FROM
RESILIENCE
TO
REMARKABLE

SAMSON INTERNATIONAL PLC ANNUAL REPORT 2025/26

FROM RESILIENCE TO REMARKABLE

2025/26 marked a defining chapter in Samson International PLC's journey. After navigating two challenging years, the Company emerged stronger, demonstrating a remarkable turnaround shaped by resilience, disciplined execution and a renewed focus on its core strengths.

The lion on our cover embodies this journey of strength to endure adversity, the courage to adapt, the agility to seize opportunities and the confidence to move forward with purpose. Like the lion, Samson International has drawn on the strength of its people, three decades of experience, diverse capabilities and enduring customer relationships to navigate challenges and unlock new possibilities.

From resilience to remarkable, Samson International now advances with renewed confidence, transforming hard-earned momentum into sustainable growth and a stronger future.

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OVERVIEW

Where Resilience is Our Foundation

ABOUT SAMSON INTERNATIONAL PLC

Established on 14 October 1988, Samson International PLC has evolved from an export oriented rubber products manufacturer into a diversified manufacturing company serving industrial, commercial and consumer markets in Sri Lanka and overseas.

Over more than three decades, the Company has progressively strengthened its manufacturing capabilities, technical expertise, product portfolio and market presence while retaining manufacturing as the core of its business. Today, Samson International operates across two principal business segments Rubber Products and PVC Products supported by a broad range of standard, specialized and customer specific solutions.

The Company operates three manufacturing facilities located in Bogahagoda, Kalutara, and Baddegama, with the latter dedicated to PVC manufacturing. These facilities support the Company's domestic and international operations and provide the production base for its diversified portfolio. Samson International employs approximately 494 people and continues to contribute to regional employment, skills development and economic activity in the communities surrounding its operations.

1988	3	494	2
Established	Manufacturing Facilities	Employees	Business Segments

A MEMBER OF THE DSI SAMSON GROUP

Samson International PLC operates as a subsidiary of DSI Samson Group (Pvt) Ltd, one of Sri Lanka's established diversified business groups.

Established in 1962, the Group has developed a significant manufacturing and commercial presence across multiple businesses and markets. It comprises 32 subsidiary companies in Sri Lanka and one overseas subsidiary, with a combined workforce of approximately 10,000 people.

Being part of the DSI Samson Group provides Samson International with access to a strong industrial heritage, established market networks and a broader platform for capability development and business growth.

OUR BUSINESS

Samson International PLC operates through two principal business segments — Rubber Products and PVC Products — providing the Company with a diversified manufacturing platform across domestic and international markets.

RUBBER PRODUCTS

The Rubber Products business forms the core of the Company's export oriented manufacturing activities, serving industrial, commercial, institutional and consumer markets through a combination of established product lines and customized solutions. The segment is supported by moulding, extrusion and sheet-based manufacturing capabilities, together with technical and product development expertise.

PVC PRODUCTS

The PVC Products business complements the Company's rubber operations by strengthening its presence in the Sri Lankan market, particularly across the construction, plumbing, agricultural and household sectors. It is supported by an established domestic distribution and dealer network.

Together, these two segments enable Samson International to participate across a broad range of end markets while balancing export-oriented manufacturing with domestic market opportunities. This diversified business model provides a platform for product development, market expansion and the creation of new customer-led solutions.

OUR PRODUCT PORTFOLIO

Samson International's product portfolio reflects more than three decades of experience in rubber and polymer-based manufacturing and continues to evolve in response to changing customer, market and application requirements.

RUBBER PRODUCT PORTFOLIO

- Industrial and Commercial Matting & Flooring
- Sealing Solutions
- Hot Water Bottles and Consumer Rubber Products
- Extruded Rubber Profiles and Beadings
- Rubber Sheeting
- Moulded Rubber Components
- Parking and Traffic Management Accessories
- Customised and OEM Rubber Solutions
- Wellness and Lifestyle Products, including Mayura Yoga Mats

PVC PRODUCT PORTFOLIO

- PVC Pressure and Irrigation Pipes
- Flexible Tubes
- Garden and Alkathene Hoses
- Conduits and Trunking
- Taps and Complementary Plumbing Products
- Solvent Cement

SERVING DIVERSE END MARKETS

INDUSTRIAL	COMMERCIAL	INFRASTRUCTURE	AGRICULTURE	HOUSEHOLD	DOMESTIC & EXPORT MARKETS

OUR BRANDS

During 2025/26, Samson International continued to strengthen its portfolio of corporate, product and consumer brands in support of both domestic and export market activities.

The Company's principal brands include SIL, Samson Rubber, Samson PVC, DSI Rubber Parking Accessories, Samson Powerguard, Samson Agro, Rubber Ceylon and Mayura Yoga Mats. These brands address distinct market segments while drawing on the Company's manufacturing capabilities, product development expertise, distribution network and established customer relationships.

During the year, greater emphasis was placed on strengthening brand positioning and visibility through product development, digital marketing, market expansion and customer engagement initiatives.

OUR INTERNATIONAL MARKET FOOTPRINT

Exports remain an important component of Samson International's business. The Company serves customers across a geographically diversified portfolio of markets, supported by long-standing customer relationships, established manufacturing capabilities and the ability to develop products to meet specific customer requirements.

Europe remains the Company's principal international market, complemented by business across Sri Lanka, East Asia, North America, Australia and New Zealand, Africa, the Middle East and other markets.

Market development efforts continue to focus on strengthening existing customer relationships while identifying opportunities in specialized, higher value and customer specific product categories. The Company's international activities are complemented by its domestic business, supported by its established product brands and distribution network.

WAY FORWARD

Samson International's future direction will focus on creating greater value from its established manufacturing capabilities while responding to evolving customer requirements and changing market conditions.

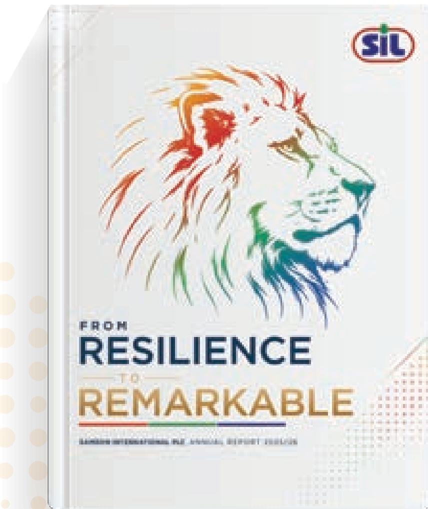
The Company intends to align product and market development around innovation, digitalization, market diversification and customer focused solutions. Greater emphasis will be placed on specialized and higher value product categories, customized and OEM solutions, new export opportunities and the continued strengthening of established domestic brands.

Within the domestic market, the Company will continue to focus on improving product availability, strengthening distribution effectiveness and leveraging its existing market network to expand its offering across construction, agriculture and household applications.

The continued development of consumer oriented propositions, together with customized and OEM manufacturing, is expected to create additional avenues for diversification and participation in more technically specialized markets.

By combining its accumulated manufacturing expertise with stronger product innovation, focused brand development and wider market access, Samson International PLC seeks to build a more diversified and resilient platform for sustainable and profitable growth.

ABOUT THIS REPORT



Online
Available as PDF

The theme reflects an important transition in the Company's journey. Having navigated a period marked by economic uncertainty, market volatility, cost pressures and operational challenges, Samson International PLC entered 2025/26 with renewed focus and strengthened fundamentals. The year demonstrated the Company's ability to convert resilience built over challenging periods into improved performance, renewed profitability and a stronger platform for sustainable growth.

Accordingly, this Report goes beyond presenting the financial outcome of the year. It explains how the Company strengthened its operations, deployed its resources, responded to risks and opportunities, deepened stakeholder relationships and pursued strategic priorities to create value over the short, medium and long term.

This Annual Report provides shareholders and other stakeholders with a balanced and connected account of Samson International PLC's performance, governance, strategy, risks, opportunities and future direction. It explains how the Company's resources and relationships support its ability to create, preserve or erode value over time.

SAMSON INTERNATIONAL PLC

ANNUAL REPORT 2025/26

Samson International PLC presents its Integrated Annual Report for the financial year covering the period from 1 April 2025 to 31 March 2026, under the theme "From Resilience to Remarkable." The Report builds on the Company's established multi-capital reporting approach and reflects its continuing efforts to strengthen the connectivity of financial and non-financial information.

REPORTING SCOPE AND BOUNDARY

This Report covers Samson International PLC and its Rubber and PVC business segments for the financial year from 1 April 2025 to 31 March 2026. The reporting boundary encompasses the Company's operations at Bogahagoda, Baddegama and Kalutara.

The Company does not have any subsidiaries or associates. Accordingly, the financial reporting boundary relates exclusively to Samson International PLC. Non-financial information generally follows the same organizational and reporting boundary, unless a different boundary is specifically stated against the relevant indicator.

Comparative information relates to the financial year ended 31 March 2025, unless otherwise stated. There were no material changes to the reporting boundary or restatements of previously reported information during the year, except where specifically disclosed.

BASIS OF PREPARATION

This Annual Report has been prepared in accordance with the applicable provisions of the Companies Act No. 07 of 2007 and the Listing Rules of the Colombo Stock Exchange, together with other statutory and regulatory disclosure requirements applicable to listed companies in Sri Lanka.

The Financial Statements have been prepared in accordance with Sri Lanka Accounting Standards comprising SLFRS and LKAS, as issued by the Institute of Chartered Accountants of Sri Lanka.

The narrative reporting draws on the principles and content elements of the Integrated Reporting Framework maintained by the IFRS Foundation. The Report uses the six-capital approach to explain how the Company's strategy, governance, performance,

ABOUT THIS REPORT

risks, opportunities and stakeholder relationships influence its ability to create, preserve or erode value over time.

REPORTING CURRENCY AND MEASUREMENT

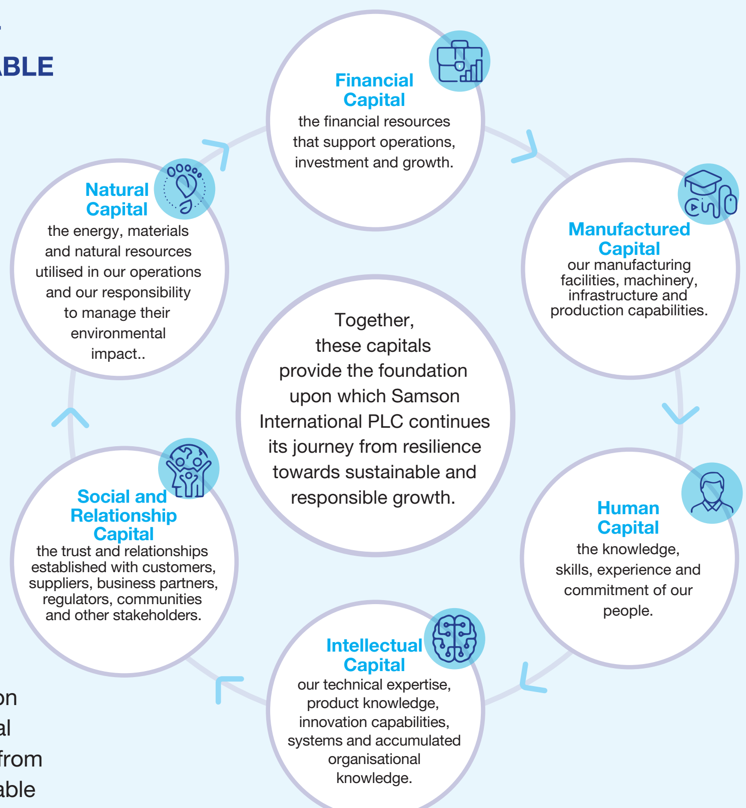
Financial information is presented in Sri Lankan Rupees, the Company's functional and presentation currency. Amounts are presented in rupees, thousands or millions, as indicated, and may be subject to rounding. Non-financial information is presented using the measurement units specified against each indicator.

CONNECTING RESILIENCE, PERFORMANCE AND VALUE CREATION

Our progression towards growth is reflected in the Company's renewed emphasis on profitable revenue expansion, market development, product and process innovation, productivity, capacity utilisation, cost discipline, working capital management and sustainability.

This Report therefore considers value creation through a broader lens, recognising that financial performance is supported by the effective management of the Company's key resources and relationships, including:

THE CAPITALS THAT SUPPORT SUSTAINABLE GROWTH



Together, these capitals provide the foundation upon which Samson International PLC continues its journey from resilience towards sustainable and responsible growth.

MATERIALITY AND STAKEHOLDER RELEVANCE

Report content was determined through consideration of the Company's strategy, operating environment, principal risks and opportunities, financial and non-financial performance, regulatory developments and stakeholder engagement.

Matters were assessed based on their potential influence on the Company's ability to create, preserve or erode value and their relevance to stakeholders. Further details are provided in the Stakeholder Engagement and Materiality section on pages 35–40.

GOVERNANCE AND ACCOUNTABILITY

The Board acknowledges its responsibility for the integrity, completeness and fair presentation of this Annual Report. Supported by its Committees and Management, the Board oversees financial and non-financial reporting, risk management, internal controls and corporate governance.

Strong governance remains essential to sustaining profitability and pursuing responsible growth within an appropriate framework of oversight, accountability and ethical conduct.

ASSURANCE AND INTERNAL CONTROLS

The Financial Statements for the year ended 31 March 2026 have been independently audited by Messrs. Edirisinghe & Company Chartered Accountants, whose report appears on page 120. The audit opinion relates only to the Financial Statements and does not extend to non-financial information unless specifically stated.

Non-financial information has been subject to internal management review but has not been independently assured. Internal audit activities are undertaken by Messrs. T & D Associates, while the Audit Committee oversees financial reporting, internal controls and the activities of the internal and external auditors.

EVOLVING OUR REPORTING JOURNEY

Samson International PLC continues to progressively strengthen the quality and depth of its corporate reporting.

While maintaining full focus on statutory, regulatory and financial reporting requirements, the Company is moving towards a more integrated articulation of how strategy, governance, performance, risks, opportunities, stakeholders and resources interact to influence long-term value creation.

This evolution is particularly relevant as Samson enters a new phase of its development. The resilience demonstrated during challenging periods has provided valuable lessons and strengthened the business. The focus now is on translating those strengths into sustained performance by improving productivity, deepening market relationships, developing higher-value opportunities, enhancing operational capabilities and embedding greater financial and organisational discipline.

The 2025/26 Annual Report therefore represents more than a record of one financial year. It captures an important point in Samson International PLC's continuing journey — a transition from resilience, through renewal, towards sustainable growth.

RECOGNITION FOR CORPORATE REPORTING

Samson International PLC's commitment to transparent and high-quality corporate reporting has received recognition at national and regional levels. Key accolades include:

Annual Report	Awarding institution	Award	Category/level
2021/22	South Asian Federation of Accountants (SAFA)	Merit Award	Manufacturing Sector
2021/22	CA Sri Lanka	Bronze Award	Manufacturing Sector
2020/21	CA Sri Lanka	Gold Award	Manufacturing Sector
2018/19	CA Sri Lanka	Gold Award	Manufacturing Sector

These recognitions reinforce our commitment to continuously improving the clarity, transparency and stakeholder relevance of our reporting.

FORWARD - LOOKING STATEMENTS

This Report contains forward-looking statements relating to the Company's strategy, plans, expectations and future prospects. Such statements are based on information and assumptions available as at the date of approval of the Report and are subject to risks, uncertainties and other factors that may cause actual results to differ materially. Samson International PLC does not undertake to update these statements except where required by applicable law or regulation.

Feedback

Our reporting journey continues to evolve, and stakeholder feedback remains an important part of that process. We welcome comments, suggestions and observations that can assist us in further strengthening the quality and relevance of future reports.

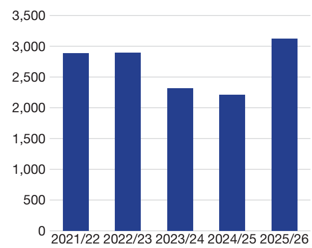
Mr. Sisira Abeywickrama
Chief Financial Officer

Samson International PLC
Akuressa Road, Bogahagoda, Galle, Sri Lanka
Email: sisiraa@samsonint.com
Website: www.samsonint.com

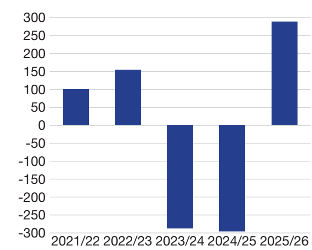
FINANCIAL HIGHLIGHTS

		2025/26	2024/25	Variance	%
Operating Results					
Revenue	Rs. 000	**3,125,267**	2,215,454	909,813	41.1
Operating profit/(loss)	Rs. 000	**342,705**	(201,646)	544,351	270
Exchange gain/(loss)	Rs. 000	**24,223**	(9,282)	33,505	361
Profit/(loss) before tax	Rs. 000	**287,960**	(295,770)	583,730	197
Income tax credit/ (expense), including deferred tax	Rs. 000	**101,755**	(4,718)	106,473	2,257
Profit/(loss) after tax	Rs. 000	**389,716**	(300,487)	690,203	230
Revenue growth	%	**41.1**	(4.4)	45.5	1,045
Export earnings	in US $ Mn	**5.7**	3.3	2.4	73
ROCE	%	**59.1**	(108.3)	167.4	155
Gross profit to sales	%	**27.3**	13.5	13.8	103
Interest cover	Times	**4.08**	(2.24)	6.32	282
Financial Position					
Dividend cover	Times	**46.04**	N/A	46.04	100%
Current ratio	Times	**1.17**	0.89	0.28	31
Liquidity ratio	Times	**0.78**	0.54	0.24	44
Gearing	%	**58**	79	(20.9)	(26)
Interest cost	Rs. 000	**83,962**	90,144	(6,182)	7
Interest rate	%	**9**	8	1.0	13
Financial investments	Rs. 000	**10,000**	36,327	(26,327)	(72)
Total assets	Rs. 000	**1,993,040**	1,743,392	249,648	14
Shareholder information					
Group fitch rating		**'AA(lka) –stable Outlook'**	'AA(lka) –stable Outlook'		
Dividend per share	Rs.	**2.00**	Nil	2.00	100%
Market price per share	Rs.	**500.00**	167.50	332.50	199
Earnings per share	Rs.	**92.07**	(70.99)	163.06	230
Net assets per share	Rs.	**155.85**	65.53	90.32	138
Price Earnings Ratio	Times	**5.43**	(2.36)	7.79	330
Number of shareholders	Nos.	**1,560**	1,274	286	22
Market capitalization	Rs. Mn.	**2,116**	709	1,407	199
Float adjusted market capitalization	Rs. Mn.	**931**	311.5	619.1	199
Shareholders' funds	Rs. 000	**659,693**	277,383	382,310	138

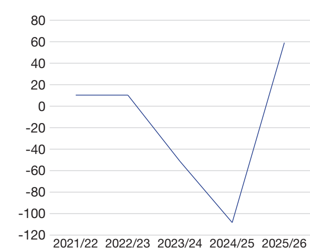
TOTAL REVENUE
(Rs.Mn)



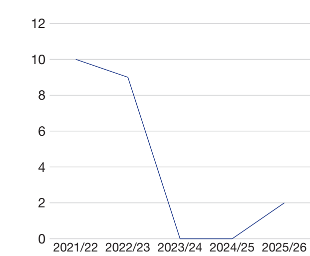
PROFIT BEFORE TAX
(Rs.Mn)



ROCE
(%)



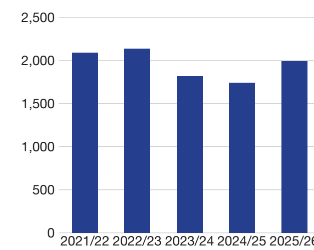
DIVIDEND PAYOUT
(%)



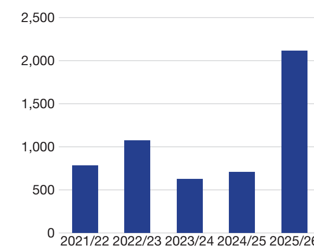
OPERATIONAL HIGHLIGHTS

		2025/26	2024/25
Manufactured Capital			
No. of factories	Nos	**3**	3
Rubber compound consumed	MT	**1766**	1510
Investment in PPE	Rs. 000	**35,265**	55,733
Value additions	Rs. 000	**1,088,062**	398,373
Asset Turnover Ratio	Times	**4.60**	3.30
Human Capital			
No. of employees	Nos	**494**	460
Retention rate	%	**97.5%**	96.8
Employee remuneration & rewards	Rs. 000	**532,699**	510,510
Investment in training & development	Rs. 000	**512**	231
Training hours		**1403.5**	1298
Gender diversity ratio (Male : Female)		**82:18**	81:19
Revenue per employee	Rs. 000	**6,326**	4,816
Profit per employee (after tax)	Rs. 000	**788.90**	(653.23)
Value additions per employee	Rs/ month	**183,543**	76,154
Social Relationship Capital			
Donation in cash	Rs.	**180,500**	265,300
Number of exhibitions participated	Nos	**1**	1
Total taxes (including deferred tax)	Rs. 000	**(101,755)**	4,718
Number of customer complaints	Nos	**24**	16
Natural Capital			
Solar Energy Contribution (%)	%	**53**	58
Waste rubber reused/ recycled	Kg 000	**46**	46
Intellectual capital			
Total number of awards	Nos	**2**	2
No. of new products	Nos	**15**	6
Investment in R&D	Rs. Mn	**6.8**	15

TOTAL ASSETS
(Rs.Mn)



MARKET CAPITALIZATION
(Rs.Mn)



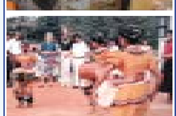
MILESTONES

Our milestone indicates significant events, achievements, or point of progress that mark a key stage or turning point in a project, journey, or process. Our milestones are used to track and measure progress, provide us with checkpoints for evaluation, and signify important accomplishments or deadlines. They serve us as guideposts that help our Company stay focused on objectives and monitor our advancement toward goals. Our milestones during the last 36 years have been shown below.

1988/89

Incorporated as a private Company (36 years ago).

1992/93



- Commenced business in Bogahagoda and installed first HWB machinery.
- Visited first European sealing customer to our factory.
- Converted into a publicly quoted Company (33 years ago)

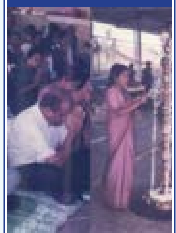
1994/95

Received the first “ ISO 9001: 1994 certificate” among the rubber-related product manufacturing companies in Sri Lanka.

1995/96

Produced hot water bottles with the British Standard (BS 1970:2006) and TUV Certification for the 1st time.

2007/08



Stepped in to beading products and invested in a Microwave continuous line machinery.

2009/10

Purchased all assets of Aksel (Pvt) Ltd. Kalutara which has now become the 2 nd factory to manufacture rubber products.

2014/15

- Stepped in to the PVC pipe business and purchased assets of Okta PVC Lanka (Pvt) Ltd., Baddegama on 14th July 2014.
- Received the” ISO 9001:2008 certificate for PVC pressure pipes for the 1st time.
- First issue of bonus shares on 1: 10 to shareholders.

2015/16

- Recorded first 1 Bn turnover of the Company.
- Produced products with FSC TM (FSC TM C134777) Certification for the 1st time.

2016/17

Received Code of Conduct in business Social Compliance Initiatives (BSCI) certification on Social Responsibility for the 1st time.

2017/18

Received 14001 Environmental Management Systems and 50001:2011 Energy Management System for the 1st time

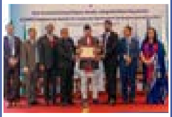
2019/20

Acquisition of an exclusive dealership with a Malaysian manufacturer for the PVC tap product range.

2021/22

- PVC segment recorded its first Rs.1Bn turnover
- Stepped in to rubber mixing (backward integration)

2022/23



- Produced trunking & conduits with SLS 1206:2000 & 993:2013 under the brand name of POWERGUARD.
- Received the merit award for the best presented annual report (ie 1st international award received by the Company) given by the South Asian Federation of Accountants.

2023/24

- Solar project in the main plant generates 85,611 units per month from PV Capacity of 751 kW to the national grid.
- Invested in the second solar project in the Baddegama PVC plant for 460 kW with an investment of Rs. 55 Mn.

2024/25

Invested in a biomass in the main plant.

2025/26

Achieved a landmark turnaround by recovering from two consecutive loss-making years and recording the highest revenue in the Company's history of approximately Rs. 3.1 billion, together with a profit after tax of approximately Rs. 389.7 million.

CHAIRPERSON'S MESSAGE

> THE COMPANY RECORDED ITS HIGHEST-EVER REVENUE OF APPROXIMATELY RS. 3.1 BILLION AND RETURNED DECISIVELY TO PROFITABILITY, ACHIEVING A PROFIT AFTER TAX OF APPROXIMATELY RS. 389.7 MILLION, COMPARED WITH A LOSS AFTER TAX OF APPROXIMATELY RS. 300.5 MILLION IN THE PRECEDING YEAR.

Dear Stakeholders,

It is with great pleasure that I present the Annual Report of Samson International PLC for the financial year ended 31st March 2026.

The theme of this year's Report, "From Resilience to Remarkable," reflects a defining chapter in our journey. Following two particularly challenging years, Samson International has emerged with renewed strength, greater clarity and a sharper strategic focus. The lion depicted on the cover symbolises the strength, courage and agility that enabled us to endure adversity and now guide us towards purposeful and sustainable growth.

A DECISIVE RETURN TO PROFITABILITY

The year under review marked a significant turnaround for Samson International. The Company recorded its highest-ever revenue of approximately Rs. 3.1 billion and returned decisively to profitability, achieving a profit after tax of approximately Rs. 389.7 million, compared with a loss after tax of approximately Rs. 300.5 million in the preceding year.

This recovery reflects stronger sales and export performance, improved commercial and operational discipline, focused cost management and the collective determination of our people. Further details of the factors contributing to the year's performance and the progress achieved across our business segments are presented in the Managing Director's Review.

The improved performance was supported by increased demand from several international customers and the gradual stabilization of the domestic economy. Nevertheless, geopolitical uncertainty, commodity-price volatility, exchange-rate movements, raw-material cost pressures and demanding working-capital requirements continued to influence the business. Changes in the domestic tax and regulatory environment, including the transition relating to VAT and SVAT and delays associated with refund processes, also affected cash-flow management.

EFFECTIVE OVERSIGHT, ACCOUNTABILITY, PRUDENT RISK MANAGEMENT AND RESPONSIBLE DECISION-MAKING ENABLED THE BOARD AND MANAGEMENT TO RESPOND TO UNCERTAINTY WHILE PROTECTING THE LONG-TERM INTERESTS OF THE COMPANY AND ITS STAKEHOLDERS.

Although the Company strengthened its profitability and reduced borrowings during the year, improving cash conversion and maintaining disciplined working-capital management remain important priorities.

While the year's performance represents an important milestone, the Board recognizes that sustained progress will depend on maintaining this momentum over the longer term. Our responsibility is to build upon the progress achieved and establish a more consistent, resilient and sustainable earnings trajectory. The year's results provide a stronger platform from which to pursue this objective with renewed confidence.

STRENGTH BUILT THROUGH RESILIENCE

Over more than three decades, Samson International has developed valuable manufacturing capabilities, technical knowledge, trusted customer relationships and the ability to adapt to changing market requirements. These strengths enabled the Company to respond decisively during a period that tested its financial and operational resilience.

The challenges of the preceding years required difficult decisions, disciplined execution and close alignment among the Board, management and employees. The results achieved this year demonstrate what is possible when the organization acts with a shared sense of purpose.

Our long-standing relationships with customers, employees, suppliers, financial institutions and other business partners remain among the Company's most important sources of strength. At the same time, the Board recognizes the need to broaden our customer, market and product base. Greater diversification will strengthen resilience, reduce concentration risks and create new avenues for sustainable value creation.

Accordingly, the Company will continue to deepen its relationships with established customers while selectively pursuing new markets, customers and business opportunities. Product development, innovation, technology adoption and improvements in productivity, quality and operational flexibility will remain important elements of this strategy.

Investment decisions will continue to be evaluated against their ability to generate sustainable returns, strengthen competitiveness and support the Company's long-term strategic priorities. The continued development of our people and organizational capabilities will be equally important in supporting the Company's next phase of growth.

CHAIRPERSON'S MESSAGE

GOVERNANCE AS A STRATEGIC FOUNDATION

Strong governance remained central to the way in which the Company navigated recent challenges and positioned itself for recovery. Effective oversight, accountability, prudent risk management and responsible decision-making enabled the Board and management to respond to uncertainty while protecting the long-term interests of the Company and its stakeholders.

As Samson International enters its next phase, governance will continue to serve not merely as a framework for compliance, but as an essential enabler of sustainable growth. It provides the discipline through which strategic ambition can be translated into responsible action, capital can be allocated prudently and risks can be balanced against emerging opportunities.

The Board will continue to strengthen its oversight of strategy, financial performance, risk management, internal controls, regulatory compliance and sustainability-related matters. Particular attention will be given to ensuring that growth is pursued with appropriate financial discipline and that investments are aligned with the Company's long-term priorities and capacity.

Building on our established integrated reporting practices, this year's Report further strengthens the connections among our strategy, governance, performance, risks, resources, stakeholder relationships and long-term value creation. We remain committed to continuously improving the quality, transparency and relevance of our reporting as sustainability-related expectations and disclosure requirements continue to evolve.

BUILDING A SUSTAINABLE FUTURE

The experience of recent years has sharpened our strategic thinking and reinforced the importance of resilience, agility and disciplined resource allocation. Our priority now is to sustain the momentum achieved while strengthening the foundations required for long-term competitiveness.

Technology, innovation and the continued development of our people will remain important enablers of this journey. We will continue to strengthen the product portfolio, improve productivity and capacity utilization, enhance operational efficiency and flexibility, and invest selectively in capabilities that support sustainable returns.

We recognize that long-term value creation must extend beyond financial performance. The Company has responsibilities towards its employees, shareholders, customers, suppliers, business partners, regulators, communities and the environment in which it operates. Accordingly, occupational health and safety, environmental compliance, responsible resource utilization, ethical conduct and constructive stakeholder relationships will remain integral to our approach.

As sustainability-related expectations and reporting requirements evolve, the Board is committed to strengthening the Company's governance structures, risk-management processes and organizational capabilities in these areas. This will be a progressive journey supported by clear accountability, reliable information and closer integration with business strategy and enterprise risk management.

Looking ahead, the Board will remain focused on protecting and expanding established customer relationships, developing new markets and opportunities, diversifying the product portfolio, improving productivity and efficiency, investing selectively in technology and capability development, and maintaining a disciplined approach to working capital and capital investment.

APPRECIATION

On behalf of the Board, I extend my sincere appreciation to my fellow Directors for their stewardship, guidance and commitment during a year that required sound judgement and responsible leadership.

I also express my sincere gratitude to the management team and every employee of Samson International. Their dedication, perseverance and adaptability were fundamental to the Company's recovery and the results achieved during the year.

I thank our shareholders, customers, suppliers, bankers, business partners and other stakeholders for their continued confidence, cooperation and support. The progress achieved this year belongs to everyone who stood with Samson International through a demanding period.

With stronger foundations, renewed confidence and a shared commitment to lasting value, we now move forward together—from resilience towards a more remarkable future.

Indira Malwatte
Chairperson

Samson International PLC
Colombo

12 August 2026

MANAGING DIRECTOR'S MESSAGE

A YEAR THAT CHANGED THE DIRECTION OF OUR STORY

A 360° turnaround—from two difficult years to record revenue and renewed profitability

> THIS WAS THE YEAR WE RESET, REBUILT AND RETURNED STRONGER. OUR 360° TURNAROUND RESTORED PROFITABILITY, STRENGTHENED THE BUSINESS AND CREATED A SOLID FOUNDATION FOR SUSTAINABLE GROWTH.

MANAGING DIRECTOR'S MESSAGE

Rs. 3.1 Bn	Rs. 389.7 Mn	Rs. 690.2 Mn	Rs. 109 Mn
Highest-ever revenue	Profit after tax	PAT improvement	Borrowings reduced

The financial year ended 31 march 2026 was not simply a better year for samson international plc. It was the year we proved that a determined business can reset, rebuild and return stronger.

After two consecutive years of losses, we delivered a decisive turnaround—recording our highest-ever revenue of Rs. 3.1 billion and a profit after tax of Rs. 389.7 million, compared with a loss after tax of Rs. 300.5 million in the preceding year.

This represents an improvement of approximately Rs. 690.2 million in our bottom line. More importantly, it was a 360-degree turnaround—financially, commercially, operationally and strategically. We did not simply return to profit; we changed how we approached markets and customers, managed pricing and costs, utilised capacity, controlled working capital and prepared the business for its next phase of growth.

THE REAL ACHIEVEMENT

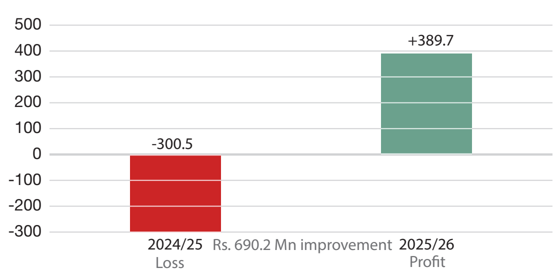
We did more than repair a set of numbers. We rebuilt confidence, sharpened our focus and created a stronger base for sustainable growth.

OUR TURNAROUND IN NUMBERS

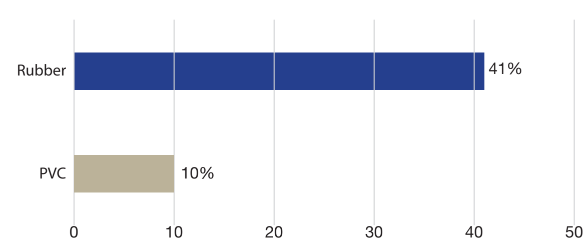
A stronger business emerged

The year began with a clear objective: to restore financial stability and rebuild the foundations for sustainable growth. We sharpened our focus on profitable sales, pricing, costs and customer and product profitability, while commercial and operational teams worked more closely to improve delivery and capacity utilisation.

PROFIT AFTER TAX TURNAROUND
(Rs.Mn)



TURNOVER GROWTH BY SECTOR
(Rs.Mn)



Our rubber sector achieved turnover growth of 41%, supported by stronger export demand, particularly from Europe, while the PVC sector recorded turnover growth of 10% in the domestic market. Across the organisation, our employees demonstrated the adaptability, commitment and determination required to convert these opportunities into record performance.

FROM RECOVERY TO REPEATABLE PERFORMANCE

Our task now is to make this new level of performance consistent—not a one-year exception, but the standard by which we operate.

GROWTH WITH PURPOSE

Recent experience has reinforced a simple principle: sales growth creates value only when it delivers healthy and sustainable returns. We will therefore continue to assess opportunities through pricing discipline, customer and product profitability, product mix, working-capital efficiency and their ability to strengthen our long-term resilience.

HOW WE DELIVERED THE TURNAROUND

Four dimensions. One stronger business.

STRATEGIC
Diversification
Future-ready capabilities

FINANCIAL
Profitability restored
Borrowings reduced

OPERATIONAL
Capacity and productivity
Process improvement

COMMERCIAL
Stronger exports
Disciplined growth

DISCIPLINE CONNECTED THE FOUR DIMENSIONS

Financial recovery was reinforced by stronger commercial execution, improved operational focus and clearer strategic priorities.

BUILDING A STRONGER GROWTH PLATFORM

The turnaround gives us a stronger foundation, but it is the beginning of our next phase—not its conclusion. We continued to introduce new designs, sizes and applications and strengthened our ability to develop customised solutions. We also doubled JSR packing capacity from approximately four million to eight million pieces per month.

30+	4m ▸ 8m	CUSTOMISED	OEM
Countries served	JSR pieces per month	Product development	Growth opportunities

Innovation will remain commercially focused as we pursue opportunities in export markets, international OEM applications and automotive-related segments, while protecting and expanding established customer relationships.

OUR GROWTH EQUATION

Protect the trust and stability of established relationships while opening new paths through customers, products, applications and markets.

BUILDING TOMORROW'S ADVANTAGE

ESG: RESPONSIBLE GROWTH WITH COMMERCIAL PURPOSE

Environmental, social and governance considerations are increasingly connected to resilience, cost efficiency and market access. Our approach is practical: choose initiatives that reduce resource use, improve efficiency, protect market access, lower risk and create better outcomes for customers and stakeholders.

MANAGING DIRECTOR'S MESSAGE

1,211 kWp	1.42 Mn kWh	88.5%	90%
Solar capacity	Solar generation	Water reuse—rubber	Water reuse—PVC

Our renewable-energy initiatives include rooftop solar-power arrangements and biomass-based steam generation. Biodegradable and FSC-certified packaging responds to evolving customer expectations, while our wider ESG approach encompasses employee wellbeing, occupational health and safety, ethical conduct, regulatory compliance, stakeholder relationships and effective governance.

SUSTAINABILITY THAT STRENGTHENS COMPETITIVENESS

For us, ESG is not separate from business performance. It supports efficiency, resilience, responsible growth and access to changing markets.

INNOVATION WITH COMMERCIAL PURPOSE

Our innovation begins with a customer need and progresses through material selection, formulation, prototyping, testing and validation. This customer-led approach enables us to develop customised solutions, strengthen technical capability and create new commercial opportunities.

DIGITAL TOOLS THAT IMPROVE REAL DECISIONS

CRM capabilities, digital marketing, management information and business analytics are improving how we understand customers and monitor performance. The next phase will create greater visibility across customer relationships, profitability, demand and operations, supporting faster and better-informed decisions.

THE PEOPLE BEHIND THE TURNAROUND

Machines, systems and technology can strengthen a company, but people determine whether those strengths create results. This turnaround belongs to our employees, whose resilience, discipline and willingness to adapt carried the business forward. We will continue building technical capability, leadership, commercial thinking and a culture of ownership and continuous improvement.

FROM RECOVERY TO SUSTAINABLE GROWTH

TURNING MOMENTUM INTO LASTING VALUE

The 360-degree turnaround achieved this year has changed our starting point. We enter the next phase with renewed confidence, a stronger financial footing and a clearer understanding of what creates lasting value. Our immediate priority is to convert this recovery into consistent and sustainable performance.

We will deepen established customer relationships while selectively pursuing new customers, products, applications and markets. Capital will be allocated carefully, supported by continued discipline over pricing, costs, working capital and cash conversion. Our focus will remain on six connected priorities:

DIVERSIFICATION Broaden customers, products and markets.	**INNOVATION** Accelerate customer-led development.
OPERATIONS Improve productivity through discipline and automation.	**DIGITALISATION** Strengthen visibility and decision-making.
SUSTAINABILITY Improve efficiency and protect market access.	**PEOPLE** Build skills, leadership and ownership.

REFINE. STRENGTHEN. DELIVER.

Our execution principle supporting the journey "From Resilience to Remarkable."

There is still much to do. However, the year under review demonstrated what Samson International can achieve when its people, capabilities and resources are aligned behind a clear purpose. We have moved from recovery to momentum. Our responsibility now is to turn that momentum into sustainable value through changing market conditions.

APPRECIATION

The progress achieved during the year was a collective accomplishment. I extend my sincere appreciation to every member of the Samson International team for their resilience, commitment and contribution. I also thank our customers, shareholders, suppliers, bankers, business partners and other stakeholders for their continued confidence and support, and the Chairperson and my fellow Directors for their guidance and stewardship.

A CONFIDENT NEXT STEP

We have restored profitability, strengthened the business and renewed our confidence. We now move forward with a clear ambition to make this turnaround remarkable.

D. D. A. Rajapaksa
Managing Director

Colombo
12 August 2026

BOARD OF DIRECTORS

MRS. C. I. MALWATTE

Chairperson

MR. D. D. A. RAJAPAKSA

Managing Director

MR. D. G. P. S. ABEYGUNAWARDANA

Executive Director

(Resigned w.e.f. 31 May 2026)

MR. D. C. J. RAJAPAKSA

Non-Executive Director

MR. D. N. S. RAJAPAKSA

Non-Executive Director

MR. S. M. T. H. SUBASINGHE

Independent Non-Executive Director

MRS. C. I. MALWATTE

B. A. (Economics and Geography)
University of Peradeniya

Chairperson

Independent, Non - Executive Director

Appointed to the Board on 14th August 2020

Skills & Experiences

Mrs. Malwatte holds a Combined Degree in Economics and Geography from the University of Peradeniya, Sri Lanka, and was the first woman Chairperson of the Export Development Board (EDB).

She has over 45 years of experience serving the Government both locally and internationally as a leading Export Promotion Professional. Her extensive expertise spans industrial, agricultural, services, supply chain management, and international marketing sectors. She has served as a Director in several companies and government institutions, and has been the focal point of numerous export development projects supported by the World Bank, ITC, GIZ, CBI, and JETRO.

In recognition of her outstanding contribution to business and commerce, she received the Wifts Foundation Lifetime Achievement Award (Business) in 2016 in London, UK, becoming the first Sri Lankan to be honoured. She has also been recognised locally with the Zonta "Woman of Achievement" Award (2017), Women in Management Top 50 Professional & Career Woman – Gold Award (2018, State & Government Sector) and Sri Lakan Iconic Woman 2025.

Other Appointments

She currently serves as an Independent Non-Executive Director of Cargills (Ceylon) PLC, an Independent Non-Executive Director of Kotmale Holdings PLC, CT Lands and CT Holdings PLC and the Sri Lanka Handicrafts Board. She is also engaged in consultancy work on international trade, SME development, and women entrepreneurship.

Board committees

- Nominations and Governance Committee
- Audit Committee
- Remuneration Committee
- Related Party Transaction Review Committee

Number of shares held in the Company

Nil

MR. D. DILSHAN A. RAJAPAKSA

M.Sc. (Australia), B.Sc.Hons (UK), MCIM(UK)

Managing Director

Appointed to the Board on 01st June 2015

Skills & Experience

He Joined DSI Group in 2006 and has been working as the Marketing Director many DSI Clusters spanning across Footwear, Rubber products, Coir products, Clay products bring the local / export revenue to the Group.

He is the creator and the brain behind the concept of "Waves" flip flops, the market leader in flip flops in Sri Lanka and has a global footprint of over 10 countries. He has also initiated many successful brands spanning across various product sectors launched in to the market in the local and international arena.

He has more than 20 years Marketing, Management & Information Technology experience in both local and overseas Companies.

He is a Chartered Marketer and holds M.Sc. in Business Systems from the University of Monash, Australia and B.Sc. (Hons) in Information Systems from the University of Manchester Metropolitan, UK and is a Member of the Chartered Institute of Marketing – UK (MCIM).

Other Appointments

He serves as a Director of DSI Samson Group (Pvt) Ltd., D. Samson Industries (Pvt) Ltd., Samson Compounds (Pvt) Ltd., Samtessi Brush Manufacturers (Pvt) Ltd, Samson Rajarata Tiles (Pvt) Ltd.,and Samson Investments (Pvt) Ltd. Presently he is the Vice President of the National Chamber of Exporters of Sri Lanka.

Number of shares held in the Company

Nil

MR. D. G. PRIYANTHA S. ABEYGUNAWARDANA

MBA, LLM, LLB, FCA, FCMA, FCCA, MCIM, Attorney-at -Law

Director

Appointed to the Board on 08th August 2013

Resigned w.e.f. 31st May 2026

Skills & Experience

Mr. Priyantha Abeygunawardana is a triple-qualified Accountant holding the fellowship of CA, CIMA, ACCA and also an Attorney–at-Law. He obtained his LLB degree from the Open University of Sri Lanka and took his oaths as an Attorney-at-Law in 2004, having passed the requisite examinations held by the Sri Lanka Law College.

He also holds two Master's degrees in two different fields, namely, MBA from the University of Sri Jayewardenepura specializing in Finance, and LLM from University of Colombo specializing in Company Law, Labour Law and Banking Law.

He is also member of Chartered Institute of Marketing, UK.

Previously he was at Ford, Rhodes, Thornton & Company, Hayley's, Abans and lastly at Richard Piers Exports Plc, where he worked as General Manager for six years. With regard to his sports carrier, he toured Malaysia and Thailand with the Mercantile Hockey Association

BOARD OF DIRECTORS

Team (Combined Companies) as vice-captain in 1992. He also toured India with the Sri Lanka Schools' Hockey team as vice-captain in 1979. He played in the CR & FC Hockey team from 1978 to 1988 and captained the CR & FC in 1986. He played Hockey and Football for Nalanda College for several years. Under his captaincy in 1979, Nalanda College Hockey team emerged champions in the under 19 All-Island inter school tournament.

Other Appointments

He currently serves as a Director in Samson Rubber Industries (Pvt) Ltd. and Director in Samson Solar Power (Pvt) Ltd.

Number of shares held in the Company

110 shares

MR. D. CHANDULA J. RAJAPAKSA

M.Sc. (Australia), B.Sc. (UK)

Non-Executive Director

Appointed to the Board on 10th August 2018

Skills & Experience

Mr. Chandula Rajapaksa has over 12 years of management experience in both local and overseas companies. He previously worked at PricewaterhouseCoopers, Sri Lanka.

