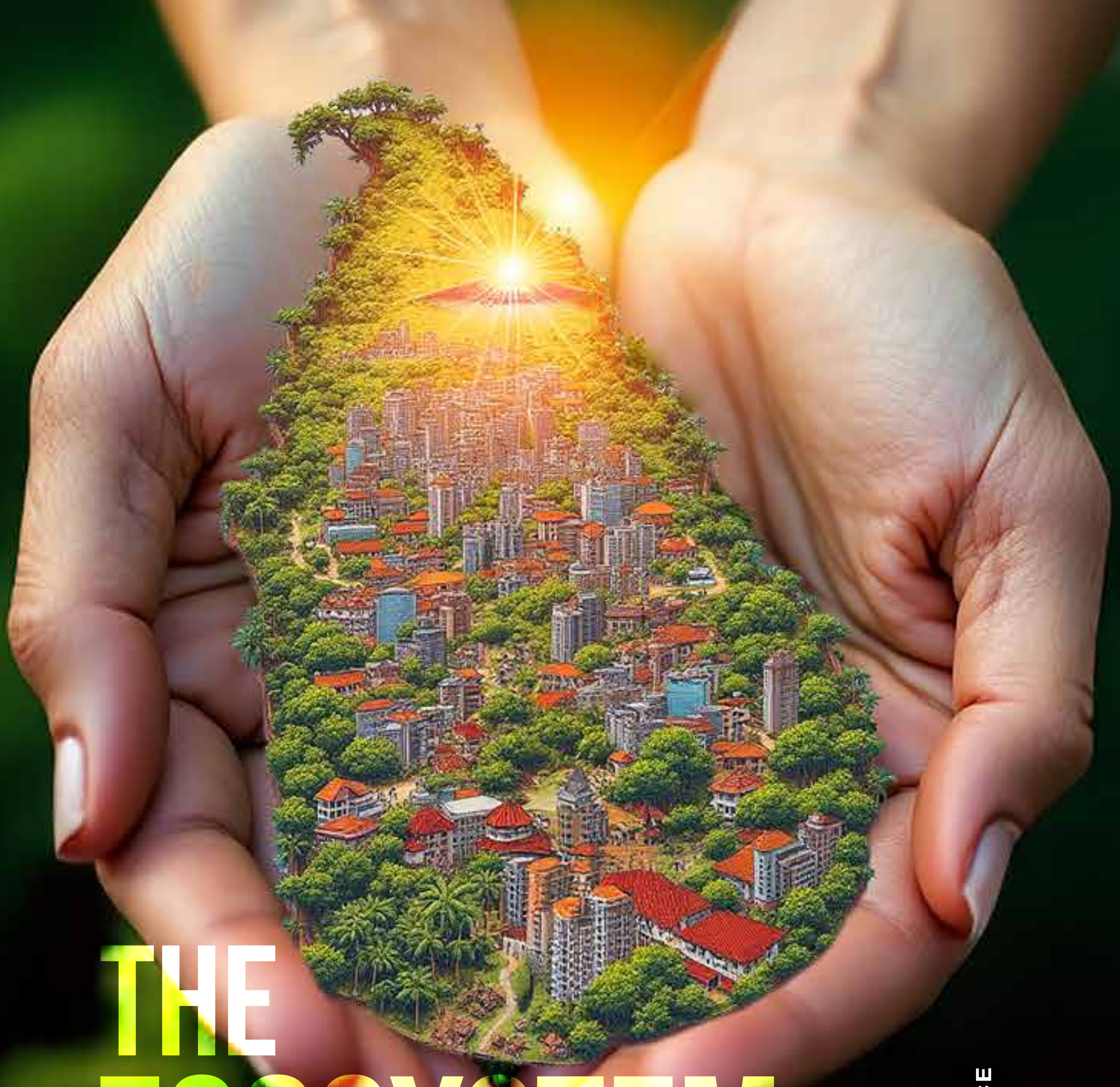

THE ECOSYSTEM ENABLER

The Ceylon Chamber of Commerce

THE CEYLON CHAMBER OF COMMERCE
Annual Report 2025/26

THE ECOSYSTEM ENABLER

In a period of economic recalibration, The Ceylon Chamber of Commerce serves as a catalyst for alignment and progress. As The Ecosystem Enabler, the Ceylon Chamber connects policy, enterprise, and global opportunity, creating the conditions for resilience, competitiveness, and sustainable national growth.

THE ECOSYSTEM ENABLER

POWERING RESILIENCE BY STRENGTHENING THE FOUNDATIONS OF THE ECONOMY

In a period marked by economic turbulence and structural change, the role of leadership extends beyond individual sectors. It lies in enabling the conditions that allow enterprise, innovation, and confidence to endure. The Ceylon Chamber of Commerce stands at this intersection not merely responding to disruption but actively strengthening the ecosystem that powers Sri Lanka's economy.

Through its convening power, policy advocacy, and ability to align diverse stakeholders, the Ceylon Chamber has helped transform uncertainty into coordinated action. By bridging the public and private sectors, supporting market access, and championing reform, it has reinforced trust, enabled adaptability, and sustained momentum across the business community.

As an ecosystem enabler, the Ceylon Chamber's impact goes beyond immediate recovery. It is about building resilience into the economic fabric — ensuring that businesses are better connected, better informed, and better prepared to navigate future shocks. In doing so, the Ceylon Chamber continues to power not only stability in times of turbulence, but sustainable progress for the nation.

The Ceylon Chamber of Commerce

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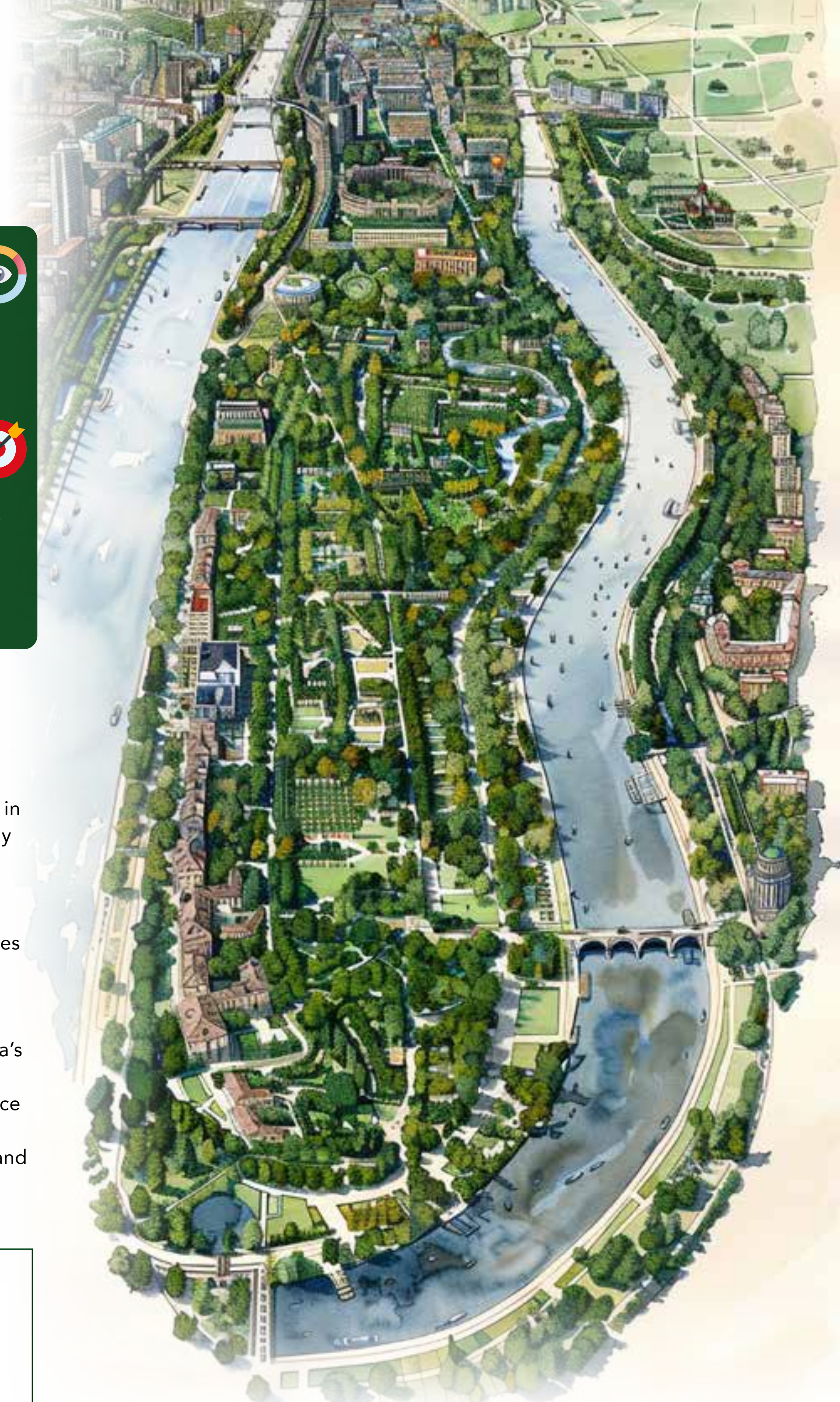
"OUR COLLABORATIVE ROLE REINFORCED THE CEYLON CHAMBER AS A CREDIBLE AND SOLUTIONS-ORIENTED VOICE IN SRI LANKA'S EVOLVING ECONOMIC LANDSCAPE."

THE LIVING ECOSYSTEM

The Ceylon Chamber enables a dynamic ecosystem where connections between business, policy, and people continuously generate momentum for national progress.

OVERVIEW & STRATEGY

ABOUT US



OUR VISION

TO BE THE BENCHMARK CHAMBER OF COMMERCE IN THE ASIA PACIFIC REGION AND THE DRIVING FORCE IN NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT

OUR MISSION

TO BE THE MOST INFLUENTIAL AND EFFECTIVE VOICE OF THE PRIVATE SECTOR IN PROMOTING AN ENVIRONMENT CONDUCIVE TO NATIONAL ECONOMIC DEVELOPMENT WITHIN A FRAMEWORK OF SUSTAINABLE SOCIAL EQUITY

187 YEARS OF CATALYSING COLLABORATION, IMPACT AND GROWTH

Since its establishment in 1839, The Ceylon Chamber of Commerce has played a defining role in shaping Sri Lanka's economic landscape not merely as an advocate, but as an enabler of ecosystems. Across nearly two centuries, the Ceylon Chamber has consistently built the platforms, partnerships and institutional frameworks required for businesses to grow, connect and contribute to national development.

Its journey reflects a deep alignment with Sri Lanka's own economic transformation from a colonial, export-driven system, through a post-independence closed economy, to liberalisation and global integration, and now towards a digitally enabled and sustainability-driven future.

CREATING PATHWAYS - ENABLING ECOSYSTEMS ACROSS ERAS

Across its long and distinguished history, The Ceylon Chamber of Commerce has played a pivotal role in shaping Sri Lanka's economic and business landscape. Evolving in step with the nation, it has consistently influenced policy, enabled enterprise, and fostered resilient ecosystems. Its enduring relevance lies in its ability to connect stakeholders, anticipate change, and guide the development of a dynamic, inclusive, and forward-looking business environment.

FOUNDATIONS OF TRADE AND GOVERNANCE **(1839–1940s)**

- In a colonial, plantation-based economy, the Ceylon Chamber established the foundations of organised commerce by standardising trade practices, fostering transparency, and creating structured channels of engagement between administrators and traders. This marked the beginning of a coordinated and rules-based business environment.

NURTURING LOCAL ENTERPRISE IN A CLOSED ECONOMY **(1950s–1960s)**

- In the early decades following independence, Sri Lanka adopted a more protected, inward-looking economic model. During this period, the Ceylon Chamber played a critical role in building domestic capability by supporting local enterprise development, strengthening institutional frameworks, and enabling knowledge-sharing that allowed indigenous businesses to emerge and mature within a constrained environment.

BRIDGING LIBERALISATION AND GLOBAL OPPORTUNITY **(1970s–1980s)**

- With the shift towards economic liberalisation in the late 1970s, the Ceylon Chamber became a vital connector between Sri Lanka and the global economy. It facilitated trade, encouraged foreign investment, and supported export diversification, helping businesses transition from protection to competition. In doing so, it enabled the creation of a more open, outward-looking and globally integrated business ecosystem.

SUSTAINING RESILIENCE AMID ADVERSITY **(1980s–2009)**

- During periods of civil conflict and uncertainty, the Ceylon Chamber's role evolved into that of a stabilising force within the ecosystem. By convening stakeholders, maintaining dialogue, and advocating continuity, it safeguarded business confidence and preserved the integrity of economic networks, ensuring that recovery remained possible even in the most challenging conditions.

EXPANDING INCLUSION AND DRIVING INNOVATION **(2010–2019)**

- In the post-war phase, the Ceylon Chamber broadened the ecosystem to be more inclusive and regionally diverse. It championed investment beyond traditional centres, fostered public-private collaboration, and enabled new platforms for innovation and enterprise growth - ensuring that economic progress was more widely shared.

LEADING SUSTAINABLE AND DIGITAL ECOSYSTEMS **(2020–PRESENT)**

- In today's rapidly evolving global environment, the Ceylon Chamber serves as a strategic enabler of modern ecosystems. It champions digital transformation, sustainability, and ESG integration, while connecting businesses with policymakers, investors and international partners. This ensures that Sri Lankan enterprises remain competitive, responsible and future-ready.

AN ECOSYSTEM ENABLER FOR A NATION IN REVIVAL

At every stage of Sri Lanka's economic journey, the Ceylon Chamber has demonstrated an ability to anticipate change, align with national priorities, and enable systemic progress. Its role extends beyond representation to orchestration, bringing together diverse stakeholders to co-create solutions, unlock opportunities, and strengthen resilience.

Through its platforms, the Ceylon Chamber continues to:

- Enable collaboration across public and private sectors
- Strengthen enterprise capability and competitiveness
- Facilitate access to global markets and partnerships
- Embed sustainability and responsible business practices
- Shape policy through informed, evidence-based advocacy

CATALYST FOR ECOSYSTEM ENABLEMENT AND COLLABORATIVE PROGRESS

Bringing together the collective strength of Sri Lanka's corporate sector, academia, government, and civil society, The Ceylon Chamber of Commerce plays a vital role in fostering collaboration that transcends individual interests. By convening diverse stakeholders and enabling dialogue, it creates a platform where ideas converge, partnerships emerge, and shared priorities take shape.

Through this collaborative force, the Ceylon Chamber actively facilitates and mediates progress, aligning business ambition with national development needs. The result is a dynamic ecosystem that responds to pressing social and economic challenges with coordinated action, driving sustainable progress, inclusive growth, and long-term value creation for the country.

ECOSYSTEM ENABLER FOR GLOBAL INTEGRATION

Expanding horizons in global markets, The Ceylon Chamber of Commerce continues to position Sri Lankan enterprise on the world stage. By fostering international partnerships, facilitating trade linkages, and advocating for globally competitive policies, it enables businesses to access new opportunities beyond borders. In doing so, the Ceylon Chamber strengthens the country's integration into the global economy while empowering local enterprises to scale, compete, and thrive internationally.

ENABLING SUSTAINABLE ECOSYSTEMS FOR A REGENERATIVE FUTURE

Through flagship initiatives such as the Best Corporate Citizen Sustainability Awards, The Ceylon Chamber of Commerce has taken a leadership role in shaping a cohesive ecosystem for sustainability integration across Sri Lanka's corporate sector. These efforts go beyond recognition - they create a structured platform that encourages businesses to embed environmental, social, and governance (ESG) principles into strategy, operations, and culture.

By aligning corporate performance with the United Nations Sustainable Development Goals, the Ceylon Chamber enables companies to benchmark progress, adopt global best practices, and contribute constructively to national and global priorities. Through knowledge-sharing, capacity-building, and multi-stakeholder collaboration, it fosters a business environment where sustainability is not an obligation, but a driver of innovation and long-term value.

In doing so, the Ceylon Chamber is cultivating a forward-looking ecosystem - one that supports a regenerative, resilient, and inclusive economy. This ecosystem empowers businesses to adapt to evolving global expectations, strengthen stakeholder trust, and play a transformative role in shaping a more sustainable future for Sri Lanka.

LOOKING AHEAD

As Sri Lanka redefines its economic future, The Ceylon Chamber of Commerce remains a vital force in bridging ambition with action. With a legacy rooted in trust and a future shaped by innovation, it continues to build, connect and empower ecosystems that drive inclusive, sustainable national progress.

At 187 years, the Ceylon Chamber stands not only as a witness to history, but as a shaper of systems and a catalyst for the future.

ABOUT THIS REPORT

SCAN TO VIEW ONLINE VERSION

WE ARE PLEASED TO PRESENT THE FOURTH INTEGRATED ANNUAL REPORT OF THE CEYLON CHAMBER OF COMMERCE FOR THE FINANCIAL YEAR 2025/26, THEMED

"ECOSYSTEM ENABLER"

In a period defined by accelerating change, interdependence, and the need for collective resilience, this report reflects the Ceylon Chamber's enduring role as a catalyst for progress. It reflects our continued commitment to integrated thinking, transparency, and the consistent articulation of how we create and sustain value over time. Building on the strong foundations established in previous years, this edition demonstrates a more refined, stakeholder-responsive approach, enhanced data integration, and a clearer expression of our evolving value creation journey within a dynamic national and global context.

MATERIALITY

The principle of materiality remains central to our reporting framework. It enables us to focus on what matters most to our stakeholders and to the long-term sustainability of the institution.

In this report, materiality guides how we identify risks and opportunities, prioritise focus areas, and shape disclosures, ensuring relevance, accountability, and decision-useful reporting.

A STRONGER INTEGRATED APPROACH

This year, we have further strengthened our integrated reporting approach through a more structured application of the six capitals framework - financial, manufactured, intellectual, human, social & relationship, and natural capital.

This approach allows us to demonstrate how the Ceylon Chamber creates, preserves, and transforms value in a holistic manner. In doing so, we are able to:

- Highlight interdependencies across activities and outcomes
- Strengthen coherence between financial and non-financial performance
- Clearly connect operational delivery with long-term stakeholder value creation

Our financial statements continue to be prepared in accordance with the **Sri Lanka Accounting Standards for SMEs (SLFRS for SMEs),** ensuring compliance, credibility, and consistency. At the same time, our narrative reporting continues to evolve in alignment with global integrated reporting best practices.

As we progress, we remain committed to enhancing transparency, relevance, and continuous improvement, ensuring our reporting reflects both international standards and the evolving expectations of our stakeholders.

INTEGRATED CAPITALS FRAMEWORK

FINANCIAL CAPITAL

Represents the Ceylon Chamber's financial strength, including income from membership, service fees, and rentals, as well as retained earnings reinvested to sustain operations and enable future growth.

MANUFACTURED CAPITAL

Encompasses investments in physical infrastructure, digital systems, and service capabilities that enhance operational efficiency, innovation, and long-term value delivery.

HUMAN CAPITAL

Reflects our commitment to people development by fostering a performance-driven, inclusive, and supportive environment that enables excellence in stakeholder service.

INTELLECTUAL CAPITAL

Includes institutional knowledge, brand equity, and accumulated expertise that strengthen our competitive advantage and support sustained organisational impact.

SOCIAL AND RELATIONSHIP CAPITAL

Represents the strength of our networks and partnerships with members, government, regulators, and communities - enabling collaboration, influence, and shared progress.

RECOGNITIONS IN CORPORATE REPORTING EXCELLENCE

The Ceylon Chamber of Commerce has consistently been recognised at the TAGS Awards and CMA Awards, securing Gold accolades in consecutive years. This achievement reflects its unwavering commitment to transparency, accountability, and excellence in corporate reporting. Beyond recognition, it underscores the Ceylon Chamber's continued leadership in advancing integrated thinking and setting benchmarks for high-quality, credible reporting within Sri Lanka's corporate landscape.

NATURAL CAPITAL

Reflects our responsibility towards environmental stewardship through initiatives that reduce ecological impact and promote sustainable resource use and management.

REPORTING ENHANCEMENTS

At the Ceylon Chamber, we endeavour to provide our stakeholders with a clear, balanced and forward-looking view of our strategy and performance. This year, we have improved the content of the Report as follows:

- Expanded disclosures with detailed performance and outcomes of initiatives
- Stronger connectivity among sections
- Forward-looking insights

INDEPENDENT ASSURANCE

The financial statements, along with the related notes, have been audited by our external auditors, KPMG, in alignment with GRI Reporting standards.

FEEDBACK

We welcome your feedback and enquiries on this report which can be directed to:

The Ceylon Chamber of Commerce
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Colombo 2

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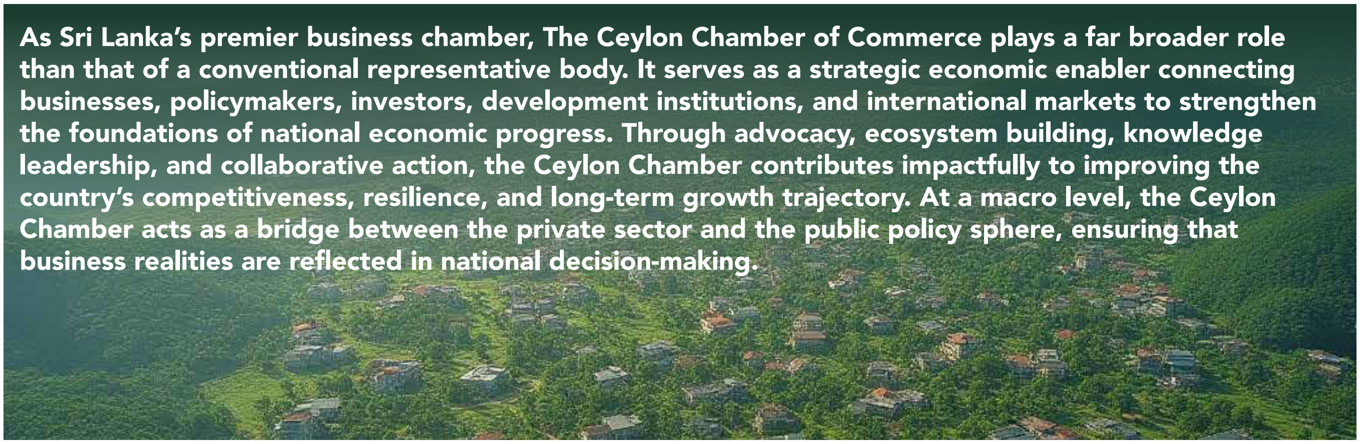
CONTRIBUTING TO THE ECONOMY THROUGH ECOSYSTEM LEADERSHIP

As Sri Lanka's premier business chamber, The Ceylon Chamber of Commerce plays a far broader role than that of a conventional representative body. It serves as a strategic economic enabler connecting businesses, policymakers, investors, development institutions, and international markets to strengthen the foundations of national economic progress. Through advocacy, ecosystem building, knowledge leadership, and collaborative action, the Ceylon Chamber contributes impactfully to improving the country's competitiveness, resilience, and long-term growth trajectory. At a macro level, the Ceylon Chamber acts as a bridge between the private sector and the public policy sphere, ensuring that business realities are reflected in national decision-making.



The Ceylon Chamber's economic contribution lies in its ability to serve as a force multiplier for national development, aligning private sector ambition with public sector priorities, translating dialogue into action, and enabling ecosystems that unlock productivity, competitiveness, and sustainable growth. In doing so, it contributes not only to business advancement, but to Sri Lanka's broader economic resilience and future readiness.

Ceylon Chamber as a force multiplier » Aligning private sector ambitions with public sector priorities » Translating dialogue into action » Enabling ecosystems to unlock productivity, competitiveness and sustainable growth » Contributing to business growth, national resilience and future readiness

Strategic Area	Contribution to National Economic Development
Strategic Policy Advocacy & Economic Reform	The Ceylon Chamber plays a significant role in shaping Sri Lanka's economic landscape through structured policy advocacy and constructive engagement with policymakers, regulators, and development institutions. By actively contributing to discussions on fiscal reform, Customs Ordinance modernisation, trade facilitation, digital economy advancement, and investment climate enhancement, the Ceylon Chamber serves as a trusted voice of the private sector. Its sustained engagement with institutions such as the IMF, Ministry of Finance, and other national stakeholders reinforces its role as a catalyst for progressive economic reform and long-term national competitiveness.
Enterprise Growth & SME Development	Recognising SMEs as the backbone of the national economy, the Ceylon Chamber continues to strengthen entrepreneurial capability through targeted interventions focused on financial literacy, export readiness, digital adoption, capability building, and business resilience. Through strategic collaborations with institutions including commercial banks, GIZ, the World Food Programme, FAO, and the World Bank, the Ceylon Chamber delivers practical programmes that enhance productivity, operational readiness, climate resilience, and access to growth opportunities, directly supporting entrepreneurship, employment generation, and regional economic development.
Sectoral Leadership & Industry Development	As a leading representative of Sri Lanka's business community, the Ceylon Chamber drives sectoral progress by fostering dialogue, industry collaboration, and knowledge exchange across key economic sectors. Through engagement with industry bodies, government institutions, and regulatory authorities, it contributes to strengthening sector competitiveness, enabling innovation, and addressing structural barriers to growth, thereby supporting a more resilient and future-ready business ecosystem.
Global Trade & Investment Promotion	Leveraging its extensive international network of over 150 business chambers and strategic affiliations, the Ceylon Chamber facilitates access to global markets, foreign investment opportunities, business matchmaking, and international partnerships. By connecting Sri Lankan enterprises with international ecosystems, the Ceylon Chamber helps accelerate export growth, attract capital inflows, and strengthen Sri Lanka's positioning within global trade and investment corridors.

PERFORMANCE HIGHLIGHTS

SUMMARY FINANCIALS -STATEMENT OF FINANCIAL POSITION

As at 31 March,	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	LKR	LKR	LKR	LKR	LKR
ASSETS					
Non current assets					
Property, plant and equipment	63,868,502	61,454,999	61,978,129	60,938,792	54,471,579
Intangible assets	2,439,567	2,030,875	8,150,182	10,739,281	4,348,765
Deferred tax assets	1,599,809	3,345,098	4,544,876	6,898,100	10,874,382
Long term investments	48,141,707	38,105,407	443,875,465	444,999,400	487,736,544
	116,049,585	104,936,379	518,548,652	523,575,573	557,431,270
CURRENT ASSETS					
Inventories	1,387,964	2,090,255	1,516,152	1,685,339	1,595,949
Receivables	11,458,068	7,260,596	16,036,025	29,023,501	11,986,404
Amounts due from affiliated associations	2,467,493	6,688,006	1,695,065	3,284,800	4,507,681
Deposits and prepayments	5,274,303	7,457,506	5,447,687	6,129,975	8,471,719
Short term investments	406,766,972	561,001,611	169,834,126	189,339,431	209,543,766
Cash and cash equivalents	12,714,825	17,236,707	19,460,444	16,098,308	23,979,944
	440,069,625	601,734,681	213,989,499	245,561,354	260,085,463
Total assets	556,119,210	706,671,060	732,538,151	769,136,927	817,516,733
FUNDS AND LIABILITIES					
Funds					
Accumulated fund	212,453,073	262,664,558	298,134,176	315,293,719	348,304,130
Capital reserves	34,911,081	34,911,081	34,911,081	34,911,081	34,911,081
General reserves	55,000	55,000	55,000	55,000	55,000
Long term funds	133,025,858	125,454,016	146,316,426	154,116,829	168,530,445
	380,445,012	423,084,655	479,416,683	504,376,629	551,800,656
NON CURRENT LIABILITIES					
Employee benefits	37,530,009	36,023,699	38,757,350	45,171,770	55,627,966
Refundable deposits	58,000	58,000	58,000	58,368	149,083
	37,588,009	36,081,699	38,815,350	45,230,138	55,777,049
CURRENT LIABILITIES					
Payables	75,846,973	170,064,707	161,202,207	164,514,215	140,429,823
Tax payable	5,153,330	21,210,063	19,212,284	10,475,133	16,140,899
Received in advance	25,520,663	34,731,085	4,372,784	5,908,857	6,331,366
Amounts due to affiliated associations	31,565,223	21,498,851	29,518,843	38,631,955	47,036,940
	138,086,189	247,504,706	214,306,118	219,530,160	209,939,028
Total liabilities	175,674,198	283,586,405	253,121,468	264,760,298	265,716,078
Total funds and liabilities	556,119,210	706,671,060	732,538,151	769,136,927	817,516,733

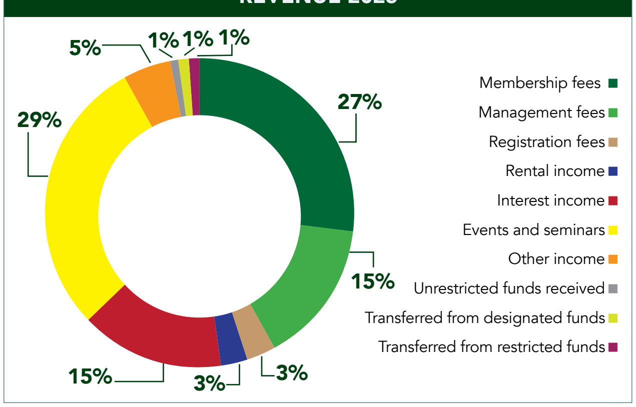
SUMMARY FINANCIALS - STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 March,	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	LKR	LKR	LKR	LKR	LKR
Revenue	192,246,772	327,108,466	308,189,528	390,419,580	394,027,239
Other income	21,773,937	21,569,363	36,411,207	18,935,948	23,179,713
Gross revenue	214,020,709	348,677,829	344,600,735	409,355,528	417,206,952
Expenses	190,976,880	275,600,260	274,793,769	373,911,714	366,070,076
Finance expenses	255	5,882	11,702	4,343	2,866
Surplus before taxation	23,043,574	73,071,687	69,795,264	35,439,471	51,134,010
Income tax expense	5,507,121	21,620,630	19,260,048	10,935,287	14,910,078
Surplus for the year	17,536,453	51,451,057	50,535,216	24,504,184	36,223,932

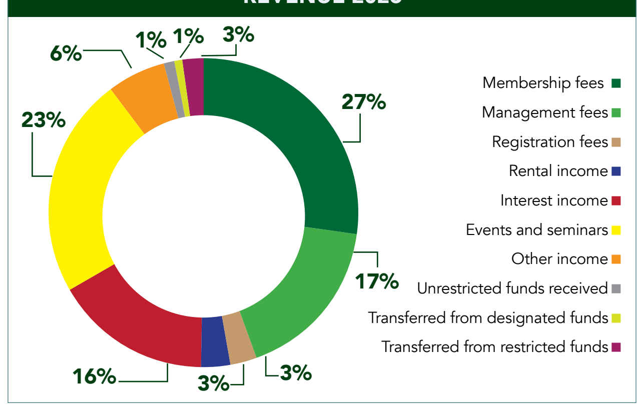
REVENUE COMPOSITION

For the year ended 31 March,	FY 2023	FY 2024	FY 2025	FY 2026
	LKR	LKR	LKR	LKR
Membership fees	69,698,776	73,523,471	110,088,838	111,043,785
Management fees	55,684,326	69,116,443	61,350,087	69,628,685
Registration fees	13,405,371	13,041,285	14,754,320	13,680,687
Rental income	7,289,069	8,087,255	11,508,519	13,520,383
Interest income	84,218,910	89,537,036	60,916,117	65,097,981
Events and seminars	47,605,520	42,526,589	117,223,476	97,700,707
Other income	21,569,363	36,411,207	18,935,948	23,179,713
Unrestricted funds received	7,763,820	9,336,600	5,680,149	4,762,511
Transferred from designated funds	30,516,408	1,503,449	4,579,281	6,073,300
Transferred from restricted funds	10,926,266	1,517,400	4,318,793	12,519,200
	348,677,829	344,600,735	409,355,528	417,206,952
YOY growth (%)	63	(1)	19	2

REVENUE 2025



REVENUE 2026



PERFORMANCE HIGHLIGHTS

INCOME AS A % OF REVENUE

	FY 2023	FY 2024	FY 2025	FY 2026
Membership fees	20	21	27	27
Management fees	16	20	15	17
Registration fees	4	4	3	3
Rental income	2	2	3	3
Interest income	24	26	15	16
Events and seminars	14	12	29	23
Other income	6	11	5	6
Unrestricted funds received	2	3	1	1
Transferred from designated funds	9	0	1	1
Transferred from restricted funds	3	1	1	3
	100	100	100	100

GROWTH ANALYSIS

	FY 2024	FY 2025	FY 2026	Average
Membership fees	5%	50%	1%	19%
Management fees	24%	-11%	13%	9%
Registration fees	-3%	13%	-7%	1%
Rental income	11%	42%	17%	24%
Interest income	6%	-32%	7%	-6%
Events and seminars	-11%	176%	-17%	49%
Other income	69%	-48%	22%	14%
Funds received from unrestricted funds	20%	-39%	-16%	-12%
Transferred from designated funds	-95%	205%	33%	47%
Funds transferred from restricted funds	-86%	185%	190%	96%

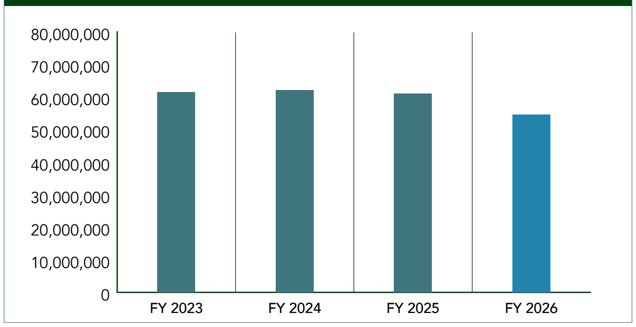
NON-CURRENT ASSETS - EXTRACT

As at 31 March	FY 2023	FY 2024	FY 2025	FY 2026
Property, plant and equipment (Rs.)	61,454,999	61,978,129	60,938,792	54,471,579
YOY growth (%)	(4.00)	0.85	(1.68)	(10.61)

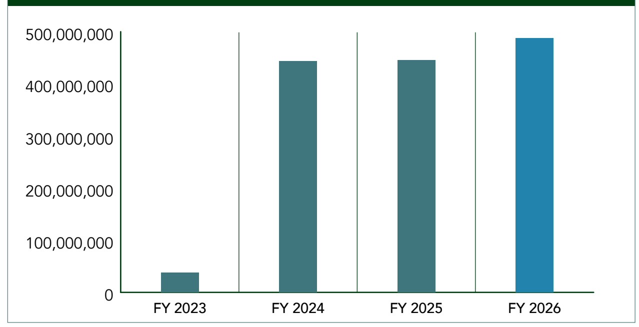
NON-CURRENT ASSETS - EXTRACT

As at 31 March	FY 2023	FY 2024	FY 2025	FY 2026
Long term investments (Rs.)	38,105,407	443,875,465	444,999,400	487,736,544
YOY growth (%)	(21.00)	1,064.86	0.25	9.60

PROPERTY, PLANT & EQUIPMENT



LONG- TERM INVESTMENTS



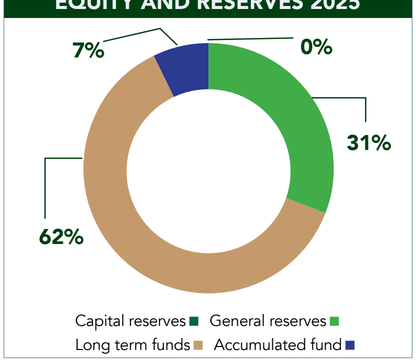
EQUITY AND RESERVES

As at 31 March	FY 2023	FY 2024	FY 2025	FY 2026
	LKR	LKR	LKR	LKR
Capital reserves	34,911,081	34,911,081	34,911,081	34,911,081
General reserves	55,000	55,000	55,000	55,000
Long term funds	125,454,016	146,316,426	154,116,829	168,530,445
Accumulated fund	262,664,558	298,134,176	315,293,719	348,304,130
	423,084,655	479,416,683	504,376,629	551,800,656

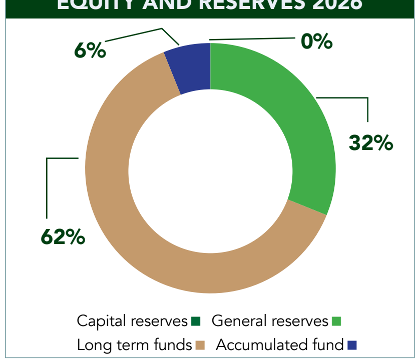
NET ASSETS

As at 31 March	FY 2023	FY 2024	FY 2025	FY 2026
	LKR	LKR	LKR	LKR
Non current assets	104,936,379	518,548,652	523,575,573	557,431,270
Net current assets				
Current assets	601,734,681	213,989,499	245,561,354	260,085,463
Current liabilities	247,504,706	214,306,118	219,530,160	209,939,028
	354,229,975	(316,619)	26,031,194	50,146,435
Non current liabilities	36,081,699	38,815,350	45,230,138	55,777,050
Net assets	423,084,655	479,416,683	504,376,629	551,800,656

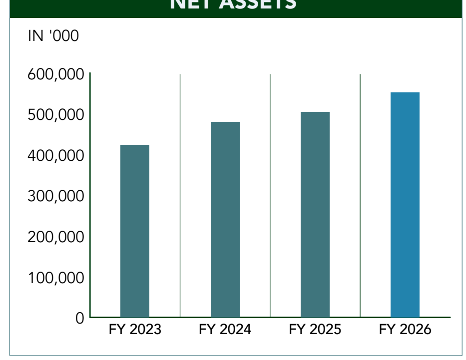
EQUITY AND RESERVES 2025



EQUITY AND RESERVES 2026



NET ASSETS



ORCHESTRATING COLLECTIVE MOMENTUM

Leadership within the ecosystem aligns diverse voices and interests, guiding collaboration that transforms complexity into coherent, forward-moving progress.

LEADERSHIP

LEADERSHIP OVER THE YEARS

The Ceylon Chamber of Commerce has a distinguished history of visionary leadership over 187 years of operations. Listed below are the Chairmen and Secretaries-General who led the Ceylon Chamber over the past fifteen years. The entire list can be viewed on page 158.

