the Remuneration of Executive Directors and Executive Employees.

The Names of the Remuneration Committee are disclosed in page 24

Relationship with shareholders

The Annual Report and the Annual General Meeting form the principle means of communication with the shareholders. Quarterly Financial Statements of the company and that of the Group have been uploaded to the CSE website within the stipulated time frame.

STATEMENT BY THE SENIOR INDEPENDENT DIRECTOR (SID)

ROLE OF THE SENIOR INDEPENDENT DIRECTOR

The SID provides guidance to the Chairman on matters of governance of the Company and the Board. The SID is mandated to ensure the highest standards of transparency and calls for a review of the effectiveness of the Board. The SID makes himself available to any Director or any employee to engage in confidential discussions on the affairs of the Company, should the need arise.

ACTIVITIES DURING THE YEAR

During the year the Non-Executive Directors met without the presence of the Executive Directors. The performance of the Chairman and the Executive Directors were discussed at this meeting. The Non-Executive Directors expressed their satisfaction on governance matters and the performance of the Chairman who created a conducive environment for unfettered opinions and suggestions. The decisions were unanimous, and there was no requirement to exercise my voting rights

A separate meeting was held with only the Independent Directors where we candidly discussed matters relating to the Company and the operation of the Board. The Independent Directors acknowledged the creditable performance of the Sectors which were well governed and where annual targets were met. They also mentioned areas which needed improvement. As it is my responsibility, the outcome of these meetings together with recommendations were duly informed by me to the Chairman and the Board.

I am pleased to state that the Company as well as the Group follows a policy of strict compliance with mandatory requirements while embracing voluntary adherence, to enhance stakeholder acceptance and drive responsible value creation.

I believe that I have fulfilled the obligations entrusted to the SID in accordance with the Corporate Governance guidelines.

Sgd
P L P Withana
Senior Independent Director
14th August 2026

Composition of the Audit Committee

The Audit Committee is a sub-committee appointed by the board and responsible to the Board of Directors. The committee comprises of three Directors, all of whom are Non-Executive Directors. They are;

Mr. P. L. P. Withana - Chairman
Mr. N. C. Peiris
Mr. R. De Silva

On 14th November 2025, Mr. Lalith Withana was appointed to the Audit Committee following the resignation of Ms. S.L.N. Fernando and he assumed the role of Chairman effective November 19, 2025.

The Chairman of the Committee is a Fellow Member of both the Chartered Institute of Management Accountants (FCMA), UK, and the Institute of Chartered Accountants of Sri Lanka (FCA) with over 30 years of experience. A brief profile of each of the committee members are provided in Page 14 of the Annual Report. The Chairman of the Company, Managing Director, Executive Director, Chief Financial Officer, Finance Manager, Group Internal Audit Manager and the External Auditors attend meetings by invitation. Group Internal Audit Manager performs the function of the Secretary to the Committee.

Roles and Responsibilities of the Committee

Audit Committee is empowered by the Board of Directors to oversee the company's financial reporting, legal and regulatory compliance and also to ascertain the effectiveness of internal controls, the integrity of the financial statements and the independence of the External Auditors. The role and functions of the Audit Committee are also regulated by the rules on Corporate Governance for listed companies issued by the Colombo Stock Exchange and the Code of Best Practices on Corporate Governance issued jointly by the Institute of Chartered Accountants of Sri Lanka and Security Exchange Commission of Sri Lanka.

Meetings

During the financial year ended 31st March 2026, the Audit Committee met on four occasions, External Auditors were present at all of these meetings during the financial year where matters relating to the statutory audit were discussed.

Activities of the Committee

Audit Committee exercise supervision over the Internal Audit functions. The annual Internal Audit program was approved by the Audit Committee and the reports submitted by the Internal Auditor relating to operational issues and effectiveness of internal controls were reviewed by the Committee. Wherever necessary the committee made observations for improvements and strengthening controls. The audit reports were mainly in the area of inventory at the main store and showrooms. Further, the committee reviewed the slow moving and obsolete stocks in respect of tools and spares and the main stock items. Committee also reviewed Debtors on a regular basis to ensure compliance of internal controls.

The independence of the External Auditors was assessed as per the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka. A statement reporting the statutory compliance of the company, duly certified by the Group Internal Audit Manager, is submitted at each of the Audit Committee meetings. The fee for the Annual External Audit was approved by the committee. The Committee also reviewed and recommended the Quarterly Financial Statements to Shareholders and the Audited Financial Statements for the year ended 31st March 2026 prior to approval by the Board of Directors.

Having examined the adequacy and effectiveness of the internal controls, which have been designed to provide a reasonable but not an absolute assurance to Directors that the Assets of the company are safeguarded, the Audit Committee is satisfied that the financial position of the company is regularly monitored and steps are being taken to continuously improve the control environment.

Reappointment of External Auditors

The Audit Committee has recommended to the Board of Directors that the incumbent auditors, Messrs. Wijeyeratne & Company, Chartered Accountants to be reappointed as Statutory Auditors for the ensuing year, subject to Approval by the Shareholders at the forthcoming Annual General Meeting.

Sgd.
P L P Withana
Chairman of the Audit Committee
14th August 2026

THE RELATED PARTY TRANSACTIONS REVIEW COMMITTEE REPORT

The Related Party Transactions Review Committee (RPTRC) was constituted on the following directors served as members of the committee as at 31st March 2026.

- Mr. P. L. P. Withana - Chairperson of the committee
- Mr. N. C. Peiris
- Mr. R. De Silva

In addition, the Executive Chairman Mr. M.F. Dossa and Managing Director Mrs. L. R. P. Dossa attended meeting by invitation and the Chief Financial Officer acts as the Secretary to the Committee.

The purpose of the RPTRC is to exercise oversight, and to ensure, on behalf of the Board of Hunters PLC that all Related Party Transactions are compliant with the Code and specified in Section 9 of the CSE listing rules. The Committee has also adopted best practices as recommended by the Institute of Chartered Accountants of Sri Lanka. The Board of Directors recognize that the above rules and best practices are to ensure that the interests of the shareholders as a whole are taken into account when entering into RPTs and to prevent Directors, Key Management Personnel or shareholders with substantial shareholdings, taking advantage of their positions.

The Committee in discharging its functions primarily relied on processes that were validated from time to time and periodic reporting by the relevant entities and Key Management Personnel (KMP) with a view to ensuring that:

- There is compliance with the code;
- Shareholders are protected; and
- Fairness and transparency are maintained

The Committee reviewed non recurrent and recurrent RPTs and significant transactions of non-listed subsidiaries and noted that the transactions were in compliance with Section 9 of the CSE listing rules. A summary of RPTs is reported in Note 34.1.2 to the Financial Statements (Page 74 of the Annual Report). In addition to the above, the scope of the committee includes:

- The Review and recommend any changes to the Related Party Transactions policy of the Company,
- Consider any other matters relating to a Related Party Transaction, as the Senior Management, the Committee or the Board may think relevant taking into account the interests of the shareholders as a whole when entering into a Related Party Transaction and to prevent a Related Party taking advantage of his or her or its position; and
- Where necessary, referring a Related Party Transaction for the approval of the Board.

The Committee held four meetings for the period under review and will henceforth meet once every quarter. The activities and views of the Committee have been communicated to the Board of Directors through briefings and by tabling the minutes of the Committee's meetings at the subsequent Board Meetings. There were no RPTs which fell within the domain of the Listing Rules that required prior approval of shareholders or immediate announcement to the Colombo Stock Exchange.

Recurrent related party transactions

There were no recurrent related party transactions which in aggregate value exceeded 10% of the gross revenue of the Company as per audited financial statements of 31st March 2026 which required additional disclosure in this annual report.

Non-Recurrent related party transactions

There were no non-recurrent related party transactions which aggregate value exceeded 10% of the equity or 5% of the total assets whichever is lower of the Company as per audited financial statements of 31 March 2026 which required additional disclosure in this annual report.

Sgd
P L P Withana
Chairman of the Related Party Transactions Review Committee

14th August 2026

THE REMUNERATION COMMITTEE REPORT

The Remuneration Committee which is a sub - committee appointed by and responsible to the Board of Directors, consists of the following:

Mr. L. N. S. K. Samarasinghe - **Chairman (Resigned with effect from 24th June 2026)**
Mr. R. De Silva – Chairman of the committee/ Independent Non- Executive Director
(Appointed to the committee with effect from 08th July 2026)
Mr. S. R. S. De Saram Non-Executive Director
Mr. P. L. P. Withana -Independent Non- Executive Director

A brief profile of each of the committee members are provided in Page 14 of the Annual Report.

All members of the remuneration committee are Independent Non-Executive Directors. The Company Secretary acts as the Secretary to the Committee. The Executive Chairman of the Company, the Managing Director, and the Executive Director attend meetings by invitation and participate in the deliberations. If and when necessary, the Head of Human resources is invited for the meeting.

Neither the members of the committee nor any of the invitees to the Remuneration Committee Meetings participate when determinations are made in respect of their own compensation packages.

The Committee met twice in respect of the financial year under review at which the company's remuneration policy and procedures were revisited. The remuneration policy is centered around rewarding high performing individuals who have shown medium to long term commitments to the company. The main principles covering the remuneration policy are as follows;

1. Salaries, allowances and other benefits of new recruits for the Senior Managers position are decided by the Managing Director upon the recommendations of the committee, based on their qualifications and experience. With the view of retaining them for long periods in service.

2. Annual increments are based on annual performance appraisals. Any exceptions to the normal annual increments are discussed with the committee by the Managing Director.

3. Executive salaries are confidential and its preparation and payments have been outsourced.

The committee spent time understanding the remuneration policy and how it would impact their motivation to further improve performance.

The aggregate compensation paid to Key Management Personnel and Directors of the Company are disclosed in Note 34.1.3 to the Financial Statements (Page 74 of the Annual Report).

The committee will continue to propose improvements to the remuneration policy and adopt best practices to attract new personnel and to retain the best talent in the company.

Sgd
Mr. R De Silva
Chairman of the Remuneration Committee
14th August 2026

REPORT OF THE NOMINATION & GOVERNANCE COMMITTEE

The nomination and governance committee plays a crucial role, responsible for selecting and proposing qualified candidates for the Board of Directors to ensure a diverse and competent leadership team. Moreover, it supervises succession planning for critical roles, upholds corporate governance norms, assesses Board effectiveness, and enforces ethical and compliance guidelines. Through these duties, the Committee safeguards the organization's integrity, efficiency, and enduring viability.

The Committee consist of three Independent Non-Executive Directors

- Mr. P. L. P. Withana - Chairman of the Committee
- Mr. S. R. S De Saram
- Mr. R. De Silva

Duties and Responsibilities of the Committee

Board Structure Assessment

- Regularly assess the Board's structure, size, and composition
- Offer recommendations to the Board accordingly

Independence of Non-Executive Directors (NEDs)

- Assess the independence of Non-Executive Directors
- Evaluate the performance of the Board.

Balance and Diversity Management

- Evaluate the balance between Executives and Non-Executive Directors (NEDs) within the Board
- Ensure effective management of diversity in Board composition.

Skills, Knowledge, and Experience Assessment

- Consistently assess the balance of skills, knowledge, and experience among Board members
- Ensure effective succession planning for Directors.

Board Performance Evaluation Procedure

- Establish and maintain a process for regularly assessing the performance of the Board of Directors
- Ensure that no member of the Committee is involved in deciding his or her own appointment.

Recommendations for Reappointment

- Make recommendations to the Board regarding the reappointment of Directors

Corporate Governance Framework Enhancement

- Evaluate and propose enhancements to the Company's corporate governance framework
- Consider the Listing Rules of the Exchange, relevant regulatory mandates, and industry / international standards of excellence.

Board Committees

- Recommend the establishment of specialized Board Committees, such as Audit, Compensation, or Risk Management Committees, to enhance governance effectiveness.

Stakeholder Engagement

- Facilitate engagement with key stakeholders, such as shareholders, employees, and community members, to ensure their perspectives are considered in governance decisions.

Risk Management Oversight

- Oversee the Company's risk management framework, including identification, assessment, and mitigation of key risks that may impact governance or operational performance.

The Committee affirms that:

1. A documented policy and process are in place for the nomination of Directors
2. All Directors are subject to re-election at regular intervals, and at least once every three years
3. Board diversity in terms of experience, skills, age, and gender is duly considered to ensure effective Board performance.
4. To review the succession plans for Board of Directors and Key Management Personnel.

Fit and Proper Assessment:

The Group's fit and proper assessment for Directors is in line with the guidelines set out in the Listing Rules and include criteria on honesty, integrity and reputation, competence and capability and financial soundness. The Chairman and Directors are satisfied that the fit and proper assessment criteria stipulated in the Listing Rules of the CSE, are in place.

The Committee met once during the year under review. The views/observations of the Committee were properly documented in the minutes of the Committee meetings and were communicated to the Board of Directors.

Sgd.
P L P Withana
Chairman of the Nominations and Governance Committee
14th August 2026

RISK MANAGEMENT

Risk Management Process

The risk management process of Hunter & Company PLC is an integral component of the Group's governance and business management framework. It involves the identification, assessment and prioritization of risks based on their potential impact, likelihood of occurrence and velocity, followed by the formulation and implementation of preventive, detective and corrective action plans.

Identification of Types of Risk

Risk Event

A "Risk Event" is defined as any occurrence involving an element of uncertainty that, if realized, could adversely affect the achievement of the Group's strategic, financial, operational or sustainability objectives.

Core Sustainability Risks

Core Sustainability Risks are risks that could have a catastrophic impact on the organization, notwithstanding their potentially low or negligible probability of occurrence. These risks are considered within the Group's broader enterprise risk management process, with due regard to their potential long-term impact on business resilience and sustainable value creation.

Risk identification is primarily undertaken by risk management teams and process owners within each business area, with employees encouraged to proactively report potential risk scenarios. The process is further supported by management expertise, business intelligence, industry developments, safety assessments, internal audits, customer feedback and monitoring of economic, regulatory, technological and geopolitical developments. The Group also considers emerging risks arising from digitalization, cyber threats, climate change, international trade developments, supply-chain disruptions and changing customer and stakeholder expectations.

Assessment and Rating of Risk

Identified risks are assessed using a risk matrix based on their potential Impact on the Company and Likelihood of Occurrence, with risk velocity considered where appropriate. The resulting risk score is recorded in the Risk Control Self-Assessment (RCSA) documentation and categorized from "Low" to "High" to determine the level of management attention required.
Risk assessments are periodically reviewed to reflect changes in the internal and external operating environment.

Mitigation of Risk

The risk management team determines appropriate responses to identified risks, including acceptance, mitigation, control and transfer. Mitigation measures are prioritized based on risk severity, potential impact on strategic objectives and the Group's risk appetite.

Each identified risk is assigned to a designated risk owner who is responsible for implementing mitigation measures, assessing the effectiveness of controls and monitoring changes in the risk environment. High-level and core risks are subject to enhanced management review and escalation to the appropriate governance forum.

The Group continues to strengthen operational resilience through investments in technology, business continuity planning, cybersecurity, data governance, process improvements and supply-chain resilience.

Monitoring and Control

The Risk Management Team, headed by the Company Director, is responsible for ensuring that risks are appropriately documented, mitigation actions are implemented and risk exposures are periodically monitored and reported.
The effectiveness of controls and mitigation measures is independently assessed through the Group's Internal Audit function, with significant findings reported to the Audit Committee together with recommendations for corrective action.

The Group has further strengthened its IT resilience through enhanced cybersecurity and IT governance measures, including an AI-powered Endpoint Protection Platform, Next-Generation Firewall, SD-WAN technology and enhanced controls over its SAP ERP environment. A formal IT Governance Framework and Business Continuity Plan are also in place to support operational resilience.

Risk Appetite and Tolerance

The Group's risk appetite and tolerance define its approach to taking calculated risks consistent with its objectives for sustainable value creation. The Group maintains a prudent risk posture, with particular emphasis on safeguarding liquidity, solvency, capital, earnings and reputation, while enabling opportunities for growth, innovation and operational improvement.Risk appetite and tolerance are reviewed considering changes in economic conditions, business strategy, financial capacity and emerging risks.

Risk Reporting

Regular reporting on risk status, mitigation actions and emerging risks supports transparency and accountability across the Group. Process owners conduct periodic reviews of their respective risk registers, which are formally documented through operational compliance statements and submitted to the Board Audit Committee following the required management endorsements.

The Board Audit Committee, on behalf of the Board, reviews the adequacy and effectiveness of the Group's risk management framework, internal controls and risk mitigation practices.

The significant risks that may affect the achievement of the Group's strategic and operational objectives, together with the principal mitigation measures, are discussed below.

RISK CATEGORY	DESCRIPTION	IMPACT	RISK MITIGATION STRATEGY
Market and Competitive Risk	Competitive actions by existing players, new entrants, changing customer preferences, changing market conditions and increased competition across physical and digital sales channels.	Reduction in market share, pressure on margins, reduced sales volumes and loss of competitive advantage.	The Group continues to focus on service excellence, product quality, customer experience, brand development and targeted marketing strategies. The Group is also strengthening its digital and e-commerce capabilities and enhancing showroom and customer experience initiatives.
Business and Operational Risk	Failure of internal processes, systems, inventory controls, corporate governance processes or other operational controls; fraud, human error, misuse of resources and operational disruptions.	Erosion of profits, disruption to business activities, financial losses and loss of competitive advantage	A comprehensive internal control framework, documented operating procedures, compliance reviews and management information systems are maintained. Internal Audit continuously evaluates the effectiveness of controls and reports weaknesses and recommended corrective actions to the Audit Committee. Inventory, slow-moving and obsolete stocks and debtor balances are subject to regular management and audit review.
Information Technology, Cybersecurity and Data Risk	Cyberattacks, malware, unauthorized access, system failures, data loss, data integrity issues, technology disruption and vulnerabilities arising from increasing digitalization and reliance on IT systems	Business interruption, loss or compromise of information, financial loss, regulatory exposure, reputational damage and loss of customer or supplier confidence.	The Group has strengthened cybersecurity through an AI-powered Endpoint Protection Platform, Next-Generation Firewall with advanced threat protection and enhanced network infrastructure. The Group has also introduced an IT Governance Framework, enhanced data governance and a Business Continuity Plan. Cybersecurity controls, access rights, system resilience, data integrity and recovery arrangements are subject to continuous monitoring and review.
Natural and Man-made Disaster / Business Continuity Risk	Fire, natural disasters, accidents, infrastructure failures, pandemics and other events that could disrupt operations or damage property and equipment.	Loss or damage to property and equipment, interruption of operations, financial losses and disruption to customers and suppliers.	Appropriate insurance coverage is maintained and periodically reviewed to reduce the risk of under-insurance. Business continuity and disaster recovery arrangements are maintained to support the continuation and timely recovery of critical operations.
Supply Chain and Geopolitical Risk	Disruptions arising from geopolitical developments, trade restrictions, tariffs, shipping constraints, freight cost increases, supplier limitations and changes in import policies.	Delays in product availability, increased procurement and freight costs, margin pressure, inventory shortages and disruption to customer service.	Supplier and sourcing diversification is pursued to reduce dependency. International developments, procurement conditions and freight costs are monitored, while backward linkages and local sourcing opportunities are evaluated to strengthen supply-chain resilience.
Financial Risk	Foreign Exchange Risk	Increase in product acquisition costs, pressure on gross margins and adverse effects on profitability and cash flows.	Foreign exchange movements are monitored regularly, with purchasing and settlement decisions taking currency exposure into consideration. Supplier and banking arrangements are also optimized to manage currency impacts
	Interest Rate and Financing Risk	Increased finance costs, pressure on profitability and cash flows and reduced financial flexibility.	Cash flows, working capital, borrowing requirements and interest rate movements are closely monitored. Banking relationships and financing facilities are managed to maintain adequate liquidity and favourable financing terms.
	Inflation and Cost Risk	Reduction in margins and profitability, increased working capital requirements and reduced consumer purchasing power.	Management continuously monitors actual expenditure against approved budgets and implements corrective measures where required. Productivity improvement, cost optimization, energy efficiency and supplier diversification initiatives are pursued to contain operating costs.
	Credit Risk	Increase in working capital, cash-flow pressure, higher impairment or bad-debt losses and cash being tied up unnecessarily.	Creditworthiness, credit limits and payment terms are assessed and monitored. Outstanding balances are regularly reviewed, with recovery action and appropriate guarantees or deposits obtained where required.
Regulatory and Compliance Risk	Failure to comply with new or amended laws, regulations, tax requirements, listing requirements and other statutory obligations.	Regulatory penalties, financial losses, legal exposure, operational restrictions and reputational damage.	Statutory and regulatory compliance is monitored through periodic management reporting and oversight by the Audit Committee. The Group maintains documented policies and procedures and undertakes regular compliance reviews. Changes to applicable laws and regulatory requirements are monitored to ensure timely implementation.
Product Quality and Customer Safety Risk	Failure to maintain required product quality, reliability and safety standards across imported, distributed and manufactured products.	Customer dissatisfaction, product recalls, financial losses, legal or regulatory consequences and reputational damage.	Product quality and technical standards are monitored through established operating procedures and quality controls. Customer feedback, service campaigns, technical training and after-sales support are used to identify and address product-related issues promptly.
Climate and Environmental Risk	Physical and transition risks arising from climate change, energy costs, extreme weather events, environmental requirements and changing stakeholder expectations.	Damage to assets, operational disruption, increased energy and compliance costs, supply-chain disruption and potential reputational impact.	Environmental risks are considered within the Group's broader risk management framework. The Group is implementing energy-efficiency initiatives and expanding solar power generation at the Lanka Canneries facility. Environmental compliance and resource efficiency continue to be monitored.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible under the Companies Act No.07 of 2007, to ensure compliance of the requirements set out therein to prepare financial statements for each financial year giving true and fair view of the state of the affairs of the Company as at the reporting date and the profit of the company for the financial year ended 31st March 2026.