He holds an M.Sc. in International Business from Monash University, Australia, and a B.Sc. in Business with Information Technology from Staffordshire University, UK. He is also a passed finalist of the Chartered Institute of Management Accountants (CIMA), UK.

Other Appointments

He is the Managing Director of Samson Exports (Pvt) Ltd., Hydro Trust Lanka (Pvt) Ltd., Werapitiya Hydro Power (Pvt) Ltd., and Loggaloya Hydro Power (Pvt) Ltd. He also serves as a Director of Samson Rajarata Tiles (Pvt) Ltd., Samson Trading Company (Pvt) Ltd., Samson Manufacturers (Pvt) Ltd., Samson Group Corporate Services (Pvt) Ltd., Samson Compounds (Pvt) Ltd., Samson Apparel Makers (Pvt) Ltd., Samson Bikes (Pvt) Ltd., and Samson Engineers (Pvt) Ltd.

Board Committees

- Nominations and Governance Committee
- Audit Committee
- Remuneration Committee
- Related Party Transactions Review Committee

Shareholding in the Company

Nil

MR. D. NISHAN S. RAJAPAKSA

B.Eng. Hons (UK), M.Sc. (UK), MBA (Australia)

Non-Executive Director

Appointed to the Board on 11th February 2021

Skills & Experience

Mr. Nishan Rajapaksa has over 25 years' experience in the Telecommunications & IT sectors, holding Engineering and Management positions in blue chip companies in the UK and Australia.

He holds a B.Eng. (First Class Hons) in Electronic & Electrical Engineering from the University College London, an M.Sc. in Telecommunications from the University College London and an MBA from the Melbourne Business School.

Other Appointments

He currently serves as an Executive Director of DSI Samson Group (Pvt) Ltd. (since 1st January 2020) and as Group Owner – Value Added Network Services at Telstra Corporation, Australia.

Number of shares held in the Company

8,297

TISHAN SUBASINGHE

FCA, ACCA, FCMA, CISA (USA)

MBA (Fin.) Col.), LL. B (Hons.), Attorney-at-Law

Independent, Non-Executive Director

Appointed to the Board on 01st January 2025

Skills & Experience

Tishan is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and an Attorney-at- Law with a life membership from the Bar Association of Sri Lanka. He is also a Certified Information Systems Auditor [USA] and holding an MBA (Finance) from the University of Colombo with a Gold medal for Financial Reporting.

He currently serves as the President of the Institute of Chartered Accountants of Sri Lanka after serving 12 years as a Council Member. He is also a Board member of Sri Lanka Accounting and Auditing Standards Monitoring Board. He has marked his regional presence within the accounting fraternity across the Asia Pacific Region. He is currently a Board member of the South Asian Federation of Accountants (SAFA) and an elected Board member of the Confederation of Asian and Pacific Accountants (CAPA).

His exposure to the profession is multiethnic and multi-cultural. It expands not only island-wide but also to overseas work relationships with PricewaterhouseCoopers (PwC) international head office in New York, Philadelphia, and PwC in Botswana spanning several years. He also has worked for BDO Partners for 10 years as a partner Audit & Assurance, Technical, Training and Human Resources.

His professional role has also extended to national level, having served as a member of the Presidential Commission on Simplification of Laws and Regulations and a member of the Committee for Revival of Failed Licensed Finance Companies established by the Central Bank of Sri Lanka.

Other Appointments

At present he is the Managing Director of Moore Consulting (Pvt) Ltd and the Joint Managing Partner of Moore Aiyar. In addition, he serves as an Independent Director of Amana Bank PLC and Kapruka Holdings PLC. He was a Council Member of the University of Moratuwa from year 2020 to 2025. He is also a visiting lecturer at several government universities and has also conducted international training in Maldives and Bhutan.

Board Committees

- Nominations and Governance Committee
- Audit Committee
- Remuneration Committee
- Related Party Transactions Review Committee

Shareholding in the Company

Nil

EXECUTIVE MANAGEMENT

MR. D. DILSHAN RAJAPAKSA
Managing Director

MR. SISIRA ABEYWICKRAMA
Chief Financial Officer

MR. SANJEEWA WEERAKKODI
Assistant General Manager – Marketing

MR. NAMAL NISHANTHA
Assistant General Manager – Production

MARKETING – RUBBER SECTOR

MR. CHANUKA JAYASINGHE
Manager - Marketing

MS. PIUMANGANI SENEVIRATNE
Manager – Business Development

MR. ASITH WITHANAWASAM
Executive - Marketing

MARKETING – PVC SECTOR

MR. JANAKA SAPUKOTANA
Manager – Business Development

MR. P. WEERARATHNA
Field Sales Manager

MR. M.M.P. KITHULWATTA
Field Sales Manager

MR. M. Z. ZIYAD
Regional Manager

COMMERCIAL

MR. NAVINDRA KUMARA

Manager - Commercial

PRODUCTION

MR. ASANKA DIMUTH EDIRISINGHE

Executive, Production, Galle & Kalutara Plants

MR. M. A. P. JANAKANTHA

Executive, Production, Baddegama Plant

RESEARCH & DEVELOPMENT

MR. WIMAL SIRIWARDANA

Assistant Manager – Research and Development

MR. THISARA SASANKA

Executive – Research & Development

QUALITY ASSURANCE

MRS. S. W. SANALI HANSIKA

Senior Executive – Quality Assurance

ENGINEERING AND MAINTENANCE

MR. NILANTHA GAMAGE

Manager – Maintenance Engineering

HUMAN RESOURCES

MS. NISHANTHI PADMAKUMARI

Manager - Human Resources

EXECUTIVE MANAGEMENT

MR. D. DILSHAN RAJAPAKSA

M. Sc. (Australia), B.Sc. Hons (UK), MCIM (UK)

Managing Director

Please refer page 23 for the profile

MR. SISIRA ABEYWICKRAMA

B.Sc. (B.Ad.) Sp., FCA, ACCA

Chief Financial Officer

Mr. Sisira Abeywickrama is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and a member of the Association of Chartered Certified Accountants (ACCA), UK. He holds a B.Sc. Business Administration (Special) degree from the University of Sri Jayewardenepura and is also an alumnus of Asoka Vidyalaya, Colombo.

He joined Samson International PLC on 1st March 2018 and currently serves as the Chief Financial Officer. In addition to providing financial leadership, he oversees the Finance, Procurement, Warehouse, Research and Development, and Human Resources functions. As a member of the Company's core management team, he also contributes to corporate strategy, organizational performance and key management decisions.

Mr. Abeywickrama completed his professional training at Jayasinghe & Company. Prior to joining Samson International PLC, he gained experience at Asoka Glass & Company and Maga Neguma Road Construction Equipment Company. He possesses over thirteen years of post-qualification experience as a Chartered Accountant, with extensive exposure to financial management, manufacturing operations, corporate reporting and strategic leadership.

MR. SANJEEWA WEERAKKODI

MBM, BA (Hons) Economics, MCIM, Chartered Marketer

Assistant General Manager – Marketing

Mr. Sanjeewa Weerakkodi holds a Master of Business Management from the University of Colombo and a Bachelor of Arts (Honours) degree in Economics from the University of Peradeniya. He is a Chartered Marketer and a member of the Chartered Institute of Marketing, UK, and also holds a Postgraduate Diploma in Marketing.

He joined Samson International PLC in 2004 and currently serves as the Assistant General Manager – Marketing. In addition to leading the Marketing function, he oversees production planning and serves as a member of the Company's core management team. Prior to joining the Company, he gained two years of industry experience at a Board of Investment-approved rubber products manufacturing company. He possesses extensive experience in marketing and production planning within the rubber products manufacturing sector.

MR. NAMAL NISHANTHA

B.Sc., Dip. in Rubber Technology

Assistant General Manager – Production

Mr. Namal Nishantha holds a Bachelor of Science degree from the University of Kelaniya and a Diploma in Rubber Technology.

He joined Samson International PLC in 1998 and currently serves as the Assistant General Manager – Production for both the rubber and PVC sectors. He is also a member of the Company's core management team. He possesses extensive experience in manufacturing and quality assurance over 28 years in the Company. He previously served as the Quality Assurance Manager and as the Company's Management Representative for various quality and management system audits for several years.

Marketing – Rubber Sector

MR. CHANUKA JAYASINGHE

MPA (Australia), MBA (USJP), BBM (India), Adv.Dip.Acc (Australia)

Manager - Marketing

Mr. Chanuka Jayasinghe holds a Master's degree in Professional Accounting from the University of Ballarat, Australia, and a Master of Business Administration from the University of Sri Jayewardenepura. He also holds a Bachelor's degree in Business Management from Bangalore University, India, and an Advanced Diploma in Accounting from Australia.

He served as the Marketing Manager for the rubber sector, with responsibility for developing international markets and strengthening the local distribution network for Samson Rubber-branded products. Prior to joining Samson International PLC, he worked at Microcells (Pvt) Ltd as a Senior Executive – International Marketing. He possesses over ten years of experience in rubber products marketing, together with four years of experience in the hospitality industry in Australia. He continued in his position until his departure from the Company in April 2026.

MS. PIUMANGANI SENEVIRATNE

BMS (Sp), Dip in Mgt.

Manager – Business Development

Ms. Piumangani Seneviratne holds a Bachelor of Management Studies (Special) degree and a Diploma in Management from the Open University of Sri Lanka. She is also an alumna of Mahamaya Girls' College, Kandy.

She joined Samson International PLC on 1st March 1995 and currently serves as Manager – Business Development within the Company's International Marketing function. She possesses over 25 years of management experience across international marketing, business development, procurement, local marketing, shipping and warehouse, having held several managerial positions within the Company.

MR. ASITH WITHANAWASAM

B.Com. (Special), PGDip. in Business Statistics

Executive - Marketing

Mr. Asith Withanawasam holds a Bachelor of Commerce (Special) degree and a Postgraduate Diploma in Business Statistics from the University of Ruhuna, Sri Lanka. He completed his secondary education at St. Aloysius' College, Galle.

He joined Samson International PLC in 2005 and possesses over two decades of experience in the Company's Marketing function. He is responsible for the marketing and business development of rubber products, with particular emphasis on European markets.

Marketing – PVC Sector

MR. JANAKA SAPUKOTANA

Manager – Business Development

Mr. Sapukotana rejoined Samson International PLC in 2025 as Manager – Business Development and currently heads the Sales and Marketing function of the PVC segment.

He previously served the Company for seven years as Institutional Sales Manager, during which he oversaw Water Board and other government tenders. Before his initial appointment at Samson International PLC, he worked at Arpitech (Pvt) Ltd as a Sales Executive from 2000 to 2016. He possesses extensive experience in institutional sales, business development and the marketing of PVC products.

MR. P. WEERARATHNA

Field Sales Manager

At present, Mr. Weerarathna is overseeing in the Southern, Sabaragamuwa, and Uva Provinces. He joined Samson International Plc on 15th September 2015 as Regional Sales Manager. He has worked 11 years at Kamal PVC Industries (Pvt) Ltd and 2 years at Janashakthi Insurance PLC. He studied at Embilipitiya Maha Vidyalaya. All sales managers and supervisors in this region report to him.

MR. M.M.P. KITHULWATTA

Field Sales Manager

At present, Mr. Kithulwatta is overseeing the Western, Central, North Central, and Wayaba Provinces. He has worked 5 years at Kamal PVC Industries (Pvt) Ltd., 4 years at Central Industries (Pvt) Ltd., and 2 years at St. Anthony's Group (Pvt) Ltd. He studied at Mitigahathanna Vidyalaya, Badulla. All sales managers and supervisors in this region report to him

MR. M. Z. ZIYAD

Regional Manager

Mr. Ziyad has worked 2 years at Kamal PVC Industries (Pvt) Ltd., 1 year at Central Industries (Pvt) Ltd. and 3 years at Almarai Company in Saudi Arabia. He works as the Regional Manager for the Eastern Province. He studied at Central College, Ampara. He jointed Samson International Plc in December 2015.

Commercial

MR. NAVINDRA KUMARA

MBA, MAAT, CPM, Dip. in Business Management

Manager - Commercial

Mr. Navindra Kumara holds a Master of Business Administration degree from Manipal University, India, and a Diploma in Business Management from the National Institute of Business Management. He is a member of the Association of Accounting Technicians of Sri Lanka and the Institute of Chartered Professional Managers. He is also an alumnus of Richmond College, Galle.

He joined Samson International PLC in 1990 and possesses over 35 years of experience with the Company. He currently serves as the Commercial Manager and heads the Commercial Department, with responsibility for supply chain and warehouse management. During his career, he has held several key positions in the company such as Assistant Accountant and Export manager.

Production

MR. ASANKA DIMUTH EDIRISINGHE

Dip. in Engineering Science

Executive, Production, Galle & Kalutara Plants

Mr. Asanka Dimuth Edirisinghe holds a National Diploma in Engineering Science.

He joined Samson International PLC on 1st July 2013 and currently serves as Executive – Production at the Company's Galle & Kalutara rubber plants. Prior to joining the Company, he worked for three years as a Service Engineer at Johnson Controls, Qatar, and for two years as a Research and Development Engineering Assistant at D. Samson Industries (Pvt) Ltd.

MR. M. A. P. JANAKANTHA

Dip. in Engineering Science; Dip. in Rubber Technology

Executive, Production, Baddegama Plant

Mr. Janakantha holds a National Diploma in Engineering Science from the Institute of Engineering Technology and a Diploma in Rubber Technology from the Rubber & Plastic Institute. He has more than 27 years' technical experience, of which 25 years has been at Samson International Plc. At present, he is the Production Executive at the PVC plant, Baddegama. He studied at St. Johns College, Nugegoda.

EXECUTIVE MANAGEMENT

Research & Development

MR. WIMAL SIRIWARDANA

Dip. in Rubber Technology, Dip. in Hydraulic Technology

Assistant Manager – Research and Development

Mr. Wimal Siriwardana holds Diplomas in Rubber Technology and Hydraulic Technology and is a member of the Plastics and Rubber Institute of Sri Lanka. He is also an alumnus of Thelijjawila Central College.

He possesses 29 years of research and development experience gained at Samson International PLC and Samson Compounds Ltd. He currently serves as Assistant Manager – Research and Development and heads the Research and Development function of the Galle and Kalutara rubber factories.

His experience covers solid tyres, microcellular and food-compliant products, cost-competitive product development, customized compound mixing, rubber bands, technical rubber straps and rubber beadings.

MR. THISARA SASANKA

B.Sc. (Hons) in Mechanical Engineering, Polymer Engineering Diplomate, AM IIESL, Member of ECSL, Lean Six Sigma Green Belt

Executive – Research & Development

Mr. Thisara Sasanka holds a B.Sc. (Hons) degree in Mechanical Engineering from De Montfort University, UK, and a National Diploma in Technology in Polymer Engineering from the University of Moratuwa. He is a certified Lean Six Sigma Green Belt from the National Institute of Business Management. He is also an Associate Member of the Institution of Incorporated Engineers, Sri Lanka, and a member of the Engineering Council of Sri Lanka. He is an alumnus of Richmond College, Galle.

He joined Samson International PLC on 7th July 2025 and currently serves as Executive – Research and Development. He gained professional training at CAMSO Loadstar, part of the Michelin Group, and Lalan Rubbers (Pvt) Ltd. Prior to joining the Company, he worked at Lalan Rubbers (Pvt) Ltd, Microcell (Pvt) Ltd and Chas. P. Hayley.

Quality Assurance

MRS. S. W. SANALI HANSIKA

Polymer Engineering Diplomate (NDT), Quality Management Diplomate (SLSI), Lean Six Sigma Green Belt

Senior Executive – Quality Assurance

Mrs. S. W. Sanali Hansika holds a National Diploma in Technology in Polymer Engineering from the University of Moratuwa and a Diploma in Quality Management from the Sri Lanka Standards Institution. She is also a certified Lean Six Sigma Green Belt from the Dr. Mikel J. Harry Six Sigma Management Institute Asia and is currently pursuing a Master of Science in Manufacturing Management at the University of Colombo. She is an alumna of St. Thomas' Girls' High School, Matara.

She joined Samson International PLC on 10th September 2025 and currently serves as Senior Executive – Quality Assurance. She gained professional training at CAMSO Loadstar, part of the Michelin Group, and Ansell Lanka (Pvt) Ltd. Prior to joining the Company, she worked at ATG Ceylon (Pvt) Ltd and Lalan Rubbers (Pvt) Ltd. She possesses eleven years of experience in executive roles within the industrial sector.

Engineering and Maintenance

MR. NILANTHA GAMAGE

NDT (Mechanical Engineering), PgDMM, MMM

Manager – Maintenance Engineering

Mr. Nilantha Gamage holds a National Diploma in Technology in Mechanical Engineering, a Postgraduate Diploma in Manufacturing Management and a Master's degree in Manufacturing Management from the University of Colombo.

He joined Samson International PLC in 2012 and currently serves as Manager – Maintenance Engineering. Prior to joining the Company, he gained professional experience at Brollo Pipes and Profiles in Nigeria.

In his current role, he oversees the Company's engineering and maintenance functions, including the planning, implementation and management of engineering activities to support the reliability, efficiency and continuous improvement of its manufacturing operations.

Human Resources

MS. NISHANTHI PADMAKUMARI

Dip. in Human Resources Management

Manager - Human Resources

Mrs. Padmakumari joined Samson International Plc in 1993 and is the Head of the Human Resources Department at present and has 30 years' experience in Human Resource Management. She holds a Diploma in Human Resource Management from NIBM. She studied at Dorape Maha Vidyalaya, Galle.

OPERATING ENVIRONMENT

During the financial year ended 31 March 2026, Sri Lanka's economic recovery continued, providing a more stable domestic environment for business planning and investment. However, global markets remained affected by geopolitical tensions, trade-policy uncertainty, commodity-price volatility, supply-chain risks and evolving environmental and traceability requirements.

For Samson International PLC, these conditions created opportunities through recovering domestic activity and stronger demand from selected export customers, while continuing to place pressure on input costs, margins, working capital and international competitiveness. The environment reinforced the importance of export-market diversification, disciplined growth, productivity, cost management, customer responsiveness and sustainable manufacturing.

Sri Lanka's economic recovery gathered momentum during 2025, with real GDP expanding by 5.0%, marking the second consecutive year of economic growth. The recovery was broad-based, with manufacturing expanding by 6.2% and construction by 9.2%, while improving investment and consumption supported stronger domestic economic activity.

For Samson International, the improving economic environment created a more supportive demand backdrop for PVC and industrial products, while greater macroeconomic stability provided a stronger foundation for planning, investment and working-capital management. However, intense price competition, underutilised capacity and pressure on product margins limited the extent to which the improved domestic environment translated into stronger PVC profitability.

MACROECONOMIC STABILITY STRENGTHENS BUSINESS CONFIDENCE

Sri Lanka continued its transition from crisis management towards economic normalisation during the year. Policy reforms, fiscal consolidation and improved external sector conditions contributed towards greater confidence in the economy.

Inflation remained subdued for much of 2025, with the economy experiencing a period of deflation before headline inflation returned to positive territory in August. Lower inflationary pressures, together with an accommodative monetary policy environment, contributed towards lower interest rates and stronger private-sector credit growth.

For manufacturing businesses, these developments provided a more favourable environment for financing working capital and investment. Nevertheless, the cumulative increase in operating costs experienced during the preceding economic crisis continued to influence wages, services and other input costs, reinforcing the need for productivity improvements and stringent cost management.

Indicator	2025 Environment	Relevance to Samson International PLC
Real GDP growth	5.0%	Stronger overall demand and business confidence
Manufacturing growth	6.2%	Improvement in industrial activity
Construction growth	9.2%	Potential demand support for PVC products, subject to competitive pricing and market penetration
Investment expenditure growth	22.4% nominal	Supports industrial and construction-related demand
Inflation	Subdued; returned positive from August 2025	Greater stability in operating costs and consumer demand
Interest rates	Lower / accommodative	Reduced financing pressure and improved credit conditions

DOMESTIC MARKET

The improvement in domestic economic activity was particularly relevant to Samson's PVC business.

Sri Lanka's construction sector grew by 9.2% in 2025, supported by the resumption of previously stalled projects and a gradual strengthening of investment and development activity. Manufacturing recorded growth of 6.2%, while gross fixed capital formation also expanded as expenditure on construction and transport equipment increased.

This improving environment supported demand for products used across construction, infrastructure, industrial and household applications.

However, purchasing decisions remained price-sensitive. Competition from local producers and imported alternatives continued to place pressure on margins, requiring manufacturers to compete not only through price but increasingly through quality, reliability, product availability, distribution reach and customer service.

OPERATING ENVIRONMENT

For Samson International, the environment reinforced the importance of:

- strengthening the domestic distribution network;
- increasing penetration across priority customer segments;
- optimising product and customer profitability;
- improving production efficiency;
- maintaining disciplined pricing; and
- selectively introducing higher-value products.

EXPORT ENVIRONMENT

Export markets remained an important driver of Samson International's growth trajectory.

Sri Lanka's total export sector continued to demonstrate resilience during 2025, although performance varied considerably by industry and market. Rubber and rubber-finished product exports generated approximately US$946 million during 2025, although sector export earnings declined by approximately 5.6% compared with 2024, largely due to weaker tyre and tube exports.

The broader rubber industry nevertheless remains one of Sri Lanka's important value-added manufacturing sectors, with established access to markets including the United States, Germany, Italy, Belgium, France, Canada and the United Kingdom.

Against this mixed sector backdrop, Samson International recorded strong growth within its own rubber business, demonstrating the importance of its particular product mix, established customer relationships and market development initiatives.

Demand from Europe was particularly supportive during the year, contributing towards stronger export performance. This reinforced the strategic value of maintaining long-term international customer relationships while continuing to identify new customers, applications and geographic markets.

At the same time, competing internationally increasingly extends beyond price and product quality.

Customers are placing greater emphasis on:

PRODUCT QUALITY AND CONSISTENCY

Customers increasingly expect dependable specifications, quality assurance and traceability.

ENVIRONMENTAL COMPLIANCE

Environmental performance throughout the value chain is becoming increasingly relevant to market access.

SUPPLY-CHAIN TRANSPARENCY

Customers are seeking greater visibility over the origin and sustainability of raw materials.

RESPONSIBLE SOURCING

Developments including the European Union Deforestation Regulation are increasing the importance of traceable and responsibly sourced natural rubber.

INNOVATION AND CUSTOMISATION

International customers increasingly require specialised compounds, customised designs and application-specific solutions.

These developments create both a compliance challenge and an opportunity for Samson. The Company's technical capabilities, accumulated rubber expertise and ability to undertake customised product development provide a platform for moving progressively towards higher-value and more specialised export products.

RAW MATERIALS AND INPUT COSTS

Raw materials remain one of the most important determinants of competitiveness within both the rubber and PVC businesses.

Samson's operations depend on a combination of locally sourced and imported inputs, exposing the Company to fluctuations in:

- natural and synthetic rubber prices;
- PVC resin and chemical prices;
- petroleum-derived inputs;
- energy costs;
- freight and logistics charges; and
- foreign exchange movements.

Global commodity markets remained susceptible to geopolitical developments, supply-chain disruptions and energy price movements throughout the period. Consequently, procurement effectiveness, inventory planning and supplier diversification remained important elements of operational resilience.

The greater stability of the Sri Lankan Rupee compared with the extreme volatility experienced during the economic crisis improved planning visibility. However, the Central Bank reported a modest depreciation of the Rupee during 2025 under the flexible exchange rate regime, maintaining the importance of active foreign exchange and import-cost management.

As an exporter that also imports certain production inputs, Samson possesses a degree of natural foreign currency offset. Nevertheless, movements in exchange rates can affect both input costs and the Rupee value of export earnings, requiring continuous monitoring.

INTEREST RATES AND ACCESS TO FINANCE

The easing monetary environment represented another positive development for the manufacturing sector.

Accommodative monetary policy and lower market interest rates contributed towards a strong expansion in private-sector credit during 2025.

For Samson International, lower market interest rates helped moderate financing pressure and created a more supportive environment for working-capital funding and selected investments. Nevertheless, finance costs remained material due to the Company's level of borrowings and working-capital requirements.

Nevertheless, working capital efficiency remains strategically important, particularly given the Company's exposure to export receivables, inventories, imported raw materials and delays associated with certain tax and VAT-related recoveries. Disciplined management of inventories, receivables, supplier terms and cash conversion therefore remained a management priority.

SUSTAINABILITY AND REGULATORY ENVIRONMENT

Environmental and social considerations are increasingly influencing how manufacturing companies compete.

International customers, regulators and supply-chain partners are progressively demanding:

- lower environmental footprints;
- improved energy efficiency;
- renewable energy adoption;
- responsible chemical and waste management;
- recyclable and lower-impact packaging;
- supply-chain traceability;
- responsible sourcing; and
- credible ESG information.

These expectations are particularly relevant for exporters serving European and other developed markets.

For Samson International, sustainability therefore extends beyond corporate responsibility and increasingly represents a factor influencing market access, customer retention, operational efficiency and long-term competitiveness.

The Company continued to respond through environmental management, renewable and alternative energy initiatives, resource efficiency, responsible waste management, sustainable packaging and preparations to support customers' EUDR-related traceability and due-diligence requirements, where applicable.

LABOUR AND PRODUCTIVITY

Sri Lanka's economic recovery also increased competition for skilled and technically capable employees.

Manufacturing businesses continue to face challenges in attracting and retaining specialised technical talent while managing rising employee expectations and labour costs.

For Samson International, competitiveness therefore increasingly depends on improving output per employee rather than relying solely on capacity expansion. Greater attention is consequently being directed towards:

- skills development;
- multi-skilling;
- workforce productivity;
- automation of selected processes;
- performance management;
- employee engagement; and
- retention of critical technical knowledge.

The combination of accumulated employee expertise and selective investment in automation will be important in supporting the Company's transition towards a more productive manufacturing model.

TECHNOLOGY AND MANUFACTURING COMPETITIVENESS

The operating environment is also being reshaped by automation, digitalisation and advanced manufacturing technologies.

International manufacturers are increasingly utilising automation, process monitoring, data analytics and digital quality-management systems to enhance consistency and productivity.

For Samson, the opportunity lies in combining its long-established manufacturing and formulation expertise with selective automation and process modernisation.

Investment priorities therefore increasingly focus on areas capable of delivering measurable improvements in:

Capacity utilisation ▸ Productivity ▸ Quality ▸ Cost efficiency ▸ Delivery reliability

Rather than pursuing technology for its own sake, the Company's approach is centred on investments capable of strengthening sustainable competitive advantage.

WAY FORWARD

The external environment during 2025/26 was considerably more conducive to growth than in the preceding years. Sri Lanka's economic recovery, lower financing costs, stronger construction and manufacturing activity and improving confidence provided important tailwinds to the business.

At the same time, international competition, raw material volatility, evolving environmental regulations and increasingly sophisticated customer requirements underline the need for continued transformation.

OPERATING ENVIRONMENT

Operating Environment	Business Impact	Strategic Response
Sri Lankan economic recovery	Improving domestic demand	Expand market penetration
Construction growth	More supportive demand environment for PVC, subject to competition and pricing pressure	Strengthen distribution, product mix and market penetration
Lower interest rates	Improved financing environment	Invest selectively while maintaining working capital discipline
European/export demand	Growth opportunities for rubber products	Deepen existing relationships and develop new markets
Rubber sector competition	Pressure on price and margins	Focus on higher-value and specialised products
Raw material volatility	Margin and working capital pressure	Strategic sourcing and inventory optimisation
Exchange-rate movements	Import cost/export revenue implications	Active forex and procurement management
ESG and EUDR-related customer requirements	Increased traceability and sustainability expectations	Strengthen sourcing traceability, supporting documentation and ESG integration
Rising labour costs	Pressure on manufacturing cost	Productivity, skills and selective automation
Technological change	Higher global manufacturing benchmarks	Modernise processes and production capabilities

OUTLOOK

Sri Lanka's improving economic stability provides a more supportive foundation for business activity. Nevertheless, the outlook remains subject to global trade uncertainty, raw-material and currency movements, intense price competition, evolving customer requirements and regulatory change.

Samson International will seek to convert the improving environment into sustainable financial performance through disciplined market expansion, export and customer diversification, higher-value products, improved capacity utilisation, stronger working-capital management, selective automation and continued progress in environmental performance and supply-chain traceability. These priorities will support the Company's continuing journey From Resilience to Remarkable.

STAKEHOLDER ENGAGEMENT

At Samson International PLC, meaningful stakeholder engagement is integral to how we create and preserve value. Our business operates within an interconnected ecosystem comprising employees, customers, shareholders and investors, suppliers and business partners, government and regulatory authorities, financial institutions, industry and certification bodies, Group companies and the communities surrounding our operations.

As a manufacturing organisation operating across three locations in Galle, Baddegama and Kalutara and serving both local and international markets, our activities create economic, social and environmental impacts across a broad stakeholder network. We therefore recognise that understanding stakeholder expectations and maintaining constructive relationships are essential to informed decision-making, operational resilience and sustainable growth.

Engagement takes place through a combination of formal and informal channels, with the nature and frequency of engagement determined by the significance of each relationship, regulatory and operational requirements and matters of mutual interest. The insights obtained through these interactions inform our strategic priorities, employee initiatives, customer relationships, product and service improvements, supply-chain management, governance and sustainability agenda.

Importantly, stakeholder engagement is not viewed solely as a communication exercise. Feedback received through meetings, consultations, audits, surveys, customer interactions, community engagement and other channels enables us to identify emerging concerns, respond to changing expectations and understand matters that may affect our ability to create value over the short, medium and long term.

OUR STAKEHOLDERS AND HOW WE ENGAGE

Stakeholder	Why They Matter	Key Matters of Interest	How We Engage	Frequency	Our Response / Value Created
Employees	Our people provide the knowledge, skills and commitment required to maintain manufacturing excellence, quality, productivity and innovation.	Remuneration and benefits; job and career stability; occupational health and safety; development opportunities; welfare; working conditions; organisational performance	Open-door policy; Joint Consultative Committee; employee dialogues; training programmes; HR cluster meetings; suggestion mechanisms; attitude surveys; welfare and sports activities	Regularly / Monthly	Strengthening workplace safety and wellbeing; investing in skills and capability development; providing career-development opportunities; maintaining employee welfare programmes; encouraging employee participation and improving productivity
International and Local Customers	Customers underpin our market presence and growth, while long-standing international relationships represent an important source of business continuity and competitive strength.	Product quality; price competitiveness; on-time delivery; customised solutions; local and international standards; sustainability; regulatory compliance; supply reliability	Direct communication; customer visits; exhibitions; trade associations; product-development discussions; quality reviews; audits; order and delivery coordination; feedback mechanisms	Ongoing / Regularly	Strengthening quality assurance; improving delivery reliability and manufacturing flexibility; developing customised products; maintaining relevant certifications; responding to changing customer and market requirements

STAKEHOLDER ENGAGEMENT

Stakeholder	Why They Matter	Key Matters of Interest	How We Engage	Frequency	Our Response / Value Created
Suppliers and Business Partners	Reliable supplier relationships support continuity of production, product quality, cost competitiveness and supply-chain resilience.	Prompt payment; continuity of orders; pricing; quality requirements; specifications; supplier relationships	Supplier meetings; supplier evaluations; registrations; audits; procurement discussions; commercial negotiations and operational communication	Regularly / Monthly	Building dependable long-term partnerships; strengthening procurement discipline and supplier evaluation; maintaining quality standards; improving supply continuity and responsible sourcing
Shareholders and Investors	Providers of capital have a direct interest in the Company's financial strength, governance, sustainable growth and long-term value creation.	Profitability; dividends; sales growth; financial resilience; sustainability; governance; risk management; strategic direction	Annual General Meeting; Annual Report; interim financial statements; shareholder communications and disclosures	Quarterly / Annually / As required	Maintaining transparent reporting and governance; strengthening profitability and financial resilience; exercising disciplined capital allocation; pursuing sustainable long-term growth
Government and Regulatory Authorities	Regulatory relationships are essential to maintaining our licence to operate and compliance with labour, environmental, health and other statutory requirements.	Statutory compliance; environmental management; occupational health and safety; timely information; responsible operations	Regulatory submissions; committee meetings; one-to-one communication; inspections and visits; consultations and training programmes	Quarterly / Regularly / As required	Monitoring regulatory requirements; maintaining compliance systems; strengthening environmental and workplace controls; providing timely information and cooperating with regulatory authorities
Local Communities	Communities surrounding our manufacturing operations provide employees, services and broader social support and are directly connected to the environmental and social impacts of our activities.	Employment and livelihood opportunities; environmental impacts; waste management; safety; community wellbeing; responsible corporate behaviour	Direct community interaction; employment opportunities; community programmes; social and religious activities; engagement on environmental and operational matters	Ongoing / Regularly	Creating employment and economic opportunities; maintaining responsible manufacturing practices; managing environmental and social impacts; supporting community and social initiatives; strengthening relationships through continued dialogue

Stakeholder	Why They Matter	Key Matters of Interest	How We Engage	Frequency	Our Response / Value Created
Financial Institutions	Banks and financial institutions support working-capital requirements, investment and the Company's broader financial resilience.	Financial performance; liquidity; creditworthiness; governance; risk management; compliance	Financial reporting; meetings; financing and banking discussions; information submissions	Regularly / As required	Maintaining prudent financial management, transparent reporting and responsible relationships with financing partners
Industry Associations and Certification Bodies	These institutions support market access, technical standards, certification, industry knowledge and evolving compliance requirements.	Product standards; certification requirements; industry developments; regulatory changes; responsible manufacturing	Audits; certification processes; industry forums; technical engagement; training and information exchange	Periodically / As required	Maintaining certifications and standards; monitoring industry developments; strengthening technical capability and responding to evolving international market expectations
Group / Sister Companies	Relationships within the wider Group facilitate knowledge sharing, coordination and access to complementary expertise and resources.	Collaboration; mutual understanding; knowledge sharing; Group performance	Group meetings; Company events; social interactions; Group communications and journals	Regularly / Monthly	Promoting collaboration, knowledge exchange and stronger relationships across the Group

The engagement methods above build on mechanisms already identified by Samson, including AGMs and financial reporting for shareholders; customer visits and one-to-one communication; supplier meetings and audits; employee consultative committees and training; and regular interaction with government authorities. Employee engagement has also historically included suggestion mechanisms, surveys, grievance information, turnover and absenteeism indicators, accident statistics and exit interviews, providing useful inputs into understanding employee expectations.

FROM ENGAGEMENT TO DECISION-MAKING

Stakeholder insights are considered alongside the Company's strategic priorities, operating environment, risks and opportunities when determining matters requiring management attention. In particular, engagement helps Samson understand changing expectations relating to product quality, price and delivery; employee safety and development; supplier reliability; environmental performance; regulatory compliance; community impacts; governance and long-term financial sustainability.

This relationship between engagement and decision-making is especially important as Samson expands its international presence. Customer expectations relating to regulatory compliance, responsible manufacturing, certifications, sustainability and supply-chain resilience increasingly influence both market access and competitiveness. At the same time, employee capability, dependable suppliers and constructive relationships with regulators and surrounding communities remain fundamental to maintaining resilient operations.

STAKEHOLDER ENGAGEMENT

BUILDING ENDURING RELATIONSHIPS

Samson International's stakeholder relationships have been built over many years and represent an important component of the Company's Social and Relationship Capital. Long-standing international customer relationships reflect trust created through consistent quality, reliability and responsiveness, while employees and suppliers provide the capabilities and resources necessary to deliver on these commitments.

Our presence within the communities surrounding our manufacturing locations also carries a wider responsibility. Community engagement has historically extended beyond formal consultations to initiatives supporting schools, universities, places of religious worship, community events and families within neighbouring areas. We recognise that our long-term success is therefore closely connected to the economic, social and environmental wellbeing of the communities in which we operate.

WAY FORWARD

Going forward, Samson International will seek to make stakeholder engagement increasingly systematic by strengthening dialogue, improving mechanisms for capturing and analysing stakeholder feedback and linking stakeholder concerns more directly with materiality, enterprise risk management and strategic decision-making. This will enable us to identify emerging expectations earlier, strengthen accountability for our responses and better understand the value and impacts created through our relationships.

By embedding stakeholder perspectives more deeply within our decision-making processes, we aim to strengthen trust, reinforce operational resilience and create sustainable shared value as Samson progresses from resilience towards long-term growth. This direction is consistent with the Company's stated intention to systematically capture stakeholder concerns and integrate material perspectives into strategic, operational and sustainability decision-making.

MATERIALITY MATTERS

At Samson International PLC, materiality provides the foundation for determining the economic, environmental, social and governance matters that are most significant to our business and our stakeholders. As we advance our integrated reporting journey, we seek to ensure that our reporting reflects the issues that influence our ability to create, preserve or potentially erode value over the short, medium and long term.

Our material matters are informed by the operating realities of our manufacturing activities, engagement with key stakeholders, developments within our local and international markets, regulatory requirements, sustainability considerations and the strategic priorities of the Company.

OUR MATERIALITY ASSESSMENT PROCESS

Identify → Assess → Prioritise → Validate → Intregrate and Report

Material Matter	Why It Matters to Samson International	Principal Stakeholders	Strategic Response
Financial Performance and Sustainable Growth	Sustained profitability and financial resilience are essential to funding future growth and creating long-term stakeholder value.	Employees, customers, suppliers	Strengthening profitable growth, cost discipline, working capital management and effective resource allocation
Customer Relationships and Market Development	Long-standing customer relationships, particularly in international markets, are a significant source of competitive strength and business continuity.	Customers, employees	Deepening existing relationships, expanding the customer base, developing new markets and strengthening responsiveness to customer requirements
Product Quality and Customer Satisfaction	Consistent quality, reliability and compliance are fundamental to maintaining customer confidence and international competitiveness.	Customers	Maintaining quality standards, certifications, quality assurance processes and continuous product and process improvements
Operational Efficiency and Productivity	Efficient manufacturing supports competitiveness, margins, capacity utilisation and reliable delivery.	Customers, employees, suppliers	Process improvements, better capacity utilisation, machinery upgrades, improved manufacturing methods and selective automation
People, Skills and Employee Wellbeing	A skilled, engaged and safe workforce is essential to manufacturing excellence and organisational resilience.	Employees, communities	Training and development, workplace safety, employee welfare, performance management and capability building
Occupational Health and Safety	Manufacturing operations require strong controls to protect employees and maintain safe and responsible workplaces.	Employees, communities	Strengthening safety practices, awareness, monitoring, training and preventive measures across manufacturing locations
Supply Chain Resilience and Responsible Sourcing	Reliable access to quality raw materials at competitive prices is critical to production continuity and profitability.	Suppliers, customers	Strengthening supplier relationships, procurement discipline, supplier evaluation and responsible sourcing practices

MATERIALITY MATTERS

Material Matter	Why It Matters to Samson International	Principal Stakeholders	Strategic Response
Environmental Management and Resource Efficiency	Manufacturing activities have environmental impacts associated with energy, materials, waste and other resources that require responsible management.	Communities, customers, regulators	Improving resource efficiency, waste management, environmental compliance and responsible manufacturing practices
Climate Change and Energy Management	Energy efficiency, renewable energy and climate-related expectations are becoming increasingly important to operational resilience and international customers.	Customers, communities, regulators	Improving energy efficiency, exploring renewable energy opportunities and progressively strengthening climate-related management
Regulatory Compliance and Product Standards	Compliance with domestic regulation and international market requirements is essential to maintaining market access and stakeholder confidence.	Customers, regulators, suppliers	Monitoring regulatory developments, maintaining required certifications and strengthening compliance processes
Governance, Ethics and Risk Management	Effective governance and risk oversight support accountability, transparency and sustainable decision-making.	All stakeholders	Strengthening internal controls, compliance monitoring, Board oversight, risk management and ethical business practices
Community Relations	The Company's manufacturing presence across three locations in Galle creates economic, social and environmental connections with surrounding communities.	Communities, employees	Supporting local employment, maintaining responsible operations, engaging with communities and managing environmental and social impacts

MATERIALITY MATRIX

For reporting purposes, the material matters can be positioned according to their importance to stakeholders and significance to enterprise value.

HIGHEST PRIORITY

- Financial performance and sustainable growth
- Product quality and customer satisfaction
- Customer relationships and market development
- Operational efficiency and productivity
- People, skills and employee wellbeing
- Occupational health and safety
- Regulatory compliance and product standards

HIGH PRIORITY

- Supply chain resilience and responsible sourcing
- Environmental management and resource efficiency
- Governance, ethics and risk management
- Climate change and energy management
- Community relations

AN EVOLVING ASSESSMENT

Materiality is not a static exercise. Changes in international customer expectations, regulatory requirements, technology, sustainability standards, supply chains and the operating environment can alter the significance of individual matters over time.

We will therefore continue to strengthen our materiality assessment through deeper stakeholder engagement and closer integration with strategy and enterprise risk management. This will enable Samson International PLC to identify emerging risks and opportunities earlier, allocate resources more effectively and ensure that the matters most important to our stakeholders and our long-term value creation remain at the centre of our decision-making.

VALUE CREATION THROUGH CAPITALS

Where Resilience Creates Value

FINANCIAL CAPITAL

Samson International PLC's Financial Capital comprises the equity, retained earnings, operating cash flows and external funding deployed to sustain operations, finance working capital, invest in productive capacity and support the Company's long-term growth ambitions. The effective management of these resources is fundamental to maintaining liquidity, strengthening financial resilience and generating sustainable returns for shareholders and other providers of capital.

MANAGEMENT APPROACH

The financial year 2025/26 represented a significant turnaround for the Company. Strong growth in the Rubber segment, driven primarily by export markets, together with improved gross margins, enhanced operational efficiency, disciplined expenditure management and lower net finance costs, enabled Samson International PLC to reverse the losses recorded in the preceding year and materially strengthen its financial position. Revenue increased to Rs. 3.13 billion, operating profit reached Rs. 342.7 million and profit for the year amounted to Rs. 389.7 million, compared with a loss of Rs. 300.5 million in 2024/25. This performance strengthened retained earnings, equity and operating cash generation, providing a stronger financial platform for future growth.

Strategic Priorities	Strategic Highlights 2025/26	SDGs Aligned
Sustain profitable revenue growth	Revenue increased to Rs. 3.13 billion, supported by significant growth in export turnover	8, 9
Improve profitability and margins	Gross profit increased to Rs. 851.6 million and operating profit reached Rs. 342.7 million	8
Strengthen export-led earnings	Export turnover increased to Rs. 1.82 billion from Rs. 971.5 million	8, 9, 17
Strengthen the capital base	Total equity increased to Rs. 659.7 million from Rs. 277.4 million	8
Improve operating cash generation	Net cash generated from operating activities improved to Rs. 221.2 million	8
Optimise working capital	Continued focus on receivable collection, inventory management and credit controls	8, 12
Manage financing costs and borrowings	Finance costs declined to Rs. 84.0 million, while both long-term and short-term borrowings reduced	8
Allocate capital towards productive assets	Rs. 35.3 million invested in property, plant and equipment, primarily plant, machinery and machine accessories	9
Maintain adequate liquidity and access to funding	Liquidity monitored through daily cash management, committed banking facilities and diversified funding sources	8

FINANCIAL PERFORMANCE AT A GLANCE

The Company delivered a significant financial turnaround during 2025/26, supported by export-led revenue growth, improved margins, stronger operating cash generation and a reduction in borrowings and finance costs.

Financial indicator	Unit	2025/26	2024/25	Movement
Revenue	Rs. Mn	**3,125.3**	2,215.5	41%
Export turnover	Rs. Mn	**1,820.0**	971.5	87%
Gross profit	Rs. Mn	**851.6**	298.4	185%
Gross-profit margin	%	**27.3**	13.5	13.8
Operating profit/(loss)	Rs. Mn	**342.7**	(201.6)	Turnaround
Operating margin	%	**11.0**	(9.1)	20.1
Profit/(loss) after tax	Rs. Mn	**389.7**	(300.5)	Turnaround
Net cash generated from/(used in) operating activities	Rs. Mn	**221.2**	(157.1)	Turnaround
Total borrowings	Rs. Mn	**926.0**	1,035.9	(10.6%)
Finance costs	Rs. Mn	**84.0**	99.4	(15.5%)
Basic earnings/(loss) per share	Rs.	**92.07**	(70.99)	Turnaround

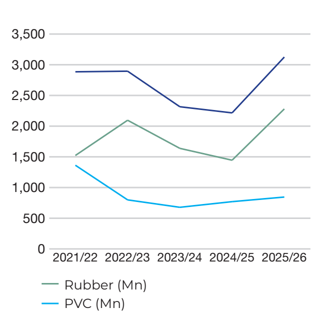
The improvement in revenue and margins enabled the Company to reverse the losses recorded in the preceding year and restore positive operating cash generation. Total borrowings and finance costs also declined, although improving working-capital efficiency and reducing reliance on short-term banking facilities remain important financial priorities.

FIVE-YEAR FINANCIAL JOURNEY

The five-year financial trend demonstrates the evolution of the Company's revenue composition and the substantial recovery achieved in 2025/26, following losses recorded during the preceding two financial years.