YEAR	CHAIRMAN	SECRETARY - GENERAL		
2011 - 2013	Susantha Ratnayake	Lt. Col. Harin Malwatte Secy. General/CEO	Alikie Perera Deputy Secy. General/ Financial Controller	
2013 - 2015	Suresh Shah	Lt. Col. Harin Malwatte Secy. General/CEO Up to 27/6/2014	Eng. Mangala Yapa Secy. General/CEO From 1/10/2014	Alikie Perera Deputy Secy. General/ Financial Controller
2015 - 2017	Samantha Ranatunga	Eng. Mangala Yapa Secy. General/CEO From 1/10/2014	Dhara Wijayatilake Secy. General/CEO From 1/3/2016	Alikie Perera Deputy Secy. General/ Financial Controller
2017 - 2019	Rajendra Theagarajah	Dhara Wijayatilake Secy. General/CEO From 1/3/2016	Alikie Perera Deputy Secy. General/ Financial Controller	
2019 - 2021	Dr. Hans Wijayasuriya	Manjula de Silva Secy. General/CEO	Alikie Perera Deputy Secy. General/ Financial Controller	
2021 - 2023	Vish Govindasamy	Manjula de Silva Secy. General/CEO Up to 31/1/2023	Alikie Perera Deputy Secy. General/ Financial Controller Up to 31/1/2023	Deputy Secretary General/COO/Financial Controller From 1/2/2023
2023 - 2025	Duminda Hulangamuwa	Buwanekabahu Perera Secy. General/CEO	Alikie Perera Deputy Secretary General/COO/Financial Controller	
2025 - 2026	Krishan Balendra	Buwanekabahu Perera Secy. General/CEO	Alikie Perera Deputy Secretary General/COO/Financial Controller	

MESSAGE FROM THE CHAIRPERSON

"THE PATH FORWARD WILL REQUIRE CONTINUED COLLABORATION, POLICY CONSISTENCY, AND A SHARED COMMITMENT TO REFORM. THE CEYLON CHAMBER STANDS READY TO WORK CLOSELY WITH GOVERNMENT, THE PRIVATE SECTOR, AND INTERNATIONAL PARTNERS TO HELP SHAPE A MORE COMPETITIVE, RESILIENT, AND INCLUSIVE ECONOMY FOR SRI LANKA."

CHAIRPERSON

Over the past year, The Ceylon Chamber of Commerce has strengthened its role not only as the voice of business, but as a key ecosystem enabler within Sri Lanka's economic landscape. In a period defined by recovery, reform, and repositioning, the Ceylon Chamber has worked at the intersection of policy, private enterprise, and global markets to facilitate collaboration, unlock opportunities, and support national development priorities.

Our approach recognises that sustainable economic progress requires more than advocacy; it requires building platforms that connect stakeholders, align interests, and enable businesses of all sizes to thrive. Through our work, we have continued to bring together government institutions, the private sector, development partners, and international networks to co-create solutions that drive competitiveness, investment, and inclusive growth.

DRIVING IMPACT THROUGH ADVOCACY, ENGAGEMENT, AND MARKET ACCESS

The Ceylon Chamber has continued to play a significant role in advancing Sri Lanka's economic recovery and long-term competitiveness. Guided by our three strategic pillars - policy advocacy, engagement, and market access - we have focused on delivering outcomes that strengthen business confidence and support sustainable growth.

Policy advocacy remained at the core of our efforts. The Ceylon Chamber played an influential role in shaping key national reforms, working closely with the Government, regulators, and international development partners. Our engagement in the national budget process yielded strong results, with 18 proposals incorporated into Budget 2026, building on the previous year's progress where a majority of our recommendations were also adopted. These proposals spanned trade facilitation, investment promotion, digitalisation, infrastructure, and ease of doing business.

We also maintained close engagement with international financial institutions, including across multiple IMF review missions, through several high-level interactions between the Ceylon Chamber leadership and IMF delegations, ensuring that private sector perspectives continued to inform Sri Lanka's reform programme and macroeconomic stabilisation efforts.

A major focus of our advocacy was addressing structural and operational constraints impacting trade. Through sustained engagement with Sri Lanka Customs, the Ministry of Finance, and the Sri Lanka Ports Authority, we contributed to resolving issues related to export clearance delays, VAT refunds, port congestion, and cargo inefficiencies. We also continued to advocate for the modernisation of the Customs Ordinance through participating in the Customs Ordinance Reform Committee of the Presidential Secretariat. The National Single Window was a priority focus area with multiple engagements with the Ministry of Finance and Digital Economy on implementation.

In parallel, the Ceylon Chamber played a proactive role in fiscal and tax policy discussions, engaging extensively with the Inland Revenue Department and other authorities on issues including SVAT reforms, VAT refund challenges, and broader tax administration improvements. These efforts were aimed at easing business cash flow constraints while strengthening transparency and compliance.

The Ceylon Chamber also contributed to addressing emerging global trade challenges, including tariff-related issues affecting Sri Lankan exports. By representing private sector perspectives in Presidential Committees, we supported efforts to safeguard export competitiveness and strengthen trade resilience.

In advancing the investment climate, we engaged actively on Public-Private Partnership (PPP) reforms, including the review of the draft PPP Bill, with a focus on enhancing transparency, bankability, and investor confidence. Engagements with multinational investors and development partners further reinforced the importance of policy consistency and a streamlined investment environment.

> **"WE ALSO SUPPORTED BUSINESSES IN INTEGRATING SUSTAINABILITY INTO THEIR OPERATIONS THROUGH KNOWLEDGE-SHARING PLATFORMS, DISCUSSIONS ON CARBON MARKETS AND CLIMATE FINANCE, AND GUIDANCE ON REGULATORY DEVELOPMENTS."**

Looking to the future, the Ceylon Chamber led important conversations on digital trade and e-commerce, culminating in a policy white paper addressing cross-border trade bottlenecks. We also contributed to national discussions on climate policy, energy transition, and sustainability, ensuring that private sector perspectives are reflected in shaping Sri Lanka's green growth agenda.

STRENGTHENING OUR ENGAGEMENT AND SUPPORTING BUSINESSES TO GROW

Complementing our advocacy work, the Ceylon Chamber significantly expanded its engagement footprint both internationally and across Sri Lanka. We strengthened partnerships across more than 20 countries and multiple districts, connecting businesses with policymakers, diplomats, and international partners. These platforms facilitated dialogue,

MESSAGE FROM THE CHAIRPERSON

collaboration, and knowledge-sharing, enabling businesses to better navigate regulatory and market dynamics.

Through high-level forums, diplomatic engagements, and sectoral consultations, the Ceylon Chamber continued to serve as a bridge between the public and private sectors. Our capability-building initiatives including over 60 workshops, seminars, and technical discussions, supported businesses in adapting to emerging challenges in areas such as digital transformation, climate finance, and regulatory compliance.

A key priority has been supporting small and medium enterprises. Through targeted programmes, advisory services, and training initiatives, the Ceylon Chamber supported over 2,000 SMEs, equipping them with the tools, knowledge, and networks needed to scale and compete.

In the area of market access, the Ceylon Chamber continued to play a leading role in connecting Sri Lankan businesses with global opportunities. Through 20 inbound and outbound trade delegations, business forums, and B2B engagements, we facilitated partnerships, investment dialogue, and export opportunities across key markets.

These efforts were complemented by our continued delivery of essential trade facilitation services, including the issuance of over 32,000 Certificates of Origin, supporting export activity and enabling businesses to access international markets.

SUSTAINABILITY: ADVANCING RESPONSIBLE AND RESILIENT GROWTH

Sustainability has remained an integral part of the Ceylon Chamber's work, reflecting our commitment to supporting a resilient, inclusive, and environmentally responsible economy.

Over the past year, we actively contributed to national and international dialogues on climate policy, including Sri Lanka's Nationally Determined Contributions (NDCs), climate adaptation strategies, and green finance frameworks. Through engagement with government agencies and development partners, we ensured that private sector perspectives were incorporated into the country's transition towards a low-carbon economy.

During the year, the Ceylon Chamber introduced the National SME Forum 2025 which brought together over 200 SMEs from across Sri Lanka under the theme "Scale Up," providing a structured platform for engagement with policymakers, trade experts, financiers, and global partners, with a strong focus on supporting SME expansion and international market access.

We also supported businesses in integrating sustainability into their operations through knowledge-sharing platforms, discussions on carbon markets and climate finance, and practical guidance on regulatory developments. In parallel, our initiatives on business resilience including disaster preparedness, early warning systems, and continuity planning, have strengthened the ability of enterprises, particularly SMEs, to withstand and recover from shocks.

Our commitment to inclusive growth was reflected in programmes promoting diversity, equity, and inclusion (DEI) through the inaugural DEI Champion Awards as well as targeted support for regional businesses and entrepreneurs. These efforts contribute to building a more equitable and sustainable business ecosystem across Sri Lanka.

The Ceylon Chamber's flagship Sri Lanka Economic Summit introduced a dedicated investment focus in 2025, convening over 850 participants, including more than 100 international delegates from 20 countries. The discussions were shaped by the priorities of post–Cyclone Ditwah recovery, private sector-led rebuilding, resilience, and sustaining investment momentum. Meanwhile, the 22nd edition of the Best Corporate Citizen Sustainability Awards continued to serve as Sri Lanka's premier platform for recognising corporate excellence in sustainability.

LOOKING AHEAD: BUILDING ON MOMENTUM WITH A RENEWED STRATEGY

As we look ahead, the Ceylon Chamber remains focused on sustaining momentum and deepening its impact. The Board and the Secretariat have commenced work on a new three-year strategy, which will further strengthen the Ceylon Chamber's role as an ecosystem enabler and a catalyst for economic transformation.

This strategy will build on the strong foundation of our three strategic pillars, deepening our engagement with members, strengthening collaboration across our global network of chambers, enhancing our value proposition to SMEs, and accelerating efforts to promote outward trade and attract inward investment.

The path forward will require continued collaboration, policy consistency, and a shared commitment to reform. The Ceylon Chamber stands ready to work closely with government, the private sector, and international partners to help shape a more competitive, resilient, and inclusive economy for Sri Lanka.

I would like to extend my sincere appreciation to Duminda Hulangamuwa, Immediate Past Chairperson, for his leadership and efforts in strengthening the role of the Ceylon Chamber during his tenure. I also wish to thank our members, committee members, Board, partners, and stakeholders for their continued trust and collaboration. Together, we will continue to drive progress and create opportunity for the nation.

Krishan Balendra

Krishan Balendra
Chairperson

REVIEW BY THE SECRETARY GENERAL & CEO

"OUR COLLABORATIVE ROLE REINFORCED THE CEYLON CHAMBER AS A CREDIBLE AND SOLUTIONS-ORIENTED VOICE IN SRI LANKA'S EVOLVING ECONOMIC LANDSCAPE."

SECRETARY GENERAL & CEO

REVIEW BY THE SECRETARY GENERAL & CEO

It is with great pleasure that I present the Annual Report of The Ceylon Chamber of Commerce for the financial year 2025/26, under the theme "The Ecosystem Enabler." This theme captures the essence of our role in an era where Sri Lanka's economic progress depends not on isolated efforts, but on the strength of interconnected systems that bring together policy, enterprise, and global partnerships.

During the year, amidst a backdrop of stabilisation and reform, the Ceylon Chamber acted as a catalyst - enabling dialogue, facilitating opportunity, and strengthening the foundations upon which sustainable growth can be built.

OPERATING CONTEXT AND THE ROLE OF THE CEYLON CHAMBER

The past year has been one of measured progress and cautious optimism for Sri Lanka. While important strides have been made in economic stabilisation, the path towards sustained growth remains closely connected to continued reform initiatives, responsible policymaking, and strong engagement between the public and private sectors.

In this environment, institutions that provide continuity, credibility, and informed engagement play an essential role. For 187 years, The Ceylon Chamber of Commerce has served as a trusted platform for private sector representation, contributing to national economic dialogue while supporting enterprise and growth.

Throughout the past year, the Ceylon Chamber continued to advance its work across its core pillars of policy advocacy, market access, and member engagement. These priorities guide our efforts to represent private sector interests while creating opportunities for collaboration, knowledge exchange, and economic partnership. During the year, the Ceylon Chamber actively engaged with Government and key stakeholders to advance reforms across priority areas, including Customs modernisation, tourism development, climate action, SME development, digitalisation, taxation, and the implementation of the National Single Window. These efforts were complemented by continued engagement with each IMF review mission, presenting private sector perspectives on the country's reform trajectory. Our collaborative role reinforced the Ceylon Chamber as a credible and solutions-oriented voice in Sri Lanka's evolving economic landscape.

STRENGTHENING GLOBAL LINKAGES AND REGIONAL PRESENCE

The Ceylon Chamber expanded its global engagement during the year through its network of Bilateral Business Councils, supporting trade and investment linkages while facilitating dialogue between Sri Lankan businesses and global partners.

Delegations to Cambodia, Canada, India, the Maldives, Japan, and Indonesia created opportunities to explore new markets, build partnerships, and strengthen international trade linkages.

I was privileged to serve for a second consecutive year as ex-officio Chair of the Indian Ocean Rim Association (IORA) Business Forum, a role that enabled the Ceylon Chamber to contribute to regional discussions on trade, investment, and economic cooperation, while strengthening Sri Lanka's presence in regional economic dialogue.

CONVENING DIALOGUE THROUGH FLAGSHIP EVENTS

The Ceylon Chamber is renowned for its role in convening flagship events which are recognised as significant annual events in the corporate landscape. These events have over the years been recognised as key gatherings and every year the Ceylon Chamber has been focused on raising the bar. The 25th Sri Lanka Economic and Investment Summit convened over 850 participants, including more than 100 international delegates from 20 countries.

"THE CHAMBER EXPANDED ITS GLOBAL ENGAGEMENT DURING THE YEAR THROUGH ITS NETWORK OF BILATERAL BUSINESS COUNCILS, SUPPORTING TRADE AND INVESTMENT LINKAGES WHILE FACILITATING DIALOGUE BETWEEN SRI LANKAN BUSINESSES AND GLOBAL PARTNERS."

Similarly, the 22nd Best Corporate Citizen Sustainability Awards recognised organisations demonstrating leadership in responsible and sustainable business practices, reinforcing corporate accountability within the private sector.

EMPOWERING SMES AND INCLUSIVE GROWTH

Recognising the central role played by SMEs the Ceylon Chamber considers engagement with the SME sector a key focus area. Initiatives supporting SME resilience, skills development, and capability-building were implemented through strategic partnerships, including GIZ-supported programmes.

The 'Scale Up National SME Forum 2025' provided a platform for SMEs to engage with policymakers, financiers, trade experts, and international partners, with a strong focus on enabling access to global markets and scaling operations.

DEVELOPING HUMAN CAPITAL AND CAPABILITY

Committed to strengthening human capital, the Ceylon Chamber Academy continued to deliver professional development and training across areas such as trade, compliance, leadership, and emerging business trends. These initiatives play a vital role in upskilling the workforce and enhancing institutional and private sector capability.

The Ceylon Chamber continued to enhance its internal capabilities. A key initiative was a capacity-building programme in partnership with the Indian High Commission in Sri Lanka and the Indian Institute of Foreign Trade.

Through this collaboration, 30 members of the Secretariat received specialised training in international trade, global economic dynamics, and policy analysis, strengthening service delivery and institutional alignment with evolving stakeholder needs.

RESPONSIBILITY BEYOND BUSINESS

The Ceylon Chamber continued to demonstrate that its role extends well beyond commercial advocacy, reinforcing its position as a responsible national institution embedded in the fabric of Sri Lanka's socio-economic landscape. In the aftermath of the severe devastation caused by Cyclone Ditwah, the Ceylon Chamber swiftly mobilised support in alignment with Government-led relief efforts, working in close coordination with its members to channel essential supplies, resources, and assistance to affected communities.

This collective response was not merely an act of relief, but a reflection of the Ceylon Chamber's deeper ethos - one that recognises responsibility as a shared obligation during moments of national crisis. By leveraging its convening power and member network, the Ceylon Chamber was able to help translate intent into impactful action on the ground, supporting vulnerable communities at a time of urgent need. This reinforces the Ceylon Chamber's enduring commitment to national resilience, solidarity, and inclusive recovery.

PRESERVING INSTITUTIONAL LEGACY

With a proud legacy spanning 187 years, the Ceylon Chamber also placed renewed emphasis on safeguarding its institutional memory as a national asset in its own right. Recognising that its archives represent not only the history of the organisation, but also a living chronicle of Sri Lanka's commercial, economic, and policy evolution, the Ceylon Chamber initiated a structured effort to systematically catalogue, digitise, and preserve its historical records.

This initiative seeks to protect and organise nearly two centuries of knowledge, spanning pivotal moments in trade, industry, governance, and economic transformation. More importantly, it reflects a forward-looking commitment to knowledge continuity, ensuring that institutional experience is not lost to time, but instead curated and made accessible for reflection and learning.

By strengthening this archival foundation, the Ceylon Chamber is investing in a long-term intellectual resource that future generations of business leaders, policymakers, and researchers can draw upon. It is an affirmation that understanding the past is essential to shaping more informed, resilient, and visionary economic leadership for the future.

LOOKING AHEAD

Looking ahead, the Ceylon Chamber will embark on a new strategic framework for 2026–2029, marking the next phase of its evolution as a leading ecosystem enabler. This phase will focus on strengthening policy leadership, expanding global partnerships, and enhancing member value, while continuing to champion private sector-led growth. At the same time, the Ceylon Chamber will deepen its focus on key priorities including sustainability, digital transformation, and the navigation of an increasingly complex global trade landscape.

LEADERSHIP CONTINUITY AND TRANSITION

As part of this next chapter, the Ceylon Chamber has ensured leadership continuity through a carefully considered succession. Shiran Fernando, who has served the Ceylon Chamber for nearly a decade and most recently as its Chief Economic Policy Advisor, will assume the role of Secretary General and CEO. His extensive experience and deep understanding of economic policy position him strongly to lead the institution forward with clarity and purpose.

REFLECTIONS AND APPRECIATION

As I reflect on my tenure, it has been a profound privilege to serve an institution that has played such a defining and enduring role in Sri Lanka's economic development. The Ceylon Chamber's strength lies in its ability to remain relevant, responsive, and forward-looking, while consistently upholding the trust placed in it by its stakeholders.

I extend my sincere appreciation to the Chairperson, Board of Directors, and Office Bearers for their guidance and leadership. I am equally grateful to the Secretariat and management team for their dedication and professionalism. In particular, I wish to acknowledge Alikie Perera, whose leadership has been instrumental in ensuring operational continuity and further strengthening the institution's resilience.

My gratitude also extends to all members, partners, and stakeholders for their continued trust and engagement. Serving the Ceylon Chamber has been both an honour and a responsibility. One that has deepened my belief in the vital role institutions play in shaping a nation's economic future.

As I step down, I do so with full confidence in the Ceylon Chamber's leadership, its purpose, and its continued contribution toward building a stronger, more resilient Sri Lanka.

Buwanekabahu Perera
Secretary General/ Chief Executive Officer

BOARD MEMBERS

LEFT TO RIGHT
Seated

Vinod Hirdaramani – Deputy Vice-Chairperson, Krishan Balendra – Chairperson, Bingumal Thewarathanthri – Vice-Chairperson, Kasturi Chellaraja Wilson – Board Member

LEFT TO RIGHT
Standing

Shibani Thambiayah – Board Member, Buwanekabahu Perera – Secretary General/CEO, Supun Weerasinghe – Board Member, Jayanthi Dharmasena – Board Member, Shiran Fernando – Chief Economic Policy Advisor, Bernhard Stefan – Board Member, Alikie Perera – Deputy Secretary General/COO/Financial Controller

KRISHAN BALENDRA

CHAIRPERSON

Krishan is the Chairperson-CEO of John Keells Holdings PLC. He is a former Chair of the Employers' Federation of Ceylon, Nations Trust Bank and the Colombo Stock Exchange. Krishan started his career at UBS Warburg, Hong Kong, in investment banking, focusing primarily on equity capital markets. He joined JKH in 2002. Krishan holds a law degree (LLB) from the University of London and an MBA from INSEAD.

BINGUMAL THEWARATHANTHRI

VICE CHAIRPERSON

Bingumal, better known as Bingu, is the Chief Executive Officer of Standard Chartered Bank, Sri Lanka. He also serves as the Chair of the Economic Policy Committee at the Ceylon Chamber.

Having joined Standard Chartered Bank in July 2004, Bingu brings over 30 years of experience in the banking and finance industry. During his tenure, he has held several senior leadership positions across Sri Lanka and Africa. He is a former Chairperson of the Sri Lanka Banks' Association (SLBA) and currently serves as a Board Member.

Bingu holds an MBA from the University of Wales, UK, and is a Fellow Chartered Management Accountant (FCMA) and Chartered Global Management Accountant (CGMA) of the Chartered Institute of Management Accountants (CIMA), UK. He is also a Foundation Member of the Institute of Certified Management Accountants (ICMA), Australia.

VINOD HIRDARAMANI

DEPUTY VICE CHAIRPERSON

Vinod is the Chairperson of the Hirdaramani Group, where he plays a pivotal role in shaping the Group's investment strategies, with a particular focus on renewable energy, hospitality, and luxury retail. He also serves as a board director across multiple Hirdaramani subsidiaries. In addition to his role within the Group, Vinod holds board positions at Sampath Bank and several other leading businesses in Sri Lanka.

Educated at Harrow School in the UK, Vinod holds a BA from Northwestern University in the US and is an alumnus of Harvard Business School. He is a member of the Young Presidents' Organization (YPO) and has previously served as Chapter Chair of the YPO Sri Lanka Chapter.

BERNHARD STEFAN

BOARD MEMBER

Bernhard (Bernie), is the Chairman and Managing Director of Nestlé Lanka Limited, overseeing Nestlé's operations in Sri Lanka and the Maldives. He assumed this role in March 2023, leading efforts to strengthen Nestlé's footprint in the country while positively impacting individuals, communities, and sustainable development.

An Austrian national, Bernie holds an MBA and is fluent in German, English, and French. Bernie brings 25 years of global experience across multiple Nestlé markets. He began his career with Nestlé Waters in France in Mergers & Acquisitions, before taking on leadership roles in the UK, Germany, and Switzerland. In 2007, he was appointed Country Business Manager for Nestlé Waters Direct in Germany, followed by a move to Australia to lead Route Sales and Operations for Nestlé Peters Ice Cream.

In 2012, he joined Nestlé Greater China as Head of Strategy and Business Development, later returning to Switzerland as Regional Manager for Zone Asia, Oceania, and Africa, overseeing Marketing, Sales, eCommerce, and Ice Cream. In 2022, he became Zone Deputy for Greater China.

JAYANTHI DHARMASENA

BOARD MEMBER

Jayanthi is a Fellow of the Chartered Institute of Management Accountants, UK. She has attended Leadership and Executive Management Programmes at the Indian School of Business Hyderabad and at the National University of Singapore.

Jayanthi joined the Hayleys Group as a Management Accountant in 1991 and has been in agriculture related businesses throughout her journey with the Group spanning 34+ years to date. She has held senior managerial positions in the Hayleys Agriculture Sector prior to her appointment as Managing Director of Hayleys Agriculture Sector Companies and Executive Director of Hayleys PLC, on 1st April 2018.

Jayanthi has been serving the Committee of The Ceylon Chamber of Commerce representing Agriculture since 2021.

KASTURI CHELLARAJA WILSON

BOARD MEMBER

Kasturi is the Chief Operating Officer (Head of APAC) of 5hour International Corporation and is a corporate leader with a rich and diverse career spanning over three decades. Prior to this, she was the Group CEO of Hemas Holdings PLC from October 2020 to March 2024 driving growth during the toughest period of the history of Sri Lanka. Notably, she made history as the first female Group CEO of a listed conglomerate in Sri Lanka when she was appointed as Group CEO for Hemas Holdings PLC in 2020.

She is an alumna of Harvard Business School and is a Fellow of the Chartered Institute of Management Accountants (CIMA).

She currently Serves as a Non-Executive Director and Board Member in organisations such as National Development Bank PLC, Capital Alliance Holdings Ltd, Senkadagala Finance PLC, and Mercantile Services and Provident Society. She was appointed to the advisory board of Midas Holdings Limited, UAE in September 2025 and continues to shape business landscapes and champion ethical leadership. Kasturi's accolades, including being named as one of the Top Women Change-Makers by the Parliament of Sri Lanka, underscore her enduring influence and dedication to excellence.

Additionally, she was appointed as the Regional Champion for the World Bank for South Asia from April 2022, and serves as a Trustee of the Hemas Outreach Foundation and OrphanCare Foundation.

SHIBANI R. THAMBIAYAH

BOARD MEMBER

Shibani began her career in the hospitality industry in 1999 at Hotel Renuka and Renuka City Hotels and is currently Jt. Managing Director for both hotels. She has also held positions at Nestle Lanka Ltd., and with Expedia Inc. in New York as a Market Manager during her career. She was also a Director of DFCC Vardhana Bank from October 2010 to March 2015 and a Director of DFCC Bank PLC from March 2015 to September 2021.

She is currently a Non–Executive Director of Cargo Boat Development Company PLC, Non-Executive Director of Crescent Launderers & Dry Cleaners (Pvt) Ltd, Renuka Consultants & Services Limited, and Lancaster Holdings Limited, and Executive Director of Renuka Properties Limited and Portfolio Management Services (Pvt) Limited. She also serves as Vice President (representing Colombo City Hotels) of The Tourist Hotels Association of Sri Lanka and the Vice President of The Colombo City Tourist Hotels Association.

Shibani holds a Bachelor of Economics (Hons.) degree from the University of Nottingham, UK; and a Master of Management in Hospitality from Cornell University, USA.

SUPUN WEERASINGHE

BOARD MEMBER

Supun is the Executive Director and Group Chief Executive at Dialog Axiata PLC, a position he has held since 2017. His career in telecommunications began with Dialog in 1999, where he progressed through various key roles, including Head of Strategy, CEO of the Mobile Business, and Group Chief Operating Officer.

In 2013, Supun functioned as the Group Chief Strategy Officer at Axiata Group Berhad in Malaysia. He then led Robi Axiata Limited in Bangladesh as the CEO and Managing Director from 2014 to 2016.

Supun serves on the Boards of Hemas Holdings PLC, and UNGC Network, Sri Lanka.

He is a Fellow Certified Management Accountant, Sri Lanka, Fellow Member of the Chartered Institute of Management Accountants, UK, and holds a Bachelor of Science in Accountancy and Financial Management from the University of Sri Jayewardenepura, Sri Lanka. He also holds an MBA from the University of Western Sydney, Australia, and is an alumnus of the Harvard Business School.

BUWANEKABAHU PERERA

SECRETARY GENERAL/CEO

Buwaneka is a veteran banking professional with 41 years of experience in Sri Lanka's financial sector. Throughout his career, he has held several senior executive leadership and directorial roles, including Director/ Senior Vice President at NDB Investment Bank Ltd. and Senior Vice President – Head of Corporate Banking at NDB Bank PLC.

He currently serves as an Independent Non-Executive Director on the Boards of Cargills Bank PLC and Sierra Cables PLC.

He served as the Chair of the Indian Ocean Rim Association – Business Forum (IORBF), representing The Ceylon Chamber of Commerce as Sri Lanka's Business Focal Point within IORA from October 2023 up to November 2025. Previously, he was the President of the Association of Professional Bankers – Sri Lanka and the Chairman of the Bankers Association Technical Advisory Committee. Buwaneka is a member of the Chartered Institute of Bankers in the UK and a Certified Management Accountant in Sri Lanka. He holds a BSc (Hon) in Financial Services from the University of Manchester, UK, and a post-graduate diploma in Bank Financial Management from the University of Sri Jayewardenepura.

ALIKIE PERERA

DEPUTY SECRETARY GENERAL/COO/ FINANCIAL CONTROLLER

Alikie is a career employee with over 30 years of service at The Ceylon Chamber of Commerce. She is currently the Deputy Secretary General, COO and Financial Controller, and is responsible for the overall administration of the Ceylon Chamber. She is a member of the senior management team deciding on policy and strategic direction and contributes at a high level to member associations of the Ceylon Chamber. As the Financial Controller, she carries the lead responsibility for the financial management and funding of the Ceylon Chamber, its subsidiary projects and member Associations.

Alikie has attended high-level international forums and symposiums on corporate governance, and was instrumental in assisting the Ceylon Chamber in setting up the Sri Lanka Institute of Directors. She also serves as the CEO of GS1 Lanka, which is the exclusive authority responsible for managing the GS1 supply chain standard system in Sri Lanka, administered by the Ceylon Chamber.

Alikie is an Associate member of the Chartered Institute of Management Accountants, UK, and holds an MBA in Business Administration from the Postgraduate Institute of Management.

COMMITTEE MEMBERS

LEFT TO RIGHT

Seated

Alikie Perera, Supun Weerasinghe, Bernhard Stefan, Kasturi Chellaraja Wilson, Vinod Hirdaramani, Krishan Balendra, Bingumal Thewarathanthri, Jayanthi Dharmasena, Shibani Thambiayah, Buwanekabahu Perera, Shiran Fernando

LEFT TO RIGHT
Standing 1st Row

Arani Rodrigo-Weerasekera, Amal Cabraal, Andrew Perera, Ganesh Deivanayagam, Sulaiman Nishtar, Nalaka Rathnayake, Gamini Gunasekera, Andre Fernando, Shanaka Samaradiwakara, Rumesh Jayasooriya, Riyaz Sangani, Dr. Chathura Jayawardene, Manori Dissanayake, Oshadhi Kodisinghe

LEFT TO RIGHT
Standing 2nd Row

Romani De Silva, Ushendrini Amerasinghe, Dr. Clive James, Rajeev Pandithage, Ayomi Aluwihare, Sujeewa Rajapaksa, Sanath Manatunga, Trisherman Frink, Shehara Varia, Mahesh Wijewardene, Rohana Dissanayake, Asoka Bandara, Harini Rajadasa, Ushan De Silva, Gayan Tudawe, Dinesh Fernando

A-TEAM

LEFT TO RIGHT

Oshadhi Kodisinghe, Manori Dissanayaka, Buwanekahabu Perera

LEFT TO RIGHT

Alikie Perera, Arani Rodrigo Weerasekera, Ushendrini Amerasinghe, Shiran Fernando

STAFF

LEFT TO RIGHT

Seated

Ayesha R. Rafiq, Ushendrini Amerasinghe, Oshadhi Kodisinghe, Manori Dissanayaka, Alikie Perera, Buwanekabahu Perera, Shiran Fernando, Arani Rodrigo-Weerasekera, Dinithi Dias, Darshani Costa

Standing 1st Row

Indika Kariyawasam, Saumya Amarasiriwardane, Sachini Rupasinghe, Venurika Jayasinghe, Achala Marambage, Darshani Ranasinghe, Charuni Gunathilake, Nirosha Thilakarathne, Sharni De Zoysa, Sanmugasundaram Dayalini, Udeni Samarappulige, Chamini Wijerathna, Kiyara Cletus, Pasandi Senara

Standing 2nd Row

Sarath Wimalaweera, Norman Perera, Rashmini Boraluwa, Sanjula Fernando, Thathsara Dalukgoda, Methmini Kavindya, Shanuka Manickaraj, Sayuni Tharumila, Pansilu Pussadeniya, Humaira Haniffa, Nethmi Soyza, Sachini Niwarthana, Ishadi Dilhara, Upeksha Fernando, Nadeeka Madushika, Paarami Jayawardena

Standing 3rd Row

Sandaru Fernando, Chaturanga Samarasekera, Surath Deraniyagala, Sriyani Chandrasekera, Kadiresan Prabu, Tharushika Senadeera, Nadeeni Wedande, Yashodha Fernando, Michelle Fernando, Nishadi Jayarathne, Ashani Gunawardhana, Ahinsa Wijekoon, Ovandi Sandeepani, Yashodya Pabashi, Anura Udawelawatte, Manoj Wickramarachchi

Standing 4th Row

Bernard Perera, Aravindia Pillai Ravichandran, Trent Hemachandra, Sarath Edirisinghe, Jagath Rohana, Jecob Gebriyal, Dewmin Madhawan Arachchi, Gishan Weerasinghe, Sandun Gomes, Pasindu Opatha, Shehan Hettige, Sineth Anthani

VALUE CREATION MODEL

As Sri Lanka's premier business chamber serving as the unifying voice for the country's private sector, The Ceylon Chamber of Commerce is engaged in a unique value creation process, with the ultimate outcome of driving Sri Lanka's economic and social development.

OUR CAPITAL INPUTS

FINANCIAL CAPITAL

Accumulated funds: **Rs. 348,304,130**

Total assets: **Rs. 817,516,733**

Page 43

MANUFACTURED CAPITAL

Property, plant and equipment: **Rs. 54,471,579**

The Ceylon Chamber of Commerce flagship property in Colombo 02

The Ceylon Chamber Auditorium

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HUMAN CAPITAL

Our employee base: **66**

Collective competence, skills, and experience

Page 51

INTELLECTUAL CAPITAL

Brand strength of The Ceylon Chamber of Commerce locally and globally

Strong brand equity of the Ceylon Chamber events such as the Best Corporate Citizen Sustainability Awards and the Sri Lanka and Investment Economic Summit, as well as the Ceylon Chamber's brands including the Ceylon Chamber Academy and Centre for SMEs

Economic intelligence in supporting Sri Lanka's private sector for over 187 years

Page 59

SOCIAL AND RELATIONSHIP CAPITAL

530 members

Collaborations with development agencies

Provision of business facilitation services

Relationship with the Government of Sri Lanka and related entities

Affiliations with regional and international chambers of commerce and industry

Page 65

NATURAL CAPITAL

215,050 (kWh) electricity consumption

1960 L fuel consumption

2179 units water consumption

Page 96

OUR VALUE CREATION PROCESS

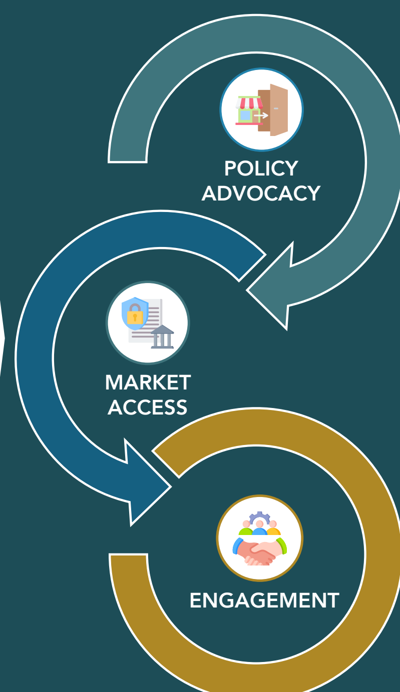
OUR VISION

TO BE THE BENCHMARK CHAMBER OF COMMERCE IN THE ASIA PACIFIC REGION AND THE DRIVING FORCE IN NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT

OUR MISSION

TO BE THE MOST INFLUENTIAL AND EFFECTIVE VOICE OF THE PRIVATE SECTOR IN PROMOTING AN ENVIRONMENT CONDUCIVE TO NATIONAL ECONOMIC DEVELOPMENT WITHIN A FRAMEWORK OF SUSTAINABLE SOCIAL EQUITY

- Catalysing sustainable transformation
- Generating economic intelligence
- Strengthening the SME ecosystem
- Convening strategic partnerships



- Creating platforms for dialogue and influence through flagship events
- Fostering leadership and capacity development through the Chamber Academy

MATERIAL MATTERS (PAGES 37 TO 38)

STAKEHOLDER ENGAGEMENT (PAGES 34 TO 36)

ECONOMIC ENVIRONMENT → REGULATORY ENVIRONMENT

The Ceylon Chamber effectively utilised its capital inputs to drive value creation. Despite the challenges of the past year, the Ceylon Chamber remained resilient, steadfast in its commitment to drive value for the private sector and the country.

OUTPUTS

Engagements with policymakers, government officials, and other stakeholders

Research output on national economic progress

Project implementations

Increased economic activity through business facilitation

Initiatives to upskill the country's workforce

Support to SMEs

Flagship events by the Ceylon Chamber

Informational publications

OUTCOMES

FINANCIAL CAPITAL

Adequate surplus funds to conduct the nationally significant mandate of the Ceylon Chamber

Surplus for the year: **Rs. 36,223,932**

MANUFACTURED CAPITAL

Well-maintained and upgraded property

Capital expenditure during the year: **Rs. 2,120,254**

HUMAN CAPITAL

Preferred employer status within the sector

Payments to employees: **Rs. 6,124,556**

Attrition rate: **16.54%**

INTELLECTUAL CAPITAL

Strong reputation associated with the Ceylon Chamber

Average length of service of employees: **10 years**

SOCIAL AND RELATIONSHIP CAPITAL

Empowering members through strategic partnerships, affiliations, and networking opportunities

Advocacy for business interests and collaborations with international chambers, development agencies, and the government

Contributing to national socio-economic development through private sector engagement

NATURAL CAPITAL

Promoting environmental awareness within Sri Lanka's private sector and advancing sustainability through initiatives such as the Best Corporate Citizen Sustainability Awards and engagement in NDC 3.0 initiatives

CONTRIBUTION TO SDGS

Healthcare Sector Committee, Food and Beverage Sector Committee

Chamber Academy

High percentage of females among the staff, including at senior leadership levels

Energy Sector Committee

Sri Lanka Economic Summit, promoting dialogue on sustainable economic progress and private sector development

Entrepreneurship and SME Steering Committee, Centre for SMEs

Best Corporate Citizen Sustainability Awards, sustainable finance initiatives, NDC 3.0 engagements

Best Corporate Citizen Sustainability Awards

GIZ-VTSL Cost Saving Business Practices Programme

Climate Action Steering Committee

Legislation Steering Committee

Collaboration with development partners on projects relating to SDGs

STAKEHOLDER ENGAGEMENT

ENABLING NATIONAL PROGRESS THROUGH STRATEGIC ECOSYSTEM COLLABORATION

As Sri Lanka's premier business chamber, The Ceylon Chamber of Commerce serves as a critical ecosystem enabler connecting enterprises, policymakers, investors, development institutions, and society, to collectively advance national competitiveness and sustainable economic progress. Our stakeholder engagement model is therefore built around purposeful collaboration, strategic advocacy, knowledge leadership, business facilitation, and ecosystem development, ensuring that engagement translates into measurable value for both the private sector and the nation.