The Directors accept the responsibility for the integrity and objectivity of the financial statements presented. The Directors confirm that the financial statements have been prepared;

- using appropriate accounting policies which have been selected and applied in a consistent manner, and material departures, if any have been disclosed and explained: and
- presented in accordance with the Sri Lanka Accounting Standards (SLFRSs/LKASs) and that
- reasonable and prudent judgments and estimates have been made so that the form and substance of transactions are properly reflected; and
- provides the information required by and otherwise comply with the Companies Act.

The Directors confirm that the financial statements have been prepared on a going concern basis and are of the view that sufficient funds and other resources are available within the company and its subsidiaries to continue its operations and to facilitate planned future expansions and capital commitments.

Further, the Directors ensure that the Company maintains sufficient accounting records to disclose, with reasonable accuracy the financial position of the Company.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the company and in this regard to give proper consideration to the establishment of appropriate internal control systems with a view to preventing and detecting fraud and other irregularities.

The Directors are required to prepare the financial statements and to provide the auditors with every opportunity to take whatever steps and undertake whatever inspections that maybe considered being appropriate to enable them to give their audit opinion.

The Directors are of the view that they have duly discharged their responsibilities as set out in this statement.

Compliance Report

The Directors confirm that to the best of their knowledge and belief that all statutory payments in relation to regulatory and statutory authorities that were due in respect of the company and its subsidiaries as at the reporting date have been duly paid where relevant provided for.

Signed
Mr. M. F. Dossa
Chairman

Signed
Mrs. L. R. P. Dossa
Managing Director

14th August 2026

WIJEYERATNE & COMPANY
CHARTERED ACCOUNTANTS
Estd 1949

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INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF HUNTER AND COMPANY PLC

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the accompanying financial statements of Hunter & Company PLC ("the Company") and the consolidated financial statements of the Company and its subsidiaries ("the Group") give a true and fair view of the financial position of the Company and the Group as at 31 March 2026, and of their financial performance and cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

What we have audited

The financial statements of Hunter & Company 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 31 March 2026.
- the statement of comprehensive income for the year then ended.
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of material accounting policies.

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 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 judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

For each matter below, our description of how our audit addressed the Matter is provided in that context.

The Company ;

Key audit matter	How our audit addressed the key audit matter
Revaluation of the Land and Buildings The carrying values of revalued land and building of the company amounting to Rs. 3,682,500,000/- and Rs. 42,037,240/- respectively. Management's Assessment of fair value of these land and buildings have been based on valuation performed by a qualified independent property valuer in accordance with recognized industry standards. Estimating the fair value is a complex process which involves a significant degree of judgment and estimates in respect of price per perch of the land capitalization rates, value per square feet, diversity of locations and nature of the properties We identified assessing the valuation of land and building owned by the Company as a key audit matter because of the complicity of the valuation, significant judgment and estimated.	Our audit approach mainly included; test of details that covered the following. We obtained evidence relating to the external valuer's competence, independence from management and integrity. We also obtained the external valuation reports and performed the following tests : - verified the completeness of the information provided to the independent valuer and checked that all the land and buildings were considered in the valuation; - evaluated the appropriateness of the methodology used to value the respective properties by comparing with the methods used in general industry practices;

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R.G. Saman Ranasinghe ACA,ACMA,CTA,MCPM,MBA(UK)

HLB WE ARE AN INDEPENDENT MEMBER OF THE GLOBAL ADVISORY AND ACCOUNTING NETWORK

Key audit matter	How our audit addressed the key audit matter
Revenue from Contracts with Customers The Group derived its revenue of Rs. 6,157 million from the manufacture and sale of goods as disclosed in notes 4 to the financial statement. Revenue was a Key Audit Matter due to: • The significance of the reported revenue coupled with the increase (5.52%) n revenue recorded by the Group. • Diversity of operating segments that generated the Group revenue from a variety transactions and events with customers.	Our audit procedures amongst others included the following; • Evaluated the design of internal controls and tested the operating effectiveness of relevant controls relating to sale of goods. Tested the general IT control environment and the key IT application controls relating to the most significant IT systems relevant to revenue recognition. • Performed appropriate analytical procedures to understand and assess the reasonableness of the reported revenues. • Tested the appropriateness of revenue recognized during the year, by reviewing relevant supporting documents. • Performed procedures to test revenue cutoff at the period end date to determine whether transactions are recorded in the proper period and to the proper accounts.
Revaluation of the Land and Buildings The carrying value of revalued land and building of the Group amounting to Rs. 13,034,358,610/- and Rs. 592,268,869/- respectively. Management's Assessment of fair value of these land and buildings have been based on valuation performed by a qualified independent property valuer in accordance with recognized industry standards. Estimating the fair value is a complex process which involves a significant degree of judgment and estimates in respect of price per perch of the land capitalization rates, value per square feet, diversity of locations and nature of the properties We identified assessing the valuation of land and building owned by the Company as a key audit matter because of the complicity of the valuation, significant judgment and estimated.	Our audit approach mainly included; test of details that covered the following. We obtained evidence relating to the external valuer's competence, independence from management and integrity. We also obtained the external valuation reports and performed the following tests : - verified the completeness of the information provided to the independent valuer and checked that all the land and buildings were considered in the valuation; - evaluated the appropriateness of the methodology used to value the respective properties by comparing with the methods used in general industry practices;
The Company / Group ***Valuation of Investment Property*** The Company engaged an independent valuer to determine the fair value of its investment property comprising land and buildings located at Colombo 1. At 31 March 2026, the asset was carried at a fair value of Rs. 384,500,000/- (Company Rs. 384,500,000) The valuation of investment property was based on significant judgements made using a number of assumptions, including prices at which comparable properties in close proximity are transacted adjusted for differences in key attributes such as, property size, the physical state of buildings and replacement cost per square foot. The valuation of investment property was considered a key audit matter due to the significant judgements made and the magnitude of the value of investment property in the financial statements The Group ;	Our audit approach mainly included substantive audit procedures as follows; • assessed the competence and independence of the external valuer; • verified the completeness and accuracy of the information provided to the valuer; • evaluated the appropriateness of the valuation methodology adopted by the external valuer by comparing with the methods used in general industry practices for similar investment properties; • evaluated the relevance and reasonableness of the significant assumptions used in the valuation by applying our knowledge of the real estate market. For this purpose, we used publicly available information on real estate of similar nature and location; Based on our work performed, we found that the fair value of investment property for the year ended 31 March 2026 and the resulting gain on revaluation to be appropriate.

Key audit matter	How our audit addressed the key audit matter
Carrying value of Inventory The Group has recognised a total inventory provision of Rs.52,802,947/- (Company – Rs. 52,802,947) in arriving at a total inventory value of Rs. 1,763,852,865(Company – Rs. 264,659,070/-) The Group has significant levels of inventories and significant management judgements are taken with regard to categorization of inventories into obsolete and /or slow moving and which should be therefore be consideration 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 realizable value Given the level of significant management judgements and estimated involved this is consideration to be a key audit matter.	**Our audit procedures included** • Challenging the management with regard to the calculation methodology the basis for provision and the process with respect to inventory provision. • Testing the design, implementation and operating effectiveness of the key controls management has established for provision computations and to ensure the accuracy of the inventory provision. • Assessing the adequacy of and movements in inventory provision held, by recalculating a sample of items included within the provision to ensure appropriate basis of valuation. • Evaluating on a sample basis, whether inventories were stated at the lower of cost or net realizable value at the reporting date by comparing the sales price of inventories subsequent to the reporting date. • Evaluating the appropriateness of the assumptions used based on our knowledge and information of the client and the industry.
Determination of Net Realizable Values (NRV) of inventories The Group has applied judgment in determining net realizable value (NRV) of inventories; having taken into consideration factors such as the usability and marketability of inventories, market developments affecting the selling price of inventories. The significance of the balance coupled with the judgment involved has resulted in the valuation of inventories being identified as a key audit matter.	Our audit procedures focused on assessing the reasonableness of judgements applied by the Group in determining net realizable values of inventories, which included among others, the following procedures; • we assessed the reasonableness of assumptions made on the usability and marketability of inventories, taking into account past patterns of usage/ sale, planned sales orders and the expiries of inventories,

Other information included in the Group's 2025/2026 Annual Report

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 do not and 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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 charges 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 separate/consolidated financial statements, management is responsible for assessing the Company's/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 Company/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.

INDEPENDENT AUDITOR'S REPORT

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 judgement and maintain professional skepticism 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's 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 Company's/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 separate/consolidated 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 Company/ 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 of 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 in accordance with the Code of Ethics 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, related safeguards.

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.

CHARTERED ACCOUNTANTS
CA Sri Lanka membership number.M-7521
COLOMBO
17th August, 2026

WIJEYERATNE & CO.
CHARTERED ACCOUNTANTS
COLOMBO

STATEMENT OF PROFIT OR LOSS & OTHER COMPREHENSIVE INCOME

For the Year ended 31st March 2026

	Note	GROUP		COMPANY	
		Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
REVENUE	4	6,157,406,729	5,835,313,182	868,755,131	787,587,357
COST OF SALES		(4,674,512,284)	(4,382,565,311)	(608,089,447)	(486,427,938)
GROSS PROFIT		1,482,894,445	1,452,747,871	260,665,684	301,159,419
Other Operating Income	5	111,757,338	54,805,643	25,638,511	26,399,782
Administration Expenses		(630,095,486)	(676,111,217)	(270,734,074)	(301,181,764)
Distribution Expenses		(889,708,119)	(849,523,416)	(98,269,653)	(131,711,002)
PROFIT/(LOSS) FROM OPERATION		74,848,178	(18,081,119)	(82,699,532)	(105,333,565)
Finance Income	6	90,355,907	77,981,413	17,428,349	20,061,910
Finance Cost	7	(96,805,423)	(87,165,355)	(8,941,572)	(11,259,448)
		(6,449,516)	(9,183,942)	8,486,777	8,802,462
PROFIT/(LOSS) BEFORE INCOME TAX	8	68,398,662	(27,265,061)	(74,212,755)	(96,531,103)
Tax Expense	9	(33,258,136)	(35,205,754)	18,733,500	19,951,753
PROFIT / (LOSS) FOR THE YEAR		35,140,526	(62,470,815)	(55,479,255)	(76,579,350)
Other Comprehensive Income/(Expenses) for the year, net of tax					
Other Comprehensive Income will not be reclassified to Profit or Loss in subsequent periods:					
Re-Measurement Gain/(Loss) on Defined Benefit Plans		6,525,346	5,189,240	672,512	1,935,058
Gain/(Loss) on Equity Instruments at Fair Value Through Other Comprehensive Income		30,570	660	30,570	660
Deferred Tax Component - Remeasurement Gain on Defined Benefit Plans		(2,385,540)	(1,556,772)	(201,754)	(580,517)
Other Comprehensive Income/(Expenses) not to be reclassified to Profit or Loss in subsequent years		4,170,376	3,633,128	501,328	1,355,201
Total Comprehensive Income/(Expenses) for the Year net of tax		39,310,902	(58,837,687)	(54,977,927)	(75,224,149)
Profit / (Loss) Attributable to:					
Equity Holders of the Parent Company		20,404,145	(63,303,213)	(55,479,255)	(76,579,350)
Non Controlling Interest		14,736,381	832,398	-	-
		35,140,526	(62,470,815)	(55,479,255)	(76,579,350)
Total Comprehensive Income / (Expenses) Attributable to:					
Equity Holders of the Parent Company		23,907,469	(60,083,549)	(54,977,927)	(75,224,149)
Non Controlling Interest		15,403,433	1,245,862	-	-
		39,310,902	(58,837,687)	(54,977,927)	(75,224,149)
Earnings / (Loss) Per Share					
Basic / Diluted	10.1	3.97	(12.30)	(10.78)	(14.88)

The accounting policies and notes on pages 38 to 76 form an integral part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION

As at 31st March 2026

	Note	GROUP 31.03.2026	GROUP 31.03.2025	COMPANY 31.03.2026	COMPANY 31.03.2025
		Rs.	Rs.	Rs.	Rs.
ASSETS					
Non Current Assets					
Property, Plant and Equipment	11	14,006,203,320	14,005,742,507	3,763,555,277	3,769,123,718
Investment Property	12	384,500,000	384,500,000	384,500,000	384,500,000
Intangible Assets	13	10,962,180	8,360,385	5,341,707	7,514,277
In the course of Construction/Advance		4,466,795	2,804,003	-	-
Investments in Subsidiaries	14	-	-	56,710,046	56,710,046
		14,406,132,295	14,401,406,895	4,210,107,030	4,217,848,041
Current Assets					
Inventories	15	1,763,852,865	1,712,343,823	264,659,070	364,568,424
Trade and Other Receivables	16	1,599,707,742	1,712,476,425	157,603,572	124,574,938
Other Current Financial Assets	17	468,533,422	453,360,207	75,746,514	89,632,708
Amounts Due From Related Parties	18.1	-	-	356,163,192	247,645,260
Income Tax Receivables		-	13,512,807	-	-
Cash & Cash Equivalents	19.1	516,940,635	330,884,156	5,358,586	38,378,795
		4,349,034,664	4,222,577,418	859,530,934	864,800,125
TOTAL ASSETS		18,755,166,959	18,623,984,313	5,069,637,964	5,082,648,166
EQUITY AND LIABILITIES					
Equity					
Stated Capital	20	137,290,000	137,290,000	137,290,000	137,290,000
Capital Reserves	21	8,647,673,866	8,647,673,866	2,814,983,854	2,814,983,854
Revenue Reserves	22	2,362,821,770	2,291,324,081	715,650,877	770,628,804
Equity Attributable to Equity Holders of the Company		11,147,785,636	11,076,287,947	3,667,924,731	3,722,902,658
Non Controlling Interest	23	1,327,684,642	1,373,749,429	-	-
TOTAL OF EQUITY		12,475,470,278	12,450,037,376	3,667,924,731	3,722,902,658
Non Current Liabilities					
Interest Bearing Borrowings	24	42,823,862	46,258,796	-	-
Deferred Tax Liability	25	4,081,615,371	4,083,793,565	1,186,553,501	1,205,085,247
Retirement Benefit Obligation	26	117,595,764	110,377,445	27,891,083	26,264,648
		4,242,034,997	4,240,429,806	1,214,444,584	1,231,349,895
Current Liabilities					
Trade and Other Payables	27	972,678,050	921,560,698	47,346,502	113,344,300
Amounts Due to Related Party	18.2	-	-	373,948	-
Dividends Payable	28	8,042,864	8,045,864	5,084,503	5,087,503
Current Income Tax Payable		3,030,151	-	1,979,977	3,860,860
Short Term Interest Bearing Borrowings	29	157,750,434	227,583,203	-	-
Bank Overdraft	19.2	896,160,185	776,327,366	132,483,719	6,102,950
		2,037,661,684	1,933,517,131	187,268,649	128,395,613
TOTAL LIABILITIES		6,279,696,681	6,173,946,937	1,401,713,233	1,359,745,508
TOTAL EQUITY AND LIABILITIES		18,755,166,959	18,623,984,313	5,069,637,964	5,082,648,166

The accounting policies and notes on pages 38 to 76 form an integral part of these Financial Statements.
These Financial Statements are prepared in accordance with the requirements of the Companies Act No. 07 of 2007.

Signed
Mr. L. Thelijjagoda
Senior Manager Finance

The Board of Directors is responsible for the preparation and presentation of these Financial Statements.

