

Hemas Holdings PLC



Investor Presentation

Financial Year ending March 31, 2022 – Q4 FY 2021-22

Our Portfolio

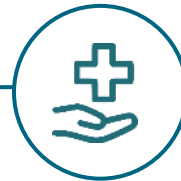
Consumer Brands

- Home and Personal Care - Sri Lanka (*HPC SL*)
- Home and Personal Care - International (*HPC Int*)
- Learning Segment - *Atlas*



Healthcare

- Pharmaceutical Import, Marketing and Distribution
- Pharmaceutical Manufacturing - *Morison*
- Hospitals



Mobility

- Maritime
- Aviation



73

Years in
Operation

USD

92_{mn}

Market
Capitalization

USD

122_{mn}

Total Equity

USD

255_{mn}

Total Assets

AAA

Long-term
Fitch Rating

15

Export
Destinations

>5k

Employees

35%

Free Float

Note: As at March 31, 2022

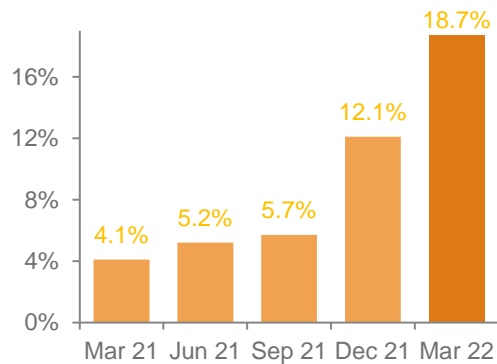
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Macroeconomic Snapshot of Sri Lanka

Inflation

Colombo Consumer Price Index (CCPI) reached a record high of 18.7% YoY in March 2022 on the back of accelerated food and nonfood prices.

YoY CCPI Index Movement (%)

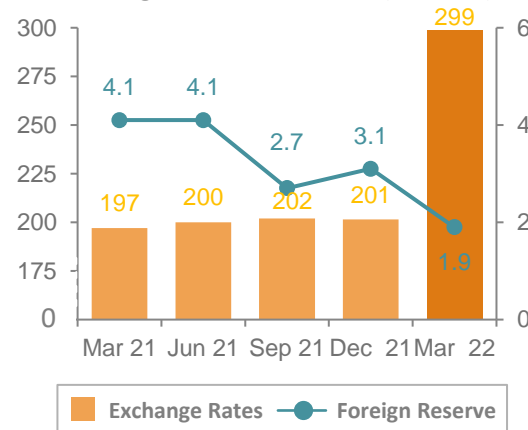


Sources : CBSL

LKR Depreciation

Official reserves continued to deteriorate while LKR depreciated to USD/LKR 299 by end-March with reduced CBSL intervention on currency rates.

Monthly Average Exchange Rate (USD/LKR) & Foreign Reserve Balance (USD Bn)

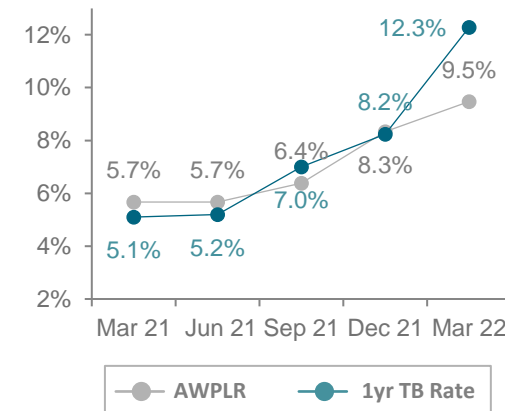


Sources : CBSL and tradingeconomics.com

Interest Rate

The upward trend in interest rates continued into the fourth quarter reaching ten-year record high in March 2022.

Monthly AWPLR & 1yr TB Rate (%)

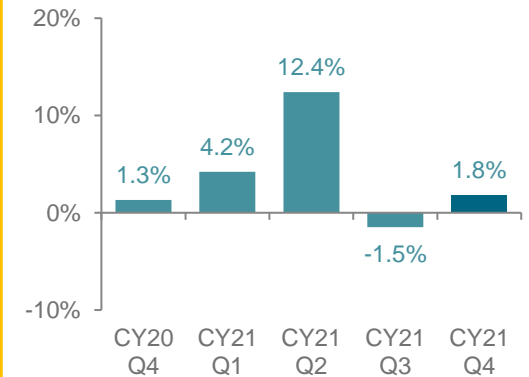


Sources : CBSL

GDP

GDP for Q4 of CY 2021 improved by 4% QoQ to reach 1.8% , concluding the year with an annual growth of 3.7% YoY. This was primarily due to the lower base in 2020, which had a higher impact from COVID.

GDP Growth (%)



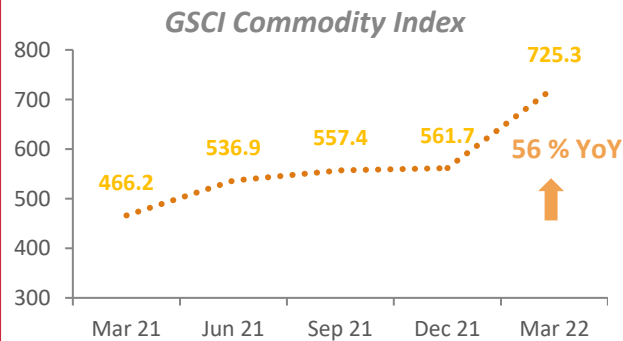
Sources : CBSL

CY: Current Year

High Impact Medium Impact Low Impact

Macroeconomic Snapshot Continued..

Commodity Price Hike



Sources : Nasdaq.com

Palm Oil (USD/MT)



Prices
72% ↑
Mar 21 – Mar 22:

Crude Oil (USD/BBL)



Prices
77% ↑
Mar 21 – Mar 22

Paper & Plastic Prices (USD/MT)



Plastic Prices: **7% ↑**
Paper Prices: **21% ↑**
Mar 21 – Mar 22

Sources : World Bank, Company records

Global economic recovery and supply disruptions arising from geopolitical tension between Russia and Ukraine have resulted in a sharp escalation in commodity prices.



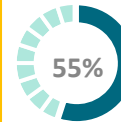
COVID-19 Update



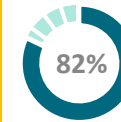
Total confirmed cases
663,689



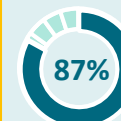
Total Deaths
16,511



Booster Dose %
% out of population vaccinated with 2 doses



Vaccinated with 2 doses as a % of over 12 years population



Vaccinated with 2 doses % at Hemas

Sources : Ministry of Health, Company records

Note : COVID-19 update as of May 18, 2022

Pandemic Driven Volatility



Supply chain disruptions



Continuously increasing freight rates



Disruption due to high number of COVID patients



USD liquidity constraints



Travel ban impacting tourism

High Impact Medium Impact Low Impact

Our Strategic Building Blocks – Q4 FY 2021-22



MORE FROM THE CORE

Accelerate current business efforts to drive higher value in core business

- **HPC SL** : Relaunched Velvet soap and bodywash for moisturised and hydrated skin.
- **Atlas**: Introduced 'Early Writer' triangular pencils with better grip.
- **Atlas**: *Sip Udana* – Engaged with teachers, students and parents through teacher training, skill development programmes and parental awareness sessions.
- **Pharma**: Launched 09 new pharmaceutical products & 16 new surgical/ diagnostic products with existing Principals to expand footprint in key therapeutic classes and spaces.



NEW WITHIN THE CORE

Capturing new revenue streams to further strengthen the core

- 'New revenue' stood at 7.3% out of total Group revenue.
- **HPC SL**: Launched a hair oil for thick and strong hair under the Kumarika therapy hair oil range as a line extension.
- **Atlas**: Relaunched 'Innovate' to penetrate the premium segment.
- **Pharma**: Nearing completion of entering into six new agreements with principals within the next 03 months.



ADJACENCIES

Attractive adjacencies to target for breakout growth

- **HPC SL**: Gold launched its three-in-one face care range for men.
- **Hospital**: Achieved considerable progress in the process of entering into anchor specialties.
- **Morison**: Launched Glucomile (100 g) a 100% glucose monohydrate that provides instant energy boost to sustain medium to high intensity.



EFFICIENCY AND PRODUCTIVITY

Efficiency and productivity to further enhance capacity and improve growth

- **Hospitals** : 5S and Kaizen initiatives including process standardization initiatives for better management of costs.
- **HPC SL** : Ongoing Total Productive Maintenance (TPM) initiatives leading to annual savings. Conducting of waste reduction programmes.
- **Atlas** : Lean initiatives targeting cost savings, Initiatives on auto generated dash boards.
- **Pharma**: Deployed a new and enhanced Sales Force Automation solution.