STAKEHOLDER ENGAGEMENT MATRIX

Stakeholder Group	Stakeholder Expectations / Interests	Engagement Mode	Strategic Value Created	SDG Alignment
Members (Corporates, SMEs, Committee Members)	Policy representation, business growth support, networking, market access, capacity development, trade facilitation	Policy advocacy, business facilitation, networking, advisory services, capability building	Strengthened competitiveness, enhanced resilience, improved market access, greater business confidence	8, 9, 11, 17
Government Ministries & Public Sector Institutions	Policy consultation, private sector insights, reform collaboration, economic development	Policy advocacy, strategic dialogue, institutional collaboration	Improved policy alignment, business-friendly reforms, stronger economic coordination	8, 9, 16, 17
Regulatory & Statutory Bodies	Regulatory collaboration, compliance dialogue, sector intelligence	Regulatory consultation, technical dialogue, policy engagement	Enhanced regulatory outcomes, stronger trust, reduced business friction	8, 16, 17
Sector Associations & Industry Chambers	Collective advocacy, sector development, ecosystem collaboration	Partnerships, collaborative advocacy, knowledge exchange	Stronger sector voice, coordinated ecosystem action	3, 7, 8, 9, 13, 17
International Business Chambers / Diplomatic Missions	Trade facilitation, bilateral business collaboration, investment opportunities	Trade promotion, relationship building, business diplomacy	Expanded international connectivity and trade opportunities	8, 9, 17
Development Agencies / Multilateral Institutions	Economic development, SME empowerment, sustainability, governance	Strategic partnerships, programme collaboration	National development impact, strengthened enterprise capacity	1, 5, 7, 8, 9, 10, 11, 17
Entrepreneurs / SMEs / Start-ups	Business growth support, mentorship, access to markets and finance	Capability building, ecosystem support, facilitation	Enterprise development, innovation, employment generation	1, 8, 9, 10
Academic & Knowledge Institutions	Talent development, research partnerships, future workforce readiness	Knowledge collaboration, partnerships	Skills development and innovation enablement	4, 8, 9

Stakeholder Group	Stakeholder Expectations / Interests	Engagement Mode	Strategic Value Created	SDG Alignment
Employees	Professional growth, strategic alignment, inclusive workplace culture	Internal engagement, training, communication	Organisational resilience and service excellence	3, 4, 5, 8, 10
Media	Timely information, business commentary, economic insights	Communications, thought leadership, engagement	Stronger advocacy visibility and informed discourse	16, 17
Communities / Society	Responsible business leadership, inclusive growth, sustainability	Outreach, public engagement, sustainability advocacy	Strengthened social legitimacy and broader societal impact	3, 4, 11, 12, 13, 17

KEY STAKEHOLDER ENGAGEMENT PLATFORMS

As an ecosystem enabler, the Ceylon Chamber creates and curates strategic platforms that foster dialogue, knowledge exchange, advocacy, and enterprise development. These platforms reflect the Ceylon Chamber's continuous and multi-dimensional engagement activities which are organised on an annual basis reflecting its commitment towards continuity and strategic progress moving beyond transactional engagement. The Ceylon Chamber is cognisant of the shifting aspirations, emerging trends, and evolving responsibilities in the context of sustainable development when organising these activities.

Engagement Platform	Purpose	Primary Stakeholders
Sri Lanka Economic and Investment Summit	Flagship thought leadership platform convening national and global leaders to shape economic priorities and business discourse	Government, business leaders, investors, development partners, media
Public-Private Dialogue Platforms	Structured engagement to advocate policy and regulatory reform, and economic competitiveness	Government, regulators, members, sector associations
SME Forums & Enterprise Development Platforms	Supporting SME growth through access to insights, business networks, capability development, and market opportunities	SMEs, entrepreneurs, financial institutions, development agencies
Training & Capability Building Programmes	Enhancing institutional and enterprise capability through professional development and business education	Members, SMEs, employees, academia
Business Councils & Trade Forums	Facilitating bilateral trade, investment connectivity, and international commercial collaboration	International partners, diplomatic missions, investors, exporters
Best Corporate Citizen Sustainability Awards	Promoting responsible business leadership, ESG excellence, and sustainable corporate practices	Members, corporates, communities, sustainability stakeholders
Research, Business Intelligence & Policy Forums	Disseminating economic intelligence, sector insights, and strategic perspectives	Members, policymakers, investors, media

STAKEHOLDER ENGAGEMENT

STAKEHOLDER PRIORITISATION FRAMEWORK

The Ceylon Chamber of Commerce applies a structured stakeholder prioritisation approach based on influence and interest, enabling differentiated engagement strategies that strengthen advocacy effectiveness, ecosystem collaboration, and shared value creation.

STAKEHOLDER INFLUENCE VS INTEREST MATRIX

HIGH INFLUENCE

PROACTIVELY ENGAGE
(High Influence / Moderate Interest)

- Development Partners
- International Trade Bodies

ENGAGE CLOSELY
(High Influence / High Interest)

- Government Ministries
- Regulatory & Statutory Authorities
- Member Corporates
- Sector Members / SMEs

LOW INFLUENCE

HIGH INTEREST

MONITOR / ENGAGE SELECTIVELY
(Moderate Influence / Moderate Interest)

- Communities / Society
- Academic Institutions

KEEP INFORMED
(Moderate Influence / High Interest)

- Entrepreneurs / Start-ups
- Employees
- Media
- Sector Associations

LOW INFLUENCE

MATERIALITY ASSESSMENT PROCESS

At the Ceylon Chamber, our ability to remain relevant, resilient, and impactful depends on a clear understanding of the issues that matter most to our stakeholders and the broader economic ecosystem we serve. Our role extends beyond institutional stewardship to influencing policy dialogue, strengthening enterprise resilience, enabling economic progress, and creating lasting stakeholder value.

To ensure our strategic priorities remain aligned with stakeholder expectations and the evolving national and global business environment, we undertake a structured materiality assessment process through ongoing stakeholder engagement, internal evaluation, and strategic review. This enables us to identify the issues that are most significant to our organisation, our members, and the wider economy.

Material matters are defined as those issues that have the greatest potential to influence stakeholder decision-making while significantly affecting our capacity to create sustainable value over the short, medium, and long term.

These priorities guide our strategic planning, governance oversight, resource allocation, risk management, and performance monitoring.

Through this disciplined approach, we ensure that our strategic focus remains responsive to emerging economic realities, stakeholder expectations, and long-term development priorities.

OUR MATERIALITY ASSESSMENT APPROACH

We adopt a structured and inclusive process to identify, evaluate, and prioritise the matters most critical to our long-term relevance and impact.

1. STAKEHOLDER ENGAGEMENT

We continuously engage with our key stakeholder groups to assess their evolving priorities, expectations, concerns, and emerging needs.

Key stakeholder groups include:

Employees

Members

Regulators

Business Partners

Community

2. IDENTIFICATION OF MATERIAL ISSUES

Insights gathered through stakeholder engagement are combined with assessments of internal operational priorities and external environmental developments, including economic, regulatory, and industry dynamics.

3. PRIORITISATION

Identified issues are assessed and ranked based on:

- Importance to stakeholders
- Strategic relevance to the Ceylon Chamber
- Impact on value creation
- Economic and operational significance
- Long-term sustainability implications

4. VALIDATION

The prioritised matters are reviewed by the leadership to ensure alignment with the Ceylon Chamber's strategic direction, governance priorities, and organisational objectives.

5. STRATEGIC INTEGRATION

Material matters are embedded into strategic planning, decision-making processes, risk oversight, performance monitoring, and reporting disclosures.

MATERIALITY ASSESSMENT PROCESS

OUR MATERIAL MATTERS

The following material matters were identified as those most critical to the Ceylon Chamber's ability to deliver value and fulfil its national mandate.

MATERIAL MATTERS AND STAKEHOLDER IMPACT

Material Matter	Why It Matters to the Ceylon Chamber	Stakeholder Groups	Priority
Economic policy advocacy and national economic revival	As the leading voice of Sri Lanka's private sector, the Ceylon Chamber plays a pivotal role in shaping policy dialogue, advocating reforms, and supporting national economic recovery and long-term competitiveness.		HIGH
Member value creation and business competitiveness	Delivering strategic value to members through advocacy, market intelligence, networking, capability building, and business facilitation remains central to the Ceylon Chamber's mandate and long-term relevance.		HIGH
Human capital development and employee engagement	The Ceylon Chamber's effectiveness depends on attracting, developing, and retaining capable talent while fostering a high-performance and purpose-driven culture to deliver stakeholder value.		HIGH
Institutional resilience and governance excellence	Strong governance, ethical leadership, operational resilience, and adaptive institutional capability are essential to sustaining trust, credibility, and continuity in a rapidly evolving environment.		HIGH
Financial sustainability and operational continuity	Maintaining financial strength and operational agility enables the Ceylon Chamber to continue delivering impactful programmes, advocacy initiatives, and member services sustainably.		HIGH
Strategic partnerships and ecosystem collaboration	The Ceylon Chamber's ability to create national impact depends on strong partnerships across public, private, and international ecosystems that accelerate trade, investment, innovation, and development.		MEDIUM HIGH
Thought leadership & national development influence	As a respected institution, the Ceylon Chamber contributes to shaping economic discourse, influencing policy direction, and promoting sustainable national progress.		MEDIUM HIGH
Infrastructure and digital capability stewardship	Reliable infrastructure and digital enablement strengthen operational efficiency, member engagement, service delivery, and institutional resilience.		MEDIUM
Sustainability and responsible business leadership	Promoting sustainable business practices and responsible corporate leadership strengthens the Ceylon Chamber's role in advancing inclusive economic development and ESG awareness.		MEDIUM

The identified material matters were mapped based on their relative importance to stakeholders and their strategic significance to the Ceylon Chamber.

OPERATING ENVIRONMENT

NAVIGATING RECOVERY AMID GLOBAL UNCERTAINTY

The operating environment in 2025 reflected a pivotal phase for Sri Lanka, transitioning from post-crisis stabilisation to a more fragile, reform-driven recovery. While macroeconomic indicators signalled renewed stability, the business landscape was shaped by both global volatility and domestic structural constraints.

GLOBAL ECONOMIC CONTEXT

Persistent Volatility

The global economy continued to expand at a moderate pace, with growth projected at around 3.3% in the near term. However, this growth was uneven and accompanied by heightened uncertainty. Key global dynamics influencing Sri Lanka included:

- Geopolitical tensions and energy shocks: Conflicts, particularly in the Middle East, contributed to elevated energy prices and supply disruptions, directly impacting import-dependent economies like Sri Lanka.
- Trade policy uncertainty: Shifting trade regimes and protectionist tendencies continued to pose risks to export-oriented sectors, including apparel and manufacturing.
- Climate-related disruptions: Increasing frequency of climate events affected global supply chains, tourism flows, and agricultural productivity.

For Sri Lankan businesses, these uncertainties translated into continued exposure to external shocks particularly through energy costs, export demand fluctuations, and supply chain instability.

SRI LANKA'S ECONOMIC RECOVERY

A Return to Stability

Following the severe economic crisis of 2022, Sri Lanka has made notable progress under a reform-led stabilisation programme supported by international institutions.

- Growth rebound: The economy expanded by approximately 5% in 2025, marking a continuation of recovery from earlier contractions.
- Inflation stabilisation: Inflation, which had surged during the crisis, normalised to low single digits, with negative inflation levels turning toward positive levels in the third quarter, supporting improved purchasing power and business planning.
- External sector improvements: Foreign reserves strengthened to around USD 7 billion, supported by tourism recovery, remittances, and policy reforms.
- Policy credibility: Fiscal consolidation, tax reforms, and monetary discipline have restored a degree of macroeconomic credibility and investor confidence.

This phase represented a shift from crisis management to economic stabilisation, creating a more predictable though still constrained environment for businesses.

STRUCTURAL CHALLENGES IMPACTING BUSINESSES

Challenges to Growth

Despite this progress, several deep-rooted challenges continued to shape the operating landscape for Sri Lankan enterprises:

a. High Cost Structures and Demand Constraints

- Elevated energy and input costs, influenced by global factors, continued to pressure margins.
- While inflation eased, household demand remained subdued, reflecting lingering income pressures and high cost of living.

OPERATING ENVIRONMENT

b. Fiscal Consolidation and Tax Burden

- Fiscal reforms critical for debt sustainability increased taxation and reduced public spending flexibility.
- Businesses faced higher compliance requirements and tighter liquidity conditions. However, Year on Year credit growth in 2025 was 25.2% as per the CBSL Economic Review, implying positive business sentiment.

c. External Sector Vulnerabilities

- A widening trade deficit, driven by faster import growth relative to exports, underscored structural weaknesses in export diversification.
- Dependence on tourism and remittances exposed the economy to global demand cycles.

d. Access to Finance and Investment Gaps

- Although interest rates moderated, private sector credit recovery remained gradual, reflecting cautious lending and risk perceptions.
- Capital investment remained below optimal levels, constraining long-term productivity.

e. Socioeconomic Pressures

- Poverty levels remained elevated at around 24.5%, limiting consumption growth and widening inequality.
- Skills gaps and labour migration continued to affect workforce availability.

f. Climate and Disaster Risks

- Events such as cyclones and extreme weather disrupted infrastructure, agriculture, and supply chains, reinforcing the need for resilience planning.

TRANSITIONING FROM RECOVERY TO SUSTAINABLE GROWTH

As Sri Lanka moves beyond initial stabilisation, growth is expected to moderate to around 3 - 4% in the near term, reflecting a shift from rebound effects to more structural growth drivers.

This next phase will depend on:

- Sustained reform momentum (fiscal discipline, SOE restructuring, governance improvements)
- Export diversification and competitiveness
- Investment attraction, particularly in infrastructure, technology, and value-added industries
- Digital transformation and productivity enhancement

Encouragingly, reconstruction activity, tourism recovery, and improved macro stability are expected to provide continued, albeit measured, growth support.

OUTLOOK FOR SRI LANKAN BUSINESSES

The operating environment for 2025 and beyond can be characterised as one of measured optimism underpinned by structural discipline.

Businesses will need to navigate:

- A more stable but tightly managed macroeconomic framework
- Continued cost and competitiveness pressures
- Increasing emphasis on resilience, efficiency, and innovation

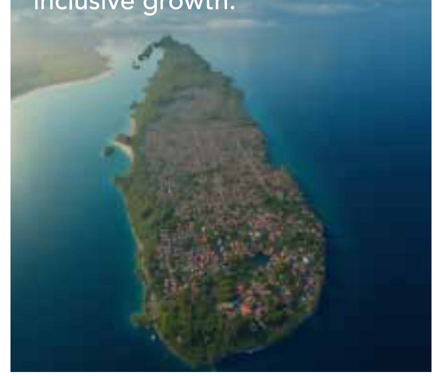
At the same time, opportunities are emerging through:

- Reopening of markets and easing of import restrictions
- Growth in tourism and services
- Expansion of digital and technology-driven sectors
- Greater integration with regional and global value chains

CONCLUSION

Sri Lanka's journey toward economic stability in 2025 marked a critical inflection point. While macroeconomic recovery laid the foundation for renewed growth, the operating environment remained complex and evolving.

For the business community, the path forward will require adaptability, strategic foresight, and sustained engagement with reform processes. Institutions such as the Ceylon Chamber will play a pivotal role in fostering dialogue, advocating policy coherence, and enabling the private sector to transition from recovery to resilience and ultimately, to sustained, inclusive growth.



THE CEYLON CHAMBER AS AN ECOSYSTEM ENABLER

In the context of Sri Lanka's transition from economic stabilisation to sustainable growth, the role of The Ceylon Chamber of Commerce becomes increasingly central, not merely as a representative body, but as a critical ecosystem enabler shaping the conditions for private sector success. In a period defined by transformation, the role of The Ceylon Chamber of Commerce has never been more consequential. As Sri Lanka navigates a complex path toward economic stability and long-term prosperity, the Ceylon Chamber stands as a connector, catalyst, and convener enabling an ecosystem where businesses can adapt, compete, and grow.

Its ability to foster alignment between policy, enterprise, and opportunity will be instrumental in shaping the country's next chapter. One that moves decisively from recovery to resilience, and from resilience to sustained national progress.

1. From Advocacy to Ecosystem Enablement

As the operating environment evolves, the Ceylon Chamber's role has expanded beyond traditional advocacy into facilitating a connected, resilient, and forward-looking business ecosystem. In a landscape marked by policy reform, fiscal consolidation, and global uncertainty, businesses require more than representation - they require coordination, access, and alignment.

The Ceylon Chamber is uniquely positioned to bridge these needs by:

- Connecting stakeholders across government, private sector, and international partners
- Facilitating policy dialogue that ensures reforms are pragmatic, inclusive, and growth-oriented
- Enabling knowledge exchange on emerging trends such as digitalisation, sustainability, and global trade shifts

2. Enabling Stability in a Reform-Driven Economy

Sri Lanka's recovery is underpinned by ongoing structural reforms, many of which have direct implications for businesses, from taxation to trade and regulatory frameworks. In this environment, the Ceylon Chamber plays a stabilising role by:

- Interpreting policy shifts and translating them into actionable insights for businesses
- Advocating consistency and transparency, which are essential for investor confidence
- Creating platforms for consultation, ensuring that private sector perspectives inform national decision-making

This function is particularly critical as businesses navigate higher compliance requirements, cost pressures, and evolving regulatory expectations.

3. Strengthening Competitiveness and Market Access

With external sector vulnerabilities and the need for export diversification, Sri Lankan businesses must enhance their global competitiveness.

The Ceylon Chamber acts as a catalyst by:

- Promoting trade facilitation and international partnerships, opening pathways to new markets
- Supporting SMEs and emerging sectors, enabling broader participation in economic recovery
- Driving standards, best practices, and innovation, aligning local enterprises with global benchmarks

In doing so, the Ceylon Chamber contributes to repositioning Sri Lanka within regional and global value chains.

4. Building Resilience Through Collaboration

The challenges facing businesses ranging from climate risks to supply chain disruptions, require collective responses rather than isolated action. The Ceylon Chamber's ecosystem role enables:

- Cross-sector collaboration, fostering shared solutions to systemic challenges
- Public-private partnerships, particularly in infrastructure, sustainability, and digital transformation
- Capability building initiatives, equipping businesses with the tools to adapt and thrive

This collaborative approach strengthens the overall resilience of the private sector, making it better equipped to withstand future shocks.

5. Shaping the Future Growth Agenda

As Sri Lanka moves from recovery to growth, the Ceylon Chamber's influence becomes increasingly pronounced in shaping a forward-looking economic agenda. This includes:

- Championing sustainable and inclusive growth models
- Supporting the digital and green transition of businesses
- Encouraging investment-led growth, both domestic and foreign
- Advocating for skills development and human capital enhancement

By aligning business priorities with national development goals, the Ceylon Chamber helps ensure that growth is not only sustained but also broadly shared.

THE ARCHITECTURE OF SHARED VALUE

Sustainable growth is built on interconnected capitals, where financial strength, human capability, and intellectual capital together shape long-term national value.

CAPITAL REPORTS

FINANCIAL CAPITAL

STRATEGIC PRIORITIES

- Maintain financial sustainability and liquidity
- Optimise revenue generation across all service lines
- Strengthen operational efficiency and cost discipline
- Diversify revenue streams and funding sources
- Build financial resilience and institutional sustainability

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

- Sustained financial resilience
- Diversified income generation
- Enhanced organisational capacity
- Stronger stakeholder trust and credibility

The Ceylon Chamber of Commerce leverages its financial capital not only to sustain its operations but also to catalyse value creation across the wider economic ecosystem.

Through prudent financial stewardship, diversified revenue streams, and disciplined resource allocation, the Ceylon Chamber ensures the continued delivery of advocacy, trade facilitation, enterprise development, policy engagement, research, and stakeholder collaboration initiatives that contribute to national economic progress.

Financial capital serves as the foundation upon which the Ceylon Chamber fulfils its mandate as an ecosystem enabler connecting businesses, policymakers, investors, development partners, and institutions to drive competitiveness, innovation, and sustainable growth.

MANAGEMENT APPROACH

The Ceylon Chamber adopts a disciplined approach to financial management that balances operational sustainability with long-term value creation. Financial resources are generated through membership subscriptions, project and programme management fees, training and events, publications, strategic partnerships, and investment income.

Resources are strategically allocated to initiatives that strengthen the business environment, support private sector development, enhance trade and investment opportunities, build institutional capabilities, and deliver greater value to members and stakeholders.

Financial oversight is exercised through robust governance structures, prudent budgeting practices, risk management processes, and regular performance monitoring to ensure accountability, transparency, and sustainable growth.

OVERSIGHT

- Board of Directors
- Management Committee

RESOURCES ALLOCATED

Financial resources were directed towards:

- Policy advocacy and public-private dialogue
- Trade facilitation and export development
- SME and entrepreneurship development
- Economic research
- Capability building and leadership development
- Member engagement and networking platforms
- Digital enhancement and operational effectiveness
- Strategic partnerships and national development initiatives

FINANCIAL CAPITAL

KEY TRADE-OFFS

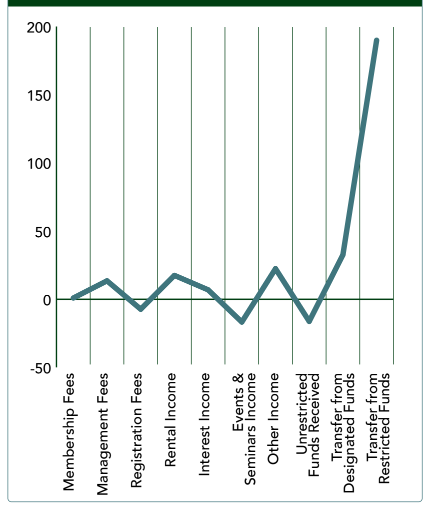
SHORT-TERM FOCUS	LONG-TERM FOCUS
▶ Delivering immediate member value ▶ Funding current programmes and initiatives ▶ Maintaining affordability of services ▶ Responding to evolving stakeholder needs	▶ Building institutional resilience ▶ Investing in future capabilities ▶ Diversifying revenue streams ▶ Strengthening long-term sustainability

TOTAL INCOME

The Ceylon Chamber generated a total income of Rs. 417.2 Mn during FY 2025/26, reflecting a marginal growth of 1.9% over the previous year. Income was supported by a diversified revenue base comprising membership subscriptions, management fees, events and seminars, investment income, and rental earnings. While revenue from events moderated during the year, this was offset by stronger management fees, rental income, investment returns, and other operating income streams. The Ceylon Chamber's ability to maintain income growth amidst evolving economic conditions underscores the resilience of its business model and the strength of its stakeholder network.

Income Category	2025/26 (Rs.)	2024/25 (Rs.)	Variance %
Membership Fees	111,043,785	110,088,838	0.9%
Management Fees	69,628,685	61,350,087	13.5%
Registration Fees	13,680,687	14,754,320	(7.3%)
Rental Income	13,520,383	11,508,519	17.5%
Interest Income	65,097,981	60,916,117	6.9%
Events & Seminars Income	97,700,707	117,223,476	(16.7%)
Other Income	23,179,713	18,935,948	22.4%
Unrestricted Funds Received	4,762,511	5,680,149	(16.2%)
Transfer from Designated Funds	6,073,300	4,579,281	32.6%
Transfer from Restricted Funds	12,519,200	4,318,793	189.9%
Total Income	417,206,952	409,355,528	1.9%

INCOME CATEGORY



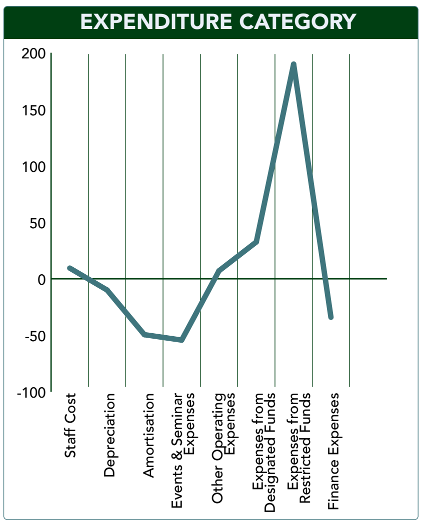
EXPENDITURE

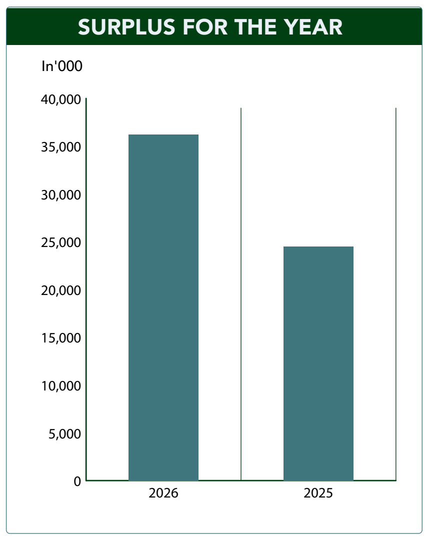
Total expenditure declined by 2.1% to Rs. 366.0 Mn, reflecting disciplined cost management and improved operational efficiency. The reduction was primarily driven by lower expenditure associated with events and seminars, while investments in people remained a key priority, with staff costs accounting for the largest share of operating expenses. The Ceylon Chamber continued to balance prudent financial stewardship with strategic investments in its services, capabilities, and stakeholder engagement initiatives, enabling a significant improvement in overall financial performance.

Expenditure Category	2025/26 (Rs.)	2024/25 (Rs.)	Variance %
Staff Cost	191,182,663	174,625,712	9.5%
Depreciation	9,162,415	10,171,830	(9.9%)
Amortisation	804,716	1,588,935	(49.4%)
Events & Seminar Expenses	33,558,773	73,309,118	(54.2%)
Other Operating Expenses	112,769,009	105,318,045	7.1%
Expenses from Designated Funds	6,073,300	4,579,281	32.6%
Expenses from Restricted Funds	12,519,200	4,318,793	189.9%
Finance Expenses	2,866	4,343	(34.0%)
Total Expenditure	366,072,942	373,916,057	(2.1%)

PROFITABILITY

Item	2025/26 (Rs.)	2024/25 (Rs.)	Variance %
Surplus Before Tax	51,134,010	35,439,471	44.3%
Tax Expense	14,910,078	10,935,287	36.3%
Surplus After Tax	36,223,932	24,504,184	47.8%
Total Comprehensive Income	37,772,922	22,839,692	65.4%





ASSETS

Total assets increased by 6.29% to Rs. 817.5 Mn, reinforcing the Ceylon Chamber's strong financial foundation and long-term sustainability. The asset base predominantly comprises strategic investments, which collectively account for a substantial proportion of total assets and provide a stable source of recurring income. Growth in investment holdings, together with an enhanced cash position and healthy liquidity levels, strengthened the Ceylon Chamber's financial resilience while providing the capacity to support future initiatives, member services, and strategic priorities.

Asset Category	2025/26 (Rs.)	2024/25 (Rs.)	Variance %
Property, Plant & Equipment	54,471,579	60,938,792	(10.6%)
Intangible Assets	4,348,765	10,739,281	(59.5%)
Long-Term Investments	487,736,544	444,999,400	9.6%
Deferred Tax Assets	10,874,382	6,898,100	57.6%
Total Non-Current Assets	557,431,270	523,575,573	6.4%
Inventories	1,595,949	1,685,339	(5.3%)
Trade & Other Receivables	11,986,404	29,023,501	(58.7%)
Due from Affiliated Associations	4,507,681	3,284,800	37.2%
Deposits & Pre-Payments	8,471,719	6,129,975	38.2%
Short-Term Investments	209,543,766	189,339,431	10.7%
Cash & Cash Equivalents	23,979,944	16,098,308	49.0%
Total Current Assets	260,085,463	245,561,354	5.9%
Total Assets	817,516,733	769,136,927	6.3%

FINANCIAL CAPITAL

FUNDS AND LIABILITIES

Item	2025/26 (Rs.)	2024/25 (Rs.)	Variance %
Total Funds	551,800,656	504,376,629	9.4%
Non-Current Liabilities	55,777,049	45,230,138	23.3%
Current Liabilities	209,939,028	219,530,160	(4.4%)
Total Liabilities	265,716,078	264,760,298	0.4%
Total Funds & Liabilities	817,516,733	769,136,927	6.3%

CASH FLOW HIGHLIGHTS

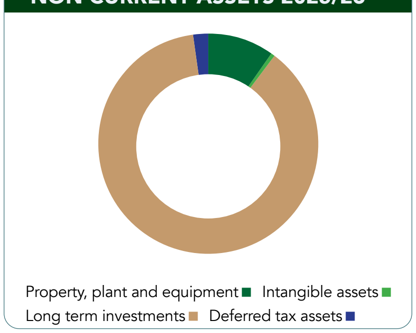
Item	2025/26 (Rs.)	2024/25 (Rs.)
Net Cash from Operating Activities	(5.5 Mn)	(33.6 Mn)
Net Cash from Investing Activities	(1.0 Mn)	22.4 Mn
Net Cash from Financing Activities	14.4 Mn	7.8 Mn
Net Increase/(Decrease) in Cash	7.9 Mn	(3.4 Mn)
Cash & Cash Equivalents	24.0 Mn	16.1 Mn

The Ceylon Chamber's cash and cash equivalents increased from Rs. 16.1 Mn to Rs. 24.0 Mn during FY 2025/26, reflecting a significant improvement in liquidity and financial flexibility. Despite a strong operating surplus, cash flows from operating activities recorded a net outflow of Rs. 5.5 Mn, largely due to income tax payments, gratuity settlements, and movements in working capital balances. Nevertheless, improved receivable collections and prudent management of operating activities helped moderate the overall outflow.

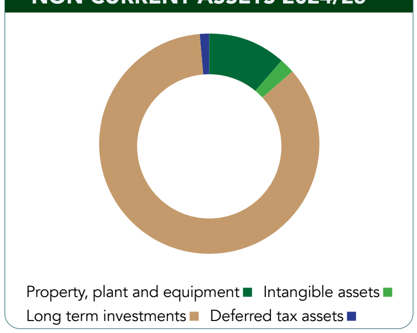
Investing activities generated a net outflow of Rs. 1.0 Mn, supported by healthy interest receipts from the Ceylon Chamber's investment portfolio. During the year, the Ceylon Chamber continued to strengthen its long-term financial position through additional investments in treasury instruments and other investment assets, while maintaining selective expenditure on property, equipment, and technology-related assets.

Financing activities contributed a net inflow of Rs. 14.4 Mn, primarily through the growth of long-term funds and trust-related reserves. This strengthened the Ceylon Chamber's funding base and enhanced its capacity to support future programmes and strategic initiatives. As a result, overall cash resources increased by Rs. 7.9 Mn, representing a 49.0% growth over the previous year, reinforcing the Ceylon Chamber's liquidity position and financial resilience.

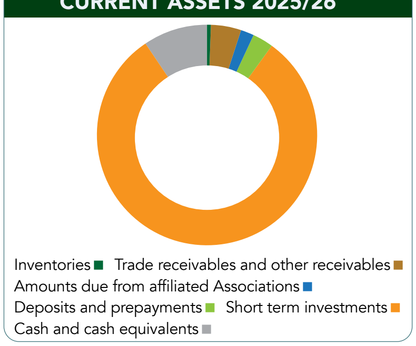
NON CURRENT ASSETS 2025/26



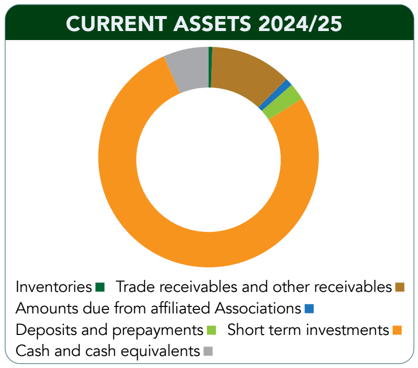
NON CURRENT ASSETS 2024/25



CURRENT ASSETS 2025/26



CURRENT ASSETS 2024/25



WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS) **Strengthening Foundations**	LONG-TERM HORIZON (3–10 YEARS) **Orchestrating a Connected Ecosystem**
▶ Revenue Diversification – Strengthen and broaden revenue streams to enhance financial sustainability and reduce dependence on traditional income sources.	▶ Strategic Investments – Pursue prudent investment opportunities that strengthen financial resilience and create sustainable value.
▶ Membership Growth – Expand membership value propositions and engagement initiatives to attract and retain a diverse member base.	▶ Revenue Sustainability – Maintain diversified and recurring revenue streams to support long-term growth and stability.
▶ Capacity Building & Advisory Services – Develop new training, advisory, and consultancy offerings to support businesses while generating additional income.	▶ Disciplined Capital Allocation – Apply rigorous financial stewardship to optimise resources and maximise returns.
▶ Event & Knowledge Platforms – Leverage events, forums, and knowledge-sharing initiatives to create value for stakeholders and unlock new revenue opportunities.	▶ Agility in a Dynamic Environment – Build organisational resilience to respond effectively to emerging economic opportunities and challenges.
▶ Prudent Financial Management – Maintain strong liquidity and disciplined cost management to ensure operational resilience.	▶ Robust Financial Foundation – Strengthen liquidity, reserves, and asset management practices to ensure long-term sustainability.
▶ Strategic Investment Portfolio – Manage investments prudently, balancing growth opportunities with risk considerations to support long-term financial stability.	▶ Member Value Creation – Continuously enhance value delivered to members through advocacy, networking, knowledge-sharing, and business support services.
▶ Financial Resilience – Build a robust financial foundation capable of adapting to evolving economic conditions while sustaining strategic priorities	▶ Driving Economic Progress – Contribute to the growth and competitiveness of the private sector and the broader Sri Lankan economy

MANUFACTURED CAPITAL

ENABLING AN ECOSYSTEM OF CONNECTIVITY AND EFFICIENCY

Manufactured Capital reflects the tangible infrastructure and physical assets that enable value creation and institutional continuity.

At the heart of this lies The Ceylon Chamber of Commerce Headquarters located at its iconic premises on Nawam Mawatha, Colombo - a building that stands as both a symbol of legacy and a working space of influence in Sri Lanka's business landscape. This is considered an iconic landmark anchoring the Ceylon Chamber's role as a convener of commerce and a catalyst for national progress.

STRATEGIC PRIORITIES

* Facilitate seamless engagement across the membership
* Maintain and develop the physical assets of the Ceylon Chamber to provide value delivery
* Move forward with new initiatives such as digitalisation to create speed and efficiency

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

* Hosted 129 in-person events
* Invested **LKR 0.49 Mn** in digital infrastructure

MANAGEMENT APPROACH

The Ceylon Chamber adopts a structured and pragmatic approach to managing its manufactured capital, encompassing physical infrastructure, facilities, and digital systems. These assets are continuously aligned to support its role as an ecosystem enabler, creating platforms that facilitate collaboration, knowledge exchange, and business growth. As the Ceylon Chamber advances its transformation journey, our legacy infrastructure is being reinterpreted and reinvented through a lens of modernisation. Upgraded systems and digital integration, are reshaping how the institution operates, bridging heritage with contemporary functionality. In doing so, the Ceylon Chamber reinforces a clear intent: to preserve the strength of its historical foundation while evolving into a more agile, connected, and future-ready institution.

By maintaining functional, accessible, and technology-enabled spaces, the Ceylon Chamber ensures that stakeholders can engage seamlessly across multiple touch points both physical and digital.

MAINTAINING PHYSICAL INFRASTRUCTURE

During the year, improvements to manufactured capital were primarily focused on optimisation rather than large-scale expansion. Existing facilities were maintained and utilised efficiently to support a growing volume of engagements.

While no major infrastructure upgrades were undertaken, incremental enhancements and better utilisation of available spaces contributed to improved service delivery. The Ceylon Chamber's event facilities including auditoriums and meeting rooms continued to serve as critical hubs for stakeholder interaction, hosting 129 events across internal programmes, partner engagements, and external rentals.

Capital expenditure remained controlled, with a focus on essential maintenance and cost-effective improvements to sustain operational continuity.

UTILISATION OF EVENT INFRASTRUCTURE

The Ceylon Chamber's physical infrastructure plays a central role in enabling business connectivity. Its auditoriums, conference rooms, and meeting spaces serve as dynamic platforms for forums, training programmes, networking sessions, and industry events.

The Ceylon Chamber actively leveraged its event infrastructure, including the main auditoriums on the ground and second floors, conference rooms, and meeting spaces, to host a diverse portfolio of engagements. These included business forums, training programmes, workshops, committee meetings, networking sessions, and external client events, primarily driven by the Events, EIU, and Projects Departments.

In addition to internal usage, these facilities were offered to external organisations, professional institutes, and corporate entities, generating supplementary revenue. Focused efforts were also made to promote these spaces to co-working hubs and proximate institutions to further enhance utilisation levels.

EVENTS HELD DURING THE YEAR:

CEYLON CHAMBER EVENTS: **22**

VENUE RENTAL EVENTS: **32**

APPROVED ASSOCIATIONS & BUSINESS COUNCILS: **75**

OPERATIONAL CHALLENGES AND RESPONSES

The Ceylon Chamber navigated some operational challenges in managing large-scale and concurrent events, addressing them through pragmatic and adaptive measures.

At times, dedicated event support capacity was constrained, particularly during overlapping events. This was addressed through cross-functional collaboration, with support drawn from other departments to ensure seamless execution.

Significant capital investment requirements limited immediate infrastructure upgrades. In response, the Ceylon Chamber adopted a phased improvement approach, prioritising critical enhancements within available budgetary allocations.

Limitations on food service within the main auditoriums affected client flexibility. To mitigate this, an additional room was offered at a nominal cost to accommodate catering needs, maintaining compliance while enhancing client experience.

Increasing event-related costs placed upward pressure on pricing, potentially affecting competitiveness. The Ceylon Chamber responded by introducing flexible pricing models, including bundled offerings and discounts, ensuring value for clients while sustaining service quality.

TECHNOLOGY & DIGITALISATION

Digital transformation remained a key pillar in strengthening manufactured capital, significantly enhancing both operational efficiency and stakeholder experience.

A hybrid event management capability was introduced, enabling seamless participation across physical and virtual formats, thereby expanding accessibility and engagement. Digital platforms were further integrated to streamline event coordination and member communication.

The expanded adoption of Microsoft 365 tools including Teams, OneDrive, and Outlook enhanced internal collaboration, document management, and communication workflows. The introduction of HTML-based event communications improved the clarity, reach, and effectiveness of stakeholder engagement. From a security standpoint, implementing a secure private VPN tunnel, strengthening email protection systems, enabling multi-factor authentication, and implementing endpoint monitoring significantly enhanced the Ceylon Chamber's cybersecurity framework. Regular cloud-based backups and disaster recovery mechanisms further reinforced business continuity.

Collectively, these initiatives reduced reliance on manual processes, improved turnaround times, enabled remote collaboration, and elevated the overall member experience.

WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS) **Strengthening Foundations**	LONG-TERM HORIZON (3–10 YEARS) **Orchestrating a Connected Ecosystem**
▶ Expansion of cloud infrastructure and hybrid IT systems to improve scalability and operational resilience ▶ Strengthening cybersecurity architecture, including firewalls, endpoint protection, and secure access systems ▶ Modernisation of IT hardware and end-user devices to enhance productivity and efficiency ▶ Enhancement of digital platforms, member portals, and communication tools to improve engagement ▶ Strengthening disaster recovery (DR) and backup systems to ensure uninterrupted business continuity	▶ Progressive upgrades to core physical infrastructure to ensure safety, functionality, and longevity ▶ Improving building efficiency through energy-conscious upgrades to lighting, air-conditioning, and energy management systems ▶ Enhancing accessibility through practical, inclusive design improvements ▶ Transformation of shared spaces, including meeting rooms and event facilities, to meet evolving stakeholder expectations ▶ Continuous investment in office equipment and digital infrastructure to support seamless service delivery ▶ Prioritising cost-effective upgrades that extend asset life, minimise downtime, and improve sustainability performance

HUMAN CAPITAL

The Ceylon Chamber of Commerce's human capital is anchored in a strong culture of collaboration, positioning the Ceylon Chamber as a key ecosystem enabler for business and economic development.