Signed on and behalf of the Board of Directors:

Signed
Mr. N. C. Peiris
Director

Signed
Mr. D. H. J. Gunawardena
Director

14th August 2026

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 31st March 2026

GROUP	Equity Attributable to the Equity Holders of the Company								
	Stated Capital	Revaluation Reserve	General Reserve	Retained Earnings	Available for Sale Reserve	Gain on Bargain Purchases	Total	Non Controlling Interest	Total Equity
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Balance at 01st April 2024	137,290,000	8,647,673,866	4,285,733	2,324,383,799	4,474	-	11,113,637,872	1,402,216,191	12,515,854,063
Total Comprehensive Income for the Year									
Profit/(loss) for the Year	-	-	-	(63,303,213)	-	-	(63,303,213)	832,398	(62,470,815)
Other Comprehensive Income for the year	-	-	-	3,219,664	-	-	3,219,664	413,464	3,633,128
Total Comprehensive Income for the year	-	-	-	(60,083,549)	-	-	(60,083,549)	1,245,862	(58,837,687)
Purchase of additional 0.47% from NCI	-	-	-	-	-	22,733,624	22,733,624	-	22,733,624
Loss on Minority Interest	-	-	-	-	-	-	-	(29,712,624)	(29,712,624)
Balance at 31st March 2025	137,290,000	8,647,673,866	4,285,733	2,264,300,250	4,474	22,733,624	11,076,287,947	1,373,749,429	12,450,037,376
Balance at 01st April 2025	137,290,000	8,647,673,866	4,285,733	2,264,300,250	4,474	22,733,624	11,076,287,947	1,373,749,429	12,450,037,376
Transfer	-	-	-	22,733,624	-	(22,733,624)	-	-	-
Total Comprehensive Income for the year									
Profit for the Year	-	-	-	20,404,145	-	-	20,404,145	14,736,381	35,140,526
Other Comprehensive Income for the year	-	-	-	3,503,324	-	-	3,503,324	667,052	4,170,376
Total Comprehensive Income for the year	-	-	-	23,907,469	-	-	23,907,469	15,403,433	39,310,902
Purchase of additional 0.96% from NCI	-	-	-	-	-	47,590,220	-	-	47,590,220
Loss on Minority Interest	-	-	-	-	-	-	-	(61,468,220)	(61,468,220)
Balance at 31st March 2026	137,290,000	8,647,673,866	4,285,733	2,310,941,343	4,474	47,590,220	11,100,195,416	1,327,684,642	12,475,470,278

The accounting policies and notes on pages 38 to 76 form an integral part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 31st March 2026

COMPANY	Stated Capital Rs.	Revaluation Reserve Rs.	General Reserve Rs.	Retained Earnings Rs.	Available for Sale Reserve Rs.	Total Rs.
Balance at 01st April 2024	137,290,000	2,814,983,854	4,105,662	841,742,817	4,474	3,798,126,807
Total Comprehensive Income/(Expence) for the Year						
Loss for the Year	-	-	-	(76,579,350)	-	(76,579,350)
Other Comprehensive Income/(Expense) for the year						
Other Comprehensive Income	-	-	-	1,355,201	-	1,355,201
Total Comprehensive Income/(Expense) for the year	-	-	-	(75,224,149)	-	(75,224,149)
Balance at 31st March, 2025	137,290,000	2,814,983,854	4,105,662	766,518,668	4,474	3,722,902,658
Balance at 01st April 2025	137,290,000	2,814,983,854	4,105,662	766,518,668	4,474	3,722,902,658
Total Comprehensive Income/(Expense) for the year						
Loss for the Year	-	-	-	(55,479,255)	-	(55,479,255)
Other Comprehensive Income	-	-	-	501,328	-	501,328
Total Comprehensive Income/(Expense) for the year	-	-	-	(54,977,927)	-	(54,977,927)
Balance at 31st March 2026	137,290,000	2,814,983,854	4,105,662	711,540,741	4,474	3,667,924,731

The accounting policies and notes on pages 38 to 76 form an integral part of these Financial Statements.

CASH FLOW STATEMENT

For the Year ended 31st March 2026

	Note	Group		Company	
		Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit / (Loss) Before Income Tax Expenses		68,398,662	(27,265,061)	(74,212,755)	(96,531,103)
Adjustments for:					
Provision for Gratuity	26	21,059,532	21,529,986	5,241,578	5,292,024
Depreciation and Amortisation	11.1.2,11.2,13	108,739,313	109,846,741	10,257,112	10,379,750
Provision/(Reversal) for obsolete Inventory	15.1	3,399,357	11,379,228	3,399,357	11,379,228
Provision/(Reversal) for impairment of trade receivable	16	12,826,183	17,926,437	(538,200)	6,632,468
Finance Cost	7	96,805,423	87,165,355	8,941,572	11,259,448
Profit of Disposal of Property Plant & Equipment		(32,527,022)	(10,831,678)	(3,285,169)	(390,678)
Finance Income	6	(90,355,907)	(77,981,413)	(17,428,349)	(20,061,910)
Cash Generated from/(used in) Operating Activities Before Working Capital Changes		188,345,541	131,769,595	(67,624,854)	(72,040,773)
Changes in Working Capital					
(Increase)/ Decrease in Inventory		(54,908,399)	(60,092,936)	96,509,997	68,970,074
(Increase)/ Decrease in Trade and Other Receivables		99,942,500	(101,811,267)	(32,490,434)	16,964,267
(Decrease)/ Increase in Trade and Other Payables		51,114,352	236,354,094	(66,000,798)	49,828,127
(Increase)/ Decrease in Amounts Due from Related Parties		-	-	(108,517,932)	(167,727,555)
Increase/(Decrease) in Amounts Due to Related Parties		-	-	373,948	(364,075)
Cash (Used in)/ Generated from Operations		284,493,994	206,219,486	(177,750,073)	(104,369,935)
Defined benefit costs paid	26	(7,315,867)	(13,456,907)	(2,942,631)	(3,296,872)
Income Taxes Paid		(21,278,912)	(32,663,453)	(1,880,883)	(3,289,694)
Finance Cost paid	7	(96,805,423)	(87,165,355)	(8,941,572)	(11,259,448)
Net Cash Generated from/(Used in) Operating Activities		159,093,792	72,933,771	(191,515,159)	(122,215,949)
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of Property, Plant and Equipment and Intangible assets	11.1.1,11.2.1,13	(111,801,921)	(69,285,495)	(2,516,101)	(13,568,367)
Finance Income	6	90,355,907	77,981,413	17,428,349	20,061,910
(Withdrawal)/Investment in Unit Trust and Treasury Bills		(15,142,645)	(56,882,376)	13,916,764	145,605,384
Proceeds from sale of property, plant & equipment		32,527,022	10,831,678	3,285,169	390,678
Increase in the course of construction/advance		(1,662,792)	(1,205,871)	-	-
Net Cash (Used in) / Generated from Investing Activities		(5,724,429)	(38,560,651)	32,114,181	152,489,605
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceed from interest bearing loans and borrowings		462,209,737	-	-	-
Payment of interest bearing loans and borrowings		(535,477,440)	(162,706,263)	-	-
Consideration paid on increase shareholder in of subsidiary		(13,878,000)	(6,979,000)	-	-
Net Cash (Used in) / Generated from in Financing Activities		(87,145,703)	(169,685,263)	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents		66,223,660	(135,312,143)	(159,400,978)	30,273,656
Cash and Cash Equivalents at the Beginning of the Year	19	(445,443,210)	(310,131,067)	32,275,845	2,002,189
Cash and Cash Equivalents at the End of the Year	19	(379,219,550)	(445,443,210)	(127,125,133)	32,275,845
NOTE A					
Cash and Cash Equivalents at the Beginning of the Year					
Cash and Bank Balances		330,884,156	289,742,373	38,378,795	12,224,636
Bank Overdraft		(776,327,366)	(599,873,440)	(6,102,950)	(10,222,447)
		(445,443,210)	(310,131,067)	32,275,845	2,002,189
NOTE B					
Cash and Cash Equivalents at the End of the Year					
Cash and Bank Balances		516,940,635	330,884,156	5,358,586	38,378,795
Bank Overdraft		(896,160,185)	(776,327,366)	(132,483,719)	(6,102,950)
		(379,219,550)	(445,443,210)	(127,125,133)	32,275,845

The accounting policies and notes on pages 38 to 76 form an integral part of these Financial Statements.

1. CORPORATE INFORMATION

1.1 General

Parent Company

Hunter & Company PLC is a limited liability company incorporated and domiciled in Sri Lanka and listed on the Colombo Stock Exchange. The registered office of the Company and the principal place of business are located at No. 45/75, Narahenpita Road, Colombo 5.

Subsidiaries

Heath & Company (Ceylon) (Private) Limited
Heath & Company (Ceylon) (Private) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

Lanka Canneries (Private) Limited
Lanka Canneries (Private) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

Heather & Company (Ceylon) Limited
Heather & Company (Ceylon) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

Ceylon Teas (Private) Limited
Ceylon Teas (Private) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

Securityco Lanka (Private) Limited
Securityco Lanka (Private) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

Lanka Canneries Agrifoods (Private) Limited
Lanka Canneries Agrifoods (Private) Limited is a limited liability company incorporated and domiciled in Sri Lanka. The registered office of the Company and the principal place of business are located at 45/75, Narahenpita Road, Colombo 5.

1.2. Principal Activities and Nature of Operations

Parent Company

The principal activities of the Company are importing, distributing and retailing of hardware and light engineering products, household goods, cycles, spare parts and accessories.

Subsidiaries

Heath & Company (Ceylon) (Private) Limited
The principal activity of the Company is carrying out the business of an investment company.

Lanka Canneries (Private) Limited
The principal activities of the Company are processing, canning, bottling, packing and marketing of food products.

Heather & Company (Ceylon) Limited
The principal activity of the Company is trading in goods and providing services.

Ceylon Teas (Private) Limited
The principal activity of the Company is trading in goods and providing services.

Securityco Lanka (Private) Limited
The principal activity of the Company is providing security services.

Lanka Canneries Agrifoods (Private) Limited
The principal activities of the Company are the processing, canning, bottling, packaging and marketing of food products. Commercial operation of the Company had not commenced at the reporting date.

1. CORPORATE INFORMATION (Contd...)

1.3 **Consolidated Financial Statements**
The Consolidated Financial Statements for the Year ended 31st March 2026, comprise "the company" referring to Hunter and Company PLC and "the Group" referring to the companies whose accounts have been consolidated therein.

1.3.1 **Approval of Consolidated Financial Statements.**

The Consolidated Financial Statements of the Group for the Year ended 31st March 2026 were authorized to issue by the Directors on 14th August 2026.

1.3.2 **Responsibility for the Financial Statements**
The Board of Directors is responsible for the preparation and presentation of the financial statements of the Company and its subsidiaries as per provisions of the Companies Act No. 07 of 2007 and the Sri Lanka Accounting Standards (SLFRSs/ LKASs)

1.3.3 **Statement of Compliance**
The Financial Statements which comprise the Statement of Financial Position, Income Statement, Statement of Comprehensive Income, Statement of Changes of Equity and the Statement of Cash Flows together with the accounting policies and notes (the "Financial Statements") have been prepared in accordance with Sri Lanka Accounting Standards (SLFRSs/ LKASs) are issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and the requirement of the Companies Act No: 07 of 2007.

2. ACCOUNTING POLICIES

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set-out below. These policies have been consistently applied to all years presented unless otherwise stated.

2.1 BASIS OF PREPARATION
Statement of Compliance

The consolidated financial statements have been prepared on accrual basis and under the historical cost convention except for the land and buildings, investment properties and financial assets and liabilities which are measured at fair value.

2.1.1.1 Changes in Accounting Standards and Standards Issued But Not Yet Effective

Standards issued but not effective
SLFRS 18: Presentation and Disclosure in Financial Statements
The Group is currently assessing the potential impact of SLFRS 18 on its financial statements and related disclosures. A comprehensive evaluation, including transition planning and implementation activities, is expected to be completed prior to the adoption of the standard

The following amendments and improvements are not expected to have a significant impact on the Group's financial statements.
- Amendments to LKAS 21: Lack of Exchangeability
- Amendments to SLFRS 9 and SLFRS 7 : Classification and Measurement of Financial Instruments
- SLFRS 19 : Subsidiaries without public accountability: Disclosures

2.1.2. Comparative Information

The accounting policies have been consistently applied by the company and are consistent with those used in the previous year. The presentation and classification of the financial statements of the previous years have been amended, where relevant, for better presentation and to be comparable with those of the current year. However, such reclassifications did not change the net profit or the retained earnings of the prior period.

Particulars	Previously Included Under	Reclassified To	Group Amount (Rs.)	Company Amount (Rs.)
Exchange Gain	Other Income	Finance Income	28,344,011	3,726,530
Exchange Loss	Administration Expenses	Finance Cost	7,935,033	2,399,298

2.1.3. Basis of Consolidation

a) **Subsidiaries**

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed or has right to variable returns from its involvement which the entity and has the ability to affect those returns through its power to direct the activities of the entity. The existence and effect of potential voting rights that are currently exercisable is considered only if the rights are substantive when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date of that control ceases.

All Inter company balances, transactions and profits are eliminated on consolidation.

A listing of the Company's Subsidiaries is set out below.

Name of Subsidiary	Proportion of ownership interest / Proportion of voting power held
Heath & Company (Ceylon) (Pvt) Limited	90.9% (2025 -90.9%)
Lanka Canneries (Pvt) Limited	83.21% (2025 -82.25%)
Heather & Company (Ceylon) Limited	90.9% (2025 -90.9%)
Ceylon Teas (Pvt) Limited	90.9% (2025 -90.9%)
Lanka Canneries Agrifoods (Pvt) Limited	82.74% (2025 -81.78%)
Securityco Lanka (Pvt) Limited	64.50% (2025 -64.50%)

b) Non Controlling Interest

The proportion of the profits or losses after taxation applicable to outside Shareholders of subsidiary companies are included under the heading "Non Controlling Interest" in the Consolidated Income Statement.

The interest of the non controlling shareholders in the net assets employed is shown under the heading "Non Controlling Interest" in the consolidated Statement of Financial Position.

All Group subsidiary companies have a common financial year, which ends on 31st March.

2.1.4. Basis of Measurement

The Financial Statements have been prepared on the historical cost basis, except the land and building stated at revalued amounts, Financial assets and financial liabilities are measured at fair value and the Retirement benefit obligations which are measured at the present value of the Defined Benefit Plans as explained in the respective notes to the Financial Statements.

2.1.5. Functional and Presentation Currency

The Financial Statements are presented in Sri Lankan Rupees which is the functional currency of the company and its subsidiaries.

2.1.6. Critical Accounting Estimates and Judgements

2.1.6.1 Estimates and Assumptions

The preparation of Financial Statements of the Company and Group in conformity with Sri Lanka Accounting Standards, requires the management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected.

The most significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have most significant effect on the amounts recognized in the Financial Statements of the Company are as follows:

a) Valuation of Property, Plant & Equipment (Note 11)
b) Valuation of Investment Property (Note 12)
c) Going Concern basis (Note 2.1.7)
d) Taxes (Note 9)

e) Defined Benefit Plans - Gratuity

The cost as well as the present value of defined benefit plans - gratuity is determined using Actuarial Valuations. The Actuarial Valuation involves making assumptions about discount rates, future salary increases and other important related data. Due to the long term nature of employee benefits, such estimates are subject to significant uncertainty. Further details of assumptions together with an analysis of their sensitivity as carried out by the management in relation to the above key assumptions and the results of the sensitivity analysis are given in Note 26.2 & 26.3

f) Transfer Pricing Regulation

The Company is subject to income taxes and other taxes including transfer pricing regulations. The management has taken steps to carry out the required study in respect of transfer pricing regulation and

2. ACCOUNTING POLICIES (Contd...)

has accordingly used critical judgments and estimates in applying the regulations in aspects including but not limited to estimation of the respective arm's length prices and selection of appropriate pricing mechanism. The current tax charge is subject to such judgments. Differences between estimated income tax charge and actual payable may arise as a result of management's interpretation and application of transfer pricing regulation.

g) Income Tax

The Group is subject to income tax significant judgement has been required to determine the total provision for current tax and other taxes due to uncertainties that exist with respect to the interpretation of the applicability of tax laws at the time of the preparation of these financial statements.

Uncertainties also exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Differences arising between the actual results and the assumptions made or future changes to such assumptions could necessitate future adjustments to taxable income and expenses already recorded where the final tax outcome of such matters is different from other amounts that were initially recorded, such differences will impact the income and deferred income tax amounts in the period in which the determination is made.

h) Deferred Taxes

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the tax base of the assets and liabilities as at the reporting date.

Deferred tax is not recognised for;
- temporary differences relating to investments in subsidiaries, to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

The amount of deferred tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities using tax rates enacted or substantively enacted at the reporting date.

The principal temporary difference arise from depreciation on property, plant and equipment, investment property, intangible assets, tax losses carried forward and provision for defined benefit obligations

A deferred tax assets is recognised for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that the future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised, based on the level of future taxable profit forecasts and tax planning strategies.
Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

i) Value Added Tax (VAT) and Social Security Contribution Levy (SSCL)

The Company and its subsidiaries are liable to pay Social Security Contribution Levy and Value Added Tax on taxable supplies at the specified rates where applicable.

j) Impairment Losses on Trade & Other Receivables

The Group reviews its individually significant Receivables at each reporting date to assess whether an impairment loss should be recorded in the Statement of Profit or Loss. In particular, management's judgment is required in the estimation of the amount and timing of future cash flows when determining the impairment loss. These estimates are based on assumptions about a number of factors and actual results may differ, resulting in future changes to the impairment allowance. The Company applies a simplified approach in calculating ECLs for the impairment assessment, due to the adoption of SLFRS 09.

Receivables that have been assessed individually and found not to be impaired and all individually insignificant Receivables are then assessed collectively, in groups of assets with similar risk characteristics, to determine whether provision should be made due to incurred loss events for which there is objective evidence, but the effects of which are not yet evident.

The impairment loss on Trade & Other Receivables is disclosed in Note. 8 and 16.

2. ACCOUNTING POLICIES (Contd...)

k) Useful Life-time of the Property, Plant and Equipment

As described in 3.2.1.6 below The Company review the residual values, useful lives and methods of depreciation of Property, Plant and Equipment at each reporting date. Judgment of the management is exercised in the estimation of these values, rates, methods and hence they are subject to uncertainty.

l) Allowance for Slow moving inventories:

A provision for slow moving inventories is recognized based on the best estimates available to management on their future recovery. As Management uses present conditions and historical information as the basis to determine the future recoverability, actual future losses on inventories could vary from the allowance made in these financial statements.

2.1.7. Going Concern

The Group has prepared the Financial Statements for the year ended 31st March 2026 on the basis that it will continue to operate as a going concern. In determining the basis of preparing the Financial Statements for the year ended 31st March 2026, the Directors has 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, Board is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern and they do not intend either to liquidate to cease operations of the company. Therefore, the Financial Statements continue to be prepared on the going concern basis.

In determining the above, Significant Management Judgements, estimates and assumptions, the impact of the macroeconomic uncertainties, including exchange rate volatilities, supply chain disruptions, foreign exchange market limitations and interest rate volatilities have been considered as of the reporting date.

2.1.8. Foreign Currency Translation, Foreign currency transaction and balances

The Consolidated Financial Statements are presented in Sri Lanka Rupees (Rs.), which is the Company's functional and presentation currency. The functional currency is the currency of the primary economic environment in which the entities of the Group operate. All foreign exchange transactions are converted to functional currency, at the rates of exchange prevailing at the time the transactions are effected. Monetary assets and liabilities denominated in foreign currency are retranslated to functional currency equivalents at the spot exchange rate prevailing at the reporting date.

Non - monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non monetary assets and liabilities are translated using exchange rates that existed when the values were determined. The gain or loss arising on translation of non - monetary items is treated in line with the recognition of gain or loss on changing fair value of the item.

3. SIGNIFICANT ACCOUNTING POLICIES

3.1. Assets And Bases Of Their Valuation

The accounting policies set out below have been consistently applied to all periods presented in these Consolidated Financial Statements.

3.2. Property, Plant and Equipment

The Group applies the requirements of the Sri Lanka Accounting Standard - LKAS 16 on 'Property, Plant & Equipment' in accounting for its owned assets which are held for and use in the provision of services, or for administrative purposes and are expected to be used for more than one year.