DRIVERS



Create sustainable and competitive advantage



Drive growth



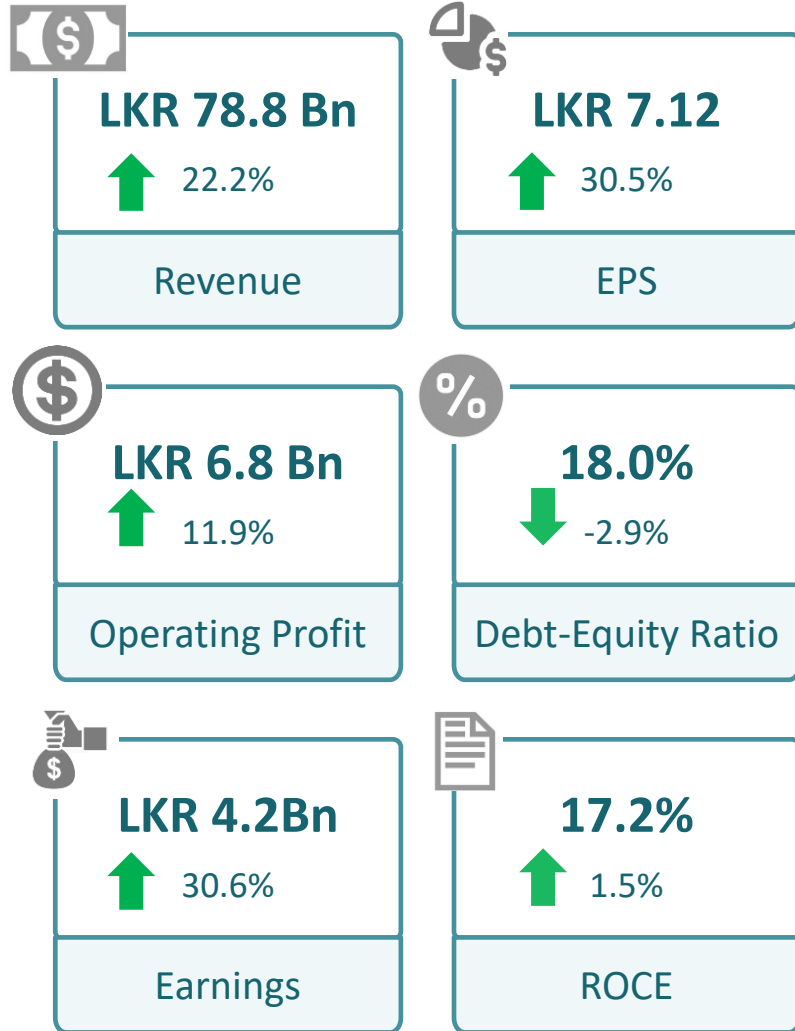
Generate value



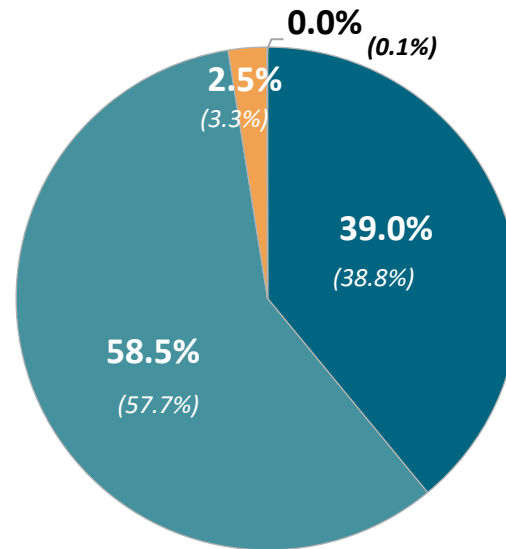
Building high performance teams

Financial Snapshot of the Group

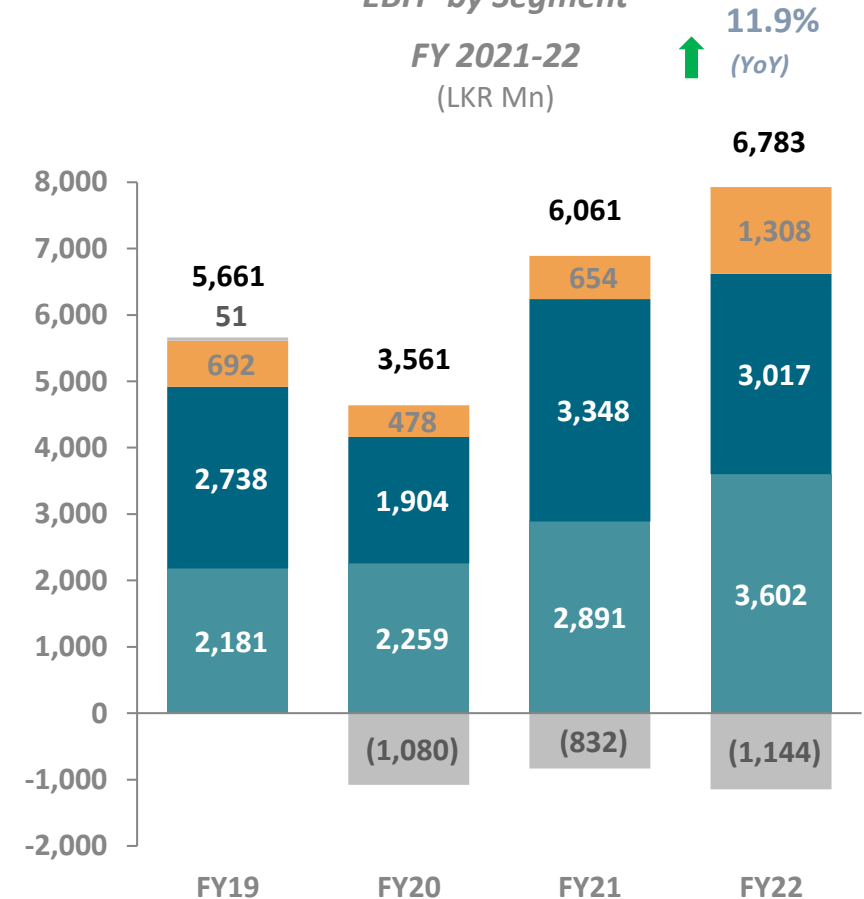
FY 2021-22



Group Revenue by Segment
FY 2021-22



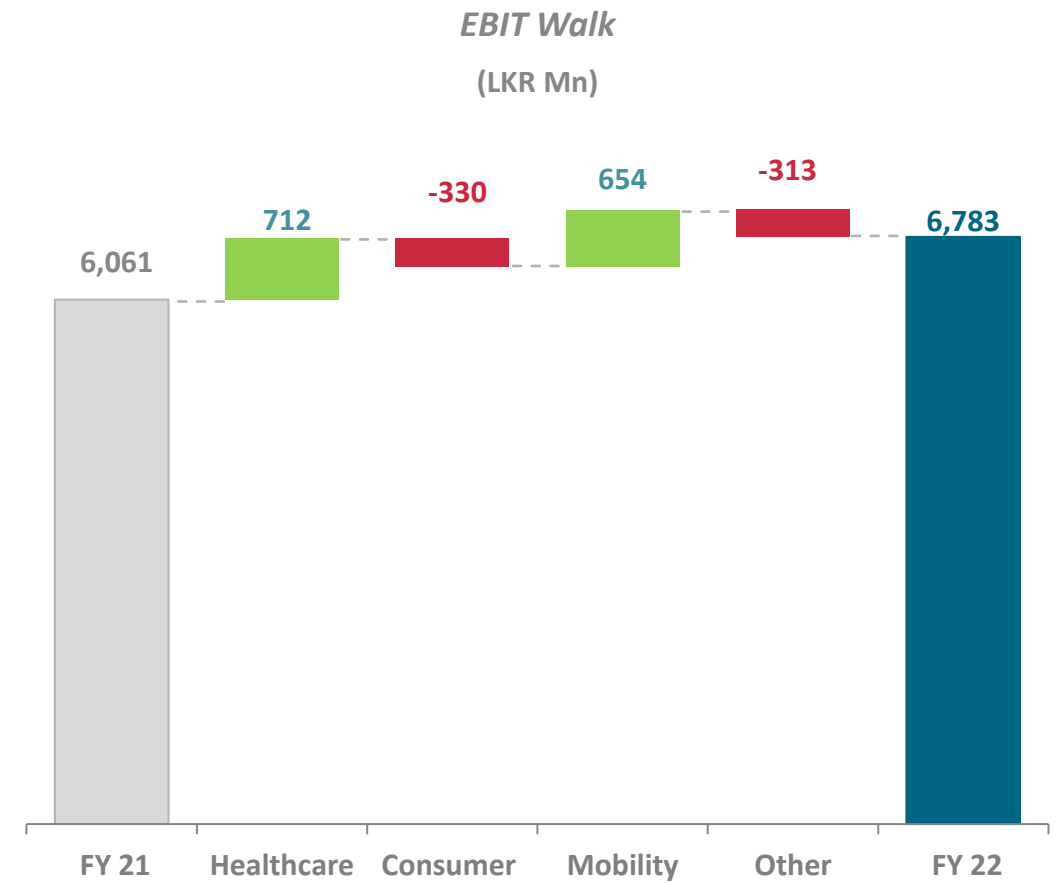
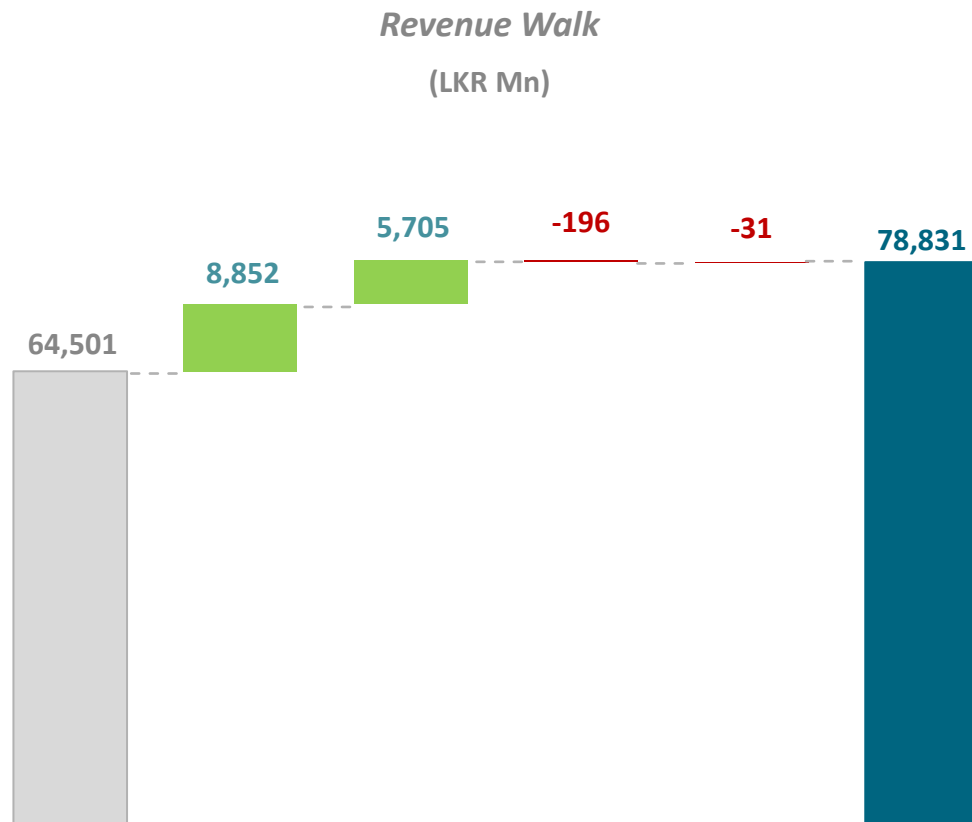
EBIT by Segment
FY 2021-22
(LKR Mn)