This depth and diversity of capability is strengthened by a collaborative mindset that encourages cross-functional engagement, knowledge-sharing, and collective problem-solving in advancing the Ceylon Chamber's strategic priorities. Guided by professionalism, experience, and a strong sense of purpose, the Ceylon Chamber team continues to reinforce its role as a trusted convener and catalyst for private sector growth and national economic progress.

STRATEGIC PRIORITIES

- Building a high-performing and collaborative team aligned with the Ceylon Chamber's vision and mission.
- Promoting a diverse, inclusive, and equitable culture with employee well-being at the core.
- Maintaining competitive and rewarding remuneration structures aligned with industry standards.
- Investment in continuous learning, professional development and talent nurturing.

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

- **Rs. 3.4** Mn invested in training and development
- **Rs. 191,182,663** paid to employees as remuneration and benefits.
- Moderate employee turnover levels.
- Enhanced employee capability through structured learning and cross-functional exposure

MANAGEMENT APPROACH:

The Ceylon Chamber's administration is carried out in accordance with the Rules of The Ceylon Chamber of Commerce established in 2018.

Our Human Resource strategy is firmly anchored to the organisation's broader strategic direction and institutional objectives. It is designed not as a standalone function, but as an integrated enabler of performance, ensuring that organisational priorities are consistently translated into actionable HR initiatives and measurable outcomes. Through clearly defined KPIs and continuous monitoring, HR alignment with business performance remains a key focus, supporting service delivery excellence and long-term institutional resilience.

Guided by a strong and experienced leadership team comprising the Board of Directors and the Executive Management, the Ceylon Chamber has cultivated a high-performing, service-oriented professional team committed to supporting the private sector, contributing to policy development, and advancing national economic resilience.

Collaboration remains central to the Ceylon Chamber's work culture. Employees work across functions and disciplines to support policy advocacy, stakeholder engagement, trade facilitation, research, and programme implementation. This integrated approach strengthens institutional effectiveness, enabling the organisation to function as a trusted ecosystem enabler bridging institutions, strengthening partnerships, and advancing national development priorities with consistency and purpose.

HUMAN CAPITAL

THE CEYLON CHAMBER TEAM

The Chamber team comprises 66 full-time employees representing diverse professional backgrounds and areas of expertise. Employees contribute both individually and collectively towards advancing the Ceylon Chamber's strategic priorities, ensuring alignment with its vision, mission, and institutional objectives.

MALE
23

FEMALE
43

TOTAL 66

QUALIFICATION FRAMEWORK

Qualification	Count
Certificate	1
Diploma	2
Advanced Diploma	2
Higher Diploma	4
Degree	15
Masters	15
Post Graduate Diploma	3
Professional Qualification	7

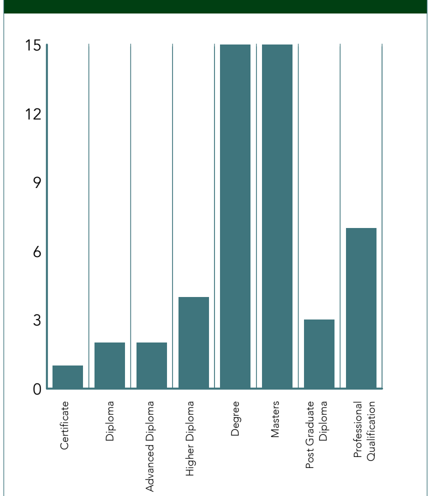
EMPLOYMENT CATEGORY

Employment Category	No. of Employees
Senior Management	7
ASG	6
Manager	21
Executive	20
Non-Executive	12

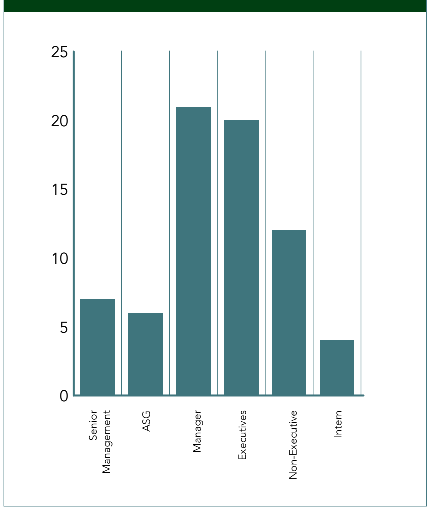
EMPLOYMENT CATEGORY

Employment Type	Count of Type
Contract	6
Permanent	56
Probation	4

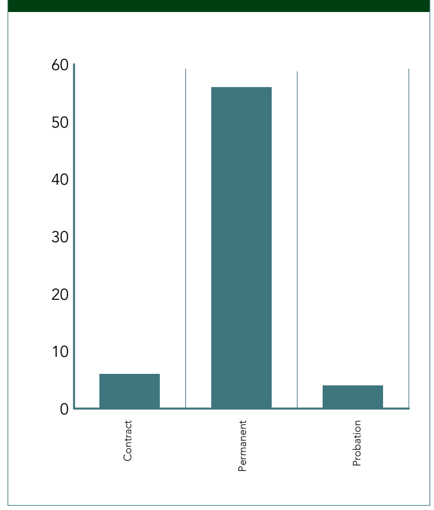
QUALIFICATION FRAMEWORK



EMPLOYMENT CATEGORY



EMPLOYMENT TYPE



DIVERSITY AND INCLUSION

The Ceylon Chamber is committed to maintaining a respectful, inclusive, and equitable workplace that values diversity in all its forms. HR policies and practices adhere to anti-discrimination guidelines, and promote equal opportunity, inclusive hiring, professional respect, and open dialogue across all levels of the organisation.

The workforce reflects a balanced mix of gender and age diversity, contributing to a dynamic, resilient, and collaborative working environment. Diverse perspectives are encouraged and recognised as essential to innovation, problem-solving, and effective decision-making.

Age Diversity	Male	Female	Employee Count
18-30	6	18	24
31-40	3	14	17
41-50	4	7	11
51-60	8	3	11
60+	2	1	3
Total			66

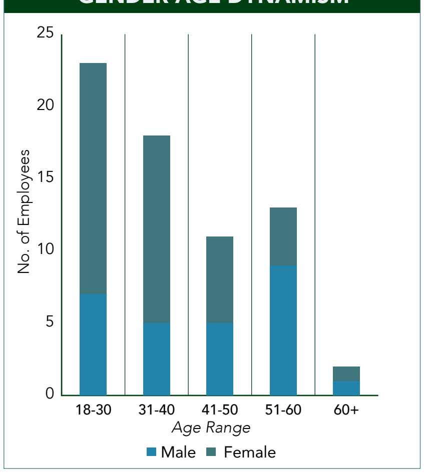
Gender Diversity	Male	Female	Total
Senior Team (A-Team)	2	5	7
ASG	1	5	6
Manager	4	17	21
Executive	8	12	20
Non-Executive	8	4	12

Service Range	Male	Female	No. of employees
0-5	8	28	36
6-10	1	4	5
11-20	5	8	13
21+	9	3	12
	23	43	66

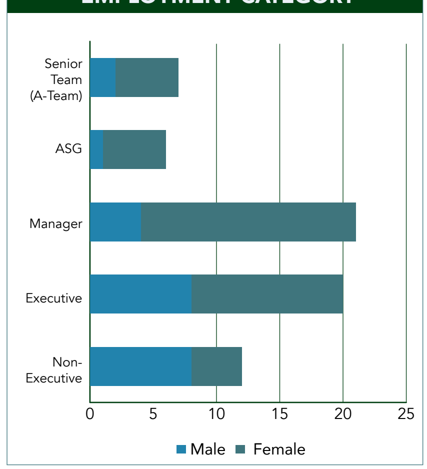
LEADERSHIP TEAM

Male	Female
2	5

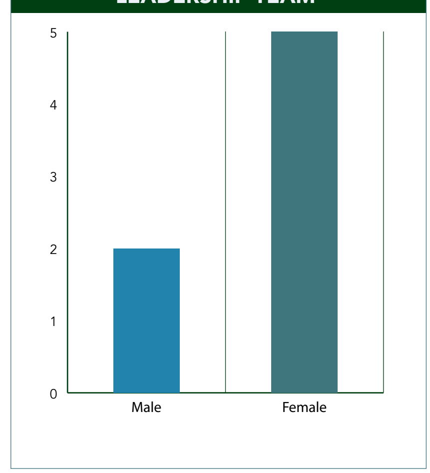
GENDER-AGE DYNAMISM



EMPLOYMENT CATEGORY



LEADERSHIP TEAM



TALENT ACQUISITION & TEAM PROFILE DEVELOPMENT

The Ceylon Chamber adopts a structured, values-driven approach to talent acquisition, ensuring new hires align with both competency requirements and organisational culture. Recruitment processes are carefully designed to attract individuals capable of contributing constructively to institutional growth while supporting long-term capability development.

TEAM MOVEMENT DURING THE YEAR

9 New Recruitments

10 Resignations

04 Promotions

01 Retirement

A strong emphasis is placed on identifying and nurturing high-potential talent through robust performance management systems, regular managerial evaluations, and continuous feedback mechanisms. This enables the organisation to build a resilient internal leadership pipeline that supports succession planning and strengthens organisational continuity.

33 Days Average length of time to fill vacant positions

44.4% Percentage of Positions Filled Internally

HUMAN CAPITAL

Workforce development is further enriched through cross-functional exposure, job rotations, and project-based assignments, providing employees with broader organisational insight and diverse experience. Together, these initiatives foster a dynamic talent ecosystem that enhances institutional capability strengthens leadership readiness, and reinforces the organisation's long-term strategic resilience.

TALENT RETENTION

16.54
Attrition rate
2025/26

19.12
Attrition rate
2024/25

NEW HIRES BY AGE

Age Range	Count
20 - 25	3
26 - 30	3
30 - 35	2
35+	1

Retention Rate:
87.87%

NEW HIRES BY GENDER

Gender	Count
Male	0
Female	9

REMUNERATION AND BENEFITS

Performance management remains a core pillar of the Ceylon Chamber's human capital framework. It provides clarity on expectations, reinforces accountability, and supports continuous development through structured feedback and evaluation processes.

Learning and development objectives are integrated into individual KPIs, ensuring a direct link between performance outcomes and capability enhancement. Insights derived from performance evaluations are used to guide career progression, identify future leaders, and strengthen organisational effectiveness and capability.

Staff emoluments including allowances	Rs
Salary, travelling, mobile & other allowances, medical reimbursements, overtime, service awards, ETF & MSPS co. contributions	176,940,850.62
BONUS	
December 2025	21,323,413.34
March - 2026	25,173,219.16
Gratuity Payments	4,085,830.00
Insurance Payments - Surgical & Hospitalisation Policy	4,025,045.00
Personal Accident Policy	115,374.32
Workmen's Compensation Policy	285,195.91
Total	231,948,928.35

Financial Benefits	Non-Financial Benefits
Annual Salary increment	Staff engagement and welfare initiatives
Performance and profit-based bonuses	Learning and development opportunities
Performance-based increments with industry aligned salary revisions	Paid leave - Annual / Casual/ Sick/ Maternity and Paternity leave
Travel allowances	Career development opportunities and cross departmental exposure
Medical and insurance benefits	Recognition and rewards
Financial support for professional qualifications	Flexible working hours
Loan facilities	
Transport facilities / travel reimbursements for late working hours	
Bereavement benefits	

EMPLOYEE DEVELOPMENT

Employee development remains a central priority. A range of structured learning and development initiatives are implemented in alignment with both organisational requirement needs and individual career aspirations. These include local and international training opportunities, capability-building programmes, and on-the-job learning opportunities. A strong culture of innovation and continuous improvement is actively encouraged across the organisation.

- Indian Institute of Foreign Trade Capacity Building Training – New Delhi, India

- One Click Roadshow: Interested in discovering essential tools for international trade?
- Essentials of the Certificates of Origin
- Legal and HR implications of Transfers and Secondments
- Diversity, Equity, Inclusion
- External Sector Statistics and Policy Insights
- Unlocking the Power of AI
- Digital Skill Development of South Asian Women Entrepreneurs on Enhancing Business Opportunities
- Gender Equality and Women's Empowerment
- AI Master Class for Media
- Integrated Reporting & Sustainability
- AI and Automation in HR
- Lot Money Invoice Generation
- Anti-Dumping Challenges for Manufacturing Materials
- NBIA - ISO Accreditation Training Programme
- Branding/Digital Insights Analytics & Technology in Tourism
- Digital Marketing

Total Investment in Training
RS 3,435,404

No. of Hours of Training
2,293

PERFORMANCE MANAGEMENT & CAPABILITY BUILDING

Performance management is a key pillar of the Ceylon Chamber's human capital framework. It provides clarity on expectations, strengthens accountability, and supports continuous development through structured feedback and evaluation processes. Regular performance evaluations ensure that employees receive timely feedback that supports both individual effectiveness and career progression. Learning and development objectives are integrated into individual KPIs, creating a clear link between performance outcomes and capability enhancement. Insights generated through the performance management process are proactively used to identify high-potential talent, inform succession planning, and strengthen long-term organisational capability.

Ultimately, the effectiveness of our HR strategy is measured by its impact on organisational performance. Strengthened recruitment and onboarding processes have enhanced workforce efficiency, while structured training programmes such as international capability-building initiatives have significantly improved employee capability and service quality. Enhanced performance management systems have strengthened accountability and productivity, while employee engagement initiatives have contributed to stronger morale and retention.

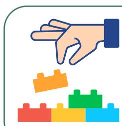
Through this integrated approach, HR continues to play a transformative role in shaping a high-performing, resilient, and future-ready organisation - one that is anchored in capability, driven by purpose, and sustained by its people.

EMPLOYEE ENGAGEMENT, MOTIVATION & RETENTION

Employee engagement is supported through a holistic approach that combines competitive compensation, structured recognition, and career development opportunities. Both financial and non-financial benefits are designed to recognise employee contributions, strengthen motivation, and support long-term retention.

Regular performance feedback, promotion pathways, and continuous learning opportunities further reinforce career progression and long-term retention. The organisation also places strong emphasis on open communication channels, enabling employees to share feedback and participate in organisational dialogue. Work-life balance initiatives are actively promoted to enhance employee satisfaction, well-being, and retention.

We continue to place strong emphasis on cultivating a collaborative and inclusive workplace culture. Cross-functional teamwork, shared objectives, and knowledge-sharing platforms foster collective problem-solving and organisational learning. Employee engagement initiatives such as Avurudu celebrations, staff trips, and seasonal events, further strengthen interpersonal relationships and reinforce a sense of belonging. This is complemented by an inclusive environment that values diverse perspectives and encourages participation at all levels.



Investment in Staff Engagement Activities

RS. 2,834,439

EMPLOYEE RECOGNITION

The Ceylon Chamber remains committed to fostering a culture of excellence, collaboration, innovation and long-term commitment by recognising employees who make exceptional contributions to the organisation. Through its annual recognition programme, the Ceylon Chamber celebrates individuals who exemplify its values and contribute meaningfully to organisational success, employee engagement and workplace culture.

EMPLOYEE RECOGNITION AWARDS 2025

EMPLOYEE OF THE YEAR

Shanuka Manickaraj

EMPLOYEE OF THE YEAR MERIT AWARD

Achala Marambage

TEAM PLAYER OF THE YEAR

Chamini Wijerathna

GOVERNANCE, ETHICS & COMPLIANCE

A strong ethical foundation underpins all HR policies and practices. The Rules of The Ceylon Chamber of Commerce established in 2018, guide employee behaviour, professional standards, and workplace interactions, ensuring consistency in decision-making and workplace interactions.

Employees are continuously sensitised to ethical standards through onboarding, communication initiatives, and ongoing awareness programmes. HR plays a key role in ensuring compliance while simultaneously fostering a culture of trust, transparency, and accountability across the organisation. This balanced approach ensures that governance frameworks are upheld without compromising employee engagement or organisational culture.

HR IMPACT, MEASUREMENT & ORGANISATIONAL OUTCOMES

The effectiveness of the HR function is continuously assessed through its alignment with organisational strategic objectives and performance outcomes. HR initiatives are regularly reviewed and refined to ensure continued relevance, operational efficiency, and impact.

Key HR interventions during the year have contributed to measurable improvements in organisational performance. Strengthened recruitment and onboarding processes have enhanced workforce efficiency and continuity. Structured training and capability-building programmes, including international exposure initiatives, have significantly improved employee capability and service quality. Enhanced employee engagement and recognition mechanisms have contributed to improved morale and retention, while strengthened performance management systems have reinforced accountability, productivity, and overall organisational effectiveness.

HEALTH AND WELLBEING

The Ceylon Chamber remains firmly committed to safeguarding employee health and wellbeing, recognising that a resilient workforce is fundamental to sustainable performance. This commitment extends across physical, mental, and emotional wellbeing, with initiatives designed to foster a supportive and balanced work environment. Wellness programmes, including health awareness and wellbeing sessions, are complemented by flexible working arrangements where appropriate, enabling employees to better manage personal and professional responsibilities. Through a culture of empathy, support, and inclusion, the Ceylon Chamber seeks to empower employees to thrive both within and beyond the workplace.

SAFETY AT WORK

Ensuring a safe and secure working environment remains a core organisational priority. The Ceylon Chamber maintains robust workplace health and safety practices aimed at protecting employees while fostering confidence and wellbeing at work. This is reinforced by strong governance and ethical HR practices, underpinned by clearly defined policies, and continuous awareness initiatives. By promoting accountability, compliance, and responsible workplace behaviour, the Ceylon Chamber cultivates a culture where employee safety, trust, and operational integrity remain paramount.

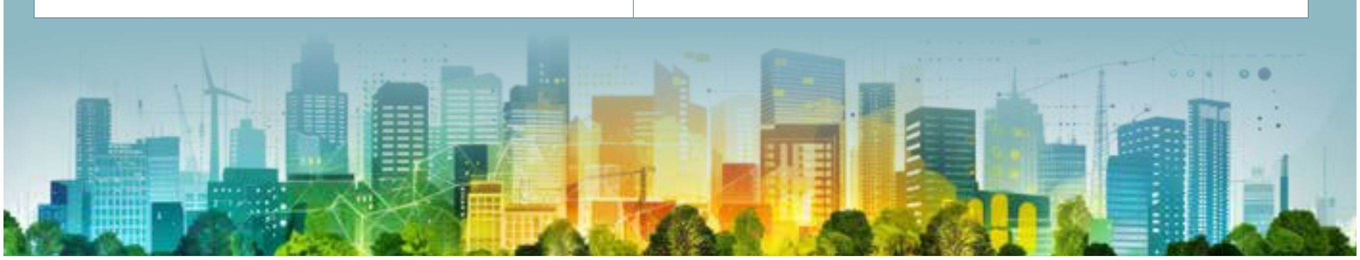
GRIEVANCE MECHANISM

Employee voice remains a vital component of our organisational culture. Regular staff meetings and structured engagement forums provide opportunities for dialogue between employees and management. Feedback is actively sought and incorporated into policy development, operational improvements, and strategic planning processes, ensuring that employees remain active contributors to organisational evolution.

WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS) **Strengthening Foundations**	LONG-TERM HORIZON (3–10 YEARS) **Orchestrating a Connected Ecosystem**
▶ Build a high-performing and collaborative team aligned with the Ceylon Chamber's strategic priorities ▶ Strengthen employee development and training initiatives to further enhance capability and potential ▶ Enhance systems and processes that support employee engagement, performance, and organisational effectiveness	▶ Provide greater local and international exposure opportunities to strengthen collaboration and institutional impact ▶ Continue developing multidisciplinary capability to support evolving private sector and national development priorities ▶ Build a connected, agile, and future-ready workforce capable of advancing the Ceylon Chamber's role as a leading ecosystem enabler for business and economic development



STRATEGIC PRIORITIES

- Strengthening the Ceylon Chamber's visibility and positioning as the leading ecosystem enabler for business
- Driving internal and external collaboration to reinforce institutional capability and governance
- Elevating the stature and recognition of flagship events, activities, and initiatives
- Upholding strong ethical standards, institutional integrity, and responsible business practices

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

EMPLOYEE DEVELOPMENT

- Facilitated a 9 day residential capability-building programme at the Indian Institute of Foreign Trade (IIFT), New Delhi for senior, mid-level, and emerging staff
- Strengthened leadership succession, cross-functional exposure, and institutional continuity

INSTITUTIONAL STRENGTHENING

- Expanded SAP-based digital systems to support integrated operations and knowledge management
- Strengthened committee governance structures and institutional reporting systems to improve continuity and operational efficiency

INTELLECTUAL PROPERTY

- Registered the Ceylon Chamber logo with the National Intellectual Property Office
- Enhanced legal protection of the Ceylon Chamber's institutional identity and brand assets

INTELLECTUAL CAPITAL

The intellectual capital of The Ceylon Chamber of Commerce remains one of its most significant institutional strengths, shaping its role as a trusted policy advocate, knowledge hub, and ecosystem enabler for Sri Lanka's private sector. Built over 187 years, the Ceylon Chamber's collective expertise, institutional experience, industry networks, and strategic insight continue to strengthen its ability to influence economic dialogue and support business growth.

This intellectual capital is continuously enriched through structured engagement with members, policymakers, development partners, and industry stakeholders, ensuring the Ceylon Chamber remains closely connected to evolving market realities while contributing practical and evidence-based perspectives to national policy discourse.

MANAGEMENT APPROACH

The Ceylon Chamber adopts a structured and evolving framework to manage its intellectual capital, anchored on four key pillars:

KNOWLEDGE MANAGEMENT » STAKEHOLDER EXPERTISE » EMPLOYEE DEVELOPMENT » INSTITUTIONAL STRENGTHENING

01 KNOWLEDGE MANAGEMENT

The Ceylon Chamber's knowledge ecosystem is built on the continuous capture, validation, and dissemination of industry intelligence and policy insights. This is primarily enabled through:

- Sector Committees and Steering Committees as structured knowledge nodes
- Policy consultations with government and regulatory bodies
- Research outputs including white papers, policy notes, and budget proposals
- Formal institutional reporting and documentation systems

This approach ensures that institutional knowledge is not episodic, but continuously and systematically accumulated and institutionalised.

INTELLECTUAL CAPITAL

02 STAKEHOLDER EXPERTISE AND MEMBER-DRIVEN INTELLIGENCE

A defining feature of the Ceylon Chamber's intellectual capital is its member-driven expertise ecosystem. Members comprising senior industry leaders, technical experts, and sector practitioners, proactively contribute to policy development and advocacy through structured engagement platforms.

Key mechanisms include:

- Sector Committees focused on industry-specific intelligence, policy priorities, and operational challenges
- Steering Committees focused on cross-sector policy priorities
- Board-level strategic guidance and oversight

This structure ensures that policy recommendations are informed by practical business realities and grounded in real-time market intelligence, and sectoral expertise, rather than theoretical constructs.

03 EMPLOYEE DEVELOPMENT AND INSTITUTIONAL CAPABILITY

The Ceylon Chamber continues to invest in strengthening internal human capital as a critical enabler of intellectual capital formation.

A flagship initiative during the year was the nine-day residential Capability Building Programme conducted at the Indian Institute of Foreign Trade (IIFT), New Delhi, attended by 30 senior, mid-level, and emerging staff members. The programme focused on:

- Cross-functional exposure across trade, policy, and institutional governance
- Strengthening analytical and research capabilities
- Enhancing institutional resilience and continuity

This initiative significantly contributed to succession readiness and knowledge continuity, ensuring that institutional memory is not dependent on individuals but embedded within systems

04 INSTITUTIONAL STRENGTHENING AND GOVERNANCE SYSTEMS

The Ceylon Chamber has strengthened its internal governance and operational systems to support knowledge continuity and efficient decision-making. Key initiatives included:

- SAP-based integrated management systems supporting operational data flow
- Structured committee governance architecture
- Standardised reporting and documentation frameworks
- Defined workflows for policy approvals and stakeholder engagement

These systems ensure that intellectual capital is systematically captured, retained, and leveraged across the organisation

INTELLECTUAL PROPERTY PROTECTION

The Ceylon Chamber initiated formal steps to safeguard its institutional identity and intellectual assets by registering its intellectual property assets with the National Intellectual Property Office (NIPO), ensuring legal protection and brand ownership.

This reinforces the Ceylon Chamber's identity as a trusted institutional brand while safeguarding its reputation and symbolic capital.

BRAND STRENGTH AND PERFORMANCE

The Ceylon Chamber continued to strengthen its brand positioning as a credible, responsive, and solutions-oriented voice of the private sector.

During the year, the Ceylon Chamber played an active and visible role in addressing national and global disruptions, including Cyclone Ditwah and the escalation of the Middle East conflict in early 2026.

Through timely policy engagement and stakeholder coordination, the Ceylon Chamber reinforced its relevance as a responsive institutional partner during periods of uncertainty.

The Ceylon Chamber's policy influence also continued to grow, with several budget proposals submitted by the Ceylon Chamber being incorporated in the National Budget 2026, demonstrating increasing recognition of its technical expertise in shaping economic policy.

Thought leadership was further reinforced through a series of strategic initiatives, including the development of a White Paper on Cross-Border B2C E-Commerce, contributions to NDC 3.0 and the National Adaptation Plan (2026–2035), advocacy on VAT reforms and SVAT transition, and the hosting of the National SME Forum 2025 under the theme "Scale Up." These initiatives strengthened the Ceylon Chamber's position and perception as a forward-looking institution advancing policy reform, trade facilitation, and sustainable economic development.

Strategic communications initiatives, including expanded video-led insights featuring industry leaders, and targeted digital campaigns, further amplified the Ceylon Chamber's visibility and positioning as a proactive, solution-driven institution.

SOCIAL MEDIA PRESENCE AND DIGITAL ENGAGEMENT

The Ceylon Chamber's social media ecosystem continued to strengthen in reach, relevance, and engagement, reflecting a more dynamic and insight-driven communications approach aligned with its advocacy mandate.

Platform	2025 Audience	2026 Audience	Growth Trend	Content Focus	Engagement Highlights
Facebook	42,000+	**46,200+**	Steady increase	Flagship events, advocacy updates, economic commentary	Strong traction on Sri Lanka Economic and Investment Summit, SME Forum, and policy-related posts
Instagram	5,700+	**6,100+**	Moderate growth	Visual storytelling, event highlights, video snippets	Higher engagement on reels and event-based visual content
X (Twitter)	8,900+	**9,400+**	Gradual increase	Real-time updates, policy commentary, issue responsiveness	Strong responsiveness on geopolitical and economic developments
LinkedIn	19,800+	**24,400+**	Significant growth	Thought leadership, reports, advocacy positioning	Highest engagement growth driven by professional audiences and policy content

This growth was complemented by higher engagement levels driven by more diverse and timely content formats. Flagship national platforms such as the Sri Lanka Economic and Investment Summit, BCCS Awards, and the National SME Forum generated strong visibility and interaction, reinforcing the Ceylon Chamber's role as a convening force for dialogue on economic and sectoral development.

INTELLECTUAL CAPITAL

During the year, the Ceylon Chamber also expanded its content mix to include a broader range of video-led insights and real-time digital updates, aligned with evolving audience preferences. The Ceylon Chamber strengthened its responsiveness to emerging global and domestic issues ranging from geopolitical developments in the Middle East, US tariff policies, and energy sector shifts, to domestic tax reforms, positioning its platforms as timely contributors to public discourse and policy understanding.

Overall, the Ceylon Chamber's communications strategy evolved from primarily dissemination-focused communication to a more agile, insight-driven, and engagement-oriented digital presence that supports advocacy, public education, and stakeholder engagement objectives.

AWARDS AND ACCOLADES

The Ceylon Chamber continues to be recognised for its excellence in corporate reporting and transparency.

Second Consecutive Gold Award at the TAGS

- Not for Profit Organisations
- Non-Governmental Organisations

Gold - CMA Awards

- Not for Profit Organisations
- Non-Governmental Organisations

INITIATIVES TO ENHANCE KNOWLEDGE-BASED ASSETS

The Ceylon Chamber strengthened its knowledge ecosystem through a series of structured engagements and partnerships with government, international institutions, and the private sector.

Key engagements included consultations on CROPIX digital platform enhancements, dialogues on NDC 3.0 and the National Adaptation Plan, and policy engagements with the Treasury, Inland Revenue Department, and Customs on VAT reform implementation. The Ceylon Chamber also convened the National SME Forum 2025, bringing together over 200 SMEs to address challenges and growth opportunities.

Strategic partnerships were strengthened through collaborations with the Ministry of Industry and Entrepreneurship, World Bank, Indian High Commission, and other regulatory and development institutions. These partnerships have enabled stronger policy alignment, improved trade facilitation outcomes, and enhanced multi-stakeholder consensus-building.

Initiatives such as the Partnership for Prosperity and People Forum and cross-border e-commerce policy roundtables, strengthened the Ceylon Chamber's position as a platform bridging domestic industry and international economic ecosystems.

A significant dimension of this model is the Ceylon Chamber's collaborative initiative where members comprising industry leaders and subject matter experts across diverse sectors actively contribute through Sector Committees, Steering Committees, and the Board. This ensures that the Ceylon Chamber's policy advocacy and research outputs are continuously informed by business experience and sector-specific insights.

Employee development remains a critical pillar of intellectual capital formation. During the year, the Ceylon Chamber advanced its internal capability-building agenda through a pioneering Capability Building Programme conducted at the Indian Institute of Foreign Trade (IIFT), New Delhi, with participation from senior, mid-level, and emerging staff. This nine-day residential programme strengthened succession planning, cross-functional exposure, and institutional resilience.

Institutional strengthening is further supported through structured systems, including SAP-based digital infrastructure, formal committee governance mechanisms, and documented knowledge systems that ensure continuity, accessibility, and efficiency in decision-making.

PRODUCT & SERVICE INNOVATIONS AND DIGITAL ENABLEMENT

The Ceylon Chamber continued to enhance its service delivery and member engagement through digital transformation and process innovation.

Key developments included the ongoing enhancement of the SAP-based internal management system and the rollout of a Membership Portal, improving accessibility, responsiveness, and engagement with members.

Member engagement was further strengthened through structured committee interactions, digital consultations, and increased use of virtual platforms for policy dialogue and information sharing.

Innovative programmes such as the National SME Forum, sector-specific policy dialogues, and cross-border trade facilitation initiatives contributed to stronger networking, knowledge exchange, and business development opportunities across sectors.

ENHANCING SYSTEMS, PROCESSES, AND KNOWLEDGE MANAGEMENT

The Ceylon Chamber continued to strengthen institutional efficiency through improved workflows, digital integration, and governance structures.

Internal coordination across divisions has been enhanced, supported by SAP-enabled systems that improve data flow, decision-making speed, and policy responsiveness. Structured committee frameworks including Sector and Steering Committees continue to serve as key mechanisms for knowledge generation, validation, and dissemination.

Institutional knowledge is systematically captured and retained through formal documentation processes, governance reporting systems, and committee structures, ensuring continuity and accessibility across leadership and operational transitions.

BUSINESS ETHICS AND COMPLIANCE

The Ceylon Chamber maintains a strong commitment to ethical governance, transparency, and responsible business conduct.

Membership admission processes include governance due diligence, requiring proposer and seconder endorsements, along with the submission of key corporate documentation, to assess compliance and governance standards.

Internal policies are aligned with global best practices, while external engagements with regulators and policymakers promote transparency, tax compliance, and regulatory reform. The Ceylon Chamber actively advocates for responsible business practices through structured dialogue platforms and policy engagement initiatives, reinforcing integrity as a core institutional value.

BUSINESS NETWORKS AND ECOSYSTEM LINKAGES

The Ceylon Chamber operates a robust network of Sector and Steering Committees spanning key areas of the economy, including Food and Beverage, Healthcare, Tourism, Agriculture, Energy, Finance, Logistics, Economic Policy, Taxation, Climate Action, Digital Economy, and Entrepreneurship

(Details of the key initiatives of the above committees are set out in pages 67 to 73)

The Ceylon Chamber also maintains strong linkages with government institutions, international organisations, international chambers of commerce, and development partners. These networks enable it to function as a central intermediary for policy dialogue, trade facilitation, and investment promotion.

STEERING COMMITTEES – 9	SECTOR COMMITTEES – 7
▶ Climate Action - 2022	▶ Agriculture - 2022
▶ Digital Economy - 2022	▶ Consumer Goods – 2022
▶ Economic Policy - 1996	▶ Energy - 2021
▶ Entrepreneurship and SME 2021	▶ Finance and Capital - 2021
▶ Export Development - 2022	▶ Food and Beverages - 2013
▶ Legislation and Governance 2013	▶ Healthcare - 2023
▶ Public-Private Partnerships 2025	▶ Tourisem - 2022
▶ Public Sector Reform - 2022	
▶ Taxation - 2005	

INTELLECTUAL CAPITAL

DATA SECURITY AND INTELLECTUAL PROPERTY PROTECTION

The Ceylon Chamber has significantly strengthened its data governance and cybersecurity framework to safeguard institutional knowledge and digital assets.

Key enhancements include secure SAP-based data management systems, strengthened access controls, and the implementation of a secure private VPN tunnel enabling encrypted access to internal systems with identity-based authentication through Active Directory integration.

Additional measures include enhanced email security via Mimecast, multi-factor authentication for Microsoft 365 systems, endpoint protection through Cisco AMP, and strengthened backup and disaster recovery protocols through cloud infrastructure.

Intellectual property assets, including The Ceylon Chamber of Commerce brand identity, are formally protected under NIPO registration, ensuring institutional ownership and brand integrity.

PROPRIETARY INSIGHTS AND KNOWLEDGE OUTPUTS

The Ceylon Chamber continues to generate high-value proprietary insights that inform both policy and business strategy.

These include:

- Policy papers on cross-border e-commerce and trade facilitation
- Budget proposals aligned with national economic reform priorities
- Sector-specific analytical reports across trade, taxation, energy, logistics, and agriculture
- SME ecosystem insights derived from nationwide engagement platforms

These outputs are developed through extensive consultations with industry stakeholders and policymakers, ensuring relevance, accuracy, and sustained applicability.

WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS)

Strengthening Foundations

- Strengthen knowledge management frameworks to systematically capture, retain, and disseminate institutional knowledge across the Ceylon Chamber ecosystem.
- Invest in employee capability development, succession planning, and leadership programmes to strengthen institutional continuity and resilience.
- Activate and strengthen strategic partnerships with government institutions, foreign chambers, development agencies, and international organisations.
- Expand SME development initiatives, policy dialogues, and knowledge-sharing platforms to support enterprise growth and competitiveness.
- Enhance strategic communications and thought leadership initiatives to reinforce the Ceylon Chamber's visibility and influence.

LONG-TERM HORIZON (3–10 YEARS)

Orchestrating a Connected Ecosystem

- Establish the Ceylon Chamber as Sri Lanka's premier business knowledge and policy institution, recognised regionally for thought leadership and evidence-based advocacy.
- Build a future-ready talent ecosystem characterised by continuous learning, innovation, and strong leadership pipelines across the organisation.
- Position the Ceylon Chamber as a globally connected platform facilitating trade, investment, innovation, and cross-border knowledge exchange.
- Create a thriving entrepreneurial and SME ecosystem that accelerates innovation, export growth, sustainable business practices, and economic inclusion.
- Strengthen the Ceylon Chamber's reputation as the trusted voice of business and the principal convenor of national economic dialogue and policy transformation.

SOCIAL AND RELATIONSHIP CAPITAL

The Ceylon Chamber continues to strengthen its role as a vital ecosystem enabler, driving inclusive and sustainable economic growth. Through proactive policy advocacy, the Ceylon Chamber actively engages with policymakers to shape a progressive, business-friendly environment that supports private sector development and national priorities.

Simultaneously, it expands market access for its members by facilitating trade linkages, international partnerships, and knowledge exchange, enabling businesses to scale and compete globally. At the core of its efforts lies a strong focus on member engagement which it drives by cultivating a dynamic, collaborative platform where diverse stakeholders connect, share insights, and co-create solutions.

STRATEGIC PRIORITIES

- Policy Advocacy & Regulatory Reform Engagement
- Market Access & International Trade Facilitation
- Ecosystem Convening through Flagship Platforms
- SME Development & Capacity Strengthening
- Stakeholder Engagement & Network Capital Building

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

- Strengthened public–private dialogue on trade, tax, Customs, and investment climate reforms, aligned with national priorities
- Expanded bilateral trade linkages through inbound and outbound delegations, unlocking new export and investment opportunities
- Convened major forums (Sri Lanka Economic and Investment Summit, SME Forum, AGM, BCCS Awards) aligning business leadership on growth and sustainability agendas
- Enhanced SME capability through training, workshops, and knowledge platforms, supporting competitiveness and scalability
- Strengthened cross-sector collaboration and trust-based networks across government, business, and development partners

MANAGEMENT APPROACH

As the leading voice of the private sector, the Ceylon Chamber plays a pivotal role in shaping a business environment conducive to sustainable economic growth. Its management approach is anchored in advancing policy advocacy and expanding market access, ensuring that the interests and aspirations of its members are effectively represented at both national and global levels.

FROM ENGAGEMENT TO IMPACT: A TRUE ECOSYSTEM APPROACH

CONVENING

diverse stakeholders through high-frequency engagement platforms

INFORMING POLICY

through structured advocacy and reform alignment

CONNECTING MARKETS

through bilateral engagement and trade facilitation

STRENGTHENING ENTERPRISES

especially SMEs, through capability building and exposure

The cumulative impact of the Ceylon Chamber's work reflects a shift from isolated initiatives to an integrated ecosystem model:

Through its role as a convener, advocate, and connector, the Ceylon Chamber strengthens the link between policy, enterprise, investment, and innovation.

Together, these efforts position the Ceylon Chamber not merely as a representative body, but as a system-wide orchestrator of economic progress, ensuring that ideas are translated into action and action into measurable national impact.

POLICY ADVOCACY

Creating sustainable and inclusive economic growth

The Ceylon Chamber adopts a structured and evidence-based approach to advocacy, engaging closely with government institutions, regulators, and key stakeholders. Through policy research, industry consultations, and public-private dialogue platforms, it ensures that private sector perspectives are constructively incorporated into national policy formulation. By championing reforms that promote transparency, ease of doing business, and long-term economic stability, the Ceylon Chamber contributes to building a stable and enabling regulatory environment.

Policy advocacy is a key pillar of enabling sustainable and inclusive economic growth by bridging the gap between business realities and national policymaking. It represents a structured and continuous engagement with government and regulatory bodies to shape policies that improve competitiveness, ease of doing business, and long-term economic resilience.

At its core, policy advocacy ensures that private sector insights and ground-level challenges are translated into informed, evidence-based recommendations. This includes areas such as trade facilitation, tax and regulatory reform, investment climate enhancement, labour market efficiency, and digital and sustainability transitions.

It also serves as a platform for dialogue and collaboration, bringing together government, industry, SMEs, and development partners to build consensus on priority reforms. Through consultations, position papers, and stakeholder engagements, policy advocacy strengthens alignment between national development goals and private sector growth needs.

Ultimately, it plays a catalytic role in creating an enabling environment where enterprise can thrive, innovation can accelerate, and economic progress becomes more inclusive and resilient.