3.2.1. Recognition and Measurement

3.2.1.1. Basis of Recognition and Measurement

Property, plant & equipment are recognised if it is probable that future economic benefits associated with the asset will flow to the Group and cost of the asset can be reliably measured. An item of property, plant & equipment that qualifies for recognition as an asset is initially measured at its cost. Cost includes expenditure that is directly attributable to the acquisition of the asset and subsequent costs. The cost of self-constructed assets includes the cost of materials, direct labour, any other costs directly attributable to bringing the asset to a working condition for its

3. SIGNIFICANT ACCOUNTING POLICIES (Contd...)

intended use, the costs of dismantling and removing the items and restoring the site on which they are located and borrowing costs that are directly attributable to the asset under construction. When parts of an item of property or equipment have different useful lives, they are accounted for as separate items of property and equipment.

3.2.1.2. Cost Model

Property, plant & equipment (excluding Land & buildings) is stated at cost, net of accumulated depreciation and/or accumulated impairment losses, if any. Such cost includes the cost of replacing component parts of the property, plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

When significant parts of property, plant and equipment are required to be replaced at intervals, the Group derecognises the replaced part, and recognises the new part with its own associated useful life and depreciation. All other repair and maintenance costs are recognised in the Profit or Loss as incurred.

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.2.1.3. Revaluation Model

Revaluation of entire freehold land & buildings of the Company is carried out every three to five years or when there is a substantial difference between the fair value and the carrying amount to ensure that the carrying amounts do not differ materially from the fair values at the reporting date.

Any revaluation surplus is recognised in the Statement of Other Comprehensive Income and accumulated in equity in the capital reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in the Profit or Loss, in which case the increase is recognised in the Profit or Loss. A revaluation deficit is recognised in the Profit or Loss, except to the extent that it offsets an existing surplus on the same asset recognised in the capital reserve.
Revaluation is undertaken by a professionally qualified valuer.

3.2.1.4. Subsequent Costs

Subsequent expenditure capitalised only when it is probable that in the future economic benefits associated with the expenditure will flow to the Group/Company. Ongoing repairs and maintenance expenses are recorded in the Profit or Loss.

3.2.1.5. Derecognition

An item of property, plant & equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Profit or Loss when the asset is derecognised.

3.2.1.6. Depreciation

Depreciation is calculated over the depreciable amount, or other amount substituted for cost, less its residual value proportionately in the year of purchase and in the year of disposal of the asset.

Depreciation is recognised from the date of ready for use assets in Profit or Loss on a straight-line basis over the estimated useful lives of each item of property, plant and equipment. Free hold land is not depreciated.

The useful lives of the assets are estimated as follows:

	2026	2025
Buildings	30 Years	30 Years
Plant and Machinery	10 Years	10 Years
Motor Vehicles	4 Years	4 Years
Furniture and Fittings	4-10 Years	4-10 Years
Office Equipment	10 Years	10 Years

In respect of Lanka Canneries (Private) Ltd., the useful lives of the assets are as follows;

Lanka Canneries (Private) Ltd.	2026	2025
Buildings	40 Years	40 Years
Plant and Machinery	8 Years	8 Years
Furniture and Fittings	8 Years	8 Years
Office Equipment	5 to 8 Years	5 to 8 Years
Motor Vehicles and Sundry Assets	4 Years	4 Years

The assets' residual values, useful lives and methods of Depreciation are reviewed at each financial year end and adjusted prospectively, if appropriate.

Assets in the course of Construction

Capital work-in-progress is stated at cost. These are the expenses of a capital nature directly incurred in the construction of building awaiting capitalisation.

3.2.1.7. Leased Assets

Where Property, Plant and Equipment is financed by leasing arrangements, which transfer substantial benefits and risks of ownership are classified as financial leases, the assets are treated as if they have been purchased outright and are included in Property, Plant and Equipment and have been depreciated according to the rates specified above.

All other leases are classified as operating leases.

Rights to held assets held under finance leases are recognized as assets of the Company at the fair value of the leased property (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring Profit or Loss. Assets held under finance lease are included in property, plant and equipment, and depreciated and assessed for impairment losses in the same way as owned assets.

Rentals payable under operating lease is charged to Profit or Loss on a straight-line basis over the terms of the relevant lease.

3.2.1.8. Borrowing Costs

Borrowing Costs are recognised as an expense in the year in which they are incurred, except to the extent where borrowing costs that are directly attributable to the acquisition construction or production of an asset that necessarily takes a substantial period of time to get ready for it's intended use or sale are capitalised as part of that asset. Borrowing Costs consist of interest and other costs that an entity incurs in connection with the borrowing costs.

3.3 Investment Properties

Investment properties are properties held either to earn rental income or for capital appreciation or both but not for sale in the ordinary course of business, used in the production or supply of goods or services or for administrative purposes.

Basis of recognition

Investment property is recognised if it is probable that future economic benefits that are associated with the investment property will flow to the Company and cost of the investment property can be measured reliably.

The property located at No. 130, Front Street, Colombo 11 is classified as investment properties in the books of Hunter & Company PLC.

Measurement

An investment property is measured initially at its cost. The cost of a purchased investment property comprises its purchase price and any directly attributable expenditure. The cost of a self-constructed investment property is its cost at the date when the construction or development is complete.

At the subsequent measurement investment properties are recognized at fair value. Gains or Losses arising from changes in fair value are included in the income statement in the year in which they arise. Fair values are evaluated every 3 years by an accredited extermianl independent valuer.

Derecognition
Investment properties are derecognised when disposed, or permanently withdrawn from use because no future economic benefits are expected.

Reclassification of investment property
When the use of a property changes from owner-occupied to investment property, the transfers are recorded at carrying amount following the cost model as per LKAS 40-Investment Property.

Measurement of fair value
Measurement of fair value of investment property has been categorised as level 3 of the fair value hierarchy based on the inputs to the valuation technique used.

The following table shows the valuation technique used in measuring the fair value of land and buildings, as well as the significant unobservable inputs used.

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Fair value of investment property is based on available property market data adjusted for available facilities & services, planning restrictions, title status, size/shape & other physical factors of the land and condition of building.	The valuer has used investigated prices in order to determine the market value of the land and building such as price ranges at which nearby land are transacted, access to main roads, size of the land, physical state of the building and replacement cost per square feet.	The estimated fair value would increase/ (decrease) if: market value per perch is higher / (lower) Replacement cost per square feet increases/(decreases) Depreciation rate for building increases / (decreases)

3.4. Intangible Assets

Computer Software

Acquired computer software licenses are capitalized on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortized over their estimated useful life of 5 years. Costs associated with maintaining computer software programs are recognized as an expense when incurred.

Software acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in the income statement in the year in which the expenditure is incurred.

Software is amortized over their useful economic lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life 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 accounted for by changing the amortization period or method, as appropriate as changes in accounting estimates.

The amortization expense on software is recognized in the statement of profit or loss in the expense category consistent with the function of the them.

Gains or losses arising from derecognition of a software is measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit or loss when the asset is derecognized.

3.4.1. Subsequent Expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits 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.

Intangible Assets with finite lives are amortised on a straight line basis in Profit or Loss 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 of an intangible asset with a finite useful life are reviewed at least each financial year-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 accounted for by changing the amortisation period or method, as appropriate, and treated as changes in accounting estimates. Amortisation expenses on Intangible Assets with finite lives are recognised in Profit or Loss in the expense category consistent with the function of the intangible assets from the date they are available for use.

The estimated useful lives of Intangible Assets with finite lives are as follows;

The Class of Intangible Assets	Useful Life
Computer Software	5 Years

Gains or Losses arising from derecognition of an intangible assets are measured as the difference between the net disposal proceeds and the carrying amount of the asset are recognised in Profit and Loss when the assets are derecognised.

3.5. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

3.5.1. Financial Assets

Classification

The company and the Group classify the financial assets in the following categories at fair value through profit or loss, loans and receivables, held to maturity and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of it's financial assets at initial recognition. At the reporting date and during the period the company and the Group only hold financial assets classified as loans and receivables.

The main purpose of these financial instruments is to manage the operating, investing and financing activites of the group.

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI) and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial assets contractual cash flow characteristics and the Group's business model for managing them.

With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component.
In order for a financial assets to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Purchase or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way transfers) are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

The Group's financial assets include cash and cash equivalents, short term deposits, trade and other receivables, staff loans and quoted and unquoted equity instruments.

Subsequent measurement
For purposes of subsequent measurement, financial assets are classified in four categories;

* Financial assets at amortised cost. (debt instruments)

* Debt instruments at fair value through other comprehensive income (FVTOCI)

* Equity instruments at fair value through other comprehensive income (FVTOCI)

* Financial assets at fair value through profit or loss.(unless measured at amortised cost or FVTOCI)

Financial assets at amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

(a) The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flow; and

(b) The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Financial assets at amortised cost are subsequent measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the assets is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes cash and cash equivalents, trade and other receivables, and other financial assets.

Financial assets designated at fair value though Other Comprehensive Income

Investment in equity instruments that are not hold for trading are measured at fair value through other comprehensive income.
Amounts presented in Other comprehensive Income are not subsequently transferred to profit or loss. Dividends on such investments are recognised in profit or loss.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatory required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividend on listed equity investments are also recognised as other income in the statement of profit or loss when the right of payment has been established.

Derecognition

A financial asset (or, where applicable, apart of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's Consolidated Statement of Financial Position) when:

The rights to receive cash flows from the asset have expired; or

The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass through' arrangements, and either

(a) The Group has transferred substantially at the risks and rewards of the asset,

or

(b) The Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass through arrangement, if evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset. the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the from of guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Trade receivable

The Group recognises an allowance for expected credit losses(ECLs) for all debt instruments not held at fair value through profit or loss ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-month (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

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 that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Aside from this note, other disclosures relating to impairment of financial assets (trade receivables) are included in Note 16.

3.5.2. Financial Liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, bank overdraft, loans and borrowings.

Subsequent Measurement
The measurement of financial liabilities depends on their classification, as described below :

Financial liabilities at fair value through profit or loss
Financial liabilities at fair value through profit or loss incurred financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by SLFRs 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective heading instruments. Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.
Financial liabilities designated upon initial recognition at fair value through profit or loss so designated at the initial date of recognition, and only if criteria of SLFRs 9 are satisfied. The group has not designated any financial liability at fair value through profit or loss.

Loans and borrowings
After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in the Statement of Profit or Loss.

This category generally applied to interest bearing loans and borrowings.

Derecognition
A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of profit or loss.

Offsetting of financial instruments
Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position if, and only if is a currently enforceable legal right to offset the recognised amounts and intent to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Financial assets by categories As at 31st March	Note	Financial assets at amortised cost			
		Group		Company	
		2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Financial instruments in current assets					
Trade and other receivables	16	1,599,708	1,712,476	157,604	124,575
Amounts due from related parties	18.1	-	-	356,163	247,645
Other current financial assets	17	468,533	453,360	75,747	89,633
Cash in hand and at bank	19.1	516,941	330,884	5,359	38,379
Total		**2,585,182**	**2,496,721**	**594,873**	**500,232**

Financial liabilities by categories As at 31st March	Note	Financial liabilities measured at amortised cost			
		Group		Company	
		2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Financial instruments in non-current liabilities					
Interest bearing borrowings	24	42,824	46,259	-	-
Financial instruments in current liabilities					
Trade and other payables	27	972,678	921,561	47,347	113,344
Amounts due to related parties	18.2	-	-	374	-
Short term Interest-bearing borrowings	29	157,750	227,583	-	-
Bank overdrafts	19.2	896,160	776,327	132,484	6,103
Total		**2,069,412**	**1,971,730**	**180,204**	**119,447**

Fair value of financial instruments

The fair value of financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices or dealer price quotation (bid price for long positions and ask price for short positions) without any deduction for transaction costs.

For financial instruments not traded in an active market, the fair value is determined using appropriate valuation techniques. Such techniques may include.

- Using recent arm's length market transactions.
- Reference to the current fair value of another instrument that is substantially the same.
- A discounted cash flow analysis or other valuation models. (used when there is no active market)

Trade and other receivables

Trade receivable includes the contractual amounts for settlement of Trade and other obligations due to the company.

3.5.3 Fair Value Measurement and Related fair value disclosures

Fair value measurement

Fair-value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed in this note.

Accounting policy

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.

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 reassessing 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.

Involvement of external valuers is decided upon annually by the Management. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The Management decides, after discussions with the Group's external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the Management analyses the movements in the values of assets and liabilities which are required to be remeasured or reassessed as per the Group's accounting policies. For this analysis, the Management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The Management, in conjunction with the Group's external valuers, also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

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.

3.6. Inventories

Inventories are valued at the lower of cost and estimated net realisable value, after making due allowances for obsolete and slow moving items. Net realisable value is the estimated selling price at which inventories can be sold in the ordinary course of business after allowing for cost of realisation and/or cost of conversion from their existing state to saleable condition.

The cost of each category of inventory is determined on the following basis.

Raw Materials	-	At actual cost first in first out basis.
Finished Goods and Working-in-Progress	-	At the cost of direct materials, direct labour, variable overheads and an appropriate proportion of fixed production overheads based on normal operating capacity.
Goods in Transit	-	At actual cost

3.7. Liabilities and Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be measured reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as Finance Cost.

Capital Commitments and Contingencies

Capital Commitments and Contingent liabilities of the Group are disclosed in the respective notes to the Financial Statements.

3.8. Employee Benefits

3.8.1. Defined Benefit Plan

A defined benefit plan is post-employment benefit plan other than a defined contribution plan. The ability recognised in the Financial Statements in respect of defined benefit plans is the present value of the defined benefit obligation as at the reporting date. The defined benefit obligation is calculated by a Qualified Actuary as at the reporting date using the Projected Unit Credit (PUC) method as recommended by LKAS 19.

The actuarial valuation involves making assumptions about discount rates, salary increment rate, mortality rate and retirement age. Due to the long-term nature of these plans such estimates are subject to significant uncertainty.

All actuarial gain and losses arising from defined benefit plans are recognised immediately in Other Comprehensive Income and all expenses related to defined benefit plans in personal expenses in Profit or Loss.

Under the payment of gratuity Act No : 12 of 1983, the liability to an employee arises only on completion of continued service.

Funding arrangements
The gratuity liability is not externally funded.

3.8.2. Defined Contribution Plans - Employees' Provident Fund 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 Employee's Provident Fund and Employees' Trust Fund in line with the respective Status and Regulations. The company contributes 12% and 3% of gross emoluments of employees to the Employees' Provident Fund, and the Employees' Trust Fund respectively and is recognised as an expense in Profit or Loss in the periods during which services are rendered by employees.

3.8.3. 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.

3.9. Income Statement

3.9.1 Revenue

Accounting Policy

Revenue Recognition

Revenue represents the amounts derived from the sale of goods and provision of services, which fall within the Group's ordinary activities net of trade discounts and turnover related taxes.

Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. Timing of transferring the goods and services to the customer is determined based on judgments taking into the consideration of the nature of the goods and services that offers to the customers.

The following specific criteria are used for the purpose of recognition of revenue.

Sale of Goods

The revenue recognition occurs at a point in time when control of the asset is transferred to the customer, generally, on delivery of the goods. Sales are measured at the fair value of the consideration received or receivable excluding amounts collected on behalf of third parties (e.g. sales taxes) and variable consideration (e.g. discounts and rebates)

Rendering of Services

Revenue from rendering of services is recognised in the Statement of Profit or Loss when each performance obligations are satisfied by transferring promised service to the customer.

Sales Tax

Expenses and assets are recognised net of the amount of sales tax, except,

When the sales tax incurred on a purchase or assets of services is not recoverable from the taxation authority. In which case, the sales tax is recognised as part of the cost the acquisition of assets or as part of the expense item, as applicable.

When receivable and payables are stated with the amount of sales tax included.

Other Income

Accounting Policy

Income earned in other sources, which are not directly related to the ordinary course of business are recognised as other income.

The following specific criteria are used for the purpose of recognising income.

a. **Revenue from Contracts with Customers**
Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Company and the revenue and associated costs incurred or to be incurred can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and sales taxes. The following specific recognition criteria are used for the purpose of recognition of revenue that are in the scope of SLFRS 15:

b. Interest Income
Interest is recognised on a time proportion basis that takes in to account the effective interest rate on asset.

c. Dividends
Revenue is recognized when the Company's right to receive the payment is established, which is generally when shareholders approve the dividend.

d. Others
Other income is recognized on an accrual basis.

Net gains and losses on the disposal of property, plant & equipment have been accounted for in the statement of profit or loss, having deducted from proceeds on disposal, the carrying amount of the assets and related selling expenses. On disposal of revalued property, plant and equipment before the date of transition to SLFRS, amount remaining in revaluation reserve relating to that asset is transferred directly to retained earnings.

Gains and losses arising from incidental activities to main revenue generating activities and those arising from a group of similar transactions which are not material, are aggregated, reported and presented on a net basis.

Net Finance Income /(Cost)
Accounting Policy

3.9.2. Expenditure Recognition

Expenses are recognised in Profit and Loss on the basis of a direct association between the cost incurred and the earnings of specific items of income. All expenditure incurred in the running of the business and in maintaining the Property, Plant & Equipment in a state of efficiency has been charged to income in arriving at the profit for the year.
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.

3.9.3. Borrowing Costs
Accounting Policy
Borrowings costs directly attributable to the acquisition, construction of production of an assets that necessarily takes a substantial period of time to get ready for it's intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consists of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.9.4. Taxation

a. Current Taxes
The provision for income tax is based on the elements of income and expenditure as reported in the financial statements and computed in accordance with the provisions of the Inland Revenue Act No. 24 of 2017 and the amendments there to.

b. Deferred Taxation
Deferred Taxation has been recognised in respect of the temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profits, and differences relating to investment in subsidiaries, jointly controlled entities and associates to the extent that they probably will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognized for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized.

The carrying amount of deferred income tax asset is reviewed at each reporting date and reduced to the extent that is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefits will be realised.

c. Sales Tax

Revenues, expenses and assets are recognised net of the amount of sales tax except where the sales tax incurred on a purchase of assets or service is not recoverable from the taxation authorities in which case the sales tax is recognised as a part of the cost of the asset or part of the expense items as applicable and receivable and payable that are stated with the amount of sales tax included. The amount of sales tax recoverable and payable in respect of taxation authorities is included as a part of receivables and payables in the Statement of Financial Position.

3.10. Events after the Reporting Period

All material events after the reporting date have been considered and where necessary adjustments made in these Financial Statements.

3.11. Earnings Per Share

The Group has presented basic 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 number of ordinary shares outstanding during the period.

3.12. Segment Reporting

An operating segment is a component of the company that engages in business activities from which it may earn revenue and incur expense, including revenues and expenses that relate to transactions with any of the company's other components. All operating results are reviewed regularly by the Managing Director / Chief Executive Officer (CEO) 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 Managing Director / CEO include items directly attributable to segment as well as those that can be allocated on a reasonable basis.

Segment results assets and liabilities 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 Statement.

3.13. Determination of Fair Values

A number of the Group's accounting policies and disclosures require the determination of fair values, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes, based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the Notes specific to that asset or liability.

i. Land and Building

The fair value of land and building is based on market values.

The market value of property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably and willingly.

