



Hemas Holdings PLC

Investor Presentation – Q4 FY23

WHO WE ARE

Established in 1948, Hemas Holdings is one of Sri Lanka's leading conglomerate with focused interest in Consumer and Healthcare.

Listed in the Colombo Stock Exchange Hemas has presence in Sri Lanka and Bangladesh, empowering families to live a better tomorrow.

75

Years in
Operation

USD
118_{mn}
Market
Capitalisation

35%
Free Float

USD
301_{mn}
Total Assets

AAA
Long-term
Fitch Rating

>5k
Workforce

Key Milestones

1948

"Established Hemas Drugs Pvt Ltd"

2003

"IPO on the Colombo Stock Exchange"

2007

"Extended operations into Hospital Space"

2013

"Acquired leading Pharmaceutical Manufacturing firm – JL Morison"

2018

"Acquired Sri Lanka's Largest Stationery Brand- Atlas"

IMPLICATIONS OF KEY MACRO ECONOMIC PARAMETERS ON HHL

✓ Surge In Inflation

“Change in consumer buying patterns with reduced disposable income”

50.3%

CCPI

49.2%

NCPI

YoY change (March 2023 vs March 2022)

✓ Depreciation of LKR

“Input cost inflation with increased cost on imported raw materials and pharmaceuticals”

9.5%

\$/Rs

YoY change (March 2023 vs March 2022)

✓ Global Commodity prices

“Prices of key commodities declined towards the second half of the financial year which was passed down to the consumers in the form of price reductions and discounts”

-45.3%

Palm Oil

-32.1%

Crude Oil

YoY Change (March 2023 vs March 2022)

✓ Interest Rates

“22x YoY growth in Group finance cost for the quarter due to high interest rates and increased working capital to ensure product availability”

13.5 pts

AWPLR

YoY change (March 2023 vs March 2022)

✓ Tax Reforms

“Increased corporate tax and the one-off impact of deferred tax coupled with the domino effect on consumer demand and consumption-driven growth”

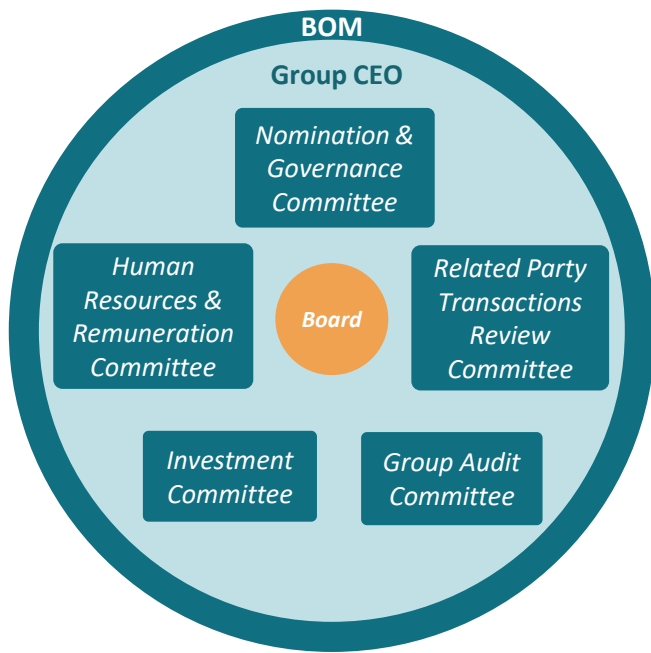
30%

Corporate Tax rate

1.2 Mn

Personal tax relief threshold

“Obtained approval for an Extended Funded Facility from the International Monetary Fund (IMF) in March 2023 for USD 2.9 billion to be disbursed over a four-year period.”



Sound Corporate Governance Structure with an Independent Board



Strong balance sheet with a net gearing of 11.6%



Diversified and competent Leadership Team

KEY STRENGTHS

AAA (lka)
FitchRatings

Long-Term Rating of AAA (lka)' Stable Outlook

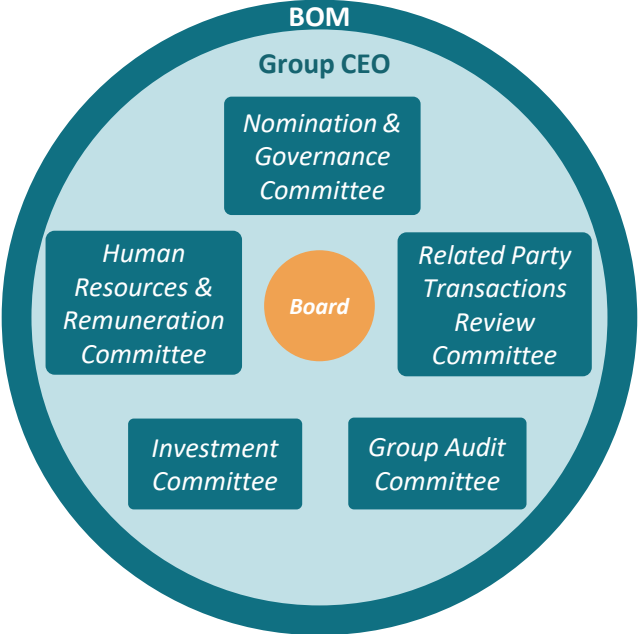


Presence in key defensive segments
Healthcare and Consumer



Strong value creating partnerships with internal and external stakeholders

Corporate Governance



BOM (Board of Management)

Consists of the senior leadership team of 10 members - Heads of our 5 major businesses and 4 leaders from Corporate Office. BOM is responsible for formulation and implementation of Group strategic plan and 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

50%

of the board is independent

Gender



90% : 10%

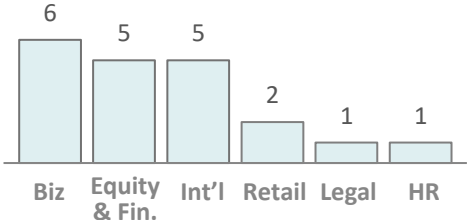
Board Size

10

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





STRATEGIC BUILDING BLOCKS



Building more from the core

Accelerate current business efforts to drive higher value in core business



New within the core and Adjacencies

Capturing new revenue streams to further strengthen the core and adjacencies



New business and Internationalisation

Explore attractive opportunities in new spaces and international markets



Efficiencies

Efficiency and productivity to further enhance capacity and improve growth

New Product Launches during the Quarter

Home and Personal Care Sri Lanka



'Vivya' Under Eye Gel , Face Scrub and the 50 ml face wash



'Aya' Sachet



Additions to the 'Velvet cutie' portfolio



'Prasara' Ayurveda product range'

"Total ayurvedic personal care range that promotes optimal health and wellbeing of consumers"

Pharmaceutical Manufacturing



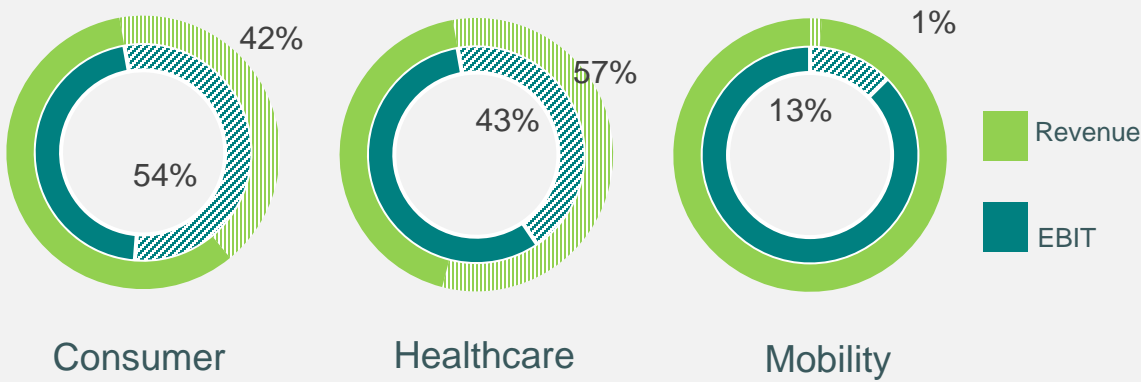
'FoliMor' 1mg (Folic Acid 1mg 30s blister)



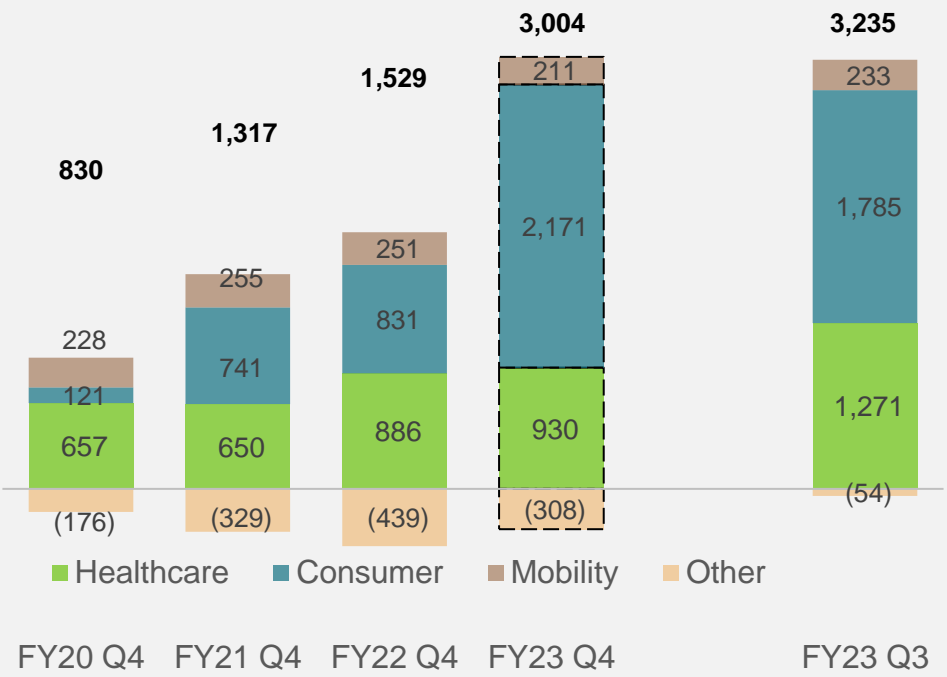
'Glucomile' 75 g Variant

FINANCIAL SNAPSHOT

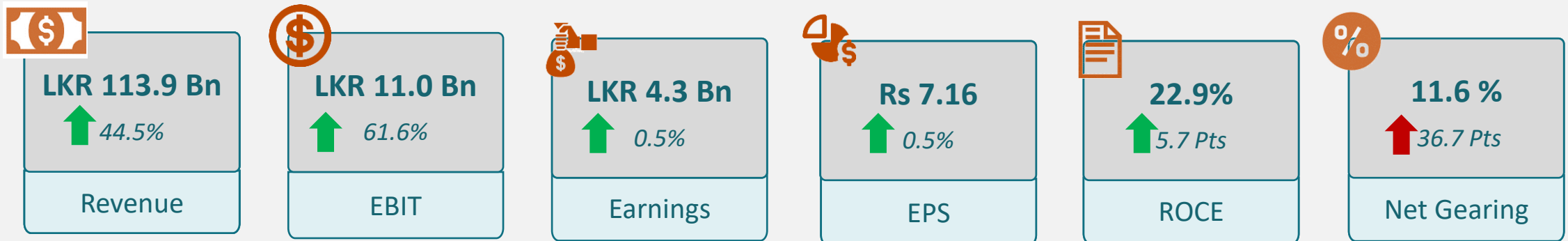
12M CONTRIBUTION TO GROUP



EBIT BY SEGMENT (LKR MN)