Healthcare Consumer Brands Mobility Other

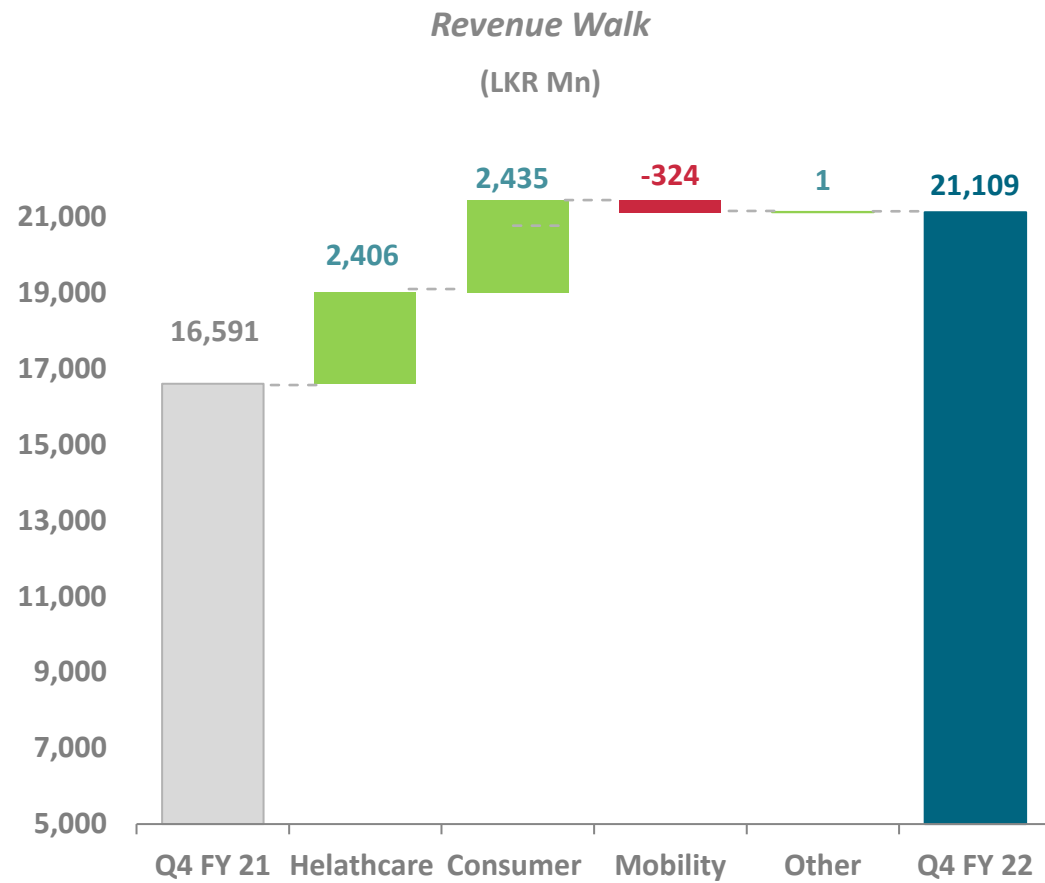
Notes: The 'other segment' includes the corporate office and remaining leisure assets
Figures in brackets indicate last year contribution %

Sector Performance Summary – FY 2021-22

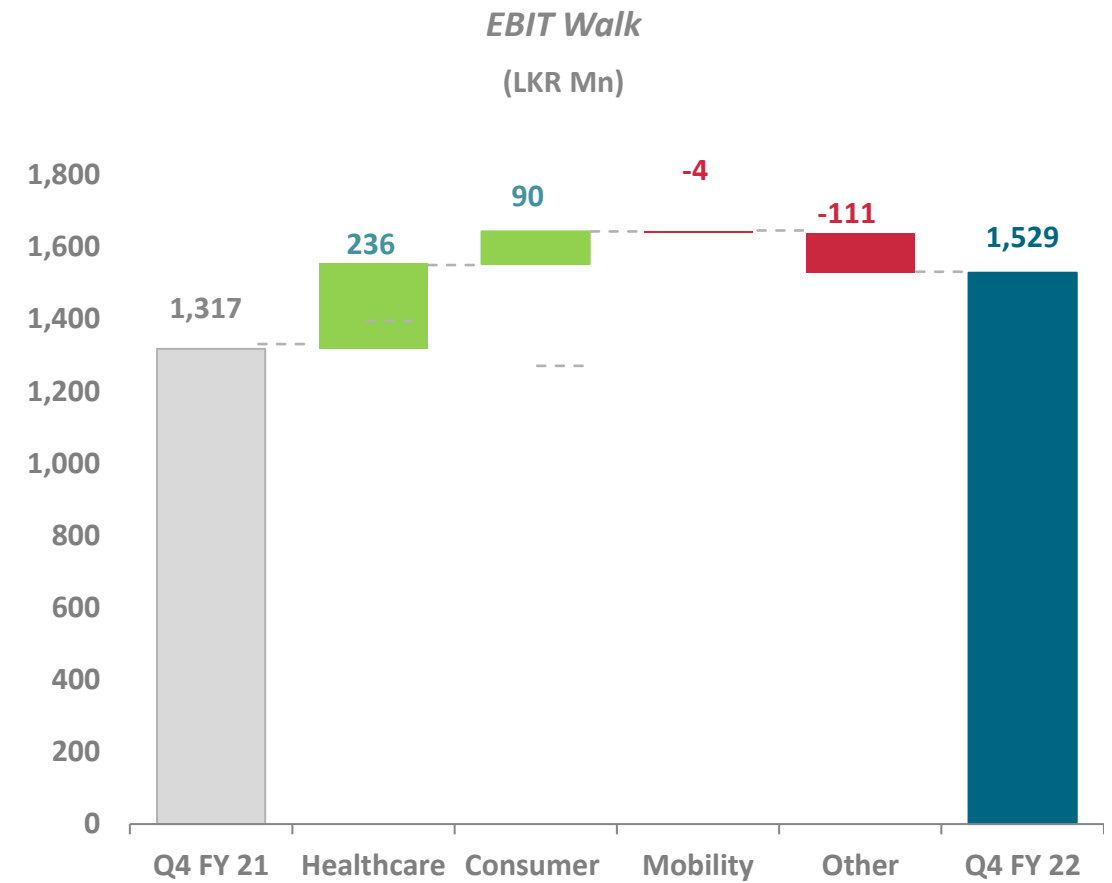


Note: The 'other segment' includes the corporate office and remaining Leisure assets

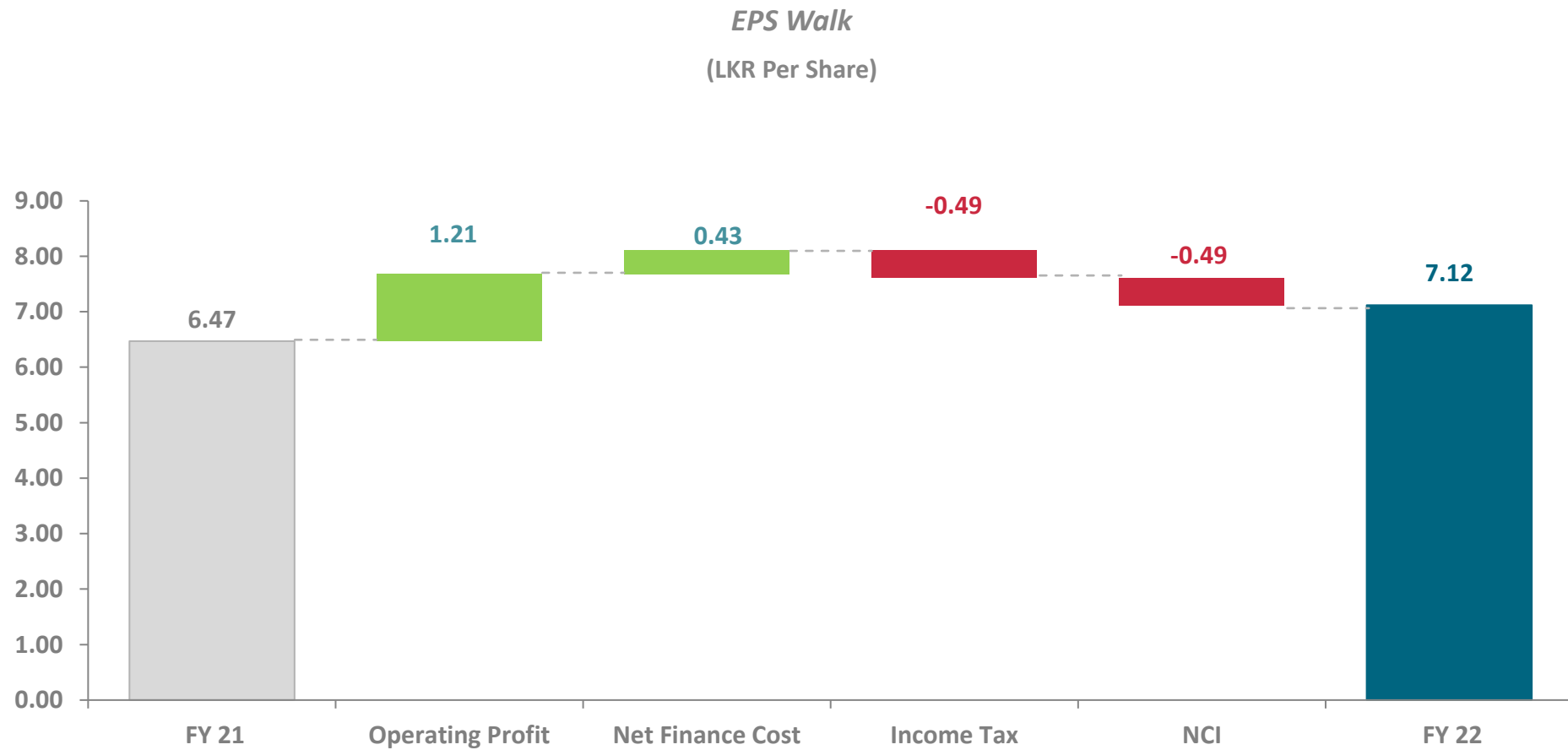
Sector Performance Summary – Q4 FY 2021-22