INTEGRATED ENGAGEMENT FOR IMPACT

These efforts are reinforced through continuous engagement with members and industry bodies, ensuring alignment between advocacy priorities and business needs. By integrating insights from across sectors, the Ceylon Chamber is uniquely positioned to respond proactively to emerging challenges and opportunities, positioning itself as a catalyst for inclusive, private sector-led growth.

ENABLING REFORM, STRENGTHENING COMPETITIVENESS

The Ceylon Chamber's policy advocacy agenda was anchored on sustained engagement across government, multilateral institutions, and the private sector to advance structural reforms, improve the ease of doing business, and strengthen Sri Lanka's long-term competitiveness.

18

BUDGET PROPOSALS INCORPORATED INTO THE NATIONAL BUDGET 2026

Structured across five reform themes: trade and investment facilitation, tourism and infrastructure, digital economy and innovation, sector enablers, and ease of doing business.

5

IMF ENGAGEMENTS

Across the 4th, 5th, and subsequent review missions, providing private sector perspectives on structural reforms, investment climate, and the business environment.

16

ACTIVE SECTOR AND STEERING COMMITTEES

Powering evidence-based advocacy across agriculture, energy, digital economy, trade, taxation, PPPs, climate, and more

30+

FORMAL INPUTS TO GOVERNMENT AND INTERNATIONAL INSTITUTIONS

Spanning seven policy domains, submitted to ministries, the IMF, the World Bank, the WTO, and other bodies throughout the year.

ROBUST STAKEHOLDER ECOSYSTEM BUILT FOR IMPACT

The Ceylon Chamber's influence is anchored in a highly diversified and deeply interconnected stakeholder ecosystem.

With a direct membership base of 530 organisations, spanning sectors, industries, and enterprise scales, the Ceylon Chamber represents one of the most comprehensive private sector constituencies in Sri Lanka. This representation is further strengthened through an extensive network of approved associations, affiliated chambers, international business bodies, and collaborative platforms that collectively amplify the voice of enterprise.

To ensure meaningful and specialised engagement, the Ceylon Chamber operates a broad committee structure covering strategic national priorities including:

Agriculture	Climate Action	Consumer Goods	Digital Economy
Economic Policy	Energy	Healthcare	Legislation & Governance
Entrepreneurship & SME Development	Export Development	Finance & Capital	Food & Beverage
Public-Private Partnerships	Public Sector Reform	Taxation	Tourism

These forums provide structured mechanisms through which industry leaders contribute insights, shape policy positions, and co-create solutions to pressing economic challenges.

ENABLING REFORM, STRENGTHENING COMPETITIVENESS

The Ceylon Chamber's policy advocacy agenda was anchored on sustained engagement across government, multilateral institutions, and the private sector, to advance structural reforms, improve the ease of doing business, and strengthen Sri Lanka's long-term competitiveness.

ECONOMIC STABILITY

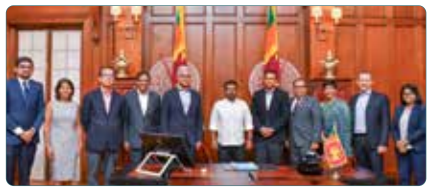
In a year marked by significant global disruption, the Ceylon Chamber moved quickly to assess risks, engage government, and ensure the private sector had both a voice and a clear line of sight on external developments that challenged business continuity and long-term competitiveness.

NATIONAL BUDGET 2026 — 18 PROPOSALS INCORPORATED

The Ceylon Chamber's National Budget 2026 proposals were developed through committee-level consultations across its 16 sector and steering committees. The proposals were structured across five reform themes:

- Trade and Investment Facilitation
- Tourism and Infrastructure
- Digital Economy and Innovation
- Sector Enablers
- Ease of Doing Business

18 proposals were incorporated into the National Budget 2026, spanning trade facilitation, investment promotion, digital transformation, land management, tourism, and public sector reform.



US TARIFFS

- **Presidential-Level Engagement on Tariff Response —**The Ceylon Chamber joined the Presidential Committee on tariff challenges, contributing to Sri Lanka's initial formal response to the US administration on matters affecting exporters.
- **Non-Tariff Barrier Submission to Ministry of Trade —** Member inputs on non-tariff barriers affecting US market access were compiled and submitted to the Ministry of Trade, capturing structural constraints beyond tariff rates.
- **Sustained Advocacy**
  Sustained high-level discussions continued with senior Ministry and Treasury officials, with the Ceylon Chamber emphasising the need for a stable, long-term bilateral trade arrangement.
- **Exporter Briefing on US Tariff Changes -** Published a detailed Briefing Note on US tariff changes and their implications for Sri Lankan exporters, ensuring the business community had clear, current information for operational decisions.

MIDDLE EAST CRISIS

As Middle East tensions escalated in early 2026, the Ceylon Chamber submitted formal recommendations to the Government on safeguarding economic stability.

- **Fertiliser Availability Secured** for Agriculture Sector - Following the Ceylon Chamber's recommendation, the Government committed to ensuring uninterrupted access to fertiliser, protecting the agriculture sector from supply chain disruptions
- **Independent Fuel Procurement Enabled for Export Sectors**
  The Ceylon Chamber's recommendation to enable licensed bunkering companies to procure fuel independently was adopted, protecting the continuity of export operations

- **QR-Based Fuel Distribution System Reintroduced —** The reintroduction of the QR-based fuel distribution system advocated by the Ceylon Chamber ensured fair and efficient fuel access across sectors

TRADE FACILITATION

A central focus of our advocacy was improving trade efficiency, reducing transaction costs, and accelerating export competitiveness through systemic reform of Customs and border processes.

- **Deferral of SVAT Abolition Secured** Sustained advocacy secured the deferral of SVAT abolition from 1 April to 1 October 2025, mitigating immediate cash flow disruption to exporters and enabling a more structured transition. The Ceylon Chamber also contributed to the operationalisation of the risk-based VAT refund system through formal policy submissions and continuous technical inputs.
- **Port Congestion Response** Convened trade associations to assess the causes of Colombo Port congestion and submitted a formal paper to the Secretary, Ministry of Finance, outlining immediate risks and remedial measures. A follow-up meeting with the Sri Lanka Ports Authority addressed warehouse operations at Pettah and Bandaranaike Quay, including weekend cargo clearance.
- **Customs Ordinance Reform Private-Sector Input —** Secured representation on the ten-member Customs Ordinance Review Committee, including one of only three private sector positions, enabling active and structured engagement on clarity, consistency, and fairness in the proposed modernised framework.
- **Monthly Treasury Review Mechanism Established —** Following the Ceylon Chamber's advocacy, the Secretary to the Treasury committed to monthly dedicated meetings to resolve VAT refund bottlenecks. Attended by the IRD and Sri Lanka Customs, these sessions ensure a formal, ongoing mechanism for resolving implementation challenges.
- **Trade National Single Window Implementation Advocacy and System Design Support** Consistent advocacy for implementation of the Trade National Single Window as a key trade facilitation reform, with engagement ranging from policy advocacy and needs-assessment discussions to inter-agency coordination, including with the World Bank and UNCTAD. The Ceylon Chamber also coordinated a stakeholder consultation to capture private-sector inputs for system design. The Ceylon Chamber is a member of the National Trade Facilitation Committee (NTFC) and the Project Implementation Committee (PIC) for the TNSW Project.
- **Private Sector Input to the 5th WTO Trade Policy Review** Contributed private sector perspectives and policy proposals to Sri Lanka's 5th WTO Trade Policy Review, including active participation in consultations during the WTO mission to Colombo to ensure business priorities and trade-related concerns were reflected in the review process.
- **Quarterly Engagement Mechanism with Sri Lanka Customs** Established a structured quarterly platform with Sri Lanka Customs to address operational issues faced by members, creating an ongoing channel for public–private dialogue and resolution of trade-related concerns.

FISCAL REFORM

The Ceylon Chamber actively engaged with fiscal authorities to improve tax administration efficiency, ensure policy predictability, and reduce compliance burdens on businesses.

- **Inland Revenue (Amendment) Bill 2026 - Key Amendments Withdrawn —** The Ceylon Chamber submitted detailed recommendations to the Ministry of Finance covering thin capitalisation rules, procedural timelines, compliance penalties, and implications for insurance businesses. Proposed amendments on thin capitalisation rules, restrictions on submission of evidence, and taxation of insurance businesses, were subsequently withdrawn at the committee stage.
- **Tax Invoice Implementation Deferred & Revised —** The Ceylon Chamber's sustained advocacy via engagements with the Inland Revenue Department on practical and legal concerns led to the deferral of the new tax invoice format and a revision of specifications. A subsequent submission on the revised draft was made before gazettal, with several earlier recommendations incorporated.
- **Strengthening Tax Administration & Compliance —** Engagement with the Deputy Minister of Economic Development to present recommendations on improving tax administration and compliance.

SOCIAL AND RELATIONSHIP CAPITAL

INVESTMENT FACILITATION

The Ceylon Chamber played a proactive role in addressing market access barriers, contributing private-sector expertise to shape a more enabling regulatory environment.

- **Public Private Partnership Draft Bill Review —** Several of the Ceylon Chamber's Steering Committees collaborated to review the draft Bill with the National Agency on Public Private Partnerships and the Asian Development Bank, culminating in a formal submission. The submission welcomed progress on private investment in infrastructure while identifying areas requiring strengthening transparency provisions, project bankability, and institutional delivery capacity.

- **Public Finance Management Act Revisions —** Engagement with the National Planning Department on revisions to the Public Finance Management Act, covering project selection, approval timelines, and PPP structuring.
- **Investor confidence —** Strategic engagement on policy consistency, regulatory predictability, and investor confidence with multinational corporations and global investors.
- **Regulatory Reform —** Contribution to the National Regulatory Reform Action Plan, identifying inefficiencies in the regulatory environment.
- **Multilateral Consultations —** Inputs to IMF and World Bank engagements on structural reforms required to improve competitiveness and ease of doing business.

- **The Partnership for Prosperity and People Forum** organised in collaboration with the Indian High Commission, examined Sri Lanka's national PPP framework and priority investment sectors such as ports, aviation, energy, and education, with senior policymakers highlighting ways to strengthen collaboration, mobilise investment, and support sustainable economic growth.

- **Investment & Infrastructure —** Co-hosted with the Indo-Lanka Chamber of Commerce and Industry and the Indian High Commission, the high-level India-Sri Lanka CEO Forum on Investment and Infrastructure brought sector leaders from ports, aviation, energy, and education to examine Sri Lanka's national PPP framework and investment pipeline

DIGITAL ECONOMY

The Ceylon Chamber contributed to advancing Sri Lanka's digital transformation agenda, focusing on digital infrastructure and cross-border commerce.

- **Cross-Border E-Commerce Policy Roundtable —** A multi-stakeholder policy roundtable with Sri Lanka Customs, the Ministry of Digital Economy, logistics providers, and digital platforms identified key regulatory and infrastructure bottlenecks, including outdated import thresholds, manual clearance processes, and weak institutional coordination. Follow-up recommendations to address these issues, and a White Paper outlining short and medium term policy actions for the sector, were submitted to the Ministry of Digital Economy.
- **Digital Economy Stakeholder Engagements —** Engagements with the Chief Advisor to the President on Digital Economy, and the Information and Communication Technology Agency, on digital trade infrastructure, payment platforms, and e-commerce regulation.
- **Digital Trade Systems Advocacy** Advocacy for accelerated implementation of digital trade systems, including integration with Customs and payment ecosystems.

CLIMATE ACTION

Supporting Sri Lanka's transition towards a climate-resilient and sustainable economic model.

- **Private-sector Input on NDC 3.0** The Ceylon Chamber co-organised and co-chaired private sector consultation workshops on NDC 3.0. A Private Sector Working Group was established under the Green Climate Fund-backed NDA Readiness Project, implemented by the Food and Agriculture Organization, with monthly engagements with the Ministry of Environment.

- **National Adaptation Plan (2026–2035) —** Private sector consultation with the Global Green Growth Institute on the National Adaptation Plan gathered member inputs to align climate priorities with business needs.
- **Inputs on the Expansion of Sri Lanka's Green Finance Taxonomy** in collaboration with the IFC
- **Participation in the Fund for Responding to Loss and Damage (FRLD)** framework consultations with the Ministry of Environment.
- **Engagement on the Review of the National Climate Finance Strategy 2025–2030.**

AGRICULTURE MODERNISATION

A strong emphasis was placed on improving agricultural productivity, resilience, and digital integration

- **Agriculture Sector Modernisation** Multiple engagements with government departments including the Department of Agriculture, Department of Agrarian Development, Ministry of Plantations and Community Infrastructure, and development partners including the World Bank and FAO, on promoting data-driven agriculture systems, sector modernisation, enhancing productivity, and policy alignment.
- **CROPIX Digital Agriculture Platform** Facilitating public-private dialogue on enhancing platform usability, supporting data-driven decision-making in farming systems.
- **Agrarian Research and Food Security Alignment -** Engagement with agrarian research institutions to align research priorities with national food security and export goals.
- **Agriculture Development** Consultations with FAO and World Bank on the 3rd NDA Readiness Project, Hand-in-Hand Initiative, and sector productivity and value chain development.

ENERGY SECTOR REFORM

The Ceylon Chamber engaged extensively on energy sector reforms, advancing private sector priorities around affordability, reliability, and sustainable energy development.

- **Sri Lanka Electricity (Amendment) Bill —** The Ceylon Chamber actively engaged in the lead-up to the Amendments to the Bill, including preparing a comprehensive submission on the proposed amendments, and engaging directly with the Drafting Committee to provide technical inputs.
- **Contributed to Shaping Key Provisions of the Electricity Act and National Electricity Policy —** The Ceylon Chamber led a joint submission of six industry bodies ahead of proposed Electricity Act amendments, and made final representations before the Act's passage. Key priorities for the National Electricity Policy, identified by the Ceylon Chamber, including renewable energy integration, grid reliability, governance clarity, and private sector participation, were significantly reflected in the final Act. A quarterly dialogue mechanism with the Ministry Secretary was established, ensuring continuous policy engagement beyond individual submissions.
- **IMF Review —** IMF 5th Review engagement on energy sector developments, tariff structures, and implications for industrial competitiveness. This included a feedback report to the IMF on Consumer Tariffs.

- **Advocacy for Long-Term Energy Planning —** Technical observations submitted on Input Data for Long-Term Planning Studies (2027–2046), alongside broader advocacy through high-level engagements for long-term energy planning aligned with economic growth objectives and private sector investment signals

SME DEVELOPMENT

The Ceylon Chamber supported inclusive economic growth through targeted SME empowerment, labour market engagement, and advocacy for removing barriers to youth and women's entrepreneurship.

- **National SME Forum 2025 —** A flagship platform for 200+ SMEs, government representatives, and financial institutions, covering access to finance, policy reforms, and market readiness, while also enabling networking opportunities, and access to business support services.

- **Private Sector Wage Policy Engagement —** Engagement on private sector wage policy through the National Labour Advisory Council, advocating for structured inclusion of private sector institutions in wage and labour policy dialogue.

- **Inclusive Entrepreneurship**
Discussion with the World Bank on regulatory hurdles, skills gaps, and infrastructure challenges affecting women and youth entrepreneurship.

- **SME Policy and Development Coordination —** Engagement with NEDA, CBSL, Ministry of Trade, Department of Commerce, and EDB to support SME policy and development.

FOOD AND BEVERAGE REGULATION

Through more than a decade of sustained engagement, the Ceylon Chamber has earned a distinctive standing in food and beverage regulation consultation, with new regulatory and policy drafts routinely referred to the Ceylon Chamber for industry comments before implementation

- **Food (Transfat) Regulations 2022 A majority of the Ceylon Chamber's Recommendations Were Accepted**
Submissions on the Food (Transfat) Regulations 2022 resulted in the majority of the Ceylon Chamber's recommendations being accepted

- **Food Labelling & Advertising Regulations 2022 — Fresh Regulations to be Published** as per a request made by the Ceylon Chamber. Following four rounds of submissions and negotiations on the Food (Labelling and Advertising) Regulations 2022, appropriate extensions were granted. Fresh regulations incorporating industry recommendations are to be published, with the draft referred to the Ceylon Chamber for review.

- **Food (Iodization) Regulations 2023 Ongoing Industry Consultation Established**
A constructive engagement on the Food (Iodization) Regulations 2023 resulted in an agreement to involve the industry in all related discussions going forward, establishing a welcome precedent for ongoing consultation.

- **Food Act Amendments - Invited to Provide Exclusive Input**
The Ceylon Chamber was exclusively invited to provide submissions on proposed amendments to the Food Act No. 26 of 1980 - a recognition of its standing and technical credibility in the food and beverage regulatory space.

- **Representation on the Food Advisory Committee of the Ministry of Health —** Ensuring private sector voice in national food policy decisions.

- **Engagement at SLSI Standards** on food quality and safety standards.

- **Engagement in the BESPA Project** of UNIDO and FAO on Food Safety Regulations.

- **Roundtable Discussion on CODEX** alignment between the government and private sector.

HEALTHCARE POLICY AND REFORM

Advocacy aimed at building a more enabling environment for Sri Lanka's healthcare sector

- **Pharmaceutical Pricing Policy - Industry Representative Added to NMRA Pricing Committee**
Submissions on pharmaceutical pricing policy advocating a balanced approach to affordability with targeted price regulation focused on essential medicines, resulted in the NMRA appointing a new pricing Committee that includes an industry representative. This represents a structural shift towards sustained private sector input in pricing decisions.

- **Healthcare Regulatory Reform**
Submissions to the Ministry of Health highlighting delays in product registrations and import licensing, and recommending end-to-end digitalisation of regulatory approvals with workflow-based systems and defined timelines

- **Awareness session** on the new Pricing Formula for the healthcare sector.

- **Ongoing Engagement with the Ministry of Health and NMRA** on regulatory approval timelines and medicine supply chain resilience.

LEGISLATION & GOVERNANCE

The Legislation and Governance Committee maintained active oversight of draft legislation affecting the private sector

- **CSE Corporate Governance Rules - Comments Incorporated** Submissions on revisions to the Colombo Stock Exchange rules resulted in the Ceylon Chamber's Corporate Governance Rule recommendations being incorporated.
- **Personal Data Protection Act Implementation Date Extended** Following the Ceylon Chamber's submissions on PDPA implementation issues, the implementation date was extended, giving businesses more time to prepare for compliance.

CROSS CUTTING POLICY SUBMISSIONS TO GOVERNMENT

Across the year, the Ceylon Chamber submitted formal policy inputs on:

- Trade facilitation, Customs Ordinance reform, and export competitiveness
- VAT refund system improvements and SVAT transition
- Tax administration, compliance, and legislative reform
- Investment climate, PPP policy, and governance frameworks
- Energy policy, electricity legislation, and tariff frameworks
- Digital economy, e-commerce regulation, and trade digitalisation
- Healthcare regulation and pharmaceutical policy
- Food and beverage regulatory alignment and food safety
- Legislation, governance, and private sector legal framework

GLOBAL PARTNERSHIPS

The Ceylon Chamber strengthened its role as a convenor of multi-stakeholder dialogue and international cooperation.

Key initiatives included:

- Regular engagement with IMF, World Bank, ADB, UN agencies, and bilateral.

- Hosting CEO-level forums with international business chambers and trade delegations.
- Structured engagement with industry associations to align policy advocacy priorities.
- Strengthening collaboration across public and private sector institutions to support reform implementation.

COLLECTIVE REPRESENTATION THROUGH INSTITUTIONAL NETWORKS

- **Approved Associations**

The Ceylon Chamber's approved associations model significantly extends the breadth and depth of representation.

Through partnerships with over 34 sectoral associations, the Ceylon Chamber channels industry-specific concerns into national policymaking while enabling member sectors to benefit from structured advocacy, technical expertise, and institutional dialogue.

These associations span sectors including:

- Shipping and logistics
- Financial services
- Technology
- Tourism
- Retail
- Apparel
- Pharmaceuticals
- Construction
- Energy
- Tea and plantation industries
- Medical devices
- Export sectors

This structure ensures advocacy positions are informed by sector realities rather than broad assumptions.

- **Joint Chambers Initiative**

The Ceylon Chamber also leads the influential Joint Chambers Initiative, bringing together 11 leading business chambers to develop coordinated responses on matters of national economic importance.

This collective platform significantly strengthens private sector advocacy by consolidating perspectives, reinforcing shared priorities, and presenting unified positions to policymakers.

The Ceylon Chamber's leadership of this initiative reflects its role as a trusted institutional anchor within Sri Lanka's business landscape.

Regional Reach Through Affiliated Chambers

Economic representation cannot remain Colombo-centric.

Recognising this, the Ceylon Chamber works closely with 19 affiliated chambers across Sri Lanka, ensuring regional business concerns are elevated into national dialogue while strengthening institutional capacity at the local level.

This network includes chambers representing:

- Central Province
- Southern Province
- Northern Province
- Eastern Province
- Uva
- Wayamba
- Sabaragamuwa
- Women-led enterprise networks
- Sector-focused chambers

This distributed engagement model ensures broader inclusivity and richer policy insight.

Advocacy and Policy Influence

A defining strength of the Ceylon Chamber's social and relationship capital lies in its ability to convert engagement into policy influence.

During the year, the Ceylon Chamber participated in over 60 policy consultations and formal submissions, engaging directly with senior policymakers, ministries, regulators, and reform institutions.

Key advocacy interventions included:

- Urgent intervention with the Secretary to the Treasury on import container clearance inefficiencies
- Contributions to the National Single Window policy dialogue
- Formal submissions on Customs Ordinance modernisation
- Industry-backed recommendations on electricity tariff reform
- Input on the Draft National Electricity Policy
- Export sector advocacy on VAT refund bottlenecks
- Recommendations to the Presidential Secretariat on public sector reform

Importantly, these submissions are not isolated representations; they are the outcome of deep consultation with members, legal experts, industry associations, and specialist committees. This consultative rigour strengthens both credibility and policy relevance.

MARKET ACCESS

Expanding bilateral trade, strengthening global linkages, and elevating Sri Lanka's market visibility

Market access initiatives function as a strategic engine for Sri Lanka's trade and investment expansion by deepening bilateral relationships, enabling structured business engagement, and positioning Sri Lankan enterprises within global value chains. Through its extensive global networks and affiliations, the Ceylon Chamber supports members in accessing new markets, navigating trade frameworks, and strengthening export competitiveness.

Through a dynamic calendar of inbound and outbound delegations, sector-focused forums, and bilateral business councils, these initiatives actively convert dialogue into trade opportunities and long-term economic partnerships.

13
INBOUND DELEGATIONS
Foreign delegations hosted in Sri Lanka across several markets

7
OUTBOUND DELEGATIONS
Sri Lankan business missions to Cambodia, Canada, India, Indonesia, two missions to the Maldives, and Japan

32,000+
Certificates of Origin Issued

Enabling export trade for businesses reaching global markets.

153+
MOU PARTNERS
Across more than 50 countries, with 3 new partnerships forged this year

KEY MARKET ACCESS INITIATIVES

The Ceylon Chamber organises inbound and outbound business delegations, creating the platforms through which Sri Lankan businesses connect with international counterparts, and international delegations connect with Sri Lanka's private sector and policymakers.

Inbound Delegations

* Bangladesh — 200+ B2B meetings and MoU signing, strengthening FMCG, ICT, logistics, and agro trade.

* Bangladesh — Delegation from Cox's Bazar Chamber of Commerce and Industry focusing on tourism, seafood, agro-processing, and MSME collaboration.
* China — Over 115 senior representatives from 77 leading Chinese enterprises, at the Sri Lanka - China Trade and Investment Forum, led by H.E. Wang Wentao, Minister of Commerce.

* China — A delegation from the Yunnan Provincial Federation of Industry and Commerce, exploring opportunities in Agriculture, food processing, and premium export sectors.

* India — Renewable Energy B2B meetings with leading solar energy companies and Sri Lankan renewable energy entrepreneurs, strengthening clean energy partnerships.
* India — B2B sessions covering processed food, commodities, and fresh produce, with the Mahratta Chamber of Commerce, Industries, and Agriculture, hosted jointly with the Indo-Lanka Chamber of Commerce and Industry.

SOCIAL AND RELATIONSHIP CAPITAL

- **India** — Twenty member delegation exploring trade and investment opportunities across manufacturing, agriculture, and technology.

- **Japan** — SME Delegation focusing on investment and technology collaboration discussions.

- **Malaysia** — The Malaysian International Chamber of Commerce and Industry engaged with local representatives of aviation ICT, energy, and sustainable trade sectors.

- **Pakistan** — A delegation from '101 Incredible Women CEOs of Pakistan' met with business counterparts in the textiles, healthcare, education, and entrepreneurship sectors.

- **Switzerland** — B2B Meetings with EPC, telecom, and banking sector collaboration explored.

- **Thailand** — High-level delegation led by H.E. Suchart Chomklin, Deputy Minister of Commerce, focused on Sri Lanka–Thailand FTA cooperation, private sector linkages, and trade expansion.

- **Vietnam** — A high-level delegation led by H.E. Phan Thi Thang, Deputy Minister of Industry and Trade, co-hosted with the Embassy of Vietnam, focused on agro-processing, logistics, and manufacturing collaboration.

OUTBOUND DELEGATIONS

- **Cambodia** — The Cambodia Business Mission engaged in trade discussions with government authorities and key industry stakeholders spanning logistics, agriculture, tourism, and technology.

- **Canada** — The business delegation to Canada met with government representatives and business leaders across Montreal, Toronto, Quebec, Vancouver, and Saskatchewan, engaging in discussions on IT, agriculture, and education.

- **India** — At the CII Partnership Summit in Visakhapatnam, delegates participated in high- High-level B2B engagement across manufacturing and investment sectors.

✱ Indonesia — At the Trade Expo in Indonesia, the Ceylon Chamber delegation also met with major Indonesian state and industry organisations including METI, KADIN, and APINDO.

✱ Japan — At the Sri Lanka Business Forum in Tokyo, jointly organised with Japanese State organisation JETRO, delegates engaged with Japanese corporates in exploring partnerships, and expanding market linkages.

✱ Maldives — Over sixty high-level participants including Sri Lankan and Maldivian government ministers and over 40 Maldivian businesses engaged with the Sri Lankan delegation, advancing bilateral trade and dialogue.

✱ Maldives — A showcase of Sri Lankan food, wellness, and hospitality services, with 48 exhibitors at the national pavilion, at the Hotel Asia Exhibition

MARKET INTELLIGENCE & TRADE AWARENESS SEMINARS AND PANEL DISCUSSIONS

✱ US Market Webinar: Navigating tariff policies and strengthening export strategies for Sri Lankan businesses engaging with the US market.

✱ UK DCTS Awareness Session: Export readiness and preferential access under the UK's Developing Countries Trading Scheme.

✱ India Market Access Webinar: Guidance on entering India's evolving sectoral landscape and identifying state-level opportunities.

✱ GSP+ Seminar: Evolving landscape of the GSP+ scheme examined, including emerging US trade hurdles, new anti-corruption legislation implications, and sector-specific exporter concerns.

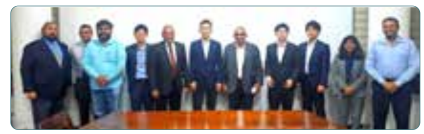
✱ Honest Mark Certification Seminar: Guidance provided to exporters on certification procedures and market entry strategies for the Russian Federation's mandatory digital labelling system.

✱ Financial Fraud Resilience Seminar: Fraud trends, legal frameworks, tech-based prevention tools, whistleblower protection, and corporate ethics examined.

✱ Rising Geopolitical Tensions Seminar: How shifting global tensions impact Sri Lankan trade and corporate strategy examined, with emphasis on scenario planning and aligning business strategy with policy developments.

SECTOR & BUSINESS DEVELOPMENT

✱ Sri Lanka–Japan Business Council: Focus on subcontracting and component manufacturing opportunities within the Sri Lanka–South India Industrial Corridor.



✱ ADB Agriculture Value Chain Financing Mission: Exploration of policy-based lending and agri-commercialisation to unlock sector growth.

✱ AI & Automation in HR Seminar - real-world applications of AI in workforce analytics, predictive insights, and employee engagement explored.

SME INTERNATIONALISATION & ACCESS TO FINANCE

✱ National SME Forum 2025: Over 200 SMEs engaged under the "Scale Up" theme for global expansion readiness followed by a Business Clinic which offered participants direct engagement with government, banks, and SME service facilitators and providers, on tailored support and financing options

SOCIAL AND RELATIONSHIP CAPITAL

- SME Finance Seminar: Access to concessional financing and government schemes, featuring the Deputy Minister of Industry and Entrepreneurship Development.

- Data Protection Awareness Session for SMEs: Compliance requirements under Sri Lanka's new data protection law communicated to SMEs, equipping businesses with practical tools for legal readiness.

- Settling Default Taxes Seminar: Administrative tools under the Finance Act for resolving default taxes, including affidavits, write-offs, and refund offsets, unpacked for businesses.

- Alibaba.com Session: Insights on digital trade, e-commerce scaling, and global market access strategies.

IMPACT HIGHLIGHTS

- Strengthened bilateral trade pipelines across Asia, Europe, and North America
- Expanded SME participation in global markets
- Created structured B2B matchmaking ecosystems
- Enhanced visibility of Sri Lankan exports and capabilities
- Deepened institutional trade diplomacy through Business Councils
- Positioned Sri Lanka as a connected and opportunity-ready trading hub

OUTCOMES

The Ceylon Chamber's market access initiatives contribute towards transforming Sri Lanka's trade engagement model from episodic interaction to structured, continuous, and opportunity-driven global connectivity, enabling Sri Lankan businesses to scale, compete, and integrate into international value chains with greater confidence and visibility.

ENGAGEMENT

Building Capability, Deepening Connections, and Strengthening the Ecosystem

STRATEGIC GLOBAL ENGAGEMENT AND INTERNATIONAL COLLABORATION

The Ceylon Chamber actively engages with leading multilateral institutions, foreign missions, international business councils, and global development partners to ensure Sri Lanka's private sector remains globally connected and competitively positioned.

High-level inbound business delegations and bilateral forums serve as important channels for relationship building, trade promotion, and investment facilitation. During the year, the Ceylon Chamber hosted 13 inbound business delegations from Bangladesh, China, India, Japan, Malaysia, Pakistan, Switzerland, Thailand, and Vietnam.

Complementing this, the Ceylon Chamber led 7 outbound business delegations to strategic markets including Canada, Cambodia, India, Indonesia, Japan, Maldives, and Thailand, expanding international commercial linkages for Sri Lankan businesses.

DIPLOMATIC ENGAGEMENTS

Throughout the year, the Ceylon Chamber engaged with ambassadors, high commissioners, and senior diplomatic representatives spanning Asia, Europe, the Americas, Africa, and the Middle East - a reflection of the Ceylon Chamber's standing as Sri Lanka's foremost private sector institution and its role at the intersection of business and international relations.

- **2nd & 3rd Diplomatic Dialogues on Trade & Investment**
  Convened two Diplomatic Dialogues on Trade & Investment during the year, bringing together Sri Lanka's diplomatic community for substantive conversations on the country's economic priorities and policy direction. Discussions ranged from regulatory challenges limiting investment and improvements and Sri Lanka's business climate, to the streamlining of trade processes, the advancement of digital initiatives, and Sri Lanka's broader positioning as an investment destination.

COUNTRIES ENGAGED WITH
BANGLADESH
CANADA
CHINA
FRANCE
INDIA
ITALY
JAPAN
JORDAN
KAZAKHSTAN
KOREA
MALDIVES
NEPAL
NETHERLANDS
PAKISTAN
SPAIN
SWITZERLAND
THAILAND
TÜRKIYE
UNITED KINGDOM
UNITED STATES
VIETNAM
ZIMBABWE

22
COUNTRIES

Diplomatic representatives engaged across Asia, Europe, the Americas, Africa, and the Middle East throughout the year

2,000+
DIRECT BENEFICIARIES

Reached through SME, BCM, DEI, and capability-building programmes across multiple districts and sectors throughout the year.

300+
OFFICERS TRAINED

Across five districts under the WFP Business Continuity Management programme, with BCP manuals formally endorsed by the Ministry of Industries

660+
DEI PARTICIPANTS

Across 15 regional dialogues, culminating in Sri Lanka's inaugural DEI Champion Awards.

BUSINESS COUNCILS
Council for Business with Britain 2000
Indo-Lanka Chamber of Commerce and Industry - 2006
Sri Lanka - Australia - New Zealand Business Council -1995
Sri Lanka - Bangladesh Business Council - 2023
Sri Lanka - Benelux Business Council - 1992
Sri Lanka - Canada Business Council - 1991
Sri Lanka - China Business Council - 2001
Sri Lanka - France Business Council - 2004
Sri Lanka - Germany Business Council - 1999
Sri Lanka - Greater Mekong Business Council - 2010
Sri Lanka - Indonesia Business Council - 2003
Sri Lanka - Italy Business Council - 1998
Sri Lanka - Japan Business Council - 1979
Sri Lanka Korea Business Council - 1982
Sri Lanka - Malaysia Business Council - 1994
Sri Lanka - Maldives Business Council - 2007
Sri Lanka - NORDIC Business Council - 2001
Sri Lanka - Pakistan Business Council - 1992
Sri Lanka - Russia Business Council -2001
Sri Lanka - Singapore Business Council - 1997
Sri Lanka - USA Business Council - 2016

BILATERAL BUSINESS COUNCIL ENGAGEMENT

The Ceylon Chamber's bilateral business councils sustained a rich programme of member engagement

- Sri Lanka–Korea BC — Export Future Forum: Export policy reforms, trade opportunities, and Korean partnerships examined at the event attended by Ambassador H.E. Miyon Lee.

- Sri Lanka–France BC — EU Green Economy Briefing with Business France: Updates on the EU Green Recovery Facility and CIRCULAR project supporting sustainable and circular economic practices in Sri Lanka.
- Sri Lanka–France BC — Serge Betsen Visit: French rugby legend mentored young players in Colombo and Kandy, strengthening Sri Lanka–France people-to-people ties.

- Sri Lanka–Nordic BC — Port City Networking Evening: Investment, exports, and digital transformation explored with BOI, EDB, and SLASSCOM speakers.

- Sri Lanka–China BC — RMB Internationalisation Forum: Growing role of the Chinese Yuan in bilateral trade and finance explored with policymakers, bankers, and investors, organised in collaboration with the Bank of China Colombo Branch.

- Greater Mekong BC — Port City Networking Evening: Investment prospects and digital transformation across Thailand, Cambodia, and the Mekong region explored.

- Sri Lanka–Germany BC — Breakfast Meeting with the Governor of the Central Bank: Sri Lanka's economic outlook, reforms, and future trajectory discussed under the theme 'Sri Lanka — the Way Forward.'

- Sri Lanka–Benelux BC — Netherlands Ambassador: Logistics, renewable energy, maritime services, and sustainable agriculture discussed

- Indo-Lanka Chamber of Commerce and Industry — India Cup 2026: Record participation from Sri Lanka and India; networking reception hosted by the Indian High Commissioner at India House.

- Sri Lanka–Canada BC — Jaffna Series: Investment & Trade Forum, Education and Career Fair, Sector Technical Sessions, and Regional Awards Ceremony celebrating innovation and enterprise in the Northern region.

BUSINESS CONTINUITY MANAGEMENT

In partnership with the World Food Programme, the Ceylon Chamber delivered a Business Continuity Management programme across six districts, progressing from Multi-Hazard Mapping trainings and a national Training of Trainers for 300 government officers, to company-level BCM framework development, simulation exercises, and a dedicated programme for entrepreneurs with disabilities. BCP manuals were formally handed over to the Ministry of Industries for national use. The year also saw the launch of the FLASH Early Warning Innovation Challenge, identifying AI-powered solutions for Sri Lanka's disaster early warning system.

DIVERSITY, EQUITY & INCLUSION

Under the GIZ-supported SCOPE initiative, co-financed by the European Union and the German Federal Foreign Office, the Ceylon Chamber conducted DEI programmes with regional dialogues in Gampaha and Badulla engaging 85+ SMEs, ten capacity-building sessions in Colombo for private sector and government leaders, and a national-level advanced technical workshop. The programme culminated in Sri Lanka's inaugural DEI Champion Awards, recognising Dialog Axiata and HConnect International as winners in the corporate and MSME categories respectively.

ASIAN POLICY DIALOGUE — 9TH REGIONAL MEETING

The 9th Steering Committee Meeting of the Asian Preparedness Partnership, hosted by the Sri Lanka Preparedness Partnership of which the Ceylon Chamber is the co-chair representing the private sector brought together delegates from Sri Lanka, Pakistan, Nepal, Cambodia, Philippines, Laos, and Myanmar to advance locally-led, multi-stakeholder solutions connecting governments, the private sector, and communities in building more effective regional emergency response systems.

SME DEVELOPMENT & REGIONAL OUTREACH

The Ceylon Chamber's Centre for SMEs delivered a targeted programme of capability building, market readiness, and regional engagement throughout the year, directly reaching over 700 SMEs and entrepreneurs across multiple districts and sectors.

- Export Accelerator Workshops: Three workshops supporting export-oriented SMEs in agri, food, and wellness sectors across export documentation, compliance, market access, product positioning, and buyer engagement.
- Export Procedure Workshop: 40+ SMEs trained in hands-on export documentation, trade finance, Customs procedures, and international buyer marketing.

- Market Access Programme: Four sessions reaching 100 SMEs on international market entry strategies and trade facilitation.

SOCIAL AND RELATIONSHIP CAPITAL

- **Access to Finance Seminar:** 130+ participants engaged on government concessional loan facilities, with one-on-one consultations with dgovernment institutions, banks, and other facilitating organisations.

- **Entrepreneurship Development Programme for Banana Farmers:** Three sessions transforming 90 farmers into agripreneurs through marketing, export pricing, sustainable farming, and business model development.

- **GIZ-VTSL — Cost Saving Business Processes:** Two five-day training programmes for 70 SMEs in resource efficiency, operational sustainability, and energy cost reduction, with hands-on tracking tools for water, energy, and raw materials.

- **Canadian Agriculture Mission** Organised in collaboration with the Canadian High Commission, the Canadian Agriculture Mission brought Canadian delegates together with Sri Lankan stakeholders across Colombo, Kandy, and Jaffna to explore opportunities in agriculture, agri-tech, and climate-resilient farming. Discussions focused on productivity, value addition, and inclusive growth, highlighting the role of Canadian expertise and products in supporting Sri Lanka's agricultural sector.

- **Business Continuity Management System Curriculum & Participants Handbook** — developed through the WFP Climate and Disaster Ready Project, formally endorsed by the Ministry of Industries for national use in SME development -

- **Training Module on DEI for SMEs** Developed under the GIZ SCOPE programme, equipping small and medium enterprises with practical tools for embedding diversity, equity, and inclusion into business practice -

CYCLONE DITWAH — MOBILISING FOR RECOVERY

When Cyclone Ditwah struck, the Ceylon Chamber's role as an ecosystem enabler extended beyond its usual domain. Working alongside the Disaster Management Centre, the Ceylon Chamber supported government-led relief efforts, including contributing to relief efforts at DMC's round-the-clock Emergency Operations Centre.