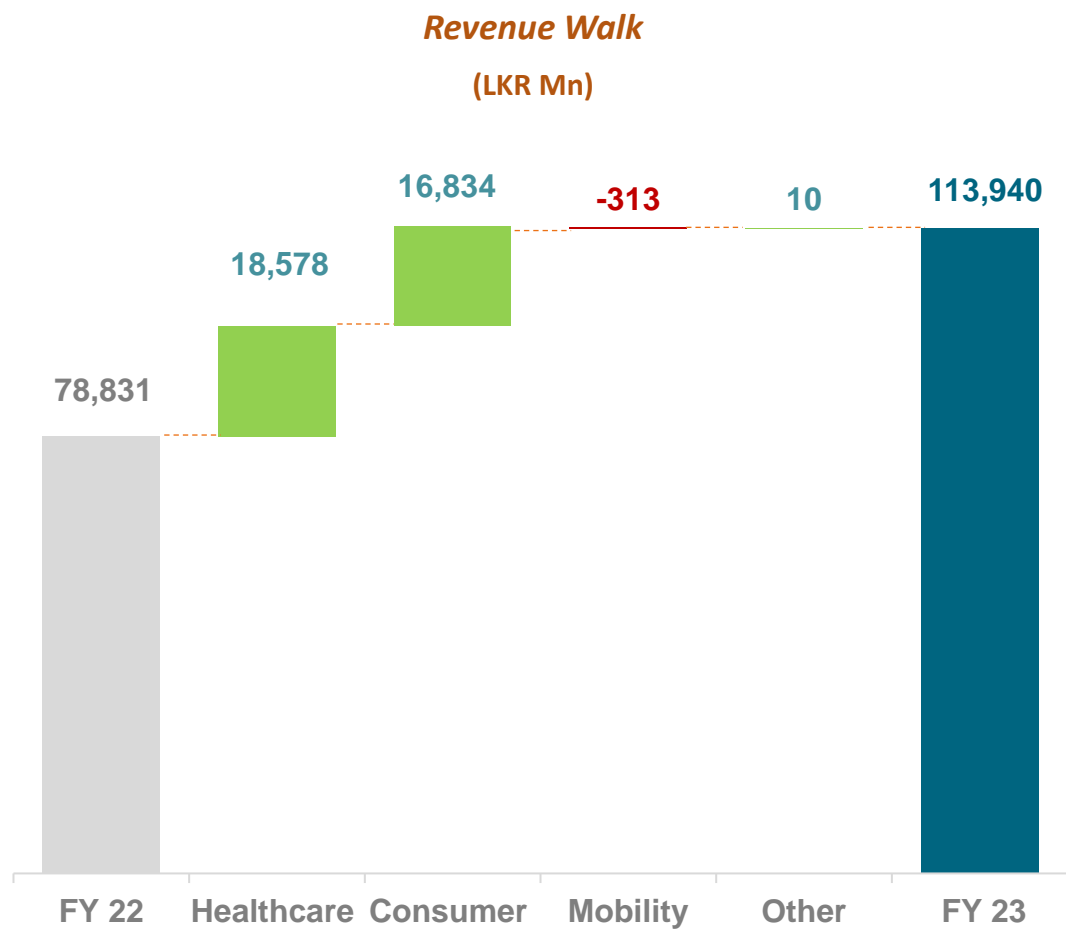


Full Year Performance FY 23 vs FY22

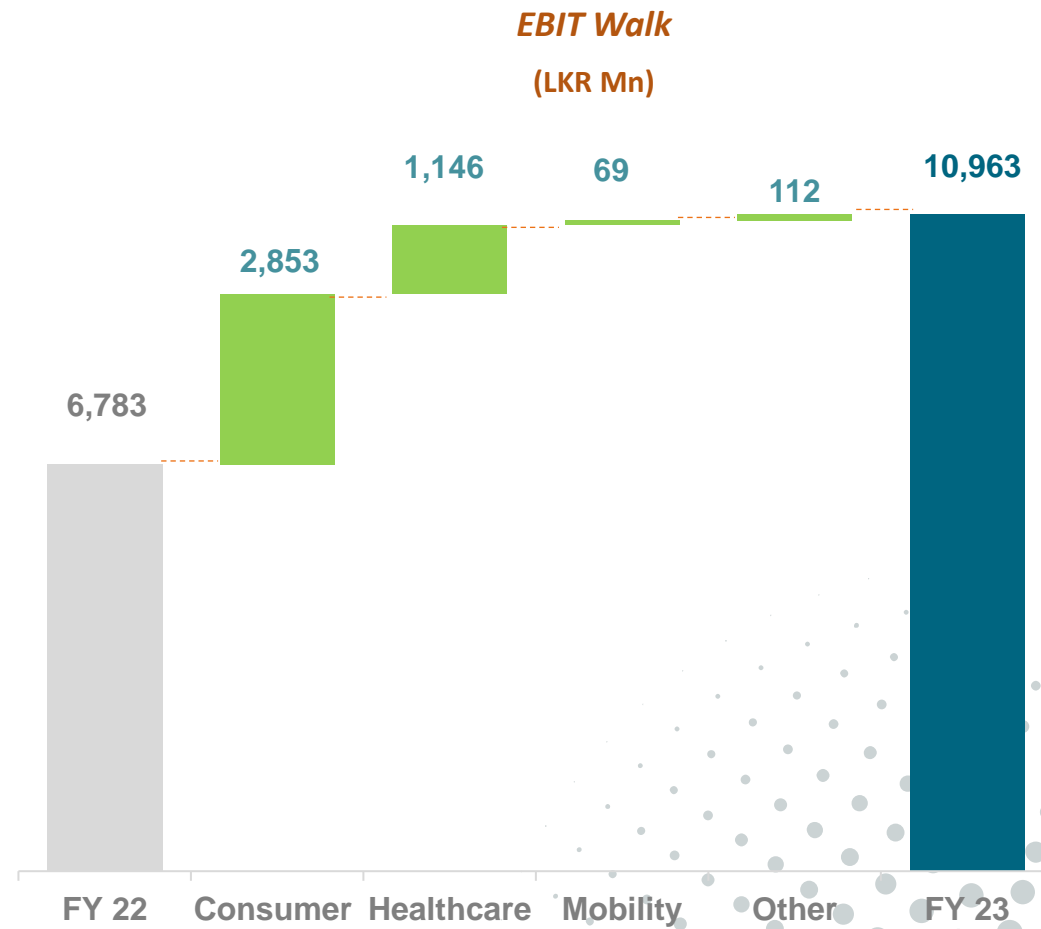


Note: Figures in italics indicate variance vs. 12M FY22

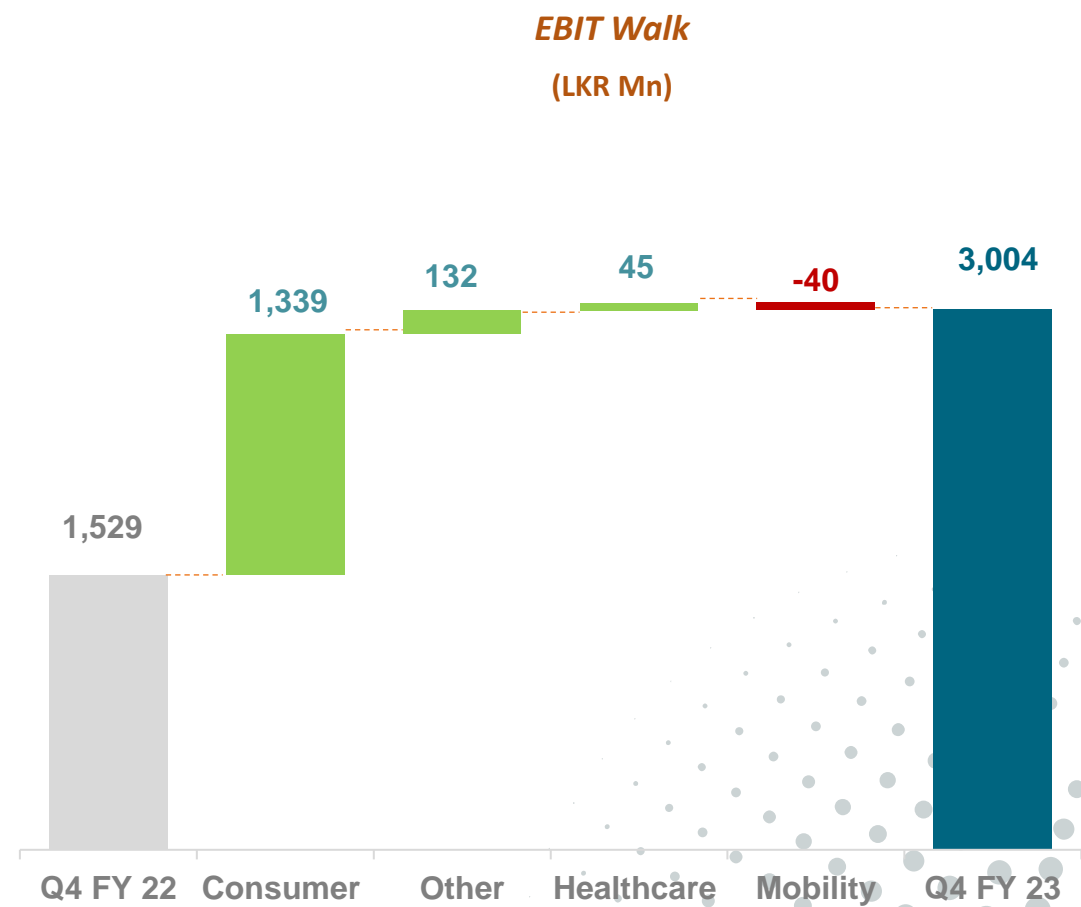
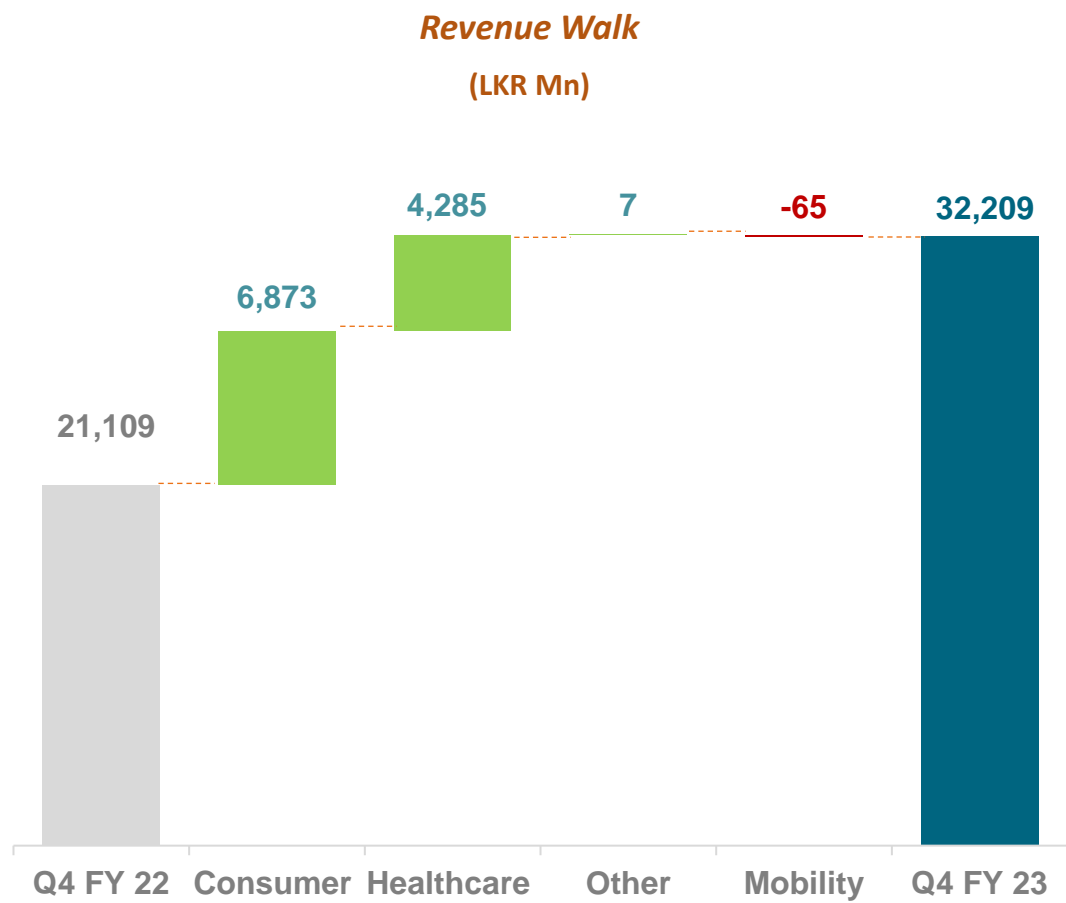
Sector Performance Summary – FY 2022-23