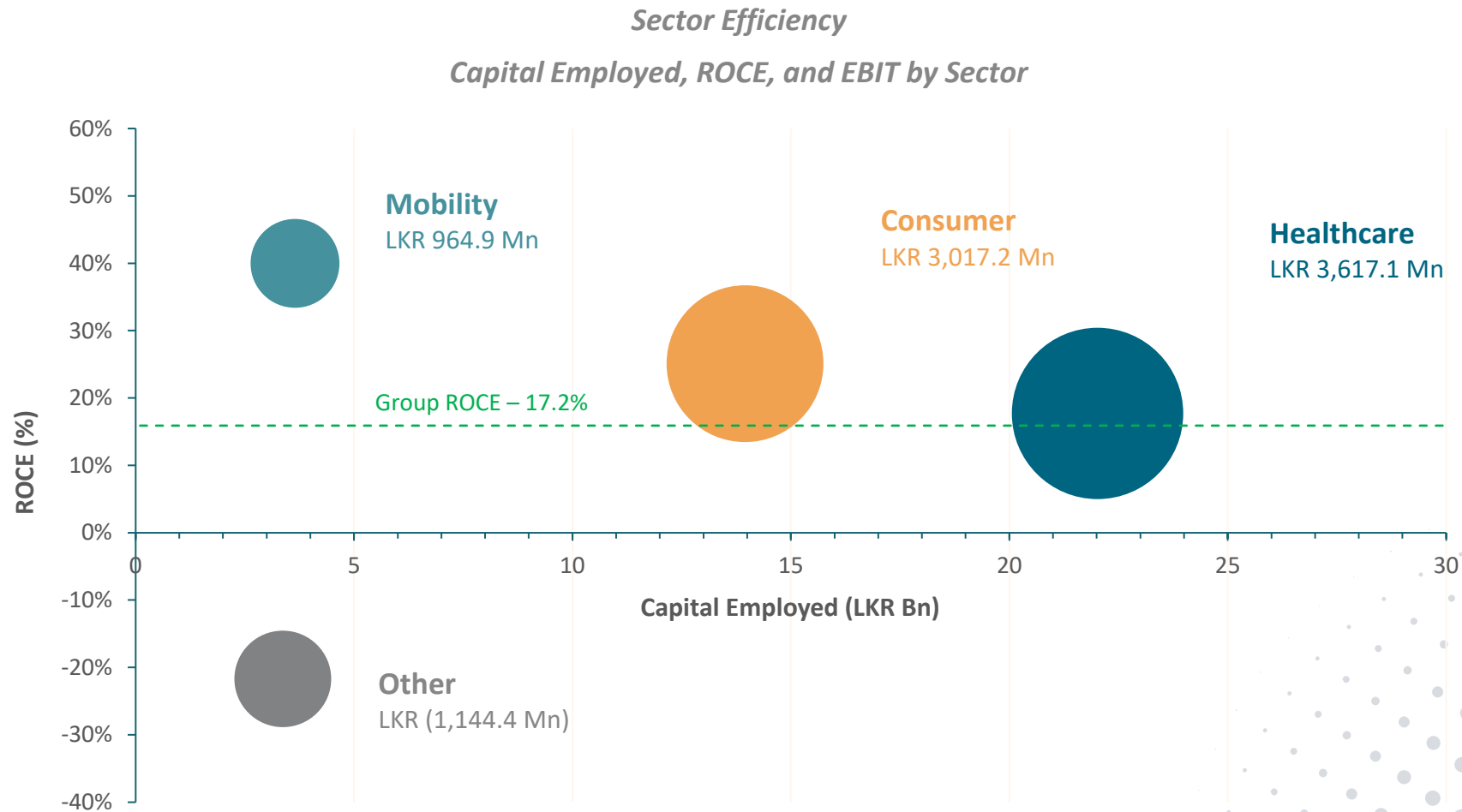
Note: The 'other segment' includes the corporate office and remaining Leisure assets



Continuing Operation EPS



Capital Employed – FY 2021-22



Note:

The size of the circle indicates the EBIT values

The 'other segment' includes the corporate office and remaining leisure assets

Figures excluding logistics, Mandalay and gains/losses from divestment

New Product Launches during the Quarter

Home and Personal Care Sri Lanka

Expanding the Baby Cheramy Portfolio



'Nil Manel' Soap and Cream



'Head To Toe' Body wash



Teen Cologne

New Shampoo Variants



Gold 'Three in One' Range for men

Learning Segment



Atlas Early Writer Pencil

Innovate A5 Range



Pharmaceutical Manufacturing

Morison 'Glucomile'



A hundred per cent glucose monohydrate which provides an instant energy boost to sustain performance at an optimum level

Consumer Brands



Home and personal care – Sri-Lanka



Home and personal care – International



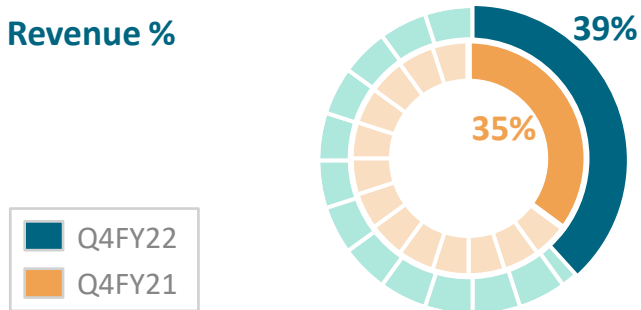
Learning Segment



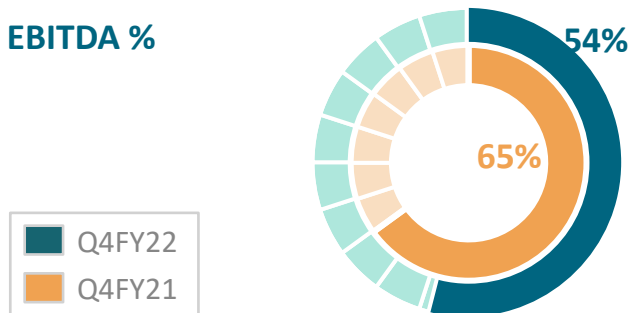
Consumer Brands

Contribution to Group

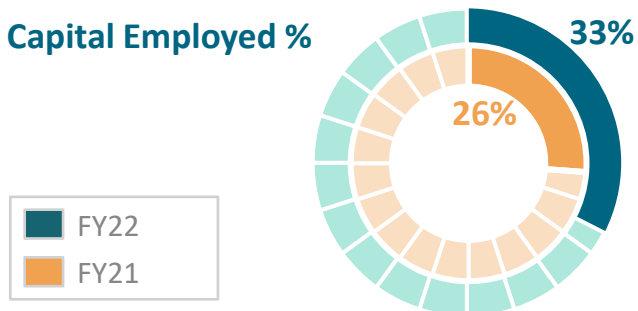
Revenue %



EBITDA %

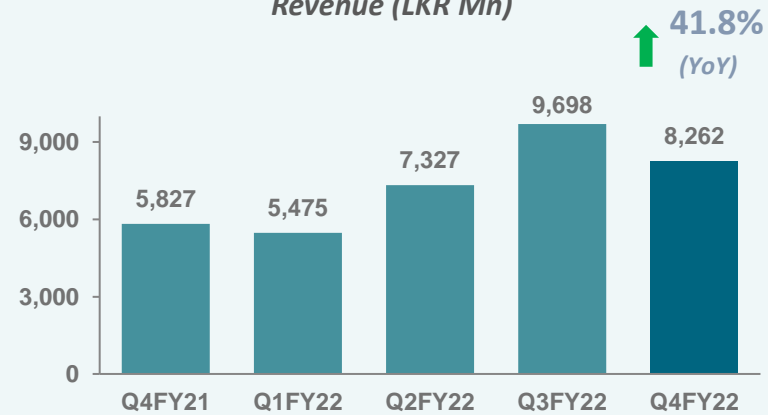


Capital Employed %

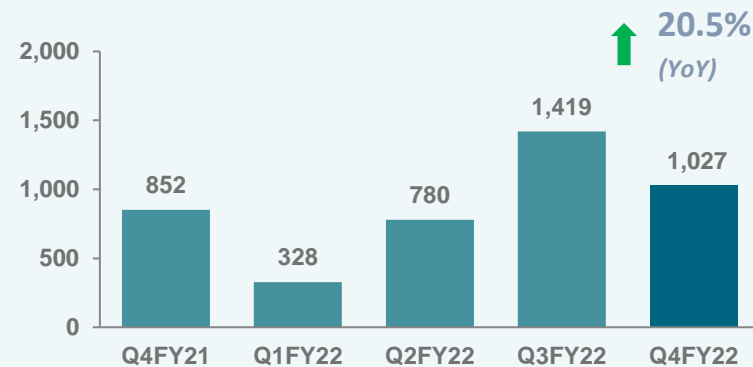


Sector Performance – Q4 FY 2021-22

Revenue (LKR Mn)



EBITDA (LKR Mn)



Key Highlights

- Macro economic challenges continued to influence consumer behaviour with basket values skewing towards food and essentials.
- Resulting from lower COVID-19 infection rates, quarter was a near 'normal' quarter with minimal disruptions to trade and operations from the pandemic.
- Revenue contribution mix within the sector remained in line with last year.
- New revenue from recent launches and relaunches stood at 8%.
- Margins were under pressure with input cost inflation and challenges around foreign exchange volatility.
 - Pricing continues to step up in response to growing inflation.

Home and Personal Care – Sri Lanka

8

Key categories with market leading positions



Launched a 'Three-in-One' face, body, hair product range for men under 'Gold'