Revenue Reaches a Five-Year High:

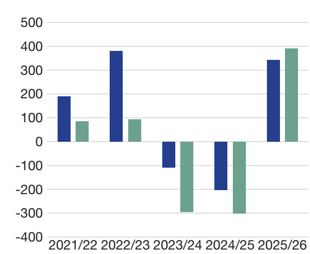
TURNOVER - RUBBER & PVC
(Rs.Mn)



Revenue reached a five-year high of Rs. 3,125.3 million in 2025/26, driven primarily by the recovery of the Rubber segment, while PVC revenue also recorded year-on-year growth.

A Decisive Return to Profitability:

OPERATING PROFIT/(LOSS) AND PROFIT/(LOSS) AFTER TAX
(Rs.Mn)



Samson returned to operating profitability in 2025/26 following two consecutive loss-making years. Profit after tax for 2025/26 includes a deferred tax credit of Rs. 101.8 million.

REVENUE GROWTH AND MARKET DIVERSIFICATION

Revenue from the sale of goods increased by approximately 41%, from Rs. 2.22 billion in 2024/25 to Rs. 3.13 billion in 2025/26. The composition of revenue demonstrates the increasing importance of international markets to the Company's financial performance. Export turnover increased from Rs. 971.5 million to Rs. 1.82 billion, while local turnover increased more moderately from Rs. 1.24 billion to Rs. 1.31 billion. Exports consequently represented approximately 58% of total turnover, compared with around 44% in the previous year.

This growth was largely driven by the Rubber segment. Segment turnover from Rubber products increased from Rs. 1.45 billion to Rs. 2.28 billion, while the PVC segment generated turnover of Rs. 845.2 million, compared with Rs. 770.1 million in the previous year. Rubber therefore accounted for approximately 73% of Company turnover during the year.

The geographical composition of revenue reflects the strong recovery in the Company's principal export market, although it also highlights the continued concentration of export revenue in Europe. Revenue from Europe increased substantially to Rs. 1.63 billion from Rs. 792.3 million, establishing Europe as the Company's largest geographical market. Revenue from Australia and New Zealand amounted to Rs. 36.6 million, America and Canada Rs. 48.6 million, and Africa and the Middle East Rs. 42.0 million. Asia and Sri Lanka together contributed Rs. 1.37 billion.

FINANCIAL CAPITAL

The strengthening of the export contribution provides important opportunities for scale and market diversification, while also increasing the importance of foreign exchange management, international customer credit management and the ability to respond efficiently to changing global market conditions.

IMPROVEMENT IN PROFITABILITY

The strong improvement in revenue translated into a substantial recovery in profitability. Gross profit increased from Rs. 298.4 million in 2024/25 to Rs. 851.6 million in 2025/26, while the gross-profit margin improved from approximately 13.5% to 27.2%. The Company also moved from an operating loss of Rs. 201.6 million and a negative operating margin of 9.1% in the preceding year to an operating profit of Rs. 342.7 million and a positive operating margin of 11.0% in 2025/26. This represents a 20.1 percentage-point improvement in the operating margin and demonstrates the strength of the Company's underlying operational turnaround.

Segment performance illustrates the source of this turnaround. The Rubber segment generated an operating profit of Rs. 380.0 million, reversing the operating loss of Rs. 75.6 million reported in the previous year. The PVC segment, however, recorded an operating loss of Rs. 37.3 million, although this represented a considerable improvement from the Rs. 126.0 million loss recorded in 2024/25.

Cost of materials consumed remained the largest operating cost at Rs. 1.62 billion, compared with Rs. 1.30 billion in the previous year, reflecting the increased scale of production. Employee benefit expenses amounted to Rs. 532.7 million, while machinery maintenance expenses were Rs. 48.6 million. Export-related expenditure increased from Rs. 35.1 million to Rs. 63.3 million, consistent with the substantial expansion in export turnover.

Other operating income amounted to Rs. 21.5 million, including solar-related income and other miscellaneous income.

Together, stronger revenue, improved segment profitability and disciplined expenditure management enabled the Company to record profit before income tax of Rs. 288.0 million and profit for the year of Rs. 389.7 million.

Profit after tax exceeded profit before tax principally due to the recognition of a deferred tax credit of Rs. 101.8 million. As this represents a non-cash accounting credit, operating profit and operating cash flow provide important additional measures of the Company's underlying financial turnaround.

MANAGING THE COST OF FINANCE

Finance costs continued to represent an important consideration given the level of working capital financing required by the business. However, total finance costs declined from Rs. 99.4 million to Rs. 84.0 million during the year.

Interest expense on bank borrowings amounted to Rs. 60.1 million, interest on long-term loans declined to Rs. 11.4 million from Rs. 18.9 million, while overdraft interest amounted to Rs. 12.5 million. Importantly, the Company recorded no foreign exchange loss during 2025/26 compared with a Rs. 9.3 million loss in the previous year.

Finance income increased significantly to Rs. 29.2 million from Rs. 5.3 million, comprising interest from fixed deposits, foreign currency deposits, Treasury Bills and debentures. Separately, the Company recorded a foreign exchange gain of Rs. 24.2 million during the year. Consequently, net finance cost improved to Rs. 54.7 million compared with Rs. 94.1 million in the previous year.

This improvement contributed positively to the overall turnaround and demonstrates the importance of managing borrowing requirements, interest rate exposure and foreign currency positions alongside operating performance.

STRENGTHENING THE BALANCE SHEET

The return to profitability materially strengthened the Company's equity position. Retained earnings increased from Rs. 57.8 million to Rs. 440.1 million, while total equity increased from Rs. 277.4 million to Rs. 659.7 million.

The Company's stated capital remained unchanged at Rs. 109.6 million, comprising 4,232,771 fully paid ordinary shares.

Total assets increased from Rs. 1.74 billion to Rs. 1.99 billion, largely reflecting the increase in current assets required to support the growth in business activity. The improved equity base provides greater financial resilience and improves the Company's capacity to support future investment through internally generated resources.

The Board subsequently approved a final dividend of Rs. 2.00 per share on 27 May 2026. Prior to approving the dividend, the Board confirmed that the Company satisfied the statutory solvency test, with the dividend treated as a post-reporting-date event in accordance with LKAS 10.

Shareholder indicator	2025/26	2024/25
Basic earnings/(loss) per share	**Rs. 92.07**	Rs. (70.99)
Dividend per share	**Rs. 2.00**	Nil
Net assets per share	**Rs. 155.85**	Rs. 65.53

CASH FLOW AND LIQUIDITY

The improvement in profitability was accompanied by a substantial strengthening of operating cash generation.

Operating cash flow before working-capital movements amounted to Rs. 488.7 million, compared with a negative Rs. 78.3 million in the previous year.

After accounting for working capital movements, the Company generated Rs. 315.2 million in cash from operations, compared with cash utilised in operations of Rs. 59.5 million in 2024/25. Following interest and retirement benefit payments, net cash generated from operating activities amounted to Rs. 221.2 million, reversing the previous year's net operating cash outflow of Rs. 157.1 million.

Cash and cash equivalents appearing on the Statement of Financial Position increased to Rs. 122.9 million, comprising Rs. 90.4 million in cash at bank, Rs. 63,765 in cash in hand and Rs. 32.4 million in short-term fixed deposits.

After accounting for bank overdrafts of Rs. 146.5 million, the cash and cash equivalent position used for the Statement of Cash Flows remained negative at Rs. 23.6 million. However, this represented a substantial improvement from the negative Rs. 125.6 million position at the end of the previous year.

Liquidity remains an important financial management priority. The Company's policy is to maintain adequate cash and undrawn committed facilities to meet medium-term capital requirements, organic growth requirements and unforeseen obligations. Liquidity is monitored through a daily cash management process, considering the maturity of financial assets, receivables and projected operating cash flows. Funding flexibility is maintained through multiple sources including bank loans and overdrafts across different maturities.

WORKING CAPITAL MANAGEMENT

The expansion in business activity increased the funds committed to inventories and trade receivables.

Working-capital component	2025/26	2024/25
Trade-receivable days	66	75
Raw-material inventory days	44	45
Work-in-progress inventory days	12	11
Finished-goods inventory days	25	34
Supplier-credit days	(30)	(46)
Net operating cycle	117	119
Internal target – net operating cycle	90	95

The net operating cycle improved marginally from 119 days in 2024/25 to 117 days in 2025/26. Improvements in trade-receivable collection and finished-goods inventory holding were largely offset by the reduction in supplier-credit days from 46 to 30 days. Although the internal target was tightened from 95 days to 90 days, the actual cycle remained 27 days above target.

Management continues to focus on accelerating receivable collections, strengthening customer credit controls, optimising inventory levels and improving coordination among sales, production, procurement and finance. These measures are intended to improve cash conversion, close the gap against the internal target and progressively reduce reliance on short-term borrowings.

BORROWINGS AND FUNDING STRUCTURE

The Company reduced total borrowings by approximately Rs. 110.0 million, or 10.6%, from Rs. 1,035.9 million in 2024/25 to Rs. 926.0 million in 2025/26. This represents meaningful progress in strengthening the Company's funding position. However, short-term borrowings amounted to Rs. 880.8 million and represented approximately 95% of total borrowings at year-end, indicating continued reliance on short-term banking facilities. Improving working-capital efficiency and strengthening internally generated cash flows will therefore remain central to progressively reducing this exposure.

- Long-term borrowings – Rs. 45.2 million
- Short-term borrowings – Rs. 880.8 million, comprising:
- Short-term bank borrowings – Rs. 734.3 million
- Bank overdrafts – Rs. 146.5 million

The concentration of expenditure on machinery and supporting equipment reflects continued investment in the manufacturing base. The Company applies a structured approach to investment risk, requiring feasibility assessments, Board approval for investments and post-investment evaluation.

Going forward, capital allocation will increasingly need to balance the requirements of machinery upgrades, automation, capacity utilisation, product development and sustainability-related investments with the objective of

FINANCIAL CAPITAL

reducing working capital intensity and financing costs.

FINANCIAL ASSETS AND TREASURY MANAGEMENT

Financial assets measured at amortised cost, together with cash and other financial investments, form part of the Company's treasury and liquidity management framework.

At year-end, the Company held Rs. 10.0 million in financial assets measured at fair value through profit or loss and Rs. 122.9 million in cash and cash equivalents. Financial assets measured at amortised cost, including relevant receivables, related-party lending and cash balances, amounted to Rs. 630.8 million.

Related-party financial exposures are managed in accordance with the Company's established approval processes and agreed commercial terms. Details of these transactions, including the applicable balances and terms, are disclosed in the related-party disclosures within the Financial Statements.

TAXATION AND DEFERRED TAX

The Company had no current income tax charge for 2025/26, as taxable business and investment income was offset against available tax losses. The statutory tax rate applicable to the Company is 30%.

The financial statements recognised a deferred tax credit of Rs. 101.8 million, contributing to the difference between profit before tax of Rs. 288.0 million and profit after tax of Rs. 389.7 million.

Measure	Rs. Mn
Profit before income tax	288.0
Deferred tax credit	101.8
Profit after tax	389.7

Deferred tax assets increased substantially to Rs. 123.7 million, principally reflecting tax losses together with temporary differences relating to retirement benefit obligations, debtor impairment and inventory impairment. The associated deferred tax liability on property, plant and equipment amounted to Rs. 83.8 million, resulting in a net deferred tax asset position.

The strength of future taxable earnings will therefore be important in supporting the utilisation and recoverability of tax-related assets recognised on the Statement of Financial Position.

WAY FORWARD

The Company's priority is to consolidate the financial turnaround achieved in 2025/26 and translate stronger revenue and profitability into sustainable cash generation and improved returns on capital.

Particular emphasis will be placed on protecting margins through disciplined pricing and product-mix management, increasing the contribution from higher-value products and markets, and continuing to improve the profitability of both the Rubber and PVC segments. While the Rubber segment has emerged as the principal driver of earnings, further improvement in the PVC segment will be important to strengthening the overall quality and diversity of earnings.

Working capital efficiency will remain a major area of focus. The Company will seek to shorten receivable collection cycles, strengthen customer credit controls, optimise inventory holdings and improve coordination between sales, production, procurement and finance. These measures are expected to support stronger cash conversion and progressively reduce reliance on short-term banking facilities.

Capital expenditure will continue to be evaluated selectively, with financial resources directed towards initiatives that improve productivity, capacity utilisation, automation, product quality, energy efficiency and market competitiveness. Investment decisions will continue to be supported by feasibility assessments, Board oversight and post-investment evaluation.

At the same time, the Company will continue to actively manage interest rate, foreign exchange, liquidity and credit risks while maintaining access to diversified sources of funding. Greater internal cash generation, disciplined allocation of capital and progressive strengthening of the balance sheet will remain central to creating sustainable shareholder value and providing the financial capacity required to support Samson International PLC's next phase of growth.

MANUFACTURED CAPITAL

Samson International PLC's Manufactured Capital encompasses the physical infrastructure, production capabilities, machinery, technologies and operational systems through which the Company transforms raw materials into value-added rubber and PVC products for local and international markets. Since commencing operations in 1988, the Company has progressively developed a diversified polymer-manufacturing platform comprising facilities in Bogahagoda, Baddegama and Kalutara, supported by specialised production processes, technical expertise and established quality and environmental management systems.

MANAGEMENT APPROACH

During 2025/26, the Company continued to strengthen this manufacturing platform through targeted capacity expansion, improved utilisation of existing assets, automation, process optimisation and investments in more resource-efficient infrastructure. These initiatives supported the Company's broader objective of developing a manufacturing base that is increasingly productive, flexible, cost competitive and capable of supporting diversified growth.

Strategic Priorities	Strategic Highlights	SDGs Aligned
Improve capacity utilisation and manufacturing productivity	PVC and rubber-sector capacity utilisation stood at approximately 50%; targeted improvements were undertaken across selected production areas	8, 9
Accelerate automation and process optimisation	Hot-water-bottle automation, digital printing and sealing, new sealing-ring cutters and hybrid washing and drying technology introduced	8, 9
Strengthen quality, flexibility and value-added manufacturing	Broad moulded and extruded rubber capabilities complemented by PVC products and customised manufacturing solutions	9, 12
Improve cost and resource efficiency	Layout improvements, new moulds, automation and energy-efficient machinery supported productivity and cost optimisation	8, 12

MANUFACTURED CAPITAL

Strategic Priorities	Strategic Highlights	SDGs Aligned
Advance sustainable manufacturing	Solar capacity of 751 kW at Bogahagoda and 460 kW at Baddegama, together with biomass-based steam generation	
Strengthen market responsiveness	Flexible manufacturing processes and customised development capabilities support diverse domestic and export requirements	

MANUFACTURING LOCATIONS

Samson International's production network comprises manufacturing properties in Bogahagoda, Baddegama and Kalutara, providing a combined land extent of 10 acres, 3 roods and 19.96 perches and approximately 148,065 sq. ft. of building space.

Facility / Property	Acquisition / Location	Extent / Infrastructure	Role within Manufacturing Platform
Bogahagoda Factory	Acquired in stages between September 1991 and November 1993; Akuressa Road, Bogahagoda, Galle	6 A 1 R 33.82 P; 107,160 sq. ft.	Principal manufacturing base supporting diversified rubber and related production activities
Kalutara Factory	Acquired in 2009; No. 57/B, Fullerton Industrial Zone, Nagoda, Kalutara	120 P; 5,990 sq. ft.	Provides additional manufacturing capacity and supports the wider production network
Baddegama Factory	Acquired in July 2014; Gilcroft Estate, Kiribathwila, Ampegama, Baddegama	2 A 2 R 1.50 P; 34,915 sq. ft.	Supports the Company's wider manufacturing and energy infrastructure
Paddy Field – Bogahagoda	Acquired in February 2002; Akuressa Road, Bogahagoda, Galle	1 A 0 R 24.64 P	Additional property forming part of the Company's manufacturing asset base

A = Acres; R = Roods; P = Perches.

BUILDING GREATER MANUFACTURING CAPABILITY

The Company's manufacturing platform remains fundamental to its ability to compete across diverse industries and markets. Its capabilities encompass moulded and extruded rubber products including hot-water bottles, sealing rings, rubber mats and flooring, beadings, mud flaps and customised products. The PVC portfolio complements this manufacturing base through pressure and irrigation pipes, fittings, conduits, trunking, hoses, gutters and solvent cement.

PRODUCTION INFRASTRUCTURE AND PROCESSES

Samson International's manufacturing operations are supported by a broad range of production processes, including rubber and PVC mixing, extrusion, compression and injection moulding, ring cutting, continuous vulcanisation, compound calendering, washing and drying, product testing, printing, sealing and packing.

Principal production equipment includes kneader machines, press machines, injection-moulding machines, rubber and PVC extrusion machines, ring-cutting machines, continuous-vulcanising machines, compound-calendering machines, washing and drying systems, testing and packing equipment and other specialised rubber and PVC processing machinery.

CAPACITY AND ASSET UTILISATION

The Company has an installed PVC production capacity of approximately 500 MT per month, with PVC capacity utilisation during the FY 2025/26 at approximately 50%. Rubber-sector capacity utilisation was also approximately 50%, highlighting the potential to generate further growth through improved utilisation of the existing manufacturing asset base.

During the year, a number of targeted improvements were undertaken to strengthen manufacturing capacity and operational efficiency as follows:

- Extending the sealing-ring packing area, expanding sealing-ring cutting and washing processes, increasing storage capacity through industrial racking, installing a dust-collection system and extending packing areas through building expansion.
- Rubber-mat production capacity was increased by approximately 3,000 mats per month through the introduction of two-mat moulds, while three new sealing-ring cutters were acquired.
- A hybrid jar-sealing-ring washing and drying machine with an estimated processing capacity of approximately 500 kg per day was also introduced.

AUTOMATION AND PRODUCTIVITY

Automation and process improvement remained important components of the Company's operational strategy as follows:

Hot-water-bottle feeding automation reduced labour requirements, while manual water filling was converted to an automated process, reducing three operator positions. The investment is expected to achieve payback during 2026.

- Digital printing and sealing conveyor methods were introduced for jar sealing rings to meet evolving supplier and customer requirements. These improvements increased JSR sealing productivity from 300 to 900 pieces per operator, representing a 200% improvement in operator productivity. Trials have also commenced on an automated vision-based counting conveyor in collaboration with universities.
- Productivity improvements included modifications to the bus-mat mould to reduce production costs, improved press layouts and racking systems to minimise unnecessary operator movement, and the introduction of new cutting and washing equipment designed to reduce labour, energy consumption and production bottlenecks.

SUSTAINABLE AND RESILIENT MANUFACTURING

The Company continues to integrate sustainability considerations into its manufacturing infrastructure.

Bogahagoda factory is supported by approximately

751 kW of rooftop solar capacity

Baddegama facility has a further

460 kW of installed solar capacity.

Biomass is also used for steam generation as an alternative to furnace-oil boilers.

Operational resilience is further supported by generator capacity for electricity interruptions, while the hybrid washing and drying system has been designed to reduce both water and energy consumption. These initiatives contribute to lower resource intensity, improved energy resilience and greater long-term cost competitiveness.

CAPITAL INVESTMENT

During FY 2025/26, the Company's CAPEX investment to support ongoing capacity enhancement, productivity improvement and product development.

Rs. **25** million
in plant and machinery

Rs. **9** million
in moulds and accessories,

WAY FORWARD

Samson International will continue to strengthen its manufacturing platform through targeted investments in capacity enhancement, automation, productivity improvement and sustainable infrastructure. Greater emphasis will be placed on increasing utilisation of the existing asset base, eliminating production bottlenecks, expanding value-added manufacturing capabilities and embedding Industrial Engineering and process optimisation practices across operations.

The Company will also continue to explore automation and technology-led solutions that improve productivity, quality and resource efficiency while supporting changing customer requirements. Renewable energy, energy-efficient equipment and more sustainable manufacturing processes will remain integral to improving both operational resilience and long-term cost competitiveness.

The objective is to develop a manufacturing platform that is more productive, more flexible, more resource-efficient and increasingly capable of supporting higher-value growth across domestic and international markets.

SOCIAL AND RELATIONSHIP CAPITAL

Samson International PLC's Social and Relationship Capital is founded on the trust, collaboration and mutual value developed over more than three decades with customers, suppliers, distributors, shareholders, industry institutions, regulators, educational partners and communities. These relationships support market access, customer retention, product innovation, supply chain resilience, responsible manufacturing and the Company's broader contribution to society.

MANAGEMENT APPROACH

With products reaching more than 30 countries, over 60% of revenue generated through long-standing customer relationships, 40 active PVC distributors and a growing international customer base, relationships represent an important source of resilience and competitive advantage. During 2025/26, Samson further strengthened this capital through customer-led innovation, new market development, supplier and technology partnerships, inclusive livelihood creation and deeper engagement with industry and community stakeholders.

Social and Relationship Capital Priorities

Strategic Priorities	Strategic Highlights 2025/26	SDGs Aligned
• Deepen long-term customer relationships	• Over 60% of revenue derived from long-standing customer relationships; approximately 40 customers retained for more than 10 years	8, 17
• Expand international market relationships	• Products exported to 30+ countries; 55 active export customers and 8 new overseas customers during the year	8, 17

Strategic Priorities	Strategic Highlights 2025/26	SDGs Aligned
• Enhance customer responsiveness	• 24 customer complaints received, with 100% resolved within the target period; regular technical engagement, quality reviews and product-development collaboration	8, 12, 17
• Strengthen domestic market reach	• Network of 40 active PVC distributors across Sri Lanka	8, 9
• Build supplier and technology partnerships	• 50 active suppliers; collaboration with local machinery suppliers and universities on automation and vision-based technology	9, 17
• Promote inclusive livelihoods	• 50 home-based trimming centres supporting approximately 120 individuals and generating around Rs. 15 million in payments	8, 10
• Strengthen industry and institutional collaboration	• Engagement with export, manufacturing, standards, employer and industry institutions	9, 17
• Create community value	• Community initiatives benefiting more than 300 people together with employment and business opportunities outside Colombo	8, 11, 17

CUSTOMERS

Customer Relationships and Market Connectivity

Long-standing customer relationships remain one of Samson International's most important sources of business continuity and resilience. More than 60% of revenue is generated through established customer relationships, with approximately 40 customers having been retained for more than a decade. During 2025/26, the Company served approximately 55 active export customers and added eight new overseas customers, complementing its established presence across more than 30 countries.

These relationships are sustained through regular commercial and technical communication, product-development discussions, quality reviews, customer audits, site visits, order coordination and structured complaint-resolution processes. During the year, 100% of the 24 customer complaints received were resolved within the targeted period, reinforcing the Company's focus on responsiveness and service quality.

Samson serves customers across a broad spectrum of industries, including food packaging, pharmaceuticals, automotive, industrial manufacturing, construction and infrastructure, electrical safety, household products, agriculture and OEM manufacturing. This diversified customer base reduces dependence on individual sectors and markets while providing opportunities to apply the Company's technical capabilities across multiple applications.

Customer-Led Innovation

The Company's relationship model increasingly extends beyond conventional supplier-customer interactions towards collaborative innovation. Close engagement with customers enables Samson to understand application-specific requirements and translate those needs into customised materials, designs and product solutions.

Customer collaboration during 2025/26 contributed to developments including EPDM and natural-rubber sponge beadings, specialised rubber packers for a Netherlands customer, new jar-sealing-ring extrusion dies, double-lip jar-sealing rings, mud flaps, Kelsey soles, Domino Mats, cost-competitive V-straps, recoil pads and silicone-rubber products. These initiatives demonstrate how relationship capital and intellectual capital combine to create differentiated solutions and strengthen customer loyalty.

SOCIAL AND RELATIONSHIP CAPITAL

COMMUNITY

Domestic Distribution Relationships

The domestic PVC business provides an additional platform for relationship-based value creation through a network of 40 active distributors across Sri Lanka. The network connects Samson's products with customers across construction, infrastructure, agriculture and related sectors, strengthening market access while providing a platform for closer understanding of local customer requirements.

Inclusive Livelihoods Through the Value Chain

Samson's relationships extend beyond formal employment into surrounding communities through its network of home-based trimming centres. These centres create flexible income-generating opportunities for individuals who may be unable to undertake regular factory employment, including elderly and differently abled persons and those with family-care responsibilities.

As at 31 March 2026, Samson maintained 50 active home-based trimming centres supporting approximately 120 individuals. During the year, the centres handled approximately 120,000 kg of rubber V-straps, generating payments of approximately Rs. 15 million. The Company supports these centres through work allocation, collection and delivery arrangements, technical guidance, quality support and periodic engagement on productivity, operational and welfare matters.

This model demonstrates how Samson's manufacturing value chain can simultaneously support operational requirements and create inclusive economic opportunities within surrounding communities.

Community Relationships and Regional Value Creation

Samson's manufacturing presence in Bogahagoda, Baddegama and Kalutara enables the Company to create employment, livelihood and business opportunities beyond Colombo. This regional presence is complemented by community, educational and environmental initiatives and by the economic opportunities created throughout the Company's wider value chain.

More than 300 community beneficiaries were reached through Company initiatives during the year, while internship and educational engagement provide opportunities to connect young people with practical industry knowledge and employment pathways.

SUPPLIERS AND OTHER PARTNERSHIPS

Suppliers

A network of approximately 150 active suppliers supports the Company's product quality, production continuity and cost competitiveness. Supplier relationships are managed through quality inspections, performance evaluations, direct communication, site visits, commercial discussions and alternative-sourcing initiatives.

During 2025/26, Samson also expanded collaboration into technology and applied research. The Company worked with a local machinery supplier to develop an automated hot-water-bottle water-filling machine suited to its production requirements and initiated trials of a vision-based jar-sealing-ring counting conveyor in collaboration with universities. Such partnerships strengthen local engineering capabilities, facilitate technology transfer, encourage applied research and have the potential to reduce dependence on higher-cost imported machinery.

Industry and Institutional Relationships

Samson maintains active engagement with institutions including the National Chamber of Exporters, Sri Lanka Association of Manufacturers and Exporters of Rubber Products, Ceylon National Chamber of Industries, Ceylon Chamber of Commerce, Sri Lanka Export Development Board, Sri Lanka Standards Institution and Employers' Federation of Ceylon, together with other relevant industry and technical organisations.

These relationships facilitate export development, industry representation, professional training, certification and greater awareness of changing regulatory, market and technical requirements, enabling Samson to respond more effectively to developments affecting its industries and markets.

WAY FORWARD

Samson will continue to strengthen Social and Relationship Capital by deepening established customer relationships while expanding its stakeholder ecosystem across new markets, industries and partnerships. Strategic account development, customer responsiveness and collaborative product development will remain priorities, alongside the continued expansion of export relationships and the domestic PVC distribution network.

Greater emphasis will also be placed on supplier collaboration, local technology partnerships, university and educational engagement and B2B relationships that can strengthen innovation, operational capability and supply chain resilience. The Company will continue to develop its home-based trimming network and other community partnerships to create inclusive livelihood opportunities and broaden the economic value generated through its operations.

Engagement with shareholders, industry institutions, regulators and standards organisations will remain integral to maintaining transparency, strengthening compliance and responding proactively to changing market expectations.

Samson’s objective is to convert trust into sustainable opportunity — deepening relationships, expanding market connections and building a resilient stakeholder ecosystem that creates shared value for the Company and the communities in which it operates.

HUMAN CAPITAL

Human capital represents the collective skills, expertise, experience, leadership capability, organisational culture, and commitment of Samson International people, who remain central to sustaining operational excellence and long-term business growth.

As a manufacturing-led organisation operating in a dynamic and performance-driven sector, people are fundamental to translating strategy into execution, driving productivity, maintaining product quality, strengthening customer responsiveness, and enabling innovation across the business.

The Company's momentum is not sustained by infrastructure or systems alone it is powered by the resilience, discipline, adaptability, and commitment of the workforce. Every operational achievement, customer milestone, and strategic progression is ultimately underpinned by the people who bring the Company's vision to life.

OUR MANAGEMENT APPROACH

Samson International adopts a people-centric and performance-driven approach to human capital management, recognising that sustainable business momentum depends on attracting, developing, engaging, and retaining a capable and motivated workforce.

The Company's human capital strategy focuses on aligning workforce capability with business priorities while fostering a safe, inclusive, and empowering work environment where employees can perform at their best and realise their full potential.

Key strategic priorities include:

- Enhancing employee engagement, retention, and workplace experience
- Prioritising employee health, safety, and wellbeing
- Advancing workforce digitalisation and process efficiency
- Promoting fairness, inclusion, and ethical employment practices

As business activity strengthened during the year and organisational complexity evolved through digital transformation and growth initiatives, continued investment in workforce capability, engagement, safety, and leadership development remained a strategic priority.

Our Human Capital Priorities

Strategic Priorities	Strategic Highlights	SDG's Aligned
• Strengthening workforce capability and technical competence • Fostering a high-performance culture aligned with operational excellence	• Strengthening production leadership and operational excellence • Investment of Rs. 0.512 Mn on Training and Development • Building future-ready talent across operations • Driving employee engagement and team cohesion • Strengthening workforce resilience, productivity, and agility • Fostering innovation and continuous improvement across operations	SDG 3, 4,5,8,9,10

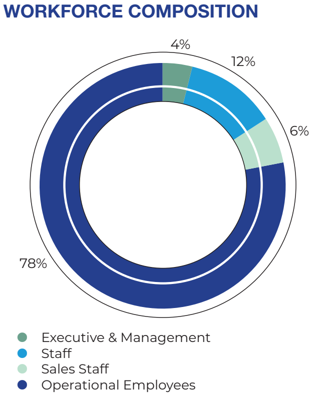
EMPLOYEE PROFILE AND WORKFORCE COMPOSITION

At the close of the financial year, the Company employed a diverse workforce of 494 employees across its three manufacturing plants in Bogahagoda, Baddegama, and Kalutara. Reflecting the operational nature of the business, the workforce combines deep institutional knowledge with emerging talent, providing a balanced foundation for continuity and renewal.

Workforce Composition Table

Workforce Category	Number of Employees
Executive & Management	18
Staff	59
Sales Staff	32
Operational Employees	385
Total Employees	494

WORKFORCE COMPOSITION



No of Employees Plant Wise

Plant	Executive Staff	Staff	Sales Staff	Workers	Total
Galle	13	46	-	283	342
Baddegama	5	11	32	79	127
Kaluthara	-	2	-	23	25
Total	18	59	32	385	494

Male & Female

	As at 31st March 2026		As at 31st March 2025	
	No	%	No	%
Male Employees	404	82	360	78
Female Employees	90	18	100	22
Total Employees	494	100	460	100

HUMAN CAPITAL

No of Employees Year Wise

Year	No Of Employees
1989	1
1990	6
1991	14
1992	19
1993	72
1994	179
1995	201
1996	178
1997	246
1998	232
1999	224
2000	279
2001	306
2002	267
2003	272
2004	292
2005	301
2006	323
2007	349
2008	293
2009	258
2010	267
2011	288
2012	302
2013	293
2014	312
2015	409
2016	456
2017	436
2018	415
2019	414
2020	456
2021	551
2022	525
2023	507
2024	475
2025	460
2026	494

Employees by Employment Type

Category	No. Of Employees
Full-time employees	494
Contract employees	-

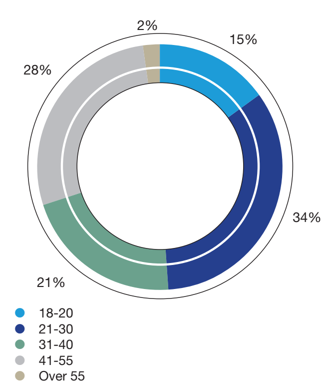
AGE DISTRIBUTION

Maintaining a balanced age profile is critical to sustaining organisational momentum, ensuring the business benefits from both experience-driven institutional strength and emerging talent capable of driving future transformation.

Age Distribution of Employees

Age Category	As at 31st March 2026		As at 31st March 2025	
	No	%	No	%
18-20	75	15	40	9
21-30	165	34	152	33
31-40	103	21	110	24
41-55	140	28	147	32
Over 55	11	2	11	2
Total	494	100	460	100

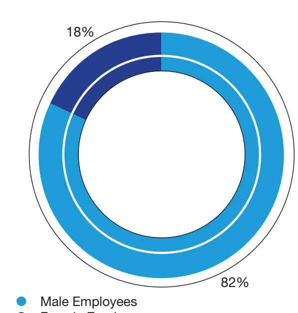
AGE DISTRIBUTION OF EMPLOYEES



GENDER DIVERSITY

As a manufacturing-intensive business, workforce demographics naturally reflect the operational structure of the organisation. However, Samson International remains committed to fostering a more inclusive workplace by expanding opportunities for female participation across technical, operational, and leadership roles. A strong understanding of workforce composition enables more effective talent planning, succession management, diversity monitoring, and organisational capability building.

GENDER DIVERSITY



	No	%
Male Employees	404	82
Female Employees	90	18
Total Employees	494	100

TENURE PROFILE

Employee tenure reflects the depth of organisational stability, retention strength, and accumulated institutional knowledge that supports operational resilience.

A healthy tenure mix allows the Company to preserve critical knowledge while continuously refreshing its talent base.

Service Category	As at 31st March 2026		As at 31st March 2025	
	No	%	No	%
Below 5 years	298	60	244	53
Between 5 and 10 years	57	11	88	19
Between 11 and 15 years	49	10	45	10
Between 16 and 20 years	44	9	33	7
Between 21 and 25 years	13	3	18	4
Above 25 years	33	7	32	7

EDUCATIONAL BACKGROUND

The diversity of educational qualifications across the workforce supports both operational execution and long-term capability building.

Samson International's workforce combines technical expertise, vocational capability, operational experience, and professional leadership competence, enabling balanced organisational performance.

Executive and above Educational Qualification

Category	Number of Executives with Academic Qualifications	Number of Executives with professional Qualifications
Master's Degrees	4	-
Bachelor's Degree	5	-
Diplomas	6	
Professionally qualified in Accountancy	-	1
Professionally qualified in Marketing	-	2

HUMAN CAPITAL

Staff Level Educational Qualification

Section	No. of Degrees	No. Of Diplomas	Total
Finance	5	3	8
Human Resource	1	4	5
Marketing	1	-	1
Supply	2	1	3
Production	1	-	1
Quality Assurance	3	-	3
Maintenance	-	2	2
Planning	1	1	2
Logistic	-	1	1
IT	1	-	1
Total	15	12	27

TALENT ACQUISITION AND WORKFORCE RENEWAL

As operational activity strengthened and workforce requirements evolved, talent acquisition remained a key strategic priority.

Recruitment efforts focused particularly on operational, technical, and specialist roles, ensuring workforce capability remained aligned with production demands and strategic growth priorities.

The Company continued to strengthen recruitment through partnerships, structured hiring processes, and improved onboarding practices that support faster workforce integration and cultural alignment.

RECRUITMENT PROFILE

Recruitment by Plant and Employee Category

Plant	Executive		Staff		Sales Staff		Worker	
	Male	Female	Male	Female	Male	Female	Male	Female
Bogahagoda	3	1	2	8		-	143	36
Baddegama	-	-	-	-	28	-	34	
Kaluthara	-	-	-	-	-	-	11	
Total	3	1	2	8	28	0	188	36

The Company's recruitment philosophy extends beyond filling vacancies it focuses on attracting talent capable of contributing meaningfully to organisational performance and long-term capability development.

RETENTION AND WORKFORCE STABILITY

Retaining skilled employees remains critical to preserving institutional capability, reducing operational disruption, and maintaining workforce continuity.

Samson International continues to monitor workforce movement carefully, recognising that retention is influenced by culture, leadership, employee experience, career development, and wellbeing.

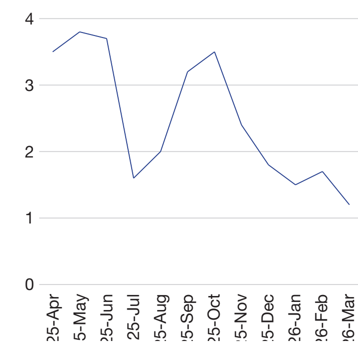
The Company's employee engagement efforts, performance recognition systems, and capability-building initiatives collectively contribute to workforce stability.

STAFF TURNOVER

Turnover Analysis Table

Month	2025/26	2024/25
25-Apr	3.5	1.8
25-May	3.8	3.7
25-Jun	3.7	3.8
25-Jul	1.6	1.4
25-Aug	2	4.9
25-Sep	3.2	2.5
25-Oct	3.5	3
25-Nov	2.4	4.7
25-Dec	1.8	5.5
26-Jan	1.5	1.9
26-Feb	1.7	3.3
26-Mar	1.2	1.8
Total	29.9	38.3
Average LTO	2.5	3.2
Retention Rate	97.5	96.8

TURNOVER ANALYSIS



LTO Analysis – Age Wise

Age Category	Executive		Staff		Worker	
	Male	Female	Male	Female	Male	Female
Below 30 years	-	-	7	4	43	5
30-50 Years	1	-	18	8	13	5
Above 50 years	-	-	4	1	3	-
Total	1	-	29	13	59	10

LTO Analysis – Plant Wise

Plant	Executive		Staff		Worker	
	Male	Female	Male	Female	Male	Female
Bogahagoda	1	-	7	10	42	7
Baddegama	-	-	22	3	11	2
Kaluthara	-	-	-		6	1
Total	1	-	29	13	59	10

HUMAN CAPITAL

This analysis supports the identification of workforce trends and informs targeted retention interventions.

LEARNING, DEVELOPMENT AND LEADERSHIP CAPABILITY

As a manufacturing-led organisation operating in an increasingly competitive environment, serving the export markets the Company recognises that workforce capability directly shapes productivity, innovation, and resilience.

Learning interventions during the year focused on technical, operational, leadership, compliance, and systems capability development.

Key initiatives included:

Details of Training Program

Description	2025/26		2024/25	
	No of Hours	Percentage	No of Hours	Percentage
Training hours - External	1255.5	89%	910	92%
Training hours – Internal	148	11%	78	8%
Total Training hours	1403.5	100%	988	100%

Group	Category	No. of Training Programmes	
		External	Internal
Male	Executive Staff	-	-
	Clerical Staff	-	-
	Workers	1	-
Total		1	-
Female	Executive Staff	-	-
	Clerical Staff	1	-
	Workers	-	-
Total		1	-
Male & Female	Executive Staff	-	-
	Clerical Staff	3	2
	Workers	2	-
Total		5	2
Total Training		7	2

Annual Training Program

Training programme	Participants	Total training hours
In-house training		
Forest Stewardship Council (FSC) Training	15	60.0
ISO 14001:2015 Environmental Management System Awareness	22	88.0
Subtotal – In-house training	**37**	**148.0**
External training		
Fire Safety Training	14	49.0
Occupational Health and Safety Programme conducted by the Factory Inspection Engineer, Galle	3	18.0
Occupational Health and Safety Awareness Programme conducted by the Factory Inspection Engineer, Galle	211	633.0
Awareness of Non-communicable Diseases and Sexually Transmitted Diseases, conducted by the Medical Officer of Health, Imaduwa	165	495.0
Calibration of Monitoring and Measuring Devices, conducted by the Sri Lanka Standards Institution (SLSI)	2	14.0
Business Conversion and Global Reach through Social Media Platforms, conducted by the National Chamber of Exporters (NCE)	3	10.5
Occupational Health and Industrial Safety under the Factories Ordinance	12	36.0
Subtotal – External training	**410**	**1,255.5**
Total	**447**	**1,403.5**

PERFORMANCE, RECOGNITION AND REWARD

The Company's performance management philosophy is designed to align individual contribution with broader business objectives while reinforcing accountability, productivity, and continuous improvement.

Performance is supported through structured evaluation frameworks, incentive mechanisms, and recognition programmes that encourage excellence across all levels of the organisation.

REMUNERATION PHILOSOPHY

The remuneration framework is designed to attract, retain, and motivate talent while maintaining alignment with market competitiveness and business performance.

Compensation reflects both fixed and performance-linked reward structures aligned with operational outcomes and individual contribution. The Company's broader employee value proposition extends beyond direct financial compensation.

Monetary Benefits	Non-Monetary Benefits
• Base salary	• Medical insurance
• Productivity incentives	• Personal protective equipment
• Attendance allowances	• Uniforms
• Overtime payments	• Subsidised meals
• Annual bonuses	• Annual health screenings
• Death Donation Fund	• Learning and development opportunities
	• Team engagement initiatives

HUMAN CAPITAL

These benefits strengthen employee wellbeing, security, and overall workplace experience.

EMPLOYEE WELLBEING, INCLUSION AND WORKPLACE SUPPORT

The Company recognises that employee wellbeing is fundamental to sustaining performance, engagement, and long-term workforce resilience.

Samson International continues to support employees through initiatives that promote physical wellbeing, mental wellness, workplace comfort, and broader quality of life.

MATERNITY AND FAMILY SUPPORT

The Company remains committed to supporting employees through key life stages while ensuring compliance with applicable labour legislation and fostering workplace inclusivity.

MATERNITY LEAVE

• Employees who were eligible and utilised maternity leave	3
• Employees who returned to work after maternity leave	2
• Return-to-work rate	67%
• Retention following return	100%

EMPLOYEE REPRESENTATION AND INDUSTRIAL RELATIONS

Samson International is committed to maintaining fair employment practices, transparent communication, and respectful engagement across all employee groups.

The Company's focus remains on maintaining collaborative, stable, and positive industrial relations that support operational momentum and workforce trust.

HEALTH, SAFETY AND WELLBEING

Health and safety remain central to the human capital strategy, particularly given the operational nature of the business. As a manufacturing-centric organisation, Samson International operates in an environment where employees are naturally exposed to operational hazards associated with industrial production, including dust, machinery-related risks, and other workplace safety challenges. Recognising this, the Company maintained an uncompromising focus on preventive action, proactive risk mitigation, and the continuous strengthening of workplace safety standards across its operations.

Health and safety remained a critical operational priority during the year, with sustained investments in safer processes, enhanced protective measures, awareness-building, and stronger safety governance aimed at fostering a culture where prevention takes precedence over response. By embedding safety into continuous improvement initiatives, Samson International continues to advance a safer, more resilient, and operationally disciplined manufacturing environment for its people.

The Company also continues to strengthen workplace conditions through environmental improvements, including air quality enhancements and safer operating environments.

Employee wellbeing initiatives during the year included health screenings, awareness programmes, and broader wellness interventions supporting holistic workforce health.

Industrial Safety Awareness Programme

Employee Health Awareness and Screening Programme

Employee Health Awareness and Screening Programme

- The Company conducts an Annual Health Week in December to promote employee health, well-being, and awareness. During the week, a range of activities are organised, including health-screening programmes, health and safety awareness lectures, and wellness-focused educational sessions. In addition, employees are provided with nutritious and healthy food options for breakfast, lunch, and tea throughout the program.
- The initiative aims to encourage employees to adopt healthier lifestyles, enhance awareness of preventive healthcare, and foster a strong culture of health, safety, and well-being across the organisation.

EMPLOYEE ENGAGEMENT AND ORGANISATIONAL CULTURE STRENGTHENING BELONGING AND SHARED PURPOSE

Samson International continues to foster a workplace culture built on accountability, collaboration, mutual respect, and shared achievement.

Employee engagement remains critical to sustaining morale, productivity, retention, and organisational cohesion.

Employee engagement initiatives included:

Children's Day Event

HUMAN CAPITAL

Men's Day Event



Christmas Day Event



Pirith Ceremony



Women's Day Event


Annual Staff Events

Month	Event
Apr-25	Facilitate the distribution of rice from SIL paddy field to employees at a subsidized cost
May-25	support to the Dorape Sri Paramananda Temple through a monetary donation in aid of the Poson Maha Perahera
Aug-25	Vaccination Program
Sep-25	provide Rs. 10,000 as a money donation to the Vivekarama Temple in Imaduwa for the Pirith Ceremony
Oct-25	Children's Day Event – 2025, Offering a donation for pregnant mothers
Nov-25	Men's Day Event
Dec-25	Christmas Day Event, Health Week Distribution of rice harvested from SIL's paddy field to communities affected by Cyclone Ditwah
Jan-26	Pirith Chanting and Blessing Ceremony
Mar-26	International Women's Day

WAY FORWARD

As Samson International continues its growth journey, human capital will remain central to building resilience, strengthening competitiveness, and enabling sustainable value creation. Momentum is ultimately sustained by the people who create it.

By continuing to invest in capability, culture, safety, and leadership, the Company is building a resilient, engaged, and future-ready workforce capable of driving its next phase of growth.

Future priorities include:

- Strengthening technical and leadership capability
- Enhancing employee wellbeing and workplace infrastructure
- Strengthening workforce diversity and inclusion
- Improving engagement and retention outcomes
- Building organisational agility to support future growth

NATURAL CAPITAL

ADVANCING RESOURCE-EFFICIENT AND RESPONSIBLE MANUFACTURING

Samson International PLC's Natural Capital encompasses the energy, water, raw materials and ecosystems that support its manufacturing activities, together with the Company's responsibility to manage the environmental impacts arising from their use. As a manufacturing organisation, Samson International recognises that responsible resource management is not only an environmental imperative, but an important contributor to operational efficiency, cost competitiveness and long-term business resilience.

Rooftop solar installations at SIL

SIL's cultivated paddy field adjoining the Bogahagoda factory

MANAGEMENT APPROACH

The Company is committed to embedding environmental considerations across its manufacturing operations through renewable and alternative energy, energy and water efficiency, waste recovery, improved material utilisation, sustainable packaging and environmental management systems.