As at 31st March 2026	Note	Level 1 Rs. '000	Level 2 Rs. '000	Level 3 Rs. '000
Property, Plant and Equipment				
Land	11	-	-	13,034,359
Buildings on freehold land	11	-	-	592,269
Investment property				
Land	12	-	-	340,000
Buildings on freehold land	12	-	-	44,500
Total				**14,011,128**

In determining the fair value, highest and best use of the property has been considered including the current condition of the properties, future usability and associated redevelopment requirements have been considered. Also, the valuers have made reference to market evidence of transaction prices for similar properties, with appropriate adjustments for size and location. The appraised fair values are rounded within the range of values.

ii. Trade and Other Receivables

The fair value of trade and other receivables which is determined for disclosure purposes in Note 16 is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. The fair value is determined for disclosure purposes.

iii. Non-derivative Financial Liabilities

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date. For finance leases, the market rate of interest is determined by reference to similar lease agreements.

iv. Defined Benefit Plan - Retirement Benefit Obligation

The defined benefit plan is valued by a professionally qualified external actuary using the Projected Unit Credit method, the standard rate of inflation, an appropriate discount rate and anticipation of future salary increase.

3.14. Financial Risk Management Objective and Policies

The Company and its subsidiary has loans and other receivables, trade and other receivables, and cash and short-term deposits that arise directly from its operations.

The Company and its subsidiary's principal financial liabilities, comprise of loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Company and its subsidiary's operations and to provide guarantees to support it's operations.

The financial risk governance framework provides assurance to the senior management that the financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. The Company and its subsidiary are exposed to market risk, credit risk and liquidity risk and operational risk.

3.14.1 Credit risk

Credit risk is the risk that a counter party will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company and its subsidiary is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

The Company and its subsidiary trades only with recognised, creditworthy third parties. It is the Company and its subsidiary's policy that all clients who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an on going basis with the result that the Company and its subsidiary's exposure to bad debts is not significant. With respect to credit risk arising from the other financial assets of the Company and its subsidiary, such as cash and cash equivalents the Company and its subsidiary's exposure to credit risk arises from default of the counterparty. The Group manages its operations to avoid any excessive concentration of counterparty risk and the Company and its subsidiary takes all reasonable steps to ensure the counterparties, fulfill their obligations.

3.14.1.1 Credit risk exposure

The maximum risk positions of financial assets which are generally subject to credit risk are equal to their carrying amounts (without consideration of collateral, if available).

Following table shows the maximum risk positions;

As at 31st March 2026 - Group

	Notes	Cash in hand and at bank Rs.'000	Trade and other Receivable Rs.'000	Short-term Investment Rs.'000	Total Rs.'000	% of Allocation
Trade and Other receivables	16	-	1,599,708	-	1,599,708	62
Short Term Investment	17	-	-	468,533	468,533	18
Cash in hand and at bank	19.1	516,941	-	-	516,941	20
Total credit risk exposure		**516,941**	**1,599,708**	**468,533**	**2,585,182**	**100**

As at 31st March 2025 - Group

	Notes	Cash in hand and at bank Rs.'000	Trade and other Receivable Rs.'000	Short-term Investment Rs.'000	Total Rs.'000	% of Allocation
Trade and Other receivables	16	-	1,712,476	-	1,712,476	69
Short Term Investment	17	-	-	453,360	453,360	18
Cash in hand and at bank	19.1	330,884	-	-	330,884	13
Total credit risk exposure		**330,884**	**1,712,476**	**453,360**	**2,496,720**	**100**

As at 31st March 2026 - Company

	Notes	Cash in hand and at bank Rs.'000	Trade and other Receivable Rs.'000	Short-term Investment Rs.'000	Amount due from related parties Rs.'000	Total Rs.'000	% of Allocation
Trade and Other receivables	16	-	157,604	-	-	157,604	26
Amount due from related parties	18.1	-	-	-	356,163	356,163	60
Short Term Investment	17	-	-	75,747	-	75,747	13
Cash in hand and at bank	19.1	5,359	-	-	-	5,359	1
Total credit risk exposure		**5,359**	**157,604**	**75,747**	**356,163**	**594,873**	**100**

As at 31st March 2025 - Company

	Notes	Cash in hand and at bank Rs.'000	Trade and other Receivable Rs.'000	Short-term Investment Rs.'000	Amount due from related parties Rs.'000	Total Rs.'000	% of Allocation
Trade and Other receivables	16	-	124,575	-	-	124,575	25
Amount due from related parties	18.1	-	-	-	247,645	247,645	50
Short Term Investment	17	-	-	89,633	-	89,633	17
Cash in hand and at bank	19.1	38,379	-	-	-	38,379	8
Total credit risk exposure		**38,379**	**124,575**	**89,633**	**247,645**	**500,232**	**100**

3.14.1.2 Trade Receivables

As at 31st March	Group		Company	
	2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Neither past nor impaired				
01- 30 days	973,602	986,578	60,023	46,816
Past due but not impaired				
31 - 90 days	191,055	329,214	53,448	31,684
91 - 120 days	19,066	13,855	2,937	3,903
121 - 180 days	8,301	16,787	3,976	9,288
181 - 365 days	13,382	11,202	11,653	1,754
Over 365 Days	32,571	43,987	8,995	20,223
Gross carrying value	1,237,977	1,401,623	141,032	113,668
Less : Allowance for expected credit losses	(35,677)	(34,672)	(22,840)	(23,378)
Total	1,202,300	1,366,951	118,192	90,290

The requirement for an impairment is analysed at each reporting date on an individual basis for major customers. Additionally, a large number of minor receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Company has obtained bank guarantees from all distributors as collateral by reviewing their past performance and credit worthiness. The requirement for an impairment is analysed at each reporting date on an individual basis for major clients. Additionally, a large number of minor receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on actual incurred historical data.

3.14.1.3 Amounts due from related parties

The balance consists of amounts due from the Parent, Companies under common control and Associates of the Parent.

3.14.1.4 Credit risk relating to cash and cash equivalents

In order to mitigate the concentration, settlement and operational risks related to cash and cash equivalents, the Group consciously manages the exposure to a single counterparty taking into consideration, where relevant, the rating or financial standing of the counterparty, where the position is reviewed as and when required, the duration of the exposure in managing such exposures and the nature of the transaction and agreement governing the exposure. The Group held a negative cash and cash equivalents of Rs.379 Mn as at 31st March 2026 (2024/25 negative cash and cash equivalents of Rs. 445 Mn). The Company held a negative cash and cash equivalents of Rs. 127 Mn as at 31 March 2026 (2024/2025 positive cash and cash equivalents of Rs. 32 Mn).

The respective credit risk exposures and the credit ratings of the counterparties are as follows:

Bank	Credit Rating
Commercial Bank of Ceylon PLC	AA-(lka)
Sampath Bank PLC	AA-(lka)
Hatton National Bank PLC	AA-(lka)
DFCC Bank PLC	A (lka)

3.14.2 Liquidity risk

The policy is to hold cash and undrawn committed facilities at a level sufficient to ensure that there is available funds to meet its medium term capital and funding obligations, including organic growth and acquisition activities, and to meet any unforeseen obligations and opportunities. The Group holds cash and undrawn committed facilities to enable the Company and its subsidiary to manage its liquidity risk.

The Group monitors its risk to a shortage of funds using a daily cash management process. This process considers the maturity of the Group's financial investments and financial assets (e.g. accounts receivable, other financial assets) and projected cash flows from operations.

The objective is to maintain a balance between continuity of funding and flexibility through the use of multiple sources of funding including bank loans and overdrafts.

3.14.2.1 Net Debts/(cash)

As at 31st March	Note	Group		Company	
		2026 Rs. '000	2025 Rs. '000	2026 Rs. '000	2025 Rs. '000
Cash in hand and at bank	19.1	516,941	330,884	5,359	38,379
Total liquid Assets		516,941	330,884	5,359	38,379
Interest-bearing borrowings - non current	24	(42,824)	(46,259)	-	-
Interest-bearing borrowings - current	29	(157,750)	(227,583)	-	-
Bank overdrafts	19.2	(896,160)	(776,327)	(132,484)	(6,103)
Total liquid liabilities		(1,096,734)	(1,050,169)	(132,484)	(6,103)
Net cash / (Debt)		**(579,793)**	**(719,285)**	**(127,125)**	**32,276**

3.14.2.2 Liquidity risk management

Group has implemented a mixed approach that combines elements of the cash flow matching approach and the liquid assets approach. The Group attempt to match cash outflows in each time bucket against the combination of contractual cash inflows plus other inflows that can be generated through the sale of assets or other borrowings.

The Group continued to place emphasis on ensuring that cash and undrawn committed facilities are sufficient to meet the short, medium and long term funding requirements, unforeseen obligations as well as unanticipated opportunities. Constant dialogue between Group Companies and banks regarding financial requirements ensures that availability with each single borrower limit optimised by efficiently reallocating under utilised facilities.

Maturity analysis

The table below summarises the maturity profile of both the Group's and Company's financial liabilities based on contractual undiscounted (principle plus interest) payments.

Group 31st March 2026	Within 1 Year Rs. '000	Between 1-2 years Rs. '000	Between 2-3 years Rs. '000	Between 3-4 years Rs. '000	Between 4-5 years Rs. '000	More than 5 years Rs. '000	Total Rs. '000
Interest-bearing borrowings	157,750	23,077	13,791	5,923	33	-	200,574
Trade and other payables	960,980	4,502	920	383	361	5,532	972,678
Bank overdrafts	896,160	-	-	-	-	-	896,160
	2,014,890	27,579	14,711	6,306	394	5,532	2,069,412

Group 31st March 2025	Within 1 Year Rs. '000	Between 1-2 years Rs. '000	Between 2-3 years Rs. '000	Between 3-4 years Rs. '000	Between 4-5 years Rs. '000	More than 5 years Rs. '000	Total Rs. '000
Interest-bearing borrowings	227,583	21,630	16,956	7,673	-	-	273,842
Trade and other payables	887,858	25,803	1,399	4,202	(6,566)	8,865	921,561
Bank overdrafts	776,327	-	-	-	-	-	776,327
	1,891,768	**47,433**	**18,355**	**11,875**	**(6,566)**	**8,865**	**1,971,730**

Company 31st March 2026	Within 1 Year Rs. '000	Between 1-2 years Rs. '000	Between 2-3 years Rs. '000	Between 3-4 years Rs. '000	Between 4-5 years Rs. '000	More than 5 years Rs. '000	Total Rs. '000
Trade and other payables	38,962	1,188	920	383	361	5,532	47,346
Bank overdrafts	132,48	-	-	-	-	-	132,484
	171,446	1,188	920	383	361	5,532	179,830

Company 31st March 2025	Within 1 Year Rs. '000	Between 1-2 years Rs. '000	Between 2-3 years Rs. '000	Between 3-4 years Rs. '000	Between 4-5 years Rs. '000	More than 5 years Rs. '000	Total Rs. '000
Trade and other payables	79,641	25,803	1,399	4,202	(6,566)	8,865	113,344
Bank overdrafts	6,103	-	-	-	-	-	6,103
	85,744	**25,803**	**1,399**	**4,202**	**(6,566)**	**8,865**	**119,447**

3.14.3 Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices.

Market risk comprises of the following risks:
- Interest rate risk
- Currency risk

The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The sensitivity analysis in the following sections relate to the position as at 31 March in 2026 and 2025.

The analysis excludes the impact of movements in market variables on; the carrying values of other post-retirement obligations, provisions; and the non-financial assets and liabilities.

The following assumptions have been made in calculating the sensitivity analysis.

- The sensitivity of the relevant Income Statement item is the effect of the assumed changes in respective market risks.
- This is based on the financial assets and financial liabilities held at 31st March 2026 and 2025.

3.14.3.1 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's and Company's long-term debt obligations with floating interest rates.

The Group manages the risk of volatility in interest rates by maintaining a balanced portfolio of borrowings at fixed and variable interest rates.

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of loans and borrowings affected by floating interest rates, with all other variables held constant, as follows;

Interest Rate Sensitivity

For the year Ended 31st March	Increase/decrease in base point	Consolidate Effect on profit before tax	Company Effect on profit before tax
2026	+200	(18,868,432)	-
	-200	18,868,432	-
2025	+200	(16,781,460)	-
	-200	16,781,460	-

3.14.3.2 Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group has exposure to foreign currency risk where it has cash flows in foreign currency transactions which are affected by foreign exchange movements. Group treasury analyses the market condition of foreign exchange and provides market updates to the Senior Management, with the use of external consultants' advice. Based on the suggestions made by Group treasury, the Senior Management takes decisions on whether to hold, sell, or make forward bookings of foreign currency.

The Sri Lankan Rupee depreciated by approximately 6.26% against the US Dollar during the financial year ended 31 March 2026, mainly due to increased demand for foreign currency arising from higher import-related payments, particularly following the relaxation of import restrictions, together with global economic and political uncertainties.

The Group adopted prudent measures, as and when required, to manage the financial impacts arising from the liquidity constraints and currency fluctuations by matching liabilities with corresponding inflows. At a Group level, the translation risk on foreign currency debt is largely hedged "naturally" as a result of the conscious strategy of maintaining US Dollar cash balances at a subsidiary company whilst also ensuring obligations can be managed through US Dollar denominated revenue streams. The Group was able to navigate the liquidity challenges through matching its obligations with foreign currency inflows, as far as possible and permissible, while also using the strength of the Group balance sheet to manage the situation

Foreign Currency Sensitivity
The following table demonstrates the sensitivity to a reasonably possible change in the US Dollar exchange rate, with all other variables held constant.

The impact on the Group's profit before tax due to changes in the fair value of monetary assets and liabilities is given below:

For the year Ended 31st March	Increase/decrease in base point	Consolidate Effect on profit before tax	Company Effect on profit before tax
2026	+5	24,725,224	157,459
	-5	(24,725,224)	(157,459)
2025	+5	12,293,187	375,275
	-5	(12,293,187)	(375,275)

3.14.4 Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong financial position and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure, and makes adjustments to it, in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may issue new shares, have a rights issue or buy back of shares.

	Group		Company	
	2026	2025	2026	2025
Debt / Equity	0.50	0.50	0.38	0.37

3.15 FINANCIAL INSTRUMENTS AND RELATED POLICIES

Accounting judgments, estimates and assumptions
Fair value of financial instruments

Where the fair value of financial assets and financial liabilities recorded in the Statement of Financial Position cannot be derived from active markets, their fair value is determined using valuation techniques including the discounted cash flow model. The input to these models are taken from observable markets where possible. Where this is not feasible, a degree of judgment is required in establishing fair values. The judgment include consideration of input such as liquidity risk, credit risk and volatility.

4. REVENUE

Revenue comprises amounts invoiced by the Group / Company in respect of goods sold and exported during the year.

	Group		Company	
	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
Revenue	6,157,406,729	5,835,313,182	868,755,131	787,587,357

Segment Information

Year ended 31st March 2026

Revenue	Retail/Wholesale Trade and Others Rs.	Manufacturing and Others Rs.	Total Rs.
Total Turnover	868,755,131	5,369,991,193	6,238,746,324
Less: Inter Segment Revenue	(2,402,913)	(78,936,682)	(81,339,595)
Sales to customers outside the company	866,352,218	5,291,054,511	6,157,406,729
Depreciation and Amortization	10,257,112	98,482,201	108,739,313
Net Finance Income / (Cost)	8,486,777	(14,936,293)	(6,449,516)
(Loss) / Profit Before Income Tax	(74,212,755)	142,611,417	68,398,662
Property, Plant & Equipment	3,763,555,277	10,242,648,043	14,006,203,320
Intangible Assets	5,341,707	5,620,473	10,962,180
Current Assets	859,530,934	3,489,503,730	4,349,034,664
Current Liabilities	187,268,649	1,850,393,035	2,037,661,684

Year ended 31st March 2025

Revenue	Retail/Wholesale Trade and Others Rs.	Manufacturing and Others Rs.	Total Rs.
Total Turnover	787,587,357	5,112,821,784	5,900,409,141
Less: Inter Segment Revenue	(926,169)	(64,169,790)	(65,095,959)
Sales to customers outside the company	786,661,188	5,048,651,994	5,835,313,182
Depreciation and Amortization	10,379,750	99,466,991	109,846,741
Net Finance Income/(Cost)	8,802,462	(17,986,404)	(9,183,942)
(Loss) / Profit Before Income Tax	(96,531,103)	69,266,042	(27,265,061)
Property, Plant & Equipment	3,769,123,718	10,236,618,789	14,005,742,507
Intangible Assets	7,514,277	846,108	8,360,385
Current Assets	864,800,125	3,357,777,293	4,222,577,418
Current Liabilities	128,395,613	1,805,121,518	1,933,517,131

	Group		Company	
	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
5. OTHER OPERATING INCOME				
Bad Debts Recovery	-	55,000	-	55,000
Rental Income - Related Parties	-	-	246,000	246,000
- Non-Related Parties	20,092,050	22,324,500	20,092,050	22,324,500
Vehicle Hire Income-Related Parties	-	-	1,752,750	1,906,500
Miscellaneous Income	54,647,801	21,594,465	262,542	1,477,104
Solar Panel Income	4,273,068	-	-	-
Profit on sale of Property, Plant & Equipment	32,527,022	10,831,678	3,285,169	390,678
Stock Loss Writeback	217,397	-	-	-
	111,757,338	54,805,643	25,638,511	26,399,782
6. FINANCE INCOME				
Interest Income from Related Parties	-	-	3,863,464	131,878
Interest Income from Non Related Parties	47,759,881	49,637,402	5,889,884	16,203,502
Exchange Gain	42,596,026	28,344,011	7,675,001	3,726,530
	90,355,907	77,981,413	17,428,349	20,061,910
7. FINANCE COST				
Inter Company Interest	-	-	3,740	8,351,932
Overdraft Interest	65,285,123	51,886,337	3,077,430	264,329
Loan Interest	20,124,163	27,100,096	-	-
Bank Guarantee Commission	521,304	243,889	521,304	243,889
Exchange Loss	10,874,618	7,935,033	5,338,883	2,399,298
Staff Loan Interest	215	-	215	-
	96,805,423	87,165,355	8,941,572	11,259,448
8. PROFIT / (LOSS) BEFORE INCOME TAX				
The following items have been charged in arriving at Profit before Tax. Included in Cost of Sales, Administration Expenses & Distribution Expenses.				
Audit Fees	4,039,700	3,945,609	1,898,591	1,557,997
Depreciation & Amortisation	108,739,313	109,846,741	10,257,112	10,379,750
Directors Emoluments	103,115,000	100,285,000	8,645,000	28,164,000
Personnel Cost (Note 8.1)	536,608,813	466,952,343	129,131,321	128,879,343
Provision/(Reversal) for Impairment of Trade & Other Receivables	16,882,722	17,926,437	3,518,339	6,632,468
Provision / (Reversal) for Impairment of Inventories	3,399,357	11,379,228	3,399,357	11,379,238
8.1. Personnel Cost				
Staff Cost	457,374,234	393,882,453	109,708,483	106,054,385
Defined Benefit Plan Cost - Retiring Gratuity	21,059,532	21,529,986	5,241,578	5,292,024
Defined Contribution Plan Costs - EPF and ETF	58,175,047	51,539,904	14,181,260	17,532,934
	536,608,813	466,952,343	129,131,321	128,879,343
	As at 31.03.2026 No.	As at 31.03.2025 No.	As at 31.03.2026 No.	As at 31.03.2025 No.
Average Number of Employees	525	567	135	120