8%

FY volume growth

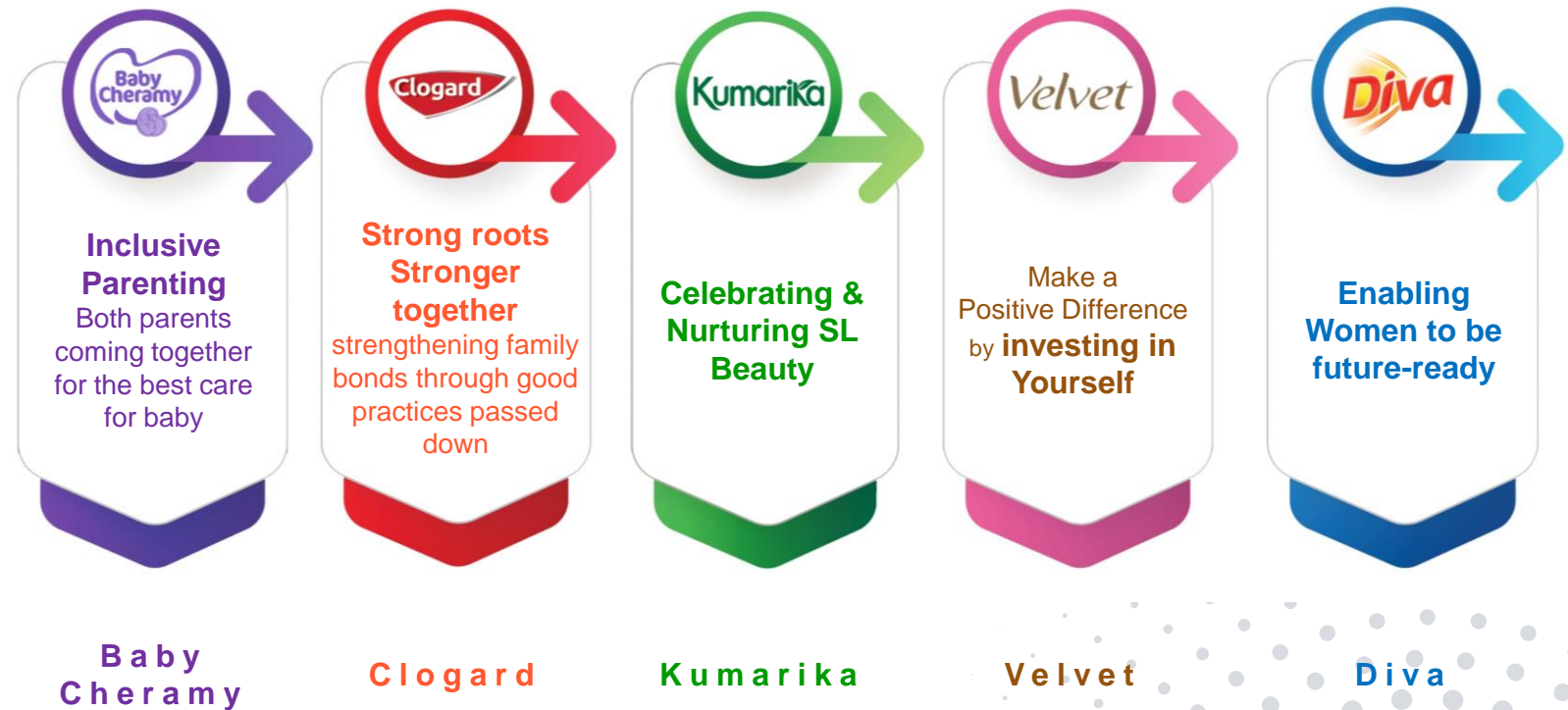
80k+

Direct outlet coverage

60%

FY contribution to consumer revenue

Purpose-driven brands touching the lives of the Sri Lankan consumer



Home and Personal Care Sri Lanka: Strong Brand Portfolio



#1
In Hair Oil



#1
In Beauty Soap



#1
In Baby Care



#2
In Feminine Care



#2
In Laundry Care



#2
In Oral Care



Beauty Care



Hygiene Care



Female Fragrances



Male Grooming



Shampoo

95%

of business where Hemas is among the Top 3 players



Presence in all modern trade chains and outlets

98%

of households reached by Hemas brand



Strong 3rd party manufacturing partnerships



New partners including Garnier, L'Oreal and Nivea

Our Consumer Health Brands

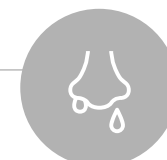
Skincare



Baby Care



Cold and Flu



Home and Personal Care – International

2

Geographies
Bangladesh & West Bengal

2

Key categories
Health soap category—**Actiseif**

15%

Market share in VAHO
(Bangladesh – Q3 Data)

270k+

Retailers reached in
Bangladesh

9%

FY contribution to Consumer
Brands revenue

Locally led and localized in Bangladesh

- All products are exclusively designed for Bangladesh.
- We have a local leadership team with 90% local talent.
- *Kumarika* Hair Oil has been relaunched in Mar-21 with an improved USP and design and made 17.3% penetration in Bangladesh.
- Hemas has entered the Value Added CNO Segment in Sep-21. Launched a new brand *Eva*, with an unique proposition.



Reach in Bangladesh

19.0%

Rural penetration
by Hemas

12.5%

Urban penetration
of Hemas

17.3%

7.2Mn
Households

of households reached
by Hemas

100%

On-shore
manufacturing

Note: VAHO – Value Added Hair Oil, CNO – Coconut Oil

Source: Penetration as per Household Panel data – Kantar – Jun-21.

Home and Personal Care – Sri Lanka and International

Sri Lanka

Revenue

- Increased market shares in the larger Personal Care space such as baby soap, hair care and toothpaste.
- Delivered a steady volume-led growth across both modern and general trade channels compared to last year.
- Over 10% of revenue from new launches and relaunches.

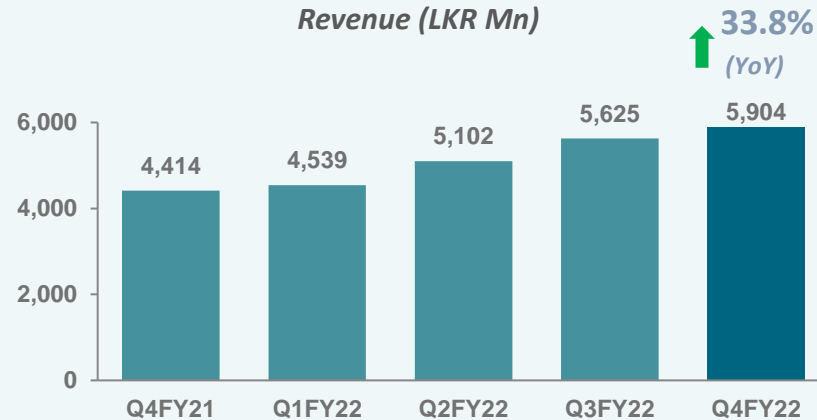
Profitability

- Approximately 10 % gross profit margin erosion due to raw material cost escalation.
- Multiple strategies including prudent management cost to mitigate the impact of inflationary headwinds.

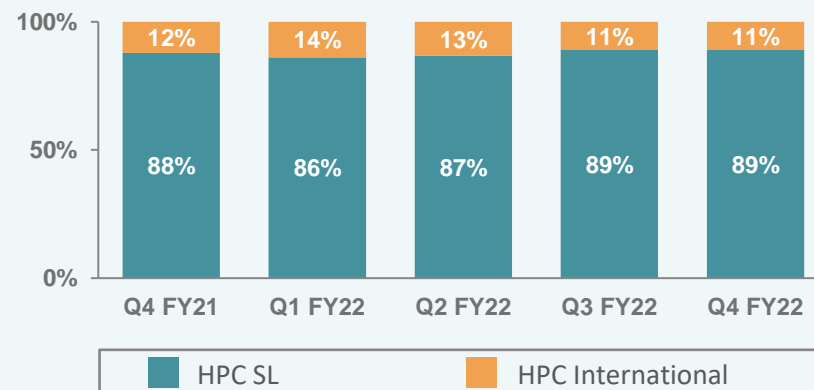
Outlook

- We are cautious of the rising inflation and the resulting household consumption patterns on essential and non-essential items.
- Strengthening the core portfolio with Volume –led growth and market share gains.
- Highly focused on expanding in to export markets.

Revenue (LKR Mn)



International Segment Revenue as a % of total HPC Segment



International

Revenue

- HPC Bangladesh witnessed double digit revenue and profitability growth with improved market conditions.
- Revenue contribution from new products in Bangladesh stood at ~ 17%.

Profitability

- Amidst the rising commodity inflation, profitability growth was driven by efficiency improvements.

Outlook

- Bangladesh will remain a key market for Hemas as we look for opportunities to expand our product portfolio.
- Recent new product launches including , *Eva hair oil* and *Actiseif* brand is expected to gain further traction.
- Margins will continue to be under pressure due to commodity price increase.

Atlas: Where We Inspire the Next Generation to Unleash Their Potential

"We provide tools, content and experiences which will enable the next generation to unleash their potential"



KIDS

Catering to all stationery and back to school needs



Young/Adults

Growing market due to greater focus on higher education & stationery as a lifestyle product



Office

Providing one stop professional stationery solutions



Institution

Service oriented approach

Atlas

- Our story started over 60 years ago in September 1959
- Business continues to drive the lean manufacturing agenda
- Focuses on brand building and premiumization and on extending to emerging markets.

Creating A Purpose Based Brand Experience



Facilitating Learning



Assisting Learning

Carefully Crafted Brand Portfolio in Line with Growth Areas



Atlas was crowned the school supply brand of the year at SLIM people's awards 2021.

Learning Segment

6

Key categories



High Efficiency and productivity through lean initiatives



Market leader in key product categories

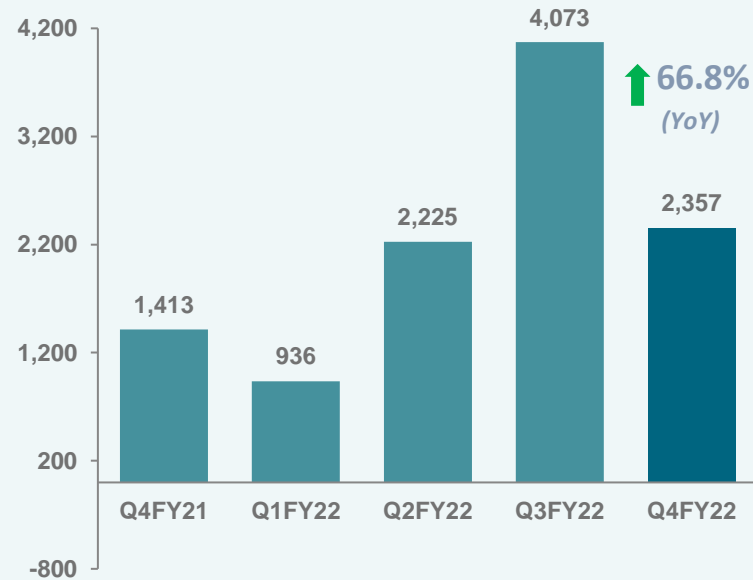
50k

Outlet coverage across Sri Lanka

31%

FY contribution to Consumer Brands revenue

Revenue (LKR Mn)



Revenue

- Atlas continued to gain market share across all key categories including books and colour products over last year.
- Relaunch of innovate continued to serve well within the premium books category.

Profitability

- Margins were under pressure with the current challenges in the FOREX market.
- Efficiency improvement and cost savings initiatives were carried out to reduce the impact.

Outlook

- Atlas is focused on actively expanding its export footprint.
- Margins will be challenged due to exchange rate pressure.
- Implementation of efficiency improvement projects will partially negate the impact.