SIL continued to cultivate its Company-owned paddy field adjoining the Bogahagoda factory, reflecting its commitment to responsible land stewardship and the productive use of natural resources. During 2025/26, these efforts were complemented by investments in more efficient machinery, process automation, improved production layouts and research into alternative and reclaimed materials.

Importantly, Samson International is strengthening the measurement of its environmental performance. The increasing availability of quantitative information relating to renewable energy generation, energy intensity, water reuse and waste recovery provides a stronger foundation from which to establish baselines, set targets and progressively transition towards measurable environmental outcomes.

Strategic Priority	2025/26 Performance and Initiatives	SDGs
Increase renewable and alternative energy utilisation	Combined rooftop solar capacity of 1,211 kWp, generating 1,423,421 kWh of electricity during the year; biomass utilised for steam generation	7, 13
Improve energy efficiency	ISO 50001 Energy Management System; sub-metering, daily monitoring and monthly efficiency reviews; energy-efficient equipment and operational improvements	7, 12

Strategic Priority	2025/26 Performance and Initiatives	SDGs
Strengthen water stewardship	88.5% of water reused/recycled in the Rubber Sector and 90% in the PVC Sector	
Improve material efficiency and circularity	46,000 kg of rubber waste reused/recycled; Superstar sole mould wastage reduced from 7% to 3%	
Strengthen environmental management	ISO 14001 Environmental Management System maintained; environmental monitoring and workplace air-quality improvements continued	
Advance sustainable materials and packaging	Biodegradable and FSC-certified packaging for selected applications; R&D involving rice husk and reclaimed/recycled rubber materials	
Support ecosystem resilience	Continued support for mangrove restoration initiatives	

RENEWABLE AND ALTERNATIVE ENERGY

The transition towards renewable and alternative sources of energy represents an important component of the Company's approach to Natural Capital.

The Company's manufacturing facilities at Bogahagoda and Baddegama are supported by rooftop solar installations with a combined installed capacity of 1,211 kWp. During 2025/26, these installations generated a total of 1,423,421 kWh of solar electricity.

At Bogahagoda, the 751 kWp installation generated 929,228 kWh, equivalent to approximately 78% of the facility's electricity usage. The 460 kWp installation at Baddegama generated 494,193 kWh, equivalent to approximately 40% of electricity usage at that facility.

These projects also demonstrate the use of different investment models to advance renewable energy adoption. The Bogahagoda project was developed through a joint-investment arrangement between Samson International PLC and the solar-service provider, with each party contributing 50% of the investment. The Baddegama installation, meanwhile, was financed and installed by the solar-service provider, with Samson providing factory roof space under a revenue-sharing arrangement.

Alternative energy is also used to support the Company's thermal-energy requirements. At Bogahagoda, 4,284 MT of steam was generated using 1,644 MT of biomass during the year 2025/26.

Together, solar and biomass provide a platform for progressively reducing reliance on conventional energy sources while strengthening energy resilience and managing operating costs.

DRIVING ENERGY EFFICIENCY

The Company's energy-management approach extends beyond the adoption of renewable energy to improving the efficiency with which energy is consumed across manufacturing operations using the following initiatives:

- The Company maintains an ISO 50001 Energy Management System, providing a structured framework for monitoring energy consumption, identifying opportunities for improvement and strengthening energy performance.
- Electricity is sub-metered across mills, extrusion lines and press lines, enabling consumption to be monitored at a more granular operational level.
- Electricity usage is monitored daily, while efficiency ratios are reviewed monthly against budgets and prior-year performance.
- The Company also uses capacitor banks for power-factor correction, while transparent roofing, energy-efficient lighting and steam-line maintenance contribute towards reducing avoidable energy consumption and losses.

The increasing focus on measurement has enabled Samson to begin assessing energy performance relative to production.

NATURAL CAPITAL

During 2025/26:

Rubber Sector electricity intensity	PVC Sector electricity intensity	Rubber Sector steam intensity
800 kWh per MT of rubber production	**671** kWh per MT of PVC production	**2,930** kg of steam per MT of rubber production

These indicators establish an important foundation for monitoring efficiency improvements over time and for the future development of performance targets.

Embedding Resource Efficiency into Manufacturing

Environmental performance is increasingly being integrated into operational and process-improvement initiatives. During the year, the Company introduced several measures aimed at simultaneously improving productivity and reducing resource consumption as follows:

- A hybrid sealing-ring washing and drying machine was introduced with the objective of reducing both water and energy consumption, while new sealing-ring cutters were installed with lower energy and manual-labour requirements. Hot-water-bottle filling and testing processes were automated, contributing towards greater process efficiency and consistency.
- Production layouts and racking arrangements were also improved to reduce unnecessary material handling and operator movement. In addition, dust-collection arrangements were installed or enhanced to improve workplace air quality.

Water withdrawal

Rubber sector	PVC Sector
13,000 m^3	**3,050** m^3

These initiatives demonstrate the increasing convergence between the Company's operational-excellence and environmental objectives. By incorporating resource efficiency into machinery selection, process design, automation and factory layouts, Samson can progressively reduce resource intensity while strengthening productivity and manufacturing competitiveness.

STRENGTHENING WATER STEWARDSHIP

Water is an important resource within Samson's manufacturing processes, making its efficient utilisation and recovery an integral component of Natural Capital management.

Significantly, the Company achieved high levels of water reuse and recycling across both operations.

The Rubber Sector reused or recycled approximately

11,500 m^3

of water, equivalent to 88.5%,

PVC Sector reused or recycled approximately

2,750 m^3,

equivalent to 90%.

These levels of reuse demonstrate the importance placed on recovering water within manufacturing processes and provide a strong platform for further improvements in water efficiency. Going forward, the Company intends to strengthen measurement through production-based water-intensity indicators, enabling performance to be tracked relative to manufacturing output.

ADVANCING CIRCULARITY AND MATERIAL EFFICIENCY

The efficient utilisation of materials and recovery of manufacturing waste are central to Samson's efforts to progressively strengthen circularity within its operations.

46,000 kg

of rubber waste was reused or recycled

enabling materials that would otherwise have been treated as waste to be recovered and returned to productive use.

Process improvements have also generated measurable reductions in manufacturing wastage. During the year, Superstar sole mould wastage was reduced from 7% to 3%, improving material utilisation and reducing manufacturing losses.

These initiatives illustrate how environmental performance can be closely aligned with operational and financial efficiency. Reducing material losses lowers waste generation while improving yield and supporting better utilisation of manufacturing inputs.

INNOVATION FOR SUSTAINABLE MATERIALS

The Company's research and development activities are increasingly exploring opportunities to improve material efficiency and incorporate reclaimed and alternative materials into products.

DEVELOPMENTS DURING THE YEAR INCLUDED:

- Work on a cost-competitive zinc oxide grade for mat compounds and a low-specific-gravity, high-tensile reclaim grade for Domino mats.
- Development activities also explored the use of rice husk and reclaimed or recycled rubber materials.

These initiatives represent an important progression in Samson's approach to circularity. Rather than focusing solely on the management of waste after it is generated, the Company is increasingly exploring how material selection, formulation and product development can contribute towards more efficient resource utilisation.

SUSTAINABLE PACKAGING

Environmental considerations are also increasingly influencing packaging decisions. Selected plastic packaging has been replaced with biodegradable alternatives in response to customer requirements, while FSC-certified packaging has been adopted for selected applications.

These initiatives reflect the evolving expectations of customers and international markets and demonstrate how environmental considerations are becoming increasingly connected with product development, customer relationships and market competitiveness.

The Company will continue to explore commercially viable opportunities to reduce unnecessary packaging, adopt more sustainable materials and respond proactively to changing customer and regulatory expectations.

ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

Samson's environmental initiatives are supported by its ISO 14001 Environmental Management System, which provides a structured framework for identifying environmental impacts, maintaining appropriate controls and pursuing continuous improvement.

The Company recognises that as environmental and sustainability expectations evolve, effective environmental management will increasingly require more comprehensive performance data, clearly defined targets and stronger accountability.

Accordingly, strengthening environmental compliance monitoring across all manufacturing facilities forms an important component of the Company's forward agenda.

SUPPORTING ENVIRONMENTAL RESILIENCE

The Company recognises that its responsibility towards Natural Capital extends beyond the immediate boundaries of its manufacturing operations. The Company has therefore continued to support the DSI Group initiative of mangrove restoration. This reflects the importance of natural ecosystems and their contribution to biodiversity and environmental resilience.

Such initiatives complement the Company's operational environmental agenda and reflect a broader commitment to responsible environmental stewardship.

WAY FORWARD

Samson's next phase of Natural Capital management will focus on moving from individual environmental initiatives towards a more integrated, measurable and target-driven approach to environmental performance.

The Company intends to undertake a detailed energy audit and evaluate commercially viable recommendations arising from the assessment. This will complement existing energy-management systems and provide a stronger basis for prioritising future investments in energy efficiency.

A further priority will be to establish baseline Scope 1 and Scope 2 greenhouse-gas emissions, providing the foundation required to understand the Company's operational carbon footprint and progressively strengthen emissions management.

The Company also intends to introduce energy, water, waste and emissions-intensity indicators per metric tonne of production. These indicators will enable environmental performance to be evaluated in relation to manufacturing activity and provide a more meaningful basis for year-on-year comparison, target setting and management decision-making.

Building on these baselines, Samson intends to establish time-bound environmental targets with defined owners and completion dates, thereby strengthening accountability for environmental performance. Environmental compliance monitoring will also be reinforced across manufacturing facilities.

Over the longer term, Samson seeks to create a closer connection between resource efficiency, operational excellence and environmental stewardship. Through renewable energy, efficient water and energy utilisation, improved material recovery, sustainable product and packaging solutions, stronger environmental measurement and continued investment in efficient manufacturing technologies, the Company aims to reduce the resource intensity of its operations while strengthening resilience and competitiveness.

This evolution will enable Samson to progress from measuring environmental initiatives primarily by the activities undertaken towards demonstrating the measurable environmental outcomes and business value created through responsible Natural Capital management.

INTELLECTUAL CAPITAL

Samson International PLC's Intellectual Capital is built on more than three decades of accumulated technical knowledge, manufacturing expertise, research and development capabilities, product innovation and customer insight. This knowledge base enables the Company to develop differentiated products, formulate materials for specialised applications, resolve complex production challenges and respond effectively to evolving customer, regulatory and sustainability requirements.

MANAGEMENT APPROACH

Innovation at Samson extends beyond the development of new products. It encompasses material reformulation, process improvement, customised product solutions, packaging innovation, alternative raw materials, automation and the progressive application of digital technologies. By combining established technical expertise with customer-led innovation and commercially focused R&D, the Company continues to convert accumulated knowledge into measurable competitive advantage.

Strategic Priorities	Strategic Highlights	SDGs Aligned
Accelerate product and process innovation	15 new products, designs, sizes and compound formulations developed during 2025/26	9
Expand higher-value customised solutions	Customer-led development across rubber, silicone and specialised industrial applications	8, 9
Strengthen R&D and technical capabilities	Product development, material reformulation, process improvement and technical problem-solving undertaken across key product categories	9
Improve commercial returns from innovation	Selected R&D-supported developments generated reported financial benefits of approximately Rs. 47.5 million	8, 9

Strategic Priorities	Strategic Highlights	SDGs Aligned
Reduce raw material dependency and improve cost competitiveness	Alternative material formulations evaluated, including potential input-cost reductions of approximately 17%–30% in selected applications	
Integrate sustainability into innovation	Biodegradable alternatives, FSC-certified packaging and resource-efficient material solutions introduced or evaluated for selected applications	
Preserve and transfer institutional knowledge	139 employees, representing 28% of the workforce, have more than 10 years of service	
Strengthen digital and customer intelligence	Progressive adoption of CRM and greater digitalisation to enhance information accessibility and customer responsiveness	

CONVERTING KNOWLEDGE INTO COMPETITIVE ADVANTAGE

Innovation is embedded across Samson International's value creation process, beginning with customer and market insights and progressing through material selection, compound formulation, product design, prototyping, testing, process development and commercialisation. Collaboration between Marketing, Research and Development, Production, Engineering and Quality Assurance enables customer requirements to be translated into technically feasible, quality-assured and commercially viable solutions.

The Company's expertise across natural rubber and synthetic materials, including EPDM, NBR, SBR and silicone, provides a strong technical foundation for application-specific development. This capability enables Samson to address diverse performance requirements, including food-contact applications, electrical insulation, weather resistance, oil and chemical resistance, sealing, cushioning and other specialised industrial uses.

During 2025/26, R&D activities were increasingly directed towards areas capable of strengthening both product differentiation and commercial performance. The focus extended from developing new products to improving existing formulations, lowering production costs, resolving technical constraints and identifying alternative raw materials without compromising required quality or performance standards.

FROM RESEARCH TO COMMERCIAL VALUE

During the year, the R&D Department progressed 15 product and formulation development initiatives, reflecting the breadth of the Company's innovation capabilities.

Key developments included:

- EPDM and natural-rubber sponge beadings;
- Urban Cross hot-water bottles;
- phone holders;
- Flex Bars developed to meet new customer requirements;
- recoil pads;
- NBR mats containing 25% NBR;
- road humpers;
- specialised rubber packers, including customer-branded and customised cut-out variants;
- rubber strips;
- root trainers;
- moulded wheel stoppers;
- 610 × 610 mm mud flaps;
- rice-husk rolls; and
- silicone-rubber products including hot-water bottles, scrapers, menstrual cups and bath mats.

Other significant development activity covered double-lip jar-sealing rings, Domino Mats, Kelsey soles and cost-competitive V-straps.

These initiatives demonstrate the Company's ability to apply its technical expertise across a wide spectrum of applications, while supporting portfolio diversification, customer-specific requirements and entry into higher-value product categories.

Importantly, R&D is increasingly being linked to commercial outcomes. Products developed or supported by the R&D function achieved meaningful production and sales volumes during the during the year, as follows:

INTELLECTUAL CAPITAL

88,480 metres of sponge beading	77,134 pairs of Kelsey soles	199,000 pairs of cost-competitive V-straps	13,200 Domino Mats	10,000 mud flaps

Product / Development	Reported Volume	Reported Financial Benefit
Mud flaps – 60 × 60 cm and 60 × 40 cm	10,000 Nos.	Rs. 5.75 Mn
Sponge beading	88,480 metres	Rs. 15.12 Mn
Kelsey soles	77,134 pairs	Rs. 14.65 Mn
Domino Mats	13,200 Nos.	Rs. 2.03 Mn
Cost-competitive V-straps	199,000 pairs	Rs. 9.95 Mn
Total		Rs. 47.50 Mn

→ Generated financial benefits of Rs 47.5 million in FY 2025/26

This ability to translate technical knowledge into commercially viable products reinforces the strategic importance of Intellectual Capital to the Company's growth agenda.

MATERIAL INNOVATION AND COST COMPETITIVENESS

Material formulation is another important dimension of the Company's Intellectual Capital. During the year, the R&D team evaluated alternative raw materials aimed at improving cost competitiveness while maintaining the technical characteristics required for specific applications.

A cost-competitive zinc oxide grade evaluated for mat compounds indicated a reduction from approximately Rs. 1,150 to Rs. 800 per applicable unit, representing an indicative reduction of around 30.4%. Similarly, the evaluation of a low-specific-gravity, high-tensile superfine reclaim grade for Domino Mats indicated a reduction from approximately Rs. 230 to Rs. 190 per applicable unit, or approximately 17.4%.

Such initiatives demonstrate the role of R&D not only in generating new products but also in strengthening manufacturing economics, reducing exposure to raw-material cost pressures and improving the resilience of the Company's product formulations.

CUSTOMER-LED INNOVATION

Customer collaboration remains an important source of intellectual capital. Samson works closely with customers at different stages of product development, enabling the Company to combine its accumulated technical knowledge with practical understanding of end-use requirements.

This collaborative approach supports rapid adaptation of compounds, dimensions, designs and performance specifications to customer needs and is particularly important in international and OEM-oriented markets where customisation, product consistency and regulatory compliance are critical.

The development of customer-specific rubber packers, Flex Bars and other customised products during the year demonstrates Samson's ability to convert customer insight into tailored solutions and strengthen long-term relationships through technical responsiveness.

SUSTAINABILITY THROUGH INNOVATION

The Company is also increasingly applying its technical capabilities to address sustainability considerations. Innovation therefore extends beyond product performance to the materials used, production efficiency, packaging and the wider environmental footprint associated with products.

Biodegradable packaging alternatives and FSC-certified packaging for selected applications reflect this direction, while work on alternative materials and resource-efficient formulations contributes to greater material efficiency and potentially lower dependency on conventional inputs.

The development of rice-husk rolls and the evaluation of reclaim materials further demonstrate how R&D can support greater circularity and more responsible resource utilisation while continuing to meet commercial and technical requirements.

TACIT KNOWLEDGE AND INSTITUTIONAL EXPERTISE

Decades of manufacturing experience have created a valuable repository of tacit knowledge and institutional expertise within Samson International. This knowledge resides particularly in the experience of long-serving employees across rubber compounding, moulding, extrusion, engineering, product development, quality management, machinery, production troubleshooting and customer-specific applications.

As at 31 March 2026, 139 employees, or 28% of the Company's workforce, had served Samson International for more than 10 years, representing a significant reservoir of operational and technical knowledge.

Service Category	No. of Employees	% of Workforce
Below 5 years	298	60%
Between 5 and 10 years	57	12%
Above 10 years	139	28%
Total	494	100%

The Company seeks to preserve and transfer this knowledge through mentoring, on-the-job learning, succession planning, technical documentation, cross-functional collaboration and the involvement of experienced employees in troubleshooting and product development. These mechanisms strengthen operational continuity while supporting the development of the next generation of technical expertise.

DIGITALISING KNOWLEDGE

Digitalisation represents the next dimension of Samson International's Intellectual Capital. The progressive adoption of CRM and other digital capabilities is expected to improve the capture, accessibility and utilisation of customer and operational information.

Over time, these capabilities will enable the Company to combine accumulated institutional knowledge with stronger data analytics, customer intelligence and information-driven decision-making. This will support faster responsiveness, improved cross-functional collaboration and a more systematic approach to identifying product, customer and market opportunities.

AWARDS AND EXCELLENCE

The strength of Samson International's intellectual and organisational capabilities has also been recognised externally. The Company has received national and industry accolades across areas including export performance, research and development, business excellence, quality, productivity, environmental performance, cleaner production and corporate reporting.

During the year, Samson International received a Gold Award in the Rubber Products – Large Category and the Best Ethical Trading Award at the 33rd NCE Export Awards organised by the National Chamber of Exporters of Sri Lanka.

Award	Category	Awarding Organisation	Event
Gold Award	Rubber Products – Large Category	National Chamber of Exporters of Sri Lanka	33rd NCE Export Awards
Best Ethical Trading Award	Special Award	National Chamber of Exporters of Sri Lanka	33rd NCE Export Awards

These recognitions provide external validation of the Company's technical capabilities, export competitiveness, responsible business practices and culture of continuous improvement. They also strengthen Samson International's reputation and credibility among customers, business partners and other stakeholders.

WAY FORWARD

Samson International will continue to strengthen Intellectual Capital as a critical enabler of its next phase of growth. The focus will be on accelerating customer-led R&D, higher-value product development, material innovation and process improvement, while strengthening the commercial discipline applied to innovation.

Greater emphasis will be placed on developing customised solutions for international and specialised applications, evaluating alternative and more sustainable materials, improving cost competitiveness and responding proactively to evolving regulatory and customer requirements.

At the same time, the Company will strengthen mechanisms to retain and transfer tacit knowledge while progressively integrating CRM, digital tools and data-supported decision-making into its innovation ecosystem.

By combining more than three decades of accumulated expertise with stronger R&D, customer intelligence, digital capability and sustainable innovation, Samson International aims to transform its Intellectual Capital into an increasingly powerful engine for differentiation, productivity, market expansion and long-term value creation.

CORPORATE
GOVERNANCE

Where Resilience Builds Confidence

CORPORATE GOVERNANCE

Corporate governance is the system by which companies are directed and controlled. The Board of Directors is responsible for the governance of the Company, while the shareholders' role in governance includes appointing the Directors and Auditors and ensuring that an appropriate governance structure is in place.

The responsibilities of the Board include setting the Company's strategic objectives, providing leadership to implement those strategies, overseeing the management of the business, and reporting to shareholders on the Company's performance and stewardship. Accordingly, the Board carries out several key functions, such as reviewing and guiding corporate strategy, major action plans, risk management policies and procedures, annual budgets, and business plans.

Key elements of good corporate governance include sound board practices, a strong control environment (including audit committees, internal audit, and risk management), transparent disclosures, well-defined shareholder rights, and the Board's active commitment to corporate governance principles.

Samson International PLC adheres to these elements, principles, and procedures and places a high priority on implementing and upholding good corporate governance practices.

The corporate governance framework ensures the strategic guidance of the Company, effective oversight of management by the Board, and the Board's accountability to the Company and its shareholders.

In other words, corporate governance is fundamentally about leadership. This leadership encompasses:

- Leadership for efficiency – enabling the Company to compete effectively in the global economy.
- Leadership for probity – ensuring that management acts honestly and with integrity.
- Leadership with responsibility – addressing legitimate social and environmental concerns.
- Leadership that is transparent and accountable – fostering trust among stakeholders.

Samson International PLC adheres to the leadership principles outlined above to ensure that sound corporate governance is in place. Our corporate governance policies clearly define the duties and responsibilities of the Board of Directors, establish transparent business roles and strategies, promote ethical business conduct, and emphasize meaningful stakeholder engagement through effective risk mitigation.

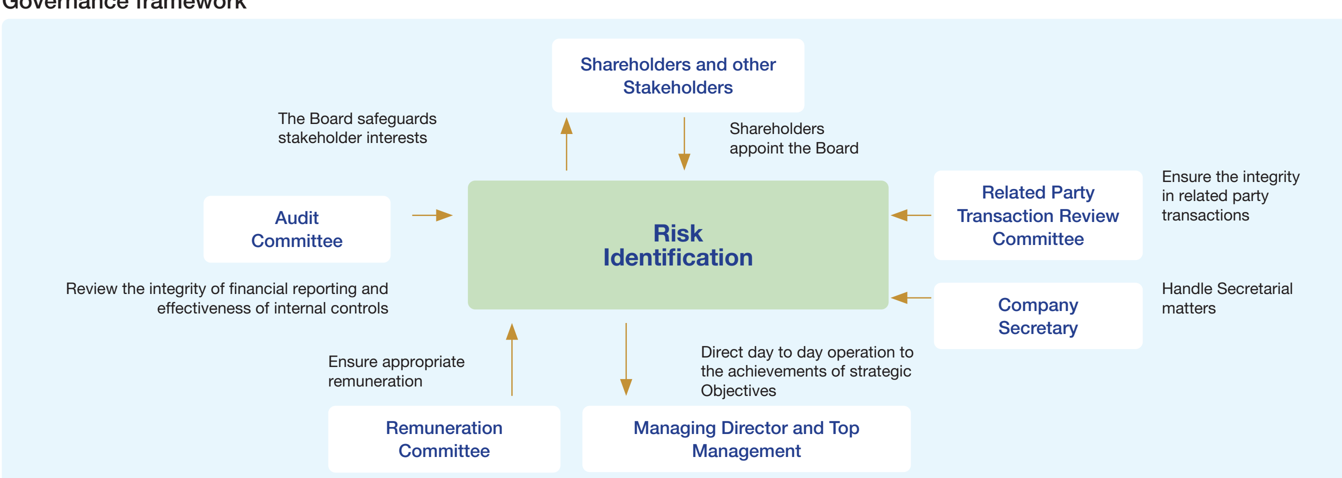
We are committed to upholding corporate responsibility and ensuring the timely and accurate disclosure of all material information. Our approach to governance is grounded in the belief that high-quality corporate governance supports long-term value creation. We foster a corporate culture that values ethical behavior, integrity, and accountability at all levels of the organization.

The four fundamental pillars of corporate governance are Transparency, Accountability, Responsibility, and Fairness. These principles guide the conduct of Directors and management to ensure ethical, effective, and stakeholder-focused governance:

- Transparency - Directors must provide clear and comprehensive explanations to shareholders and other key stakeholders regarding all material decisions made.
- Accountability - Directors are accountable to shareholders for their decisions and actions.
- Responsibility - Directors are expected to perform their duties with honesty, integrity, and a strong sense of probity.
- Fairness - All shareholders must be treated equally, with impartial and unbiased consideration by the Board and management.

This approach recognizes the importance of considering the interests of all stakeholders, including shareholders, employees, customers, and the broader community.

Governance framework



CORPORATE GOVERNANCE

TRANSPARENCY

An effective, transparent, and accountable management structure is essential to good governance. At Samson International PLC, the Board of Directors the highest governing body ensures transparency with the ultimate objective of protecting the interests of all stakeholders.

The corporate governance framework is designed to ensure that Directors take all necessary measures to avoid conflicts of interest in their activities and dealings with related parties. This includes full disclosure of such interests at Board meetings, particularly in the presence of Independent Directors. A transparent and well-functioning governance system contributes significantly to enhanced profitability and long-term sustainability.

The Board has delegated the responsibility for strategic planning and operational guidance to the Managing Director (Chief Executive Officer). A clear division of responsibilities and authority exists between the Chairman and the Chief Executive Officer, maintaining a healthy balance of power and oversight.

The Board remains ultimately responsible for the overall conduct of the Company's business, operating under the powers, authorities, and duties vested in it by applicable laws and the Articles of Association of the Company.

The Board meets quarterly, and the Board agenda typically includes the following items:

- Confirmation of previous minutes
- Matters arising from the previous meeting
- Review of financial performance
- Approval of interim and annual financial statements
- Review of quarterly internal audit report
- Ratification of senior management appointments
- Debtors age analysis
- Board sub-committee reports and other matters exclusive to the Board
- Status updates of major projects
- Ratification and approval for capital expenditure
- Statutory compliance report
- New Board resolutions
- Statutory reports in the Annual report
- Any other business

ACCOUNTABILITY

Directors

Directors have a duty to act in good faith and in the best interests of the Company, as stipulated in Section 187 of the Companies Act No. 7 of 2007. According to Section 189, Directors are required to exercise the level of skill and care reasonably expected of a person with their knowledge and experience. Additionally, Section 188 mandates that Directors must not act in a manner that contravenes any provisions of the Act or the Articles of Association of the Company.

No Director may exceed the powers conferred upon them by the Articles of Association unless such actions are approved or subsequently ratified by the shareholders. In making decisions, Directors are expected to consider the interests of all stakeholders.

External Regulations / Frameworks	Internal Regulations / Frameworks
Companies Act No. 07 of 2007	Vision, Mission and Values
Listing Rules of the Colombo Stock Exchange	Articles of Association of the Company
Code of Best Practice on Corporate Governance 2023 issued by CA Sri Lanka and SEC Sri Lanka	Board Procedures and Board Sub-Committee Terms of Reference
Sri Lanka Accounting Standards comprising SLFRS and LKAS	Board-approved Governance Policies
Sri Lanka Sustainability Disclosure Standards – SLFRS S1 and SLFRS S2, where applicable	Internal manuals, procedures, standing instructions and internal control framework
GRI Standards, where applicable	Code of Business Conduct and Ethics

The Board meets quarterly, and the annual calendar of Board meetings is as follows:

The Attendance of the Board of Directors – 2025/26

Name of Director	23/05/25	11/08/25	11/11/25	02/02/26
Mr. D D A Rajapaksa	√	√	√	√
Mr. D G P S Abeygunawardana	Ex	Ex	Ex	Ex
Mrs. C I Malwatte – Chairperson	√	√	√	√
Mr. D C J Rajapaksa	VC	√	Ex	√
Mr. D N S Rajapaksa	VC	VC	Ex	VC
Mr. S M T S Subasinghe	√	√	√	√

(√ - Present (Physical), VC – Video Conference, Ex – Excused)

ATTENDANCE OF COMMITTEES

The attendance records for the Nominations & Governance Committee, Audit Committee, Remuneration Committee, and Related Party Transactions Review Committee are provided in their respective reports on pages 113, 114–115, 116 and 117 of the Annual Report.

DIRECTORSHIPS HELD BY DIRECTORS

The directorship status of each Director, together with an analysis of their other directorships and key positions held, is set out below. The analysis demonstrates that the directorships held by the Directors in other entities remain within the limits prescribed by the Board under the Policy on Matters Relating to the Board of Directors, which permits a maximum of twenty-five (25) other company directorships.

Name of Director	Directorship Status in the Company	Number of Board Seats held in Other Listed Companies		Number of Board Seats held in Unlisted Companies	
		Listed Companies Executive	Listed Companies Non-Executive	Unlisted Companies Executive	Unlisted Companies Non-Executive
Mrs. C. I. Malwatte	INED		4		
Mr. D. D. A. Rajapaksa	ED			4	2
Mr. D. G. P. S. Abeygunawardana (Resigned w.e.f. 31st May 2026)	ED				2
Mr. D. C. J. Rajapaksa	NED			4	8
Mr. D. N. S. Rajapaksa	NED			1	
Mr. S.M.T.H. Subasinghe	INED		2	1	

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GOVERNANCE STRUCTURE

We ensure that power and information are not concentrated in the hands of one or two individuals. Our Board maintains a strong presence of both Executive and Non-Executive Directors. Non-Executive Directors contribute independent judgment and valuable experience to the Board's deliberations, enhancing its overall effectiveness.

We are committed to maintaining a balanced Board with the appropriate mix of Executive, Non-Executive, and Independent Directors, each bringing relevant skills, experience, and attributes. The Board regularly reviews its composition and structure to ensure continued alignment with the Company's strategic needs and governance best practices.

The current Board size is optimal for fostering productive and constructive discussions while enabling prompt and well-informed decision-making.

BOARD COMMITTEES

Board Committees are an effective mechanism for addressing the complex challenges faced by the Company. These committees enable the Board to function more efficiently and with greater focus by delegating specific responsibilities to smaller groups of Directors with relevant expertise.

The Committees serve to:

- Address a wider range of issues more effectively by allowing members to focus on specific areas and provide informed recommendations to the Board.
- Develop specialized knowledge in critical operational areas such as financial reporting, risk management, and internal controls.
- Enhance the objectivity and independence of the Board's decision-making, reducing the risk of undue influence from management or controlling shareholders—particularly in sensitive areas such as remuneration, director nominations, and oversight functions.

Samson International PLC has established four key Board Committees to support good governance and ensure effective oversight.

Nominations and Governance Committee

In line with the requirements of Section 9 of the Colombo Stock Exchange (CSE) Listing Rules, Samson International PLC has established a Nominations and Governance Committee to support the Board in overseeing matters related to Board composition, succession planning, and corporate governance practices.

The Committee's key responsibilities include:

- Identifying and recommending suitably qualified candidates for appointment to the Board.
- Reviewing the structure, size, and composition of the Board and its Committees to ensure they remain effective and aligned with the Company's strategic needs.
- Overseeing succession planning for Board members and key senior management positions.
- Evaluating the performance and effectiveness of the Board and its Committees on a regular basis.
- Ensuring that the Company's governance framework continues to meet regulatory requirements and reflects evolving best practices.

Audit Committee

In accordance with Section 9.13 of the Listing Rules of the Colombo Stock Exchange (CSE), every listed company is required to have an Audit Committee. The Audit Committee of Samson International PLC plays a crucial role in supporting the Board by ensuring integrity in financial reporting and maintaining robust internal controls.

The Committee assists the Board in the following areas:

- Overseeing the preparation, presentation, and adequacy of disclosures in the financial statements in compliance with Sri Lanka Accounting Standards (SLFRS/LKAS).
- Ensuring compliance with financial reporting requirements, including those set out in the Companies Act and other relevant financial and regulatory frameworks.
- Evaluating the adequacy of internal control systems and risk management procedures in line with Sri Lanka Auditing Standards.
- Assessing the Company's ability to continue as a going concern.

Remuneration Committee

As mandated by Section 9.12 of the CSE Listing Rules, Samson International PLC has established a Remuneration Committee to ensure a formal and transparent process in setting remuneration policies.

The Committee is responsible for:

- Developing and reviewing the Company's policy on executive remuneration.
- Determining the remuneration packages of individual Directors, ensuring fairness and alignment with performance and market benchmarks.

No Director is involved in determining their own remuneration.

Related Party Transactions Review Committee

In compliance with Section 9 of the CSE Listing Rules, the Company has constituted a Related Party Transactions Review Committee. This Committee ensures that all related party transactions (RPTs) are carried out on an arm's length basis and in a fair and transparent manner.

Its responsibilities include:

- Reviewing all proposed related party transactions to ensure compliance with legal and regulatory requirements.
- Recommending transactions for Board or shareholder approval where necessary.
- Ensuring adequate disclosures are made in quarterly and annual financial statements.
- Monitoring transactions that require immediate public disclosure under the Listing Rules.

CHAIRPERSON

The Chairperson holds a central leadership role in ensuring the effectiveness of the Board. Key responsibilities include:

- Leading the Board and ensuring that it discharges its responsibilities effectively.
- Ensuring that Board meetings are conducted in an inclusive and productive manner, encouraging participation from all Directors.
- Monitoring the contributions and engagement of individual Directors.
- Ensuring the Board's agenda is focused on strategic and governance matters, without encroaching into day-to-day management.
- Reviewing the structure and composition of the Board regularly.
- Representing the Company to shareholders and other stakeholders, including addressing the Annual General Meeting.

The Chairperson fosters a climate of trust and openness, encourages diverse views, and ensures accurate documentation of discussions and decisions. The Chair also promotes independent dialogue among Non-Executive Directors.

The CEO is responsible to the Board for day-to-day management of the business, leadership of the executive team, and the execution of the Company's strategic & operational plans.

COMPANY SECRETARY

The Company Secretary plays a pivotal role in supporting effective governance practices and ensuring compliance with regulatory and statutory obligations. Beyond administrative duties, the Company Secretary acts as a key advisor to the Board and senior management on matters relating to corporate law, securities regulations, and governance frameworks.

Possessing a strong background in law, accounting, and corporate governance, the Company Secretary ensures that the Board operates efficiently, ethically, and in compliance with applicable legal and regulatory requirements, including the Listing Rules of the Colombo Stock Exchange.

Key responsibilities of the Company Secretary include:

- Facilitating communication between the Board, shareholders, and other stakeholders.
- Coordinating and notifying Directors of Board and Committee meetings.
- Maintaining accurate minutes and records of Board proceedings.
- Ensuring compliance with Board procedures, applicable laws, Articles of Association, and governance policies.
- Advising the Board on statutory obligations and corporate governance best practices.
- Supporting the Chairman in ensuring that Directors receive timely and relevant information.
- Addressing shareholder matters and assisting with resolutions related to governance and administrative affairs.

The Company Secretary also serves as the primary contact point for shareholder and investor communications, in line with the Company's Shareholder Communication Policy.

RESPONSIBILITY

The Board of Directors is responsible for formulating Company policy and overall business strategy. The implementation of policy and strategy is done within a framework that requires compliance with existing laws and regulations as well as establishing best practices in dealing with employees, customers, suppliers, and the community at large. The Directors are committed to maintaining the highest standards of Corporate Governance in the interest of stakeholders having regard to the requirements of the Companies Act No.7 of 2007, Securities and Exchange Commission of Sri Lanka, and Colombo Stock Exchange. The Company has established internal control systems, including a comprehensive risk identification, measurement, and mitigation process which is in place designed to carry out the business of the Company in an orderly manner, to safeguard its assets, and secure as far as possible the accuracy and reliability of the records and protect the rights and interests of shareholders and be accountable for the overall management of the Company.

The Board approves all material contracts, investments, disposal of fixed assets, annual revenue budgets, strategies, and long-term plans in line with technological developments, major capital projects, acquisitions, financial structure, quarterly accounts and shareholder communications, the system of internal control and risk management, senior management structure and their responsibilities and succession plan.

FAIRNESS AND BUSINESS ETHICS

Ethical Business Practices related to Products and Services in international

CORPORATE GOVERNANCE

trade are concepts that are increasingly recognized by buyers, shareholders and other stakeholders. Samson International PLC is bound to the application of ethical principles, fairness and values in the context of business activities. It involves making decisions and taking actions that are morally right, fair, and responsible, while also considering the impact of those decisions on all stakeholders. Some examples of ethical considerations in our business include fair treatment of employees, responsible sourcing of materials, transparency in financial reporting, and adherence to laws and regulations. The Company implements a Code of Conduct and other policies and other policies to guide decision-making and promote ethical behavior. In recent years, there has been a growing emphasis on the role of sustainability in corporate governance, with companies seeking to address environmental and social concerns in their operations and supply chains.

Business ethics is important for us for building trust and maintaining a positive reputation among stakeholders, and it can also contribute to the long-term success of our company. By adhering to ethical standards, we attracted and retained customers, employees, and investors who value responsible and sustainable business practices. Employees of Samson International Plc are bound to adhere to business ethics in our business culture. It has become vital for exporters to confirm good practices related to fair trade, ethical behavior, and conformity to rules and regulations to protect all stakeholders. We were able to obtain a special award from National Chamber of Exporters of Sri Lanka as the Best Ethical Trading Exporter in 2021.

Business Ethics of the Company

- Safeguard the Company's assets and Company image.
- Work within applicable laws and regulations.
- Avoid situations where personal interest might conflict with the interest of the Company.
- Exercise honesty, objectivity and diligence when performing one's duties.
- Maintain confidentiality of commercial and price- sensitive information.
- Strictly avoid giving or accepting any kind of a bribe, either directly or indirectly.
- Strictly avoid any kind of sexual harassment.
- Strictly avoid making contributions for political funds, either directly or indirectly.

CORPORATE RESPONSIBILITY

Corporate responsibility and corporate governance are inextricably entwined, especially in the global context. Such international organizations as the organization for Economic Co-operation and Development (OECD), the United Nations (UN) and the International Labour Organizations (ILO) have all issued guidance regarding appropriate business conduct, sometimes in specific areas. A view of Corporate Responsibility would vary from company to company and region to region. This term focuses three key elements of corporate activities. Those are Economic growth, Environmental and Social sustainability. Corporate governance has developed out of a focus on the 'triple bottom line' elements of a business and their effects on the Economy, Environment and the Society in which it operates.

Companies including Samson International Plc and their Boards of Directors worldwide have been giving increasing attention to Corporate Responsibility related activities, corporate governance and even formalizing, through policies and reports, reporting and communications. The Board of Directors has the responsibility to act in good faith with due care and diligence in the best interest of the Company and its shareholders. They will set a clear vision and key strategy for the Company and monitor management to ensure quality risk controls and risk-management practices are in place. It is expected that a Company will abide by all laws applicable to it.

GOVERNANCE POLICIES AND WEBSITE DISCLOSURE

As per CSE Listing Rule 9.2

In compliance with the Corporate Governance requirements of the Colombo Stock Exchange Listing Rules, Samson International PLC has adopted a comprehensive set of governance-related policies approved by the Board of Directors. These policies provide the framework for the Company's governance practices, ethical conduct, risk management, stakeholder communication, sustainability oversight and corporate disclosures.

During the year under review, the Board continued to monitor the implementation of these policies and reviewed their continued relevance in line with applicable regulatory requirements, governance best practices and the evolving needs of the Company.

The following policies have been adopted by the Company:

Policy

1. Policy on 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

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

These policies are made available on the Company's website, www.samsonint.com, where applicable. Policies that are not published on the website are available for inspection upon request through the Company Secretary.

The Board confirms that the above policy framework remained in place during the financial year ended 31 March 2026 and that there were no material instances of non-compliance with the approved governance policies during the year under review.

The Board continued to monitor the implementation of governance-related policies covering Board matters, committee operations, remuneration, risk management, shareholder communication, ESG, whistleblowing, anti-bribery and corporate disclosures

FIT AND PROPER DECLARATIONS

In accordance with the Corporate Governance requirements of the Colombo Stock Exchange Listing Rules, the Company has obtained annual declarations from the Directors and the Chief Executive Officer / Managing Director confirming that they have continuously satisfied the Fit and Proper Assessment Criteria during the financial year ended 31 March 2026 and continue to satisfy the said criteria as at the date of such confirmation.

Based on the declarations received and the information available to the Company, the Board is satisfied that the Directors and the Chief Executive Officer / Managing Director satisfy the Fit and Proper Assessment Criteria stipulated in the Listing Rules of the Colombo Stock Exchange.

There were no instances of non-compliance with the said Fit and Proper Assessment Criteria during the year under review.

STATEMENT OF COMPLIANCE

Samson International PLC is committed to upholding high standards of corporate governance to ensure transparency, accountability, and the creation of long-term value for all stakeholders.

As a listed company, we comply with the provisions of the Companies Act No. 07 of 2007 (as amended) and the applicable requirements of the Colombo Stock Exchange (CSE) Listing Rules, particularly those set out in Section 9 – Corporate Governance Rules for Listed Entities.

In line with CSE Rule 9.2.1, the Company has established and maintained the required governance-related policies, with reference to their availability disclosed in this Annual Report. The Company has also constituted all mandated Board Committees, including the Audit Committee, Remuneration Committee, Nominations and Governance Committee, and Related Party Transactions Review Committee, in compliance with the CSE Listing Rules.

Beyond regulatory compliance, Samson International PLC voluntarily adheres to the Code of Best Practice on Corporate Governance (2023) issued jointly by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and the Securities and Exchange Commission of Sri Lanka. This Code provides best practice guidance on Board leadership, governance structures, stakeholder engagement, and ESG responsibilities.

Confirmation

The Board confirms that Samson International PLC has complied with all applicable corporate governance requirements during the financial year ended 31st March 2026.

A detailed disclosure of compliance with CSE Section 9 and the Code of Best Practice on Corporate Governance (2023) is presented in Appendices I and II below.

CORPORATE GOVERNANCE

Appendix I –Compliance with CSE Listing Rule Section 9 (Corporate Governance)

Rule Ref	Governance Principle	Compliance Status
CSE LISTING RULE SECTION 9 – CORPORATE GOVERNANCE		
9.1.3	Statement confirming extent of compliance with Corporate Governance Rules	Compliant
9.2.1–9.2.4	Governance policies adopted, disclosed and made available to shareholders upon request	Compliant
9.3	Formation and maintenance of required Board Committees	Compliant
9.3.3	Chairperson of the Board not chairing Board Committees	Compliant
9.4.1	General Meeting records maintained	Compliant
9.4.2	Shareholder Communication Policy	Compliant
9.5.2	Confirmation on compliance with the Policy on matters relating to the Board of Directors, including reasons and remedial action for any non-compliance	Compliant
9.6	Chairperson and CEO roles separated	Compliant
9.7.1–9.7.5	Fitness and Disclosure of Directors and CEO, including annual Fit and Proper declarations	Compliant
9.8	Board composition and independence	Compliant
9.8.3(ix)	Independence criteria relating to Directors above 70 years of age	Compliant
9.10	Disclosures relating to Directors	Compliant
9.11	Nominations and Governance Committee	Compliant
9.12	Remuneration Committee	Compliant
9.13	Audit Committee	Compliant
9.14	Related Party Transactions Review Committee	Compliant
9.16	Additional Disclosures	Compliant

COMPLIANCE WITH RULE 9.5.2 – POLICY ON MATTERS RELATING TO THE BOARD OF DIRECTORS

In accordance with Rule 9.5.2 of the Listing Rules of the Colombo Stock Exchange, the Board of Directors of Samson International PLC confirms that the Company complied with the requirements of its Policy on Matters Relating to the Board of Directors during the financial year ended 31 March 2026. The Policy covers, among other matters, Board composition, appointment procedures, succession planning, delegation of authority and performance evaluation.

There were no instances of non-compliance with the Policy during the year under review. Accordingly, no remedial action was required. The Board periodically reviews the Policy to ensure its continued alignment with applicable regulatory requirements, governance best practices and the evolving needs of the Company.