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



Sector Performance Summary – Q4 FY 2022-23

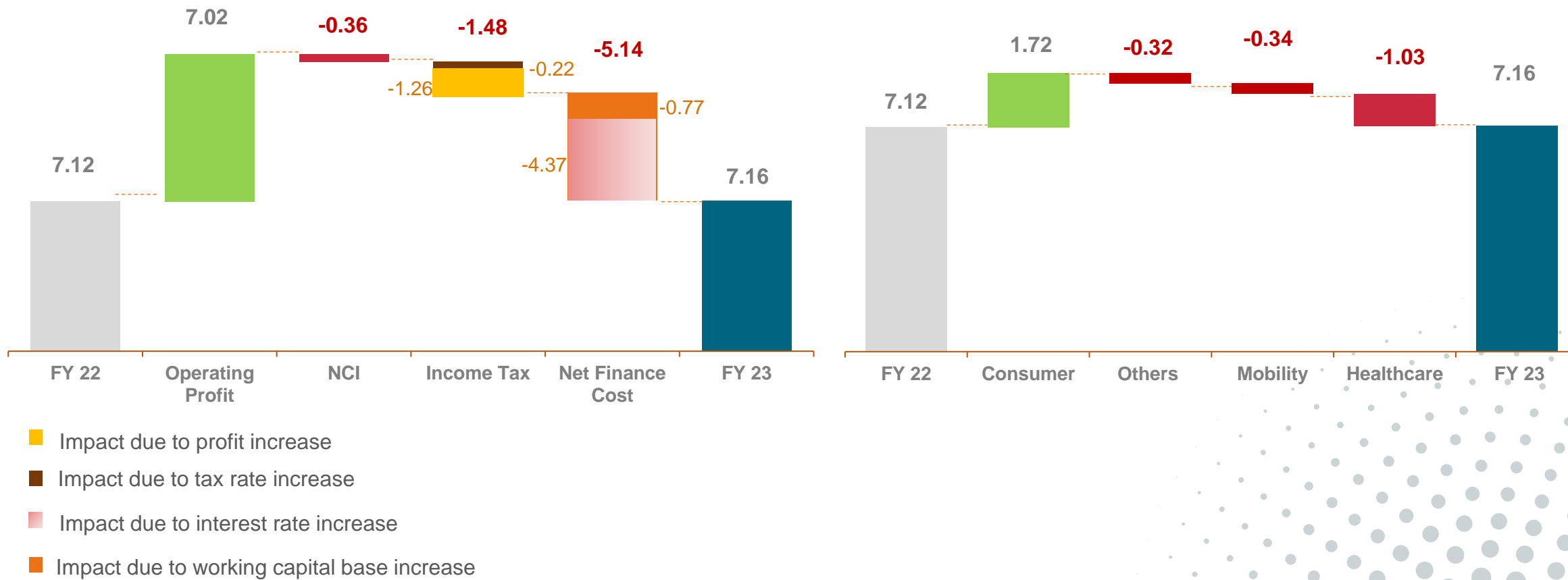


Note: The 'other segment' includes the corporate office and remaining Leisure assets

Continuing Operation EPS – FY 2022-23

EPS Walk

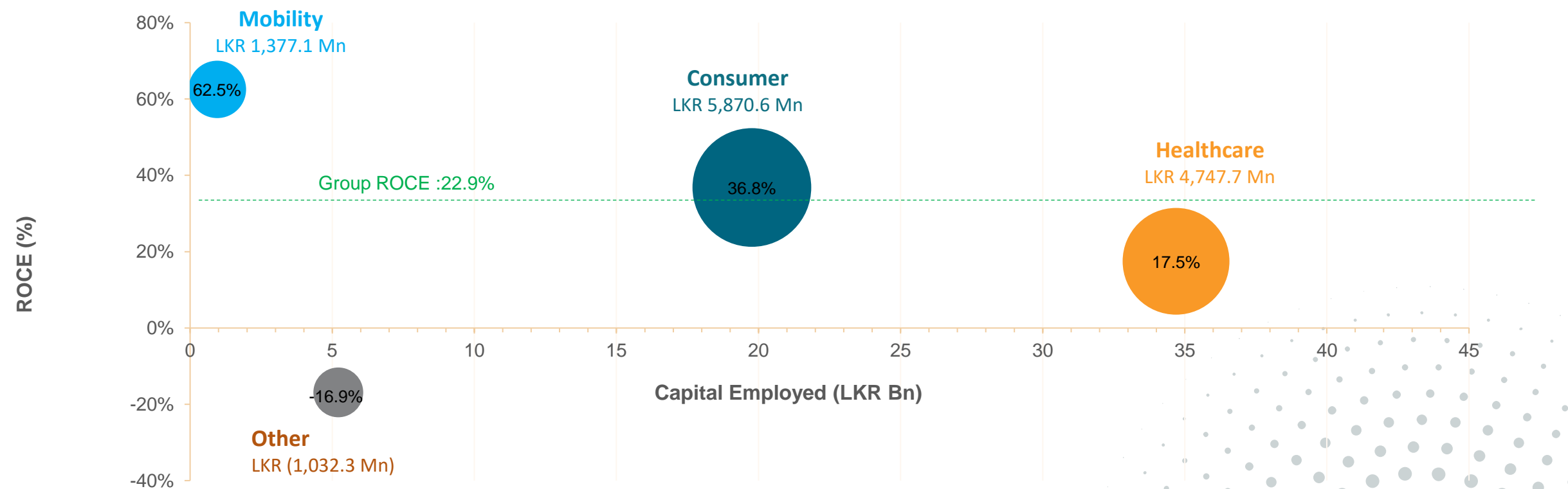
(LKR Per Share)



Capital Employed– FY 2022-23

Sector Efficiency

Capital Employed, ROCE, and EBIT by Sector



Note:
The size of the circle indicates the EBIT values
The 'other segment' includes the corporate office and remaining leisure assets