Healthcare Sector

 Pharmaceutical Import, Marketing and Distribution

 Pharmaceutical Manufacturing

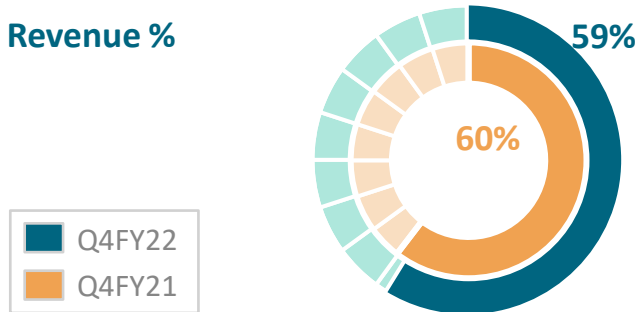
 Hospitals



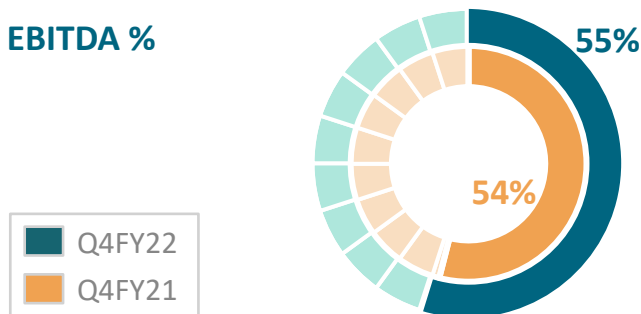
Healthcare Sector

Contribution to Group

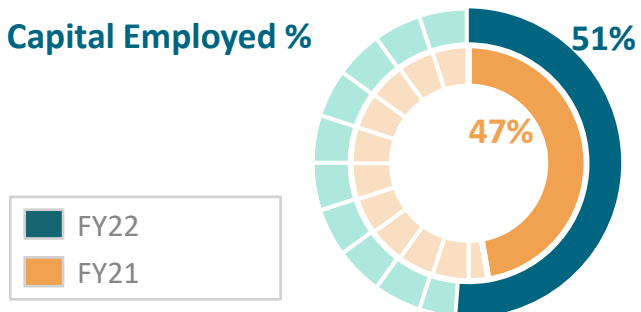
Revenue %



EBITDA %

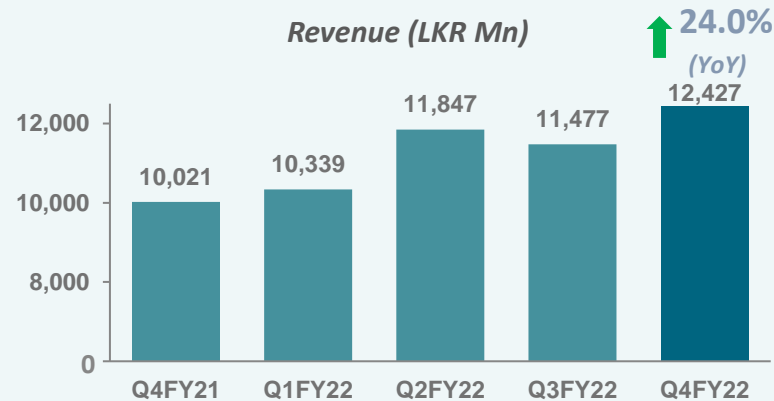


Capital Employed %

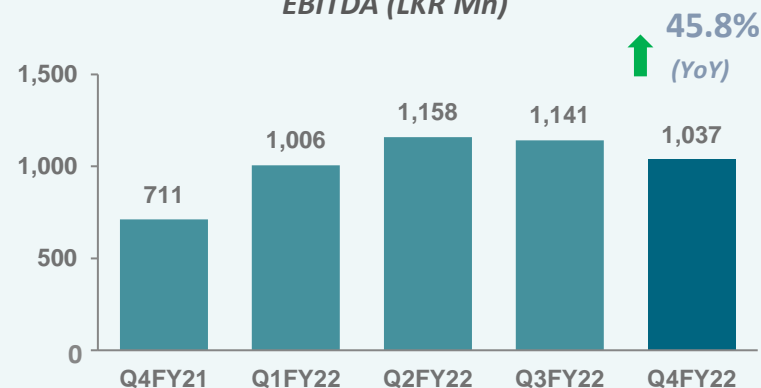


Sector Performance – Q4 FY 2021-22

Revenue (LKR Mn)



EBITDA (LKR Mn)



Key Highlights

- Market demand for healthcare services and continued its momentum.
- Hospitals recorded a robust growth with improved surgical revenue mix.
- Significant reduction in buy back volumes against guaranteed amounts by the Ministry of Health Sri Lanka adversely impacted overall performance.
- Profit margins continued to be impacted due to challenges around forex liquidity.
- NMRA increased the prices of regulated molecules during the quarter. Yet the exchange losses absorbed owing to the steep depreciation of the rupee was compounded by the absence of a transparent pricing mechanism.
- The digital transformation programme with IFC across Hemas Hospitals and Pharmaceutical businesses is progressing smoothly.

Pharmaceutical Import, Marketing, Distribution and Pharmaceutical Manufacturing

Pharmaceutical Import, Marketing, and Distribution

50+

Principals



Private market leader in import and distribution



Distributes: Pharmaceuticals, Surgicals & Diagnostics, leading consumer healthcare products



Beheth 2.0

A digital portal to assist pharmacists serve patients better



Island wide product availability (within 24 hours)



110+

Distributors

3,100+

Pharmacies

Pharmaceutical Manufacturing

70+

Formulations - Manufacturing



1st and largest EU GMP compliant general oral solid and liquid dosage manufacturing plant in Sri Lanka



Launched Empamor

1st SGLT2 diabetic drug manufactured in Sri Lanka



5Bn tablets and 2Mn l liquids
Morison capacity per annum



#1 in volume

Highest selling SKU in the country
MSJI Ascorbic Acid 100mg 1000s



Partnering with 3 Global pharma Principals for contract manufacturing

Morison Plant and Key Highlights



NPD focused separate manufacturing line consisting of advanced technology, Partnerships with International CRO



Minimum human interaction using latest global technology 1st zero liquid discharge effluent treatment plant in Sri Lanka



Built in SLINTEC park in collaboration with SLINTEC for research



Contract manufacturing opportunities lined up for leading global brands

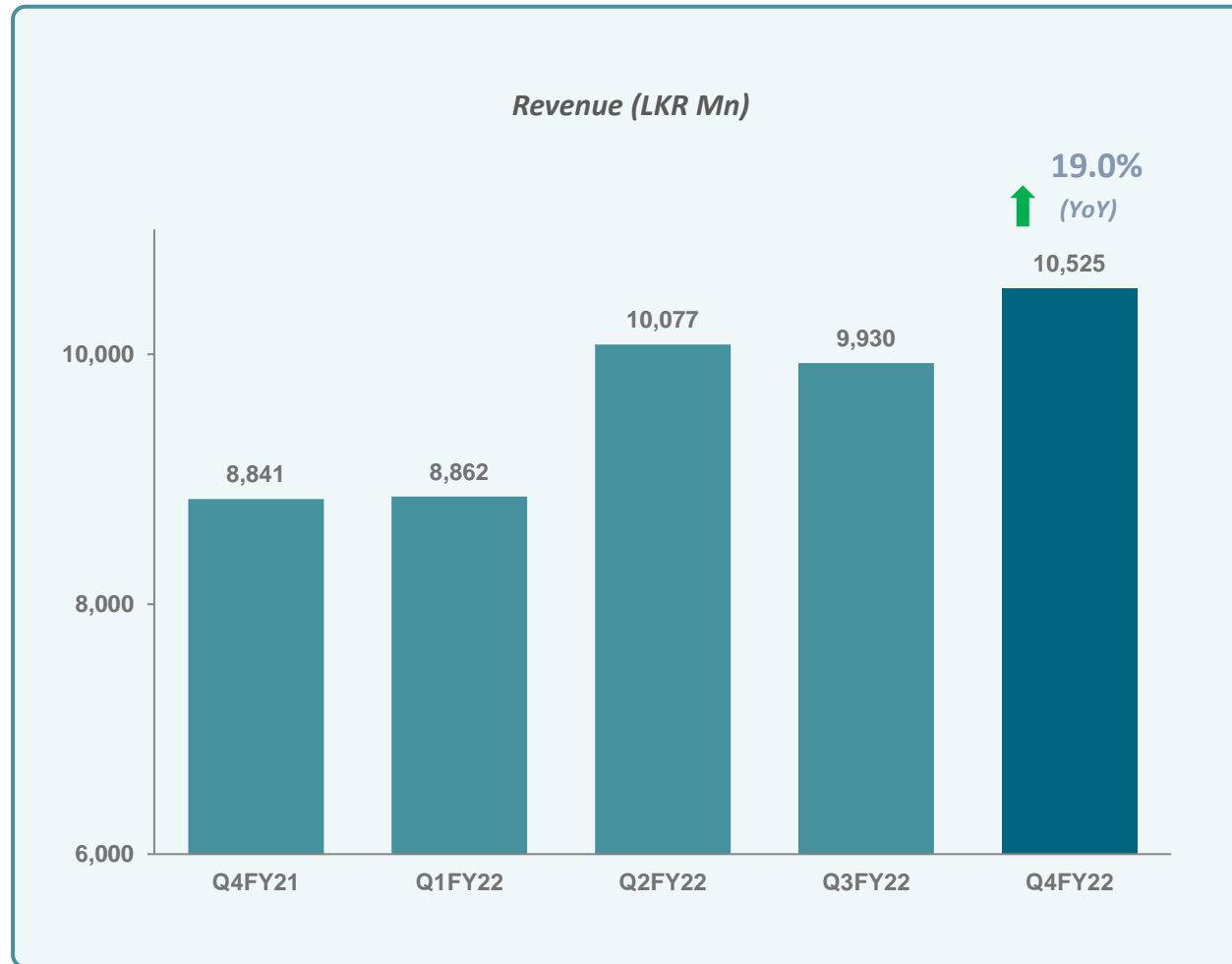


Largest supplier of bulk generics to the private market in volumes



Branded Generics- Focus on premium quality at affordable prices

Pharmaceutical Import, Marketing, Distribution and Pharmaceutical Manufacturing



Revenue

- The distribution segment witnessed a double-digit growth in revenue owing to steady demand.
- Manufacturing segment revenue was adversely impacted by the slowdown in government buy-back revenue.

Profitability

- Ongoing currency volatility and liquidity constraints continued to pressurize margins.
- Proactive strategies and timely decision making by the teams cushioned the impact of foreign exchange devaluation exposure of the business to an extent.
- Investment in Myanmar was divested due to current political turmoil in the country.

Outlook

- NMRA approval for commercial production at the new plant at Homagama was obtained during the quarter,
- We will be accelerating contract manufacturing, exports and other alternative opportunities to de-risk Morison from the volatility of the buyback agreements.

