MANUFACTURED CAPITAL

INFRASTRUCTURE AND TECHNOLOGY: BUILDING THE FOUNDATIONS OF VALUE CREATION

"Our Manufactured Capital, comprising our physical and digital infrastructure, forms the foundation of our client-centric, digitally enabled transformation. This infrastructure enables us to effectively reach customers, optimise operational efficiency, and provide productive, modern workplaces for our employees. Through disciplined and strategic investments, we continue to expand our market reach while driving operational and product excellence."

Rs. 339 Mn
Investment in PPE

Rs. 1,329 Mn
Revenue from relocation & refurbished branch network

57,389 Sq ft
Training Space

Total capacity utilisation
361,513 Sq ft
Building space

2.65%
Return on Asset

Rs. 99
Revenue per Investment in Operational footprint

Key Highlights

- **New Auditorium** – Established a modern auditorium to support townhall meetings, training programmes, and corporate events.
- **Branch Network Expansion** – Expanded our branch footprint with the opening of new branches strengthening our regional presence and customer accessibility.
- **Branch Relocations and Refurbishments** – Upgraded four branches to enhance customer experience and operational efficiency and relocated the call centre to a better location to improve service delivery.

SDGs Impacted

- New Auditorium: SDG 8, SDG 9
- Branch Network Expansion: SDG 8, SDG 9, SDG 11
- Branch Relocations and Refurbishments: SDG 8, SDG 11

Value Creation Process

Inputs

- Property, plant, and equipment (PPE)
- Digital Infrastructure

Value Creation

- Investment in technology
- Equipment maintenance
- Automation and technology upgrades
- Investment in branches
- Renovation, relocation, and closure of branches

Outputs

- Rs. 363 Mn. increase in PPE
- 5 new branches

Outcomes

- Revenue generated from new branches Rs. 117 Mn

Focus Area	KPI	GRI
Branch Expansion Refer page 98	Expanding our branch network to enhance regional coverage, customer reach, and service accessibility.	-
Branch Relocation Refer page 99	Relocating branches to optimise accessibility, customer experience, and operational performance.	-
Renovation and Maintenance Refer page 99	Continuous refurbishment and maintenance of buildings strengthened our manufactured capital by preserving asset quality and operational efficiency.	-

Risks

- Rising refurbishment and relocation costs due to increased material, labour, and compliance requirements.
- Higher rental and leasing costs in prime locations driven by strong demand for strategic office spaces.
- Increase in building maintenance expenses caused by higher labour costs with minimum wage regulations

Opportunities

- Investing in digital infrastructure to enhance productivity and reduce operational costs.
- Expanding branch presence in high potential, underserved regions through targeted network growth.
- Employee productivity improvement by upgrading ventilation systems, air quality monitoring, and integrating ergonomic furniture and layouts.

Related Stakeholders

Relevant Material Topics

Environmental Risk Exposure
ESG Focused Investments
Stakeholder Relationship Management
Geographic Expansion
Digitisation of Business Processes

MANUFACTURED CAPITAL

Capital Trade-offs

- Investments in plant, machinery, and infrastructure require upfront financial outlays; however, these investments enable long term revenue growth, capacity expansion, and improved operational efficiency.
- Automation and digitalisation enhance product quality and service consistency, leading to stronger customer relationships and improved customer satisfaction.
- Effectively designed and modern work environments enhance employee well-being, boost morale, and drive higher productivity and engagement.
- Continuous technology upgrades and process improvements strengthen organisational knowledge, innovation capability, and operational know how.