Consumer Brands



Home and personal care - Sri-Lanka



Consumer Brands - International



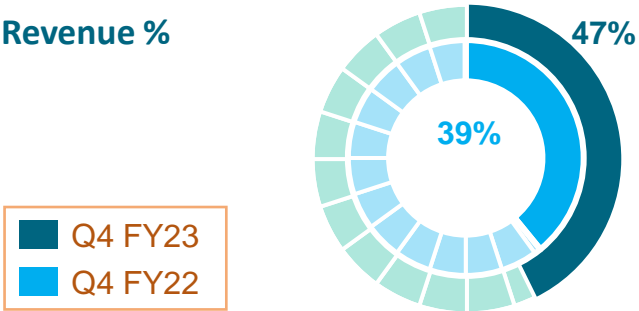
Learning Segment



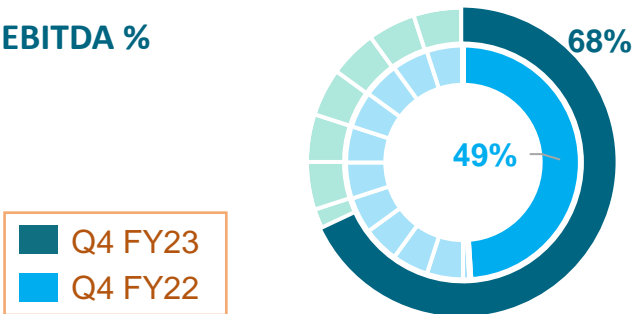
Consumer Brands

Contribution to Group

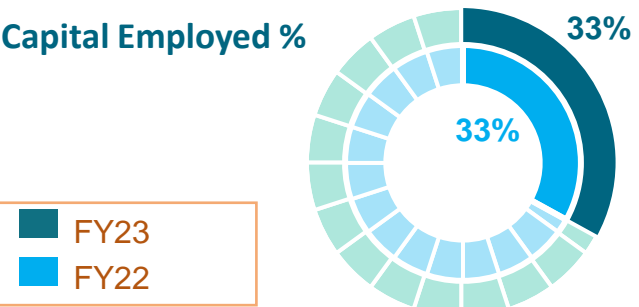
Revenue %



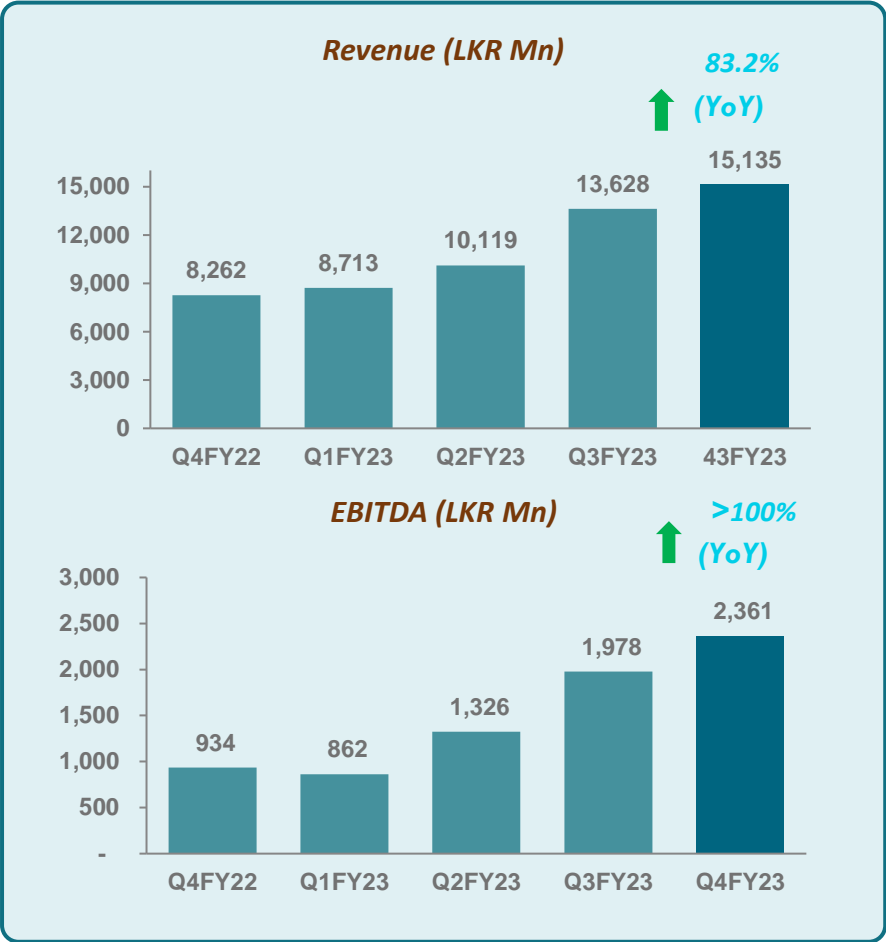
EBITDA %



Capital Employed %




Sector Performance – FY 2022-23



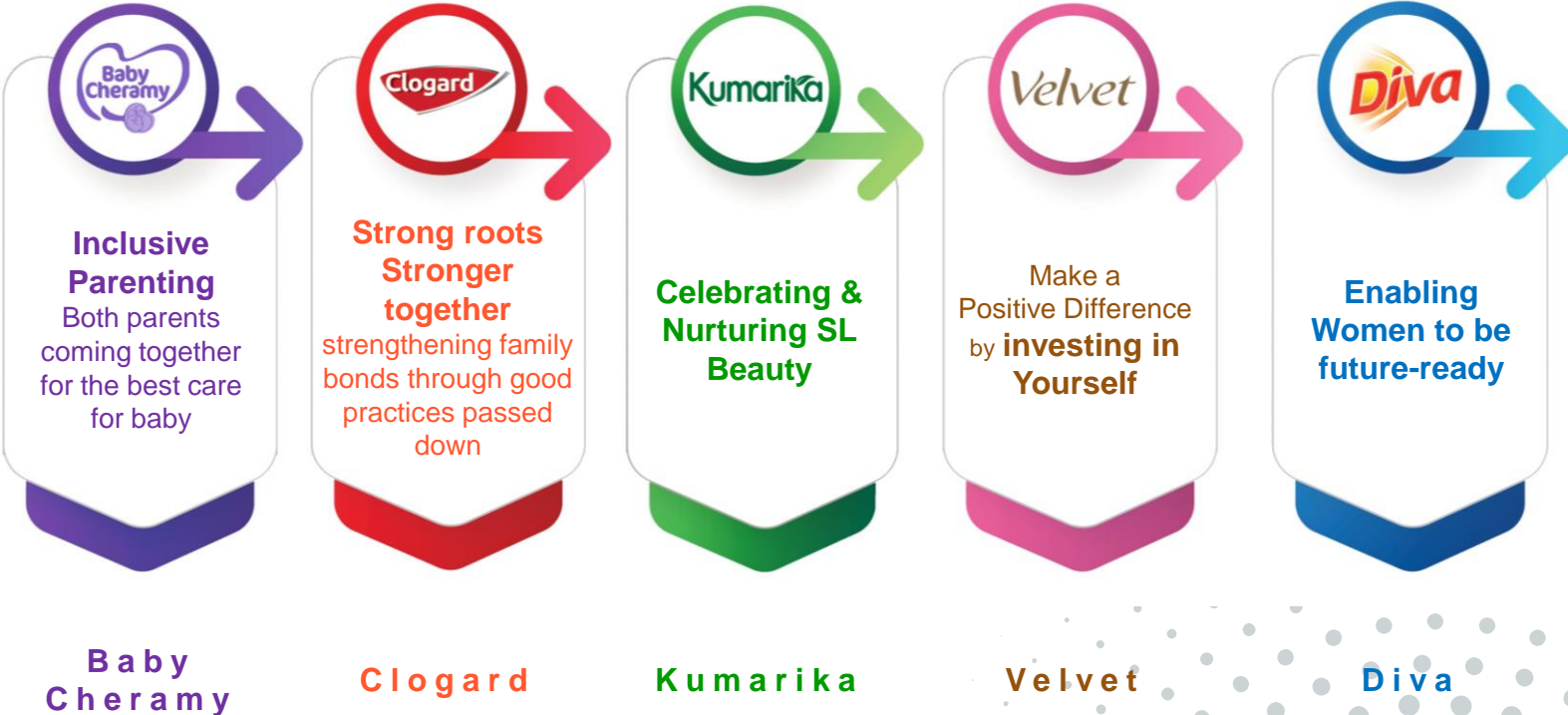
Key Highlights

- Despite the market witnessing price reductions under reduced commodity prices, consumers continued to curtail consumption and opt for value-for-money alternatives.
- Modern trade channels experienced a slowdown, due to the adverse impact of the tax reforms and high cost of credit on the middle-class urban population.
- With the back-to-school season, demand for stationery items witnessed significant improvement during the quarter.
- Escalating inflation, Taka depreciation and depleting reserves adversely impacted the Bangladesh market resulting in a decline in demand across the industries.

Home and Personal Care – Sri Lanka

- 8** Key categories with market leading positions
-  Launched the “Prasara” Ayurvedic Range
- 23%** FY volume growth
- 75k+** 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

KumariKa

#1

In Hair Oil

Velvet

#2

In Beauty Soap



#1

In Baby Care

fems

#2

In Feminine Care



#2

In Laundry Care



#2

In Oral Care



Beauty Care



Hygiene Care

Goya

Female Fragrances

GOLD

Male Grooming

Dandex PRO SCALP

Shampoo

95%

of business - 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



Value adding partners including Garnier, L'Oreal and Nivea

Our Consumer Health Brands

Skincare



Baby Care



Cold and Flu



UPDATE ON KEY STRATEGIC INITIATIVES

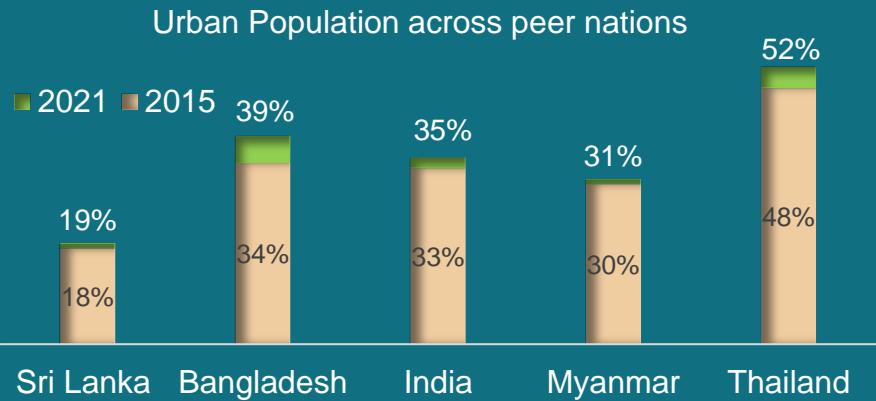
“Premiumisation and expanding into key underpenetrated categories will be the drivers of domestic growth”

Progress update ...

- Beauty Brand ‘Vivya’ expanded its portfolio with the introduction of under eye cream and the face scrub. The brand has gained significant traction in the market.
- Male Grooming With increased focus, ‘Glod’ has improved its market share in the perfumes and colognes space.
- Diva Power Range(Germ and Colour Guard) has maintained market share amidst the pricing pressure.



✔ Opportunities in Urbanisation and Premiumisation will be the platform to drive growth



Emerging Trends in the Consumer Space

- High focus on health and Transparency.
- Rise in awareness and acceptance in inclusive beauty.
- Increasing demand for male grooming products

✔ Opportunities to capitalise on underpenetrated (less than 45% penetration) emerging categories

	Skin Care 7.1% CAGR 2021 -2026		Baby Diapers 8.6% CAGR 2021-2026		Feminine Hygiene 5.1% CAGR 2022-2027
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UPDATE ON KEY STRATEGIC INITIATIVES

“Fine blend of Innovation and the uniqueness of Sri Lanka, where natural ingredients, traditional knowledge, and new technologies drive the future of the beauty market”

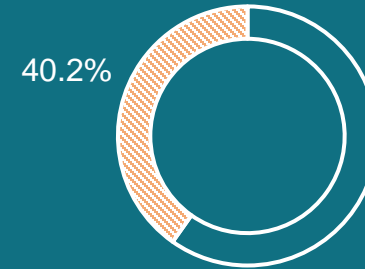
Progress update ...

- *Newest addition in the Beauty Space ‘Prasara’, which is concentrated on Ayurvedic wellness was launched during the quarter.*

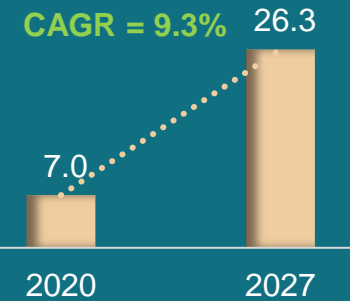


Clean beauty that prioritises natural ingredients are a prime aspect in the future of personal care.

Percentage of people who look for products that uses natural ingredients

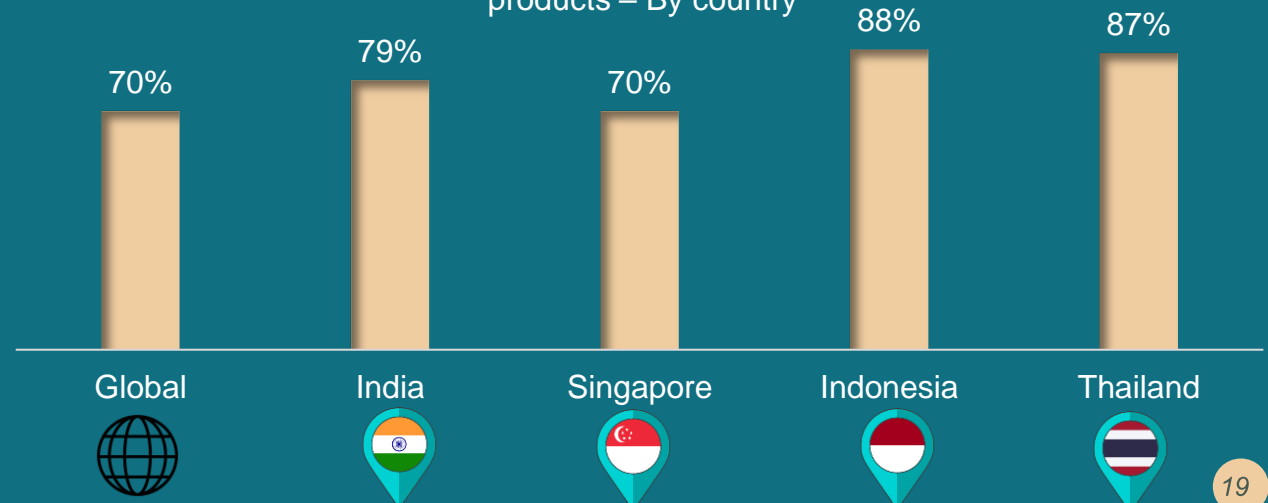


Global Natural and Organic personal care Market (\$ Bn)