	Group		Company	
	Year Ended 31.03.2026	Year Ended 31.03.2025	Year Ended 31.03.2026	Year Ended 31.03.2025
9. INCOME TAX EXPENSES	Rs.	Rs.	Rs.	Rs.
9.1 Statement of Profit and Loss				
Current Tax Expenses on				
Profit for the year (Note 9.3)	37,821,870	17,334,647	-	-
Defined Tax Expense (Reversal) (Note 9.4)	(4,563,734)	17,871,107	(18,733,500)	(19,951,753)
	33,258,136	35,205,754	(18,733,500)	(19,951,753)
9.2 Statement of Other Comprehensive Income				
Remeasurement Gain on Defined Benefit Plans	2,385,540	1,556,772	201,754	580,517
	2,385,540	1,556,772	201,754	580,517
9.3 Current Tax Expenses				
Reconciliation between Current tax Charge and the accounting Profit.				
Profit / (Loss) Before Tax	68,398,662	(27,265,061)	(74,212,755)	(96,531,103)
Expenses not deductible for Tax purposes	154,497,763	204,837,092	22,418,780	34,957,725
Tax Deductible Expenses	(135,103,597)	(114,728,190)	(11,378,110)	(13,240,670)
Tax Exempt Income	(12,809,992)	(11,712,089)	-	-
Income not Subject to Tax	(34,179,126)	(10,597,198)	(573,330)	(213,114)
Tax Loss Claimed	(30,091,398)	(68,799,094)	-	-
Tax Loss Carried Forward	97,402,399	75,027,162	63,745,415	75,027,162
Taxable Income	108,114,711	46,762,622	-	-
Income tax charged at				
Standard Rate - 30%	32,434,413	14,028,786	-	-
Under/ (Over) provision in previous years	5,387,457	3,305,861	-	-
	37,821,870	17,334,647	-	-

Applicable Income Tax Rates on Taxable Income of the all companies within the Group as per Inland Revenue Act No. 24 of 2017 and subsequent amendments thereto are as follows;

	2026	2025	2026	2025
	%	%	%	%
Hunter & Company PLC	30	30	30	30
Lanka Canneries (Pvt) Limited				
- Manufacturing Sales	30	30		
- Export Sales	30	30		
- Investment Income	30	30		
Heath & Company (Ceylon) (Private) Limited	30	30		
Ceylon Teas (Private) Limited	30	30		
Heather & Company (Ceylon) Limited	30	30		
Securityco Lanka (Pvt) Limited	30	30		
Lanka Canneries Agrifoods (Pvt) Limited	30	30		

9.4 DEFERRED TAX EXPENSE				
Profit and Loss				
Deferred tax charge / (credit) arising from				
Accelerated depreciation for tax purpose	18,555,948	21,567,744	1,079,809	3,154,941
Employee benefit liabilities	(3,996,058)	(1,827,890)	(689,685)	(598,545)
Tax loss	(19,123,624)	(1,868,747)	(19,123,624)	(22,508,149)
Deferred tax charged/(credited) directly to Profit or Loss	(4,563,734)	17,871,107	(18,733,500)	(19,951,753)
Other Comprehensive Income				
Actuarial gain on employee benefit liabilities	2,385,540	1,556,772	201,754	580,517
	(2,178,194)	19,427,879	(18,531,746)	(19,371,236)

10. EARNINGS / (LOSS) PER SHARE AND DIVIDEND PER SHARE

10.1 EARNINGS / (LOSS) PER SHARE

Basic earning / (loss) per share is calculated by dividing the net profit / (loss) attributable to shareholders by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings / (loss) per share is calculated by dividing net profit / (loss) for the year attributable to ordinary shareholders by the number of ordinary shares outstanding during the year after adjustment the effect of all dilutive potential ordinary shares.

10.1.1 BASIC EARNING / (LOSS) PER SHARE		Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
Profit / (Loss) for the Year	Rs.	35,140,526	(62,470,815)	(55,479,255)	(76,579,350)
Profit / (Loss) attributable to equity holders of the parent for Basic earnings per share	Rs.	20,404,145	(63,303,213)	(55,479,255)	(76,579,350)
Basic Earning / (Loss) Per Share	Rs.	3.97	(12.30)	(10.78)	(14.88)

10.1.2 DILUTED EARNINGS / (LOSS) PER SHARE					
Profit / (Loss) attributable to equity holders of the parent for Diluted earnings per share	Rs.	20,404,145	(63,303,213)	(55,479,255)	(76,579,350)
Weighted average number of ordinary shares	Rs.	5,145,000	5,145,000	5,145,000	5,145,000
Diluted Earning / (Loss) Per Share	Rs.	3.97	(12.30)	(10.78)	(14.88)

11. PROPERTY, PLANT AND EQUIPMENT

11.1. Group

11.1.1.Gross Carrying Amounts

At Cost or Valuation Freehold	Balance As at 01.04.2025 Rs.	Additions Rs.	Disposals Rs.	Balance As at 31. 03. 2026 Rs.
Freehold Land	13,034,358,610	-	-	13,034,358,610
Buildings on Freehold Land	685,439,629	-	-	685,439,629
Plant & Machinery	692,187,406	61,948,698	-	754,136,104
Motor Vehicles	101,137,269	20,889,831	(20,890,000)	101,137,100
Furniture and Fittings	39,231,425	1,882,802	-	41,114,227
Office Equipment	198,423,545	20,688,127	(54,060)	219,057,612
Total Gross Carrying Amount of Property, Plant and Equipment	14,750,777,884	105,409,458	(20,944,060)	14,835,243,282

11.1.2. Accumulated Depreciation and Impairment Losses

Freehold	Balance As at 01.04.2025 Rs.	Charge for the year Rs.	Disposals Rs.	Balance As at 31.03.2026 Rs.
Buildings on Freehold Land	62,113,836	31,056,924	-	93,170,760
Plant & Machinery	460,588,692	50,603,654	-	511,192,346
Motor Vehicles	55,657,161	3,110,183	(20,890,000)	37,877,344
Furniture and Fittings	24,735,765	2,201,323	-	26,937,088
Office Equipment	141,939,923	17,976,561	(54,060)	159,862,424
Total Depreciation	745,035,377	104,948,645	(20,944,060)	829,039,962

11.1.3. Carrying Value

Freehold	As At 31.03.2026 Rs.	As At 31.03.2025 Rs.
Freehold Land	13,034,358,610	13,034,358,610
Buildings on Freehold Land	592,268,869	623,325,793
Plant & Machinery	242,943,758	231,598,714
Motor Vehicles	63,259,756	45,480,108
Furniture and Fittings	14,177,139	14,495,660
Office Equipment	59,195,188	56,483,622
Total Carrying Amount of Property, Plant & Equipment	14,006,203,320	14,005,742,507

11. PROPERTY, PLANT AND EQUIPMENT (Contd.....)

11.1.4 The fair value of land and buildings owned by the Group was determined by means of a revaluation as at 31st March 2023 by Messers. E. Dayasena M.Sc REMV, BSc Hons (Valuation) I R R (UK) FIV (Sri Lanka), an independent valuer on the existing use basis.

Methodology used is land is valued on contractor's basis of valuation where buildings are valued on depreciated replacement basis.The revaluation surplus net of applicable deferred income tax was credited to other comprehensive income and is shown in revaluation reserve in shareholder equity.

Description of valuation Techniques used and key inputs to the valuation of land and building are indicated below

Property Land and Buildings	Name of chartered Valuation surveyor	Method of valuation perch 2023 Rs.	Fair value of Land	Fair value of Building Rs.	Note fair value
Parent Hunter & Company PLC No;24,T.B Jayah Mawatha, Colombo 10.	E Dayasena	Open Market	3,682,500,000	46,708,000	11.1.4.1
Subsidiary Lanka Canneries (Pvt)Ltd No;45/75,Narahenpita road, Colombo 05	E Dayasena	Open Market	6,170,000,000	300,000,000	11.1.4.2
Nagoda Megodapotha Attanagalla	E Dayasena	Open Market	104,000,000	290,000,000	
			6,274,000,000	590,000,000	
Subsidiary Heath & Company (Ceylon) (Pvt) Ltd 37th Lane off Queens Rd, Kollupitiya	E Dayasena	Open Market	3,077,858,610	45,600,000	11.1.4.3
			13,034,358,610	682,308,000	

11.1.4.1 Details of Property
Hunter & Company PLC

Land				Building		
Location	Extent	Estimated price per perch/acre Rs.	Fair value	Area of square foot	Estimated price per square foot	Fair Value Rs.
24,T.B Jayah Mawatha Colombo 10	1 Acre 2 Roods 5.5 Perches	15,000,000	3,682,500,000	27,398	450-3000	46,708,000

11.1.4.2 Details of Property
Lanka Canneries (Pvt) Ltd

Land				Building		
Location	Extent	Estimated price per perch/acre Rs.	Fair value	Area of square foot	Estimated price per square foot	Fair Value Rs.
No;45/75, Narahenpita Road, Colombo 05 High Land area	6 Acres 1 Rood Perches 27.53 Perches	6,000,000 (Per perch)	6,165,200,000	102,601	2600-3160	300,000,000
Low Land area	160 Perches	30,000 (Per perch)	4,800,000	-	-	-
Nagoda Megodapotha Attanagalla	10 Acres 3 Roods 13 Perches	9,600,000 (Per acre)	103,342,400	70,510	2600-4650	290,000,000
	1 Roods 14.8 Perches	12,000 (Per perch)	657,600	-	-	-
			6,274,000,000			590,000,000

11.1.4.3 Details of Property
Heath & Company

Land				Building		
Location	Extent	Estimated price per perch/acre Rs.	Fair value	Area of square foot	Estimated price per square foot	Fair Value Rs.
37th lane off Queens road,Kollupitiya						
Lot A	2 Roods 30.33 perches	14,000,000 (Per perch)	1,544,600,000	8,234	2375 - 3000	22,800,000
Lot B	2 Roods 29.5613 perches	14,000,000 (Per perch)	1,533,258,610	8,230	2375 - 3000	22,800,000
			3,077,858,610			45,600,000

11.2. Company

11.2.1. Gross Carrying Amounts

	Balance As at 01.04.2025 Rs.	Additions Rs.	Disposals Rs.	Balance As at 31.03.2026 Rs.
At Cost or Valuation				
Freehold Land	3,682,500,000	-	-	3,682,500,000
Buildings on Freehold Land	46,708,000	-	-	46,708,000
Plant & Machinery	18,873,247	-	-	18,873,247
Motor Vehicles	25,120,595	-	(1,900,000)	23,220,595
Furniture and Fittings	25,204,991	1,582,879	-	26,787,870
Office Equipment	32,078,842	933,222	-	33,012,064
Total Gross Carrying Amount of Property, Plant and Equipment	3,830,485,675	2,516,101	(1,900,000)	3,831,101,776

11.2.2. Accumulated Depreciation and Impairment

	Balance As at 01.04.2025 Rs.	Charge for the year Rs.	Disposals Rs.	Balance As at 31.03.2026 Rs.
Buildings on Freehold Land	3,113,836	1,556,924	-	4,670,760
Plant & Machinery	10,914,240	1,341,793	-	12,256,033
Motor Vehicles	8,913,408	63,749	(1,900,000)	7,077,157
Furniture and Fittings	13,204,094	1,661,326	-	14,865,420
Office Equipment	25,216,379	3,460,750	-	28,677,129
Total Depreciation	61,361,957	8,084,542	(1,900,000)	67,546,499

11.2.3. Carrying Value
Freehold

	As At 31.03. 2026 Rs.	As At 31.03.2025 Rs.
Freehold Land	3,682,500,000	3,682,500,000
Buildings on Freehold Land	42,037,240	43,594,164
Plant & Machinery	6,617,214	7,959,007
Motor Vehicles	16,143,438	16,207,187
Furniture and Fittings	11,922,450	12,000,897
Office Equipment	4,334,935	6,862,463
Total Carrying Amount of Property, Plant and Equipment	3,763,555,277	3,769,123,718

11. PROPERTY, PLANT & EQUIPMENT (Contd...)

11. 3 The carrying amount of revalued assets that would have been included in the financial statements had the assets been carried at cost less depreciation is as follows:

Group

Class of Asset	**Cost Rs.**	**Cumulative Depreciation If assets were carried at cost Rs.**	**Net Carrying Amount 2026 Rs.**	**Net Carrying Amount 2025 Rs.**
Land	138,160,750	-	138,160,750	138,160,750
Building	130,184,580	79,096,444	51,088,136	55,954,916
Total	268,345,330	79,096,444	189,248,886	194,115,666

Company

Class of Asset	**Cost Rs.**	**Cumulative Depreciation If assets were carried at cost Rs.**	**Net Carrying Amount 2026 Rs.**	**Net Carrying Amount 2025 Rs.**
Land	80,595,000	-	80,595,000	80,595,000
Building	13,605,882	3,757,611	9,848,271	10,301,800
Total	94,200,882	3,757,611	90,443,271	90,896,800

11.4. During the financial year, the Group acquired Property, Plant and Equipment to the aggregate value of Rs . 105,409,458/- (2024/2025 Rs. 68,504,705/-).

11.5. During the financial year, the Company acquired Property, Plant and Equipment to the aggregate value of Rs. 2,516,101/- (2024/2025 Rs.13,302,577/-).

The useful lives of the assets are estimated as follows	**2026**	**2025**
Buildings	30 Years	30 Years
Plant and Machinery	10 Years	10 Years
Motor Vehicles	4 Years	4 Years
Furniture and Fittings	4 to 10 Years	4 to 10 Years
Office Equipment	10 Years	10 Years

In respect of Lanka Canneries (Pvt) Ltd., the useful lives of the assets are as follows:

Lanka Canneries (Pvt) Ltd.		
Buildings	40 Years	40 Years
Plant and Machinery	8 Years	8 Years
Furniture and Fittings	8 Years	8 Years
Office Equipment	5 to 8 Years	5 to 8 Years
Motor Vehicles and Sundry Assets	4 Years	4 Years

11.6. Immovable property owned by the Company as at the reporting date. Carrying value of the property is as follows:

Land				**Building**		
Location	Extent	Estimated price per perch/acre Rs.	Fair value	Area of square foot	Estimated price per square foot	Fair Value Rs.
24,T.B Jayah Mawatha Colombo 10	1 Acre 2 Roods 5.5 Perch	15,000,000	3,682,500,000	27,398	450-3000	46,708,000

12. INVESTMENT PROPERTY

	Group		**Company**	
	As at 31.03.2026 Rs.	**As at 31.03.2025 Rs.**	**As at 31.03.2026 Rs.**	**As at 31.03.2025 Rs.**
At the beginning of the year	384,500,000	384,500,000	384,500,000	384,500,000
Net gain from fair value remeasurement	-	-	-	-
At the End of the year	384,500,000	384,500,000	384,500,000	384,500,000

12. INVESTMENT PROPERTY (Contd...)

Details of investment property are as follows;

Location/ address	Acres	Roots	Perches	Fair Value
Land				
130 Front Street, Colombo 11	-	-	17	340,000,000
Building				
130 Front Street, Colombo 11	Sq/Ft 17911	-	-	44,500,000
Fair value of property				384,500,000

Description of valuation techniques used and key inputs to the valuation of Investment Property is indicated below;

Property	Name of chartered Valuation surveyor	Method of Valuation	Estimated price per perch 2023 Rs.	Estimated price per square foot Rs.	Correlation to fair value Rs.
Investment Property - Land & Building					
130, Front Street, Colombo 11	E. Dayasena	Open Market Value method	20,000,000	10,000 -15,000	Positive

13. INTANGIBLE ASSETS

	Group		Company	
	Computer Software Rs.	Total Rs.	Computer Software Rs.	Total Rs.
Cost				
At 01st April 2025	39,383,572	39,383,572	16,327,249	16,327,249
Additions	6,392,463	6,392,463	-	-
At 31st March 2026	45,776,035	45,776,035	16,327,249	16,327,249
Accumulated Amortization				
At 01st April 2025	31,023,187	31,023,187	8,812,972	8,812,972
Charge for the year	3,790,668	3,790,668	2,172,570	2,172,570
At 31st March 2026	34,813,855	34,813,855	10,985,542	10,985,542
Carrying Amount				
At 31st March 2026	10,962,180	10,962,180	5,341,707	5,341,707
At 31st March 2025	8,360,385	8,360,385	7,514,277	7,514,277

14. INVESTMENT IN SUBSIDIARIES

Company

Investment represent the investment in subsidiary company, Heath & Co. (Ceylon) (Private) Ltd., as follows.

Company	Principal place of the business	Holding %	Cost 2026 Rs.	Cost 2025 Rs.	Directors' Valuation 2026 Rs.	Directors' Valuation 2025 Rs.
Heath & Company (Ceylon) (Private) Ltd.	No. 45/75 Narahenpita Road Colombo 5	90.9%	56,710,046	56,710,046	3,116,200,000	3,116,200,000

Non Controlling Interest - Heath & Company (Ceylon) (Private) Ltd.,

Profit allocated 2026 Rs.	2025 Rs.	Other comprehensive Income 2026 Rs.	2025 Rs.	Total Comprehensive Income 2026 Rs.	2025 Rs.
1,746,751	1,710,869	-	-	1,746,751	1,710,869
Capital Reserve at 31.03.2026 Rs.	**at 31.03.2025 Rs.**			**Revenue Reserve at 31.03.2026 Rs.**	**at 31.03.2025 Rs.**
198,387,703	198,387,703			41,874,212	40,127,461
Non Current Assets at 31.03.2026 Rs.	**at 31.03.2025 Rs.**			**Current Assets at 31.03.2026 Rs.**	**at 31.03.2025 Rs.**
306,762,353	303,870,216			48,831,284	45,498,633
Non Current Liabilities at 31.03.2026 Rs.	**at 31.03.2025 Rs.**			**Current Liabilities at 31.03.2026 Rs.**	**at 31.03.2025 Rs.**
85,103,217	85,072,260			24,222,505	19,775,426

	Group		Company	
	As At 31.03.2026	As At 31.03.2025	As At 31.03.2026	As At 31.03.2025
15. INVENTORIES	Rs.	Rs.	Rs.	Rs.
Consumables	82,878,184	75,072,166	-	-
Raw Materials, Packing Materials & Work in Progress	1,095,321,231	961,461,018	-	-
Finished Goods	638,456,397	725,214,229	317,462,017	413,972,014
	1,816,655,812	1,761,747,413	317,462,017	413,972,014
Less: Provision for obsolete stock (Note 15.1)	(52,802,947)	(49,403,590)	(52,802,947)	(49,403,590)
	1,763,852,865	1,712,343,823	264,659,070	364,568,424
15.1. Movement in provision for obsolete and slow moving stocks				
Balance at the beginning of the year	49,403,590	38,024,362	49,403,590	38,024,362
Provision / (Reversal) for obsolete stock	3,399,357	11,379,228	3,399,357	11,379,228
Balance at end of the year	52,802,947	49,403,590	52,802,947	49,403,590
16. TRADE AND OTHER RECEIVABLES				
Trade Debtors-Non Related (Net)	1,202,299,555	1,366,951,070	118,191,700	90,290,424
Other Receivables	397,408,187	345,525,355	39,411,872	34,284,514
	1,599,707,742	1,712,476,425	157,603,572	124,574,938

The Company believes that the carrying amount of Trade and Other Receivables at the reporting date are collectible in full based on historic payment behavior and analysis of Customer credit risk. Impairment of Trade and other Receivables during the reporting period is as follows;