With member support, the Ceylon Chamber also facilitated the collection and handover of financial aid and essential relief items to affected areas.

The Ceylon Chamber is deeply appreciative of the following members for heeding the nation's call: Aitken Spence PLC, BASF Lanka (Pvt) Ltd., CDK Philip Hospital, Central Finance Company PLC, Cinnamon Hotels & Resorts, Devi Trading Company, Eastern Merchants PLC, Emar Pharma Pvt. Ltd., Finagle Lanka Pvt. Ltd., H Connect International Pvt. Ltd., Hemas Manufacturing (Pvt) Ltd., John Keells-Cinnamon Life, John Keells Holdings, John Keells Properties, Lakdhanavi, Lauke Shipping, Oxford College of Business, Perera & Sons, Shanthi Textile, Union Assurance PLC, Union Bank of Colombo PLC, Walkers Tours, Wealthtrust Securities Ltd., and a large number of private donors.

In the months that followed, the Ceylon Chamber in partnership with HSBC and LTL Holdings facilitated the donation of refurbished laptops to support the continued education of students whose education had been disrupted by the Cyclone.

SOCIAL AND RELATIONSHIP CAPITAL

Historical Records to the National Archives: More than a century of Ceylon Chamber records were entrusted to the National Archives Department, documenting the evolution of Sri Lanka's commercial history and the Ceylon Chamber's role in shaping trade and economic policy.

The historical archive being handed over spans from the Ceylon Chamber's founding in 1839 to 1973, and includes correspondence, meeting minutes, reports, ledgers, and publications that chronicle the development of trade, enterprise, and industry in Sri Lanka. Together, these records provide a rare and detailed account of how the island's economy evolved and how its business community helped shape national progress.

ECOSYSTEM ENABLER IMPACT:

DRIVING COLLECTIVE PROGRESS ACROSS THE ECONOMY

As a leading ecosystem enabler, the Ceylon Chamber has moved beyond traditional representation to actively convene, catalyse, and coordinate action across the economy. Over the year, this role translated into measurable impact across policy, market access, SME development, and stakeholder engagement — anchored in the belief that sustainable progress is achieved through collective alignment, not unilateral action.

Convening Power: Building a Connected Business Ecosystem The Ceylon Chamber has strengthened its role as a central platform for dialogue and collaboration, bringing together businesses, government, and industry associations to shape actionable outcomes.	▶ 125 business council meetings across 21 bilateral councils spanning markets from Japan to Canada. ▶ 2,000+ direct beneficiaries reached through SME, BCM, DEI, and capability-building programmes across multiple districts. ▶ 300+ government officers trained across five districts under the WFP BCM programme. ▶ Consistent engagement across SMEs, corporates, and sector bodies to ensure knowledge flow and shared problem-solving.	Through this sustained convening effort, the Ceylon Chamber has functioned as a system integrator connecting fragmented actors into a coordinated national ecosystem.

<table>
<tr>
<td>Flagship Platforms: Aligning Industry Towards Common Goals.

The Ceylon Chamber's flagship events continue to serve as anchor points for ecosystem alignment and sector-wide direction setting.</td>
<td>▸ SME Forum — convening 200+ SMEs to strengthen competitiveness, access, and resilience.

▸ Sri Lanka Economic and Investment Summit 2025 — 850+ participants, 100+ international delegates. Pivoted to national recovery and resilience post-Cyclone Ditwah, sustaining investor confidence at a critical moment.

▸ AGM — reinforcing strategic priorities and collective accountability.

▸ Best Corporate Citizen Sustainability Awards — celebrating leadership in responsible business practices.

▸ An Evening with Diplomats — bringing together business leaders, government officials, and the diplomatic community for dialogue and connection, bridging the private sector and Sri Lanka's international relationships.</td>
<td>These platforms go beyond recognition and dialogue - they act as alignment mechanisms, where industry converges around shared economic, sustainability, and governance priorities.</td>
</tr>
<tr>
<td>Policy Advocacy: Translating Private Sector Voice into National Reform.

The Ceylon has played a decisive role in shaping national policy outcomes by consistently converting private sector insights into structured reform proposals.</td>
<td>▸ 18 Ceylon Chamber proposals incorporated into Budget 2026, reinforcing policy stability and reform continuity.

▸ 30+ formal submissions across seven policy domains to government, multilateral, and development agencies, contributing to policy reform and economic sustainability .

▸ Active advocacy leading to improved reform responsiveness from government institutions .</td>
<td>Key policy interventions include:

▸ Actively participated in advocacy efforts which contributed to US tariffs on Sri Lankan exports reduced from 44% to 20%

▸ 3 key amendments to the Inland Revenue (Amendment) Bill 2026 withdrawn at committee stage following Ceylon Chamber submissions

▸ SVAT abolition deferred from April to October 2025

▸ 3 recommendations on the Middle East crisis adopted by Government, covering fertiliser availability, fuel procurement for export sectors, and QR-based fuel distribution

▸ Food Act Amendments

These interventions demonstrate the Ceylon Chamber's ability to move from advocacy to institutional adoption and implementation.</td>
</tr>
<tr>
<td>Market Access Enablement: Expanding Sri Lanka's Global Footprint.

The Ceylon Chamber has actively facilitated bilateral engagement and trade visibility through targeted delegations and partnerships. Strengthening outbound and inbound missions across key markets including China, India, Japan, Malaysia, Maldives, and Thailand.</td>
<td>▸ 13 inbound delegations hosted.

▸ 7 outbound missions, positioning Sri Lankan business directly in target markets.

▸ 150+ bilateral MOU partners across 60+ countries.</td>
<td>▸ These efforts have expanded Sri Lanka's market connectivity architecture, enabling businesses to access new opportunities and global value chains.</td>
</tr>
</table>

FLAGSHIP EVENTS - DRIVING AN INTEGRATED ECOSYSTEM FOR DIALOGUE, INVESTMENT, AND SUSTAINABLE GROWTH

The Ceylon Chamber of Commerce continues to serve as a key ecosystem enabler convening the business community, policymakers, development partners, and international stakeholders through a structured calendar of flagship events. These platforms are designed not only as convening moments, but as strategic forums that align national priorities with private sector action, building consensus around a shared growth agenda for Sri Lanka.

Across the year, these engagements reinforced the Ceylon Chamber's role in transforming dialogue into coordinated action, strengthening resilience, competitiveness, and long-term value creation.

SRI LANKA ECONOMIC AND INVESTMENT SUMMIT 2025

The flagship Sri Lanka Economic and Investment Summit 2025, held on 2–3 December, stood as the Ceylon Chamber's most significant convening platform of the year.

Bringing together over 850 participants - including 100+ international delegates from 20 countries - the Summit created a powerful space for global and local dialogue on Sri Lanka's economic trajectory. When Cyclone Ditwah struck in the weeks preceding the event, the Ceylon Chamber made a purposeful decision to reframe the Summit's agenda around recovery and resilience, positioning it as the platform to start the national conversation on immediate reconstruction needs and the medium and long-term path forward. In the wake of the disaster, the Summit became the moment to demonstrate that Sri Lanka's institutions were functioning, its leadership was engaged, and its private sector was ready to rebuild.

Over 40 high-profile speakers spanning policymakers, industry leaders, and sector experts contributed insights across trade and investment, technology, and tourism - framing pathways for sustainable recovery and growth. Complemented by structured B2B and government-to-business meetings, the Summit enabled targeted engagement and the conversion of dialogue into actionable opportunity, sustaining investment momentum at a moment when it mattered most.

NATIONAL SME FORUM 2025

The National SME Forum brought together over 200 small and medium enterprises alongside entrepreneurs, financial institutions, and policymakers to address the vital enablers of growth including access to finance, market expansion, and capability building. Sessions covered export market access across the EU, India, UAE, and UK, AI adoption for business growth, and a Business Matchmaking Clinic. The Forum's findings were subsequently presented to the Deputy Minister of Industry and Entrepreneurship Development, directly informing government thinking on SME policy and support frameworks.

BEST CORPORATE CITIZEN SUSTAINABILITY AWARDS 2025

The Best Corporate Citizen Sustainability Awards celebrated leadership in responsible business, recognising organisations that demonstrate excellence across governance, environmental stewardship, and social impact.

A special congratulations to Hatton National Bank, crowned Winner, alongside Commercial Bank of Ceylon and Hemas Holdings as first and second runners-up respectively. All winners set a benchmark for what responsible and future-ready business leadership looks like in Sri Lanka, reinforcing sustainability as a core driver of competitiveness.

List of Winners, Judges, and Evaluators

SOCIAL AND RELATIONSHIP CAPITAL

AN EVENING WITH DIPLOMATS

An Evening with Diplomats brought together business leaders, government officials, and members of the diplomatic community for an evening of informal dialogue and connection. The event provided a rare opportunity for Sri Lanka's private sector to engage directly with high-ranking diplomatic representatives.

186TH ANNUAL GENERAL MEETING

The AGM served as a key governance and strategic alignment forum, bringing together members to review progress, reaffirm priorities, and strengthen institutional direction. It reinforced the Ceylon Chamber's commitment to transparency, accountability, and member-driven leadership in shaping the national business agenda.

OUTLOOK REPORT 2026 — 11TH EDITION: ECONOMIC GROWTH IN THE AI AND DIGITAL ERA

The 11th edition of the Ceylon Chamber's flagship Outlook Report was launched at the Economic Review and Outlook 2026 seminar. Themed "Economic Growth in the AI and Digital Era," the report analyses Sri Lanka's transition from post-crisis stabilisation to AI and digitally-driven growth, examining macroeconomic trends, sector performance, and strategies for long-term competitiveness.

ENABLING AN ECOSYSTEM OF COLLECTIVE PROGRESS

Through these flagship platforms, the Ceylon Chamber continues to act as a catalyst for alignment bringing together diverse stakeholders around a unified national purpose. By convening structured dialogue, facilitating partnerships, and amplifying private sector voice, the Ceylon Chamber strengthens Sri Lanka's capacity to respond to challenges while unlocking new avenues for growth and investment.

These events collectively reflect a clear intent: to move beyond convening, toward enabling coordinated action that advances a more resilient, inclusive, and globally connected Sri Lankan economy.

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

As Sri Lanka progresses from economic recovery towards long-term competitiveness, the Ceylon Chamber will continue to strengthen its role as a catalyst for collective progress. Building on its position as the country's leading ecosystem enabler, the Ceylon Chamber will deepen its focus on policy influence, global market connectivity, enterprise development, sustainability leadership, and stakeholder collaboration. The path forward will be centred on creating a more resilient, innovative, inclusive, and globally connected business ecosystem capable of accelerating national development and enhancing Sri Lanka's competitiveness in a rapidly evolving global landscape.

WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS) **Strengthening Foundations**	LONG-TERM HORIZON (3–10 YEARS) **Orchestrating a Connected Ecosystem**
▶ Advance Priority Policy Reforms through evidence-based advocacy focused on trade facilitation, tax administration, investment promotion, digital economy development, energy sector reforms, and climate-related policy frameworks. ▶ Expand Market Access Opportunities by strengthening bilateral business councils, increasing trade missions, facilitating investment partnerships, and supporting SME internationalisation. ▶ Accelerate SME Competitiveness through enhanced access to finance, export readiness programmes, digital capability development, entrepreneurship support, and regional outreach initiatives. ▶ Promote Digital and Sustainability Readiness by supporting businesses in adopting emerging technologies, digital trade solutions, ESG practices, climate resilience measures, and responsible business standards. ▶ Strengthen Multi-Stakeholder Collaboration by deepening engagement with government, development partners, academia, industry associations, and the diplomatic community. ▶ Enhance Business Resilience through business continuity management, disaster preparedness programmes, workforce capability development, and knowledge-sharing platforms.	▶ Shape Sri Lanka's Long-Term Economic Transformation by serving as a trusted partner in designing policies that enhance productivity, competitiveness, sustainability, and global integration. ▶ Position Sri Lanka as a Regional Business and Investment Hub by strengthening international partnerships, attracting strategic investments, and integrating local enterprises into global value chains. ▶ Build a Globally Competitive Enterprise Ecosystem where businesses of all sizes can innovate, scale, and compete effectively in international markets. ▶ Lead the Transition to a Sustainable and Digital Economy by fostering innovation ecosystems, green growth opportunities, circular economy practices, and technology-driven development. ▶ Create a Fully Connected National Ecosystem where policymakers, businesses, investors, innovators, and communities collaborate seamlessly to address national challenges and unlock new opportunities. ▶ Build a Future-Ready Economy capable of adapting to geopolitical shifts, technological disruption, climate risks, and changing global market dynamics.

SOCIAL AND RELATIONSHIP CAPITAL

MEMORANDA OF UNDERSTANDING

ARMENIA	
1.	Armenia Union of Manufacturers and Businessmen (Employers) of Armenia 2012
2.	Armenia Chamber of Commerce & Industry 2021
AUSTRALIA	
3.	The Australian Chamber of Commerce & Industry 1995 and 2024
4.	Sri Lanka and Australian Chamber of Commerce 2024
5.	CA Sri Lanka – Australia Chapter Incorporated 2024
AUSTRIA	
6.	The Austrian Federal Economic Chamber 2005
AFGHANISTAN	
7.	Afghanistan Chamber of Commerce and Investment 2020
BAHRAIN	
8.	The Bahrain Chamber of Commerce & Industry 2007
BANGLADESH	
9.	The Metropolitan Chamber of Commerce and Industry, Dhaka, Bangladesh 1994
10.	The Sri Lanka – Bangladesh Chamber of Commerce & Industry 2010
11.	Dhaka Chamber of Commerce and Industry 2025
BELARUS	
12.	Minsk Department of the Belarus Chamber of Commerce & Industry 2013
BRAZIL	
13.	Foreign Trade Chambers Federation Rio de Janeiro 2012
14.	São Paulo Chamber of Commerce 2021
BULGARIA	
15.	The Bulgarian Chamber of Commerce and Industry 2012
CAMBODIA	
16.	The Cambodia Chamber of Commerce 2004
CHILE	
17.	The Chile Chamber of Commerce 2012
CHINA	
18.	The China Council for the Promotion of International Trade – Shanghai Sub-Council Shanghai International Chamber of Commerce 2001
19.	The China Council for the Promotion of International Trade Sichuan Council 2003
20.	The China Chamber of Commerce for Import & Export of Machinery and Electronic Products 2004
21.	The CCPIT Wuhan (China Chamber of International Commerce, Wuhan Chamber of Commerce) 2004
22.	China Council for the Promotion of International Trade, Shenzhen branch 2009
23.	China Council for the Promotion of International Trade, Yunnan Sub-council 2009
24.	China National Light Industry Council 2009
25.	China - South Asia Business Council 2010
26.	China Chamber of International Commerce (CCPIT) Quanzhou Chamber 2014
27.	China Council for the Promotion of International Trade Beijing Sub-Council (Beijing Chamber of International Commerce) 2015
28.	China Council for the Promotion of International Trade Zhejiang Provincial Committee 2015
29.	China Tianjin Municipal State-owned Assets Supervision and Administration Commission 2015
30.	China Council for the Promotion of International Trade, Jiangsu Sub-Council 2016
31.	China Council for the Promotion of International Trade Hangzhou Committee 2018
32.	Bureau of Commerce Jiaozhou, China 2019
33.	Middle East Liaoning General Chamber of Commerce 2024
CÔTE D'IVOIRE	
34.	Côte D'Ivoire Chamber of Commerce 2024
CROATIA	
35.	The Croatian Chamber of Economy 2001
CUBA	
36.	The Chamber of Commerce of the Republic of Cuba 2019
CZECH REPUBLIC	
37.	The Economic Chamber of the Czech Republic 2004
38.	Czech Chamber of Commerce 2018

DUBAI	
39.	The Dubai Chamber of Commerce & Industry 2002
EGYPT	
40.	The Federation of Egyptian Chambers of Commerce 1996, 2003 and 2008
41.	The Egyptian Businessmen's Association 2003
42.	The Alexandria Chamber of Commerce 2003
43.	The Federation of Egyptian Chamber of Commerce 2008
44.	Cairo Chamber of Commerce 2012
ESTONIA	
45.	The Estonia Chamber of Commerce & Industry 2000
FRANCE	
46.	The Confederation of Small and Medium Sized Enterprises of the Rhone-Alpes Region France 2000
GERMANY	
47.	The Nuremberg Chamber of Commerce and Industry 2011
HONG KONG	
48.	Kowloon Chamber of Commerce 2011
INDIA	
49.	The Indian Merchant's Chamber, Bombay, India 1993
50.	The Confederation of Indian Industry (CII) 1994
51.	The Madurai District Tiny & Small Scale Industries Association 1994
52.	The National Centre for Trade Information India 1998
53.	The Karnataka Chamber of Commerce & Industry Hubei 2003

54.	The Indo-German Chamber of Commerce 2004
55.	The India-ASEAN-Sri Lanka Chamber of Commerce & Industry 2005
56.	The Confederation of Indian Industry (CII) – Southern Region 2007
57.	The Confederation of Women Entrepreneurs – Hyderabad 2007
58.	Export-Import Bank of India 2007
59.	The Federation of Karnataka Chamber of Commerce & Industry and the Indo-Lanka Chamber of Commerce & Industry – Bangalore 2007
60.	The Goa Chamber of Commerce & Industry 2007
61.	The Association of Women Entrepreneurs of Karnataka 2007
62.	The Andhra Chamber of Commerce – Chennai 2008
63.	Tamilnadu Chamber of Commerce & Industry - Madurai 2012
64.	Merchants' Chamber of Commerce and Industry India 2018
65.	PHD (Pune, Hyderabad, Delhi) Chamber of Commerce and Industry 2019
66.	The Associated Chamber of Commerce and Industry of India 2019
67.	Federation of Jharkhand Chamber of Commerce and Industries 2023
68.	Federation of Indian Chamber of Commerce and Industry (FICCI) 2023
69.	Indo-Sri Lanka Chamber of Commerce and Industry 2024
70.	Southern Gujarat Chamber of Commerce and Industry – Surat 2024

71.	Indian Importers Chamber of Commerce and Industry 2024
72.	Gujarat Chamber of Commerce and Industry 2025
INDONESIA	
73.	The Indonesian Chamber of Commerce and Industry (KADIN) 1993 Revised in 2018
IRAN	
74.	The Iran Chamber of Commerce, Industries & Mines 1997 Revised in 2006
IRAQ	
75.	Federation of Iraqi Chambers of Commerce 2010
ISRAEL	
76.	The Israel – Sri Lanka Chamber of Commerce 2010
JAPAN	
77.	Kansai Economic Federation (Agreement of Cooperation) 2015
JORDAN	
78.	The Federation of Chamber of Commerce & Industry of Sri Lanka and Jordan Chamber of Commerce and Jordan Chamber of Industry 2007
KAZAKHSTAN	
79.	The Chamber of Commerce and Industry of the Republic of Kazakhstan 2012
KENYA	
80.	Kenya National Chamber of Commerce and Industry 2013

SOCIAL AND RELATIONSHIP CAPITAL

KOREA	
81.	The Busan Chamber of Commerce & Industry Korea 2007
82.	The Korea Chamber of Commerce & Industry 2012
83.	Federation of Middle Market Enterprises of Korea 2023
KURDISTAN	
84.	Kurdistan Federation of Chambers of Commerce and Industry 2020
LATVIA	
85.	The Latvian Chamber of Commerce & Industry 2004
LIBYA	
86.	The General Union of Chambers of Commerce & Industry of the Great Jamahiriya 2009
MALAYSIA	
87.	The National Chamber of Commerce and Industry of Malaysia 1994
88.	The Associated Chinese Chamber of Commerce & Industry of Malaysia 2001
89.	The National Chamber of Commerce and Industry of Malaysia 2012
MALDIVES	
90.	The Maldives National Chamber of Commerce & Industry 2021
MYANMAR	
91.	The Union Myanmar Federation of Chamber of Commerce & Industry 2006
NEPAL	
92.	The Confederation of Nepalese Industries 2003
93.	Morang Merchants' Association 2011

94.	Chamber of Commerce & Industry - Chitwan Nepal 2019
NORWAY	
95.	The Norwegian Agency for Development Cooperation 2010
OMAN	
96.	The Oman Chamber of Commerce & Industry - 2007
PAKISTAN	
97.	The Lahore Chamber of Commerce and Industry, Pakistan 1992 and 2024
98.	Karachi Chamber of Commerce & Industry (KCCI) 2008
99.	The Rawalpindi Chamber of Commerce & Industry 2021
100.	Islamabad Chamber of Commerce & Industry 2012
101.	Gujranwala Business Centre 2024
PHILIPPINES	
102.	The Philippine Chamber of Commerce and Industry 2000
POLAND	
103.	The Polish Chamber of Commerce 1999
104.	The Chamber of Commerce Katowice 2013
QATAR	
105.	Qatar Chamber of Commerce and Industry 2007 Revised in 2010
ROMANIA	
106.	The Chamber of Commerce & Industry of Romania and Bucharest 2005
107.	Chamber of Commerce & Industry of Romania 2011

RUSSIA	
108.	The Chamber of Commerce & Industry of the Russian Federation 2004
109.	The Russian Union of Industrialists and Entrepreneurs 2004
110.	The Chamber of Commerce and Industry of the Russian Federation 2009
111.	The International Congress of Industrialists and Entrepreneurs 2012
RWANDA	
112.	The Rwanda Private Sector Federation 2012
SAUDI ARABIA	
113.	The Riyadh Chamber of Commerce & Industry 2007
114.	The Council of Saudi Chambers 2017
SERBIA	
115.	Chamber of Commerce and Industry of Serbia
SEYCHELLES	
116.	Seychelles Chamber of Commerce and Industry 2014
SINGAPORE	
117.	The Singapore Manufactures' Association 1994
118.	The Singapore Indian Chamber of Commerce & Industry 1999
SLOVENIA	
119.	The Chamber of Commerce & Industry of Slovenia 2005
SLOVAKIA	
120.	The Slovak Chamber of Commerce & Industry 2002

121.	The Slovak Investment and Trade Development Agency 2018

SOUTH AFRICA

122.	The Durban Chamber of Commerce& Industry 1998 Revised in 2010
123.	The ANC Progressive Business Forum (PBF) in South Africa 2012
124.	Chamber of Commerce and Industry Johannesburg 2012

SWITZERLAND

125.	The International Trade Centre UNCTAD/ WTO 2004
126.	The Swiss Asean Chamber of Commerce and Industry 2016

TAIWAN

127.	Trade Match International Ltd. 1996
128.	The National Association of Small and Medium Enterprises – Taiwan 2000
129.	External Trade Development Council, Taiwan 2009
130.	The Chinese International Economic Cooperation Association, Taiwan 2010

TAJIKISTAN

131.	The Chamber of Commerce and Industry of the Republic of Tajikistan 2016

THAILAND

132.	The Board of Trade of Thailand 1988.
133.	The Thai Chamber of Commerce 2006 – Revised in July 2018
134.	Joint Standing Committee on Commerce, Industry and Banking Thailand 2013
135.	Commonwealth Chamber of Commerce Ltd 2024

TUNISIA

136.	The Chamber of Commerce and Industry of Tunis 2014

TÜRKIYE

137.	Tarsus Chamber of Commerce and Industry 2013
138.	All Industrialists' and Businessmen's Association 2013
139.	Izmir Chamber of Commerce 2013
140.	Foreign Economic Relations Board of Türkiye 2016
141.	Manisa Chamber of Commerce and Industry 2022
142.	Konya Chamber of Commerce 2021
143.	Ankara Chamber of Commerce 2021

UGANDA

144.	Uganda National Chamber of Commerce & Industry 2012

UK

145.	The Association of British Chambers of Commerce 1993
146.	The London Chamber of Commerce & Industry 1997
147.	The Dorset Chamber of Commerce & Industry 1998
148.	The British Chamber of Commerce (BCC) & British/ Sri Lanka - Chamber of Commerce 2010

UKRAINE

149.	The Ukrainian Chamber of Commerce and Industry 2010

VIETNAM

150.	The Vietnam Chamber of Commerce & Industry 2002
151.	The Vietnam Chamber of Commerce & Industry – Ho Chi Minh Branch 2004
152.	The European Chamber of Commerce – Vietnam 2004

ZAMBIA

153.	Zambia Chamber of Commerce and Industry 2014

OTHER

154.	The Sri Lanka Business and Biodiversity Platform 2023
155.	Global Alliance for a Sustainable Planet 2024

TRADE AND SERVICES FACILITATION

TRADE AND SERVICES FACILITATION

The Ceylon Chamber delivers a wide spectrum of services to support private sector requirements and enrich their capacities. Services such as the registration of commercial documents, the appointment of surveyors and assessors in the shipping and commodities sectors, GS1 service administration, and visa facilitation services, contribute towards national economic value creation throughout the year.

REGISTRATION OF COMMERCIAL DOCUMENTS

The Ceylon Chamber continues to simplify and modernise trade facilitation services through its Electronic Certificate of Origin (eCOO) platform, providing exporters with a seamless, secure, and fully digital experience. The platform enables customers to submit applications, verify documentation, and obtain Certificates of Origin remotely through any internet-enabled device, eliminating the need for physical visits and significantly reducing processing times.

By enhancing accessibility and convenience, the eCOO system supports exporters in meeting international trade requirements more efficiently while reducing administrative burdens and operational costs. The digital platform also strengthens transparency, improves document traceability, and enables businesses across Sri Lanka to access essential trade services regardless of their location. Through continuous investment in digitalisation, the Ceylon Chamber remains committed to facilitating smoother trade transactions and supporting the competitiveness of Sri Lankan exporters in global markets.

APPOINTMENT OF CEYLON CHAMBER SURVEYORS AND ASSESSORS

The Ceylon Chamber appoints panels of surveyors annually to carry out surveys in accordance with the requirements of local and foreign buyers for various commodities and products as well as ship surveys. The core aims of the surveys are to assure that the quality of the cargo (exported from Sri Lanka) meets the buyer's requirements as well as to ensure that cargo is stowed according to approved guidelines, and to issue inspection or survey reports attested by the Ceylon Chamber.

The Ceylon Chamber retains a panel of surveyors for import cargo, with the purpose of surveying damaged cargo to claim insurance.

The entire process of appointing surveyors/assessors, from submitting applications to the final appointment is automated, ensuring greater efficiency than the previously utilised manual process.

GS1 - GLOBAL STANDARD ONE

Global Standard One (GS1) is the world's most recognised standard for supply chain management. GS1 Lanka, operated by the Ceylon Chamber, is the sole authorised body to operate the GS1 supply chain standard system in Sri Lanka, and issues international barcodes and maintains the Sri Lanka GS1 product number bank.

VISA FACILITATION SERVICES

Through a partnership with established visa facilitator VFS Lanka Pvt. Ltd., The Ceylon Chamber of Commerce Visa Facilitation Centre offers an expedited process to submit visa applications for Australia, the UK, and the Swiss Schengen visa, covering Belgium, Liechtenstein, Netherlands, Poland, Slovenia, and Switzerland. The service is available for Members of the Ceylon Chamber, Business Councils and Approved/Affiliated Associations.

SECRETARIAL SERVICES

- The Ceylon Chamber provides secretarial services to the following Trade Associations.

1	All Island Dairy Association
2	Association of Local Stationery Manufacturers
3	Board of Airline Representatives
4	Condominium Developers Association of Sri Lanka
5	Council for Startups
6	Courier Express Parcel Association Of Ceylon
7	Exporters' Association of Sri Lanka
8	Federation of Renewable Energy Developers
9	IATA Agents Association of Sri Lanka
10	Imported Alcohol Beverages Association
11	Indo Lanka Chamber of Commerce & Industry
12	Industrial Association of Sri Lanka
13	National Biotechnology Industry Association
14	Pacific Asia Travel Association (Sri Lanka) Chapter
15	Palm Oil Industry Association
16	Spices & Allied Products Producers' & Traders' Association
17	Sri Lanka Association of Inbound Tour Operators
18	Sri Lanka Ceramics and Glass Council
19	Sri Lanka Pharmaceutical Manufacturers' Association
20	Sri Lanka Retailers' Association
21	Sri Lanka Shippers' Council
22	The Ceylon Motor Traders' Association
23	The Colombo Rubber Traders' Association
24	The Hotels Association of Sri Lanka
25	The Import Section - The Ceylon Chamber of Commerce
26	Travel Agents Association of Sri Lanka

STRATEGIC PRIORITIES

- Promote environmental practices within the Ceylon Chamber
- Strengthen member awareness on ESG & sustainability
- Expand participation in sustainability platforms
- Enhance practical capacity building

CONTRIBUTION TO SDGS

VALUE CREATED IN 2025

- Electricity consumption reduced by **10,095 units**
- Paper recycled during the year 2025 - **420 kg**
- Fuel consumption reduced by **745 litres**
- Best Corporate Sustainability Awards - No. of applicants **83**

NATURAL CAPITAL

The Ceylon Chamber of Commerce is advancing its role as an ecosystem enabler, placing natural capital at the heart of sustainable economic progress. Through pioneering flagship initiatives such as the Best Corporate Citizen Sustainability Awards, it brings together businesses, policymakers, and communities to drive collective climate action and responsible growth.

In doing so, the Ceylon Chamber reinforces its broader mission of fostering sustainable, inclusive progress where environmental stewardship and economic development go hand in hand.

MANAGEMENT APPROACH: ENABLING RESPONSIBLE ECOSYSTEMS

The Ceylon Chamber adopts a responsible approach to natural resource management, embedding sustainability into its operations while extending its influence across the broader business ecosystem. Internally, this is reflected in conscious resource use, energy- efficiency practices, and digital transformation initiatives.

Beyond its own footprint, the Ceylon Chamber plays a catalytic role as an ecosystem enabler, guiding members, partners, and policymakers towards sustainable practices. Through advocacy, platforms, and engagement, it promotes responsible resource use, encourages alignment with national and global sustainability priorities, and supports the transition to more resilient, environmentally conscious business models.

INCULCATING RESPONSIBLE ENVIRONMENTAL PRACTICES

The Ceylon Chamber promotes the embedding of responsible environmental practices across the private sector, with a focus on the sustainable use of water, energy, and other natural resources. Through advocacy, knowledge sharing, and collaborative initiatives, it encourages businesses to integrate efficiency, conservation, and environmental stewardship into their operations, supporting long-term sustainability and resilience.

ENERGY MANAGEMENT:

DRIVING EFFICIENCY THROUGH DIGITAL TRANSITION

Energy management efforts during the year focused on reducing consumption through digitalisation and operational efficiency.

KEY INITIATIVES INCLUDED:

- Transitioning systems to cloud-based platforms, reducing reliance on energy-intensive on-premise servers
- Rationalising physical IT infrastructure and adopting energy-efficient network devices
- Implementing power management settings across end-user devices
- Promoting virtual meetings to minimise travel-related energy use
- Enhancing system monitoring to reduce wastage
- Encouraging paperless workflows
- Managing air-conditioning usage and monitoring electricity consumption

While formal energy reduction targets have not yet been established, the Ceylon Chamber continues to adopt a progressive, action-oriented approach to improving energy efficiency. This includes expanding cloud adoption, optimising device-level energy use, and embedding energy-conscious behaviour across the organisation.

ENERGY EFFICIENCY MEASURES

Additional measures to improve efficiency included:

- Deployment of smart thermostats for optimised climate control
- Implementation of a capacity bank to manage kilowatt usage efficiently
- Increased reliance on cloud systems to reduce infrastructure load
- Use of energy-efficient networking equipment
- Ongoing system monitoring and preventive maintenance
- Adoption of digital tools to reduce physical resource dependency

DIGITALISATION & RESOURCE EFFICIENCY:

REDUCING MATERIAL FOOTPRINT

Digital transformation remains central to reducing resource consumption and improving efficiency.

KEY INITIATIVES:

- Expanded use of Microsoft 365 tools (Teams, Outlook, OneDrive) for collaboration
- Transition to digital approvals and communications
- Use of e-flyers and online event platforms
- Digital storage and document management systems
- Electronic sharing of invoices, reports, and official documentation
- Encouraging double-sided printing and paper reuse for essential needs

These efforts have significantly reduced paper usage while improving speed, accessibility, and operational efficiency.

NATURAL CAPITAL

RECYCLING INITIATIVES

- Recycled 420 kg of paper during the year, contributing to waste reduction and environmental conservation.

WATER CONSUMPTION TRENDS:

WATER CONSUMPTION :

2024/25: 2,253 units

2025/26: 2,179 units

USAGE REDUCED BY

3.28 %

This reduction reflects improved efficiency and conscious usage practices.

WATER STEWARDSHIP:

PROMOTING RESPONSIBLE CONSUMPTION

The Ceylon Chamber remains committed to responsible water usage through practical conservation measures:

KEY INITIATIVES INCLUDED:

- Continuous employee awareness on mindful water use
- Routine inspections to detect and prevent leaks
- Regulation of water pressure to minimise unnecessary consumption

WASTE & EFFLUENT MANAGEMENT:

STRENGTHENING RESPONSIBLE DISPOSAL

Waste management practices are aligned with local regulatory requirements and supported by structured processes.

- Waste segregation into food, plastic, and paper categories
- Engagement of a CMC-approved waste collector for compliant disposal
- Increased staff awareness on proper waste handling

These efforts have improved recycling efficiency and reduced the volume of waste directed to landfills.

RESOURCE DEPENDENCY & CONSERVATION: OPTIMISING USAGE

The Ceylon Chamber's operations depend on key natural resources such as electricity and fuel, primarily for backup power and transportation.

ELECTRICITY CONSUMPTION

ELECTRICTY CONSUMPTION

2024/25: 225,145 kWh

2025/26: 215,050 kWh

USAGE REDUCED BY

4.48 %

FUEL CONSUMPTION

The reduction in resource usage reflects improved efficiency and optimisation efforts, particularly through reduced reliance on physical infrastructure and better energy management.

FUEL CONSUMPTION REDUCTION

FUEL CONSUMPTION

2024/25: **2705 L**

2025/26: 1960 L

USAGE REDUCED BY

27.54 %

- Generator usage reduced significantly **(1,300L ⏩ 600L)**
- Marginal reduction in vehicle fuel consumption

SUSTAINABILITY LEADERSHIP & ADVOCACY: ENABLING SYSTEMIC IMPACT

Membership In Environmental Associations

The Ceylon Chamber has a seat on the following committees, via which we contribute industry and policy expertise to drive collective action National Framework on Eco Labelling in Sri Lanka, Ministry of Environment

1) Expert Review Committee 3rd NDA Readiness Support Project, Green Climate Fund
2) Sri Lanka Coral Reef Initiative National Steering Committee
3) Strategic Environmental Assessment – Central Environment Authority Technical Committee
4) National Framework on Eco Labelling in Sri Lanka, Ministry of Environment

COMMITMENT TO THE UN GLOBAL COMPACT (UNGC)

In alignment with the United Nations Global Compact (UNGC), the Ceylon Chamber continues to strengthen its role as an enabler of sustainable business transformation by embedding responsible practices across its own operations and within the wider business ecosystem.

ENVIRONMENTAL RESPONSIBILITY

Environmental stewardship was advanced through targeted initiatives to improve resource efficiency. These included expanded digitalisation to reduce paper consumption, adoption of energy-efficient practices, and strengthened waste management systems - contributing to reduced operational footprint and more responsible resource use.

STAKEHOLDER ENGAGEMENT & ECOSYSTEM CREATION FOR SUSTAINABILITY INTEGRATION

Beyond internal practices, the Ceylon Chamber plays a catalytic role in creating an enabling ecosystem for the integration of sustainability across its member base and the broader business community. Through advocacy, knowledge-sharing platforms, and collaborative engagement, the Ceylon Chamber facilitates the mainstreaming of sustainability into business strategy and decision-making.

This ecosystem approach brings together businesses, policymakers, and industry leaders to accelerate the adoption of responsible practices, foster collective action, and embed sustainability as a core driver of competitiveness and resilience.

COMMITMENT TO BIODIVERSITY PRESERVATION

The Ceylon Chamber is committed to advancing private-sector led environmental stewardship, with a strong focus on biodiversity conservation and on building a resilient, ecologically balanced future that aligns economic progress with sustainability. As the founding body of Biodiversity Sri Lanka (BSL) formerly, the Sri Lanka Business and Biodiversity Platform, the Ceylon Chamber has played a pioneering role in embedding biodiversity into the corporate agenda.

BSL serves as the private sector's collective voice on biodiversity, providing technical guidance, sharing best practices, and facilitating dialogue between government, civil society, and businesses. It also advocates for policies that protect Sri Lanka's fragile ecosystems while promoting sustainable business practices.

With a growing membership of 90 corporate entities, BSL continues to drive awareness and action on biodiversity within the business community. The Ceylon Chamber, as founder and Board member, ensures continued strategic alignment between private- sector leadership and national biodiversity priorities.

BEST CORPORATE CITIZEN SUSTAINABILITY AWARDS (BCCS)

The Best Corporate Citizen Sustainability Awards (BCCS) continued to demonstrate strong engagement and growing impact during the year, receiving a total of 36 main applications and 47 project submissions from a diverse cross-section of sectors, including banking and finance, manufacturing, and agribusiness.

The quality of submissions reflected a clear upward trajectory in how organisations are embedding sustainability across the economic, social, and environmental (3Ps) dimensions, signalling a shift from standalone initiatives to more integrated and strategic approaches.

Notable progress was observed in several key areas. Organisations demonstrated enhanced environmental stewardship through broader sustainability initiatives and stronger mechanisms for stakeholder engagement. Employee relations practices also showed marked strengthening, with greater emphasis on wellbeing, open communication, and inclusive workplace cultures.

Community engagement efforts have become increasingly strategic and outcome-oriented, supported by improved alignment with organisational objectives and clearer articulation of impact. In parallel, supplier engagement practices showed early but encouraging progress, particularly in areas such as traceability, responsible sourcing, and circular economy principles.

Overall, the BCCS Awards continued to serve as a powerful national platform for benchmarking, recognising, and inspiring responsible business conduct, while encouraging organisations to adopt more structured, measurable, and impact-driven sustainability practices aligned with both national priorities and global sustainability frameworks.

ECO DIARY

Throughout the year, we actively engaged in initiatives that promoted climate resilience, sustainable finance, environmental stewardship, and collaborative climate action. Through partnerships with policymakers, development agencies, financial institutions, and private sector stakeholders, we continued to drive dialogue and advocacy on sustainability-related priorities that support Sri Lanka's long-term environmental and economic progress.

APRIL

CLIMATE IMPACT

Facilitated discussions between the World Bank, insurance sector, and export community to better understand the impact of adverse weather pattern changes on businesses and economic resilience.

PRIVATE SECTOR INPUT ON NDC 3.0

Enabled private sector participation in the Nationally Determined Contributions (NDC) 3.0 consultation organised by the Ministry of Environment and UNDP, bringing together over 150 stakeholders.