Growing Demand will provide opportunities to cater to premium market segments

% of Consumers willing to pay a premium price for GMO free / Organic / Natural products – By country	88%	87%
USA	88%	87%
UK	88%	87%
France	88%	87%
Germany	88%	87%
Spain	88%	87%
Italy	88%	87%
China	88%	87%
Japan	88%	87%
India	88%	87%
Brazil	88%	87%
South Africa	88%	87%
South Korea	88%	87%
Indonesia	88%	87%
Philippines	88%	87%
Thailand	88%	87%
Vietnam	88%	87%
Malaysia	88%	87%
Singapore	88%	87%
India	88%	87%
China	88%	87%
USA	88%	87%



Home and Personal Care – International

2

Geographies
Bangladesh & West Bengal

2

Key categories
VAHO and Health Soap

11%

Market share in VAHO
(Bangladesh – Q3 FY23 Data)

4.3 k

Retailers reached in
Bangladesh

8%

FY contribution to Consumer
Brands revenue

Locally led and localised in Bangladesh

- All products are exclusively designed for Bangladesh.
- Extensive product portfolio with multiple value adding variations targeted for overall wellness, growth and nourishment of hair.
- Local leadership team with 90% local talent.
- 2nd most loved hair oil brand of Bangladesh (Best Brand Awards 2022)



Reach in Bangladesh

19.3%

Rural penetration
by Hemas

7.2%

Urban penetration
of Hemas

16.3%

7 + Mn
Households

of households reached
by Hemas

100%

On-shore
manufacturing

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

Source: Household Panel data (Calibrated) – Kantar – MAT
Dec'22./ Retail Sales Audit by Insight Metrix – May'22

Home and Personal Care – Sri Lanka and International

Sri Lanka

Revenue

- Markets continue to contract amidst the inflationary pressure.
- Price reductions were made across the portfolio in line with reduced global commodity prices.
- 10% of YTD revenue from new launches and relaunches.
- Launched the Ayurvedic range “*Prasara*” in the Beauty space.

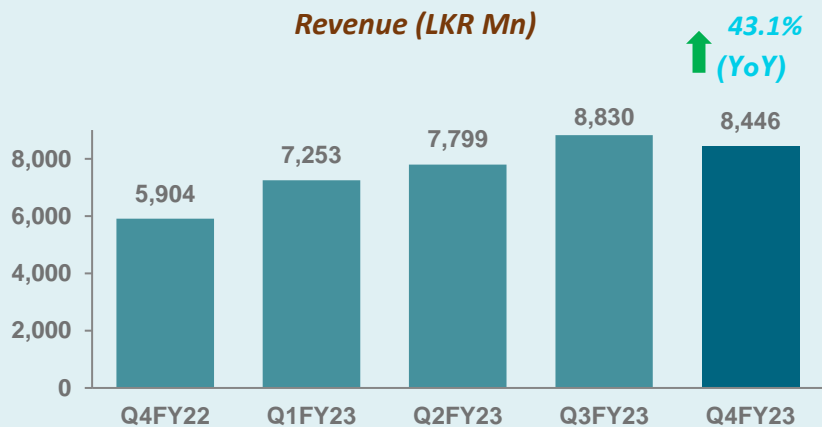
Profitability

- Multiple cost saving and efficiency improvement measures were implemented to mitigate the adverse impact of increasing input costs.

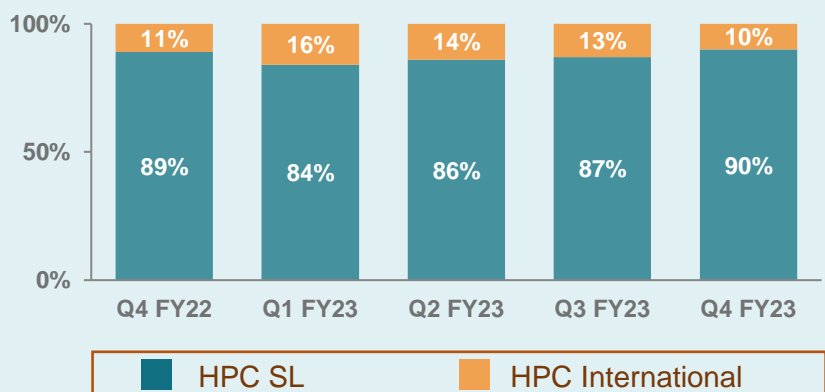
Outlook

- Repositioning the Brand portfolio, exploring opportunities in underpenetrated areas and driving premiumization will be the key focus areas.

Revenue (LKR Mn)



International Segment Revenue as a % of total HPC Segment



International

Revenue

- Despite the challenging macro economic conditions, volumes marginally recovered in the fourth quarter .
- Variants introduced at affordable price points for ‘*Kumarika*’ and “*Eva*” and “*Actiseif*” gained traction during the quarter.
- Reduced single brand concentration with increased focus on ‘*Actiseif*’ .

Profitability

- Over 9% inflation and the currency devaluation impact continue to tighten profit margins.
- Increased overhead costs including administration and marketing expenses imposed further pressure on margins.

Outlook

- High focus on opportunities for growth in Bangladesh in core and adjacent spaces.

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 premiumisation 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 Local Brand of the year at SLIM Brand Excellence Awards 2022

UPDATE ON KEY STRATEGIC INITIATIVES

“Learning Segment : Widening the business scope to expand growth and reach”



Progress update ...

- Learn platform targeting grade 5 students has gained traction.
- Secured multiple contracts with global partners for exports



Explore opportunities to expand geographical reach via partnering with global players



Gulf

Middle east Stationery market will grow at a CAGR of 1.3% to reach \$ 321.6 Mn in 2025

32% of the growth will originate from UAE

High growth expectations in underpenetrated regional Markets



Pakistan

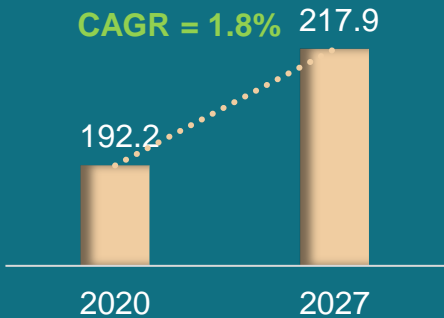
Worlds second largest out of school rates with over 20 Mn Children not receiving formal education



Bangladesh

Only 64% of children are completing secondary education

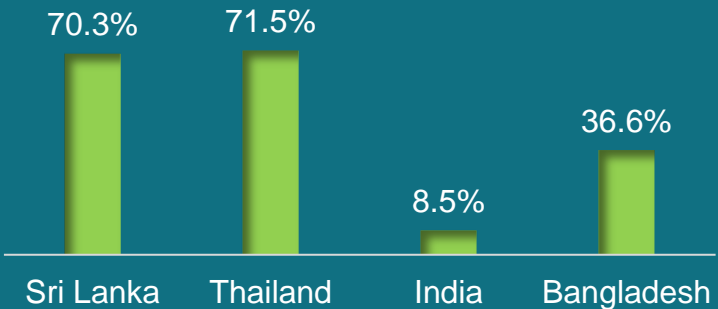
Global Stationery Market (\$ Billion)



Sources: GlobeNewswire, statista.com, UNISEF



Develop in the digital space with the curriculum development and lesson planning platform - LEARN



“Highest computer literacy rate in Sri Lanka of 67.9% is witnessed among those between the ages of 15-19 years”

Sources: Department of Census and Statistics, UNISEF

Learning Segment

6

Key categories

High Efficiency and productivity through lean initiatives

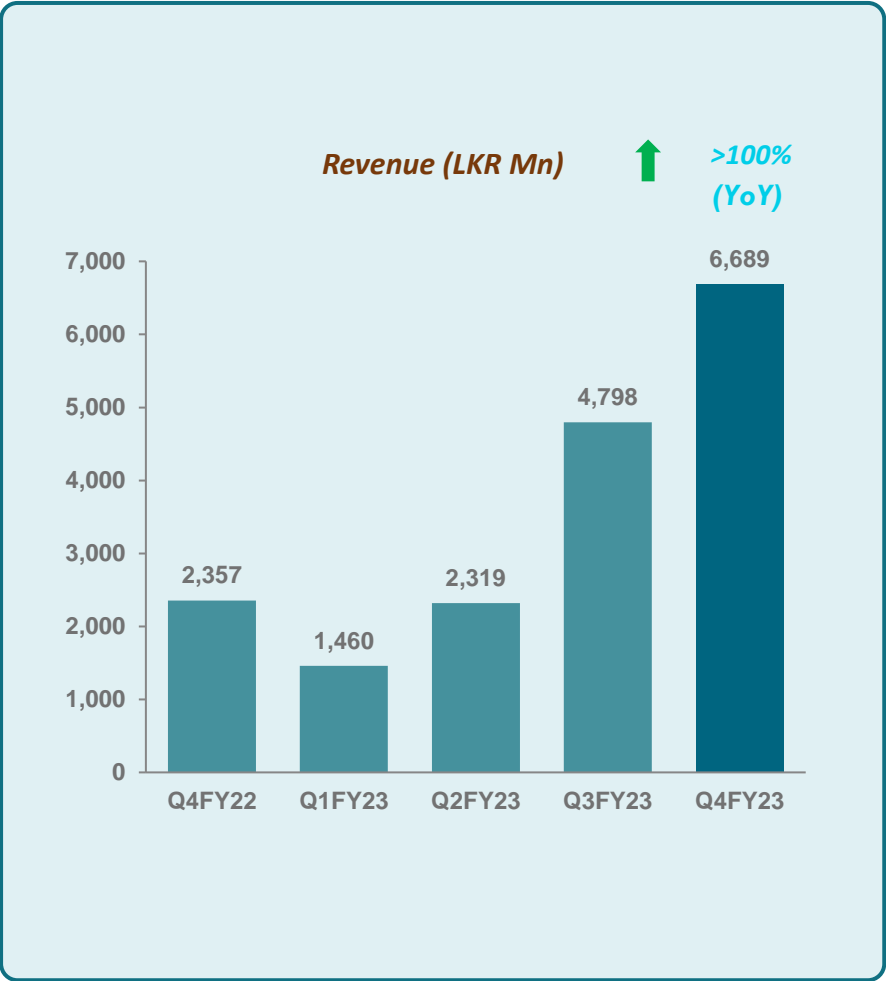
Market leader in key product categories

50k

Outlet coverage across Sri Lanka

32%

FY Contribution to Consumer Brands revenue



Revenue

- Shift in the Back-to-school season resulted in significant improvement in revenue during the quarter.
- Key categories witnessed market share improvements under price stability.

Profitability

- Despite the increased overheads including marketing costs , interest expenses and taxes the profit margins were maintained with price adjustments and efficiency improvements.

Outlook

- Sustain the market leading position with innovative product offerings.
- Pursue distribution partnerships with international players to expand the export footprint.
- Explore opportunities in related spaces – Digital and Edu Toys

THE GROWING ECONOMY OF BANGLADESH

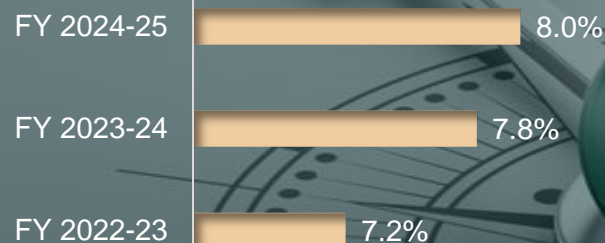
\$ 460.8 Bn
GDP 2022

\$ 2,730
GDP Per Capita.