Appendix II – Compliance with CA Sri Lanka Code of Best Practice on Corporate Governance (2023)

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
A. DIRECTORS			
(1) Effective Board	A.1	As at 31 March 2026, the Board comprised six Directors, of whom four were Non-Executive Directors and two were classified as Executive Directors. Responsibility for the day-to-day management of the Company was delegated to the Managing Director and Corporate Management. The Board is responsible for approving strategies, policies, governance structures and delegations of authority, and monitors performance against agreed quantitative and qualitative Key Performance Indicators. Board Sub-Committees assist the Board in discharging its responsibilities.	Complied
(2) Regular Meetings	A.1.1	Board meetings are held quarterly, while special Board meetings are convened as the need arises. During the year ended 31 March 2026, the Board held four scheduled meetings. The Board Audit Committee and Board Related Party Transactions Review Committee met quarterly. The Nominations & Governance Committee and Board Remuneration Committee held one meeting each during the year under review. Attendance at Board and Board Sub-Committee Meetings is given on pages 77, 113, 114, 116 and 117.	Complied
(3) Ensure the formulation and implementation of sound business strategy	A.1.2	The Board is responsible for setting strategy and policies and monitoring performance against agreed goals and KPIs. During the year, the Board reviewed and approved the Corporate Plan and proposals submitted by Corporate Management.	Complied
(4) Ensure that the CEO/MD and management team possess the skills, experience and knowledge to implement the strategy	A.1.2	The Board has delegated responsibility to the Managing Director for planning and guiding the business towards meeting its objectives and regularly reviews progress. The Board also reviews the performance of Key Management Personnel and their skills, experience and knowledge to implement the strategy.	Complied
(5) Ensure effective CEO/ MD and Senior Management succession strategy	A.1.2	A Board-approved procedure for the selection and appointment of the CEO and Key Management Personnel is in place.	Complied
(6) Ensure effective systems to secure the integrity of information, internal controls and risk management	A.1.2	The Board Audit Committee reviews Internal Audit reports and monitors follow-up action. The Internal Audit function is carried out by T & D Associates, Chartered Accountants, who report directly to the Chairman of the Audit Committee. The Audit Committee Charter provides guidance on audit-related matters.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(7) Ensure compliance with laws, regulations and ethical standards	A.1.2	The Board and the Audit Committee review the Company's compliance statements, in addition to verifications carried out by Internal Audit.	Complied
(8) Ensure all stakeholder interests are considered in corporate decisions	A.1.2	The Articles of Association require Directors to make decisions taking into account the interests of customers, shareholders, employees and the community. The Group Finance Committee, Group HR Committee and Board Related Party Transactions Review Committee are also in place to uphold the interests of these key stakeholders.	Complied
(9) Ensure that the Company's values and standards are set, with appropriate accounting policies and compliance with financial regulations	A.1.2	The Board Audit Committee and the Board review accounting policies annually, or as required, to ensure alignment with the Company's business model, evolving international and local accounting standards, and industry best practices.	Complied
(10) Fulfil other Board functions vital to the scale, nature and complexity of the business	A.1.2	The Board is committed to fulfilling its functions in accordance with applicable laws, regulations and the good governance practices adopted by the Company.	Complied
(11) Act in accordance with relevant laws and enable Directors to obtain independent professional advice at Company expense	A.1.3	The Board has established policies, procedures and a risk management framework to ensure compliance with relevant laws, statutory guidelines and international best practices. The Board obtains independent professional advice, when necessary, in accordance with the Board-approved Policy on Obtaining Independent Professional Advice. These functions are coordinated through the Company Secretary.	Complied
(12) Access to and appointment or removal of the Company Secretary	A.1.4	All Directors may obtain the advice and services of the Company Secretary, Messrs. P W Corporate Secretarial (Pvt) Ltd., which is responsible for supporting Board procedures, compliance with relevant rules, regulations, directions and statutes, and maintaining minutes and relevant Company records. The Articles of Association specify that appointment and removal of the Company Secretary require a resolution of the full Board.	Complied
(13) Independent judgment	A.1.5	The Directors have no vested interests and make decisions on matters before them using independent judgment.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(14) Dedication of adequate time and effort by Directors	A.1.6	Board papers were circulated sufficiently in advance to enable Directors to review the matters submitted for consideration and request additional information or clarification. Directors were expected to devote sufficient time to the affairs of the Company. Individual attendance at Board meetings is disclosed in the Board attendance table of this Annual Report.	Complied
(15) Training for Directors	A.1.7	The Managing Director recommends that Directors attend relevant training sessions and seminars.	Complied
A.2 DIVISION OF RESPONSIBILITIES BETWEEN CHAIRMAN AND MANAGING DIRECTOR			
(16) Conduct the business of the Board separately from executive management responsibilities	A.2	The functions of the Chairman and the Managing Director have been separated.	Complied
A.3 CHAIRMAN'S ROLE			
(17) Chairman's role in preserving good corporate governance	A.3	The Chairman's functions and responsibilities include the matters specified in the Code and the continuing listing requirements of the Colombo Stock Exchange.	Complied
(18) Conduct Board proceedings in a proper manner	A.3	Board proceedings are conducted according to the agenda. Papers for discussion and the agenda are generally circulated seven days before the meeting.	Complied
A.4 FINANCIAL ACUMEN			
(19) Availability of financial acumen and knowledge to offer guidance on financial matters	A.4	Financial acumen and knowledge are available to the Board through Mr. S. M. T. H. Subasinghe and Mr. D. G. P. S. Abeygunawardana, whose professional qualifications, experience and expertise enable them to provide guidance on financial matters. Their profiles are provided on pages 23–25 of this Annual Report.	Complied
A.5 BOARD BALANCE			
(20) Non-Executive Directors of sufficient calibre and number	A.5.1 & A.5.2	As at 31 March 2026, the Board comprised four Non-Executive Directors and two Executive Directors. The Non-Executive Directors are professionals, academics or business leaders holding senior positions in their respective fields and are therefore considered to possess sufficient calibre. As the majority of the Board comprised Non-Executive Directors, their views carried significant weight in Board decisions.	Complied
(21) Independence of Non-Executive Directors	A.5.3	Two Non-Executive Directors are independent of management and free from any business or other relationship that could materially interfere, or could reasonably be perceived to materially interfere, with the exercise of their unfettered and independent judgment.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(22) Annual declarations of independence from Directors	A.5.4	Annual declarations of independence were obtained from the Independent Directors for 2025/26.	Complied
(23) Annual evaluation of independence, including age-related independence criteria	A.5.5 & Rule 9.8.3(ix)	The Board evaluated the independence of the Independent Non-Executive Directors based on annual declarations and the applicable criteria. Mrs. C. I. Malwatte attained the age of 70 years on 5 July 2025. Based on the recommendation of the Nominations & Governance Committee and the justification considered by the Board, shareholder approval was obtained at the 33rd Annual General Meeting held on 29 September 2025 for her to continue as an Independent Non-Executive Director in accordance with Rule 9.8.3(ix) of the CSE Listing Rules, until the next AGM. The Directors deemed independent are Mr. S. M. T. H. Subasinghe and Mrs. C. I. Malwatte.	Complied
(24) Senior Independent Director and alternate-director independence requirements	A.5.6 & A.5.7	If an alternate Director is appointed by a Non-Executive Director, the alternate should not be an executive of the Company. If appointed by an Independent Director, the alternate must also satisfy the independence criteria, while the requirement relating to the minimum number of Independent Directors must continue to be met.	Complied
(25) Senior Independent Director meeting with other Directors	A.5.8	Not applicable.	Complied
(26) Chairman to meet Non-Executive Directors without Executive Directors	A.5.9	The Chairman meets the Non-Executive Directors without the Executive Directors being present, as required.	Complied
(27) Recording of Directors' concerns in Board Minutes	A.5.10	Board Minutes record concerns raised by the Board as a whole or by individual Directors regarding matters submitted for approval, guidance or action. Minutes are circulated and formally approved at the subsequent Board meeting. Directors have continuing access to previous Board papers and Minutes. If a Director resigns over an unresolved issue, the Chairman will bring the matter to the Board's attention, and the Director is required to provide a written statement to the Chairman for circulation to the Board.	Complied
A.6 SUPPLY OF RELEVANT INFORMATION			
(28) Provision of appropriate and timely information	A.6.1	Management provides comprehensive quantitative and qualitative information for quarterly Board Meetings, generally seven days before Board and Board Sub-Committee meetings. Directors have open access to Management at all levels to obtain further information or clarify concerns. They may also seek independent professional advice at the Company's expense, with copies circulated to other Directors who request them.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(29) Chairman to ensure all Directors are properly briefed on issues arising at Board meetings	A.6.1	All Directors are adequately briefed through comprehensive Board papers. Relevant members of Management are available to provide clarification or make presentations. A Director who does not attend a meeting is updated through the formally documented Minutes before the next meeting. A separate Board paper highlights matters requiring completion and follow-up from previous meetings and is considered immediately after confirmation of the Minutes.	Complied
(30) Board papers and agenda to be circulated seven days before meetings	A.6.2	Board papers are generally circulated seven days before meetings. Urgent papers may be circulated within a shorter period, and matters may be approved by circulation, but these are exceptions.	Complied
A.7 APPOINTMENTS TO THE BOARD			
(31) Formal and transparent procedure for new appointments through an established Nominations Committee	A.7.1	New Executive and Non-Executive Directors are appointed by the Board. A Board-approved Policy on the Selection, Nomination, Appointment and Election of Directors supports this process.	Complied
(32) Annual assessment of Board composition	A.7.2	The Board annually assesses whether its combined knowledge and experience match the strategic demands facing the Company and is satisfied that its composition complies with the applicable criteria.	Complied
(33) Disclosure of information on the appointment of new Directors	A.7.3	New appointments are communicated to shareholders through the Colombo Stock Exchange in English.	Complied
A.8 RE-ELECTION			
(34) All Directors to submit themselves for re-election at regular intervals	A.8	Under the Articles of Association, one-third of the Directors and those over 70 years of age retire at each AGM and are eligible for re-election. Directors retiring by rotation are those who have held office for the longest period since election or reappointment. The Board is actively engaged in succession planning for Executive and Non-Executive roles to ensure periodic renewal and continuing Board effectiveness.	Complied
(35) Non-Executive Directors appointed for specified terms subject to re-election	A.8.1	Non-Executive Directors are subject to re-election at Annual General Meetings in accordance with the Articles of Association.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(36) All Directors, including the Chairman, subject to re-election	A.8.2	All Non-Executive Directors, including the Chairman, stand for re-election at Annual General Meetings in accordance with the Articles of Association.	Complied
(37) Resignation before completion of the appointed term	A.8.3	A Director who resigns before completing the appointed term should provide written reasons to the Board.	Complied
A.9 APPRAISAL OF BOARD PERFORMANCE			
(38) Appraisal of Board performance	A.9.1	The Board annually appraises its performance to ensure that it is discharging its responsibilities satisfactorily.	Complied
(39) Appraisal of Board Sub-Committees	A.9.2	The Board Sub-Committees follow the same appraisal process.	Complied
(40) Disclosure of the method of appraisal of the Board and Board Sub-Committees	A.9.3	The appraisal methods are described under A.9.1 and A.9.2 above.	Complied
A.10 DISCLOSURE OF INFORMATION IN RESPECT OF DIRECTORS			
(41) Annual Report disclosure of specified information regarding Directors	A.10.1	The Annual Report discloses the information specified in the Code. Directors' names, qualifications, expertise, material business interests, brief profiles and classification as Executive, Non-Executive, Independent or Non-Independent appear on pages 23–25. Related Party Transactions are disclosed in Note 29 on page 160. Board Sub-Committee membership appears on pages 113–117, and meeting attendance is disclosed on pages 77, 113, 114, 116 and 117.	Complied
A.11 APPRAISAL OF CHIEF EXECUTIVE OFFICER / MANAGING DIRECTOR			
(42) Set reasonable financial and non-financial targets for the CEO/MD	A.11.1	At the beginning of the year, the Board discussed and set financial and non-financial targets for the CEO/MD with reference to the Company's short-, medium- and long-term objectives.	Complied
(43) Evaluate CEO/MD performance against targets	A.11.2	The Board, together with the HR & Remuneration Committee, evaluated the CEO/MD's performance against targets and the goals achieved by the Company, and the outcome was reported to the Board.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
B. DIRECTORS' REMUNERATION – REMUNERATION PROCEDURE			
(44) Appointment of a Remuneration Committee	B.1.1	The Board has established a Board Remuneration Committee to develop policies and determine remuneration for Directors and Key Management Personnel. No Director participates in determining his or her own remuneration. The Committee's Terms of Reference comply with Schedule C of the Code and other investor guidelines. A Board-approved Reward Management Policy for Key Management Personnel is in place. Further information is given in the Board Remuneration Committee Report on page 116.	Complied
(45) Remuneration Committee to comprise exclusively Non-Executive Directors	B.1.2 & B.1.3	The Board Remuneration Committee comprises the following Non-Executive Directors: Mr. S. M. T. H. Subasinghe - Chairman Mrs. C. I. Malwatte Mr. D. C. J. Rajapaksa	Complied
(46) Remuneration of Non-Executive Directors	B.1.4	The Board Remuneration Committee recommends the remuneration of Non-Executive Directors for Board approval, taking market practice into account. A Board-approved Policy on Directors' Remuneration is in place.	Complied
(47) Remuneration of Executive Directors	B.1.5	The Board Remuneration Committee determines the remuneration of Executive Directors. It may obtain professional advice from within or outside the Company when formulating proposals, which are then discussed with the Chairman. A Board-approved Reward Management Policy for Key Management Personnel is in place.	Complied
B.2 THE LEVEL AND MAKE-UP OF REMUNERATION			
(48) Remuneration for Executive Directors should attract, retain and motivate	B.2.1 & B.2.2	Executive Directors' remuneration is designed to attract, retain and motivate them, as determined by the Board Remuneration Committee. It comprises a fixed salary, perquisites and allowances. The Committee considers market practices and obtains professional advice when required.	Complied
(49) Positioning Company remuneration relative to other companies	B.2.3	The Board Remuneration Committee annually reviews the Company's remuneration levels relative to other companies in Sri Lanka.	Complied
(50) Performance-related elements of remuneration for Executive Directors	B.2.4	A performance-related element of remuneration for Executive Directors has been implemented.	Complied
(51) Share option schemes	B.2.5	There was no share option scheme during the year under review.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(52) Designing performance-related remuneration schemes	B.2.6	A performance-related remuneration scheme is in place.	Complied
(53) Early termination of Directors' appointments	B.2.7	This is not applicable to the Board, except for the Managing Director, who is an employee of the Company and whose terms of employment are governed by their respective contracts of service.	Complied
(54) Dealing with early termination	B.2.8	Refer to B.2.7 above.	Complied
(55) Levels of remuneration for Non-Executive Directors	B.2.9	The Board Remuneration Committee determines remuneration levels for Non-Executive Directors, taking into account their time commitments, responsibilities and market practices. A Board-approved Policy on Directors' Remuneration is in place.	Complied
B.3 DISCLOSURE OF REMUNERATION			
(56) Composition of the Remuneration Committee, remuneration policy and aggregate remuneration paid to Directors	B.3.1	The composition and report of the Board Remuneration Committee appear on page 116. Aggregate remuneration paid to Executive and Non-Executive Directors is disclosed in Note 8 to the Financial Statements on page 144. The names of Committee members are disclosed on page 116.	Complied
C. RELATIONS WITH SHAREHOLDERS			
C.1 CONSTRUCTIVE USE OF THE ANNUAL GENERAL MEETING AND CONDUCT OF GENERAL MEETINGS			
(57) Constructive use of the AGM and other General Meetings	C.1	The AGM is the principal forum for contact between shareholders and the Board. The Annual Report is circulated to shareholders 15 working days before the AGM. The Chairman's Review is also translated into Sinhala.	Complied
(58) Count all proxy votes lodged	C.1.1	All proxy votes lodged, together with the votes of shareholders present at the AGM, are considered for each resolution.	Complied
(59) Separate resolutions for substantially separate issues	C.1.2	A separate resolution is proposed at the AGM for each substantially separate matter. Adoption of the Annual Report and Financial Statements is proposed as a separate resolution.	Complied
(60) Availability of Board Sub-Committee Chairpersons at the AGM	C.1.3	The Chairpersons of Board Sub-Committees are present at the AGM to answer questions when requested by the Chairman.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(61) Circulation of the AGM notice and related documents to shareholders	C.1.4	Notice of the AGM and related papers are sent to shareholders at least 15 working days before the meeting, in accordance with applicable requirements.	Complied
(62) Summary of procedures governing voting at the AGM	C.1.5	A summary of the procedures governing voting at the AGM is included in the Proxy Form circulated to shareholders 15 working days before the AGM.	Complied
C.2 COMMUNICATION WITH SHAREHOLDERS			
(63) Channels to reach all shareholders of the Company	C.2.1	The AGM is a key forum for engagement with shareholders, who may also participate remotely when facilities are provided. The Chairman's Review is translated into Sinhala to facilitate wider communication. Annual Reports, Interim Financial Statements and other relevant information are posted on the Company's website (www.samsonint.com) and the CSE website.	Complied
(64) Policy and methodology for communication with shareholders	C.2.2	The Company provides fair disclosure, with emphasis on the integrity, accuracy, timeliness and relevance of information. A Board-approved Policy on Communication containing provisions for shareholder communication is in place.	Complied
(65) Implementation of the shareholder communication policy	C.2.3	Shareholders are consulted regarding their preferred method of receiving the Annual Report. They may elect to receive a printed copy free of charge at any time.	Complied
(66) Contact person for shareholder matters	C.2.4 & C.2.6	Shareholders may direct questions to and request publicly available information from the Directors or Management. They may also provide comments and suggestions through the Company Secretary.	Complied
(67) Process for making Directors aware of major shareholder issues and concerns	C.2.5	The Company Secretary maintains a record of correspondence received and directs it, as soon as practicable, to the Board, individual Directors or relevant officers, as appropriate.	Complied
(68) Process for responding to shareholder matters	C.2.7	Refer to C.2.5 above.	Complied
C.3 MAJOR AND MATERIAL TRANSACTIONS			
(69) Disclosure of major transactions	C.3.1	During 2025/26, the Company did not enter into or commit to any major related party transaction that materially affected its net asset base. This is disclosed in the Annual Report of the Board of Directors on the Affairs of the Company.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
D. ACCOUNTABILITY AND AUDIT			
D.1 ASSESSMENT OF THE COMPANY'S FINANCIAL POSITION AND PERFORMANCE			
(70) Balanced and understandable information to shareholders	D.1	The Company's position and prospects are discussed in the Chairperson's Review on pages 14–16, the Managing Director's Review on pages 17-21, and the Financial Capital Report on pages 42–46.	Complied
(71) Balanced and understandable assessment of financial position, performance and prospects	D.1.1	The Company presents balanced and understandable quarterly and annual Financial Statements that give a true and fair view. The Financial Statements comply with the Companies Act No. 7 of 2007, Sri Lanka Accounting Standards and applicable Securities and Exchange Commission requirements.	Complied
(72) Interim reports, price-sensitive disclosures, regulatory reports and statutory information	D.1.2	Interim Financial Statements were published within 45 days of each quarter end and included information enabling shareholders to understand the Company's affairs. Price-sensitive information was disclosed comprehensively and concisely to the Colombo Stock Exchange on a timely basis. Reports required by regulators, including the Inland Revenue Department, Registrar of Companies, Colombo Stock Exchange and Central Bank, were filed in accordance with applicable requirements.	Complied
(73) CEO/ Managing Director and Chief Financial Officer assurance before Board approval	D.1.3	The Managing Director and the Chief Financial Officer reviewed the Financial Statements prior to their submission to the Board for approval. The Financial Statements were subsequently signed on behalf of the Board by two Directors and the Chief Financial Officer in accordance with the applicable statutory requirements.	Complied
(74) Declarations in the Annual Report of the Board of Directors on the Affairs of the Company	D.1.4	The Annual Report of the Board of Directors on the Affairs of the Company, on pages 105–112, contains the declarations required by the Code.	Complied
(75) Board responsibility for Financial Statements and Auditor reporting responsibilities	D.1.5	The Statement of Directors' Responsibility for Financial Reporting and the Independent Auditor's Report, including the respective reporting responsibilities, are provided on pages 104 and 120.	Complied
(76) Management Discussion and Analysis	D.1.6	The Management Discussion and Analysis appears on pages 31–74 within the Capital Management Reports. It covers global impact, industry structure and developments, opportunities and threats, risks, internal control systems and their adequacy, social and environmental activities, financial performance and analysis, material developments in human resources and industrial relations, and future prospects.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(77) Convene an EGM to notify shareholders of a serious loss of capital	D.1.7	This situation did not arise during the year.	Complied
(78) Related Party Transactions	D.1.8	A Board-approved process identifies related parties and transactions and helps ensure that no favourable treatment is granted. An internal control system is in place for identifying, recording and disclosing related party transactions. Directors and Key Management Personnel submit annual declarations. Related party transactions under LKAS 24 are disclosed in Note 29 to the Financial Statements on page 160.	Complied
D.2 RISK MANAGEMENT AND INTERNAL CONTROL			
(79) Maintain a sound system of internal control to safeguard shareholders' investments and Company assets	D.2.1	The Board is responsible for formulating and implementing appropriate and adequate internal control systems. The Board Audit Committee is responsible to the Board for ensuring that the system of internal controls is sufficient and effective.	Complied
(80) Review the need for an Internal Audit function	D.2.2	The Company has established an Internal Audit function carried out by in-house staff and outsourced to T & D Associates, Chartered Accountants.	Complied
D.3 AUDIT COMMITTEE			
(81) Establish arrangements for selecting and applying accounting policies, financial reporting and internal control principles	D.3	The Company has established a Board Audit Committee in keeping with good governance practices. Its principal responsibilities include oversight of financial reporting, internal controls and auditor independence. The Committee obtains assurance over financial-process controls and the integrity of financial reports, monitors the External Auditor's performance, objectivity and independence, and reviews the work of Internal Audit. The Board Audit Committee Report appears on pages 114–115.	Complied
(82) Composition and Terms of Reference of the Board Audit Committee	D.3.1	The Board Audit Committee comprises three Non-Executive Directors, two of whom are Independent. It is chaired by an Independent Non-Executive Director who is a member of a recognized professional accounting body. No Executive Director serves as a Committee member. The CEO/Managing Director, Chief Financial Officer, Internal Auditors and External Auditors attend by invitation when required.	Complied

CORPORATE GOVERNANCE

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(83) Review of the External Audit function and relationship with the External Auditor	D.3.2	The Committee has a key oversight role in relation to the External Auditor, Messrs. Edirisinghe & Company, whose primary relationship is with the Committee. The Auditor Independence Policy safeguards the External Auditor's independence and objectivity. The Committee recommends the appointment or reappointment of the External Auditor and reviews the nature, scope and results of the annual external audit.	Complied
(84) Disclosures regarding the Board Audit Committee	D.3.3	The Annual Report of the Board of Directors on the Affairs of the Company, on pages 105–112, discloses the Audit Committee's composition and includes a statement regarding the External Auditor's independence.	Complied
D.4 RELATED PARTY TRANSACTIONS REVIEW COMMITTEE			
(85) Related Party Transactions	D.4.1	The Company complies with LKAS 24, Related Party Disclosures. Transactions entered into with related parties during the year are disclosed in Note 29 to the Financial Statements on page 160.	Complied
(86) Composition of the Related Party Transactions Review Committee	D.4.2	The Related Party Transactions Review Committee of Samson International PLC comprises Mr. S. M. T. H. Subasinghe - Chairman Mrs. C. I. Malwatte Mr. D. C. J. Rajapaksa.	Complied
(87) Terms of Reference	D.4.3	The Committee has written Terms of Reference setting out its authority and duties. Its report, including duties, activities and meeting attendance, appears on page 117.	Complied
D.5 CODE OF BUSINESS CONDUCT AND ETHICS			
(88) Code of business conduct and ethics for Directors and employees	D.5.1	Codes of Conduct and Ethics are in place for Directors and employees.	Complied
D.6 CORPORATE GOVERNANCE DISCLOSURES			
(89) Disclosure of adherence to Corporate Governance requirements	D.6.1	The Corporate Governance Report on pages 75–95 provides information on the Company's governance practices and compliance with the Code of Best Practice on Corporate Governance jointly issued by the Securities and Exchange Commission of Sri Lanka and the Institute of Chartered Accountants of Sri Lanka.	Complied
E. SHAREHOLDERS – INSTITUTIONAL INVESTORS			
E.1 SHAREHOLDER VOTING			
(90) Encourage voting at the AGM	E.1	The Company has a history of active shareholder participation at General Meetings, and shareholders are encouraged to exercise their voting rights.	Complied

Principle	SEC & CA Sri Lanka Code Reference	Compliance & Implementation	Status
(91) Regular structured dialogue with institutional investors	E.1.1	The Company conducts regular and structured dialogue with shareholders based on a mutual understanding of objectives. The Chairman ensures that material shareholder views arising from such dialogue are communicated to the Board.	Complied
E.2 EVALUATION OF GOVERNANCE DISCLOSURES			
(92) Encourage institutional investors to give due weight to relevant governance arrangements	E.2	Institutional investors are informed of the Company's governance practices through the Annual Report, while new initiatives are highlighted at regular meetings to ensure that appropriate weight is given to good corporate governance.	Complied
F. OTHER INVESTORS			
F.1 INVESTING/DIVESTING DECISION			
(93) Individual shareholders encouraged to conduct their own analysis or seek independent advice	F.1	The Annual Report and quarterly Interim Financial Statements contain sufficient information to enable potential and retail investors to conduct their own analysis and make informed judgments regarding the Company's performance. Shareholders may contact the Company Secretary for further information.	Complied
F.2 SHAREHOLDER VOTING			
(94) Encourage shareholders to participate and vote at the AGM	F.2	The Company encourages retail investors to participate and vote at the AGM and to participate in the Company's affairs by submitting proposals.	Complied
G. INTERNET OF THINGS AND CYBERSECURITY			
(95) Cybersecurity risks relating to sending and receiving information	G.1	A disaster recovery plan supported by appropriate hardware infrastructure has been implemented. All data backups are maintained by Group IT.	Complied
H. ENVIRONMENT, SOCIETY AND GOVERNANCE (ESG)			
(96) Provide sufficient information relating to ESG risks	H.1.1	The Annual Report contains sufficient and relevant ESG information to assess how risks and opportunities are identified, managed, measured and reported on pages 35–74.	Complied

RISK MANAGEMENT

(As per Rule No. 7.6 (vi) of the Listing Rules of the Colombo Stock Exchange)

At Samson International PLC, we recognize that risk is an inherent part of achieving business growth and sustainability. Risks can arise both internally—through employee actions, management decisions, systems or processes—and externally, from market, regulatory, economic, or climate-related changes.

TYPES AND SOURCES OF RISK

We categorize risks based on their nature and origin:

Type	Internal Sources	External Sources
Strategic	R&D decisions, M&A, product launches	Industry changes, competition, customer behavior, regulation
Financial	Liquidity, cash flow	Interest and exchange rates, credit conditions
Operational	IT systems, internal controls, supply chain	Regulatory compliance, third-party dependencies
Hazard	Employee actions, property risks	Natural disasters, supplier risks, legal contracts
Climate	Lack of adaptation plans	Extreme weather events and related physical risks

The Company adopts a structured and proactive approach to managing risk, ensuring timely identification, evaluation, mitigation, and monitoring of risks across all key areas of operations and strategy.

RISK MANAGEMENT FRAMEWORK

The risk management process involves:

Risk Identification

Through internal assessments, SWOT/PEST analysis, and expert guidance.

Risk Assessment

Risks are categorized and prioritized based on impact and likelihood.

Risk Mitigation

Action plans are developed based on avoidance, reduction, transfer, or acceptance strategies.

Risk Monitoring & Reporting

Continuous review by the Board, Audit Committee and Senior Management using KPIs, management reports and internal audit findings.

RISK GOVERNANCE

Risk oversight at Samson International PLC is embedded in the Company's corporate governance framework. The Audit Committee, appointed by the Board, oversees the Company's risk management systems, reviewing risk exposures, and monitoring the effectiveness of mitigation strategies.

The governance structure includes:

- **Board of Directors:** Holds overall accountability for setting the Company's risk appetite and ensuring risk oversight is integrated into strategic decision-making.
- **Audit Committee:** Provides risk oversight, reviews quarterly risk and control reports, and ensures that risk mitigation is aligned with organizational goals.
- **Senior Management:** Identifies, assesses, and manages risks within their functional areas and reports exposures to the Audit Committee.
- **Internal and External Audit Functions:** Provide independent assurance over the effectiveness of risk management and internal controls. (Further details under Internal Controls.)

This governance model ensures that risk is addressed systematically, with clear accountability at every level.

The Risk Management Table below explains the Risk identification, Risk assessment and Risk management under five risk categories.

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
Macroeconomic Risk				
1) Market Specific Characteristics Risk	The Company is exposed to demand fluctuations in key export markets, particularly Europe, where economic conditions, energy cost pressures, inflation and customer inventory movements may affect demand for export rubber products. Further, as a significant portion of revenue and operating profit is generated during the third financial quarter, any adverse movement in demand, order timing or production continuity during this peak period could materially impact full-year results.	• Continue product development and market development initiatives to reduce dependency on limited markets and customers. • Closely monitor export order trends, customer forecasts, European market conditions and inventory movements. • Align financial planning, manpower planning and production planning with expected peak-season demand. • Maintain appropriate attendance and productivity incentives during peak periods to support capacity fulfilment. • Maintain buffer stocks of selected raw materials and finished goods, where commercially justified, to improve delivery reliability during peak demand periods. • Strengthen customer communication and production scheduling to respond quickly to changes in demand.	Medium	High
2) Foreign Exchange Rate Risk	Depreciation of the rupee value and exchange losses on conversion in relation to export proceeds, import payments and foreign currency debt transactions.	• Exchange rate movements are taken into consideration before conversion and pricing. • Monitoring exchange rate movements and adopting appropriate measures to manage foreign currency exposure. • Continuous evaluation of the impact of Central Bank regulations.	High	High
3) Socioeconomic Risks	Sri Lanka's socioeconomic and political environment has an impact on local PVC and rubber sales.	• Management reviews prices in comparison to inflation and negotiates with suppliers for lower prices and credit terms.	Medium	High

RISK MANAGEMENT

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
Competitor and Market Risk				
4) Risk of Competition	Risk of losing market share and sales growth to Chinese low-quality products and other substitute products.	• Ensuring high standards of quality in the eyes of the customer and branding all products. • Participating in local and overseas trade fairs to attract new customers. • Identifying products in the decline stage of the product life cycle and taking corrective action. • Sourcing new markets and developing new products. • Making necessary investments to upgrade facilities. • Preparing the corporate plan every three years and monitoring it closely. • Increasing productivity and efficiency to ensure prices remain competitive. • Carrying out Research and Development activities to identify customer needs. • Providing various value-added services for key customers. • Exporting PVC-related products where there is high demand, e.g., PVC hose.	High	High
5) Technological Risk	Risk of low productivity and high maintenance costs compared to products manufactured by competitors.	• Frequent visits to overseas exhibitions and continuous investment in modern machinery. • Continuous competitor analysis is carried out. • Investing in Research and Development activities throughout the year. • Investing in ERP systems, hardware and in-house software development.	Medium	Medium
6) Reputation Risk	Adverse impact on the corporate image and brand which is likely to diminish shareholder value. This may ultimately lead to a decline in market share and customer base.	• Maintaining the highest ethical standards at all times in all business activities and including compliance audits as part of the internal audit scope. • Proper adherence to statutory, health and safety concerns by obtaining appropriate quality certification standards. • Continuous review of customer comments in order to exceed customer expectations and ensure quality standards are adhered to and improved upon. • The Company plays a corporate citizen role through CSR initiatives.	Low	Low

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
7) Product Risk	Products could turn out to be defective or inappropriate for the market in terms of price, functionality or perceived value. They may also be rendered obsolete. In such instances, the Company is exposed to market risks arising from consumer dissatisfaction and consequent rejection of its products.	• The Company's plant and machinery are rigorously maintained and upgraded whenever necessary. • Established quality control measures as well as product testing through sampling are performed on all product lines. • The in-house Quality Surveillance Unit tests samples of new products or components from external suppliers before order placement.	Low	Low
Operational Risk				
8) Process Risk	Internal process failures, shortage of foreign currency, fraud, pilferage and breakdown of internal controls.	• The Company procures materials, goods and services from approved suppliers. • Internal audit is outsourced to a reputed audit firm to review and report on the adequacy of financial and operational controls to the Audit Committee. • Systems and procedures are in place to ensure compliance with internal controls, which are monitored and reviewed for continued efficiency and effectiveness. • Focused and structured training is provided to staff at all levels to Familiarize themselves with processes and procedures. • Steps are taken to increase export sales.	Medium	Medium
9) Supply Chain Risk	Risk of non-availability of raw materials and excessive prices.	• Establishing relationships with many global and local suppliers for raw materials and commodities in order to reduce over-dependency on a single supplier or brand. • Storing raw materials when prices are low and entering into forward contracts for raw material purchases. • Consuming energy in the most efficient way. • Re-order levels and economic order quantities are established.	Medium	Medium

RISK MANAGEMENT

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
10) Inventory Risk	Risk of having non-moving stock.	• Identifying slow-moving stocks and selling them in different markets.	Medium	Medium
11) People Risk	Risk of losing skilled and trained human capital.	• Providing focused and structured training to staff at all levels to aid personal and professional development. • Establishing career development programs and succession plans in order to retain and motivate employees. • Maintaining good relationships with employees through regular dialogue. • Giving top priority to the automation of manual work.	Medium	Medium
12) Fraud, Compliance and Internal Controls Risk	As the business grows in size and geographical scope, the potential for fraud and dishonest activity by suppliers, customers and employees increases.	• Clear behavioral guidance is given to employees through operational manuals. • Appropriate procedures and controls are set out and audited across the business to reduce fraud risks. Internal Audit and External Audit undertake detailed investigations into business areas and report their findings to the Audit Committee. • Regular updating and introduction of relevant policies and procedures. • Whistleblowing Policy. • Periodical review of internal controls by outsourced consultants.	Low	Low
13) Asset Risk	Risks associated with the physical assets of the Company include destruction, loss or theft as well as technical and other defects.	• All such assets are insured against identifiable risks. • The relevant insurance policies are subject to a comprehensive annual review, with modifications made as deemed necessary. • Procedures to control technical and other defects include purchasing from reputable suppliers who comply with acceptable standards on product and service quality and active standards-based quality assurance at all manufacturing facilities. • Provisioning is made against obsolete inventory, warranty claims and doubtful debtors.	Low	Low

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
14) Governance Risk	Risk of non-compliance with changes in the legal and regulatory environment, taxation, labour and other laws, which may result in judicial actions.	• Creating awareness of statutory obligations at all levels. • Seeking advice from external consultants on all matters relating to litigation and contracts. • Product liability insurance is taken for hot water bottles. • Maintaining a central record room to keep important documents for 10 years. • Continuous dialogue with statutory bodies to meet updated reporting requirements.	Low	Low
15) Pandemic and Public Health Risk	A pandemic or public health emergency may adversely impact sales, raw material purchases, employee attendance, production continuity and cash flows.	• Strictly following guidelines issued by health authorities. • Educating workers on virus-related impacts. • Maintaining buffer stocks for both raw materials and finished goods.	High	High
Financial Risk				
16) Credit Risk	Risk arising due to default of payment. Higher credit risk may adversely impact both liquidity and profitability.	• Following stringent assessment procedures to ensure the creditworthiness of customers prior to granting credit. • Credit is allowed only for approved customers, which is reviewed annually. • Obtaining bank guarantees, deposits, post-dated cheques from local debtors and insurance cover for export debtors whenever there is doubt about recovery. • Closely monitoring debtor balances and laying down action plans accordingly.	Medium	Medium
17) Interest Rate and Finance Risk	Inability to satisfy debt repayments and obtain the best interest rates.	• Maintaining adequate facilities for obtaining loans and borrowings in foreign currency to reduce finance charges. • Funding long-term assets through equity and long-term loans. • Maintaining adequate short-term borrowing facilities at all times. • Maintaining an average gearing level.	Low	Low

RISK MANAGEMENT

Risk Identification	Risk Assessment	Risk Management	Risk Ranking as at 31 March 2026	Risk Ranking as at 31 March 2025
18) Investment Risk	New projects and capital expenditure involve risks and uncertainties in terms of delays and cost overruns. Failure of major projects will affect profitability, capital structure and reputation.	• Conducting PESTEL analysis and feasibility studies before initiating projects. • Board approval should be obtained for all investments. • Post-investment evaluation is carried out for each investment.	Low	Low
19) Liquidity Risk	Inadequate liquidity can have an adverse impact on ongoing operations, marketing and investment in new products and brands.	• The liquidity position of the Company is regularly reviewed and reported to the Board. • Projected net borrowings are covered by committed banking facilities and a healthy industry-related gearing ratio is maintained. • The Company's good relationships and facilities with many banks and other sources of finance ensure reliable access to funds.	Medium	Medium
Other Risk				
20) Information Systems Risk	Risk associated with data security, hardware, communication and software.	• Data backups are stored in off-site locations. • Maintaining spare servers. • Vendor agreements are in place for support services and regular maintenance.	Low	Low
21) Caveat Risk	Although the key sources of risk and their mitigation have been discussed in this document, no assurance can be given that the Company is fully protected against all possible risks. The best that can be achieved is reasonable management of risks through a sound operational framework that identifies, evaluates and mitigates negative impacts in a timely manner at multiple levels.	• The Company is confident that all material risk factors have been adequately assessed and managed to ensure the uninterrupted and profitable continuance of the business.	Low	Low
22) Fire, Natural Disaster and Climate-Related Risk	Fire, natural disasters and climate-related events may disrupt or suspend operations.	• Obtaining comprehensive insurance cover for fire and natural disasters. • Fire safety drills and training are conducted to minimize fire occurrence. • The Company is equipped with firefighting equipment at all strategic locations in the factory.	Low	Low

INTERNAL CONTROLS

The Company maintains a comprehensive internal control system designed to safeguard assets, ensure compliance with regulations, and support accurate financial reporting.

Key features include:

- **Internal Audit:** Conducted by Messrs. T & D Associates, Chartered Accountants, who operate independently and report directly to the Audit Committee. Their audits assess the adequacy and effectiveness of internal controls across business functions.

- **Audit Committee Oversight:** Reviews audit findings, risk reports, and management responses on a quarterly basis. Recommends control enhancements where needed.

- **External Audit:** Performed by Messrs. Edirisinghe & Co., Chartered Accountants. The Company adheres to best practices by rotating the audit partner periodically to maintain auditor independence and objectivity.

- **Management Reviews and Staff Training:** Internal controls are reviewed regularly by functional heads, and staff are trained on compliance, operational procedures, and internal policies.

This system provides multiple layers of assurance and supports the Company's ability to respond to risk proactively.

RISK CULTURE AND OUTLOOK

Samson International PLC fosters a culture where risk awareness is embedded into everyday decision-making. Employees at all levels are encouraged to raise concerns, identify potential exposures, and participate in mitigation planning.

The Company believes that strong risk culture enhances performance and resilience. This is achieved through:

- Open communication and regular cross-functional discussions

- Employee engagement in risk identification and solution development

- Integration of risk considerations into strategic planning, budgeting, and operations

This cultural foundation is reinforced by the governance and audit mechanisms described in the Risk Governance and Internal Controls sections. By staying informed, responsive, and accountable, the Company is well-positioned to navigate uncertainty while delivering sustainable value to shareholders and stakeholders.

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING

The Board of Directors is responsible for the preparation and presentation of the financial statements of the Company in accordance with the provisions of the Companies Act No. 07 of 2007 of Sri Lanka and Sri Lanka Accounting Standards (SLFRS/LKAS), so as to give a true and fair view of the financial position of the Company as at the reporting date and of its financial performance and cash flows for the period then ended.

In preparing these financial statements, the Directors are required to ensure that:

- Appropriate accounting policies have been selected and applied consistently
- Reasonable and prudent judgments and estimates have been made.
- All applicable Sri Lanka Accounting Standards have been followed and any material departures have been disclosed and explained.
- The financial statements have been prepared on a going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for maintaining proper accounting records which disclose with reasonable accuracy the financial position of the Company and enable them to ensure that the financial statements comply with the requirements of the Companies Act No. 07 of 2007.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

The Board of Directors confirms that the Company has complied with the above requirements in preparing the financial statements for the year ended 31st March 2026.

By order of the Board

Samson International PLC

P W Corporate Secretarial (Pvt) Ltd

Secretaries

12 August 2026

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors of Samson International PLC is pleased to present to the shareholders its Annual Report on the affairs of the Company, together with the audited Financial Statements for the year ended 31 March 2026. These Financial Statements were approved by the Board at its meeting held on 12 August 2026.

This Report provides the information as required by the Companies Act No. 07 of 2007, the Listing Rules of the Colombo Stock Exchange, and recommended best practices on Corporate Governance.

GENERAL

Samson International PLC was incorporated as a limited liability company under the name Samson International (Private) Limited on 14 October 1988 in terms of the Companies Act, No. 17 of 1982. The Company was converted into a public limited liability company and changed its name to Samson International Limited on 24 July 1992. Thereafter, the ordinary shares of the Company were listed on the Main Board of the Colombo Stock Exchange on 22 March 1993.

The Company was re-registered under the Companies Act, No. 7 of 2007 on 3 September 2008 and, accordingly, changed its name to Samson International PLC under Registration No. PQ 192.

The registered office of the Company is located at Akuressa Road, Bogahagoda.

THE VISION, VALUES, AND CORPORATE CONDUCT

The Company conducts its business activities in accordance with the highest standards of ethics and integrity in pursuing its vision and achieving its strategic objectives.

THE PRINCIPAL ACTIVITIES OF THE COMPANY

The principal activity of the Company is to manufacture rubber and PVC-based products for the international and local markets.

ACCOUNTING POLICIES

A summary of the significant accounting policies adopted in the preparation of the Financial Statements is given on page 128 of this report as required by Section 168 (1) (d) of the Companies Act No. 7 of 2007. The policies adopted are consistent with those adopted in the previous financial year.

REVIEW OF THE YEAR

The Chairperson's review and the Managing Director's operational review together with the Financial Statements highlight the Company's performance during the period under review and the state of affairs as of 31 March 2026.

FINANCIAL STATEMENTS OF THE COMPANY

The Financial Statements of the Company have been prepared in accordance with the Sri Lanka Accounting Standards, comprising Sri Lanka Financial Reporting Standards (SLFRSs) and Sri Lanka Accounting Standards (LKASs) issued by the Institute of Chartered Accountants of Sri Lanka. The Financial Statements also comply with the requirements of the Companies Act, No. 7 of 2007 and the Listing Rules of the Colombo Stock Exchange.

The Financial Statements, duly certified by the Chief Financial Officer and signed by two Directors on behalf of the Board, are set out on pages 124–127 of this Annual Report and form an integral part of the Annual Report of the Board of Directors.

TURNOVER

The Company's turnover for the year under review increased to Rs. 3,125 million, compared to Rs. 2,215 million in the previous financial year, representing a significant year-on-year growth. The turnover by business segment is set out below.

Turnover by segment:

Rs in 000

Segment	2025/26	2024/25 (Restated)
Rubber-related items	**2,280,076**	1,445,308
PVC-related items	**845,190**	770,146
Total	**3,125,266**	2,215,454

REPORT OF THE BOARD OF DIRECTORS

Profits:

Rs in 000

	2025/26	2024/25
Profit for the year (before tax)	**287,960**	(295,769)
(after payment of all expenses, making provision for known liabilities and depreciation on property, plant and equipment)		
Income tax income/(expense)	**101,755**	(4,717)
Profit after tax	**389,715**	(300,487)
Actuarial gain/(loss) on Post-Employment Benefit Liability	**(10,579)**	6,894
Deferred tax on Actuarial gain / (loss)	**3,174**	(2,068)
Total Comprehensive income	**382,310**	(295,661)

Retained Earnings:

Rs in 000

	2025/26	2024/25	2023/24
Balance brought forward	**57,782**	353,443	681,779
Profit for the year	**389,715**	(300,487)	(294,587)
Surcharge tax 2020/21	**-**	-	(26,419)
Other Comprehensive income	**(7,405)**	4,826	1,134
Final dividend	**-**	-	(8,465)
Balance carried forward	**440,092**	57,782	353,443

SEGMENT REPORTING

The segment-wise revenue and results of the Company are disclosed in Note 30 to the Financial Statements on page 163 of this Annual Report.

TAXATION

In terms of the provisions of the Inland Revenue Act, No. 24 of 2017, taxable profits derived from export sales, local sales and other income were subject to income tax at the rate of 30%.

INVESTMENTS IN PROPERTY, PLANT & EQUIPMENT

During the year 2025/26, the Company invested Rs. 35.2 Mn (2024/25 -Rs.55.7 Mn) in property, plant & equipment. The information relating to the movement in Property, plant & equipment is given in Note 13 to the Financial Statements on page 148.

STATED CAPITAL & RESERVES

Stated Capital

The movement of the stated capital is as follows:

	2025/26	2024/25
Stated capital- Rs. '000	**109,600**	109,600
No. of Ordinary shares	**4,232,771**	4,232,771

Details of the stated capital of the Company are set out in Note 22 to the Financial Statements on page 155 of this Annual Report. The rights and obligations attaching to the ordinary shares are governed by the Articles of Association of the Company. A copy of the Articles of Association may be obtained from the Company Secretaries upon request.

Dividends

The Board of Directors approved a final dividend of Rs. 2.00 per ordinary share for the financial year ended 31 March 2026, amounting to Rs. 8,465,542, on 27 May 2026. The dividend was paid on 25 June 2026, following confirmation that the Company satisfied the solvency requirements prescribed under the Companies Act, No. 7 of 2007.

Reserves

The Company's reserves as at 31 March 2026 were as follows:

Rs in 000

	2025/26	2024/25
General reserves	**110,000**	110,000
Revenue reserves	**440,092**	57,782
Total reserves	**550,092**	167,782

DIRECTORATE

The names of the Directors who held office at the end of the financial year are given below and their brief profiles appear on pages 23–25.

Executive Directors

Mr. D. D. A. Rajapaksa (Managing Director)

Mr. D. G. P. S. Abeygunawardana

Non-Executive Directors

Mr. D. C. J. Rajapaksa

Mr. D. N. S. Rajapaksa

Independent Non-Executive Directors

Mrs. C. I. Malwatte (Chairperson)

Mr. S.M.T.H. Subasinghe

Changes in the directorate

Mr. D. G. P. S. Abeygunawardana resigned from the Board of Directors with effect from 31 May 2026.