Management Approach

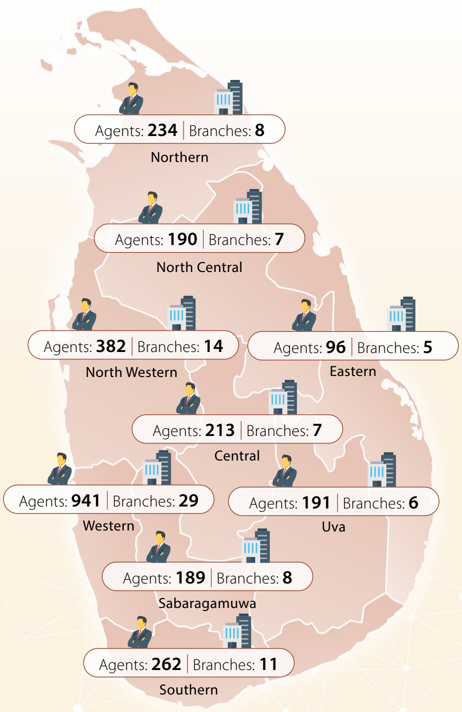
Our Manufactured Capital, comprising our branch network, IT infrastructure, and other customer interaction points, collectively reflected in Property, Plant, and Equipment (PPE), is fundamental to our success. In 2025, we strengthened this capital through targeted branch expansions and relocations aligned with our distribution strategy, alongside continued investments in our digital value proposition.

This capital plays a critical role in enabling an effective omni-channel approach, strengthening both physical and digital distribution channels and expanding our customer reach. Manufactured Capital remains a key driver of value creation, supporting employment generation, enhancing customer satisfaction, improving organisational agility and scalability, delivering competitive advantage, and enabling sustained business growth.

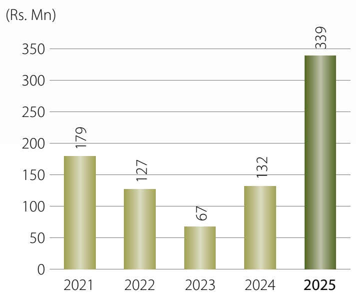
Branch Expansion

To achieve market success, build customer confidence, and capture market share, strong brand visibility and easy access to our products and services are critical. In support of our digital-first strategy, we operate a well-established network of 95 strategically located branches across the island. These branches are enabled by modern technology and staffed by skilled, well-trained teams who consistently demonstrate a strong customer-centric culture.

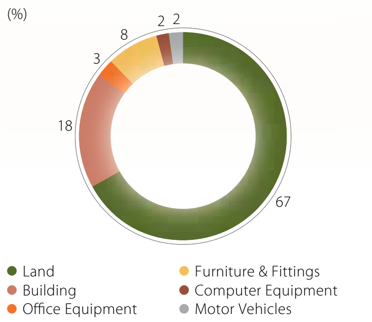
Our Branch Network



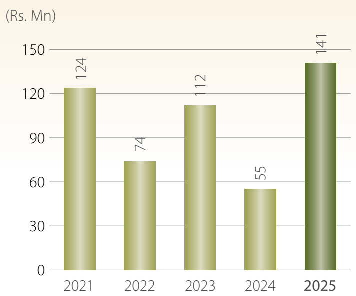
Investment in Property, Plant and Equipment



PPE Composition

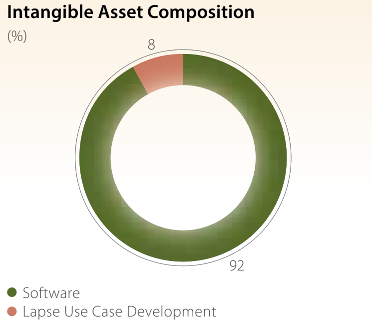


Investment in Intangible Assets



Investment excluding partnerships

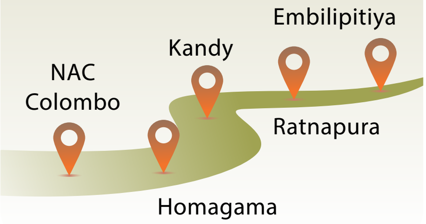
Intangible Asset Composition



During 2025, our continued investment in physical infrastructure resulted in the opening of five new branches, the relocation of three branches, and the refurbishment of one branch. As a result, our Manufactured Capital totals Rs. 3,384 Mn, including Rs. 2,265 Mn in land, Rs. 618 Mn in buildings, and Rs. 501 Mn in other property, plant, and equipment, underscoring the strength of our asset base and supporting long-term growth.