9.3%
Inflation 2023 March.

165 Mn+
Population 2022

GDP Growth Forecasts



37.5 %
Gross Government Debt % of GDP 2022

\$ 31.1 Bn
Forex Reserve 2023 March.

“Bangladesh has a remarkable story of poverty reduction and development”

Promising Macro economic factors to support growth and expansion

FDI friendly tax laws and incentives

Access to labour at attractive prices

Strategic Location for land and sea trade


FTAs with several international organisations

Low penetration in many key categories

Urbanisation and digitalisation driving premiumisation



Healthcare Sector

 Pharmaceutical Import, Marketing and Distribution

 Pharmaceutical Manufacturing

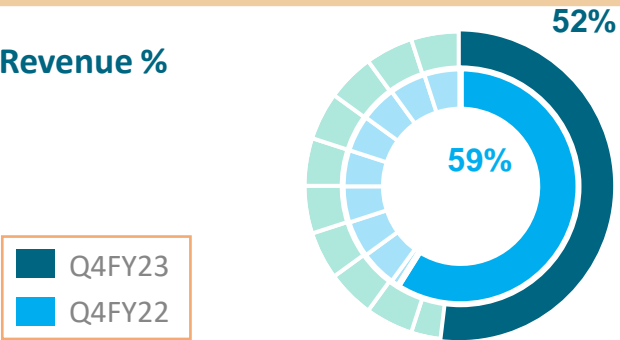
 Hospitals



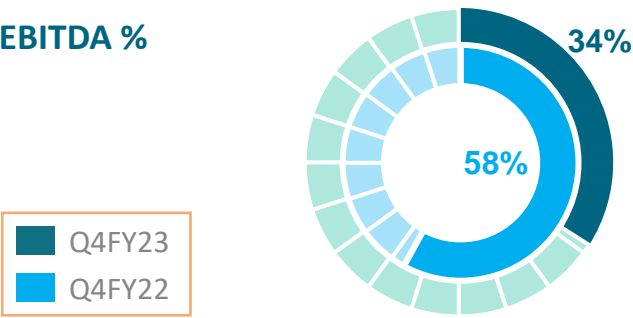
Healthcare Sector

Contribution to Group

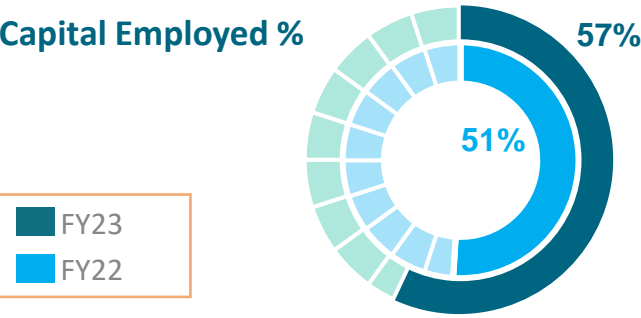
Revenue %



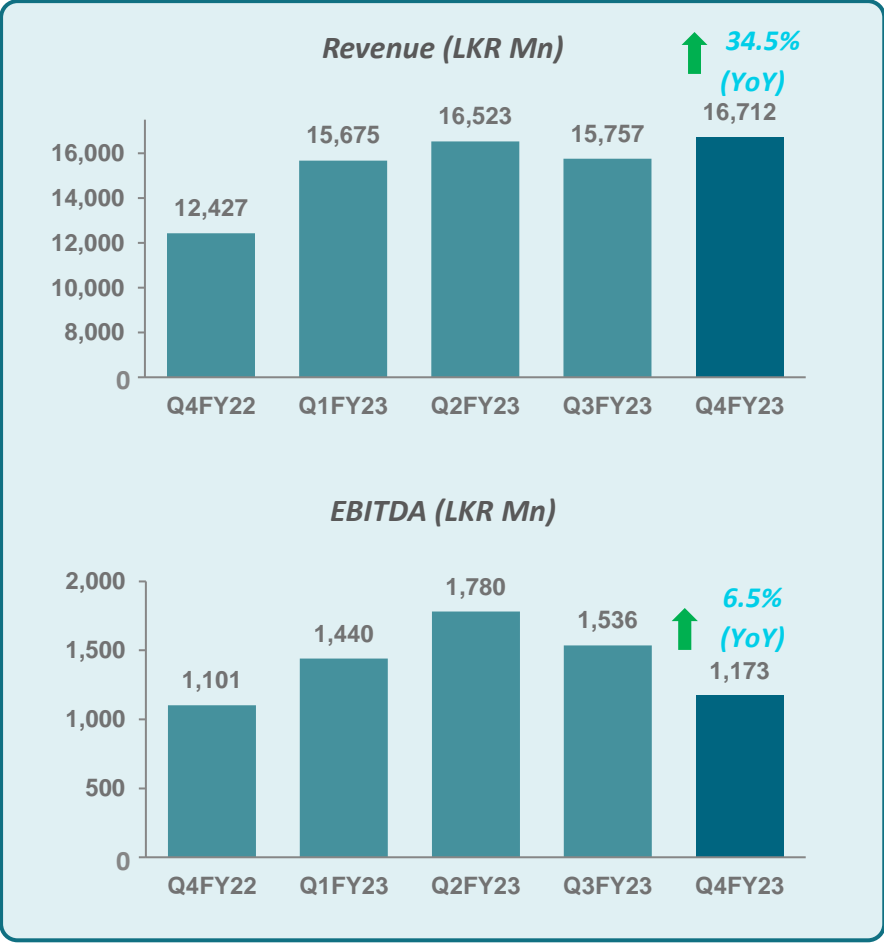
EBITDA %



Capital Employed %



Sector Performance – FY 2022-23

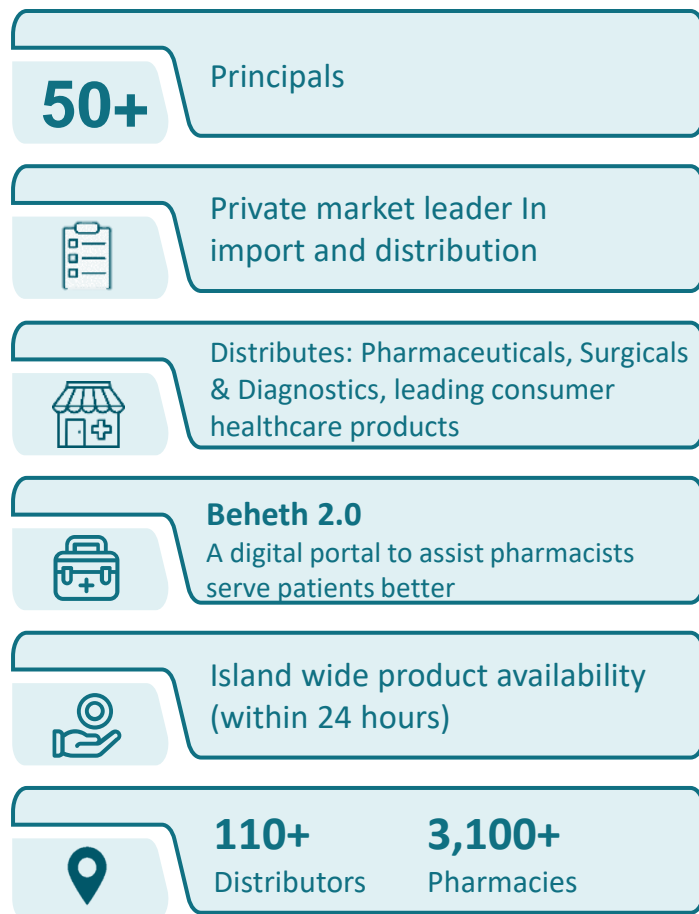


Key Highlights

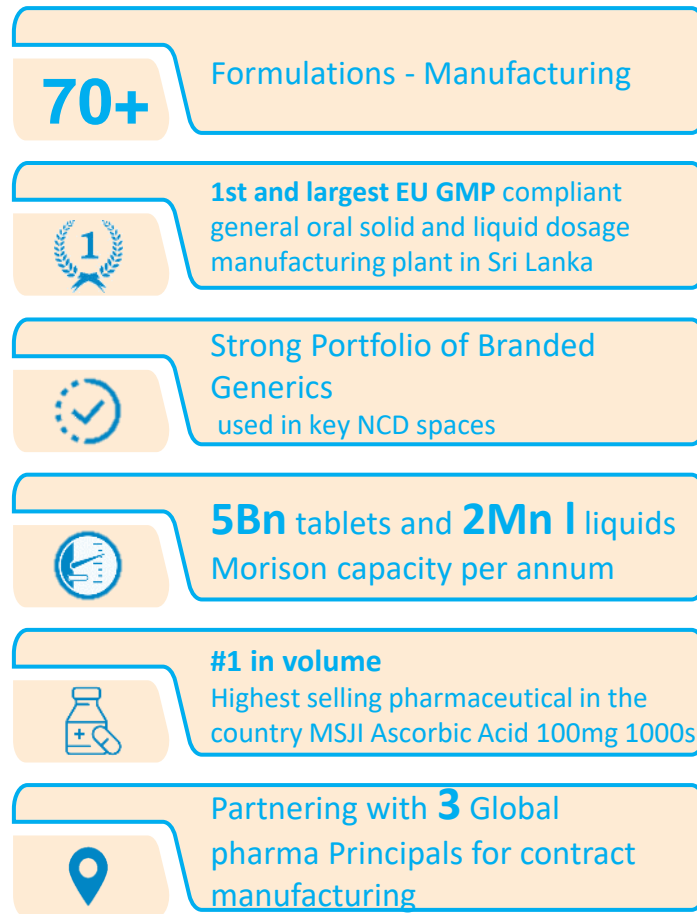
- The market witnessed shortage in supply for medicine and medical equipment despite the support of donor nations and organisations.
- Increasing tendency for outward migration by medical professional will impose challenges in the long-run.
- Pharmaceutical Market continue to witness volume contractions in many therapeutic segments due to high inflationary pressure.
- However, the degrowth was relatively lower in comparison to the previous quarter.
- The Government utilised Treasury Bonds to partially settle the dues to the suppliers.
- Equitable allocation mechanism for the Government buy back volumes is still unseen.

Pharmaceutical Import, Marketing, Distribution and Pharmaceutical Manufacturing

Pharmaceutical Import, Marketing, and Distribution



Pharmaceutical Manufacturing



Morison Plant and Key Highlights



UPDATE ON KEY STRATEGIC INITIATIVES

“Homagama Factory”

“Homagama factory: Annual capacity of 5 Bn tablets and 2 Mn litres of liquids, which is equivalent to 40 % of the national annual general OSD demand in Sri Lanka”



Progress update ...

- Commercial production of the Homagama plant was commenced in Q1 FY23
- Over 5 New products are in the pipeline to cater to key therapeutic segments including cardio, diabetic and vitamins.
- Utilisation levels of the factory was significantly improved in the fourth quarter with the increased buyback orders.
- Competition from local manufacturers is lower due to Morison having the advantage of completion of a fully fledged factory prior to the economic crisis.