Retirement by Rotation and Re-Election of Directors

Mr. D. N. S. Rajapaksa and Mr. S. M. T. H. Subasinghe retire by rotation in terms of Articles 88 and 89 of the Articles of Association of the Company and, being eligible, offer themselves for re-election.

Appointment of Directors who are over 70 years of age

Mrs. C. I. Malwatte, who reached the age of 71 years on 5th July 2026, vacates office at the conclusion of the Annual General Meeting in terms of Section 210(2)(a) of the Companies Act, No.7 of 2007 and is recommended by the Board, for re-appointment as a Director under Section 211 of the Companies Act, specially declaring that the age limit stipulated in Section 210 of the Companies Act shall not apply to the said Director.

Further, in accordance with Rule 9.8.3(ix) of the Listing Rules of the Colombo Stock Exchange, the Nominations and Governance Committee reviewed the credentials of Mrs. C. I. Malwatte, who attained the age of 71 years on 5 July 2026. Having considered her continued independence, extensive experience and valuable contribution to the Board, the Committee recommended to the Board that she continue to be designated as an Independent Non-Executive Director, notwithstanding that she had attained the age of 70 years.

The Board of Directors endorsed the recommendation of the Nominations and Governance Committee and resolved that Mrs. C. I. Malwatte continue to serve as an Independent Non-Executive Director, subject to shareholder approval at the forthcoming Annual General Meeting.

In line with the requirements of Section 9.8.3 (ix)(c) of the Listing Rules, the recommendation of the Nominations and Governance Committee, along with the justification and rationale, and the confirmation by the Board of Directors, will be submitted for approval by way of a resolution to be passed with the affirmative votes of the majority of the Company's public shareholders voting in person or by proxy at the forthcoming Annual General Meeting.

DIRECTORS RESPONSIBILITIES FOR FINANCIAL REPORTING

The Directors are responsible for the preparation of the Financial Statements of the Company, which reflect a true and fair view of the state of affairs.

The Directors are of the view that the Statement of Financial Position, Statement of Profit or Loss, Statement of Changes in Equity, Cash Flow Statement and Notes to Financial Statements appearing on pages 124–165 have been prepared in conformity with the requirements of the Sri Lanka Accounting Standards, Companies Act, No. 7 of 2007, Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995 and the amendments thereto and the Listing Rules of the Colombo Stock Exchange.

The Statement of Directors' Responsibilities for Financial Reporting is given on page 104.

FIT AND PROPER ASSESSMENT OF DIRECTORS

In terms of Rule 9.7.4 of the Listing Rules of the Colombo Stock Exchange, declarations were obtained from the Directors who confirmed that they have continuously satisfied the Fit and Proper Assessment Criteria set out in the Listing Rules during the Financial Year under review and as at the date of such Declarations. These Declarations were placed before the Nominations and Governance Committee, and upon review by the Nominations and Governance Committee, where no member participated in decisions relating to his/her continuation, were then presented to the Board.

The Board determined that all Directors satisfy the fit and proper assessment criteria stipulated in the Listing Rules and qualify to continue as Directors in their respective capacities, subject to those who retire by rotation and over 70 years of age being re-elected by the shareholders at the forthcoming Annual General Meeting.

INDEPENDENCE OF DIRECTORS

The Board, having considered the Declarations submitted by the Independent Directors confirming their independence against the criteria specified in the Listing Rules, together with such other information available to the Board that could reasonably be considered to have a bearing on their independence, determined that the two (2) Independent Directors, namely Mrs. C. I. Malwatte and Mr. S.M.T.H. Subasinghe, are independent in terms of the Listing Rules. In the case of Mrs. C. I. Malwatte, notwithstanding that she has attained the age of 70 years, the Board, having considered the recommendation of the Nominations and Governance Committee and being satisfied that she continues to exercise independent judgement, has recommended her continuation as an Independent Director. An ordinary resolution seeking shareholder approval for her continuation

REPORT OF THE BOARD OF DIRECTORS

as an Independent Director will be proposed at the forthcoming Annual General Meeting, in accordance with the requirements of the Listing Rules.

Additional disclosures pertaining to Directors

(i) **Material Interests in Contracts involving the Company**

The Directors have declared all material interests in contracts involving the Company in terms of the Companies Act and the Articles of the Association of the Company and have acted as prescribed therein, and where relevant have refrained from voting on matters in which they were materially interested.

(ii) **Material Business Relationships with each other**

None of the Directors or close family members have any material business relationships with the other Directors of the Company.

(iii) **Other Directorships held by the Directors**

Other Directorships held by Directors are disclosed on pages 23–25.

(iv) **Review of Internal Controls**

The Directors have, through the Audit Committee, conducted a review of the Internal controls covering financial, operational and compliance control and risk management and thereby obtained reasonable assurance of their effectiveness and successful adherence therewith.

(v) **Applicable Laws, Rules and Regulations**

The Directors have made arrangements to make themselves aware of applicable laws, rules and regulations and are aware of the changes, particularly to Listing Rules and applicable capital market provisions.

BOARD MEETINGS

Four (4) Board Meetings of the Company were held during the year under review and the Directors' attendance at those Meetings is set out on page 77 under Corporate Governance.

DIRECTORS' INTEREST IN SHARES

Directors' holdings of ordinary shares in the Company are given below:

	No of Shares as at	No of Shares as at
	31.03.2026	31.03.2025
Mr. D. G. P. S. Abeygunawardana	**110**	110
Mr. D. D. A. Rajapaksa	**Nil**	Nil
Mr. D. C. J. Rajapaksa	**Nil**	Nil
Mrs. C. I. Malwatte	**Nil**	Nil
Mr. D. N. S. Rajapaksa	**8,297**	8,297
Mr. S.M.T.H. Subasinghe	**Nil**	Nil
Total	**8,407**	8,407

The Directors of the Company who have relevant interests in the shares of the Company have disclosed their shareholdings in compliance with Section 200 of the Companies Act.

DIRECTORS' REMUNERATION AND OTHER BENEFITS

The details of the remuneration and other benefits of the Directors in respect of the Company for the financial year ended 31 March 2026 are disclosed in Note 8.1 to the Financial Statements on page 144 of this Annual Report, in accordance with Section 168(1)(f) of the Companies Act, No. 7 of 2007.

The total remuneration paid to the Directors for the financial year 2025/26 amounted to Rs. 45,032,472/-, compared to Rs. 91,195,211/- in the previous financial year.

DIRECTORS' INTERESTS IN CONTRACTS OR PROPOSED CONTRACTS AND INTERESTS REGISTER

The Company maintains an Interests Register in terms of the Companies Act No. 07 of 2007, which is deemed to form part and parcel of this Annual Report and is available for inspection upon request.

All related party transactions which encompasses the transactions of Directors who were directly or indirectly interested in a contract or a related party transaction with the Company during the accounting period are recorded in the Interests Register in due compliance with the provisions of the Companies Act.

The Directors declare that all material interests in contracts involving the Company have been disclosed to the Board and whenever any Director was materially interested in a contract or a proposed contract with the Company, they have refrained from voting on such contracts. It is further declared that during the year under review, the Company did not enter into any contracts in which any Director was materially interested.

Details of related-party transactions and Directors' interests are disclosed in Note 29 to the Financial Statements.

BOARD COMMITTEES

The Board while assuming the overall responsibility and accountability in the management of the Company has also appointed Board Committees to ensure oversight and control over certain affairs of the Company, conforming to the corporate governance code and adopting the best practices. Accordingly, the following Committees have been constituted by the Board:

Nominations & Governance Committee

1. Mr. S.M.T.H. Subasinghe – Chairman (Independent Non-Executive Director)
2. Mrs. C. I. Malwatta – Member (Independent Non-Executive Director)
3. Mr. D.C.J. Rajapaksa – Member (Non-Executive Director)

The Report of the Nominations and Governance Committee is set out on page 113 of this Annual Report.

Audit Committee

1. Mr. S.M.T.H. Subasinghe - Chairman (Independent Non-Executive Director)
2. Mrs. C. I. Malwatte – Member (Independent, Non-Executive Director)
3. Mr. D. C. J. Rajapaksa – Member (Non-Executive Director)

The Report of the Audit Committee is set out on pages 114–115 of this Annual Report.

Remuneration Committee

1. Mr. S.M.T.H. Subasinghe - Chairman (Independent Non-Executive Director)
2. Mrs. C. I. Malwatte – Member (Independent Non-Executive Director)
3. Mr. D. C. J. Rajapaksa – Member (Non-Executive Director)

The Report of the Remuneration Committee is set out on page 116 of this Annual Report

Related Party Transactions Review Committee

1. Mr. S.M.T.H. Subasinghe - Chairman (Independent, Non-Executive Director)
2. Mrs. C. I. Malwatte – Member (Independent, Non-Executive Director)
3. Mr. D. C. J. Rajapaksa – Member (Non-Executive Director)

The Report of the Related Party Transactions Review Committee is set out on page 117 of this Annual Report.

Declaration under the Listing Rules, on Related Party Transactions

The Directors declare that the Company is in compliance with the Listing Rules of the Colombo Stock Exchange pertaining to Related Party Transactions during the Financial Year ended 31 March 2026.

EMPLOYMENT POLICIES

The Company continues to invest in human resource development and implements effective practices to develop and build an efficient and effective workforce to ensure optimum contribution toward the achievement of its corporate goals. The Company's employment policies are based on recruiting the best people, providing them training to enhance their skills, and recognition of the innate skills and competencies of each individual while offering equal career opportunities regardless of gender, race or religion and retaining them with the Company as long as possible. The number of persons employed by the company as at the year- end was 494 (last year 460).

MATERIAL ISSUES PERTAINING TO EMPLOYEES AND INDUSTRIAL RELATIONS PERTAINING TO THE COMPANY

No material issues relating to employees or industrial relations arose during the year under review that required disclosure in terms of Rule 7.6(vii) of the Listing Rules of the Colombo Stock Exchange.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board of Directors is responsible for maintaining an effective system of risk management and internal controls to safeguard the assets of the Company, ensure the reliability and integrity of financial reporting, maintain proper accounting records, promote operational efficiency, and prevent and detect fraud and other irregularities. The Company's risk management framework, including its exposure to financial risks such as finance and interest rate risks and the measures adopted to manage such risks, is discussed in detail under the Risk Management section on page 96 of this Annual Report.

Monthly Management Accounts, together with key performance indicators, are prepared and reviewed to provide Management and the Board with timely, reliable, and relevant financial and operational information. The effectiveness of the internal control framework is regularly evaluated by the Internal Auditors, who report their findings to the Audit Committee. The Audit Committee reviews the reports, policies, and procedures relating to the Company's internal control environment and monitors the implementation of recommendations. Significant matters identified by the Audit Committee are reported to the Board for consideration. The Statement of Directors' Responsibility for Financial Reporting is set out on page 104 of this Annual Report.

REPORT OF THE BOARD OF DIRECTORS

CORPORATE GOVERNANCE

The Board of Directors confirms that the Company has complied with the Corporate Governance Rules set out in Section 9 of the Listing Rules of the Colombo Stock Exchange during the year under review.

The Company is committed to maintaining the highest standards of corporate governance, ethical conduct, and business integrity. The Board is responsible for providing strategic direction, formulating and approving policies, and overseeing the management of the Company's affairs in a manner that promotes transparency, accountability, and the creation of sustainable long-term value for shareholders and other stakeholders.

The Company has established an appropriate governance framework to ensure effective oversight, sound risk management, and compliance with applicable laws, regulations, and best practices.

The Corporate Governance Statement on pages 75–95 of this Annual Report provides details of the Company's corporate governance framework, the governance practices adopted during the year under review, and the measures implemented to ensure compliance with the requirements of the Listing Rules of the Colombo Stock Exchange.

Policies in terms of Rule 9.2 of the Listing Rules

In compliance with Rule 9.2.1 of the Listing Rules of the Colombo Stock Exchange, the Company has established, adopted, and published on its website (www.samsonint.com) the policies required under the Listing Rules. These policies are designed to promote sound corporate governance, ethical business conduct, transparency, accountability, and compliance with applicable legal and regulatory requirements.

a) Policy on the matters relating to the Board of Directors
b) Policy on Board Committees
c) Policy on Corporate Governance, Nominations and Re-election
d) Policy on Remuneration
e) Policy on Internal Code of Business conduct and Ethics for all Directors and employees, including policies on trading in the Entity's listed securities
f) Policy on Risk Management and Internal Controls
g) Policy on Relations with Shareholders and Investors
h) Policy on Environmental, Social and Governance Sustainability
i) Policy on Control and Management of Company Assets and Shareholder Investments
j) Policy on Corporate Disclosures
k) Policy on Whistleblowing
l) Policy on Anti-Bribery and Corruption

Policy on Relations with Shareholders and Investors

The Company is committed to maintaining effective communication and fostering constructive relationships with its shareholders and investors through timely, transparent, and accurate dissemination of information. The Company has established appropriate mechanisms to facilitate effective engagement with shareholders and investors and to ensure that they have access to relevant information and appropriate channels of communication with the Company.

In accordance with Rule 9.4.2 of the Listing Rules of the Colombo Stock Exchange, P W Corporate Secretarial (Pvt) Ltd, Company Secretaries, has been designated as the contact person responsible for shareholder and investor relations and may be contacted for matters relating to shareholder communications and engagement.

Policy on Matters Relating to the Board of Directors

The Company has adopted and implemented a Policy on Matters Relating to the Board of Directors in accordance with the requirements of Rule 9.5.1 of the Listing Rules of the Colombo Stock Exchange. The Board confirms that the Company has complied with the requirements of the Policy throughout the year under review.

DONATIONS

The total amount of donations made by the Company during the financial year 2025/26 amounted to Rs. 180,500 (2024/25 – Rs. 265,300). No donations were made for political purposes during the year under review.

MAJOR TRANSACTIONS

There were no transactions entered into by the Company during the year under review that constituted Major Transactions within the meaning of Section 185 of the Companies Act, No. 7 of 2007. As at 31 March 2026, the total assets of the Company amounted to Rs. 1.99 billion, of which 50% was Rs. 996 million. Accordingly, the Company did not acquire assets or incur liabilities exceeding Rs. 996 million during the year under review.

SHARE INFORMATION

Distribution Schedule of Shareholding

Information relating to the distribution and analysis of shareholdings, together with the percentage holdings of shareholders, is provided on pages 166 to 168 under Investor Information in this Annual Report..

Earnings, Dividends, Net Assets and Market Value of Shares

The information pertaining to earnings per share, dividend per share, net assets per share and market value per share is given in the financial highlights on page 10 of this Annual Report.

Major Shareholders

The names of the twenty (20) largest shareholders of the Company, together with their respective shareholdings and percentage holdings as at 31 March 2026, are set out on page 168 of this Annual Report.

Public holding of shares in the Company

As at 31 March 2026, the public held 43.95% (in 2024/25-43.94%) of the shares of the Company.

STATUTORY PAYMENTS

The Directors, to the best of their knowledge and belief, are satisfied that all statutory payments due to the government, other regulatory institutions, and in relation to employees have been made within the stipulated period and have been accounted for during the financial year.

COMPLIANCE WITH LAWS AND REGULATIONS

To the best of the knowledge and belief of the Directors, the Company has not engaged in any activities contravening the laws and regulations of the country.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

As a responsible corporate body, the Company has taken all necessary steps and precautions to minimize any adverse impact of the Company's activities on the environment. When introducing new businesses, products, methods, and machines, maximum care is taken to ensure that these conform to accepted environmental and safety regulations and standards. The Directors, to the best of their knowledge and belief, are satisfied that the Company has not engaged in any activities which have caused adverse effects on the environment and it has complied with the relevant environmental regulations.

AUDITOR'S REPORT

The Company's external auditor, Messrs Edirisinghe & Company, performed the audit on the Financial Statements for the year ended 31 March 2026. The Auditor's Report on the Financial Statements is given on page 120 of this Report as required by Section 168 (1) (c) of the Companies Act.

INDEPENDENT AUDITORS

Based on the declaration provided by Messrs. Edirisinghe & Company, Chartered Accountants, and to the best of the Directors' knowledge, the Auditors do not have any relationship with, or interest in, the Company that could reasonably be considered to impair their independence, in accordance with the Code of Professional Conduct and Ethics issued by the Institute of Chartered Accountants of Sri Lanka.

The audit fees paid to the external auditors for the financial year 2025/26 amounted to Rs. 694,500/- (2024/25 – Rs. 631,500/-).

The retiring Auditors, Messrs. Edirisinghe & Company, Chartered Accountants, have expressed their willingness to continue in office. A resolution for their re-appointment as Auditors of the Company and to authorize the Board of Directors to determine their remuneration will be proposed at the forthcoming Annual General Meeting in accordance with the provisions of the Companies Act, No. 7 of 2007.

OUTSTANDING LITIGATION

In the opinion of the Directors, having consulted the Company's legal advisers, there were no material litigation or legal proceedings pending against the Company as at 31 March 2026 that would have a material adverse effect on the financial position, reported financial results, or future operations of the Company.

POST-REPORTING-DATE EVENTS

Other than the final dividend of Rs. 2.00 per share, which was approved by the Board of Directors on 27 May 2026 and paid on 25 June 2026, there were no material events occurring after the reporting date that required adjustment to, or disclosure in, the Financial Statements in accordance with the applicable financial reporting standards.

GOING CONCERN

The Board of Directors has reviewed the Company's business plans, budgets, and financial forecasts and, having considered the Company's financial position, cash flows, operating performance, and other relevant factors, is satisfied that the Company has adequate resources to continue its operations for the foreseeable future.

Accordingly, the Directors have adopted the going concern basis in the preparation of the Financial Statements, as they have a reasonable expectation that the Company will continue in operational existence and be able to realize its assets and discharge its liabilities in the normal course of business for the foreseeable future.

SPECIAL BUSINESS TO BE TRANSACTED AT THE ANNUAL GENERAL MEETING

The "Special Business" set out as Item 2 of the Notice of the Annual General Meeting relates to the recommendation of the Board of Directors for the continuation of Mrs C. I. Malwatte as an Independent Non-Executive Director, notwithstanding that she attained the age of 71 years on 5 July 2026. The recommendation, together with the justification and rationale provided by the Nominations and Governance Committee and endorsed by the Board of Directors, is being submitted to the shareholders for approval by way of an ordinary resolution, requiring the affirmative votes

REPORT OF THE BOARD OF DIRECTORS

of a majority of the public shareholders voting in person or by proxy.

34TH ANNUAL GENERAL MEETING

The 34th Annual General Meeting of the Company will be held by electronic means on Wednesday, 30th September 2026 at 3.00 p.m centered at the Board Room of DSI Samson Group (PVT) Ltd, No. 110, Kumaran Ratnam Road, Colombo 02.

The Notice of the Annual General Meeting appears on page 173.

ACKNOWLEDGEMENT

The Board of Directors has approved the Audited Financial Statements together with the Annual Report of the Board of Directors and the Reviews which form part of the Annual Report on 12th August 2026.

This Annual Report is signed for and on behalf of the Board of Directors by

C. I. Malwatte
Chairperson

D.D.A. Rajapaksa
Managing Director

P W Corporate Secretarial (Pvt) Ltd.
Secretaries

Colombo
12 August 2026

NOMINATIONS & GOVERNANCE COMMITTEE REPORT

COMMITTEE COMPOSITION

The Nominations & Governance Committee assists the Board in ensuring appropriate Board composition, effective succession planning, and adherence to sound corporate governance practices.

As at 31st March 2026, the Committee comprised the following members:

- Mr. S. M. T. H. Subasinghe – Chairman (Independent Non - Executive Director)
- Mrs. C. I. Malwatte – Member (Independent Non-Executive Director)
- Mr. D. C. J. Rajapaksa – Member (Non-Executive Director)

ROLE OF THE COMMITTEE

The Committee is responsible for:

- Reviewing the structure, size, and composition of the Board and its committees
- Recommending appointments to the Board and sub-committees with regard to fitness and propriety
- Evaluating Board effectiveness and individual director performance Overseeing Board and key management succession planning
- Promoting governance best practices and ensuring compliance with regulatory requirements

The Nominations and Governance Committee continued to function in accordance with the Terms of Reference of the Committee approved by the Board of Directors, which are in line the requirements set out in the Listing Rules of the Colombo Stock Exchange and the Code of Best Practice on Corporate Governance.

MEETING HELD DURING THE YEAR

The Committee held one meeting during the year ended 31 March 2026. The attendance of the committee members is recorded below:

Name of Director	Status	No. of meetings attended
Mr. S.M.T.H. Subasinghe	Independent/ Non- Executive Director	1/1
Mrs. C. I. Malwatte	Independent/ Non- Executive Director	1/1
Mr. D. C. J. Rajapaksa	Non- Executive Director	1/1

KEY ACTIVITIES IN 2025/26

During the year, the Committee carried out the following functions to ensure compliance with CSE listing rules:

- Reviewed the composition of the Board and its committees following structural changes
- Initiated preliminary discussion on governance priorities for the coming year
- Reviewed relevant disclosures for inclusion in the Annual Report

CONCLUSION

The Committee is satisfied with the level of governance maintained during the period under review in compliance with CSE listing rules .However, the committee noted that there are still areas for improvement and these would be improved gradually in due course".The Committee remains committed to supporting the Board in upholding high standards of corporate governance and Board effectiveness.

S.M.T.H. Subasinghe
Chairman
Nominations & Governance Committee

Colombo
12 August 2026

AUDIT COMMITTEE REPORT

AUDIT COMMITTEE COMPOSITION:

The Audit Committee continued to function in accordance with the Terms of Reference of the Audit Committee approved by the Board of Directors, which are in line the requirements set out in the Listing Rules of the Colombo Stock Exchange and the Code of Best Practice on Corporate Governance.

Mr. S.M.T.H. Subasinghe, Independent Non-Executive Director, is the Chairman of the Committee. He is The President of the Institute of Chartered Accountants of Sri Lanka and currently serves as the Joint Managing Partner of Moore Stephens Aiyar. In addition, Mr. D.C.J. Rajapaksa, Non-Executive Director, was appointed to the Committee on the same date.

As at the reporting date, the composition of the Audit Committee is as follows:

- Mr. S.M.T.H. Subasinghe – Chairman /Independent Non-Executive Director
- Mrs. C. I. Malwatte - Independent Non-Executive Director
- Mr. D.C.J. Rajapaksa-Non-Executive Director

THE ROLE OF THE AUDIT COMMITTEE

The functions of the Audit committee are in line with the requirements of the Listing rules of the Colombo Stock Exchange , Companies Act, No. 7 of 2007, and the best practices of Corporate Governance. These included, inter alia, ensuring the effectiveness of internal controls and procedures for financial reporting purposes and the integrity of financial statements as well as the independence of the external auditors.

The Audit Committee was responsible for the following:

1. Meetings with the auditors to discuss audit findings including any problems and reservations arising from the audit as well as to take up any other matters which the auditors may wish to discuss independent of the management.
2. Reviewing the integrity and adequacy of the disclosures in the financial statements of the company in accordance with the Companies Act, No.7 of 2007, the Sri Lanka Accounting Standards, Continuous Listing Requirements of the Colombo Stock Exchange and Accounting Policies which are consistently applied.
3. Reviewing the financial reporting system to ensure the accuracy and timeliness of the financial statements produced.
4. Reviewing and ensuring the adequacy and effectiveness of the Company's internal control systems and risk management practices.
5. Review and approval of the annual risk based Internal Audit plan by prioritizing high risk areas in carrying out the internal audits.
6. Oversight on the compliance by the company with the requirements of the statutory and regulatory framework. Compliance is monitored quarterly through 'Company Reports'.
7. Making recommendations to the Board of Directors on the appointment/ re-appointment and the remuneration of the external auditors based on their performance.
8. Examining any non-audit work performed by the auditors to ensure that their independence is not impaired.

Details of Meetings held:

The Audit Committee held Five meetings during the year under review. Appropriate personnel from the management were present at the meetings on invitation. The proceedings of the Audit Committee are regularly reported to the Board of Directors. The attendance of the members of the Audit Committee was as follows:

Name of Director	Status	No. of meetings attended
Mr. S. M. T. H. Subasinghe - Chairman	Independent/ Non- Executive Director	5/5
Mrs. C. I. Malwatte	Independent/ Non- Executive Director	5/5
Mr. D. C. J. Rajapaksa	Non- Executive Director	4/5

ATTENDEES BY INVITATION

Chief Financial Officer

Head of Marketing

Head of Production

External Auditors, Internal Auditors attended meetings as required.

INTERNAL AUDIT FUNCTION

The Audit Committee reviews the Internal Audit Reports. The internal audit function has been outsourced to an independent professional firm of Chartered Accountants and carried out by Messrs T & D Associates. The internal audit reports are reviewed thoroughly, including recommendations made for rectification of weaknesses or improvement of controls, whilst ensuring that adequate steps are taken to implement such recommendations as appropriate.

CONCLUSION

The committee reports to the Board of Directors, identifying the matters in respect of which it considers that action or improvement is needed and the steps taken to implement such improvements.

The Audit Committee is satisfied that the Company's accounting policies, operational controls and risk management practices provide reasonable assurance that the affairs of the Company are managed in accordance with the Company policies and that the Company assets are properly accounted for and adequately safeguarded. However,the Committee noted that there is still room for improvement on further strengthening the control environment and the risk management function of the Company, and these would be improved gradually in due course The Committee has recommended to the Board of Directors that Messrs. Edirisinghe & Company, Chartered Accountants, be re-appointed as the Auditors for the financial year ending 31st March 2027, subject to the approval of the shareholders at the Annual General Meeting at a fee to be determined by the Directors.

S.M.T.H. Subasinghe
Chairman
Audit Committee

Colombo
12 August 2026

REPORT OF THE REMUNERATION COMMITTEE

MEMBERS OF THE REMUNERATION COMMITTEE:

The Remuneration Committee, appointed by and responsible to the Board of Directors, is comprised of two Independent Non-Executive Directors.

As at the 31st March 2026, the composition of the Remuneration Committee is as follows:

- Mr. S.M.T.H. Subasinghe – Chairman/ Independent Non executive Director
- Mrs. C. I. Malwatte - Independent Non executive Director
- Mr. D.C.J. Rajapaksa- Non executive Director

MEETINGS HELD DURING THE YEAR

The Committee held one meeting during the year ended 31st March 2026. The attendance of the committee members is recorded below:

Name of Director	Status	No. of meetings attended
Mr. S. M. T. H. Subasinghe	Non- Executive Independent Directors	1/1
Mrs. C. I. Malwatte	Non- Executive Independent Directors	1/1
Mr. D. C. J. Rajapaksa	Non- Executive Director	1/1

ROLE OF THE COMMITTEE:

The Remuneration Committee annually reviews and recommends to the Board of Directors the policy on remuneration for the executive staff, specific remuneration packages for the Executive Directors and the fees for the Non-Executive Directors. The aggregate remuneration received by the Directors is disclosed under Note 8.1 of the Financial Statements on page 144.

REMUNERATION POLICY:

In a highly competitive environment, attracting and retaining high caliber executives is a key challenge faced by the Company. In this context, the Committee took into account competition, market information and performance evaluation methodology in determining the overall remuneration policy. However, the committee noted that there are still areas for improvements, and these would be improved gradually in due course.

S. M. T. H.Subasinghe
Chairman Remuneration Committee

Colombo
12 August 2026

REPORT OF THE RELATED PARTY TRANSACTIONS REVIEW COMMITTEE

MEMBERS OF THE RELATED PARTY TRANSACTIONS REVIEW COMMITTEE:

The Related Party Transactions Review Committee (RPTRC) was established in accordance with the Code of Best Practice on Related Party Transactions issued by the Securities and Exchange Commission of Sri Lanka (the "Code") and Section 9 of the Listing Rules of the Colombo Stock Exchange (the "Rules").

As at 31st March 2026, the RPTRC is comprised of the following members:

- Mr. S.M.T.H. Subasinghe – Chairman (Independent Non-Executive Director)
- Mrs. C. I. Malwatte (Independent Non-Executive Director)
- Mr. D.C.J. Rajapaksa (Non-Executive Director)

The composition of the Committee complies with the requirements of the Code and the Listing Rules. Brief profiles of the members are provided on pages 23–25 of this Annual Report.

ROLE AND RESPONSIBILITIES

The mandate of the Committee is derived from the Code and the Regulations and the Rules and includes the following: -

1. Developing a Related Party Transaction Policy consistent with the provisions of the Code and the Rules for adoption by the Board of Directors of the Company.
2. Reviewing all proposed Related Party Transactions in compliance with the provisions of the Code.
3. Advising the Boards on taking appropriate action where necessary, in respect of Related Party Transactions, in compliance with the provisions of the Code and the Rules.

POLICIES AND PROCEDURES ADOPTED BY THE COMMITTEE FOR REVIEWING RELATED PARTY TRANSACTIONS:

1. Relevant information to capture Related Party Transactions is fed into the Company Related Party data base.
2. All officers concerned are informed of the applicable regulatory requirements relating to the reporting of Related Party Transactions.
3. Key Management Personnel (KMPs) and their Close Family Members (CFMs) are identified quarterly together with their NIC numbers and business registration numbers.
4. Details are verified and validated regularly.
5. All Managers are advised to escalate information on any Related Party Transactions to the Company Secretary who has been identified as the central Point, for this purpose.
6. Details are shared with the Company Secretary to meet the regulatory requirements if required.

REVIEW FUNCTION OF THE COMMITTEE:

The Committee meeting proceedings are shared with the Board of Directors for their information right through the year. All Related Party Transactions during the year are summarized and disclosed in Note 29 to the Financial Statements on page 160.

Name of Director	Status	No. of meetings attended
Mr. S. M. T. H. Subasinghe	Independent/ Non- Executive Director	5/5
Mrs. C. I. Malwatte	Independent/ Non- Executive Director	5/5
Mr. D. C. J. Rajapaksa	Non- Executive Director	4/5

Management representatives are invited to the meetings for discussions as considered appropriate and necessary.

REPORTING TO THE BOARD:

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

CONCLUSION

The Related Party Transactions Review Committee reviews all related party transactions being entered into by the company, except for transactions explicitly exempted in the Terms of Reference which is in conformity with the Listing Rules.However, the committee noted that there are still areas for improvement, and these would be improved gradually in due course.

During the financial year 2025/26, there were no non-recurrent or recurrent related party transactions that exceeded the respective thresholds mentioned in the Listing Rules of the Colombo Stock Exchange which required Disclosure.On behalf of the Related Party Transactions Review Committee.

S.M.T.H. Subasinghe
Chairman
Related Party Transactions Review Committee

Colombo
12 August 2026

FINANCIAL STATEMENTS

Where Resilience Delivers Results

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INDEPENDENT AUDITOR'S REPORT

Ref No. BTEC/2025/00906

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Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Samson International PLC (the Company), which comprise the statement of financial position as at March 31, 2026, and the statement of profit or loss and other comprehensive income, Statement of changes in equity, and Statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

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

Basis for Opinion

We conducted our audit in accordance with Sri Lanka Auditing Standards (SLAuSs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants issued by CA Sri Lanka (Code of Ethics) and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the 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, we have provided a description of how our audit procedures addressed the matters in that context.

Key Audit Matter	How Our Audit Addressed the Key Audit Matter
01) Revenue	**Our procedures included the following:**
• The Company has recognised revenue in the amount of Rs. 3,125,266,675/-, As disclosed in Notes 3.9.1 and 6 to the financial statements.	Obtaining an understanding of and assessing the design, implementation and operating effectiveness of management's key internal controls in relation to revenue recognition from sales transactions.
• Based on the Company's business model, revenue is generated from two distinct types of transactions and events with customers: export turnover and local sales. For the financial year ended 31 March 2026, export turnover and local sales accounted for 58% and 42% of total revenue, respectively.	Testing the design, implementation, and operating effectiveness of relevant general IT controls, automated controls including testing the completeness and accuracy of key reports used in the operation of a control that addresses process risk points related to accounts with a risk of material misstatement.

Key Audit Matters (Continued)

Key Audit Matter	How Our Audit Addressed the Key Audit Matter
• Revenue was a key audit matter due to: the materiality of revenue reported for the year; and	Performed analytical procedures to understand and assess the reasonableness of the reported revenue.
• considerations to be made on terms of sales arrangements relating to the transfer of control of the goods and services.	Comparing revenue transactions recorded during the current year, on a sample basis, with invoices, sales contracts, underlying goods delivery and acceptance notes, where appropriate, to assess whether the related revenue was recognised in accordance with the Company's revenue recognition policies.
	Comparing, on a sample basis, specific revenue transactions recorded before and after the financial year end date with the underlying goods delivery notes and/or invoices to assess whether the related revenue had been recognised in the correct financial period.

Other Information

Management is responsible for the other information. The other information comprises the 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 express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated, If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Sri Lanka Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company'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 or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the company's financial reporting process.

INDEPENDENT AUDITOR'S REPORT (CONTD...)

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 misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SLAuSs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SLAuSs, we exercise professional judgment and maintain professional 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 internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.

- Conclude on the appropriateness of the Managements' 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 ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company 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 Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Company's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

As required by section 163 (2) of the Companies Act No. 07 of 2007, we have obtained all the information and explanations that were required for the audit and, as far as appears from our examination, proper accounting records have been kept by the Company.

CA Sri Lanka membership number of the engagement partner responsible for signing this independent auditor's report is 7025.

Edirisinghe & Co.
Chartered Accountants
Colombo
12 August 2026

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Revenue	06	**3,125,266,675**	2,215,454,459
Cost of sales		**(2,273,625,108)**	(1,917,094,999)
Gross profit		**851,641,567**	298,359,460
Other income	07	**21,465,013**	20,433,743
Distribution cost		**(168,370,745)**	(141,701,366)
Administration expenses		**(362,031,052)**	(378,737,865)
Profit / (loss) from operations	08	**342,704,783**	(201,646,028)
Finance income	09.1	**29,217,788**	5,302,040
Finance cost	09.2	**(83,962,415)**	(99,425,526)
Profit / (loss) before income tax		**287,960,156**	(295,769,514)
Income tax credit / (expense)	10	**101,755,350**	(4,717,946)
Profit / (loss) for the year		**389,715,506**	(300,487,460)
Other comprehensive income, net of tax:			
Items that will not be reclassified subsequent to the Statement of Profit or Loss			
Actuarial gain on post employment benefit liability		**(10,578,850)**	6,894,711
Deferred tax on actuarial gain		**3,173,655**	(2,068,413)
Total other comprehensive income, net of tax		**(7,405,195)**	4,826,298
Total comprehensive income / (loss) for the year, net of tax		**382,310,311**	(295,661,162)
Basic profit/(loss) earnings per share (Rs.Cts)	11	**92.07**	(70.99)
Dividends per share (Rs.Cts)	12	**-**	-

All values are in Sri Lankan Rupees, unless otherwise stated. Figures in brackets indicate deductions.

The material accounting policies and notes on pages 128 to 165 are an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 31 March	Note	2026 Rs.	2025 Rs.
Assets			
Non current assets			
Property plant and equipment	13	**545,557,914**	599,384,701
Intangible assets	14	**5,461,872**	6,292,902
Financial assets at fair value through profit and loss	15	**10,000,000**	10,007,473
Financial assets at amortized cost	16	**-**	26,319,108
Deferred tax assets	17.1	**123,658,332**	22,278,263
Total non current assets		**684,678,118**	664,282,447
Current assets			
Inventories	18	**443,191,683**	422,613,918
Trade and other receivables	19	**709,676,065**	608,407,214
Loan at amortized cost for related parties	20	**32,600,000**	-
Cash and cash equivalents	21	**122,894,392**	48,088,213
Total current assets		**1,308,362,140**	1,079,109,345
Total assets		**1,993,040,258**	1,743,391,792
Equity and liabilities			
Equity			
Stated capital	22	**109,600,211**	109,600,211
General reserves		**110,000,000**	110,000,000
Retained earnings		**440,092,719**	57,782,408
Total equity		**659,692,930**	277,382,619
Non current liabilities			
Deferred tax liability	17.2	**83,797,319**	87,346,256
Retirement benefit obligation	23	**88,620,199**	74,260,875
Long term borrowings	25.1	**45,220,000**	95,860,000
Total non current liabilities		**217,637,518**	257,467,131
Current liabilities			
Trade and other payables	24	**225,609,184**	259,273,823
Short term borrowings	25.2	**880,801,750**	939,969,343
Income tax liability	26	**9,298,876**	9,298,876
Total current liabilities		**1,115,709,810**	1,208,542,042
Total liabilities		**1,333,347,328**	1,466,009,173
Total equity and liabilities		**1,993,040,258**	1,743,391,792

All values are in Sri Lankan Rupees, unless otherwise stated. Figures in brackets indicate deductions.
The material accounting policies and notes on pages 128 to 165 are an integral part of these financial statements.

The above financial statements comply with the requirements of Companies Act No.07 of 2007.

A. P. Sisira Kumara
Chief Financial Officer

The Board of Directors is responsible for the preparation and presentation of these financial statements. The financial statements on pages 124-165 were approved by the board of directors and were signed in Colombo on 12 August 2026 its behalf by:

C. I Malwatte
Chairperson

D. D. A. Rajapaksa
Managing Director

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2026	Stated capital	General reserve	Retained earnings	Total
	Rs.	Rs.	Rs.	Rs.
For the year ended 31 March 2025				
Balance as at 01 April 2024	109,600,211	110,000,000	353,443,570	573,043,781
Loss for the year	-	-	(300,487,460)	(300,487,460)
Other comprehensive income	-	-	4,826,298	4,826,298
Balance as at 31 March 2025	109,600,211	110,000,000	57,782,408	277,382,619
For the year ended 31 March 2026				
Balance as at 01 April 2025	**109,600,211**	**110,000,000**	**57,782,408**	**277,382,619**
Profit for the year	**-**	**-**	**389,715,506**	**389,715,506**
Other comprehensive income	**-**	**-**	**(7,405,195)**	**(7,405,195)**
Balance as at 31 March 2026	**109,600,211**	**110,000,000**	**440,092,719**	**659,692,930**

General reserve represents the amount set aside by the Directors for future expansion and to meet any contingencies.

All values are in Sri Lankan Rupees, unless otherwise stated. Figures in brackets indicate deductions.

The material accounting policies and notes on pages 128 to 165 are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Cash flow from operating activities			
Profit / (Loss) before taxation		**287,960,156**	(295,769,514)
Adjustment for :			
Depreciation	13	**89,091,432**	93,380,526
Amortization of intangible assets	14	**831,030**	1,674,504
Impairment of trade debtors		**17,818,889**	466,477
Fair value (gain) / loss from Financial assets at fair value through profit and loss		**7,473**	-
Impairment provision for Inventory		**110,822**	(13,339,000)
General inventory wastage		**-**	36,266,464
Provision for retirement benefit obligation	23	**13,878,937**	14,190,354
Interest income	09.1	**(4,994,418)**	(5,302,040)
Interest cost	09.2	**83,962,415**	90,143,944
Operating profit / (loss) before working capital change		**488,666,736**	(78,288,285)
Changes in working capital:			
(Increase) / decrease in inventories	18	**(20,688,587)**	48,437,033
(Increased) in trade and other receivables	19	**(119,087,741)**	(61,956,071)
(decrease) / increased in trade and other payables	24	**(33,664,639)**	32,281,285
Cash generated from / (used in) operating activities		**315,225,769**	(59,526,038)
Interest paid	09.2	**(83,962,415)**	(90,143,944)
Retiring Gratuity paid	23	**(10,098,463)**	(7,381,934)
Net cash generated from / (used in) operating activities		**221,164,891**	(157,051,916)
Cash flow from investing activities			
Purchase of property, plant and equipment	13	**(35,264,645)**	(55,732,849)
Investment/disposal in/of treasury bills	16	**26,319,108**	(3,294,663)
Interest income	09.1	**4,994,418**	5,302,040
Net cash (used in) investing activities		**(3,951,119)**	(53,725,472)
Cash flow from financing activities			
Net receipt/ (payment) short-term borrowings	25	**(31,907,096)**	199,093,569
Related party loan(issue)/received	20	**(32,600,000)**	-
Repayment of long term borrowings		**(50,640,000)**	(81,179,999)
Net cash (used in)/ generated from financing activities		**(115,147,096)**	117,913,570
Net increase/ (decrease) in cash and cash equivalents		**102,066,676**	(92,863,819)
Cash and cash equivalents at the beginning of the year		**(125,625,560)**	(32,761,741)
Cash and cash equivalents at the end of the year	21.1	**(23,558,884)**	(125,625,560)

All values are in Sri Lankan Rupees, unless otherwise stated. Figures in brackets indicate deductions.

The material accounting policies and notes on pages 128 to 165 are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

1.1 General

The Company is a public limited liability Company incorporated and domiciled in Sri Lanka. The address of its registered office is Akuressa Road, Bogahagoda, Galle.

1.2 Principal activities and nature of operations

During the year, the principal activities of the Company were manufacture unhardened vulcanized rubber and PVC based products to the international and local markets.

1.3 Parent enterprise and ultimate parent enterprise

The Company's parent undertaking is DSI Samson Group (Pvt) Ltd which holds effectively (collectively inclusive of Company holding) 56% of shares of Samson International PLC.

1.4 Approval of financial statements

These financial statements have been approved for issue by the Board of Directors on 12 August 2026.

1.5 Number of employees

The number of employees of the Company at the end of the year was 494. (2024/25 - 460 Employees).

2. BASIS OF PREPARATION

2.1 Statement of compliance

The Financial Statements which comprise the Statement of profit or Loss and other comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and the Statement of Cash Flows, together with the material accounting policies and notes to the Financial Statements have been prepared in accordance with Sri Lanka Accounting Standards (SLFRS/ LKAS) as issued by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and in compliance with the Companies Act No.07 of 2007. Further, in compliance with Sri Lanka Accounting and auditing standards Act No. 15 of 1995.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis, except that the retirement benefit obligations are measured at the present value of the defined benefit plans and financial instruments reflected as fair value through profit or loss which are measured at fair value as explained in the respective notes to the financial statements.

2.3 Measurement of fair values

The Company regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, the Company assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of SLFRS, including the level in the fair value hierarchy in which such valuations should be classified.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair values are categorized into different levels in fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 : Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 : Inputs for the asset or liability that are not based on observable market data. (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

2.4 Going concern

The Company has prepared the Financial Statements for the year ended 31 March 2026 on the basis that it will continue to operate as a going concern. Based on available information, the management has assessed prevailing macroeconomic conditions and its effect on the company's in determining the going concern basis for preparation of Financial Statements. The management has formed judgment that the Company has adequate resources to continue in operational existence for the foreseeable future driven by the continuous operationalisation of risk mitigation initiatives and monitoring of business continuity and response plans at each business segment level along with the financial strength of the Company.

2.5 New or amended standards and interpretations effective for the year

The following amendments and improvements do not expect to have a significant impact on the company's financial statements.

- Amendments to LKAS 21: Lack of Exchangeability

2.6 Changes in accounting standards and interpretations issued but not yet effective

- SLFRS 18: Presentation and Disclosure in Financial Statements

The company 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 company's financial statements

- Amendments to SLFRS 9 and SLFRS 7: Classification and Measurement of Financial Instruments

- SLFRS 19 Subsidiaries without public accountability: Disclosures

2.7 Functional and presentation currency

The financial statements are presented in Sri Lankan Rupees which is the currency of the primary economic environment in which company operates (the functional currency).

2.8 Comparative information

Comparative information including quantitative, narrative and descriptive information is disclosed in respect of the previous period for all amounts reported in the financial statements in order to enhance the understanding of the current period's financial statements and to enhance the interpretation comparability. Where necessary, comparative figures have been reclassified to conform to the current year's presentation in order to provide a better presentation.

2.9 Use of estimates and judgments

The preparation of financial statements in conformity with SLFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Although the judgments and estimates are based on management's best knowledge of the current events and actions, actual results may ultimately differ from those estimates. It also requires management to exercise its judgment in the process of applying the company's accounting policies.

Information about critical estimates and judgments in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements is provided in Note 04.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements of the company.

3.1 Foreign currency

The 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 entity operates.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recorded in the functional currencies using the exchange rates prevailing at the dates of the transactions.

At each reporting date, monetary items denominated in foreign currencies are translated at the closing rate.

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are included in profit or loss for the year.

3.2 Assets and bases of their valuation

Assets classified as current assets in the Statement of financial position are cash, bank balances and those which are expected to be realized in cash, during the normal operating cycle of the Company's business, or within one year from the reporting date, whichever is shorter. Assets other than current assets are those which the Company intends to hold beyond a period of one year from the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

3.2.1 Property, plant and equipment

Property, plant & equipment are tangible items that are held for manufacturing, servicing, or for administrative purposes and are expected to be used during more than one period.

3.2.1.1 Measurement

Property, plant and equipment is measured at cost less accumulated depreciation and accumulated impairment losses. The cost of property, plant, and equipment includes expenditure that are directly attributable to the acquisition of the assets.

3.2.1.2 Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefit associated with the item will flow to the Company and the cost of the item can be measured reliably. The cost of the day-to-day servicing of property, plant and equipment are recognized in the profit or loss.

3.2.1.3 De-recognition

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognizing of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss in the year the asset is derecognized.