CLIMATE FINANCING

Hosted an expert-led session on carbon markets and climate financing, featuring global insights on financing pathways and their relevance to Sri Lanka.

MAY

GREEN FINANCE

In collaboration with the Sri Lanka Banks' Association, organised a roundtable discussion on green finance and decarbonisation, highlighting lessons from China's sustainable finance journey.

AUGUST

NDC 3.0

Facilitated a stakeholder workshop on Sri Lanka's NDC 3.0 framework with the support of the FAO and Ministry of Environment, strengthening private sector engagement in national climate priorities.

OCTOBER

CLIMATE AGENDA

Engaged with the Global Green Growth Institute on the draft National Adaptation Plan, advocating for stronger alignment between climate policy priorities and sustainable business practices.

NOVEMBER

BEST CORPORATE CITIZEN SUSTAINABILITY AWARDS

Celebrated and recognised organisations demonstrating excellence in sustainability, responsible business practices, and environmental stewardship through the Best Corporate Citizen Sustainability Awards.

WAY FORWARD

ENABLING THE NEXT-GENERATION SUSTAINABILITY ECOSYSTEM

SHORT-TERM HORIZON (1–3 YEARS) **Strengthening Foundations**	LONG-TERM HORIZON (3–10 YEARS) **Orchestrating a Connected Ecosystem**
▶ Expand cross-sector platforms for dialogue and knowledge exchange on sustainability integration ▶ Deepen engagement with member organisations through targeted capacity-building and awareness programmes ▶ Enhance visibility and adoption of best practices through recognition platforms such as the BCCS Awards ▶ Strengthen ESG literacy across industries, with a focus on practical implementation and reporting readiness ▶ Encourage early-stage adoption of digital tools for sustainability tracking, benchmarking, and disclosure ▶ Foster stronger linkages between businesses, regulators, and development partners to align sustainability priorities	▶ Building a digitally enabled sustainability ecosystem that supports data-driven decision-making ▶ Driving industry-wide convergence on sustainability standards and reporting frameworks ▶ Enabling circular economy adoption and value chain transformation at scale ▶ Strengthening multi-stakeholder collaboration to address complex national and global sustainability challenges ▶ Positioning the Ceylon Chamber as a central orchestrator of innovation, policy dialogue, and sustainable investment alignment

ANCHORING TRUST IN THE NETWORK

Strong governance ensures the ecosystem operates with integrity, transparency, and accountability, reinforcing trust across all levels of engagement.

CORPORATE GOVERNANCE

COMMITTEE OF THE CHAMBER 2025/26

COMMITTEE OF THE CHAMBER 2025/26 In terms of Section 4(1) of The Ceylon Chamber of Commerce Ordinance No. 10 of 1895 as amended by Ordinance No. 2 of 1912 and Ordinance No. 28 of 1932 the affairs of the Ceylon Chamber shall be administered by the Committee elected/ appointed in terms of the Rules of the Ceylon Chamber. The following members were elected/ appointed to the Committee for 2025/26 and assumed office with effect from the Annual General Meeting held on Thursday, 26th June 2025. The business and affairs of the Ceylon Chamber are managed by a Committee comprising

(A). ELECTED MEMBERS

(B). PAST CHAIRPERSONS AND

(C). NOMINATED MEMBERS

(A). ELECTED MEMBERS

Thirty-two (32) are elected by the membership, on the recommendation of the Nominations Committee and the Board, to represent the interests of commerce and industry.

The Elected Members for 2025/26 are:

(i) Re-elected Members:

1.	Aluwihare, Ms. Ayomi
2.	Balendra, Mr. Krishan
3.	Cabraal, Mr. Amal
4.	Chellaraja Wilson, Ms. Kasthuri
5.	Cooray, Mr. Gihan
6.	Cooray, Ms. Shiromal
7.	Dharmasena, Ms. Jayanthi
8.	Hirdaramani, Mr.Vinodh
9.	Mudalige, Mr. Sujeewa
10.	Rajapaksa, Mr. Sujeewa
11.	Sathasivam, Mr. Shyam
12.	Selvanathan, Mr. Sudharshan
13.	Dissanayake Mr. Niranjan
14.	Subasinghe, Mr. Prabash
15.	Thambiayah, Ms. Shibani
16.	Thewarathanthri, Mr. Bingumal
17.	Weerasinghe, Mr. Supun
18.	Wickramasingha, Ms. Sheamlee
19.	De Silva, Ms. Shehara
20.	Esufally, Ms. Sabrina
21.	Nisthar, Mr. Sulaiman
22.	Perera, Mr. Thimal
23.	Peiris, Ms. Selyna
24.	Sangani, Ms. Riyaz
25.	Stefan, Mr. Bernhard
26.	Dissanayake, Mr. Rohana
27.	Pandithage, Mr. Rajeev

(ii) New Members Recommended for Election

28.	Manathunga, Mr. Sanath
29.	Waidaratne, Mr. Ruwan
30.	Wijewardena, Mr. Mahesh
31.	Blaser, Mr. Rolf
32.	De Silva, Mr Romani

PAST CHAIRPERSONS

Hulangamuwa, Mr. Duminda	(2023-2025)
Govindasamy, Mr. Vish	(2021-2023)
Wijayasuriya, Dr. Hans	(2019-2021)
Theagarajah, Mr. Rajendra	(2017-2019)
Ranatunga, Mr. Samantha	(2015-2017)
Shah, Mr. Suresh	(2013-2015)
Ratnayake, Mr. Susantha	(2011-2013)
Ekanayake, Dr. Anura	(2009-2011)
Bandaranayake, Mr. J D	(2008-2009)
Dayananda, Mr. Mahen	(2006-2008)

NOMINATED MEMBERS

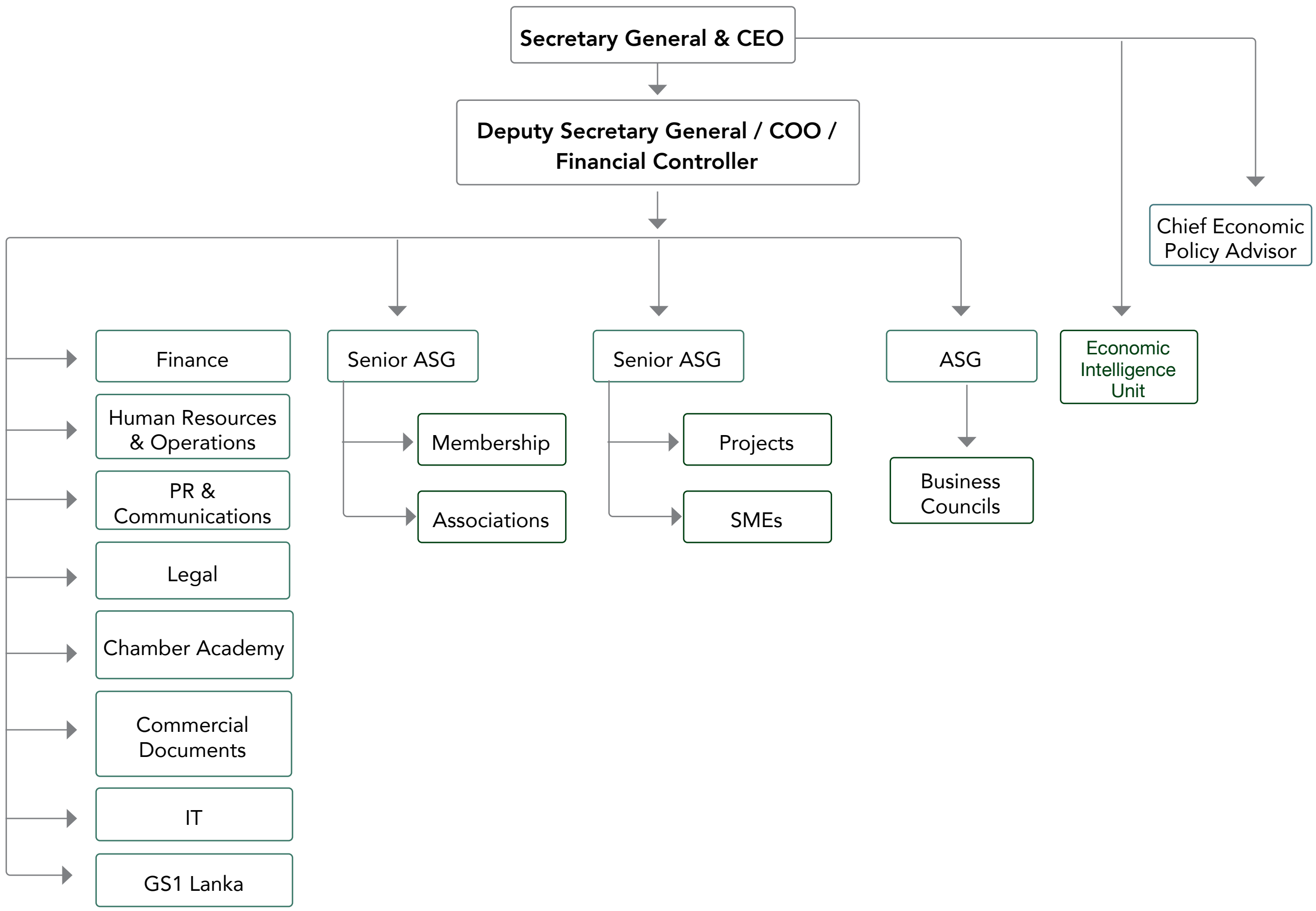
Nominees of Trade Sections, Approved Associations and Affiliated Chambers

TRADE SECTIONS			
	Name of Trade Section	**Nominee**	**Alternate Nominee**
1	Import Section	Mr. Ushan de Silva	Mr. Sankha Gammanpila
APPROVED ASSOCIATIONS			
	Name of Approved Association	**Nominee**	**Alternate Nominee**
2	Exporters' Association of Sri Lanka	Mr. Nalaka Ratnayake	Ms. Rozanne de Almeida
3	Colombo Tea Traders' Association	Mr. Prins Gunasekera	Mr. Anselm Perera
4	Colombo Rubber Traders' Association	Mr. Buddhi Gunasekera	Mr. Harin de Silva

	Name of Approved Association	Nominee	Alternate Nominee
5	Planters' Association of Ceylon	Mr. Shanaka Samaradiwakara	Mr. Lalith Obeysekera
6	Ceylon Motor Traders' Association	Mr. Andrew Perera	Mr. Lakmal de Silva
7	Colombo Brokers' Association	Mr. Dinesh Fernando	Mr. Dhanuka Jayasuriya
8	The Hotels Association of Sri Lanka	Ms. Stasshani Jayawardena	Ms. Shibani Thambiayah
9	Ceylon Association of Shipping Agents	Mr. M.I.S. Sabar	Mr. Janesh Ratnadasa
10	The Spices & Allied Products Producers' and Traders Association	Mr. Chathura Wickramatileka	Mr. W.H.S.C. Fernando
11	Sri Lanka Apparel Exporters' Association	Ms. Rajitha Jayasuriya	Mr. Felix Fernando
12	Industrial Association of Sri Lanka	Mr. Brahaman Balaratnarajah	Mr. Kelum Kospelewatte
13	Sri Lanka Shippers' Council	Mr. Trisherman Frink	Mr. Sean Van Dort
14	Insurance Association of Sri Lanka	Mr. Lasitha Wimalaratne	
15	Sri Lanka Logistics & Freight Forwarders' Association	Mr. Andre Fernando	Mr. Priyan Seilman
16	Sri Lanka Pharmaceutical Manufacturers' Association	Mr. Nalin Kannangara	Mr. Dinesh Athapaththu
17	National Construction Association of Sri Lanka	Mr. Gayan Tudawe	Mr. W. A. Kulathilaka
18	Travel Agents Association of Sri Lanka	Mr. Rizmi Reyal	
19	Institute for the Development of Commercial Law & Practice	Ms. Shehara Varia	Ms. Hemamali Amarasinghe
20	Leasing Association of Sri Lanka	Mr. Chandika Hettiarachchi	
21	Tea Exporters Association	Mr. Ganesh Deivanayagam	Mr. Mahinda Karunanayake
22	Sri Lanka Association of Inbound Tour Operators	Ms. Shiromal Cooray	Mr. Nalin Jayasundara
23	Federation of the Information Technology Industry Sri Lanka	Mr. Indika De Zoysa	Mr. Channa De Silva
24	Sri Lanka Ceramic & Glass Council	Mr. Aravinda Perera	Mr. Wipul Kuleratne
25	Sri Lanka Gem & Jewellery Association	Mr. Rizvan Sahabdeen	Mr. Shezan Mansoor
26	Sri Lanka Association of Software & Services Companies (SLASSCOM (Guarantee) Ltd)	Mr. Nishan Mendis	Ms. Shehani Seneviratne
27	Small Hydro Power Developers Association	Mr. Firdowsy Ismail	Mr. Manjula Perera
28	Sri Lanka Retailers Association	Dr. Chathura Jayawardena	
29	Sri Lanka Chamber of Medical Device Industry	Dr. Clive James	
30	Sri Lanka Banks Association (Guarantee) Ltd	Mr Bingumal Thewarathanthri	
31	All Island Dairy Association	Mr. Asoka Bandara	Mr. Gamini Rajapakse

	Name of Approved Association	Nominee	Alternate Nominee
32	The Finance Houses Association of Sri Lanka	Mr. Arjuna Gunaratne	Mr. Roshan Abeygoonewardena
33	Courier Express Parcel Association of Ceylon	Mr. Chaminda Mallawa	Mr. Sanjaya Samarasinghe
	AFFILIATED CHAMBERS		
	Name of Affiliated Chamber	**Nominee**	**Alternate Nominee**
34	Anuradhapura District Chamber of Commerce & Industry	Mr. Pradeep Mahendra Bandara Kangara	
35	The Ceylon National Chamber of Industries	Mr. Gamini Gunasekera	Mr. Thissa Senevirathne
36	Women's Chamber of Industry & Commerce	Ms. Gayani de Alwis	Ms. Ramani Ponnambalam
37	Sabaragamuwa Chamber of Commerce & Industry	Mr. C. J. Gunaseela	Mr. Asoka Gunaseela
38	Matale District Chamber of Commerce, Industry & Agriculture	Mr. M. S. M. Thahir	
39	Galle District Chamber of Commerce & Industries	Mr.Dhammika Lokuge	Mr.Ranura Ubeysiri
40	Chamber of Commerce and Industries of Yalpanam	Dr. Vasudeven Rasiah	
41	Chamber of Commerce & Industry Central Province	Mr.Azam Ameer	
42	Sri Lanka Chamber of the Pharmaceutical Industry	Mr. Prathaban Mylvaganam	Mr. Shantha Bandara
43	Chamber of Commerce & Industry of Uva Province	Mr. Jagath Chandrakumara	Mr. Adhil Rafeeque
44	Batticaloa District Chamber of Commerce, Industry & Agriculture	Dr. Thangamuthu Jayasingham	
45	American Chamber of Commerce in Sri Lanka	Mr. Shirendra Lawrence	Ms. Neelika Tillekeratne

ORGANISATION CHART OF THE CEYLON CHAMBER SECRETARIAT



BOARD OF DIRECTORS 2025/26

In terms of the Ceylon Chamber Rules there shall be a Board of Directors consisting of up to 09 members. Four of them are ex-officio members of the Ceylon Chamber i.e. Chairperson, Vice Chairperson, Deputy Vice Chairperson and the Secretary General & CEO of the Ceylon Chamber. On the recommendation of the Nominations Committee and accepted by the outgoing Board, the following five committee members have been appointed to the Board for 2025/26.

Four Ex-Officio Members

- **Mr. Krishan Balendra, Chairperson**
- **Mr. Bingumal Thewarathanthri, Vice Chairperson**
- **Mr. Vinod Hirdaramani, Deputy Vice Chairperson**
- **Mr. Buwanekabahu Perera, Secretary General & CEO**

Five Appointed Members

- Mr. Supun Weerasinghe – Executive Director & Group Chief Executive, Dialog Axiata PLC
- Ms. Kasturi Chellaraja Wilson - Chief Operating Officer, (Head of APAC), 5Hour International Corporation Singapore
- Mr. Bernhard Stefan - Chairperson and Managing Director, Nestlé Lanka PLC
- Ms. Jayanthi Dharmasena, Executive Director, Hayleys Agriculture Holdings Ltd
- Ms. Shibani Thambiayah, Chairperson/Jt. Managing Director, Renuka Hotels PLC

COMMITTEE REPORTS

REMUNERATION COMMITTEE REPORT

Members

Buwanekabahu Perera
Secretary General/CEO

Alikie Perera
Deputy Secretary General/COO/
Financial Controller

Shiran Fernando
Chief Economic Policy Advisor

Ushendrini Amerasinghe
Senior Assistant Secretary General

Manori Dissanayaka
Senior Assistant Secretary General

Oshadhi Kodisinghe
Senior Assistant Secretary General

Darshani Costa
Senior Accountant

Arani Rodrigo Weerasekera
Economist

The members of the Committee refrain from taking part in determining their own remuneration.

Remuneration Policy

The Ceylon Chamber remains committed to a structured and transparent approach in determining remuneration, ensuring competitive packages that attract and retain skilled professionals. The Remuneration Committee recognises the importance of offering compensation that is both motivating and equitable to sustain a high-performing workforce.

The Committee convenes as needed during the year under review. The Committee met on 29th March 2026 with all members present.

Pursuits for the Year

- Performance reviews (KPIs + Attribute Evaluations) are conducted twice a year, with the year-end review determining increments, performance based bonuses and promotions.

- Statutory payments such as MSPS, ETF and Gratuity were consistently made in an accurate and timely manner.

AUDIT COMMITTEE REPORT

Members

Mr. Nirmal Fernando
(Chairman)

Mr. R Rasiah

Mr. Ranjan Casie Chetty

The Audit Committee carries out its responsibilities in line with the Rules of Procedure approved by the Board of Members, supporting the Board of The Ceylon Chamber of Commerce in overseeing internal control processes. Its tasks and responsibilities are defined by the Board and include key oversight functions to ensure financial transparency and compliance.

At the meeting of the Committee on 19th May, 2025, the Chairman of the Audit Committee indicated his intention to step down from the role. The Board is in the process of identifying a suitable replacement to ensure a seamless transition and continued oversight of the Ceylon Chamber's financial and control mechanisms.

Key Responsibilities of the Committee

- Reviewing quarterly financial statements before submission to the Board.
- Recommending necessary amendments to align with prevailing financial and regulatory standards.
- Engaging with auditors to clarify any ambiguities in the final accounts.

NOMINATIONS COMMITTEE REPORT

Members

Duminda Hulangamuwa
(Chairman)

Vish Govindasamy

Dr Hans Wijayasuriya

Bingumal Thewarathanthri

Vinod Hirdaramani

In terms of Section VIII, Rule 45 of The Ceylon Chamber of Commerce Rules, a five (05) Member Committee named the "Nominations Committee" of the Ceylon Chamber is appointed every two years in order to make recommendations in respect of the following;

- Appointment of the Deputy Vice-Chairperson
- Appointments to the Board;
- Appointments to the Committee; and
- Appointments to fill vacancies of office bearers, Committee and the Board

During this year, the Nominations Committee met on 14th May, 2025.

RISK MANAGEMENT

EMPOWERING GROWTH
CREATING A STABLE PLATFORM FOR INNOVATION AND EXPANSION

At the Ceylon Chamber, risk management is not viewed merely as a protective function, it is a strategic enabler that sustains and strengthens the Ceylon Chamber's role as a catalyst within Sri Lanka's business ecosystem. By proactively identifying, assessing, and mitigating risks, the Ceylon Chamber ensures that its platform remains resilient, trusted, and future-ready, empowering stakeholders to operate with confidence in an increasingly dynamic environment.

Protecting Connectivity – Ensuring Uninterrupted Engagement Across Stakeholders

The Ceylon Chamber prioritises the seamless continuity of engagement across its diverse stakeholder network, including members, policymakers, development partners, and the private sector. Through robust digital infrastructure, contingency planning for events, and hybrid engagement models, the Ceylon Chamber mitigates operational and external risks that may disrupt interactions. This ensures that dialogue, knowledge-sharing, and collaboration remain uninterrupted, reinforcing its role as a central node in the business ecosystem.

Strengthening Trust – Safeguarding Credibility and Institutional Integrity

As a leading voice of the private sector, the Ceylon Chamber's credibility is paramount. Risk mitigation efforts are centred on strong governance practices, ethical standards, and transparent communication. Policies on compliance, data protection, and stakeholder accountability are continuously strengthened to mitigate reputational and regulatory risks. This commitment safeguards institutional integrity, reinforcing stakeholder confidence and long-standing trust in the Ceylon Chamber's advocacy and advisory role.

Enabling Continuity – Building Resilience Against Disruption

In an environment shaped by economic volatility and global uncertainties, the Ceylon Chamber adopts a forward-looking approach to resilience. Business continuity frameworks, scenario planning, and financial prudence ensure operational stability even in times of disruption. By diversifying revenue streams and strengthening internal capabilities, the Ceylon Chamber is equipped to sustain its activities and maintain service delivery, regardless of external challenges.

Empowering Growth – Creating a Stable Platform for Innovation and Expansion

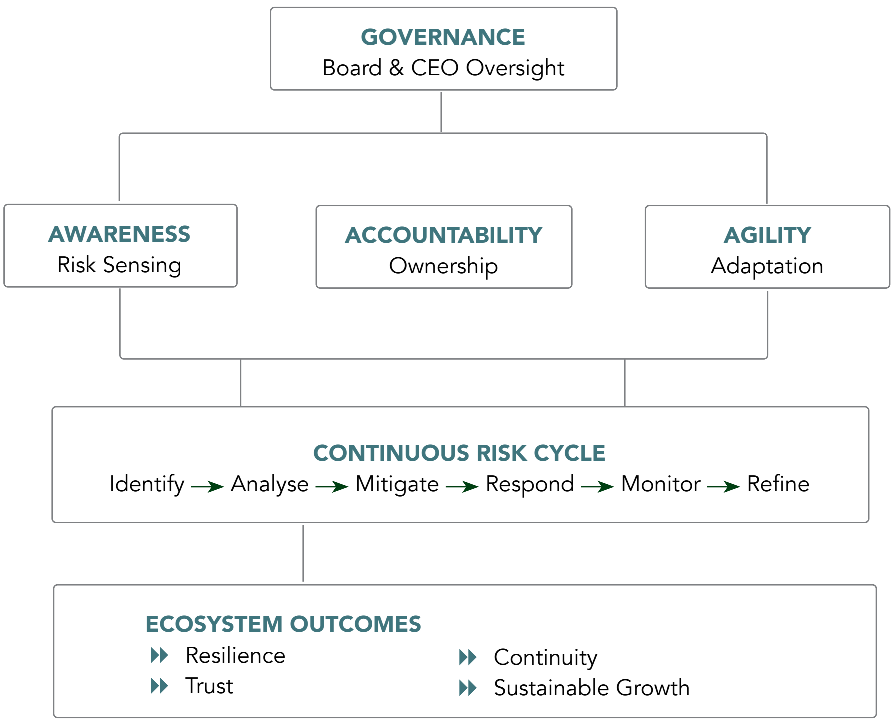
Effective risk management provides the foundation for growth and innovation. By creating a stable and secure operating environment, the Ceylon Chamber enables the expansion of new initiatives, services, and partnerships. Strategic risk-taking, supported by structured evaluation and governance, enables the Ceylon Chamber to explore emerging opportunities, including digital transformation, policy innovation, and international collaboration - while maintaining stability.

Through this integrated approach, risk management evolves from a defensive mechanism into a proactive force - one that not only safeguards the Ceylon Chamber's operations but also enhances its ability to serve as a resilient, trusted, and forward-looking ecosystem enabler.

RISK MANAGEMENT GOVERNANCE APPROACH

The Ceylon Chamber's risk management framework is anchored on three core pillars of awareness, accountability, and agility. Embedded within the organisation's culture, it aligns with global best practices while being tailored to its unique operating environment.

The framework integrates risk identification, analysis, mitigation planning, response, and performance monitoring into both strategic and operational decision-making. Oversight is led by the Board of Directors and the Secretary General/CEO, ensuring that risk considerations remain a priority at the highest level and that the Ceylon Chamber remains resilient and adaptive to evolving challenges.



DEEPENING RISK AWARENESS: A PROACTIVE AND INFORMED APPROACH

The Ceylon Chamber's strength as an ecosystem enabler is underpinned by a deep and evolving awareness of the risks that shape its operating landscape. As an institution positioned at the intersection of business, policy, and global engagement, the Ceylon Chamber is acutely cognisant that risks are not static they are interconnected, dynamic, and often systemic in nature.

This awareness is embedded in a structured and continuous risk identification process that draws from both internal insights and external intelligence. The Ceylon Chamber actively monitors macroeconomic shifts, regulatory developments, geopolitical trends, and sector-specific challenges, ensuring that emerging risks are identified early. Regular stakeholder engagement - including member feedback, industry consultations, and policy dialogue - serves as a critical lens through which ground realities and evolving concerns are captured in real time.

Internally, risk awareness is cultivated across all levels of the organisation. Functional units are empowered to identify and escalate risks within their respective domains - be it operational disruptions in events, financial volatility in revenue streams, or reputational sensitivities in advocacy. This decentralised vigilance is complemented by a centralised oversight mechanism, ensuring that risks are assessed holistically and prioritised based on potential impact and likelihood.

The Ceylon Chamber also recognises the growing importance of non-traditional risks. Cybersecurity, data privacy, ESG-related exposures, and reputational risks linked to public policy positions are actively evaluated alongside conventional financial and operational risks. Scenario planning is testing are increasingly used to assess the potential implications of high-impact, low-probability events, enabling preparedness for uncertainty.

Importantly, this heightened risk awareness is not reactive but anticipatory. The Ceylon Chamber continuously refines its risk registers, mitigation strategies, and response frameworks to reflect the changing environment. By fostering a culture of informed decision-making where risk considerations are integrated into strategy, planning, and execution the Ceylon Chamber ensures that it remains agile, resilient, and responsive.

In doing so, the Ceylon Chamber does not merely manage risk; it understands it deeply, anticipates its evolution, and leverages that insight to strengthen its role as a trusted and forward-looking ecosystem enabler.

ENABLING A RESILIENT ECOSYSTEM

As an ecosystem enabler, our role extends beyond delivering services. We facilitate connections, empower stakeholders, and sustain a platform where value can be created collectively. In such a model, risk does not exist in isolation. It flows across stakeholders, systems, partnerships, and external environments, making resilience a shared imperative.

Our approach to risk management is therefore designed to protect the integrity of the ecosystem while enabling

RISK MANAGEMENT

its continuous evolution. We recognise that every decision, partnership, and innovation introduces both opportunity and exposure. Accordingly, we adopt a forward-looking, integrated framework that identifies and manages risks across financial, operational, technological, regulatory, and social dimensions.

During the year, we strengthened our risk management architecture to reflect this interconnected reality. This included enhancing digital safeguards, reinforcing governance structures, and improving responsiveness to external disruptions. Importantly, our focus has been on ensuring that risk controls do not constrain progress, but instead create a secure and stable foundation for growth, innovation, and stakeholder confidence.

By embedding risk awareness into our culture and decision-making processes, we continue to transform risk management into a strategic enabler. One that safeguards trust, strengthens resilience, and supports the long-term sustainability of the ecosystem we serve.

ECOSYSTEM RISK GRID

Protecting value across an interconnected landscape

Dimension	Risk Category	Risk Drivers & Exposures	Impact on Ecosystem	Mitigation & Enablement Strategy
Financial Stability	Financial & Economic	Macroeconomic volatility	Disruption to funding flows across programmes	Revenue diversification through partnerships and value-added services
		Dependence on memberships, sponsorships, and grants	Reduced ability to support stakeholders	Adoption of dynamic pricing models
		Funding delays	Strain on ecosystem continuity	Prudent financial planning and forecasting
				Maintenance of reserve buffers
				Contractual safeguards and insurance coverage
		Inflationary pressures		Continuous monitoring of macroeconomic conditions
Operational Continuity	Operational	Process inefficiencies	Disruptions in service delivery impacting members, partners, and beneficiaries	Digital transformation and process automation
		Reliance on manual systems	Reduced ecosystem efficiency	ERP system integration
				Implementation of redundant systems and data backups
		Event execution risks		Structured event governance frameworks
				Clear accountability mechanisms
				Vendor performance management
		Third-party dependencies		Continuous capacity development

Dimension	Risk Category	Risk Drivers & Exposures	Impact on Ecosystem	Mitigation & Enablement Strategy
Trust & Governance	Compliance & Legal	Evolving regulatory requirements Contractual complexities Governance gaps Data protection obligations	Erosion of stakeholder trust Legal exposure affecting credibility and partnerships	Regular compliance audits Strengthened policy frameworks Embedding compliance into organisational culture Legal oversight on contractual agreements Robust data protection controls Liability insurance coverage
Knowledge & Innovation Assets	Intellectual Property	Increased digital sharing Collaborative engagements Weak enforcement mechanisms	Misuse of intellectual capital Erosion of innovation and competitive positioning within the ecosystem	Formal intellectual property governance frameworks Use of NDAs and structured licensing agreements Copyright and trademark protection mechanisms Digital rights management systems Monitoring and enforcement protocols Staff awareness and training initiatives
Stakeholder Confidence	Reputation & Membership Engagement	Spread of misinformation Inconsistent messaging Perceived bias Evolving member expectations	Decline in engagement and participation Erosion of trust Weakening of ecosystem cohesion	Transparent and proactive communication strategies Structured media engagement Crisis communication protocols Commitment to neutrality and credibility CRM-enabled personalised engagement Continuous feedback and listening mechanisms

RISK MANAGEMENT

Dimension	Risk Category	Risk Drivers & Exposures	Impact on Ecosystem	Mitigation & Enablement Strategy
Strategic Relevance	Strategic Direction	Rapid economic and policy changes Shifting stakeholder priorities Governance limitations	Misalignment between ecosystem needs and organisational direction Reduced long-term relevance	Strong Board oversight and governance Periodic strategy reviews Environmental scanning and scenario planning Alignment of programmes with organisational mission Fostering innovation within a disciplined framework
Digital Influence	Social Media	Decentralised content creation Weak access controls Inconsistent branding	Rapid spread of reputational risks Dilution of brand identity across the ecosystem	Implementation of a social media governance framework Centralised access management Multi-factor authentication controls Structured content approval processes Staff training and awareness Periodic compliance reviews Unified branding guidelines
Digital Infrastructure	Technology	Cybersecurity threats Legacy systems System integration gaps Increasing digital reliance	Disruptions to digital platforms supporting the ecosystem Data breaches affecting stakeholders	Strengthening cybersecurity architecture System upgrades and regular patching Secure backups and disaster recovery planning Integrated digital platforms Secure member portals Real-time verification tools Robust IT governance frameworks

Dimension	Risk Category	Risk Drivers & Exposures	Impact on Ecosystem	Mitigation & Enablement Strategy
Human Capital	Human Resources	Talent retention challenges	Reduced capacity to support ecosystem growth and engagement	Succession planning frameworks Competitive benchmarking of talent practices Employee wellbeing programmes
		Evolving skill requirements		Continuous learning and development initiatives Structured onboarding programmes Formal HR management systems
Systemic Resilience	External Shocks	Natural disasters	Widespread disruption across the ecosystem affecting all stakeholders simultaneously	Business continuity planning frameworks Disaster preparedness measures
		Pandemics		Remote engagement capabilities Diversification of service delivery channels
		Geopolitical and political instability		Proactive engagement with stakeholders and government Non-partisan advocacy approach

PARTNERS

PATRON MEMBERS

No	ORGANISATION NAME	YEAR OF ELECTION
1	A. BAUR & CO. (PVT) LTD	1889
2	ABANS PLC	1988
3	AIA INSURANCE LANKA PLC	1989
4	ASSETLINE FINANCE LIMITED	2016
5	ASSOCIATED MOTORWAYS (PVT) LTD	1964
6	ASTRON LTD	1957
7	ATIRE (PVT) LTD	2023
8	BANK OF CEYLON	1979
9	BROWN & CO. PLC	1910
10	CARGILLS (CEYLON) PLC	1890
11	CEYLON BISCUITS LTD	1979
12	CEYLON TOBACCO COMPANY PLC	1907
13	CIC HOLDINGS PLC	1964
14	CITIZENS DEVELOPMENT BUSINESS FINANCE PLC	2019
15	COLOMBO WEST INTERNATIONAL TERMINAL (PVT) LTD	2022
16	COMMERCIAL CREDIT AND FINANCE PLC	2022
17	DELMEGE FORSYTH & CO. LTD	1894
18	DELOITTE PARTNERS	1980
19	DFCC BANK PLC	1956
20	DIALOG AXIATA PLC	2005
21	DIESEL & MOTOR ENGINEERING PLC	1973
22	E. B. CREASY & CO PLC	1891
23	EL TORO ROOFING PRODUCTS LTD	2018
24	ERNST & YOUNG	1923
25	ESOFT UNI (PRIVATE) LIMITED	2026
26	ESWARAN BROTHERS EXPORTS (PVT) LTD	1965
27	FAB FOODS (PVT) LTD	2021
28	FINAGLE LANKA (PVT) LTD	2025
29	FINLAYS COLOMBO LTD	1909
30	FONTERRA BRANDS LANKA (PVT) LTD	1999
31	FORBES & WALKER (PVT) LTD	1902
32	FREIGHT LINKS INTERNATIONAL (PTE) LTD	1993
33	GENNEXT (PVT) LTD	2023
34	GEORGE STEUART & CO. LTD	1856
35	GREENPOWER SL MANAGEMENT (PVT) LTD	2026
36	HATTON NATIONAL BANK PLC	1974
37	HAYLEYS PLC	1952
38	HEMAS HOLDINGS PLC	1956
39	HUAWEI TECHNOLOGIES LANKA CO. (PVT) LTD	2020
40	IMPERIAL TEAS (PVT) LTD	1994
41	INFORMATICS (PVT) LTD	1994
42	JOHN KEELLS HOLDINGS PLC	1979
43	L B FINANCE PLC	2007
44	LAUGFS HOLDINGS LTD	2007
45	LINK NATURAL PRODUCTS (PVT)LTD	2005
46	LION BREWERY (CEYLON) PLC	1998
47	LITRO GAS LANKA LTD	1995
48	MAC HOLDINGS (PVT) LTD	2013
49	MALIBAN BISCUIT MANUFACTORIES (PVT) LTD	1973
50	MASTERCARD SINGAPORE HOLDINGS PTE. LTD	2022
51	MCLARENS HOLDINGS LTD	1974
52	MELWIRE ROLLING PVT LTD	2026
53	NATIONAL DEVELOPMENT BANK PLC	1982
54	NESTLE LANKA LIMITED	1985
55	PYRAMID WILMAR (PVT) LTD	2007
56	RICHARD PIERIS & CO. LTD	1984
57	RSP ENTERPRISES	2025
58	SAMPATH BANK PLC	1988
59	SIERRA CABLES PLC	2010
60	SOUTH ASIA GATEWAY TERMINALS (PVT) LTD	2015
61	STANDARD CHARTERED BANK	1896
62	SUNSHINE HOLDINGS PLC	2015
63	TAIAN LANKA STEEL COMPANY (PVT) LTD	2025
64	THE CAPITAL MAHARAJA ORGANISATION LTD	1991
65	THE HONGKONG AND SHANGHAI BANKING CORPORATION LTD	1895
66	TOKYO CEMENT COMPANY (LANKA) LTD	1985
67	UBER LANKA (PVT) LTD	2025
68	UNILEVER SRI LANKA (PVT) LTD	1945
69	VISA WORLDWIDE (PVT) LTD	2022
70	ZAM GEMS (PVT) LTD	2025

MEMBERS

No	ORGANISATION NAME	YEAR OF ELECTION
1	99X TECHNOLOGY LTD	2002
2	A F JONES EXPORTERS CEYLON (PVT) LTD	1967
3	A. BAUR & CO. (PVT) LTD	1889
4	A.J. MEDICHEM INTERNATIONAL (PVT) LTD	2024
5	A.M. RAHIM & COMPANY (PVT) LTD	2002
6	AB MAURI LANKA (PVT) LTD	1988
7	ABANS PLC	1988
8	ABC SHIPPING (PVT) LTD	1991
9	ABERDEEN HOLDINGS (PVT) LTD	2016
10	ABIDALLY SONS (PVT) LTD	1989
11	ACCESS ENGINEERING PLC	2020
12	ACCESS INTERNATIONAL (PVT) LTD	1997
13	ACCESS MOTORS (PVT) LTD	2015
14	ACL CABLES PLC	1985
15	ACORN PARTNERS (PVT) LTD	2020
16	ADAMEXPO	1976
17	ADAMJEE LUKMANJEE & SONS (PVT) LTD	1959
18	ADAPT INFORMATION TECHNOLOGIES (PVT) LTD	2023
19	AG INTERNATIONAL (PVT) LTD	1998
20	AGIO TOBACCO PROCESSING CO (PVT) LTD	1988
21	AGSTAR PLC	2016
22	AIA INSURANCE LANKA PLC	1989
23	AITKEN SPENCE PLC	1973
24	AKBAR BROTHERS (PVT) LTD	1973
25	AKZO NOBEL PAINTS LANKA (PVT) LTD	1995
26	ALLIANCE FINANCE CO PLC	1967
27	ALLIANCE FIVE (PVT) LTD	2002
28	ALLIANZ INSURANCE LANKA LTD	2012
29	ALLIED COMMERCIAL FERTILIZERS (PVT) LTD	2010
30	ALMAR TRADING CO. (PVT) LTD	1981
31	ALPHA FIRE SERVICES PLC	2010
32	ALUMEX PLC	2005
33	AMANA BANK PLC	2004

No	ORGANISATION NAME	YEAR OF ELECTION
34	AMANA TAKAFUL PLC	2005
35	AMAZON TRADING (PVT) LTD	2003
36	AMERICAN EDUCATION CENTRE LTD	2007
37	ANODS COCOA (PVT) LTD	2017
38	ANSELL LANKA (PVT) LTD	1990
39	ANTLER INDUSTRIES (PVT) LTD	2025
40	ANVERALLY & SONS (PVT) LTD	1999
41	AQUA PACKAGING (PVT) LTD	2004
42	ASHA AGENCIES LTD	1972
43	ASIA PACIFIC INVESTMENTS (PVT) LTD	2009
44	ASIA SIYAKA COMMODITIES PLC	2003
45	ASIAN HOTELS AND PROPERTIES PLC	2001
46	ASIAN INSTITUTE OF BUSINESS AND SCIENCE (PVT) LTD	2024
47	ASSETLINE FINANCE LIMITED	2016
48	ASSOCIATED BATTERY MANUFACTURERS (CEYLON) LTD	1990
49	ASSOCIATED CEAT (PVT) LTD	1998
50	ASSOCIATED MOTORWAYS (PVT) LTD	1964
51	ASSOCIATED SPECIALITY RUBBERS (PVT) LTD	2020
52	ASTRON LTD	1957
53	ATG CEYLON (PVT) LTD	2000
54	ATIRE (PVT) LTD	2023
55	ATLAS AXILLIA CO. (PVT) LTD	1998
56	ATMAN GROUP (PVT) LTD	2021
57	ATN SERVICES (PVT) LTD	2022
58	AUSSEE OATS MILLING (PVT) LTD	2019
59	AVERY DENNISON LANKA (PVT) LTD	2001
60	AYENKA HOLDINGS (PVT) LTD	2025
61	B. P. DE SILVA INVESTMENTS LTD	2006
62	BAIRAHA FARMS PLC	1976
63	BALFOUR BEATTY CEYLON (PVT) LTD	2001
64	BALTIC TESTING LANKA (PVT) LTD	2017
65	BANK OF CEYLON	1979
66	BARTLEET & CO. (PVT) LTD	1912
67	BASF LANKA (PVT) LTD	2010