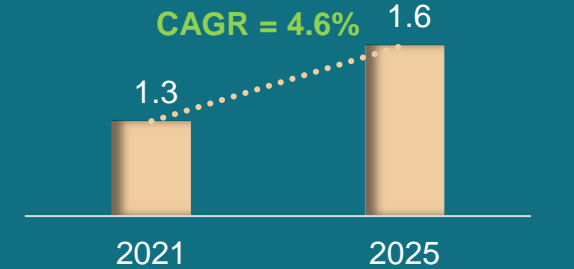


Opportunities to enter into global supply chain via contract manufacturing due to Sri Lanka's proximity to India and availability of infrastructure and know how

Key Export Markets for Sri Lanka



Global Pharmaceutical Market (\$ Trillion)



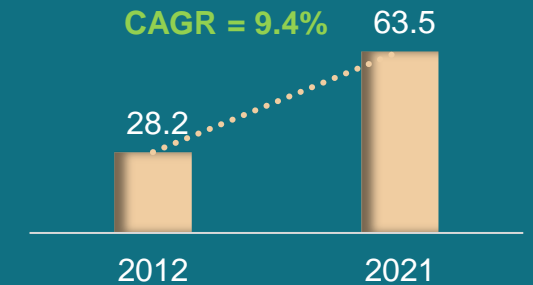
Source: IQVIA April 2021



Expand and grow in Private Branded Generic Space by focusing on Non-Communicable Diseases (NCDs)

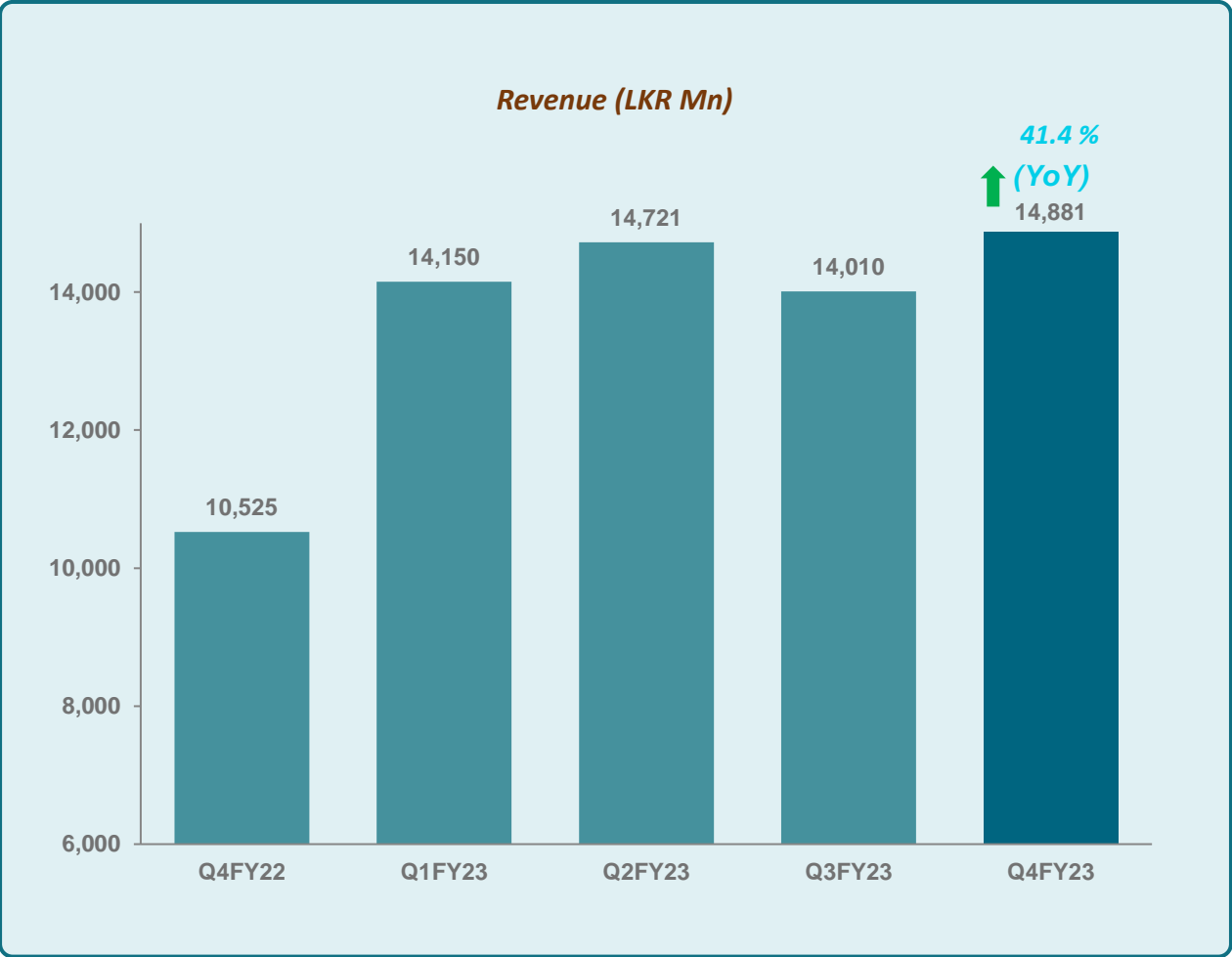
- Sri Lanka has the fastest growing population in South Asia, and it is projected that by 2030, one in five Sri Lankans will be over the age of 60 (majority women)
- NCDs cause over 80% of deaths in Sri Lanka. More than a quarter of Sri Lankans are overweight, and one in four adults consume tobacco.

Branded Generics Market in Sri Lanka (Rs Bn)



Sources: UNFPA, WHO 2020

Pharmaceutical Import, Marketing, Distribution and Pharmaceutical Manufacturing



Revenue

- Pharmaceutical Distribution Arm of the Group prioritised the availability of essential medication in the market over profitability.
- Morison expanded its Branded Generics portfolio with the launch of “FoliMor”, a medication used to treat/prevent folic acid deficiency.
- Price adjustments and increased revenue from Branded Generics drove the performance of the Sector.

Profitability

- Collective impact of currency devaluation, increased interest rates and elevated working capital base adversely impacted the profit margins.
- Multiple restructuring and efficiency improvement projects were carried out with a view of improving operations and reduce margin pressure.

Outlook

- Extending the branded generics portfolio to create a “Sri Lankan Brand” will be the key priority for the Manufacturing Arm of the Sector.
- Accelerating contract manufacturing, expanding into export markets and improving research and development efforts will contribute to the long-term value creation.

The first Internationally accredited hospitals chain in Sri Lanka by the Australian Council on Healthcare Standards International

Hemas Hospitals Highlights

Centers of Excellence:

- Maternity unit (366 baby deliveries in Jan- March 23)
- Urology and Kidney Care unit (17 Kidney Transplants in Jan - March 23)
- Gastrointestinal unit (GI) (32 Admissions in Jan- March 23)
- Orthopedic unit (159 Admissions in Jan- March 23)
- Dialysis unit (2,162 Dialyses in Jan- March 23)



“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*

*Specialised in Orthopedics,
GI and Urology*

*Have a pool consisted
of more than 500+
leading specialist
consultants*

Q4 FY 2022-23 Performance



950+
PCR Tests



2,800+
Surgeries



60%
Occupancy



4,300+
Admissions



120k+
Outpatients

We have a widespread Lab Network

Lab Network Highlights

Centers of Excellence:

- Main Lab Services to Hospitals (8 B2B Labs +3 B2B CCs)
- Outer Labs services across the country (14 Labs)
- Collection centers across the country (14 CCs)
- PCR lab service
- 2400+ test portfolio
- Home mobile service
- Digitally connected lab network and patient portal

ISO 15189 : 2012

Accredited laboratory chain in Sri Lanka
by SLAB

Q4 FY 2022-23 Performance



253k+
Test volumes



2k+
GP Referrals

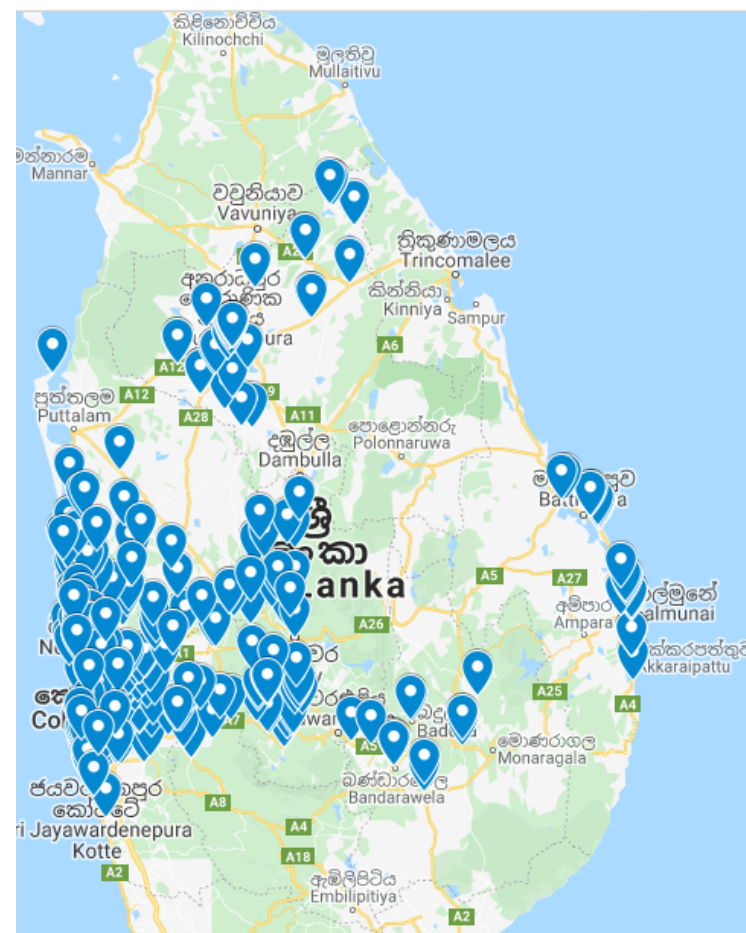


6k+
Rapid Antigen Tests
(RAT)



-
New Locations

50+ Labs & Collection Centers across the Country



UPDATE ON KEY STRATEGIC INITIATIVES

“Capacity expansion via opportunities for organic and inorganic growth ”



Progress update ...

- Renal Unit: Gaining traction , performed 100+ Kidney transplants during the year.
- Cosmetic Centre : Continue to perform over 500 procedures per quarter.

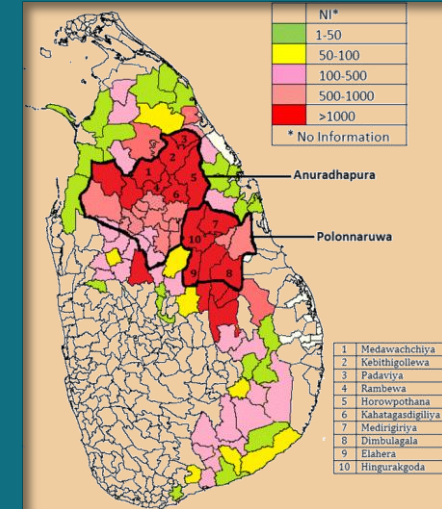
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Building depth and scale of identified anchor and super specialties

Urology: The prevalence of Chronic Kidney Disease is 15.1–22.9% in farming districts.