3.2.1.4 Depreciation

Depreciation is calculated to write off the cost of items of property, plant and equipment less their estimated residual values using straight-line basis over the estimated useful lives, and is generally recognized in profit or loss. Freehold land is not depreciated. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately. The estimated useful lives of property, plant and equipment for current and comparative periods are as follows,

Asset category	Useful life (Years)
Buildings	20 years
Storage Tank	10 years
Plant and machinery	10 years to 29 years
Machine accessories	10 years to 26 years
Furniture and fittings	10 years
Office equipment	10 years to 23 years
Motor vehicles	05 years to 19 years

Depreciation of an asset begins when it is available for use and ceases at the earlier of the dates on which the asset is classified as held for sale or is derecognized.

The asset's residual values, useful lives are reviewed, and adjusted if appropriate, at each financial year end and adjusted prospectively, if appropriate.

3.2.2 Leases

The Company assess at the inception of a contract, whether the contract is, or contains, a lease. A contract is contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

3.2.2.1 Right-of-use assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Right-of-use assets (except for those which meet the definition of an investment property) are presented within "Property, plant and equipment".

3.2.2.2 Lease liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

3.2.2.3 Short term leases and leases of low value assets

The Company applies the short-term lease recognition exemption to its short-term leases. It also applies the lease of low value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight line basis over the lease term.

3.2.3 Intangible assets

An intangible asset is recognized if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably in accordance with LKAS 38 “Intangible Assets”. Intangible assets with finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

The Company’s intangible assets include the value of acquired computer software.

3.2.3.1 Software

All computer software cost incurred, which are not internally related to associate hardware, which can be clearly identified, reliably measured and it is probable that they will lead to future economic benefits, are included in the Statement of financial position under the category of intangible assets.

Intangible assets acquired separately are measured on initial recognition at cost.

Following initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any.

3.2.3.2 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 is recognized in profit or loss as incurred.

3.2.3.3 Amortization

Amortization is calculated over the cost of the asset, or other amount substituted for cost, less its residual value.

Amortization is recognized in the profit or loss on a straight line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Category of asset	Useful life (Years)	Amortization rate (%)
ERP Computer Software	10	10%

Amortization methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

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, and are treated as changes in accounting estimates.

NOTES TO THE FINANCIAL STATEMENTS

3.2.3.4 De - recognition

An intangible asset is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Profit or Loss.

3.2.4 Impairment of non financial assets

The Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets.

When the carrying amount of an asset or CGU exceeds its recoverable amount, the assets is considered impaired and is written down to its recoverable amount. Impairment losses of continuing operations are recognized in the statement of profit or loss in expense categories consistent with the function of the impaired assets except for properties previously revalued with the revaluation taken to Other Comprehensive Income. For such properties, the impairment is recognized in Other Comprehensive Income up to the amount of any previous revaluation.

For assets, an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such indication exists, the company estimates the asset's recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase."

3.3 Financial instruments

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

3.3.1 Financial assets

3.3.1.1 Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company 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 or for which the Company has applied the practical expedient are measured at the transaction price determined under SLFRS 15. In order for a financial asset to be classified and measured at amortized 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. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model. The Company'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. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling. Purchases 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 trades) are recognized on the trade date, i.e., the date that the Company.

3.3.1.2 Subsequent measurement

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

- Financial assets at amortised cost (debt instruments).
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments).
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).
- Financial assets at fair value through profit or loss.

3.3.1.2.1 Financial assets at amortised cost (debt instruments).

Financial assets at amortized cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired. The Company's financial assets at amortized cost includes trade receivables, short term deposits and cash and cash equivalents.

3.3.1.2.2 Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)

Financial assets at fair value through OCI (debt instruments) For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the Statement of Profit or Loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to Profit or Loss.

3.3.1.2.3 Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under LKAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument- by-instrument basis. Gains and losses on these financial assets are never recycled to Profit or Loss. Dividends are recognized as other income in the Statement of Profit or Loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

3.3.1.2.4 Financial assets at fair value through profit or loss

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 recognized in the Statement of Profit or Loss. This category includes derivative instruments and listed equity investments which the Company had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are recognized as other income in the Statement of Profit or Loss when the right of payment has been established.

3.3.1.3 De-recognition

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognized when:

- The rights to receive cash flows from the asset have expired
- The Company 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 arrangement; and either

(a) The Company has transferred substantially all the risks and rewards of the asset, or

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

On de-recognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset transferred), and the sum of (I) the consideration received (including any new asset obtained less any new liability assumed) and (ii) cumulative gain or loss that had been recognized in other comprehensive income is recognized in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

3.3.2 Impairment of financial assets

The Company assesses at each reporting date whether the credit risk on a financial assets have increased significantly since initial recognition. When making the assessment, company consider the change in the risk of default occurring over the expected life of the financial assets.

The Company recognizes a loss allowance since its initial recognition for expected credit loss on financial assets that are measured at amortized cost. For the financial assets, which the credit risk on that has increased significantly since initial recognition, the company measures and recognizes the loss allowance at an amount equal to the life time expected credit loss.

Credit risk on financial assets has not increased significantly since its initial recognition, the Company measure the loss allowance for that assets at an amount equal to 12 months expected credit loss.

Trade receivable result from SLFRS 15 are measured the loss allowance at an amount equal to life time expected credit losses.

3.3.2.1 Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets carried at amortized cost and debt financial assets carried at FVOCI, and finance lease receivables are credit impaired (referred to as 'Stage 3 financial assets'). A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit- impaired includes the following observable data:

- Significant financial difficulty of the borrower or issuer;
- A breach of contract such as a default or past due event;
- The restructuring of a loan or advance by the Company on terms that the Company would not consider otherwise;
- It is becoming probable that the borrower will enter bankruptcy or another financial reorganization; or
- The disappearance of an active market for a security because of financial difficulties.

3.3.2.2 Write-off of financial assets

Loans and debt securities are written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is generally the case when the Company determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

3.3.3 Financial liabilities

3.3.3.1 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 recognized initially at fair value and in the case of loans and borrowings and payables, net of directly attributable transaction costs. The Company's financial liabilities include trade and other payables, bank overdrafts and loans and borrowings.

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

- Financial liabilities at amortized cost

  After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in the Statement of Profit or Loss when the liabilities are derecognized as well as through the EIR amortization process. Amortized 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 amortization is included in finance costs in the Statement of Profit or Loss.

3.3.3.3 De-recognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. 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 recognized in the Statement of Profit or Loss.

3.4 Inventories

Inventories are measured at the lower of cost and net realizable value.

The cost of inventories is comprised of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

a) All inventory items except manufactured inventories and work-in-progress are measured using first in, first out basis.

b) Manufactured inventories and work-in-progress are measured at weighted average factory cost which includes all direct expenditure and appropriate shares of production overhead based on normal operating capacity but excluding borrowing costs.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

3.5 Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits, demand deposits, and short term highly liquid investments readily convertible to known amounts of cash and subject to insignificant risk of changes in value net of bank overdrafts that are repayable on demand for the purpose of the statement of cash flows.

3.6 Employment benefits

3.6.1 Defined benefit plan

A defined benefit plan is a post employment benefit plan other than a defined contribution plan. The defined benefit is calculated by independent actuaries using Projected Unit Credit (PUC) method as recommended by LKAS 19 – "Employee benefits". The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related liability. The present value of the defined benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Key assumptions used in determining the defined retirement benefit obligations are given in Note 23. Any changes in these assumptions will impact the carrying amount of defined benefit obligations. Actuarial gains or losses are recognized in full in the Other Comprehensive Income. Provision has been made for retirement gratuities from the beginning of service for all employees, in conformity with LKAS 19 on employee benefits. However, for entities of the Company operating in Sri Lanka, under the Payment of Gratuity Act No. 12 of 1983, the liability to an employee arises only on completion of 5 years of continued service. Liability is not externally funded. The settlement of the liability is based on legal liability method or the following basis as applied by the respective entities.

3.6.2 Defined contribution plan

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. Obligations for contributions to Provident and Trust Funds covering all employees are recognized as an employee benefit expense in profit or loss in the periods during which services are rendered by employees. The Company contributes 12% and 3% of gross emoluments to employees as Provident Fund and Trust Fund contribution respectively.

3.7 Stated capital

Stated capital consists solely of ordinary share capital. Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown as a deduction, net of tax, in equity from the proceeds.

3.8 Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Statement of Profit or Loss net of any reimbursement. If the effect of the time value of money is material,

NOTES TO THE FINANCIAL STATEMENTS

provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

3.9 Statement of profit or loss and other comprehensive income

3.9.1 Revenue from contract with customers

3.9.1.1 Revenue recognition

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has several operating segments which are described In Note 30 to these Financial Statements. In all operating segments, the Company has generally concluded that it is the principal in its revenue arrangements.

3.9.1.1.1 Revenue from sale of goods

At the contract inception company assess the goods or services promised in a contract with a customer and identify as a performance obligation each promise to transfer to the customer either:

- A good or service that is distinct or
- A series of distinct goods or services that are substantially the same and that have the same pattern of transfer to the customer

Company recognize revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer. Goods or services are transferred when the customer obtains control of that asset. The amount of the transaction price which is allocated to a performance obligation is recognize as revenue.

Company consider the terms of the contract and its customary business practices to determine the transaction price . The transaction price is the amount of consideration to which the company expects to be entitled in exchange for transferring promised goods or services to a customer excluding amounts collected on behalf of third parties.

3.9.1.1.2 Other income

Interest income

For all financial instruments measured at amortized cost and interest bearing financial assets classified as fair value through profit and loss, interest income or expense is recorded using the effective interest rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability. Interest income is included in finance income in the statement of profit or loss.

3.9.2 Expenses

Expenses are recognized in the Profit or 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 has been charged to income in arriving at the profit for the year. For the purpose of presentation of the Statement of Profit or Loss, the function of expenses method is adopted

3.9.2.1 Operating expenses

All expenses incurred in day to day operations of the business and in maintaining the property, plant and equipment in a state of efficiency has been charged to the Statement of comprehensive income in arriving at the profit for the year. Provision has also been made for impairment of financial assets, slow moving stocks, all known liabilities and depreciation on property, plant and equipment.

3.9.2.2 Borrowing costs

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

3.9.3 Net finance income/ (expenses)

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions, changes in the fair value of financial assets at fair value through profit or loss, impairment losses recognized on financial assets, borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest method.

3.9.4 Taxation

Income tax expense comprises current and deferred tax. Income tax expense is recognized in the statement of profit or loss except to the extent that it relates to items recognized directly in equity, or other comprehensive income. The company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under LKAS 37 – “Provisions, Contingent Liabilities and Contingent Assets.

3.9.4.1 Current taxes

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Company operates and generates taxable income. Current tax relating to items recognized directly in Other Comprehensive Income is recognized in Other Comprehensive Income and not in the Statement of Profit or Loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

The relevant details are disclosed in the respective notes to the financial statements.

3.9.4.2 Deferred taxation

Deferred taxation is provided, using the liability method, on all temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax losses and unused tax credits to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences and carry forward of unused tax losses / credits can be utilized.

Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax relating to items recognized outside the Statement of Profit or Loss is recognized outside the Statement of Profit or Loss. Deferred tax items are recognized in correlation to the underlying transaction either in Other Comprehensive Income or directly in equity.

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted as at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if legally enforceable right exists to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same taxable entity and the same taxation authority.

3.10 Related party transactions

Disclosure has been made in respect of the transactions in which one party has the ability to control or exercise significant influence over the financial and operating policies/decisions of the other, irrespective of whether a price is being charged or not.

The relevant details are disclosed in the respective notes to the financial statements.

3.11 Cash flows

Interest received and dividends received are classified as investing cash flows, while dividend paid and interest paid, is classified as financing cash flows for the purpose of presentation of Statement of Cash Flows which has been prepared using the ‘Indirect Method’.

3.12 Earnings per share

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of shares outstanding during the period.

3.13 Events occurring after the reporting date

Events after the reporting period are those events favorable and un favorable, that occur between the end of the reporting period and the date when the financial statements are authorized for issue. The materiality of

NOTES TO THE FINANCIAL STATEMENTS

the events occurring after the reporting period is considered and appropriate adjustments to or disclosures are made in the Financial Statements, where necessary.

3.14 Segment reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Chairman and the Board to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the Chairman include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The activities of the segments are described in note 30 to the financial statements.

4. SIGNIFICANT ACCOUNTING JUDGEMENT, ESTIMATES AND ASSUMPTIONS

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below.

4.1 Estimated useful lives of property, plant and equipment

The Company reviews annually the estimated useful lives of Property, plant and equipment based on factors such as business plan and strategies, expected level of usage and future developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. A reduction in the estimated useful lives of PPE would increase the recorded depreciation charge and decrease the property, plant and equipment balance.

4.2 Estimated useful lives of intangible assets

The Company reviews annually the estimated useful lives of intangible assets based on factors such as business plan and strategies, expected level of usage and future developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. A reduction in the estimated useful lives of intangible assets would increase the recorded amortization charge and decrease the intangible assets balance.

4.3 Defined benefit obligations

The present value of the gratuity obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost for gratuity include the discount rate, salary increment rate and staff turnover rate. Any changes in these assumptions will impact the carrying amount of gratuity obligations.

The Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Company considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.

5. FINANCIAL RISK MANAGEMENT

Financial instruments used by the Company in its business activities contain multiple variables that are affected by various market and environmental conditions. Such variations are generally not within the control of the users, and therefore cause fluctuations in values of financial instruments. Fluctuations in value could result in a situation undesirable to the Company thereby exposing it to risk. These risks need to be managed, as unmanaged risks can lead to unplanned outcomes where the Company could fall short of its financial and budgetary objectives. The Company has adopted a financial risk management strategy aimed at minimizing the risks associated with the use of financial instruments by establishing several policies and guidelines that are followed by the company. These policies and guidelines are reviewed from time to time and updated to reflect current requirements in accordance with the developments in the operating environment.

The Company has exposure to the following risks from its use of financial instruments

Credit Risk

Liquidity risk

Market Risk

5.1 Credit risk

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 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 trades only with recognized, creditworthy third parties. It is the company'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 ongoing basis with the result that the company's exposure to bad debts is not significant.

With respect to credit risk arising from the other financial assets of the company, such as cash and cash equivalents the company's exposure to credit risk arises from default of the counterparty. The company manages its operations to avoid any excessive concentration of counterparty risk and the company takes all reasonable steps to ensure the counterparties, fulfil their obligations.

The company's exposure to credit risk is influenced by the individual characteristics of each customer. The individual receivable balances were re-assessed, specific provisions were made wherever necessary, existing practice on the provisioning of trade receivables were re-visited and adjusted to reflect the current condition of the trade receivables.

Receivable balances are monitored on an ongoing basis to minimize bad debt risk and to ensure default rates are kept very low, whilst the improved operating environment resulted in improved collections during the financial year although there could be stresses in the ensuing year on account of the macroeconomic uncertainty and related impacts to our customers on account of elevated inflation and interest rates and the possible impact on consumer discretionary spend.

5.1.1 Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the end of the reporting period was as follows:

As at 31 March	2026	2025
	Rs.	Rs.
Trade receivables	**545,347,323**	451,683,163
Loan at amortized cost for related parties	**32,600,000**	-
Cash and cash equivalents	**122,894,392**	48,088,213
	700,841,715	499,771,376

5.1.1.1 The maximum exposure to credit risk for trade receivables at the end of the reporting period by type of counterparty is as follows:

As at 31 March	2026	2025
	Rs.	Rs.
Trade receivables from related parties	**20,123,545**	18,605,435
Trade receivables - others	**525,223,778**	433,077,728
	545,347,323	451,683,163

Amounts due from related companies were given on normal credit terms.

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5.1.1.2 The maximum exposure to credit risk for net trade receivables as at the reporting date by geographic was as follows:

As at 31 March	2026	2025
	Rs.	Rs.
Domestic	**195,797,526**	195,288,955
Export	**349,549,797**	256,394,208
	545,347,323	451,683,163

5.2 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligation associated with its financial liabilities that are settled by delivering cash or other financial assets.

5.2.1. Management of liquidity risk

The Company's 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 activities, and to meet any unforeseen obligations and opportunities. The company holds cash and undrawn committed facilities to enable the Company to manage its liquidity risk.

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

The Company's 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 over a broad spread of maturities.

The table below summarizes the maturity profile of the Company's financial liabilities based on contractual undiscounted payments.

As at 31 March 2025	On demand	Less than 1 year	1 to 5 years	Total (Rs)
Trade & other payables	-	259,273,823	-	259,273,823
Short term borrowings	-	939,969,343	-	939,969,343
Income tax liabilities		9,298,876	-	9,298,876
	-	1,208,542,042	-	1,208,542,042

As at 31 March 2026	On demand	Less than 1 year	1 to 5 years	Total (Rs)
Trade & other payables	**-**	**225,609,184**	**-**	**225,609,184**
Short term borrowings	**-**	**880,801,750**	**-**	**880,801,750**
Income tax liabilities	**-**	**9,298,876**	**-**	**9,298,876**
	-	**1,115,709,810**	**-**	**1,115,709,810**

5.3 Market risk

Fluctuations of those market driven variables that affect cashflows arising from financial instruments can result in the actual outcome being different to expected cashflows thereby creating the market risk. Variables such as interest rates and exchange rates can move in directions different to those originally expected and the consequent cashflows could be different to the originally anticipated cashflows. Market risk could result in the revenues and expenses of the company being adversely affected and impacting the profit attributable to the shareholders. In order to identify, manage and minimize the market risk, the company has put into practice a number of policies and procedures.

5.3.1 Finance and interest rate risk

Finance risk is the risk that the company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the company's reputation.

5.3.1 The following are the contractual maturities of financial liabilities within 12 months :

As at 31 March	**2026**	**2025**
Carrying amount	**Rs.**	**Rs.**
Trade creditors - related companies	**26,183,007**	49,554,450
Trade creditors - direct import	**9,529,308**	34,909,459
Trade creditors - other	**96,841,695**	86,986,402
Customer advances	**28,208,712**	24,273,209
Customer guarantee deposits	**9,594,121**	6,689,888
Expenses creditors	**48,944,867**	51,864,919
Statutory payables	**6,307,474**	4,995,496
Bank borrowings - overdrafts	**146,453,276**	173,713,773
Bank borrowings - short term borrowings	**734,348,474**	766,255,570
Income tax liability	**9,298,876**	9,298,876
	1,115,709,810	1,208,542,042

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier or at significantly different amounts.

5.4 Foreign exchange rate risk

The Company is exposed to currency risk on sales and purchases that are denominated in a currency other than Sri Lankan Rupees (LKR), The foreign currencies in which the set transactions primarily denominated are United State Dollars (USD) and Euro.

5.4.1 The Company's exposure to foreign currency risk based on notional amounts was as follows:

As at 31 March	**2026**		**2025**	
	USD	**EUR**	**USD**	**EUR**
Foreign currency advances paid	**58,743**	**105,476**	72,480	223,578
Trade and other receivables	**18,667**	**922,687**	78,999	624,322
Cash and cash equivalents	**113,140**	**255,218**	34,905	3,307
Short term borrowings and other payables	**-**	**110,000**	-	100,000
Gross statement of financial position exposure	**190,550**	**1,393,381**	186,384	951,207

5.4.2 The following significant exchange rates were applicable during the year:

As at 31 March	**Average rate**		**Reporting date spot rate**	
	2026	**2025**	**2026**	**2025**
Currency	**Rs.**	**Rs.**	**Rs.**	**Rs.**
USD	**315.54**	296.32	**311.77**	296.34
EUR	**362.03**	319.77	**356.28**	319.86

NOTES TO THE FINANCIAL STATEMENTS

5.5 Risk management

The approach to mitigate the exposure of the above risks by the management is as follows;

Risk identification	Risk assessment	Risk management	Risk ranking
5.5.1 Credit risk	Risk arising due to default of payment. Higher credit risk may adversely impact both liquidity and profitability.	The following stringent assessment procedures applied to ensure credit worthiness of the customers prior to the granting of credit. a) Obtaining bank guarantees, deposits, post- dated cheques from local debtors and insurance cover for export debtors whenever there is a doubt about recovery. b) Closely monitoring the debtor balances and laying down action plans accordingly.	Medium
5.5.2 Operational process risk	Internal process failures, fraud, pilferage and breakdown of internal controls.	a) The Company sources its products and services from approved suppliers. b) Outsource internal audit to reputed Audit firm to review and report on the adequacy of the financial and operational controls to the Audit Committee. c) Systems and procedures are in place to ensure compliance with internal controls, which are monitored and reviewed for their continued efficiency and effectiveness. d) Provide focused and structured training to staff at all levels to familiarize themselves with processes and procedures. e) Carrying out mandatory preventive maintenance programs.	Medium
5.5.3 Financing and interest rate risk	Inability to satisfy debt repayments and obtain the best interest rates.	a) To have adequate facilities for obtaining USD loans and borrowings in foreign currency to bring down finance charges. b) Funding of long- term assets through equity and long- term loans. c) To have adequate short term borrowing facilities available at all times. d) Low gearing is maintained.	Low
5.5.4 Fraud, Compliance and Internal Controls Risk	As the business grows in size and geographical scope, the potential for fraud and dishonest activity by our suppliers, customers and employees increase.	a) Clear behavioral guidance given to employees through operational manuals. b) Appropriate procedures and controls set out and audited across the business to reduce fraud risks; internal Audit and external Audit undertake detailed investigations into all business areas and report their findings to the Audit Committee. c) Regular update and new introduction of relevant policies and procedures. d) Whistle-blower policy. e) Periodical review of the internal controls by outsourced consultants.	Low

Risk identification	Risk assessment	Risk management	Risk ranking
5.5.5 Asset Risk	Risks associated with the physical assets of the Company include the destruction, loss or theft as well as technical and other defects.	a) All such assets are insured against all identifiable risks. The relevant insurance policies are subject to a comprehensive annual review, with modifications made as deemed necessary. b) Procedures in place to control technical and other defects include purchasing from reputable suppliers who comply with acceptable standards on product and service quality; active, standards-based quality assurance at all manufacturing facilities. c) Provision is also made against obsolete inventory, warranty claims and doubtful debtors.	Low
5.5.6 Foreign exchange rate risk	Depreciation of the rupee value and loss of exchange in conversion in relation to export proceeds, import payments and foreign currency debt transactions.	a) Exchange rate movements are taken in to consideration before conversion and pricing. b) Practicing effective hedging techniques. c) Continuous evaluation of the impact of Central Bank regulations.	High
5.5.7 Investment risk / Project management risks	New projects/ capital expenditures involve high risks and uncertainties in terms of delays and cost overruns. Failure of major projects will affect profitability, capital structure and reputation.	a) Conduct a PESTEL analysis and feasibility study before initiating the projects. b) Board approval should be received for all investments. c) Post-evaluation of the projects is carried out for each investment.	Low
5.5.8 Liquidity risk	Inadequate liquidity can have an adverse impact on ongoing operations, marketing and investment in new products and brands.	a) The liquidity position of the Company is regularly reviewed and reported to the Board. b) Projected net borrowings are covered by committed banking facilities and a healthy industry-related gearing ratio is maintained. c) The Company's good relationships and facilities with many banks and other sources of finance ensure reliable access to funds.	Medium

NOTES TO THE FINANCIAL STATEMENTS

6. REVENUE

For the year ended 31 March		2026	2025
		Rs.	Rs.
Sale of goods	6.1	**3,125,266,675**	2,215,454,459
		3,125,266,675	2,215,454,459

6.1 Composition of revenue

For the year ended 31 March	2026	2025
	Rs.	Rs.
Export turnover	**1,817,559,602**	971,462,253
Local turnover	**1,307,707,073**	1,243,992,206
	3,125,266,675	2,215,454,459

7. OTHER INCOME

For the year ended 31 March	2026	2025
	Rs.	Rs.
Income from solar project and miscellaneous	**21,472,486**	20,154,106
Fair value gain/(loss) on debentures	**(7,473)**	-
Reversal of doubtful debtors	**-**	279,637
	21,465,013	20,433,743

8. PROFIT/ (LOSS) FROM OPERATIONS IS STATED AFTER CHARGING ALL EXPENSES INCLUDING FOLLOWING:

For the year ended 31 March		2026	2025
		Rs.	Rs.
Cost of material consumed		**1,621,877,305**	1,298,603,220
Employee benefit expenses	8.1	**532,698,970**	510,509,733
Other overheads		**15,729,576**	12,816,009
Depreciation		**89,091,436**	93,380,527
Amortization of intangible assets		**831,030**	1,674,504
Export expenses		**63,322,543**	35,094,676
Machinery maintenance		**48,589,386**	44,054,616
Sub contract wages		**15,150,173**	14,658,215
Auditors remuneration - assurance services		**694,500**	631,500
Auditors remuneration - non assurance services		**136,000**	123,700
Others		**415,905,986**	425,987,530
		2,804,026,905	2,437,534,230

8.1 Employee benefit expenses

For the year ended 31 March	2026	2025
	Rs.	Rs.
Director's remuneration	**45,032,472**	91,195,211
Management fees	**-**	13,297,428
Bonus and other allowances	**5,400,534**	4,433,062
Salaries, wages, overtime and other staff costs	**427,846,265**	350,022,844
Post employment benefit - gratuity	**13,878,937**	14,190,354
EPF and ETF	**29,315,563**	26,931,962
Direct employees medical	**7,742,005**	7,572,489
Direct employees-travelling	**2,197,605**	2,125,607
Direct employees-welfare	**1,285,589**	740,776
	532,698,970	510,509,733

9. NET FINANCE COST

9.1 Finance income

For the year ended 31 March	2026	2025
	Rs.	Rs.
Interest income from fixed deposit	**2,235,262**	1,924,258
Interest income from foreign currency deposits	**731,069**	483,054
Interest income from treasury bills	**948,872**	1,880,969
Interest income from debentures	**975,000**	812,500
Interest income - staff loans	**104,215**	201,259
Foreign exchange gain	**24,223,370**	-
	29,217,788	5,302,040

9.2 Finance cost

For the year ended 31 March	2026	2025
	Rs.	Rs.
Interest expenses on bank borrowings	**60,087,950**	59,631,701
Interest on long term loans	**11,380,327**	18,931,406
Foreign exchange loss	**-**	9,281,582
Overdraft interest	**12,494,138**	11,580,837
	83,962,415	99,425,526
Net finance cost	**(54,744,627)**	(94,123,486)

NOTES TO THE FINANCIAL STATEMENTS

10. INCOME TAX EXPENSES

For the year ended 31 March	Notes	2026 Rs.	2025 Rs.
Income tax provision for the year	10.1	**-**	-
Income tax (over)/ under adjustment for previous years		**-**	-
deferred tax (reverse) for the year	17	**(101,755,350)**	4,717,946
		(101,755,350)	4,717,946

10.1 Reconciliation between income tax expenses and the accounting (loss) / profits :

	2026 Rs.	2025 Rs.
Profit (Loss)/ before income tax	**287,960,156**	(295,769,514)
Tax effects of:		
Total disallowable expenses	**132,910,016**	132,573,854
Total allowable expenses	**(103,544,572)**	(125,640,678)
Taxable Income/ (Tax loss) from ordinary activities	**317,325,600**	(288,836,338)
Income not part of adjusted business (loss)/ profit	**(4,986,945)**	(5,302,040)
Losses claimed against to the business income	**(312,338,655)**	
Taxable business profit/ Tax (loss)	**-**	(294,138,378)
Interest on fixed deposits and treasury bills	**4,263,349**	5,302,040
Losses claimed against to the investment income	**(4,263,349)**	
Total tax (loss) / taxable income	**-**	(288,836,338)
Total taxable income		
Taxable @ 30%	**-**	-
	-	-
Income tax expenses		
Tax @ 30%	**-**	-
Tax for the year	**-**	-

As per the Inland Revenue (Amendment) Act No 45 of 2022 applicable tax rate is 30% and effective from 1st October 2022.

11. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding at year end.

For the year ended 31 March	2026	2025
	Rs.	Rs.
Amount used as the numerator		
Profit/ (Loss) for the year	**389,715,506**	(300,487,460)
Profit/ (Loss) attributable to equity holders of the Company	**389,715,506**	(300,487,460)
Number of ordinary shares used as denominator		
Weighted average number of ordinary shares in issue	**4,232,771**	4,232,771
Weighted average number of ordinary shares for earnings per share	**4,232,771**	4,232,771
Basic earnings/ (loss) per share (Rs.Cts)	**92.07**	(70.99)

12. DIVIDEND PER SHARE

For the year ended 31 March	2026	2025
	Rs.	Rs.
Amounts used as numerator		
Dividend paid	**-**	-
Number of ordinary shares used as the denominator		
Weighted average number of ordinary shares in issue	**4,232,771**	4,232,771
Dividend per share (Rs. Cts.)	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

13. PROPERTY, PLANT AND EQUIPMENT

	Balance as at 01.04.2025	Additions	Disposals	Balance as at 31.03.2026
	Rs.	Rs.	Rs.	Rs.
Cost/ Valuation				
Freehold assets				
Freehold land	28,846,755	-	-	**28,846,755**
Buildings	319,189,048	326,603	-	**319,515,651**
Plant and machinery	827,920,826	25,055,448	-	**852,976,274**
Machine accessories	208,229,845	9,042,268	-	**217,272,113**
Furniture and fittings	1,726,585	-	-	**1,726,585**
Office equipment	31,566,508	840,326	-	**32,406,834**
Motor vehicles	26,018,124	-	-	**26,018,124**
	1,443,497,691	35,264,645	-	**1,478,762,336**
Accumulated depreciation				
Freehold assets				
Buildings	161,438,140	13,132,359	-	**174,570,499**
Plant and machinery	461,061,385	63,123,004	-	**524,184,389**
Machine accessories	179,135,019	7,535,073	-	**186,670,092**
Furniture and fittings	1,224,235	29,916	-	**1,254,151**
Office equipment	19,170,166	2,293,103	-	**21,463,269**
Motor vehicles	22,084,045	2,977,977	-	**25,062,022**
	844,112,990	89,091,432	-	**933,204,422**
Written down value				
Freehold assets				
Freehold land	28,846,755			**28,846,755**
Buildings	157,750,908			**144,945,152**
Plant and machinery	366,859,441			**328,791,885**
Machine accessories	29,094,826			**30,602,021**
Furniture and fittings	502,350			**472,434**
Office equipment	12,396,342			**10,943,565**
Motor vehicles	3,934,079			**956,102**
Net book value	599,384,701			**545,557,914**

13.2 Other explanatory notes for property, plant and equipment

(a) Fully depreciated property, plant and equipment

A class wise analysis of the initial cost of fully depreciated property, plant and equipment of the company which are still in use as at the reporting date is as follows,

For the year ended 31 March	2026	2025
	Rs.	Rs.
Furniture and fittings	**1,038,913**	1,038,913
Motor vehicles	**21,873,657**	6,711,657
Office equipment	**7,954,222**	5,148,805
Plant and machinery	**117,867,422**	84,861,832
Machine accessories	**64,532,519**	51,430,728
Building	**72,570,661**	72,570,661
Total	**285,837,394**	221,762,596

(b) Temporarily idle property, plant and equipment

There were no property, plant and equipment idle from active use as at the reporting date.

(c) Property, plant and equipment retired from active use

There were no property, plant and equipment retired from active use as at the reporting date.

(d) Title restriction of property, plant and equipment

There were no restrictions on the title of property, plant and equipment as at the reporting date.

(e) Land holdings

The value of factory lands situated at Akuressa Road, Bogahagoda, Galle was valued by an independent incorporated valuer at a value of Rs. 413.5 Mn as at 27th March 2024. Paddy field at Akuressa Road Bogahagada was valued at Rs.1.85 Mn. PVC factory at Gilcroft Estate, Kiribathwila, Ampegama, Baddegama was purchased in 2014/15 and its market value is Rs.60.2 Mn. The factory at No: 57B, Industrial Processing Zone, Nagoda, Kaluthara was purchased in 2010/2011 and its current market value is Rs 1.85 Mn.

Location	Address	No. of Buildings	Extent of land	Extent of Building
Galle Factory	Akuressa Road, Bogahagoda, Galle.	10 Buildings	6 Acres 1 Roods & 33.82 Perches	107,160 Sq ft
Kalutara Factory	No. 57/B, Fullerton Industrial Zone, Nagoda, Kalutara.	03 Buildings	120 Perches	5,990 Sq ft
Baddegama Factory	Gilcroft Estate, Kiribathwila, Ampegama, Baddegama	01 Building	2 Acres 2 Roods & 1.5 Perches	34,915 Sq ft
Paddy Field Bohagagoda	Akuressa Road, Bogahagoda, Galle.	-	1 Acres & 24.64 Perches	-
Total			12 Acres 3 Roods & 33.61 Perches	148,065 Sq ft

The above lands were valued by Mr. D. L. Pathmasiri, Bsc.(Sp) Estate Management and valuation, Associate Member of Institute of Values of Sri Lanka, of Pathmasiri Liyanage and Associates Private Limited, No 06, 1st Floor, City View Shopping Complex, Talbat Town, Galle in March 2024.

NOTES TO THE FINANCIAL STATEMENTS

14. INTANGIBLE ASSETS

For the year ended 31 March	2026	2025
	Rs.	Rs.
Cost		
Balance at the beginning of the year	**16,745,036**	16,745,036
Balance at the end of the year	**16,745,036**	16,745,036
Accumulated amortization		
Balance at the beginning of the year	**10,452,134**	8,777,630
Charge for the year	**831,030**	1,674,504
Balance at the end of the year	**11,283,164**	10,452,134
Net book value	**5,461,872**	6,292,902

15. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS

For the year ended 31 March		2026	2025
	Note	Rs.	Rs.
Quoted debentures	15.1	**10,000,000**	10,007,473
		10,000,000	10,007,473

15.1 Quoted debentures

	No of Debentures	Market Price	Market Value As at 31.03.2026	Market Value As at 31.03.2025
		Rs. Cts	Rs.	Rs.
Seylan Bank	100,000	100.00	**10,000,000**	10,007,473
			10,000,000	10,007,473

15.2 Level of fair value hierarchy

As at 31 March 2026, the Company held quoted debentures amounting to Rs. 10,000,000/-(2025: Rs. 10,007,473/-), which are classified within Level 1 of the fair value hierarchy under SLFRS 13 – Fair Value Measurement. The fair value of these financial instruments is determined based on quoted prices in active markets for identical instruments at the reporting date, without any adjustments.

16. FINANCIAL ASSETS AT AMORTIZED COST

For the year ended 31 March	2026	2025
	Rs.	Rs.
Investment in treasury bills	**-**	26,319,108
	-	26,319,108

Based on available Auction market information, the fair value of investments in treasury bills equals to its carrying value. However, at the end of 31st March 2026, the company didn't hold any investment for Treasury Bills.

17. DEFERRED TAXATION

17.1 Deferred tax assets

For the year ended 31 March	2026	2025
	Rs.	Rs.
Balance at the beginning of the year	**22,278,263**	22,304,151
Recognized in profit and loss	**98,206,414**	2,042,526
Recognized in other comprehensive income	**3,173,655**	(2,068,413)
Balance at the end of the year	**123,658,332**	22,278,263

17.2 Deferred tax liabilities

For the year ended 31 March	2026	2025
	Rs.	Rs.
Balance at the beginning of the year	**87,346,256**	80,585,784
Recognized in profit and loss	**(3,548,937)**	6,760,472
Balance at the end of the year	**83,797,319**	87,346,256
Net deferred tax liability	**(39,861,013)**	65,067,993

17.3 Composition of net deferred tax liability is as follows

For the year ended 31 March	2026	2025
	Rs.	Rs.
Deferred tax liability on property, plant and equipment	**83,797,319**	87,346,256
Deferred tax asset on retirement benefit obligation	**(26,586,060)**	(22,278,263)
Debtor impairment provision	**(5,723,330)**	-
Impairment provision for inventories	**(4,357,600)**	-
Deferred tax on tax losses	**(86,991,342)**	-
	(39,861,013)	65,067,994

NOTES TO THE FINANCIAL STATEMENTS

18. INVENTORIES

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Raw materials		**197,579,206**	166,645,878
Work in progress		**74,636,396**	58,818,174
Finished goods		**153,091,870**	177,855,514
Stationery, consumable maintenance and energy		**32,409,544**	33,708,863
		457,717,016	437,028,429
Impairment provision for inventories	18.1	**(14,525,333)**	(14,414,511)
		443,191,683	422,613,918

18.1 Movements on the impairment provision for inventory are as follows

For the year ended 31 March	2026 Rs.	2025 Rs.
Balance at the beginning of the year	**14,414,511**	1,075,511
(Reversal)/ provision for inventory impairment	**110,822**	13,339,000
Balance at the end of the year	**14,525,333**	14,414,511

19. TRADE AND OTHER RECEIVABLES

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Trade receivables - Local		**194,751,747**	178,032,079
Trade receivables - Foreign		**349,549,797**	256,394,208
Trade receivables - Related parties	19.1	**20,123,545**	18,605,435
Less: Impairment provision for doubtful debtors	19.2	**(19,077,766)**	(1,348,559)
Trade receivables - net		**545,347,323**	451,683,163
Other receivables		**72,073,124**	16,847,261
Deposits and prepayments		**10,199,885**	12,705,921
Advances		**82,055,733**	127,170,871
		709,676,065	608,407,214

19.1 Trade receivables - Related parties

For the year ended 31 March	2026	2025
	Rs.	Rs.
D. Samson Industries (Pvt) Ltd.	**18,675,448**	15,012,702
Samson Trading (Pvt) Ltd.	**-**	1,620,410
Samson Compounds (Pvt) Ltd.	**461,948**	600,585
Samson Rubber Industries (Pvt) Ltd.	**124,168**	7,152
Samson Rajarata Tiles (Pvt) Ltd.	**-**	145,503
Samson Rubber Products (Pvt) Ltd	**-**	169,308
Samson Manufacturers (Pvt)Ltd	**554,087**	76,063
Samson Solar Power (Pvt)Ltd	**288,983**	-
Samtessi Brush Manufacturers (Pvt) Ltd	**18,911**	973,712
	20,123,545	18,605,435

In the previous year's financial statements, the receivable balance from Samson Rubber Products (Pvt) Ltd was incorrectly recorded under Samson Engineering (Pvt) Ltd. This error has been corrected in the current year's financial statements, and the comparative figures relating to the previous year have been appropriately adjusted.

19.2 Movement in impairment provision for doubtful trade receivables

For the year ended 31 March	2026	2025
	Rs.	Rs.
Balance at the beginning of the year	**1,348,559**	882,082
Provision for the year	**17,818,889**	466,477
Bad debtor write off	**(89,682)**	-
Balance at the end of the year	**19,077,766**	1,348,559

The Company defines default as the failure to meet contractual payment obligations (principal or interest) when due under loan agreements or credit facilities. Default also includes breaches of financial covenants that are not rectified within the contractual grace period. This definition is consistent with the terms of lending arrangements and aligns with the Company's internal credit risk management policies in accordance with SLFRS 9.

As of 31st March 2026, Trade Receivables of Rs. 564,425,089/- (as of 31st March 2025 was Rs.453,031,722) were fully performing.

As of 31st March 2026, Trade Receivables of Rs. 264,686,294/- (as of 31st March 2025 was Rs. 49,784,363) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The aging analysis of these trade receivables is as follows:

For the year ended 31 March	2026	2025
	Rs.	Rs.
3 to 6 months	**210,509,457**	40,398,708
over 6 months	**54,176,837**	9,385,655
	264,686,294	49,784,363

As of 31 March 2026, trade receivables of Rs. 19,077,766/- (as of 31 March 2025 Rs 1,348,559/-) were impaired and provided for. The individually impaired receivables mainly relate to customers, who are in unexpectedly difficult economic situations. It was assessed that no portion of the impairment provision for receivables is expected to be recovered.

NOTES TO THE FINANCIAL STATEMENTS

19.3 Analysis of current financial instruments by category

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Financial assets at fair value through profit and loss			
Financial assets at fair value through profit and loss	15	**10,000,000**	10,007,473
		10,000,000	10,007,473
Financial assets at amortized cost			
Trade and other receivables excluding prepayments, statutory payments and advances		**475,349,031**	436,858,609
Financial assets at amortized cost	16	**-**	26,319,108
Loan at amortized cost for related parties	20	**32,600,000**	-
Cash and cash equivalents	21	**122,894,392**	48,088,213
		630,843,423	511,265,930
Financial liabilities at amortized cost			
Trade and other payables (Excluding statutory liabilities and advances)	24	**181,498,877**	223,315,230
Borrowings	25	**880,801,750**	939,969,343
		1,062,300,627	1,163,284,573

19.4 Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the end of the reporting period was as follows:

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Trade receivables	19	**545,347,323**	451,683,163
		545,347,323	451,683,163

The maximum exposure to credit risk for trade receivables at the end of the reporting period by type of counterparty is as follows:

For the year ended 31 March	Note	2026 Rs.	2025 Rs.
Trade receivables from related parties	19.1	**20,123,545**	18,605,435
Trade receivables - others		**525,223,778**	433,077,728
		545,347,323	451,683,163

Amounts due from related companies were given on normal credit terms.

20. LOAN AT AMORTIZED COST FOR RELATED PARTIES

For the year ended 31 March	2026	2025
	Rs.	Rs.
Inter company loan	**32,600,000**	-
	32,600,000	-

The intercompany loan granted by the company to Samson Group Corporate Services (Pvt) Ltd. was financed through company's bank overdraft facilities. The company charges interest on the outstanding loan balance at a rate equal to the applicable overdraft interest rate plus 2%.

21. CASH AND CASH EQUIVALENTS

For the year ended 31 March	2026	2025
	Rs.	Rs.
Cash at bank	**90,393,297**	16,861,217
Cash in hand	**63,765**	152,687
Short term fixed deposits	**32,437,330**	31,074,309
	122,894,392	48,088,213

21.1 For the purpose of statement of cash flows, cash and cash equivalents comprise the following:

For the year ended 31 March	2026	2025
	Rs.	Rs.
Cash at bank	**90,393,297**	16,861,217
Cash in hand	**63,765**	152,687
Short term deposits	**32,437,330**	31,074,309
Bank overdrafts	**(146,453,276)**	(173,713,773)
	(23,558,884)	(125,625,560)

The Company held cash and cash equivalents with reputed commercial banks.

22. STATED CAPITAL

For the year ended 31 March	2026	2025
	Rs.	Rs.
4,232,771 Number of ordinary shares issued and fully paid	**109,600,211**	109,600,211
	109,600,211	109,600,211

NOTES TO THE FINANCIAL STATEMENTS

23. RETIREMENT BENEFIT OBLIGATIONS

For the year ended 31 March	2026	2025
	Rs.	Rs.
Balance at the beginning of the year	**74,260,875**	74,347,166
Current charge for the year/ past service cost	**5,710,241**	5,268,694
Interest cost	**8,168,696**	8,921,660
Actuarial (gain) on obligation	**10,578,850**	(6,894,711)
Benefit paid	**(10,098,463)**	(7,381,934)
Balance at the end of the year	**88,620,199**	74,260,875

The expenses is recognized in the following line items in the Statement of Profit or Loss.

For the year ended 31 March	2026	2025
	Rs.	Rs.
Cost of sales	**10,038,937**	8,383,363
Administrative expenses	**3,840,000**	5,806,991
Balance at the end of the year	**13,878,937**	14,190,354

As at 31st March 2026, the gratuity liability was actuarial valued under the Projected Unit Credit (PUC) method by a professionally qualified actuary Mr. Munisamy Poopalanathan of Actuarial and Management Consultants (Pvt) Ltd, 1st floor, 434, R.A. De Mel Mawatha, Colombo 03 who is a qualified actuary, A.I.A (London). A required account provision of the Company as at 31st March 2026 has been determined based on the recommendation on this report.

23.1 Key assumptions used for calculation of retirement benefit obligation

For the year ended 31 March	2026	2025
	Rs.	Rs.
Salary incremental rate	**9.00%**	9.00%
Rate of discount	**10.00%**	11.00%
Staff turnover rate	**7% to 51%**	5% to 48%
Retirement age	**60 years**	60 years

Salary increment rate has not changed in the current period.

Rate of discount is set based on published 11 years government treasury bond rate prevailing as at the actuarial valuation date.

Staff turnover rate varies ranging from 7% to 51% per annum based on the category on the age limit. This 51% represent the casual workers.

Provision has been made for the retirement benefit obligation in conformity with LKAS 19 - Employee Benefits.