We are the only COVID-Certified Hospital in Sri Lanka

Hemas Hospitals Highlights

Centers of Excellence:

- In vitro fertilization unit (IVF) (14 cycles in Jan - Mar 22)
- Gastrointestinal unit (GI)
- Orthopedic unit
- Urology and Kidney Care unit (25 Kidney Transplants in Jan - Mar 22)
- Dialysis unit (2,130+ Dialyses in Jan -Mar 22)
- Cosmetic unit
- Maternity unit (435+ baby deliveries in Jan - Mar 22)



“The first Internationally accredited hospitals chain in Sri Lanka by the Australian Council on Healthcare Standards International (ACHSI)”

*Aim To Become
Sri Lanka's First SMART
& LEAN Hospital Chain*

*International Patient Centre
One Stop Services for
International Patients*

*Operates Home Care
and Primary Care
Centres*

Q4 FY 2021-22 Performance



25 k+
PCR Tests



130+
Covid ICU Patients



1,300+
ICC Patients



3,800+
Admissions



126k+
Outpatients



2,900+
Surgeries

We have a widespread Lab Network

Lab Network Highlights

Centers of Excellence:

- Main Lab Services to Hospitals (10 B2B Labs +4 B2B CCs)
- Outer Labs services across the country (14 Labs)
- Collection centers across the country (21 CCs)
- PCR lab service
- 2400+ test portfolio
- Home mobile service
- Digitally connected lab network and patient portal

Q4 FY 2021-22 Performance



441k+
Test volumes



655+
GP Referrals

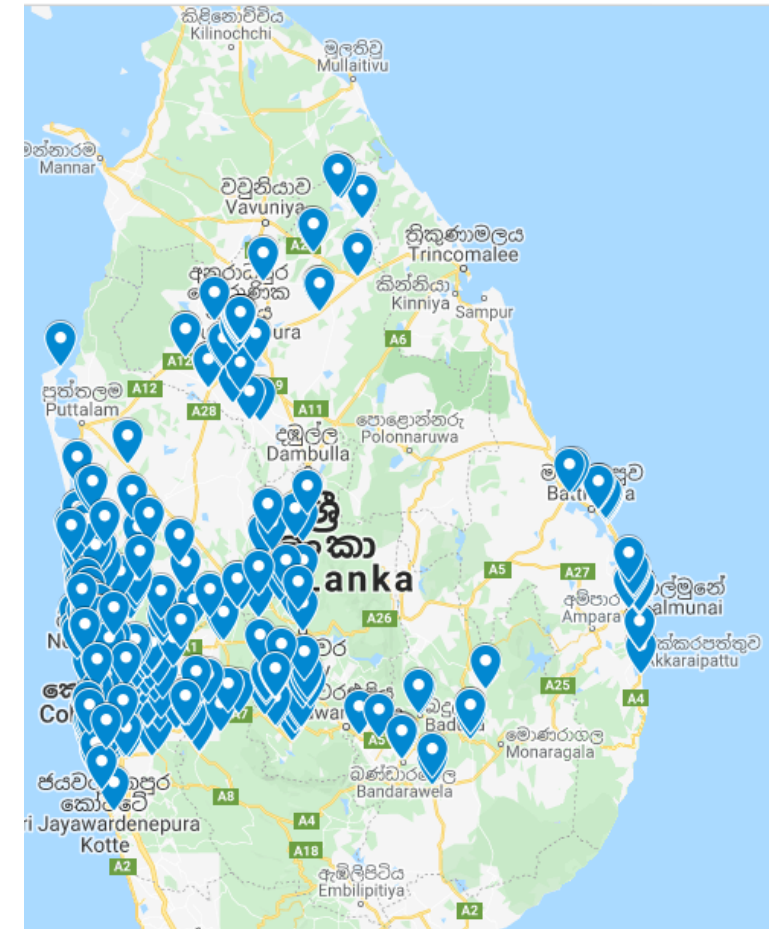


31k+
Rapid Antigen Tests (RAT)



25k+
PCR Tests

50+ Labs & Collection Centers across the Country



ISO 15189 : 2012


Accredited laboratory chain in Sri Lanka by SLAB

Aims to become the No.02 Laboratory Chain in Sri Lanka by 2024

Hospitals

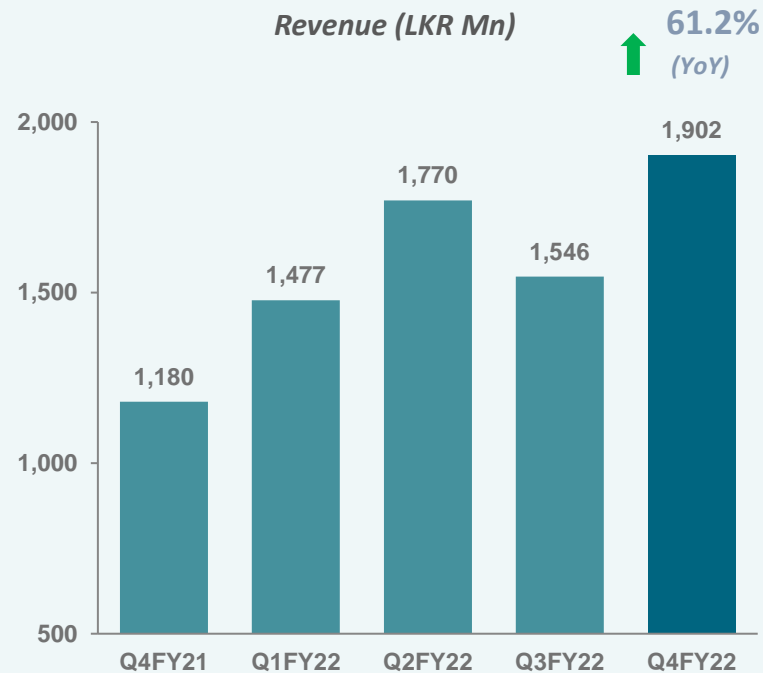
180+ Beds

59% Hospital occupancy

 First hospital in Sri Lanka to implement fully fledged EHR system

 **2** Hospitals **50+** Lab network

15% FY contribution to Healthcare revenue



Revenue

- Witnessed an average increase in surgical admission volumes by 10 % over last year.
- Focus on non-COVID-19 patients was increased, especially Non-Communicable Diseases (NCDs) which translated to elective surgeries.

Profitability

- Hospitals Business implemented multiple efficiency and digitization initiatives contributing to the margins.
- Additional revenue from PCR and RAT provided a steady cash flow for the segment.

Outlook

- Lean and Kaizen projects are expected to improve customer experience and profitability.
- Both OPD and surgical admissions are expected to see significant growth with the easing of COVID restrictions.

IP revenue mix	Q4FY21	Q1FY22	Q2FY22	Q3FY22	Q4FY22
	50%	47%	49%	52%	50%

Mobility Sector



Maritime



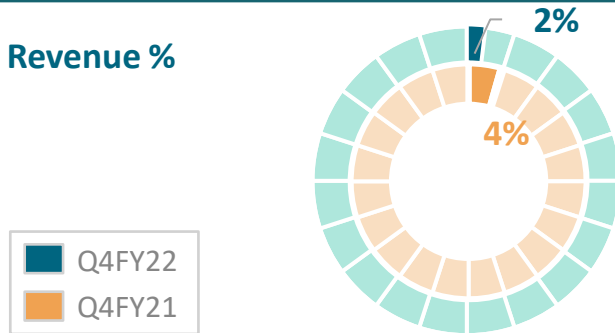
Aviation



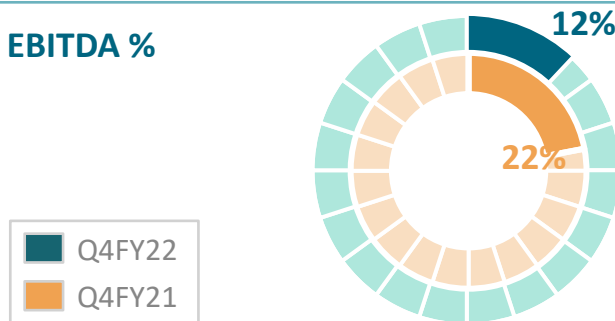
Mobility Sector

Contribution to Group

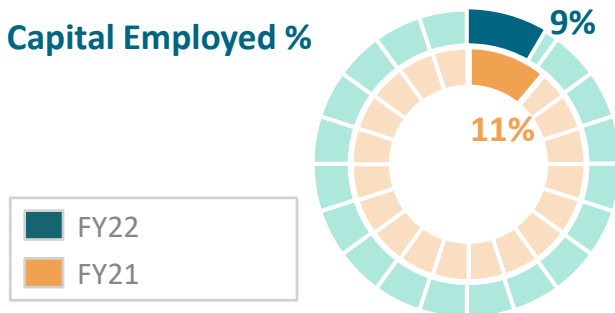
Revenue %



EBITDA %

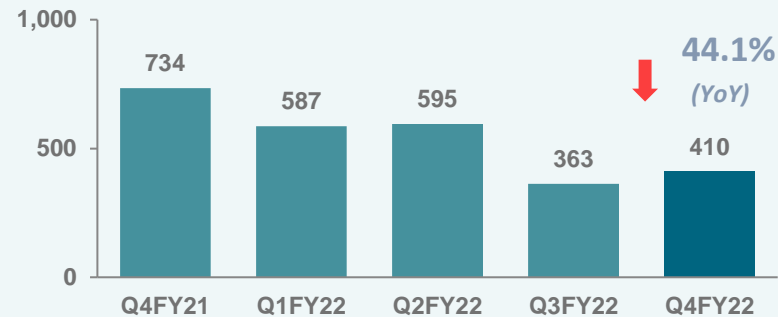


Capital Employed %

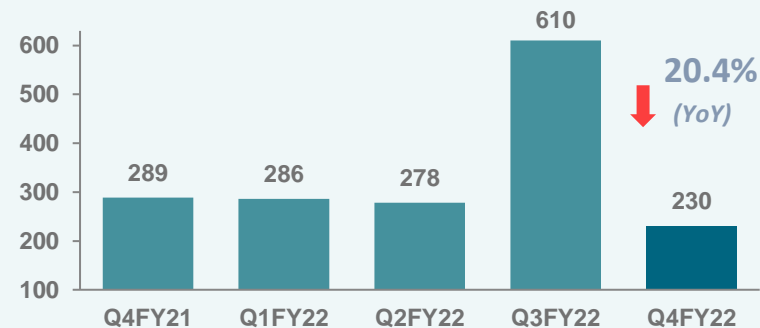


Sector Performance – Q4 FY 2021-22

Revenue (LKR Mn)



EBITDA (LKR Mn)



Key Highlights

- Divestment of the logistics arm during the third quarter brought down the overall performance of the Sector.
- Despite the marginal decline in underlying revenue, underlying earnings for the quarter increased by over 100 % due to exchange gains.
- Growth in industry freight rates partially negated the adverse impact of the drop in throughput, due to vessels continuing to skip Colombo to recover schedules.
- However, total throughput and transshipment volumes at Port Colombo improved by 8.1% and 7.3% owing to improved mobility.
- Aviation segment witnessed over 100% growth in profitability with the resumption of passenger travel whilst sustaining the robust performance in the cargo segment.