Cardiovascular: Incidence of coronary artery disease (CAD) in Sri Lanka has doubled over the past two decades

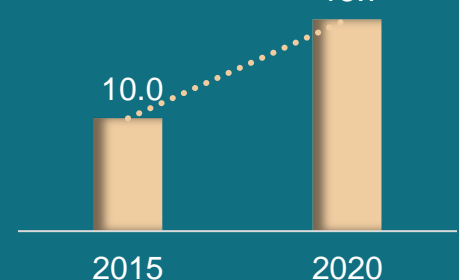


Private sector to bridge the gap between limited infrastructure in Government hospitals and growing demand for medical care

Average waiting time at a National Hospital for elective cardiothoracic operation is over 9.4 months, 5.7% will die while waiting for their operation.

Gross Written Premium Healthcare (Rs Bn)

CAGR = 13.4%



Sources: Sri Lanka Journal for Surgery, Insurance Board of Sri Lanka, CBSL


Hospitals

170+


Beds

60%

Hospital occupancy



First hospital in Sri Lanka to implement fully fledged EHR system

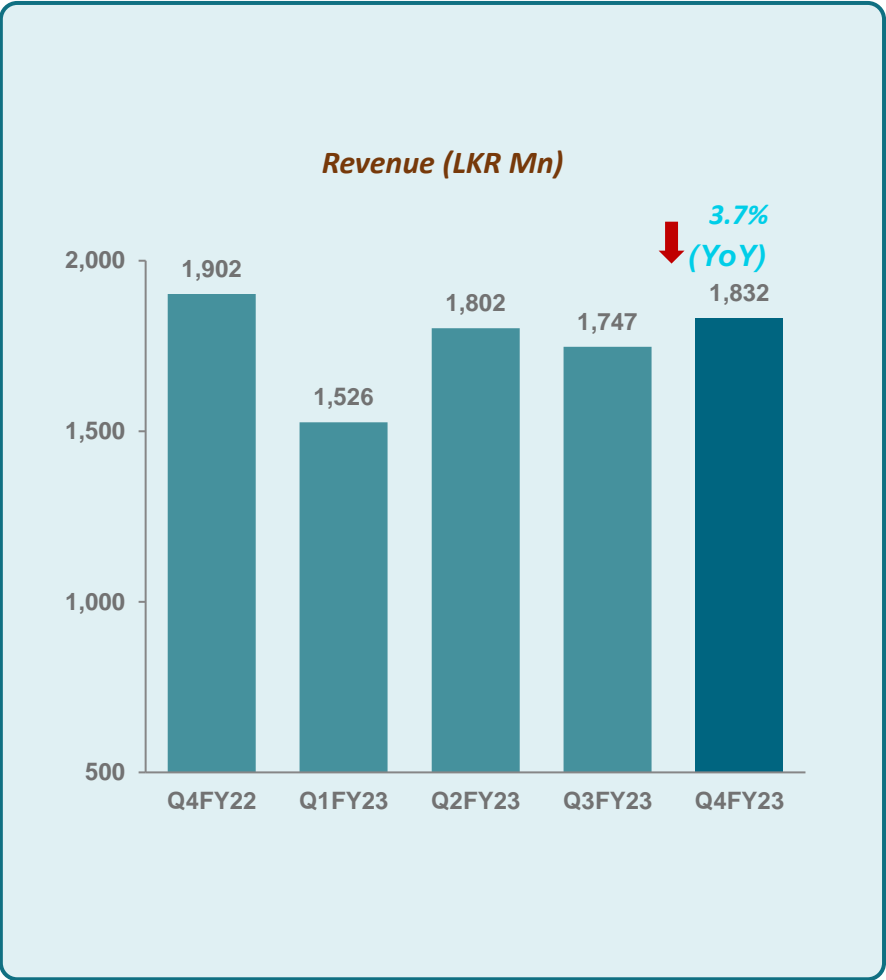


2Hospitals

50+Lab network

11%

FY23 contribution to Healthcare revenue



Revenue

- Core businesses (excluding COVID-19 related revenue) witnessed a growth of over 30% with increased medical admissions.

Profitability

- Lower COVID-19 related revenue streams and reduced surgical admissions adversely impacted the margins for the quarter.

Outlook

- Hospitals business will prioritise selected anchor and super specialties while improving digitisation efforts.

	Q4FY22	Q1FY23	Q2FY23	Q3FY23	Q4FY23
IP revenue mix	50%	47%	49%	54%	48%

Mobility Sector



Maritime



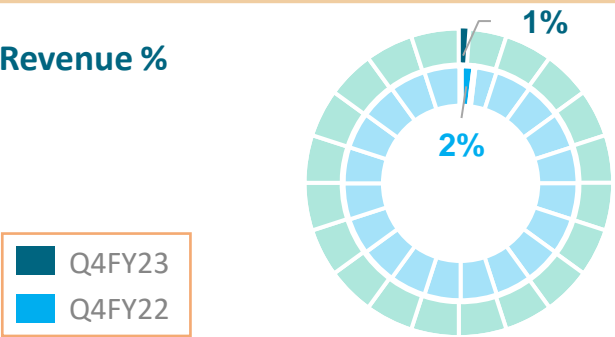
Aviation



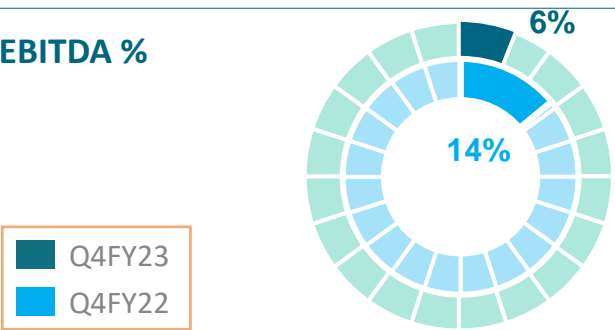
Mobility Sector

Contribution to Group

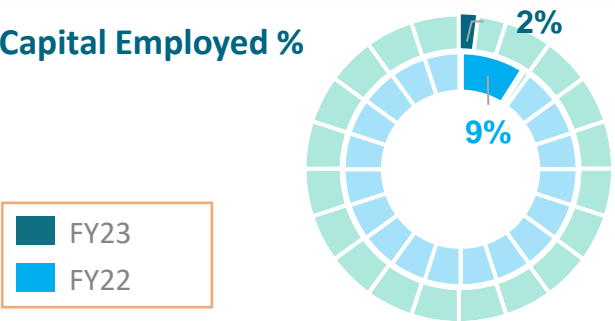
Revenue %



EBITDA %

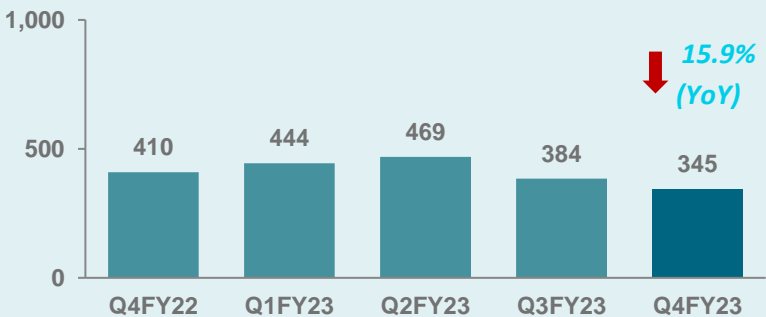


Capital Employed %

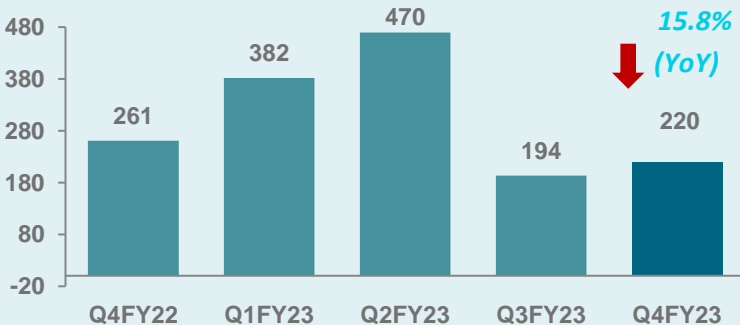


Sector Performance – FY 2022-23

Revenue (LKR Mn)



EBITDA (LKR Mn)



Key Highlights

- Total throughput and transshipment volumes at Port of Colombo declined by over 7 % due to slow down in the global economy and reduced demand in Western markets.
- The passenger vertical of the Aviation Sector witnessed improvements in inbound and outbound travel with increased tourist arrivals and student and migrant travel.
- Amidst the economic Slowdown and import restrictions, the cargo sector continued to face challenges.
- Decline in EBITDA is due to the adverse impact of LKR appreciation and higher gains reported last year.

Mobility Sector

2

Shipping line – Evergreen line & Far Shipping



350 k+ TEUs
FY 23

596

Vessel sailing
FY 23



Emirates
General Sales Agent for over 20 years

20%

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 cargo : Average daily freight capacity of 75 tons.

Emirates Passenger : Connecting Sri Lanka to over 154 destinations across the globe

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

Representations





EVERGREEN LINE



GROUP ENVIRONMENTAL AGENDA

Hemas will continue to play a leading role in helping sustain and nurture all that is Sri Lankan



Addressing Marine Pollution

45,000+ KG

To Date Plastic Collection

SUPPORTING OUR COMMUNITIES

Creating an inclusive world by eliminating inequality and creating a social security net



62

Pre- Schools

**20 Years of Early
childhood care
and development**



150

Families for **6 Months**

**Tackling acute
malnutrition –
Donation of dry rations**



All Employees

Morison Branded Medicine

**Free Morison branded
medicine to treat diabetes
and cardiovascular
diseases**



99

Women

**Empowering women and
providing her solutions to
aspire for more**

Sustainability Performance – Q4 2022-23 vs Q4 2021-22



Carbon Footprint
(per Rs. Mn Revenue)

30% ↓

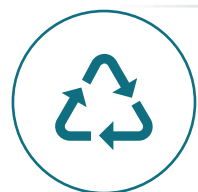
0.14 MT



Water Consumption
(per Rs. Mn Revenue)

39% ↓

1.3 m³



**Waste Recycled, Reused,
or Recovered**

25% ↑

75%



Renewable Energy Generated

22% ↑

32,557
kWh



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

NONE



Total Work-Related Injury Rate
(per 100 employee)

35% ↓

0.42



**Training Hours and
Development**

20% ↓

48,995



Gender Diversity
(female employees)

1% ↓

29%

FOCUS AREAS

Short -Term

Grow Market Share

Develop value creating products to cater to the evolving needs of the customers

Expanding the regional footprint with high focus in Bangladesh

Maintaining an optimum liquidity position

Invest in optimising resources and upscaling talent



Mid – Long Term

Acquisitions/expansion in consumer and healthcare

Grow in the Learning space by moving into adjacent spaces

Develop a strong Sri Lankan private brand of generics under Morison

Establish presence in new international markets

SHORT TERM OUTLOOK AND STRATEGIES ON NAVIGATING THE ECONOMIC CRISIS

- Leverage on the strong relationships with external and internal stakeholders to minimise the possible adverse impact on businesses due to temporary political and economic headwinds.
- Implement strategies to maintain optimum levels of working capital by securing bank facilities, renegotiating with suppliers and aligning production schedules with planned power cuts.
- Cater to the evolving needs of the consumers and introduce value for money alternatives.
- Further strengthen the relationships with banks, regulatory bodies, vendors etc to improve the resilience of the value chains across the business eco system.
- Continue to invest in acquiring, retaining and upscaling talent – culture with greater autonomy and flexibility.



THANK YOU!



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