23.2 Sensitivity analysis

In order to illustrate the significance of the salary escalation and discount rate used in the actuarial valuation as at 31st March 2026, sensitivity analysis has been carried out as follows;

Discount Rate	Salary Escalation Rate	Staff Turnover Rate	Present Value of Defined Benefit Obligation (Rs.)
1% Increase	As per Note 23.1	As per Note 23.1	84,602,070
1% Decrease	As per Note 23.1	As per Note 23.1	93,027,110
As per Note 23.1	1% Increase	As per Note 23.1	93,420,514
As per Note 23.1	1% Decrease	As per Note 23.1	84,170,272
As per Note 23.1	As per Note 23.1	10% Increase	88,759,430
As per Note 23.1	As per Note 23.1	10% Decrease	88,462,097

23.3 Distribution of employee benefit obligation over future working lifetime

For the year ended 31 March	2026	2025
	Rs.	Rs.
Within the next 12 months	**17,583,211**	7,491,763
Between 1 and 2 years	**17,934,856**	13,299,283
Between 3 and 5 years	**22,573,030**	20,552,916
Beyond 5 years	**30,529,102**	32,916,914
	88,620,199	74,260,875

24. TRADE AND OTHER PAYABLES

For the year ended 31 March		2026	2025
	Note	Rs.	Rs.
Trade creditors - related companies	24.1	**26,183,007**	49,554,450
Trade creditors - direct import		**9,529,308**	34,909,459
Trade creditors - other		**96,841,695**	86,986,402
Customer advances		**28,208,712**	24,273,209
Customer guarantee deposits		**9,594,121**	6,689,888
Expense creditors		**48,944,867**	51,864,919
Statutory payables		**6,307,474**	4,995,496
		225,609,184	259,273,823

NOTES TO THE FINANCIAL STATEMENTS

24.1 Trade creditors - Related parties

For the year ended 31 March	2026	2025
	Rs.	Rs.
D. Samson Industries (Pvt) Ltd.	**15,500**	769,419
Samson Reclaim Rubbers Ltd.	**74,662**	-
Samson Group Corporate Services (Pvt) Ltd.	**800,550**	1,917,247
Samson Compounds (Pvt) Ltd.	**14,301,080**	21,396,776
Samson Rubber Industries(Pvt) Ltd	**-**	69,302
D Tech (Pvt) Ltd	**944,885**	596,396
Samson Plantation (Pvt) LTD	**20,250**	-
D.Samson & Sons (Pvt) Ltd	**331,500**	3,913
Samtessi Brush Manufacturers (Pvt) Ltd	**286,060**	507,294
DSI Samson Group (Pvt) Ltd	**7,356,770**	15,072,639
Samson Logistics (Pvt) Ltd	**2,029,052**	9,221,464
Samson Manufacturers (Pvt) Ltd	**19,595**	-
Mount Spring Water (Pvt) Ltd	**3,103**	-
	26,183,007	49,554,450

In the previous year's financial statements, the receivable balance from Samtessi Brush Manufacturers (Pvt) Ltd was incorrectly recorded under Samson Brush Manufacturers (Pvt) Ltd. This error has been corrected in the current year's financial statements, and the comparative figures relating to the previous year have been appropriately adjusted.

25 BANK BORROWINGS

25.1 Long term borrowings

For the year ended 31 March	2026	2025
	Rs.	Rs.
Long term borrowings	**45,220,000**	95,860,000
	45,220,000	95,860,000

25.2 Short term borrowings

For the year ended 31 March	2026	2025
	Rs.	Rs.
Short term borrowings	**734,348,474**	766,255,570
Bank overdrafts	**146,453,276**	173,713,773
	880,801,750	939,969,343

25.3 Securities for the above facilities are as follows:

Nature of security	Nature of the Facility	Bank/Institution	Securities
Inventory	Overdraft	Hatton National Bank PLC	Finished Good Stocks & Debtors.
Confirmed order confirmation	Packing Credit Loan	Seylan Bank PLC	Confirmed Order Confirmation.
Inventory	Overdraft	Seylan Bank PLC	Finished Good Stocks & Debtors.
Fixed deposit	Overdraft	Bank Of Ceylon	Fixed deposit of Rs. 10,500,000/-
Inventory	Overdraft	Bank Of Ceylon	Raw Material Stocks.
Financial assets	Overdraft	DFCC Vardhana Bank PLC	Fixed deposit of Rs. 21,937,330/-
Inventory	Overdraft	Commercial Bank PLC	Finished Good Stocks & Debtors.
Inventory	Overdraft	Nations Trust Bank PLC	Raw Material & Finished Goods Stocks.

26. INCOME TAX LIABILITY

For the year ended 31 March	2026	2025
	Rs.	Rs.
Balance at the beginning of the year	**9,298,876**	9,298,876
Income tax paid for previous year	**-**	-
	9,298,876	9,298,876
Tax provision for the year	**-**	-
Income tax paid for the year	**-**	-
Balance at the end of the year	**9,298,876**	9,298,876

27. CONTINGENT LIABILITIES

27.1 contingent assets and contingent liabilities

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Company expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the income statement net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost. All contingent liabilities are disclosed as a note to the financial statements unless the outflow of resources is remote. A contingent liability recognised in a business combination is initially measured at its fair value. Subsequently, it is measured at the highest of:

- The amount that would be recognised in accordance with the general guidance for provisions above (LKAS 37) or
- The amount initially recognised less, when appropriate, cumulative amortisation recognised in accordance with the guidance for revenue recognition (SLFRS 15)

Contingent assets are disclosed, where inflow of economic benefit is probable.

There were no contingent liabilities for the company at the end of reporting period.

27.2 Capital and other commitments

There were no capital and other commitments for the company at the end of reporting period.

NOTES TO THE FINANCIAL STATEMENTS

28. EVENTS AFTER THE REPORTING DATE

There were no material events occurring after reporting period that required adjustment to or disclosure to the Financial Statements other than following.

The Board of Directors has approved the payment of a final dividend of Rs. 2.00 per share on 27th May 2026 and to be paid on 25th June 2026.

As required by section 56 (2) of the Companies Act, No. 07 of 2007, the Board of Directors has confirmed that the Company satisfies the solvency test in accordance with Section 57 of the Companies Act, No. 07 of 2007, and has obtained a certificate from the auditors, prior to approving the final dividend.

In accordance with LKAS 10, Events after the reporting period, the final dividend has not been recognised as a liability in the Financial Statements as at 31st March 2026.

29. RELATED PARTY TRANSACTION

Terms and conditions of transactions with related parties

Transactions with related parties are carried out in the ordinary course of the business on an arm's length basis. Outstanding current account balances as at year end are unsecured, interest free and settlement occurs in cash. There are no related party transactions other than that, which have been disclosed below;

Non-recurrent related party transactions

There were non-recurrent related party transactions with an aggregate value of Rs. 32,600,000/- which exceeded the lower of 10% of the Company's equity or 5% of its total assets, based on the audited financial statements as at 31 March 2025. Accordingly, these transactions require additional disclosures in the 2025/26 Annual Report in accordance with Rule 9.14 of the Colombo Stock Exchange Listing Rules and the Code of Best Practice on Related Party Transactions issued under the directive of the Securities and Exchange Commission pursuant to Section 13(c) of the Securities and Exchange Commission Act.

29.1 Parent and ultimate controlling party

The Company's parent entity is DSI Samson Group (Pvt) Ltd, which effectively holds, both directly and indirectly (including shares held by affiliated entities), 56% of the issued shares of Samson International PLC. Accordingly, DSI Samson Group (Pvt) Ltd is identified as the ultimate controlling party of the Company.

29.2 Key management personnel of the Company

The Key Management personnel (KMP) comprise the members of its Board of Directors. Directors' remuneration for the financial year ended March 31, 2026 is given in note 8.1 to the financial statements.

Mr. D.D. A. Rajapaksa - (Managing Director)
Mrs. C. I. Malwatte - (Chairperson)
Mr. D.C.J. Rajapaksa
MR. D.N.S Rajapaksa
Mr. S.M.T.H. Subasinghe
Mr. D.G.P.S. Abeygunawardana - (Director/General Manager)

29.3 Transactions with key management personnel of the Company

29.3.1 Key management personnel compensation

	31.03.2026	31.03.2025
	Rs.	Rs.
Short-term employee benefits	**45,032,472**	91,195,211
	45,032,472	91,195,211

The Company has not incurred any amount as termination benefits or post employment benefits on account of the key managerial personnel during the year.

29.4 Directors interest in contracts with the Company

None of the directors of the Company had any direct or indirect interests in any existing or proposed contracts with the Company other than those stated below:

Mr. D.D.A Rajapaksa who is a director of the company is also holding directorships in the following Companies within the group.

Name of the Company	Relationship
Samtessi Brush Manufacturers (Pvt) Ltd	Managing Director
Samson Rajarata Tiles (Pvt) Ltd	Director
D. Samson Industries (Pvt)Ltd	Director
Samson Compounds (Pvt)Ltd	Director
DSI Samson Group (Pvt)Ltd	Director

29.5 Directors Interest In Contracts with the Company

Mr. D.C.J Rajapaksa who is a director of the Company is also holding directorships in the following Companies within the Group.

Werapitiya Hydro Power (Pvt) Ltd	Managing Director
Loggal Oya Hydro Power (Pvt) Ltd	Managing Director
Samson Exports (Pvt) Ltd	Managing Director
Hydro Trust Lanka (Pvt) Ltd	Managing Director
Samson Rajarata Tiles (Pvt) Ltd	Managing Director
Samson Compounds (Pvt) Ltd	Director
Samson Group Corporate Services (Pvt) Ltd	Director
Samtessi Brush Manufacturers (Pvt) Ltd	Director
Samson Bikes (Pvt)Ltd	Director
Samson Apparel Makers (Pvt) Ltd	Director
Samson Engineers (Pvt) Ltd	Director
Samson Trading Company (Pvt) Ltd	Director
Samson Manufacturers (Pvt) Ltd	Director
D. Samson Industries (Pvt) Ltd	Director
DSI Samson Group (Pvt) Ltd	Director

NOTES TO THE FINANCIAL STATEMENTS

Mr. D.N.S Rajapaksa who is a director of the Company is also holding directorships in the following Companies within the Group.

DSI Samson Group (Pvt) Ltd	Director

Mr. S.M.T.H. Subasinghe who is a director of the Company is also holding directorships in the following Companies.

Moore Consulting (Pvt) Ltd	Director
Moore LPO Services (Pvt) Ltd	Director
Sathnara Asset Management (Pvt) Ltd	Director
Kapruka Holdings PLC	Director
Amana Bank PLC	Director

Other positions

Moore Aiyar	Partnership
SLAASMB	Board Member
Securities and Exchange Commission	Commission member
CA Sri Lanka	President

Mrs. C. I. Malwatte 2024/25 who is the Chairperson of the Company is also holding directorships in the following Companies.

Cargills Ceylon PLC	Director
Kotmale Holdings PLC	Director
SL Handicrafts Board	Director
CTH Holdings PLC	Director

29.6 Transaction with related companies

The Company has entered into transactions during the year with following Companies in which some of the directors of the Company are also directors of those companies.

Company has performed below transaction with D. Samson Industries (Pvt) Ltd and Samson Compounds (Pvt) Ltd during the year. Aggregate value of which exceed 10% of the revenue of the company as at 31 March 2025 audited financial statements, which required additional disclosure in the 2025/26 Annual Report under Colombo Stock Exchange listing rule 9.14.

Name of Company	Relationship	Nature of the transaction	Aggregate value of the RPTs entered during the year	Aggregate value of the RPTs entered during the year as a % of 2025/26 Revenue	Terms & condition
D. Samson Industries (Pvt) Ltd.	Affiliate	Sales	412,424,370	18.6%	- Terms equivalent to those that prevail at arm’s length transaction
		Settlement	400,485,841	18.1%	
		Purchases	7,521,864	0.3%	
Samson Compounds (Pvt) Ltd.	- do -	Sales	11,098,758	0.5%	- Terms equivalent to those that prevail at arm's length transaction.
		Settlement	(322,628,092)	-14.6%	
		Purchases	326,492,140	14.7%	

29.7 Transaction with other related companies

Name of Company	Relationship	Nature of Transactions 2026			
		Sales	Purchases	Settlement	Balance as at 31.03.2026
		Rs.	Rs.	Rs.	Rs.
DSI Samson Group (Pvt) Ltd	Parent	-	44,237,280	(51,953,150)	(7,356,770)
Samson Rubber Industries (Pvt) Ltd	Affiliate	671,047	147,526	337,202	124,168
Samson Engineers (Pvt) Ltd	- do -	515,264	-	515,264	-
D Samson & Sons (Pvt) Ltd	- do -	-	1,956,450	(1,628,862)	(331,500)
Samson Group Corporate Services (Pvt) Ltd.	- do -	-	5,033,728	(6,100,626)	(800,550)
Samson Rajarata Tiles (Pvt) Ltd	- do -	417,150	-	562,653	-
Samson Reclaim Rubbers Ltd.	- do -	460,340	571,390	(36,388)	(74,662)
Samson Rubber Products Pvt Ltd.	- do -	5,572,431	20,318	5,721,948	-
Samson Trading (Pvt) Ltd.	- do -	1,205,631	-	2,826,041	-
D Tech (Pvt) Ltd	- do -	-	3,535,038	(3,186,549)	(944,885)
Samson Manufacturers (Pvt) Ltd	- do -	1,426,715	80,235	888,051	534,492
Samtessi Brush Manufactures (Pvt) Ltd	- do -	2,019,517	1,731,447	(8,395,816)	(267,149)
Samson Logistic Pvt Ltd	- do -	-	49,335,872	(56,528,284)	(2,029,052)
Samson Plantations (Pvt) Ltd	- do -	-	168,750	(148,500)	(20,250)
Mount Sring Water (Pvt) Ltd	- do -	-	85,453	(82,350)	(3,103)
Samson Solar Power (Pvt) Ltd	- do -	3,764,183	-	3,475,199	288,983

There were no other related party transactions other than disclosed above.

29.8 Outstanding amounts due from and to related parties are disclosed in Note 19.1 and 24.1 respectively.

30. SEGMENTAL OPERATING RESULTS

The Company's internal segment and management is/are structured based on individual products and services which are similar in nature and process and where the risks and returns are similar. The operating segments represent this business structure.

In addition, segments are determined based on the Company’s geographical spread of operations as well. The geographical analysis of turnover and profits are based on location of customers and assets respectively.

As such for management purposes, the Company is organised into business units based on their products and services and has two operating business segments. The measurement policies the Company uses for segment reporting under SLFRS 8 are the same as those used in its Financial Statements.

Segment information

Segment information has been prepared in conformity with the Accounting Policies adopted for preparing and presenting the Financial Statements of the Company.

The company is organized into operating segments based on their products which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge.

NOTES TO THE FINANCIAL STATEMENTS

(Rs.'000)

Description	RUBBER ITEMS		PVC ITEMS		COMPANY	
	2026	2025 (Restated)	2026	2025 (Restated)	2026	2025 (Restated)
Total turnover	2,280,076	1,445,308	845,190	770,146	3,125,266	2,215,454
Segmental Expense	(1,900,105)	(1,520,931)	(882,457)	(896,169)	(2,782,562)	(2,417,100)
Profit/(Loss) from operations	379,971	(75,623)	(37,267)	(126,023)	342,704	(201,646)
Geographical segment						
Europe	1,630,525	792,258	-	-	1,630,525	792,258
Australia and New Zealand	36,608	39,184	-	-	36,608	39,184
America / Canada	48,631	42,695	-	-	48,631	42,695
Africa and Middle - east	41,973	41,098	-	-	41,973	41,098
Asia / Sri Lanka	522,339	530,073	845,190	770,146	1,367,529	1,300,219
Total	2,280,076	1,445,308	845,190	770,146	3,125,266	2,215,454
Financial position segment						
Property, plant and equipment	157,724	212,607	387,834	386,778	545,558	599,385
Inventories	368,457	322,136	74,735	100,478	443,192	422,614
Trade and other receivables	539,749	449,119	170,529	159,288	710,278	608,407
Trade and other payables	187,637	243,379	38,560	15,895	226,197	259,274

The comparative segment information for the financial year ended 31 March 2025 has been restated to reflect the revisions made to the segment allocation. This restatement ensures consistency in presentation with the current year's classifications for the Rubber and PVC operational segments, as well as the geographical and financial position allocations.

31. FAIR VALUE MEASUREMENT – QUALITATIVE DISCLOSURES

The following table summarises the fair value measurement of financial instruments as at the reporting date, classified according to the SLFRS 13 fair value hierarchy:

Instrument	Fair Value (Rs.)	Fair Value Hierarchy	Valuation Technique	Key Inputs
Quoted Debentures – Seylan Bank	10,000,000	Level 1	Market approach – quoted price	Quoted market price (Rs. 100.00)

32. FAIR VALUE MEASUREMENT OF LAND

The fair value of the land assets disclosed below has been determined by an independent professional valuer using the comparison method of valuation. This approach involves reference to recent market transactions of similar land parcels in comparable locations to establish an objective market value.

The inputs utilized in the valuation process are classified as Level 2 inputs in accordance with the fair value hierarchy outlined in SLFRS 13 – Fair Value Measurement, as they are derived from observable market data other than quoted prices.

The carrying amounts and key details of the land assets are as follows:

Location	Address	Number of Buildings	Extent of Land	Extent of Building (Sq. ft.)	Fair Value per Perch (Rs.)
Galle Factory	Akuressa Road, Bogahagoda, Galle	10 Buildings	6 Acres 1 Rood & 33.82 Perches	107,160	400,000
Kalutara Factory	No. 57/B, Fullerton Industrial Zone, Nagoda, Kalutara	3 Buildings	120 Perches	5,990	15,417
Baddegama Factory	Gilcroft Estate, Kiribathwila, Ampegama, Baddegama	1 Building	2 Acres 2 Roods & 1.5 Perches	34,915	150,000
Paddy Field Bohagagoda	Akuressa Road, Bogahagoda, Galle	-	1 Acre & 24.64 Perches	-	10,000

INVESTOR INFORMATION

The Annual General Meeting (AGM) serves as a key platform for the Board to communicate with shareholders. All shareholders are encouraged to participate, and the Chairpersons of the Audit and Remuneration Committees are available to respond to any queries raised.

GENERAL

a) Stated Capital - Rs.109,600,211
b) No. of Shares - 4,232,771 (as at 31st March 2025 - 4,232,771)
c) Class of Shares - Ordinary Shares
d) Date of Listing - 22nd March 1993
e) Ticker symbol - SIL.N0000 (in the Colombo Stock Exchange)
f) Market sector - Manufacturing

SUBMISSION OF AUDITED ACCOUNTS TO CSE

The audited income statement for the year ended 31st March 2026 and the audited balance sheet of the Company as at that date have been submitted to the Colombo Stock Exchange within the stipulated date.

MARKET CAPITALIZATION

The market capitalization of the Company which is the number of ordinary shares issued multiplied by the market value of a share (at the year-end), was Rs. 2,117.44 Mn at 31st March 2026 (Rs. 708.99 Mn as at 31st March 2025). Further, the float-adjusted market capitalization stood at Rs. 930.6 Mn, categorizing the Company under Option 5 of Rule 7.13.1(i)(a) of the CSE Listing Rules. The Company remains compliant with minimum public holding requirements.

As at	31.03.2026	31.03.2025
Public Shareholding (%)	**43.95%**	43.94%
Public Shareholders	**1,548**	1,265
Float adjusted market capitalization Rs.	**930,618,577**	311,517,672

MARKET VALUE OF THE COMPANY'S ORDINARY SHARES

Market Value per share	2025/26	Date	2024/25	Date	Difference
	Rs.		Rs.		Rs.
Highest Price	Rs.770.00	25.02.2026	Rs.189.00	03.01.2025	581.00
Lowest Price	Rs.125.00	21.05.2025	Rs.124.00	27.08.2024	1.00
Closing	Rs.500.25	31.03.2026	Rs.167.50	27.03.2025	332.75

Share Information	2025/26 Quarterly information				For the year	
	Q1	Q2	Q3	Q4	2025/26	2024/25
High (Rs.)	164.00	285.00	450.00	770.00	770.00	189.00
Low (Rs.)	125.00	148.00	280.00	301.00	125.00	124.00
Closing (Rs.)	157.00	275.00	348.25	500.25	500.25	167.50
Market capitalization (Rs in Mn)	664.54	1,164.01	1,474.06	2,117.44	2,117.44	708.99

Analysis of Shareholders based on number of shares held as at 31st March 2026

As at 31st March 2026

No of Shares held	No of Shareholders	% of Shareholders	Total holding	% of total holding
1 - 1,000	1,399	89.7	164,308	3.8
1,001 – 10,000	127	8.1	373,660	8.8
10,001-100,000	29	1.9	841,278	19.9
100,001 – 1,000,000	4	0.2	1,528,219	36.2
1,000,000 & Over	1	0.1	1,325,306	31.3
Total	1,560	100.0	4,232,771	100.0

DSI Group invested 56% of the stake of the Company as at 31st March 2026.

As at 31st March 2025

No of Shares held	No of Shareholders	% of Shareholders	Total holding	% of total holding
1 - 1,000	1,181	92.5	123,510	2.9
1,001 – 10,000	77	6.0	215,774	5.1
10,001-100,000	15	1.1	451,711	10.7
100,001 – 1,000,000	2	0.2	854,878	20.2
1,000,000 & Over	2	0.2	2,586,897	61.1
Total	1,274	100.0	4,232,771	100.0

ANALYSIS OF SHAREHOLDERS CATEGORY-WISE AS AT 31ST MARCH 2026

As at 31st March 2026

Category	No of Shareholders	% of Shareholders	Total holding	% of total holding
Individual - local	1,457	93.4	925,538	21.9
Institutional - local	94	6.0	3,191,587	75.4
Individual - foreign	9	0.6	115,646	2.7
Institutional - foreign	-	-	-	-
Total	1,560	100.0	4,232,771	100.0

As at 31 March 2026, local individual shareholders represented 93.4% of the total number of shareholders and held 21.9% of the issued ordinary shares of the Company.

As at 31st March 2025

Category	No of Shareholders	% of Shareholders	Total holding	% of total holding
Individual - local	1,225	95.9	466,088	11.0
Institutional - local	44	3.5	3,651,052	86.3
Individual - foreign	8	0.6	115,631	2.7
Institutional - foreign	-	-	-	-
Total	1,277	100.0	4,232,771	100.0

INVESTOR INFORMATION

Twenty Major Shareholders as at 31st March 2026

		31st March 2026		31st March 2025		Change in	%
No.	Shareholder	No. of shares	(%)	No. of shares	(%)	No. of Shares	Change
1	D.S.I Samson Group (Pvt) Ltd	**1,325,306**	**31.31**	1,325,306	31.31	-	-
2	D. Samson Industries (Pvt) Limited	**603,633**	**14.26**	603,633	14.26	-	-
3	Sampath Bank Plc/Senthilverl Holdings (Pvt) Ltd	**423,340**	**10.00**	1,261,591	29.81	(838,251)	-66.4%
4	D. Samson & Sons (Private) Limited	**301,782**	**7.13**	301,782	7.13	-	-
5	Mr. G.B.D. Thilakaratne	**250,000**	**5.91**	-	-	250,000	100%
6	Mes Samson Rubber Industries (Private) Ltd	**106,208**	**2.51**	106,208	2.51	-	-
7	Mr Sanger Gmbh	**86,484**	**2.04**	86,484	2.04	-	-
8	Commercial Bank Of Ceylon Plc/ H.G. Balasuriya	**65,000**	**1.54**	-	-	65,000	100%
9	Seylan Bank Plc/Java Capital (Private) Limited	**50,000**	**1.18**	-	-	50,000	100%
10	Mr. R.L. Hewavitarne	**47,877**	**1.13**	-	-	47,877	100%
11	Hatton National Bank Plc/Hennasy Geeth Balasuriya	**47,000**	**1.11**	-	-	47,000	100%
12	Mr. M.L.K. Somaratne & Mrs. M.L.A.S.Induka	**32,173**	**0.76**	-	-	32,173	100%
13	Seylan Bank Plc/Gladstone Capital (Private) Limited	**29,938**	**0.71**	-	-	29,938	100%
14	Mr. K.G.N.I. Piyasena	**27,555**	**0.65**	27,805	0.66	(250)	-0.9%
15	Sherwood Capital (Pvt) Ltd	**25,000**	**0.59**	-	-	25,000	100%
16	Mr. A.H. Munasinghe	**24,978**	**0.59**	32,117	0.76	(7,139)	-22.2%
17	People S Leasing And Finance Plc/Yaden Capital (Private) Limited	**24,523**	**0.58**	-	-	24,523	100%
18	Samson Manufacturers Private Limited	**24,369**	**0.58**	24,369	0.58	-	-
19	Mr H. Tanigawa	**22,506**	**0.53**	22,506	0.53	-	-
20	Assetline Finance Plc/V.S.P.Liyanage	**21,950**	**0.52**	-	-	21,950	100%
	Total of 20 Major Shareholders	**3,539,622**	**83.62**	3,791,801	89.59	(252,179)	
	Other Shareholders	**693,149**	**16.38**	440,970	10.41	252,179	
	Total Shareholdings of the Company	**4,232,771**	**100.00**	4,232,771	100.00		

PUBLIC HOLDINGS

As at 31 March 2026, the public holding of the Company was 43.95%, represented by 1,548 public shareholders, compared to 43.94% represented by 1265 public shareholders as at 31 March 2025. The float-adjusted market capitalization of the Company was approximately Rs. 930.6 Mn, compared to Rs. 311.5 Mn as at 31 March 2025. Accordingly, the Company complied with the minimum public holding requirement applicable under Rule 7.13.1(i)(a) – Option 5 of the CSE Listing Rules.

The shareholding of Sampath Bank PLC / Senthilverl Holdings (Pvt) Ltd has been considered as part of the public holding based on the declaration submitted to the Colombo Stock Exchange.

NO OF SHARE TRANSACTIONS

	2025/26	2024/25
No of Transactions	**8034**	1074
No of Shares Traded	**1,708,192**	267,944

The Value of shares traded during the year under review was Rs.850,512,586 as against Rs. 40,264,802 in 2024/25.

TEN-YEAR FINANCIAL SUMMARY

Year ended 31 March	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Income statement										
Revenue – Rubber	**2,280,076**	1,440,853	1,638,297	2,096,091	1,521,634	1,221,374	1,160,566	1,229,609	900,474	1,057,269
Revenue – PVC	**845,190**	774,601	677,968	798,769	1,363,555	964,495	429,636	339,736	215,975	192,228
Total revenue	**3,125,266**	2,215,454	2,316,265	2,894,860	2,885,189	2,185,869	1,590,203	1,569,345	1,116,449	1,249,498
Profit before taxation	**287,960**	(295,770)	(287,530)	154,648	99,519	108,360	12,086	43,635	16,973	65,972
Income tax (expense)/ credit	**101,755**	(4,718)	(7,054)	(61,749)	(15,495)	(9,552)	225	(18,627)	(8,124)	(23,074)
Profit after taxation	**389,715**	(300,487)	(294,584)	92,899	84,024	98,808	12,311	25,007	8,849	42,899
Total comprehensive income	**382,310**	(295,661)	(293,450)	93,984	84,544	101,604	12,738	24,189	10,172	43,732
Statement of financial position										
Property, plant and equipment	**551,020**	605,678	645,000	600,428	563,543	577,685	417,225	429,049	361,165	364,173
Investments	**10,000**	36,326	33,032	27,365	28,412	22,578	36,481	33,669	42,905	46,691
Deferred tax assets	**123,658**	22,278	22,304	18,661	8,722	8,160	11,228	11,222	16,828	6,196
Current assets	**1,308,362**	1,079,109	1,119,611	1,489,199	1,491,436	1,221,292	713,640	721,310	594,336	610,232
Total assets	**1,993,040**	1,743,391	1,819,947	2,135,653	2,092,113	1,829,715	1,178,574	1,195,250	1,015,234	1,027,292
Equity										
Stated capital	**109,600**	109,600	109,600	109,600	109,600	109,600	109,600	109,600	109,600	109,600
Capital reserves	**110,000**	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Retained earnings	**440,093**	57,782	353,444	681,779	596,260	520,181	422,809	418,537	334,488	332,781
Shareholders' funds	**659,693**	277,383	573,044	901,379	815,860	739,781	642,409	638,137	554,088	552,381
Non-current liabilities										
Deferred tax liability	**83,797**	87,346	80,586	69,403	34,767	38,235	48,416	59,691	51,918	33,092
Retirement benefit obligation	**88,620**	74,261	74,347	62,204	52,603	49,164	46,779	40,078	33,701	29,701
Long-term borrowings	**45,220**	95,860	160,360	238,269	-	-	-	-	-	-
Total non-current liabilities	**217,637**	257,467	315,293	369,876	87,370	87,399	95,195	99,769	85,619	62,793
Current liabilities	**1,115,710**	1,208,542	931,610	864,398	1,188,883	1,002,535	440,970	457,344	375,527	412,118
Total equity and liabilities	**1,993,040**	1,743,391	1,819,947	2,135,653	2,092,113	1,829,715	1,178,574	1,195,250	1,015,234	1,027,292

SUPPLEMENTARY FINANCIAL INFORMATION IN FOREIGN CURRENCIES

STATEMENT OF PROFIT OR LOSS

For the year ended 31 March	EUR 2026	EUR 2025	USD 2026	USD 2025
Revenue	8,632,664	6,928,275	9,904,527	7,476,561
Cost of sales	(6,280,246)	(5,995,231)	(7,205,523)	(6,469,678)
Gross profit	2,352,419	933,044	2,699,004	1,006,883
Other income	59,291	63,901	68,026	68,958
Distribution costs	(465,077)	(443,135)	(533,597)	(478,204)
Administrative expenses	(1,000,008)	(1,184,407)	(1,147,341)	(1,278,138)
Operating profit/(loss)	946,625	(630,597)	1,086,093	(680,501)
Finance income	80,706	16,581	92,596	17,893
Finance costs	(231,922)	(310,928)	(266,092)	(335,534)
Net finance cost	(151,217)	(294,347)	(173,495)	(317,641)
Profit/(loss) before taxation	795,408	(924,945)	912,597	(998,142)
Income tax (expense)/credit	281,070	(14,754)	322,481	(15,922)
Profit/(loss) for the year	1,076,479	(939,699)	1,235,078	(1,014,064)

STATEMENT OF FINANCIAL POSITION

As at 31 March	EUR 2026	EUR 2025	USD 2026	USD 2025
ASSETS				
Non-current assets				
Property, plant and equipment	1,531,267	1,873,897	1,749,893	2,022,625
Intangible assets	15,330	19,674	17,519	21,235
Financial assets at fair value through profit or loss	28,068	31,287	32,075	33,770
Financial assets at amortised cost	-	82,283	-	88,814
Deferred tax assets	347,083	69,650	396,638	75,178
Total non-current assets	1,921,749	2,076,791	2,196,125	2,241,623
Current assets				
Inventories	1,243,947	1,321,247	1,421,551	1,426,112
Trade and other receivables	1,991,913	1,902,105	2,276,307	2,053,072
Loan to related parties at amortised cost	91,501	-	104,565	-
Cash and cash equivalents	344,939	150,341	394,187	162,274
Total current assets	3,672,300	3,373,693	4,196,610	3,641,457
Total assets	5,594,048	5,450,484	6,392,736	5,883,080
EQUITY AND LIABILITIES				
Equity				
Stated capital	307,625	342,651	351,546	369,846
General reserve	308,747	343,900	352,828	371,195
Retained earnings	1,235,248	180,649	1,411,610	194,987
Total equity	1,851,620	867,200	2,115,985	936,028

As at 31 March	EUR 2026	EUR 2025	USD 2026	USD 2025
Non-current liabilities				
Deferred tax liability	235,202	273,077	268,782	294,750
Retirement benefit obligation	248,738	232,167	284,252	250,593
Long-term borrowings	126,923	299,694	145,044	323,480
Total non-current liabilities	610,863	804,937	698,079	868,823
Current liabilities				
Trade and other payables	633,238	810,585	723,648	874,920
Short-term borrowings	2,472,227	2,938,690	2,825,198	3,171,929
Income tax payable	26,100	29,072	29,826	31,379
Total current liabilities	3,131,565	3,778,347	3,578,672	4,078,228
Total liabilities	3,742,428	4,583,284	4,276,751	4,947,051
Total equity and liabilities	5,594,048	5,450,484	6,392,736	5,883,080

BASIS OF PRESENTATION BASIS OF PRESENTATION BASIS OF PRESENTATION BASIS OF PRESENTATIONBASIS OF PRESENTATION

The Company's functional and presentation currency is the Sri Lankan Rupee (LKR). The above supplementary financial information has been translated into EUR and USD solely for the convenience of stakeholders. Statement of profit or loss amounts have been translated using the applicable average exchange rates for the respective financial years, while statement of financial position amounts have been translated using the closing exchange rates as at the respective reporting dates. The translated amounts have been rounded to the nearest unit and may therefore contain minor rounding differences. This supplementary information should be read together with the Company's audited financial statements presented in LKR.

Translation basis	EUR 2026	EUR 2025	USD 2026	USD 2025
Average rate used for profit or loss (LKR/ FCY unit)	362.03	319.77	315.54	296.32
Closing rate used for financial position (LKR/ FCY unit)	356.28	319.86	311.77	296.34

GLOSSARY OF FINANCIAL TERMS

1. **Operating Segment:** A component of the Company that engages in business activities, whose operating results are regularly reviewed by the chief operating decision-maker and for which discrete financial information is available.
2. **Revenue Growth:** The percentage increase or decrease in revenue compared with the preceding financial year.
3. **Current Ratio:** Current assets divided by current liabilities.
4. **Liquidity Ratio:** Liquid current assets divided by current liabilities. The assets included in this calculation should be consistent with the formula used in the Financial Highlights.
5. **Dividend Cover:** Profit attributable to ordinary shareholders divided by the gross dividend relating to the financial year.
6. **Dividend per Share:** The gross dividend declared for the financial year for each ordinary share entitled to receive the dividend.
7. **Gross Dividend:** The total dividend distributed or declared for distribution to shareholders before deducting any applicable withholding tax.
8. **Earnings per Share:** Profit or loss attributable to ordinary shareholders divided by the weighted-average number of ordinary shares outstanding during the financial year, calculated in accordance with LKAS 33.
9. **Interest Cover:** Profit before tax and finance costs divided by finance costs. The finance-cost figure used should be consistent with the calculation presented in the Financial Highlights.
10. **Net Assets per Share:** Total equity attributable to ordinary shareholders divided by the number of ordinary shares in issue at the reporting date.
11. **Price-Earnings Ratio:** The market price per ordinary share at the reporting date divided by basic earnings per share.
12. **Deferred Taxation:** The tax effects of temporary differences between the carrying amounts of assets and liabilities in the financial statements and their corresponding tax bases, together with eligible unused tax losses and tax credits.
13. **Value Added:** The wealth generated by the Company through its business activities and distributed among employees, providers of capital, government and the Company for reinvestment.
14. **Revenue Reserves:** Reserves arising from accumulated profits, including retained earnings. Their availability for distribution is subject to applicable legal and regulatory requirements.
15. **Capital Reserves:** Reserves arising from capital transactions, revaluations or other items of a capital nature and generally not available for distribution as dividends.
16. **Return on Capital Employed:** Profit before finance costs and tax, expressed as a percentage of average capital employed.
17. **Shareholders' Funds:** Total equity attributable to shareholders, comprising stated capital and all capital and revenue reserves.
18. **Capital Employed:** Total shareholders' funds plus current and non-current interest-bearing borrowings.
19. **Average Capital Employed:** The average of capital employed at the beginning and end of the financial year.
20. **Gearing Ratio:** Interest-bearing borrowings expressed as a percentage of total capital, comprising shareholders' funds and interest-bearing borrowings.
21. **Corporate Governance:** The system of principles, policies, processes and controls through which the Company is directed and governed to promote accountability, transparency, integrity and the long-term interests of stakeholders.
22. **Market Capitalisation:** The number of ordinary shares in issue multiplied by the market price per share at the reporting date.
23. **Related Parties:** Persons or entities related to the Company through control, joint control, significant influence, key management responsibilities or other relationships specified in LKAS 24, Related Party Disclosures.
24. **Intangible Asset:** An identifiable non-monetary asset without physical substance.
25. **Impairment:** The reduction required when the carrying amount of an asset or cash-generating unit exceeds its recoverable amount.
26. **Fair Value:** 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.
27. **Cash-Generating Unit (CGU):** The smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows generated by other assets or groups of assets.

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the Thirty Fourth (34th) Annual General Meeting of Samson International PLC will be held by way of electronic means on Wednesday, 30th September 2026 at the Board Room of DSI Samson Group (Pvt) Ltd, No.110, Kumaran Ratnam Road, Colombo 02 at 3.00 p.m. for the following purposes:

1. Ordinary Business

1.1 To receive and consider the Annual Report of the Board of Directors on the affairs of Company and the Financial Statements for the year ended 31st March 2026 with the Report of the Auditors thereon.

1.2 To re-elect Mr. D N S Rajapaksa who retires by rotation in terms of Articles 88 and 89 of the Articles of Association, as a Director of the Company.

1.3 To re-elect Mr. S M T H Subasinghe who retires by rotation in terms of Articles 88 and 89 of the Articles of Association, as a Director of the Company.

1.4 To pass the ordinary resolution set out below to re-appoint Mrs. C. I. Malwatte who is 71 years of age as a Director of the Company:

“**IT IS HEREBY RESOLVED THAT** the age limit stipulated in Section 210 of the Companies Act No.07 of 2007 shall not apply to Mrs. C. I. Malwatte who is 71 years of age and that she be and is hereby re-appointed a Director of the Company.”

1.5 To re-appoint Messrs Edirisinghe & Co., Chartered Accountants, as the Auditors of the Company for the ensuing year and to authorize the Directors to determine their remuneration.

1.6 To authorize the Directors to determine donations for the year ending 31st March 2027 and up to the date of the next Annual General Meeting.

2. Special Business

2.1 To pass the ordinary resolution set out below to approve the continuation of Mrs. C. I. Malwatte, who has attained the age of 71 years, as an Independent Non-Executive Director of the Company:

“**IT IS HEREBY RESOLVED THAT** based on the recommendation of the Nominations and Governance Committee, along with the justification and rationale, and the confirmation by the Board of Directors of the Company as set out in the Annual Report of the Board of Directors, Mrs. C. I. Malwatte, who attained the age of 71 years on 5th July 2026, shall continue to serve as an Independent Non-Executive Director of the Company in accordance with Rule 9.8.3 (ix) of the Listing Rules of the Colombo Stock Exchange.

IT IS FURTHER RESOLVED THAT Mrs. C. I. Malwatte shall continue to serve in the capacity of Independent Non-Executive Director until the next Annual General Meeting of the Company.”

By Order of the Board
SAMSON INTERNATIONAL PLC

P W Corporate Secretarial (Pvt) Ltd
Secretaries

12 August 2026
Colombo

Notes:

1. A shareholder entitled to participate and vote at the above virtual meeting is entitled to appoint a proxy to participate and vote in his/her place by completing the Form of Proxy enclosed herewith.
2. A proxy need not be a shareholder of the Company.
3. For further information on the process to participate in the above virtual meeting by electronic means, please refer to the Registration Process enclosed herewith.

NOTES

FORM OF PROXY

*I/We…………………………………..........…………………..........…………………………………..……… (holder of NIC/Passport/Company

Reg No. ……………………..……..) of……………………….............................…………....being a *Shareholder /Shareholders of Samson

International PLC, do hereby appoint ……………………………………….….. (holder of NIC/Passport No. …………………………….....)

of ………………………………………or failing him/her*

Mrs. C. I. Malwatte	of Colombo or failing her*
Mr. D D A Rajapaksa	of Colombo or failing him*
Mr. D C J Rajapaksa	of Colombo or failing him*
Mr. N S Rajapaksa	of Colombo or failing him*
Mr. S M T H Subasinghe	of Colombo

as *my/our Proxy to represent me/us*, to speak and vote for *me/us on *my/our behalf at the Thirty Fourth (34th) ANNUAL GENERAL MEETING OF THE COMPANY to be held by electronic means on September 30, 2026 at 3.00 p.m. and at any adjournment thereof, and at every poll which may be taken in consequence thereof.

1. Ordinary Business

		For	Against
1.	To re-elect Mr. D N S Rajapaksa as a Director of the Company.		
2.	To re-elect Mr. S M T H Subasinghe as a Director of the Company.		
3.	To pass the ordinary resolution set out in item 1.4 of the Notice of Meeting for the re-appointment of Mrs. C I Malwatte as a Director of the Company.		
4.	To re-appoint Messrs. Edirisinghe & Co., Chartered Accountants, as the Auditors of the Company and to authorize the Directors to fix their remuneration.		
5.	To authorize the Directors to determine donations for the year ending 31st March 2027 and up to the date of the next Annual General Meeting.		

2. Special Business

		For	Against
1.	To pass the Ordinary Resolution as set out in item 2.1 of the Notice of Meeting.		

Signed this ……… day of ………… Two Thousand and Twenty Six.

……………….……

*Signature/s

Note:

1. *Please delete the inappropriate words.
2. Instructions as to completion are noted on the reverse hereof.

FORM OF PROXY

INSTRUCTIONS AS TO COMPLETION

1. The full name, National Identity Card number and the registered address of the shareholder appointing the Proxy and the relevant details of the Proxy should be legibly entered in the Form of Proxy which should be duly signed and dated.

2. The Proxy shall –

   (a) In the case of an individual be signed by the shareholder or by his/her attorney, and if signed by an Attorney, a notarially certified copy of the Power of Attorney should be attached to the completed Proxy if it has not already been registered with the Company.

   (b) In the case of a company or corporate/ statutory body either be under its Common Seal or signed by its Attorney or by an Officer on behalf of the company or corporate/ statutory body in accordance with its Articles of Association or the Constitution or the Statute (as applicable).

3. Please indicate with an “X” how the Proxy should vote in respect of each resolution. In the absence of any such indication, the Proxy will vote at his/her discretion in such manner as he/she may deem appropriate.

4. To be valid, the completed Form of Proxy must be deposited at the Registered Office of the Company, Akuressa Road, Bogahagoda, Galle or must be emailed to agm@samsonint.com, not later than 36 hours before the time appointed for the meeting.

CORPORATE INFORMATION

NAME OF THE COMPANY

Samson International PLC

LEGAL FORM

A public limited liability company incorporated in Sri Lanka on 14 October 1988 and re-registered under the Companies Act No. 7 of 2007 on 3 September 2008.

COMPANY REGISTRATION NO

PQ 192

STOCK EXCHANGE LISTING

The ordinary shares of the Company were listed on the Main Board of the Colombo Stock Exchange on 22 March 1993.

PRINCIPAL LINE OF BUSINESS

Manufacturing of rubber and PVC-based products for international and local markets.

REGISTERED OFFICE

Akuressa Road, Bogahagoda, Galle.

Tel: (091) 3094 469-72 |

Fax: (091) 2224 036

Email: info@samsonint.com

DIRECTORS

Mrs. C. I. Malwatte – Chairperson

Mr. D. D. A. Rajapaksa – Managing Director

Mr. D. G. P. S. Abeygunawardana – Resigned w.e.f. 31 May 2026

Mr. D. C. J. Rajapaksa

Mr. D. N. S. Rajapaksa

Mr. S. M. T. H. Subasinghe

NOMINATIONS AND GOVERNANCE COMMITTEE

Mr. S. M. T. H. Subasinghe - Chairman

Mrs. C. I. Malwatte

Mr. D. C. J. Rajapaksa

AUDIT COMMITTEE

Mr. S. M. T. H. Subasinghe - Chairman

Mrs. C. I. Malwatte

Mr. D. C. J. Rajapaksa

REMUNERATION COMMITTEE

Mr. S. M. T. H. Subasinghe - Chairman

Mrs. C. I. Malwatte

Mr. D. C. J. Rajapaksa

RELATED PARTY TRANSACTIONS REVIEW COMMITTEE

Mr. S. M. T. H. Subasinghe - Chairman

Mrs. C. I. Malwatte

Mr. D. C. J. Rajapaksa

SECRETARIES

P W Corporate Secretarial (Pvt) Ltd.

No. 3/17, Kynsey Road, Colombo 08.

Tel: (011) 4640 360

FACTORIES

Galle Plant

Akuressa Road, Bogahagoda, Galle.

Tel: (091) 3094 469-72

Fax: (091) 2224 036

Email: info@samsonint.com

Kalutara Plant

No. 57/B, Fullerton Industrial Zone, Nagoda, Kalutara.

Tel: (034) 5622 688

Email: info@samsonint.com

Baddegama Plant

Gilcroft Estate, Kiribathwila, Ampegama, Baddegama.

Tel: (091) 3094 469-72

Fax: (091) 2224 036

Email: info@samsonint.com

AUDITORS

Messrs. Edirisinghe & Co., Chartered Accountants, No. 45, Braybrooke Street, Colombo 02.

BANKERS

Hatton National Bank | Bank of Ceylon | Pan Asia Bank

DFCC Bank | Commercial Bank | People's Bank

Nations Trust Bank | Seylan Bank

TAX REGISTRATIONS

Income Tax No: 114049387-0000

Value Added Tax No: 114049387-7000

PARENT COMPANY

DSI Samson Group (Pvt) Ltd

GROUP CHAIRMAN

Mr. Uditha Egalahewa

GROUP MANAGING DIRECTOR

Mr. Kasun Rajapaksa

CONTACT DETAILS

Mr. Sisira Abeywickrama

Chief Financial Officer

Samson International PLC

Akuressa Road,

Bogahagoda,

Galle.

Tel: (091) 3094 469-72

Fax: (091) 2224 036

Email: info@samsonint.com

This Annual Report is conceptualised, designed and produced by Redworks.

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WELCOMING POSSIBILITIES

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www.samsonint.com