Provision for Impairment of receivables				
Balance at beginning of the year	34,672,329	16,745,892	23,378,360	16,745,892
Provision for impairment of receivables	16,882,722	17,926,437	3,518,339	6,632,468
(Reversal) of provision for impairment of recevables	(15,877,609)	-	(4,056,539)	-
Balance end of the year	35,677,442	34,672,329	22,840,160	23,378,360
Neither past due nor impaired	1,371,010,184	1,332,103,754	99,434,732	81,101,298
Past due but not Impaired	228,697,558	380,372,671	58,168,840	43,473,640
	1,599,707,742	1,712,476,425	157,603,572	124,574,938
17. OTHER CURRENT FINANCIAL ASSETS				
Investment in Unit Trust and Treasury Bills (Note 17.1)	468,480,402	453,337,757	75,693,494	89,610,258
Investment in Fair Value through Other Comprehensive Income (Note 17.2)	53,020	22,450	53,020	22,450
	468,533,422	453,360,207	75,746,514	89,632,708
17.1 **Investment in Unit Trust and Treasury Bills**				
Unit Trust Investment	37,071,535	34,440,680	37,071,535	34,440,680
Treasury Bill - HNB Securities Limited	431,408,867	418,897,077	38,621,959	55,169,578
	468,480,402	453,337,757	75,693,494	89,610,258

17.2 **Investment - Fair Value Through Other Comprehensive Income**

	Group			Company		
Quoted Shares	No. of Shares	Carrying Amount 2026 Rs.	Carrying Amount 2025 Rs.	No. of Shares	Carrying Amount 2026 Rs.	Carrying Amount 2025 Rs.
Lanka Realty Investment PLC						
At the beginning of the Year	100	1,200	4,790	100	1,200	4,790
Increase/(Decrease) in Fair Value of Investment	-	3,070	(3,590)	-	3,070	(3,590)
At the end of the year	100	4,270	1,200	100	4,270	1,200
Raigam Wayamba Saltern PLC						
At the beginning of the Year	2,500	21,250	17,000	2,500	21,250	17,000
Increase/(Decrease) in Fair Value of Investment	-	27,500	4,250	-	27,500	4,250
At the end of the year	2,500	48,750	21,250	2,500	48,750	21,250
Total		53,020	22,450		53,020	22,450

	Group		Company	
	As at 31.03.2026	As at 31.03.2025	As at 31.03.2026	As at 31.03.2025
18. AMOUNTS DUE FROM/TO RELATED PARTIES	Rs.	Rs.	Rs.	Rs.
18.1 AMOUNTS DUE FROM RELATED PARTIES				
Lanka Canneries (Pvt) Ltd.	-	-	89,867,904	41,834,487
Ceylon Teas (Pvt) Ltd.	-	-	2,549,283	2,362,874
Heather & Co. (Ceylon) Ltd.	-	-	2,069,996	1,879,567
Heath & Co. (Ceylon) (Pvt) Ltd.	-	-	261,676,009	201,068,332
Securityco Lanka (Pvt) Ltd.	-	-	-	500,000
	-	-	356,163,192	247,645,260
18.2 AMOUNTS DUE TO RELATED PARTIES				
Securityco Lanka (Pvt) Ltd.	-	-	373,948	-
	-	-	355,789,244	247,645,260
19. CASH & CASH EQUIVALENTS				
Components of Cash and Cash Equivalents				
19.1 Favourable Cash & Cash Equivalents Balances				
Cash & Bank Balances	516,940,635	330,884,156	5,358,586	38,378,795
19.2 Unfavourable Cash & Cash Equivalents				
Bank Overdraft	(896,160,185)	(776,327,366)	(132,483,719)	(6,102,950)
	(379,219,550)	(445,443,210)	(127,125,133)	32,275,845
20. STATED CAPITAL				
Ordinary Shares				
5,145,000 Ordinary Shares				
(2024/2025- 5,145,000 Ordinary Shares)	137,290,000	137,290,000	137,290,000	137,290,000

20.1. The holders of Ordinary Shares are entitled to receive dividends as declared from time to time and are entitled to one vote per individual present at the meeting of shareholders or one vote per share in case of a poll.

21. CAPITAL RESERVES				
Revaluation Reserve (Note 21.1)	8,647,673,866	8,647,673,866	2,814,983,854	2,814,983,854
21.1. Revaluation Reserve				
On Property, Plant and Equipment				
Balance as at the beginning of the year	8,647,673,866	8,647,673,866	2,814,983,854	2,814,983,854
Revaluation Surplus/(Deficit)	-	-	-	-
	8,647,673,866	8,647,673,866	2,814,983,854	2,814,983,854
Less: Deferred Tax effect	-	-	-	-
Balance as at the end of the year	8,647,673,866	8,647,673,866	2,814,983,854	2,814,983,854

The revaluation reserve relates to land & buildings which have been revalued by the Group.

22. REVENUE RESERVES				
Available for Sale Reserves	4,474	4,474	4,474	4,474
General Reserves (Note 22.1)	4,285,733	4,285,733	4,105,662	4,105,662
Gain on Bargain Purchases	47,590,220	22,733,624	-	-
Retained Earnings	2,310,941,343	2,264,300,250	711,540,741	766,518,668
	2,362,821,770	2,291,324,081	715,650,877	770,628,804
22.1 Revenue Reserves				
General Reserves				
General Reserve which is a Revenue Reserve represents the amounts set a side by the Directors for general application.				
At the beginning of the year and at the end of the year	4,285,733	4,285,733	4,105,662	4,105,662
23. NON CONTROLLING INTEREST				
At the beginning of the year	1,373,749,429	1,402,216,191	-	-
Current year Profit Entitlement	15,403,433	1,245,862	-	-
Loss on Minority Interest	(61,468,220)	(29,712,624)	-	-
At the end of the year	1,327,684,642	1,373,749,429	-	-

		Group		Company	
		As at 31.03.2026 Rs.	As at 31.03.2025 Rs.	As at 31.03.2026 Rs.	As at 31.03.2025 Rs.
24. INTEREST BEARING BORROWINGS					
Term Loan	(Note 24.1)	42,823,862	46,258,796	-	-
		42,823,862	46,258,796	-	-

24.1. Term Loan

Lender	Purpose	Security	Nominal Interest	Year of Maturity	Group As at 31.03.2026 Rs.	Group As at 31.03.2025 Rs.	Company As at 31.03.2026 Rs.	Company As at 31.03.2025 Rs.
Commercial Bank of Ceylon PLC	To fully finance the installation of a 400kw solar units	Mortgage over machinery & equipment	7.75 %	2026	-	4,673,510	-	-
Commercial Bank of Ceylon PLC	To retire the letter of credit facilities to open for importation of machinery	Mortgage over imported machinery	7.75 %	2026/2028	24,628,362	41,585,286	-	-
Commercial Bank of Ceylon PLC	To part finance the purchase cost of machinery	Mortgage Over Machinery & Equipment	AWPLR+1%	2030	8,132,500	-	-	-
Commercial Bank of Ceylon PLC	To part finance the purchase cost of machinery	Mortgage Over Machinery & Equipment	AWPLR+1%	2030	10,063,000	-	-	-
					42,823,862	46,258,796	-	-

	Group		Company	
	As at 31.03.2026 Rs.	As at 31.03.2025 Rs.	As at 31.03.2026 Rs.	As at 31.03.2025 Rs.
25. DEFERRED TAX LIABILITY				
Tax effect on Capital Allowances	56,876,728	38,320,780	2,440,199	1,360,390
Tax effect on Revaluation Surplus of Property, Plant & Equipment	3,985,150,134	3,985,150,134	1,118,762,400	1,118,762,400
Tax effect on Increase in fair of Investment Property	115,350,000	115,350,000	115,350,000	115,350,000
	4,157,376,862	4,138,820,914	1,236,552,599	1,235,472,790
DEFERRED TAX ASSETS				
Tax Effect on Defined Benefit Plan	(34,129,718)	(32,519,200)	(8,367,325)	(7,879,394)
Tax Effect on Tax Loss	(41,631,773)	(22,508,149)	(41,631,773)	(22,508,149)
	(75,761,491)	(55,027,349)	(49,999,098)	(30,387,543)
NET DEFERRED TAX LIABILITY	4,081,615,371	4,083,793,565	1,186,553,501	1,205,085,247
Balance Brought Forward	4,083,793,565	4,064,365,686	1,205,085,247	1,224,456,483
Profit or Loss	(4,563,734)	17,871,107	(18,733,500)	(19,951,753)
Other Comprehensive Income	2,385,540	1,556,772	201,754	580,517
Balance Carried Forward	4,081,615,371	4,083,793,565	1,186,553,501	1,205,085,247

25. DEFERRED TAX LIABILITY (Contd...)

	Group		Company	
	As At 31.03.2026 Rs.	As At 31.03.2025 Rs.	As At 31.03.2026 Rs.	As At 31.03.2025 Rs.
25.1. Deferred tax liabilities/ (assets) originated due to temporary differences on the following assets and liabilities bases.				
On Investment Property	384,500,000	384,500,000	384,500,000	384,500,000
On Property, Plant and Equipment	13,473,422,873	13,411,569,713	3,737,341,997	3,733,742,633
On Retirement Benefit Obligation	(113,765,725)	(108,397,333)	(27,891,083)	(26,264,648)
On Tax Loss	(138,772,577)	(75,027,163)	(138,772,577)	(75,027,163)
Total	13,605,384,571	13,612,645,217	3,955,178,337	4,016,950,822

26. RETIREMENT BENEFIT OBLIGATION

26.1 Defined Benefit Obligation

Retirement Benefit - Gratuity	117,595,764	110,377,445	27,891,083	26,264,648
Changes in the present value of the defined benefit obligation as follows;				
Income statement (credit)/charge for Retirement benefit - Gratuity	14,534,186	16,340,746	4,569,066	3,356,966
The movement in the defined benefit obligation over the year is as follows ;				
At the beginning of the year	110,377,445	107,493,606	26,264,648	26,204,554
Current Services Cost	10,437,704	9,961,537	2,762,245	2,409,523
Interest Cost	10,621,828	11,568,449	2,479,333	2,882,501
Actuarial (Gain)/Loss	(6,525,346)	(5,189,240)	(672,512)	(1,935,058)
Income statement charges	14,534,186	16,340,746	4,569,066	3,356,966
Benefits paid	(7,315,867)	(13,456,907)	(2,942,631)	(3,296,872)
At the end of the Year	117,595,764	110,377,445	27,891,083	26,264,648

26.2 LKAS 19 requires the use of actuarial techniques to make a reliable estimate of the amount of retirement benefit that employees have earned in the return for their services in the current and prior periods and discount that benefit using project unit credit method in order to determine the present value of the retirement benefit obligation and the current service cost. This requires are an entity to determine how much benefit is attributable to the current and prior periods and to make estimates about demographic variables and financial variables that will influence the cost of the benefit.

As per the guidelines issued by the Institute of Chartered Accountants of Sri Lanka, the discount rates have been adjusted to convert the coupon bearing yield to a zerocoupon yield to match the characteristics of the gratuity payment liability and the resulting yield to maturity for the purpose of valuing Employee benefit obligations as per LKAS 19

The following Key assumptions were made in arriving at the above figure.

	2026	2025
Financial Assumptions		
Rate of Discount	10%	10%
Salary Increase	7%	6.5%
Demographic Assumptions		
Retirement Age	60 Years	60 Years
Disability	10%	10%
Staff Turnover	18%	18%

The Management tested several scenario based calculations on possible changes of the assumptions due to the prevailing macroeconomic conditions. Based on those calculations, the management has concluded that there is no material impact to retirement benefit obligations liability of the group and the company.

26.3 Sensitivity of Assumptions used

Values appearing as defined obligation in the financial statements are sensitive to the charged in financial and non financial assumptions used. The estimated impact based on sensitivity analysis carried out is as follows;

	Group		Company	
	+ 1%	- 1%	+ 1%	- 1%
A percentage point change in the discount rate	115,112,574	120,257,398	26,648,485	29,239,387
A percentage point change in the salary escalation rate	120,275,257	115,054,848	29,281,612	26,587,738
	+ 10%	- 10%	+ 10%	- 10%
A percentage point change in the employee turnover rate	117,549,577	117,620,648	27,971,264	27,796,860

The employee benefit liabilities of the group is based on the actuarial valuations carried out by Units Actuaries & Consultants (Pvt) Ltd.

	Group		Company	
	As At 31.03.2026 Rs.	As At 31.03.2025 Rs.	As At 31.03.2026 Rs.	As At 31.03.2025 Rs.
27. TRADE AND OTHER PAYABLES				
Trade Creditors	226,264,506	261,641,024	11,986,613	57,786,670
Other Payables	746,413,544	659,919,674	35,359,889	55,557,630
	972,678,050	921,560,698	47,346,502	113,344,300
28. DIVIDENDS PAYABLE				
Unclaimed Dividends Payable	8,042,864	8,045,864	5,084,503	5,087,503
29. SHORT TERM INTEREST BEARING BORROWINGS				
Long term Loan payable within one year	27,750,434	26,304,144	-	-
Short term Loan	130,000,000	201,279,059	-	-
	157,750,434	227,583,203	-	-

30. ASSETS PLEDGED

The following assets of the Group have been pledged as security for liabilities.

Bank	Facility	Limit Rs.	Assets Pledged	Carrying Value of Assets Pledged 31.03.2026	Carrying Value of Assets Pledged 31.03.2025	Included under
Hunter & Company PLC						
Hatton National Bank PLC	Overdraft Facility	Rs. 65 Mn	Freehold land & building at No.130, Front Street, Colombo 11.	Rs. 384.5 Mn	Rs. 384.5 Mn	Investment Property
	Overdraft Facilty Import Loan Facility	Rs. 85 Mn Rs. 80 Mn	Stocks at T. B. Jayah Mw. Colombo 10	Rs. 142.9 Mn	Rs. 132.1 Mn	Inventory
			Assignment over the Book Debts of the Company	Rs 118.2 Mn	Rs. 90.3 Mn	Trade and Other Receivables
Lanka Canneries (Pvt) Ltd.						
Commercial Bank of Ceylon PLC	Overdraft Facility Export Bill	Rs. 520 Mn	Mortgage Over Factory land and building at Attanagalla	Rs. 349.7 Mn	Rs. 365 Mn	Property, Plant & Equipment
	Machinery Loans	Rs. 154 Mn	Mortgage Over Machinery & Equipment	Rs. 240.5 Mn	Rs. 228.8 Mn	Property, Plant & Equipment
	Short Term/ Import Demand Loan	Rs. 500 Mn	Foreign Currency Account 122323403 for USD 1.3 Mn.	Rs. 431.5 Mn	186 Mn	Bank & Cash
Sampath Bank PLC	Overdraft Facility LC Facility	Rs. 100 Mn Rs. 200 Mn	Primary Concurrent Mortgage Bond for Rs. 200 Mn and additional concurrent mortgage bond for Rs.100 Mn over stocks and debtors	Inventory Rs. 1,499 Mn Debtors Rs. 1,084 Mn	Inventory Rs. 1,347 Mn Debtors Rs. 1,269 Mn	Inventory Trade and Other Receivables
Hatton National Bank PLC	Overdraft Facility Short Term Loan /LC Facility	Rs. 250 Mn Rs. 140 Mn	Primary Concurrent Mortgage Bond for Rs. 140 Mn over Stocks & Debtors for Letter of Credit	Inventory Rs. 1,499 Mn Debtors Rs. 1,084 Mn	Inventory Rs. 1,347 Mn Debtors Rs. 1,269 Mn	Inventory Trade and Other Receivables

31. COMMITMENTS AND CONTINGENCIES

31.1 Contingencies

i. Mr. T. T. Al Nakib, as plaintiff, has filed the following cases against Hunter & Company PLC, its Chairman, Mr. M. F. Dossa and its Managing Director, Mrs. L. R. P. Dossa.

Case No.	Court	Case Filed Against	Claim/Assertion
DMR/01980/10	District Court of Colombo	Hunter & Company PLC, its Chairman, Mr. M.F.Dossa, its Managing Director, Mrs. L.R.P.Dossa and 3 others.	Seeking damages for a sum of Rs. 150 million.The case was dismissed by the District Court but the petitioner/ plaintiff appealed to the Provincial High Court of the Western Province, against the said order. The High Court dismissed the case and thereafter the petitioner has appealed to the Supreme Court against the order of the Provincial High Court.
H.C (Civic) 251/14/MR	High Court of Western Province	Hunter & Company PLC, its subsidiary Heath & Company (Ceylon) (Private) Limited, Chairman Mr. M.F.Dossa, Managing Director, Mrs. L.R.P.Dossa and one other.	Seeking specific performance for a sale of a property belonging to Heath & Co. (Ceylon) (Private) Ltd. Although the court dismissed the action the plaintiff- petitioner has appealed to the Supreme Court against the said order
S C H C Appeal No. 13/2012	High Court of Western Province	Hunter & Company PLC, its Chairman, Mr. M. F. Dossa, it's Managing Director Mrs. L. R. P. Dossa and one other.	Seeking an investigation into the affairs of the Company. Although the Court dismissed the petitioner's application the petitioner has appealed to the Supreme Court against the said order.

As the plaintiff/petitioner has since passed away, by order of the Court, the deceased plaintiff's/petitioner's other daughter has been substituted in his place in the room and place of the deceased plaintiff/petitioner, which is being contested by the defendants.

The Companies referred the above, therein Chairman and Managing Director consider the cases against them to be without merit and intend defending themselves.

Apart from the above, no events have occurred since the year end which would require adjustments to or disclosure in the financial statement.

32. EVENTS AFTER THE REPORTING DATE

There were no material events occurring after the reporting period that require adjustment to or disclosure in the Financial Statements.

33. DIRECTORS INTEREST IN CONTRACTS AND/OR PROPOSED CONTRACTS WITH THE COMPANY

	Hunter and Company PLC	Lanka Cannaries (Pvt) Ltd	Heath and Company (Ceylon) (Pvt) Ltd	Ceylon Teas Limited	Heather & Company (Ceylon) Limited	Lanka Cannaries Agrifood (Pvt) Ltd	Securityco Lanka (Pvt) Limited.
Mr. M. F. Dossa	Chairman	Chairman	Chairman	Director	Director	Director	Director
Mrs. L. R. P Dossa	Managing Director	Managing Director	Managing Director	Director	Director	Director	Director
Mr. D. H. J. Gunewardena	Director	Director	Director				
Mr. N. C. Peiris	Director	Director					
Mr. S. R. S.De Saram	Director						
Mr. S. K. Shah	Director (Resigned on 04/08/2025)	Director (Resigned on 04/08/2025)					
Mr. N.S.K.Samarasinghe	Director						
Ms S. L. N. Fernando	Director (Resigned on 14/11/2025)	Director (Resigned on 14/11/2025)					
Mr. P. L. P. Withana	Director (Appointed on 04/11/2025)	Director (Appointed on 04/11/2025)					
Mr. R. De Silva	Director (Appointed on 22/12/2025)	Director (Appointed on 23/12/2025)					

Transactions with above companies are described in detail in note 34.1.2 to these financial statements.