Branch Network Expansion

Opened new branches to expand our regional footprint and improve financial accessibility, reinforcing our presence in strategically important regional and urban markets.



Branch Relocations and Refurbishments

In 2025, we undertook targeted branch relocations and refurbishments to improve customer experience and operational efficiency.

Location	Initiative	Improvement Summary
Nittabuwa	Relocation	Relocated to new premises, furnished with a combination of new and refurbished furniture to optimise functionality and cost efficiency.
Akuressa	Relocation	Moved to a new location, equipped with a combination of new and existing furniture, along with the installation of new air conditioning units.
Chilaw	Relocation	Relocated to new premises, fitted with a mix of new and existing furniture, and equipped with new air conditioning units to improve operational effectiveness.
Kilinochchi	Refurbishment	Refurbished the branch using a mix of new and existing furniture, with the installation of a new air conditioning unit to improve customer and employee comfort.

Chilaw branch relocation

Embilipitiya- New agency channel branch opening

Investments in Head Office Improvements in 2025

New Corporate Auditorium

Established a modern auditorium to support corporate events and townhall meetings, equipped with advanced audio visual technology, flexible seating configurations, and contemporary facilities to enhance engagement and collaboration.

MANUFACTURED CAPITAL

Call Centre Relocation

Relocated the call centre to a prime, strategically accessible location, improving employee convenience and strengthening customer service delivery and responsiveness.

Optimised IT Infrastructure Layout

Redesigned the IT infrastructure layout to maximise space efficiency and support advanced technology requirements, enhancing system performance and scalability.

Flexible Meeting Spaces

Introduced convertible meeting areas with modular designs, enabling spaces to be reconfigured or segmented to accommodate diverse operational and business needs.

Enhanced Workplace Ergonomics

Installed ergonomic chairs across workstations to improve employee comfort, well being, and productivity.

Strengthened Building Safety Measures

Upgraded building safety infrastructure, including enhanced fire exits, emergency response systems, and strengthened compliance with applicable health and safety standards.

Training Spaces

We recognise that investment in training is a shared commitment between the organisation and its employees. Accordingly, we provide dedicated training facilities that support employee development, skills enhancement, and regulatory compliance. These training spaces are integral to our value creation process and reflect our commitment to building a capable and future-ready workforce.

Continuous investment in modern training facilities enables our employees to acquire the knowledge and competencies required to enhance organisational effectiveness and maintain our competitive edge.

Awareness Programmes

As part of our risk mitigation framework, fire and natural disaster scenarios are covered under the Company's Business Continuity Plan (BCP) during the year.

We conducted awareness sessions for Regional Managers and new recruits to strengthen understanding of operational resilience, compliance requirements, and organisational preparedness.

Impact of Manufactured Capital Improvements

Strengthened learning and knowledge-sharing

Enables structured training programmes, town hall meetings, and knowledge-sharing sessions through modern, purpose-built facilities, supporting continuous learning and organisational development.

Enhanced organisational capability

Modernised infrastructure supports long-term organisational development by enabling efficient operations, collaboration, and scalability.

Employment generation

Branch expansion and operational growth create direct and indirect employment opportunities across multiple regions.

Increased accessibility and service quality

Strategically located facilities and upgraded systems improve customer accessibility while ensuring consistent, high-quality service standards.

Superior customer experience

Improved infrastructure and modernised service environments enable faster, more efficient service delivery, enhancing overall customer satisfaction.

Improved financial inclusion

Expanded and upgraded branch presence enhances access to financial products and services across diverse regional and community markets.

Way Forward

Objectives	2026 Short-term target	Medium to Long-term target
Branch Network Expansion	Enhance the look and feel of branches while strengthening brand visibility and customer experience.	Continue to expand and optimise our physical branch presence in line with strategic distribution and market needs.
Repairs & Maintenance	Conduct regular BCP testing to mitigate risks associated with Property, Plant, and Equipment (PPE).	Implement continuous initiatives to enhance asset usability, extend asset lifespan, and improve long term operational resilience.