Mobility Sector

2

Shipping line – Evergreen line & Far Shipping



125,000+ TEUs
Throughput

15+

Vessels calling Colombo each week



Emirates
General Sales Agent for over 20 years

21%

Air cargo market share

29%

Passenger Market share

**“Offering a Full Spectrum of End-to-end Services
across Land, Sea and Air”**

*Facilitating over 1000+
supply chains*

*Emirates Sky Cargo – 1st
in the network to
operate mini freighters
and cabin loading
aircrafts in FY21*

*Represents the leading
feeder operator to the
East Coast of India and
Bay of Bengal*

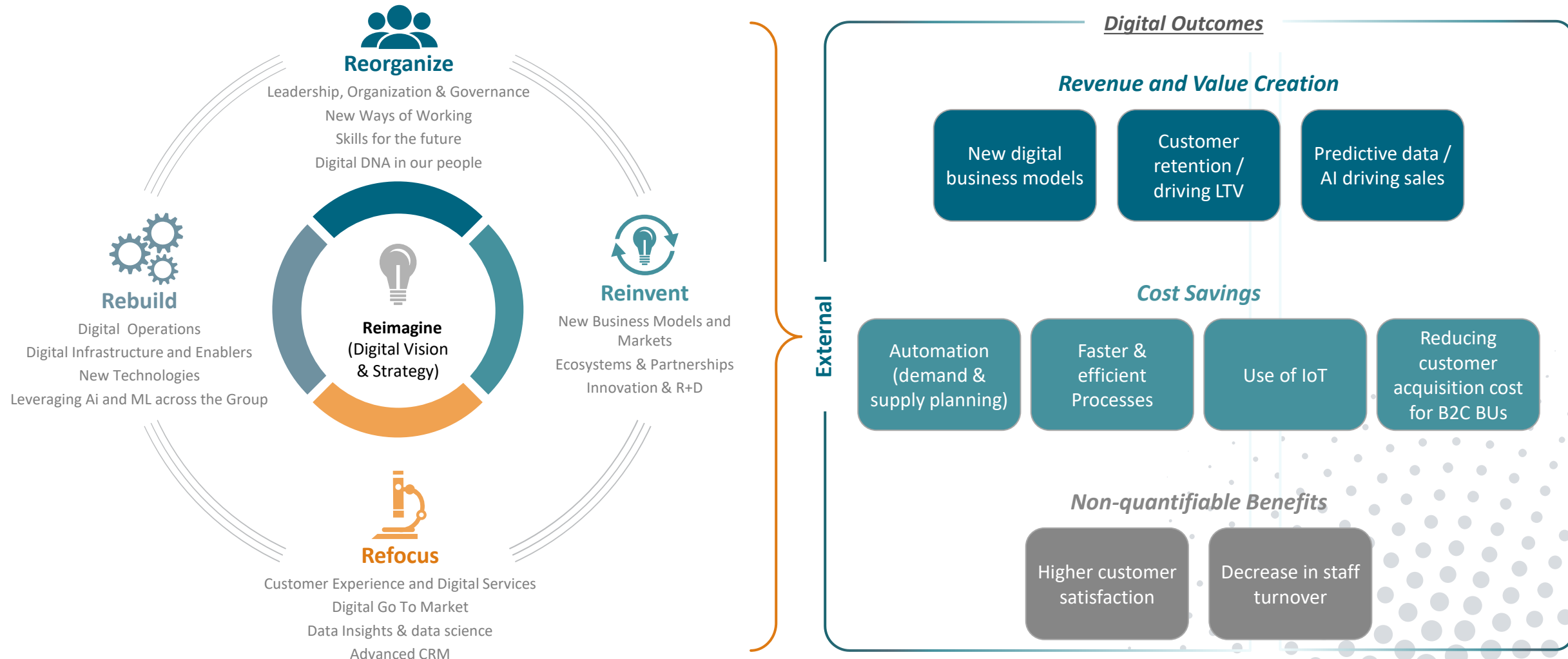
Representations



EVERGREEN LINE



A Group Digital Transformation that will Reimagine, Re-organize, Rebuild, Reinvent and Refocus Hemas



Sustainability Performance – Q4 FY 2021-22 vs Q4 FY 2020-21



Carbon Footprint

(per Rs. Mn Revenue) 0.20 MT

↓ 13%



Values of Fines for Non-Compliance
with Laws and Regulations in the
Social Economic Area

NONE



Water Consumption

(per Rs. Mn Revenue) 2.3 m³

↓ 32%



Total Work-Related Injury Rate

(per 100 employee) 0.10%

↓ 41%



Waste Recycled, Reused, or Recovered

50%

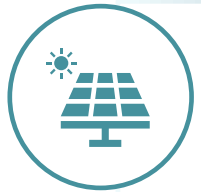
↑ 11%



Training Hours and Development

30,279 Hours

↑ 194%



Renewable Energy Generated

26,731 kWh

↓ 10%



Gender Diversity

(female employees) 26%

↓ 7%

Environmental Agenda 2030

Responsible Plastic Manufacture and Disposal Practices



From Design to disposal, we will strive to reduce use of plastic that are harmful to the environment

- Installation of an Ocean Strainer' floating trash trap at the Samanala Canal, Galle,
- Committing to four 'Beach Caretaker Projects' in Habaraduwa, Rathgama, Bentota and Balapitiya..
- Approximately 16,000 kg plastic waste collected annually.

Safeguard our Eco System



We will embrace and champion initiatives that protect and nurture our unique eco system

- Hemas Consumer has partnered with WNPS and has initiated 25 mini projects that strives to protect the endemic species
- Hemas Consumer is implementing necessary measures to restore mangroves ecosystem at the Anawilundawa Ramsar Wetlands

Protect our Natural Resources



Actively pursue the use of natural resources in a responsible manner limiting the impact our operations have on the environment

- Started the process to shift to the utilization of solar energy at key locations: Morison, Atlas and Hemas Manufacturing.

Social and Purpose Led Initiatives

Piyawara



Early childhood care and development of underprivileged children across the country.

- Began construction of the 60th Piyawara pre-school located in Ampara
- Two-day teacher training program was conducted for the pre-school teachers of the Lakvidhu pre-schools management by the Community Police Division of Sri Lanka

Eka Se Salakamu



Creating a social movement to empower children and families with Downs Syndrome to live a dignified life.

- Release of song for World Down Syndrome Day
- Awareness videos with a wide reach on social media platforms

Fems Aya



Improving menstrual health of women in Sri Lanka

- Conducted 17 sessions with the MJF Foundation
- 10 Physical training sessions island wide
- Employees of both genders sensitized to menstrual health and hygiene and received free sanitary napkins; the first in a corporate in Sri Lanka.
- Internal distribution extended to employees of JKH to provide Fems Aya sanitary napkins and conduct awareness sessions within the organization on menstrual health and hygiene.

Social and Purpose Led Initiatives

Sonduru Diriyawanthi



Providing natural hair wigs to patients undergoing chemotherapy and advocating that women are strong and beautiful with or without hair.

- Donation of natural hair wigs and care packs has taken place in 08 hospitals located island-wide.

Atlas Sip Savi



Create equal learning opportunities through children from underprivileged and underserved background to complete their education

- SipSavi Financial Scholarship through the Ministry of Women and Child Affairs for 200 kids monthly – continuation for 5 years
- Donation of Books for 200 students those who are with the financial difficulties within the kaluthara district

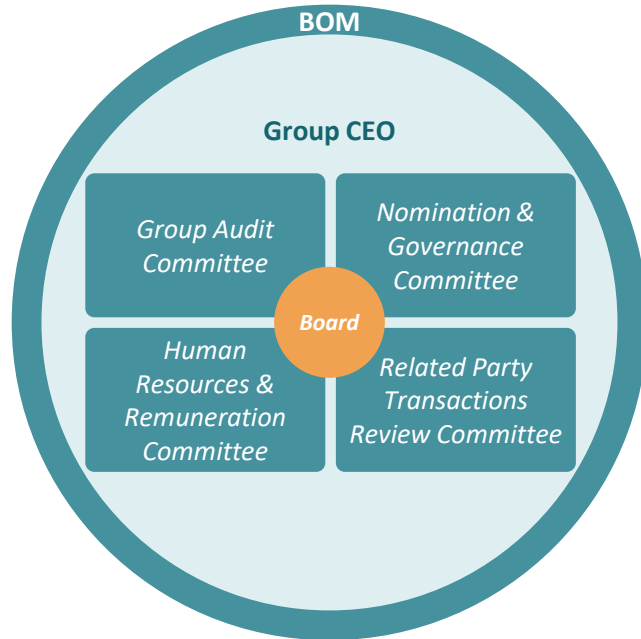
Atlas Sip Udana



Facilitating learning by creating quality educational experiences for every child

- Grade 5 Online Seminars conducted. Approx. 90000 children were participated.
- Conducted Child Awareness Programs with Sri Lanka Community Police Unit for 1350 participants.
- Conducted 5 Preschool Teacher training program for 275 teachers

Corporate Governance



BOM

Consists of the senior leadership team of 9 members - MDs of our 5 major businesses and 4 leaders from Corporate Office. Responsible for formulation and implementation of Group strategic plan. The COG, as in a gearbox in a vehicle, ensures that the Group works in a collaborative and high-performance manner notwithstanding the circumstances and challenges the Group faces.



The Board

Takes overall responsibility for the performance and affairs of the Company and the Group



Board Sub-committees

Ensures in-depth focus on delegated matters



Group CEO

Leads the Executive Management team. Responsible for strategy development, implementation and Group performance

Board Composition

- Independent directors
- Non-Executive Directors (including Chairman)
- Executive Directors



Independence

40%

of the board is independent

Gender



90% : 10%

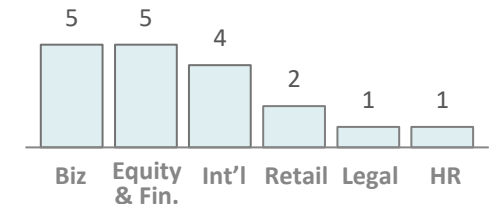
Board Size

09

Board size promoting accountability and encouraging healthy, constructive debate and decision-making, while meeting regulatory requirements

Expertise

Experienced Board, combining knowledge and skills relevant to the Group



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