34. RELATED PARTY TRANSACTIONS

34.1. Transaction with Related Entities

34.1.1. Related Entities

Subsidiary Companies

Heath & Company (Ceylon) (Private) Limited
Lanka Canneries (Private) Limited
Ceylon Teas (Private) Limited
Heather & Co. (Ceylon) Limited
Securityco Lanka (Private) Limited
Lanka Canneries Agrifoods (Private) Limited

Affiliate Company

Glendon Estate Company (Private) Limited

34.1.2. Transaction with Related Parties

The related parties with whom Hunter & Company PLC carried out transactions in the Ordinary course of the business are set-out below;

Company	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
Balance due from at the beginning of the year	247,645,260	79,553,630
Sale of Goods	2,402,913	926,169
Purchases	(3,786,756)	(5,274,103)
Rendering of Services	1,030,125	1,292,041
Finance Charges	(3,741)	(8,351,932)
Finance Income	3,863,464	131,878
Advances /(Settlements)	104,637,979	179,367,577
Balance due from at the end of the year (Notes 18)	355,789,244	247,645,260

Balances due from related companies are unsecured and no repayment plan to settle the dues.
Related party transactions were made on terms equivalents to those prevail in arm's length transactions.

34.1.3 Compensation of Key Management Personnel

Key Management Personnel include members of the Board of Directors of the company.

Group

Key Management personnel (KMPs) are those having authority and responsibility for planing, directing and controlling the activities of the entity. Accordingly Board of Directors are classified as Key Management Personnel of the Group.

Close family members (CFM) of the KMP are those family members who may be expected to influence or be influenced by, that KMPs in their dealing with the entity. They may includes.
(a) The KMP's domestic partner and children.
(b) Children of KMP's domestics partner.
(c) Dependents of the KMP or the KMP's domestic CFM are related partners to the entity.
There were no transactions with CFM during the year.

	Year Ended 31.03.2026 Rs.	Year Ended 31.03.2025 Rs.
Short term Employee Benefits	53,925,797	53,965,257
Short term Non Cash Employee Benefits	22,027,000	23,045,667
Directors' Emoluments	103,115,000	100,285,000
Total Compensation paid to Key Management Personnel	179,067,797	177,295,924

Company

Short term Employee Benefits	15,498,364	22,398,167
Short term Non Cash Employment Benefits	6,799,200	8,497,800
Directors' Emoluments	8,645,000	28,164,000
Total Compensation paid to Key Management Personnel	30,942,564	59,059,967

Hunter & Company PLC

34.1.4. A house owned by subsidiary company Heath & Company (Ceylon) Ltd., is occupied by the Key managerial personnel of that company. The non-cash monetary benefits of this house for taxation purposes, of Rs. 180,000/- is included in the above group short term non cash employment benefits. The market value of the above property as at the date of last revaluation was Rs. 3,116,200,000/-.

34.1.5. Mrs. L.R.P.Dossa, Managing Director of the company has rented two shops at Liberty Plaza and one shop at Nawala Road Sri Jarawardenapura Kotte to the company for which the company paid a rent of Rs. 5,085,515/- (2024/2025 - Rs. 3,830,750/-) during the year, based on the valuation by a firm of independent Chartered Valuer.

35. DIRECTORS RESPONSIBILITY STATEMENT

The Directors are responsible for the preparation of the statement of the company in accordance with the Sri Lanka accounting standards and also for the prevision of information as required by the Companies Act No. 07 of 2007. The Directors are accordingly satisfied that the financial statements presents herein given a true a fair view of the state of affairs of the company as at 31st March 2026 and the profit for the year then ended.

36. ACCOUNTING CLASSIFICATIONS AND FAIR VALUE

Group

The value of Financial assets and liabilities together with carrying amounts shown in the statement of financial position as follows;

	Fair Value through other comprehensive income	Available for Sale	Held to Maturity	Loans and Receivables/ Payables	Other Financial Assets/ Liabilities	Total Carrying Amount	Fair Value
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
As at 31.03.2026							
Cash & Cash Equivalents	-	-	-	-	516,940,635	516,940,635	516,940,635
Trade Receivable	-	-	-	1,202,299,555	-	1,202,299,555	1,202,299,555
Other Receivable	-	-	-	397,408,187	-	397,408,187	397,408,187
Equity Securities	53,020	-	-	-	-	53,020	53,020
Tresury Bills & Unit Trust	-	-	-	-	468,480,202	468,480,202	468,480,202
	53,020	-	-	1,599,707,742	985,420,837	2,585,181,599	2,585,181,599
Secured Bank Loans	-	-	-	-	200,574,296	200,574,296	200,574,296
Trade & Other Payables	-	-	-	972,678,050	-	972,678,050	972,678,050
Bank Overdraft	-	-	-	-	896,160,185	896,160,185	896,160,185
	-	-	-	972,678,050	1,096,734,481	2,069,412,531	2,069,412,531
As at 31.03.2025							
Cash & Cash Equivalents	-	-	-	-	330,884,156	330,884,156	330,884,156
Trade Receivable	-	-	-	1,366,951,070	-	1,366,951,070	1,366,951,070
Other Receivable	-	-	-	345,525,355	-	345,525,355	345,525,355
Equity Securities	22,450	-	-	-	-	22,450	22,450
Treasury Bills and Unit Trust	-	-	-	-	453,337,757	453,337,757	453,337,757
	22,450	-	-	1,712,476,425	784,221,913	2,496,720,788	2,496,720,788
Secured Bank Loans	-	-	-	-	273,841,999	273,841,999	273,841,999
Trade and Other Payables	-	-	-	921,560,698	-	921,560,698	921,560,698
Bank Overdraft	-	-	-	-	776,327,366	776,327,366	776,327,366
	-	-	-	921,560,698	1,050,169,365	1,971,730,063	1,971,730,063

	COMPANY						
	Fair Value through other comprehensive income	Available for Sale Financial Investments	Held to Maturity Financial Investments	Loans and Receivables/ Payables	Other Financial Assets/ Liabilities	Total Carrying Amount	Fair Value
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
As at 31.03.2026							
Cash & Cash Equivalents	-	-	-	-	5,358,586	5,358,586	5,358,586
Trade Receivable	-	-	-	118,191,700	-	118,191,700	118,191,700
Other Receivable	-	-	-	39,411,872	-	39,411,872	39,411,872
Equity Securities	53,020	-	-	-	-	53,020	53,020
Treasury Bills & Unit Trust	-	-	-	-	75,693,494	75,693,494	75,693,494
Amounts due from Related Parties	-	-	-	356,163,192	-	356,163,192	356,163,192
	53,020	-	-	513,766,764	81,052,080	594,871,864	594,871,864
Bank Overdraft	-	-	-	-	132,483,719	132,483,719	132,483,719
Trade & Other Payables	-	-	-	47,346,502	-	47,346,502	47,346,502
Amounts Due to Related Parties	-	-	-	373,948	-	373,948	373,948
	-	-	-	47,720,450	132,483,719	180,204,169	180,204,169
As at 31.03.2025							
Cash & Cash Equivalents	-	-	-	-	38,378,795	38,378,795	38,378,795
Trade Receivable	-	-	-	90,290,424	-	90,290,424	90,290,424
Other Receivable	-	-	-	34,284,514	-	34,284,514	34,284,514
Equity Securities	22,450	-	-	-	-	22,450	22,450
Treasury Bills & Unit Trust	-	-	-	-	89,610,258	89,610,258	89,610,258
Amounts due from Related Parties	-	-	-	247,645,260	-	247,645,260	247,645,260
	22,450	-	-	372,220,198	127,989,053	500,231,701	500,231,701
Bank Overdraft	-	-	-	-	6,102,950	6,102,950	6,102,950
Trade & Other Payables	-	-	-	113,344,300	-	113,344,300	113,344,300
	-	-	-	113,344,300	6,102,950	119,447,250	119,447,250

FIVE YEAR SUMMARY

Year Ended 31st March 2026

	2021/2022 Rs. '000	2022/2023 Rs. '000	2023/2024 Rs. '000	2024/2025 Rs. '000	2025/2026 Rs. '000
Operating Results					
Net Turnover	4,480,428	5,896,028	5,694,918	5,835,313	6,157,408
Profit Before Taxation	721,043	571,883	(1,299)	(27,265)	68,399
Income Tax Expenses	(87,032)	(111,930)	(36,158)	(35,206)	(33,258)
Profit After Taxation	634,011	459,953	(37,457)	(62,471)	35,141
Non-controlling Interest	(98,427)	(55,765)	20,446	(832)	(14,736)
Net Profit Attributable to Hunter & Co. PLC	535,584	404,188	(17,011)	(63,303)	20,405
Capital Employed					
Stated Capital	137,290	137,290	137,290	137,290	137,290
Capital Reserves	8,659,936	8,647,674	8,647,674	8,647,674	8,647,674
Revenue Reserves	2,039,101	2,370,041	2,328,674	2,291,324	2,362,822
Gain on Bargain Purchases					
Shareholders' Funds	10,836,327	11,155,005	11,113,638	11,076,288	11,147,786
Non-controlling Interest	1,173,585	1,424,994	1,402,216	1,373,749	1,327,685
Total Equity	12,009,912	12,579,999	12,515,854	12,450,037	12,475,471
Total Debt	205,457	403,097	436,548	273,842	200,574
	12,215,369	12,983,096	12,952,402	12,723,879	12,676,045
Assets Employed					
Property, Plant & Equipment & Other Non-Current Assets	12,575,275	14,510,751	14,440,762	14,401,407	14,406,132
Current Assets	3,321,714	3,708,915	3,978,441	4,222,577	4,349,035
Liabilities net of Debt	(3,681,620)	(5,236,570)	(5,466,801)	(5,900,105)	(6,079,122)
	12,215,369	12,983,096	12,952,402	12,723,879	12,676,045
Ratios/Statistics					
Earnings per share (Rs.) (Consolidated)	104.10	78.56	(3.31)	(12.30)	3.97
Net Assets per share at year end (Rs.) (Consolidated)	2,106.19	2,168.13	2,160.09	2,152.83	2,166.72
Market Price per share at the year end (Rs.)	510.00	710.00	590.00	726.00	1,106.75
Highest Price per share during the year (Rs.)	1,001.00	839.00	774.00	800.00	2,300.00
Lowest Price per share during the year (Rs.)	445.00	475.00	575.25	560.00	617.00
Price Earnings Ratio	4.90	9.04	(178.45)	(59.01)	279.06
Effective Dividend Paid/Proposed (Rs.'000)	79,284	25,725	-	-	-
Effective Rate of Dividend Paid/*Proposed per share (Rs.)	15.41	5.00	-	-	-
Dividend Cover (Times Covered) (Consolidated)	6.76	15.71	-	-	-

INFORMATION TO SHAREHOLDERS & INVESTORS

As at 31st March 2026

Twenty Major Shareholders of the Company		31st March 2026		31st March 2025	
No.	Name of Shareholder	No. of Shares	%	No. of Shares	%
1	MRS. L.R.P. DOSSA	3,751,306	72.912	3,751,306	72.912
2	MR. T.T.T. AL-NAKIB (DECEASED)	658,783	12.804	658,783	12.804
3	EST.OF LAT K.C. VIGNARAJAH	197,459	3.838	212,940	4.139
4	MRS. A.T.T.T. ALNAKIB	138,638	2.695	138,638	2.695
5	SAMPATH BANK PLC/MRS.PRIYANI DHARSHINI	100,000	1.944	100,000	1.944
6	MR. D.G. WIJEMANNA	62,990	1.224	44,655	0.868
7	MR. A.F. GEBBIE	24,662	0.479	24,662	0.479
8	MR. R. RATNA GOPAL	16,200	0.315	16,200	0.315
9	CEYLON CAPITAL MARKET ADVISORS LIMITED	14,528	0.282	14,528	0.282
10	MR. S.A. LUKMANJEE	12,100	0.235	12,000	0.233
11	MR. G.C. GOONETILLEKE	7,715	0.150	7,715	0.150
12	MR. L.K.M. FERNANDO & MR. L.U.D.FERNANDO	6,552	0.127	7,433	0.144
13	MR. U.I. SURIYABANDARA	5,486	0.107	5,448	0.106
14	EXPORTERS & CONSUMERS CONSORTIUM (PVT) LTD	5,062	0.098	5,062	0.098
15	DR. S. YADDEHIGE	5,000	0.097	5,000	0.097
16	MRS. B.S. RASANAYAGAM	3,412	0.066	3,412	0.066
17	MR. S.N.C.W.M.B.C. KANDEGEDARA	2,980	0.058	2,626	0.051
18	MR E. BODTKER	2,887	0.056	2,887	0.056
19	MR. A.S. FERNANDO	2,750	0.053	1,249	0.024
20	DR. S.S. WIJESINHA	2,570	0.050	2,570	0.050
		5,021,080	97.590	5,017,114	97.513
		123,920	2.410	127,886	2.487
		5,145,000	100.000	5,145,000	100.000

Share Distribution Share Holding as at 31.03.2026		No. of Shareholders	Shareholding	%
From	To			
1	1,000	815	82,988	1.61
1,001	10,000	37	85,346	1.66
10,001	100,000	7	310,189	6.03
100,001	1,000,000	3	994,880	19.34
Over 1,000,000		1	3,671,597	71.36
		863	5,145,000	100.00
Categories of Shareholders				
Local Individuals		776	501,669	9.75
Local Institutions		44	133,502	2.60
Foreign Individuals		42	4,508,736	87.63
Foreign Institutions		1	1,093	0.02
		863	5,145,000	100.00

Directors' & CEO's Holdings as at 31.03.2026 Name of Directors	No. of Shares	%
Mr. M F Dossa	600	0.012
Mrs. L R P Dossa	3,751,306	72.912
Mr. D H J Gunawardena	Nil	Nil
Mr. N C Peiris	Nil	Nil
Mr. S R S De Saram	Nil	Nil
Mr. L N S K Samarasinghe	Nil	Nil
Mr. P L P Withana	Nil	Nil
Mr. R De Silva	Nil	Nil

SHARE PRICES FOR THE YEAR Market Price per Share	As at 31.03.2026	Date	As at 31.03.2025	Date
Highest during the year (Rs.)	2,300.00	22-Oct-25	800.00	30-Dec-24
Lowest during the year (Rs.)	617.00	7-Apr-25	560.00	2-Sep-24
As at end of the year (Rs.)	1,106.75	31-Mar-26	726.00	28-Mar-25

	As at 31.03.2026	As at 31.03.2025
Number of Transactions during the year	1,680	664
Number of Shares traded during the year	49,463	56,466
Value of Shares traded during the year (Rs.)	Rs. 63,294,694.25	Rs. 34,518,151.00

PUBLIC HOLDING

1.	Public holding percentage	27.07%
2.	Number of shareholders representing the above Percentage	860
3.	The Float adjusted market capitalization	Rs. 1,541,806,784.50

The Float adjusted market capitalization of the Company falls under Option 5 of Rule 7.13.1 (i) (a) of the Listing Rules of the Colombo Stock Exchange and the Company has complied with the minimum public holding requirement applicable under the said option.

FORM OF PROXY

I/We* the undersigned .....

of ..... being a

member/members of HUNTER & COMPANY PLC hereby appoint .....

of ..... or failing him/her

Mr. M. F. Dossa (Chairman of the Company) of Colombo or failing him
Mrs. L. R. P. Dossa (Managing Director) of Colombo or failing her
Mr. D. H. J. Gunawardena (Director) of Colombo or failing him
Mr. N. C. Peiris (Director) of Colombo or failing him
Mr. S. R. S. De Saram (Director) of Colombo or failing him
Mr. P. L. P. Withana (Director) of Colombo or failing him
Mr. R. De Silva (Director) of Colombo or failing him

as my/our* proxy to vote as indicated hereunder for me/us* and on my/our* behalf at the Seventy Ninth (79th) Annual General Meeting of the Company to be held on Wednesday 30th September 2026 at the Lecture Hall No 1, Sri Lanka Foundation, Sri Lanka Padanama Mawatha, Independence Square, Colombo 07 at 4.00 p.m. and at any adjournment thereof, and at every poll which may be taken in consequence thereof.

Please indicate your preference by placing an 'X' against the Resolution No.

		FOR	AGAINST
1.	To receive and consider the Annual Report of the Board of Directors and the Statement of Accounts for ther year ended 31st March 2026 with the Report of the Auditors thereon.	☐	☐
2.	Directors:		
(i)	To re-elect Mr. S. R. S. De Saram who retires by rotation in terms of Article 83 of the Articles of Association of the Company.	☐	☐
(ii)	To pass the Ordinary Resolution set out in the Notice of Meeting pertaining to re-appointment Mr. M F Dossa who is 70 Years of age, as a Director of the Company,	☐	☐
(iii)	To pass the Ordinary Resolution set out in the Notice of Meeting Pertaining to re-appointment of Mrs. L. R. P. Dossa who is 70 Years of age, as a Director of the Company,	☐	☐
(iv)	To pass the Ordinary Resolution set out in the Notice of Meeting pertaining to re-appointment Mr. D H J Gunawardena who is 77 Years of age, as a Director of the Company,	☐	☐
(v)	To pass the Ordinary Resolution set out in the Notice of Meeting Pertaining to re-appointment of Mr. N C Peiris who is 80 Years of age, as a Director of the Company,	☐	☐
(vi)	To re-elect M. P. L. P. Withana who has been appointed during the Year in terms of Article 90 of the Articles of Association of the Company	☐	☐
(vii)	To re-elect Mr. R. De Silva who has been appointed during the year in terms of Article 90 of the Articles of Association of the Company	☐	☐
3.	Re-appoint the retiring Auditors M/s Wijeyeratne & Company, Chartered Accountants to hold office until the conclusion of the next Annual General Meeting and to authorize the Directors to determine their remuneration.	☐	☐

Signed this ..... day of .....2026 .....

Signature

* Please delete the inappropriate words

Notes:

1. If you wish your Proxy to speak at the Meeting you should insert the words " to speak and" in the place indicated with an asterisk and initial such insertion.
2. Please indicate with an "x" in the space provided how your Proxy is to vote. If there is in the view of the Proxy holder doubt (by reason of the way in which the instructions contained in the Proxy have been completed) as to the way in which the Proxy holder should vote, the Proxy holder shall vote as he thinks fit.
3. A Proxy holder need not be a member of the Company.
4. Instructions as to completion appear on the reverse hereof.

INSTRUCTIONS FOR COMPLETION OF FORM OF PROXY

1. Kindly complete the Form of Proxy by filling in legibly your full name and address, and your instructions as to voting, by signing in the space provided and filling in the date of signature.

2. Please indicate with an "X" in the cages provided how your proxy is to vote on the Resolution if no indication is given or if there is any doubt as to how the Proxy should vote by reason of the manner in which the instructions are carried out, the proxy in his/her discretion may vote as he/she thinks fit .

3. The completed Form of Proxy should be deposited at the Registered Office of the Company at No: 45/75, Narahenpita Road, Colombo 5 not less than 48 hours before the time appointed for holding the meeting.

4. If the Form of Proxy is signed by an attorney, the relative power of attorney should accompany the completed form of proxy for registration, if such power of attorney has not already been registered with the Company.

Note: If the shareholder is a Company or body Corporate, Section 138 of the Companies Act No. 07 of 2007 applies to corporate shareholders of Hunter & Company PLC

Please furnish the following information:

	Shareholder	OR	Proxy holder
NIC No. / Passport No.	_____		_____
Nationality	_____		_____
Share Certificate No.	_____		_____
No. of Shares	_____		_____



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Factory Fresh Sales Outlets:
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ATTANAGALLA - 033-2283303/04. MARADANA - 0112-693902.
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