PARTNERS

MEMBERS

No	ORGANISATION NAME	YEAR OF ELECTION
68	BASILUR TEA EXPORT (PVT) LTD	2018
69	BEAUTY GEMS	2017
70	BEST FOOD MARKETING (PVT) LTD	2023
71	BILEETA (PVT) LTD	2014
72	BOGALA GRAPHITE LANKA PLC	1975
73	BOGAWANTALAWA TEA ESTATES PLC	1997
74	BRANDIX APPAREL PVT. LTD	2005
75	BROWN & CO. PLC	1910
76	BTL LANKA (PVT) LTD	1997
77	BUILDMART LANKA (PVT) LTD	1995
78	BUILT ELEMENT LTD	1965
79	C. W. MACKIE PLC	1907
80	CANELRO COLOUR COATINGS (PVT) LTD	2025
81	CAPITAL METALS LANKA (PRIVATE) LIMITED	2018
82	CAPITAL TRUST HOLDINGS LTD	2018
83	CAREKLEEN (PVT) LTD	2025
84	CARGILLS (CEYLON) PLC	1890
85	CARGILLS BANK PLC	2026
86	CARSON CUMBERBATCH PLC	1892
87	CELCIUS SOLUTIONS (PVT) LTD	2012
88	CELOGEN LANKA (PVT) LTD	2025
89	CENMETRIX (PVT) LTD	2012
90	CENTRAL FINANCE COMPANY PLC	1969
91	CEYLEX ENGINEERING (PVT)LTD	2016
92	CEYLINCO GENERAL INSURANCE LTD	2006
93	CEYLINCO LIFE INSURANCE LTD	2023
94	CEYLON AGRO INDUSTRIES LTD	2017
95	CEYLON BISCUITS LTD	1979
96	CEYLON BUSINESS APPLIANCES (PVT) LTD	1996
97	CEYLON COCONUT COMPANY (PVT) LTD	2019
98	CEYLON COLD STORES PLC	1935
99	CEYLON ECO SPICES (PVT) LTD	2024
100	CEYLON FRESH TEAS (PVT) LTD	2007
101	CEYLON HOLIDAY RESORTS LTD	1966

No	ORGANISATION NAME	YEAR OF ELECTION
102	CEYLON JEWELLERY MANUFACTURERS (PVT) LTD	2014
103	CEYLON MAC MANUFACTURERS (PVT) LTD	2017
104	CEYLON OXYGEN LTD	1991
105	CEYLON SHIPPING LINES LTD	1969
106	CEYLON TEA BROKERS PLC	2021
107	CEYLON TEA MARKETING (PVT) LTD	1981
108	CEYLON TEA PLANTATION EXPORTS (PTE) LTD	2003
109	CEYLON TOBACCO COMPANY PLC	1907
110	CEYLON TRADING CO. LTD	1910
111	CEYOKA (PVT) LTD	2000
112	CHAS P. HAYLEY & CO. LTD	1996
113	CHEC PORT CITY COLOMBO (PVT) LTD	2016
114	CHEMANEX PLC	1975
115	CHEVRON LUBRICANTS LANKA PLC	2023
116	CIC AGRI BUSINESSES (PVT) LTD	1996
117	CIC HOLDINGS PLC	1964
118	CINNAMON LAKESIDE COLOMBO	1998
119	CITIBANK N A	1985
120	CITIHEALTH IMPORTS (PVT) LTD	2003
121	CITIZENS DEVELOPMENT BUSINESS FINANCE PLC	2019
122	CLINIQON BIOTECH (PVT) LTD	2025
123	COCA-COLA BEVERAGES SRI LANKA LTD	1980
124	CODEGEN INTERNATIONAL (PVT) LTD	2010
125	COLOMBO DOCKYARD PLC	2013
126	COLOMBO WEST INTERNATIONAL TERMINAL (PVT) LTD	2022
127	COMMERCIAL BANK OF CEYLON PLC	1970
128	COMMERCIAL CREDIT AND FINANCE PLC	2022
129	COMMERCIAL EXPORT COMPANY	2005
130	CONSOLIDATED BUSINESS SYSTEMS LTD	1990
131	COUNTRY STYLE FOODS LTD	2025

No	ORGANISATION NAME	YEAR OF ELECTION
132	CREATIVE SOFTWARE (PRIVATE) LIMITED	2021
133	CT HOLDINGS PLC	1978
134	D L & F DE SARAM	2014
135	D S I SAMSON GROUP (PVT) LTD	1984
136	DAIKI AXIS ENVIRONMENT (PVT) LTD	2024
137	DAMRO HOLDINGS (PVT) LTD	2024
138	DANKOTUWA PORCELAIN PLC	1996
139	DARLEY BUTLER & CO. LTD	1856
140	DART GLOBAL LOGISTICS (PVT) LTD	1992
141	DAVID PIERIS HOLDINGS (PVT) LTD	1994
142	DELLOGISTICS (PVT) LTD	2006
143	DELMEGE FORSYTH & CO. LTD	1894
144	DELOITTE PARTNERS	1980
145	DESIGN SQUARE (PVT) LTD	2025
146	DEUTSCHE BANK AG	1980
147	DEVELOPMENT INTERPLAN (CEYLON) LTD	2024
148	DEVI TRADING CO	1996
149	DFCC BANK PLC	1956
150	DHL KEELLS (PVT) LTD	2018
151	DHT CEMENT (PVT) LTD	2024
152	DIALOG AXIATA PLC	2005
153	DIESEL & MOTOR ENGINEERING PLC	1973
154	DILMAH CEYLON TEA COMPANY PLC	1982
155	DIPPED PRODUCTS PLC	1983
156	DMS SOFTWARE TECHNOLOGIES (PVT) LTD	2022
157	DOLE LANKA (PVT) LTD	2021
158	DOUGLAS & SONS (PVT) LTD	1994
159	DRH LOGISTICS LANKA (PVT) LTD	2002
160	DYNATEC (PVT) LTD	1997
161	E W INFORMATION SYSTEMS LTD	2004
162	E. B. CREASY & CO PLC	1891
163	EASTERN BROKERS LTD	1980
164	EASTERN MERCHANTS PLC	1961
165	EBONY HOLDINGS (PVT) LTD	2016
166	ECO POWER (PVT) LTD	2018
167	EDINBOROUGH PRODUCTS (PVT) LTD	2026
168	EL TORO ROOFING PRODUCTS LTD	2018
169	ELASTOMERIC ENGINEERING CO. LTD	1994
170	ELSTEEL (PVT) LTD	2003
171	EMAR PHRMA (PVT) LTD	2024
172	EMERCHEMIE NB (CEYLON) LTD	2012
173	EMERGEN LIFE SCIENCES (PVT) LTD	2024
174	EMPIRE TEAS (PVT) LTD	2010
175	ENGINEERING CONSULTANTS (PVT) LTD	1972
176	EPIC LANKA (PVT) LTD	2001
177	ERNST & YOUNG	1923
178	ESKIMO FASHION KNITWEAR (PVT) LTD	1991
179	ESOFT UNI (PRIVATE) LIMITED	2026
180	ESWARAN BROTHERS EXPORTS (PVT) LTD	1965
181	EUREKA TECHNOLOGY PARTNERS (PVT) LTD	2002
182	EURO SCAN EXPORTS (PVT) LTD	1984
183	EURO SUBSTRATES (PVT) LTD	2005
184	EXPOTEAS CEYLON (PVT) LTD	2004
185	F G HOLDINGS (PVT) LTD	2012
186	F J & G DE SARAM	1958
187	FAB FOODS (PVT) LTD	2021
188	FAIRFIRST INSURANCE LTD	2015
189	FARMCHEMIE MANUFACTURERS (PVT) LTD	2024
190	FERRERO LANKA (PVT) LTD	2007
191	FINAGLE LANKA (PVT) LTD	2025
192	FINCO HOLDINGS (PVT) LIMITED	1994
193	FINETECH CONSULTANCY (PVT) LTD	2024
194	FINLAY TEA SOLUTIONS COLOMBO (PVT) LTD	1908
195	FINLAYS COLOMBO LTD	1909
196	FLORA FOOD MANAGEMENT LANKA (PRIVATE) LIMITED	2019
197	FMJ HOLDINGS	2017

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No	ORGANISATION NAME	YEAR OF ELECTION
198	FONTERRA BRANDS LANKA (PVT) LTD	1999
199	FORBES & WALKER (PVT) LTD	1902
200	FORBES MARSHALL LANKA (PVT) LTD	2016
201	FORTUNE AGRO INDUSTRIES (PVT) LTD	2025
202	FREE LANKA TRADING CO.(PVT) LTD	1975
203	FREIGHT LINKS INTERNATIONAL (PTE) LTD	1993
204	FREUDENBERG APPAREL LANKA (PVT) LTD	2017
205	GAJMA & CO	2001
206	GALLE FACE HOTEL CO. LTD	2001
207	GAMMA INTERPHARM (PVT) LTD	1964
208	GAMMA PIZZAKRAFT LANKA (PVT) LTD	2016
209	GENNEXT (PVT) LTD	2023
210	GEO-CHEM LANKA (PVT) LTD	2005
211	GEORGE STEUART & CO. LTD	1856
212	GEORGE STEUART HEALTH (PVT) LTD	2012
213	GEORGE STEUART TEAS (PVT)LTD	1980
214	GLOBAL MEDICARE & LABORATORIES	2024
215	GLOBAL RUBBER INDUSTRIES (PVT) LTD	2018
216	GLORCHEM ENTERPRISE	2016
217	GNANAM IMPORTS (PVT) LTD	2009
218	GORDON VINTAGE TEAS CEYLON (PVT) LTD	2004
219	GPV LANKA (PVT) LTD	1994
220	GREENPOWER SL MANAGEMENT (PVT) LTD	2026
221	HALAL ASSESSMENT COUNCIL (GURANTEE) LIMITED	2025
222	HALEON LANKA PVT LTD	1986
223	HAMEEDIA STORES (PVT) LTD	1997
224	HARRIS AND MENUK (PVT) LTD	2021
225	HARRISONS (COLOMBO) LTD	2008
226	HATTON NATIONAL BANK PLC	1974
227	HATTON PLANTATIONS PLC	2025
228	HAYCARB PLC	1974
229	HAYLEYS ADVANTIS LTD	1994
230	HAYLEYS AGRICULTURE HOLDINGS (PVT) LTD	1971

No	ORGANISATION NAME	YEAR OF ELECTION
231	HAYLEYS FABRIC PLC	2023
232	HAYLEYS FENTONS LTD	1984
233	HAYLEYS PLC	1952
234	HEMAS HOLDINGS PLC	1956
235	HEMAS PHARMACEUTICALS (PVT) LTD	2011
236	HERITAGE TEAS (PVT) LTD	1996
237	HETTIGODA INDUSTRIES (PVT) LTD	1991
238	HILTON COLOMBO	2000
239	HIRDARAMANI INTERNATIONAL EXPORTS (PVT) LTD	1985
240	HJS CONDIMENTS LTD	2017
241	HNB ASSURANCE PLC	2004
242	HSENID BUSINESS SOLUTIONS PLC	2023
243	HUAWEI TECHNOLOGIES LANKA CO. (PVT) LTD	2020
244	HUNTER & CO. PLC	1932
245	HVA FOODS PLC	1998
246	IBM WORLD TRADE CORPORATION	1962
247	IFS R & D INTERNATIONAL (PRIVATE) LIMITED	2008
248	IMPERIAL TEAS (PVT) LTD	1994
249	INFORMATICS (PVT) LTD	1994
250	INFOTECHS (PVT) LTD	1996
251	INSTITUTE FOR THE DEVELOPMENT OF COMMERCIAL LAW AND PRACTICE (ICLP)	2002
252	INTERFASHION (PVT) LTD	2003
253	INTERMARC MARINE PRIVATE LIMITED	2026
254	INTERNATIONAL CONSTRUCTION CONSORTIUM (PVT) LTD	2017
255	INTERNATIONAL DISTILLERS LTD	2002
256	INTERTEK LANKA (PVT) LTD	2000
257	ISLAND LEISURE LANKA (PVT) LTD	2024
258	J. F. PACKAGING LTD	2010
259	JAFFERJEE & SONS (PVT) LTD	1986
260	JAFFERJEE BROTHERS	1947
261	JAGRO (PVT) LTD	2015
262	JANASHAKTHI INSURANCE PLC	1997

No	ORGANISATION NAME	YEAR OF ELECTION
263	JAYSONS WAREHOUSING (PVT) LTD	2025
264	JETWING TRAVELS (PVT) LTD	2003
265	JF & I PACKAGING (PVT) LTD	2006
266	JIFFY PRODUCTS S L (PVT) LTD	2005
267	JOHN KEELLS HOLDINGS PLC	1979
268	JOHN KEELLS OFFICE AUTOMATION (PVT) LTD	2012
269	JOHN KEELLS PLC	1902
270	JULIUS AND CREASY	2014
271	JUST IN TIME HOLDINGS (PVT) LTD	2002
272	KANGARA HOLDINGS (PRIVATE) LTD	2024
273	KAYMU LANKA (PVT) LTD	2024
274	KELANI CABLES PLC	1990
275	KENT DISPLAY (PVT) LTD	2018
276	KIA MOTORS (LANKA) LTD	2025
277	KINGSLAKE ENGINEERING SYSTEMS (PVT) LTD	2000
278	KPMG PROFESSIONAL SERVICES (PVT) LTD	2024
279	KPMG.	1922
280	KUEHNE & NAGEL (PVT) LTD	2022
281	L B FINANCE PLC	2007
282	L T L HOLDINGS (PVT)LTD	1996
283	LAKDHANAVI LTD	2000
284	LALAN RUBBERS (PVT) LTD	2025
285	LANKA ALUMINIUM INDUSTRIES PLC	1992
286	LANKA ASHOK LEYLAND PLC	2004
287	LANKA CANNERIES (PVT) LTD	1988
288	LANKA COMMODITY BROKERS LTD	2006
289	LANKA EXHIBITION & CONFERENCE SERVICES (PVT) LTD	2008
290	LANKA IMPACT INVESTING NETWORK (PVT) LTD	2021
291	LANKA IOC PLC	2006
292	LANKA MILK FOODS (C.W.E) PLC	1983
293	LANKA SHIPPING AND LOGISTICS (PVT) LTD	2017
294	LANKA TILES PLC	1997

No	ORGANISATION NAME	YEAR OF ELECTION
295	LANKA VENTURES PLC	1992
296	LANKA WALLTILES PLC	1991
297	LANKAPAY (PVT) LTD	2023
298	LANKEM CEYLON PLC	1970
299	LAUGFS HOLDINGS LTD	2007
300	LAXAPANA PLC	1998
301	LEELA EXPORTS & IMPORTS	1999
302	LINA MANUFACTURING (PVT) LTD	2025
303	LINK NATURAL PRODUCTS (PVT)LTD	2005
304	LION BREWERY (CEYLON) PLC	1998
305	LITRO GAS LANKA LTD	1995
306	LLOYDS AUTO MART (PVT) LTD	2016
307	LOLC HOLDINGS PLC	1981
308	LSEG BUSINESS SERVICES COLOMBO (PVT) LTD	2019
309	LTL TRANSFORMERS (PVT) LTD	2016
310	LUMBINI TEA FACTORY (PVT) LTD	2017
311	M I H C M SOLUTIONS (PVT) LTD	2017
312	MABROC TEAS (PVT) LTD	1990
313	MAC HOLDINGS (PVT) LTD	2013
314	MACKSONS PAINT LANKA (PVT) LTD	2019
315	MAHMOOD TEA INTERNATIONAL (PVT) LTD	2015
316	MALIBAN BISCUIT MANUFACTORIES (PVT) LTD	1973
317	MALIBAN WOVENS (PVT) LTD	2004
318	MALSHIP (CEYLON) LTD	1976
319	MALTRAS INTERNATIONAL (PVT) LTD	2017
320	MALWATTE VALLEY PLANTATIONS PLC	2011
321	MANSEL (CEYLON) (PVT) LTD	1983
322	MARINE TRANSPORT SERVICES (PVT) LTD	2014
323	MARINO LEISURE HOLDINGS (PVT) LTD	2024
324	MARTEX MFG (PVT) LTD	2025
325	MARTIN BAUER HAYLEYS (PVT) LTD	2016
326	MAS CAPITAL (PVT) LTD	2007
327	MASCONS (PVT) LTD	1971

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No	ORGANISATION NAME	YEAR OF ELECTION
328	MASKELIYA TEA GARDENS CEYLON LTD	2012
329	MASTERCARD SINGAPORE HOLDINGS PTE. LTD	2022
330	MAY COMPANY CEYLON (PVT) LTD	1997
331	MCLARENS CONTAINERS (PVT) LTD	2018
332	MCLARENS HOLDINGS LTD	1974
333	MEDIQUIPMENT LTD	2012
334	MEEZAN & CO (PVT) LTD	1980
335	MEGA HEATERS (PVT) LTD	2013
336	MELWIRE ROLLING PVT LTD	2026
337	MERCANTILE INVESTMENTS AND FINANCE PLC	1972
338	MERCANTILE PRODUCE BROKERS (PVT)LTD	1983
339	MERIDIAN MARITIME SERVICES LIMITED	2025
340	METROPOLITAN TECHNOLOGIES (PVT) LTD	1994
341	MICHELIN LANKA (PVT) LTD	2009
342	MICROCELLS (PVT) LTD	1991
343	MICROSOFT SRI LANKA (PVT) LTD	2007
344	MIDAS SAFETY LANKA (PVT) LTD	1983
345	MIDAYA CERAMIC CO. (PVT) LTD	1991
346	MJF EXPORTS (PVT) LTD	1976
347	MLESNA CEYLON (PVT) LTD	2017
348	MORISON LTD	1960
349	MUFADDAL TRADERS	2003
350	MULTIFORM CHEMICALS (PVT) LTD	1985
351	MUSHAN INTERNATIONAL	2016
352	NATIONAL DEVELOPMENT BANK PLC	1982
353	NATIONS TRUST BANK PLC	1999
354	NAVESTA PHARMACEUTICALS (PVT) LTD	2020
355	NAWALOKA POLYSACKS (PVT) LTD	2017
356	NEOCHEM INTERNATIONAL (PVT) LTD	2021
357	NESTLE LANKA LIMITED	1985
358	NETWORXX TRAINING AND CONSULTANCY (PVT) LTD	2022
359	NIMO & COMPANY (PVT) LTD	2025
360	NIPPON PAINT LANKA (PVT) LTD	2004

No	ORGANISATION NAME	YEAR OF ELECTION
361	NISOL DIAMONDS (PVT) LTD	2004
362	NORTH MANUFACTURING (PVT) LTD	2007
363	OCEANPICK (PVT) LTD	2016
364	OMEGA LINE LTD	2016
365	OREL CORPORATION (PVT) LTD	2015
366	OVERSEAS REALTY (CEYLON) PLC	1993
367	OXFORD COLLEGE OF BUSINESS (PVT) LTD	2021
368	PACKAGES LANKA (PVT) LTD	2005
369	PANASIAN POWER PLC	2019
370	PEOPLE'S BANK	2001
371	PERERA & SONS BAKERS (PVT) LTD	2003
372	PERFETTI VAN MELLE LANKA (PVT)LTD	2009
373	PGP GLASS CEYLON PLC	1988
374	PHOENIX O & M (PVT) LTD	1980
375	PLATINUM IMMIGRATIONS SOLUTIONS (PVT) LTD	2026
376	POLY CREATIONS PVT LTD	2026
377	POLYPACKAGING INDUSTRIES (PVT) LTD	2010
378	PREMIUM INTERNATIONAL (PVT) LTD	2008
379	PRIMA CEYLON (PVT) LTD	2014
380	PRINTCARE UNIVERSAL (PVT) LTD	2009
381	PULSES SPLITTING & PROCESSING INDUSTRY (PVT) LTD	2016
382	PUWAKARAMBA AGENCIES (PVT) LTD	2017
383	PYRAMID LANKA (PVT) LTD	2007
384	PYRAMID WILMAR (PVT) LTD	2007
385	QUALITEA CEYLON (PVT) LTD	1992
386	R.G. BROTHERS	2010
387	RAMADA COLOMBO	2005
388	RANFER TEAS (PVT) LTD	1986
389	RAVI INDUSTRIES LTD	2000
390	RECKITT BENCKISER (LANKA) LTD	1952
391	RED APPLE TRAVEL & HOLIDAYS LANKA (PVT) LTD	2017
392	REGEN RENEWABLES (PVT) LTD	2020
393	REGENCY TEAS (PVT) LTD	2012
394	RENUKA HOLDINGS PLC	1976
395	RENUKA HOTELS PLC	2018

No	ORGANISATION NAME	YEAR OF ELECTION
396	RHINO ROOFING PRODUCTS LTD	1987
397	RICHARD PIERIS & CO. LTD	1984
398	RICHLIFE DAIRIES LTD	1998
399	RILEYS (PVT) LTD	2016
400	RNH VENTURES (PVT) LTD	2019
401	ROCKLAND DISTILLERIES (PVT) LTD	1995
402	ROYAL CERAMICS LANKA PLC	2002
403	RSP ENTERPRISES	2025
404	S - LON LANKA (PVT) LTD	1997
405	S A SILVA AND SONS LANKA (PVT) LTD	2016
406	S. M. T APPAREL LANKA LIMITED	1985
407	S.R. STEEL (PVT) LTD	2015
408	SABOOR CHATOOR (PVT) LTD	1972
409	SAMPATH BANK PLC	1988
410	SAMSON RECLAIM RUBBERS LTD	2015
411	SAMSON RUBBER INDUSTRIES (PVT) LTD	2017
412	SANASA DEVELOPMENT BANK	2017
413	SANDS ACTIVE (PVT) LTD	2024
414	SARVODAYA DEVELOPMENT FINANCE (PVT) LTD	2024
415	SATHOSA MOTORS PLC	2008
416	SATHUTA INDUSTRY PRIVATE LIMITED	2025
417	SCANWELL LOGISTICS COLOMBO (PVT) LTD	2015
418	SCHOKMAN AND SAMERAWICKREME	2017
419	SCOPE CINEMAS (PVT) LTD	2020
420	SELYN EXPORTERS (PVT) LTD	2023
421	SENARATNE INSURANCE BROKERS (PVT) LTD	1984
422	SENOK TRADE COMBINE (PVT) LTD	1988
423	SERENDIB FLOUR MILLS (PVT) LTD	2003
424	SETMIL - UNITED CARGO (PVT) LTD	2005
425	SEYLAN BANK PLC	1995
426	SGS LANKA (PVT) LTD	1996
427	SHAN TEAS (PVT) LTD	2008
428	SHANGRI-LA HOTELS LANKA (PVT) LTD	2015
429	SHAW WALLACE CEYLON LTD	1979
430	SHEHANS (PVT) LTD	1980
431	SHUMS & CO. LTD	1948

No	ORGANISATION NAME	YEAR OF ELECTION
432	SIAM CITY CEMENT (LANKA) LTD	2014
433	SIERRA CABLES PLC	2010
434	SIFANI JEWELLERS (PVT) LTD	2016
435	SILK ROUTE CEYLON MERCHANTS (PVT) LTD	2014
436	SINGER (SRI LANKA) PLC	1948
437	SINGER FINANCE (LANKA) PLC	2017
438	SINWA HOLDINGS LTD	1996
439	SIRIO LTD	2021
440	SISILI HANARO ENCARE (PVT) LTD	2021
441	SISIN TRAVELS (PVT) LTD	2024
442	SLIM PHARMACEUTICALS (PVT) LTD	2023
443	SLS WAREHOUSING (PVT) LTD	2021
444	SNACKINGS (PVT) LTD	2021
445	SOFTLOGIC LIFE INSURANCE PLC	2005
446	SOFTVIL TECHNOLOGIES (PVT) LTD	2024
447	SOUTH ASIA GATEWAY TERMINALS (PVT) LTD	2015
448	SOUTH SEA IMPEX (PTE) LTD	2005
449	SPEAR INTERNATIONAL (PVT) LTD	2012
450	SPECTRA INTEGRATED LOGISTICS (PRIVATE) LIMITED	2024
451	SPEEDMARK TRANSPORTATION LANKA (PRIVATE) LTD	2023
452	SPICE WORKS GLOBAL (PVT) LTD	2024
453	SPILLBURG HOLDINGS (PVT) LTD	2024
454	SRI LANKA EXPORT CREDIT INSURANCE CORPORATION	1979
455	SRI LANKA INSURANCE CORPORATION LIFE LIMITED	2002
456	SRI LANKA SHIPPING COMPANY LTD	2015
457	SRI LANKA TELECOM PLC	1999
458	SRI RAMCO ROOFINGS LANKA (PVT) LTD	2016
459	SRILANKAN AIRLINES LTD	2003
460	ST ANTHONYS INDUSTRIES GROUP (PVT) LTD	1984
461	STAFFORD MOTOR CO (PVT) LTD	1990
462	STANDARD CHARTERED BANK	1896
463	STAR PACKAGING (PVT) LTD	2019
464	STASSEN EXPORTS (PVT) LTD	1978

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MEMBERS

No	ORGANISATION NAME	YEAR OF ELECTION
465	STATE BANK OF INDIA	1921
466	SUNAGRO LIFESCIENCE LTD	2024
467	SUNSHINE CONSUMER LANKA LTD	2012
468	SUNSHINE HEALTHCARE LANKA LTD	2012
469	SUNSHINE HOLDINGS PLC	2015
470	SUNSHINE TEA (PVT) LTD	1999
471	SUREN COOKE AGENCIES (PVT) LTD	2013
472	SUWANDA INDUSTRIES PRIVATE LIMITED	2025
473	SYSCO LABS TECHNOLOGIES (PVT) LTD	2024
474	TAIAN LANKA STEEL COMPANY (PVT) LTD	2025
475	TAL LANKA HOTELS PLC	2001
476	TALAWAKELLE TEA ESTATES PLC	2005
477	TEA SELECT (PVT) LTD	2017
478	TEA TANG (PVT) LTD	1980
479	TEA-LINK COLOMBO (PVT) LTD	2012
480	TELESONIC LANKA	2025
481	TEXTRIP (PVT) LTD	2021
482	THAKRAL ONE (PVT) LTD	2023
483	THE AUTODROME PLC	1986
484	THE CAPITAL MAHARAJA ORGANISATION LTD	1991
485	THE COLOMBO STOCK EXCHANGE	2001
486	THE DESIGN GROUP FIVE INTERNATIONAL (PVT) LTD	1978
487	THE HONGKONG AND SHANGHAI BANKING CORPORATION LTD	1895
488	THE SWADESHI INDUSTRIAL WORKS PLC	1984
489	THE TRAVELLER GLOBAL (PVT) LTD	2005
490	TOKYO CEMENT COMPANY (LANKA) LTD	1985
491	TOYOTA LANKA (PVT) LTD	1996
492	TRADE PROMOTERS (PVT) LTD	2015
493	TRINITY STEEL (PVT) LTD	2022
494	TROPICAL GREEN EXPORTS (PVT) LTD	2024
495	TROPIKAL LIFE INTERNATIONAL (PVT) LTD	1979

No	ORGANISATION NAME	YEAR OF ELECTION
496	TUDAWE BROTHERS (PVT) LTD	2013
497	UBER LANKA (PVT) LTD	2025
498	ULTRA KLEEN (PRIVATE) LIMITED	2023
499	ULTRATECH CEMENT LANKA (PVT) LTD	2005
500	UNILEVER LANKA CONSUMER LTD	1902
501	UNILEVER SRI LANKA (PVT) LTD	1945
502	UNION ASSURANCE PLC	1988
503	UNION BANK OF COLOMBO PLC	1997
504	UNION COMMODITIES (PVT) LTD	1985
505	UNITED LOGISTICS COLOMBO (PVT) LTD	2024
506	UNITED MOTORS LANKA PLC	1981
507	UNITED TRACTOR & EQUIPMENT (PVT) LTD	1967
508	UNIWORLD TEAS (PVT) LTD	2008
509	V S INFORMATION SYSTEMS (PVT) LTD	2017
510	VALLIBEL POWER ERATHNA PLC	2013
511	VAN REES CEYLON LTD	1961
512	VARNA LTD	2022
513	VARUN BEVERAGES LANKA (PVT) LTD	2014
514	VENTURE TEA (PVT) LTD	2018
515	VERGER NATURALS (PVT) LTD	2022
516	VEROXLABS (PVT) LTD	2017
517	VIDULLANKA PLC	2018
518	VINGROWS BUSINESS SOLUTIONS (PVT)LTD	2017
519	VINTAGE TEAS CEYLON (PVT) LTD	2004
520	VIRTUSA (PVT) LTD	2004
521	VISA WORLDWIDE (PVT) LTD	2022
522	WATAWALA PLANTATIONS PLC	1999
523	WAVENET INTERNATIONAL (PVT) LTD	2006
524	WELCOMHOTELS LANKA (PVT) LTD	2025
525	WHITTALL BOUSTEAD (PVT) LTD	1880
526	WKV HYDRO TECHNICS (PVT) LTD	2018
527	YADEN INTERNATIONAL (PVT) LTD	2018
528	YADEN LABORATORIES (PVT) LTD	2022
529	YOKOHAMA TWS LANKA (PVT) LTD	1986
530	ZAM GEMS (PVT) LTD	2025

SUSTAINING THE FLOW OF PROGRESS

Prudent financial stewardship maintains stability while enabling reinvestment into initiatives that strengthen and expand the broader economic ecosystem.

FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE CEYLON CHAMBER OF COMMERCE

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Ceylon Chamber of Commerce ("the Chamber"), which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Chamber as at 31 March 2026, and of its financial performance and its cash flows for the year then ended in accordance with Sri Lanka Accounting Standard for Small and Medium-sized Entities ("SLFRS for SMEs").

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 Chamber 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.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available 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. When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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 SLFRS for SMEs, 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 Chamber'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 Chamber or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Chamber's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's

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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.

A further description of the auditor's responsibilities for the audit of the financial statements is located at Sri Lanka Accounting and Auditing Standard web site at: http://slaasc.com/auditing/auditorsresponsibility.php.

This description forms part of our auditor's report.

CHARTERED ACCOUNTANTS
Colombo, Sri Lanka
17 June 2026

STATEMENT OF FINANCIAL POSITION

As at 31 March,	Note	2026 Rs.	2025 Rs.
Assets			
Non current assets			
Property, plant and equipment	2	**54,471,579**	60,938,792
Intangible assets	3	**4,348,765**	10,739,281
Long term investments	4	**487,736,544**	444,999,400
Deferred tax assets	5	**10,874,382**	6,898,100
Total non current assets		**557,431,270**	523,575,573
Current assets			
Inventories	6	**1,595,949**	1,685,339
Trade receivables and other receivables	7	**11,986,404**	29,023,501
Amounts due from affiliated Associations	8	**4,507,681**	3,284,800
Deposits and prepayments	9	**8,471,719**	6,129,975
Short term investments	10	**209,543,766**	189,339,431
Cash and cash equivalents	11	**23,979,944**	16,098,308
Total current assets		**260,085,463**	245,561,354
Total assets		**817,516,733**	769,136,927
Funds and liabilities			
Funds			
Accumulated fund		**348,304,130**	315,293,719
Capital reserve		**34,911,081**	34,911,081
General reserve		**55,000**	55,000
Long term funds	12	**168,530,445**	154,116,829
Total funds		**551,800,656**	504,376,629
Non current liabilities			
Employee benefits	13	**55,627,966**	45,171,770
Refundable deposits	14	**149,083**	58,368
Total non current liabilities		**55,777,049**	45,230,138
Current liabilities			
Payables	15	**140,429,823**	164,514,215
Tax payable	16	**16,140,899**	10,475,133
Received in advance	17	**6,331,366**	5,908,857
Amount due to affiliated Associations	18	**47,036,940**	38,631,955
Total current liabilities		**209,939,028**	219,530,160
Total liabilities		**265,716,078**	264,760,298
Total funds and liabilities		**817,516,733**	769,136,927

The financial statements are to be read in conjunction with the related notes which form an integral part of the financial statements. These financial statements are prepared in compliance with the requirements of Sri Lanka Accounting Standard for Small and Medium Sized Entities (SLFRS for SMEs).

Alikie Perera
Financial Controller

The Board of Directors is responsible for the preparation and presentation of these financial statements.

Approved and signed for and on behalf of the Board of Directors:

Krishan Balendra
Chairman

Bingumal Thewarathanthri
Vice-Chairman

17 June 2026
Colombo

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 March,	Note	2026 Rs.	2025 Rs.
Income			
Membership fees	19	**111,043,785**	110,088,838
Management fees	20	**69,628,685**	61,350,087
Registration fees	21	**13,680,687**	14,754,320
Rental income	22	**13,520,383**	11,508,519
Interest income		**65,097,981**	60,916,117
Events and seminars income	23	**97,700,707**	117,223,476
Other income	24	**23,179,713**	18,935,948
Unrestricted funds received	25	**4,762,511**	5,680,149
Transferred from designated funds	26	**6,073,300**	4,579,281
Transferred from restricted funds	27	**12,519,200**	4,318,793
Total income		**417,206,952**	409,355,528
Less: Expenditure			
Staff cost	28	**191,182,663**	174,625,712
Depreciation on property, plant and equipment		**9,162,415**	10,171,830
Amortization of intangible assets		**804,716**	1,588,935
Events and seminars expenses	23	**33,558,773**	73,309,118
Other operating expenses	29	**112,769,009**	105,318,045
Expenses incurred from designated funds	30	**6,073,300**	4,579,281
Expenses incurred from restricted funds	31	**12,519,200**	4,318,793
Finance expenses	32	**2,866**	4,343
Total expenditure		**366,072,942**	373,916,057
Surplus before tax expenses	33	**51,134,010**	35,439,471
Tax expenses	34	**(14,910,078)**	(10,935,287)
Surplus for the year		**36,223,932**	24,504,184
Other comprehensive income			
Defined benefit plan actuarial gain / (loss)	13.2	**1,548,990**	(1,664,492)
Other comprehensive income for the year		**1,548,990**	(1,664,492)
Total comprehensive income for the year		**37,772,922**	22,839,692

The financial statements are to be read in conjunction with the related notes which form an integral part of the financial statements.

STATEMENT OF CHANGES IN FUNDS

For the year ended 31 March,	Accumulated fund	Capital reserve	General reserve	Long term funds	Total
	Rs.	Rs.	Rs.	Rs.	Rs.
Balance as at 1 April 2024	298,134,176	34,911,081	55,000	146,316,426	479,416,683
Net increase in funds	-	-	-	2,120,254	2,120,254
Transfer to funds	(5,680,149)	-	-	5,680,149	-
Surplus for the year	24,504,184	-	-	-	24,504,184
Other comprehensive income for the year	(1,664,492)	-	-	-	(1,664,492)
Balance as at 31 March 2025	315,293,719	34,911,081	55,000	154,116,829	504,376,629
Balance as at 1 April 2025	315,293,719	34,911,081	55,000	154,116,829	504,376,629
Net increase in funds	-	-	-	9,651,105	9,651,105
Transfer to funds	(4,762,511)	-	-	4,762,511	-
Surplus for the year	36,223,932	-	-	-	36,223,932
Other comprehensive income for the year	1,548,990	-	-	-	1,548,990
Balance as at 31 March 2026	348,304,130	34,911,081	55,000	168,530,445	551,800,656

General reserve and capital reserve are held to fund future needs of the operation which have not been specified.

The financial statements are to be read in conjunction with the related notes which form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

For the year ended 31 March,	Note	2026 Rs.	2025 Rs.
Cash flows from operating activities			
Surplus before tax expenses	33	**51,134,010**	35,439,471
Adjustments for:			
Depreciation on property, plant and equipment	2	**9,162,415**	10,171,830
Amortisation of intangible assets		**804,716**	1,588,935
Interest income		**(65,097,982)**	(60,916,117)
Loss on sale of property, plant and equipment	2	**10,148**	-
Provision for defined benefit plan	13.2	**16,091,016**	8,402,177
Unrestricted funds transferred to income	25	**(4,762,511)**	(5,680,149)
Designated funds transferred to income	26	**6,073,300**	4,579,281
Operating (surplus/ deficit) before working capital changes		**13,415,112**	(6,414,572)
Changes in,			
Inventories		**89,390**	(169,187)
Trade receivables and other receivables		**17,037,097**	(12,987,476)
Amounts due from affiliated Associations		**(1,222,881)**	(1,589,735)
Deposits and prepayments		**(2,341,744)**	(681,920)
Payables		**(23,993,675)**	3,312,008
Received in advance		**422,509**	1,536,073
Amounts due to affiliated Associations		**8,404,985**	9,113,112
Cash generated/ (used in) operating activities		**11,810,791**	(7,881,697)
Gratuity paid	13.2	**(4,085,830)**	(3,652,250)
Income tax paid		**(13,220,593)**	(22,025,663)
Net cash flows (used in) operating activities		**(5,495,632)**	(33,559,610)
Cash flows from investing activities			
Interest received		**56,312,629**	56,658,945
Interest received from investments held for unrestricted funds		**5,738,372**	2,309,239
Purchase of property, plant and equipment	2	**(2,705,350)**	(9,132,493)
Acquisition of intangible assets	3	**(487,500)**	(8,757,315)
(Investment) in long term investments		**(41,530,393)**	(854,565)

STATEMENT OF CASH FLOWS

For the year ended 31 March,	Note	2026 Rs.	2025 Rs.
Investment in short term deposits		**(18,364,106)**	(17,826,740)
Net cash (used in)/ generated from investing activities		**(1,036,348)**	22,397,071
Cash flows from financing activities			
Increase in long term funds		**14,413,616**	7,800,403
Net cash generated from financing activities		**14,413,616**	7,800,403
Net increase in cash and cash equivalents		**7,881,636**	(3,362,136)
Cash and cash equivalents at the beginning of the year		**16,098,308**	19,460,444
Cash and cash equivalents at the end of the year	11	**23,979,944**	16,098,308
Analysis of cash and cash equivalents at the end of the year			
Cash at bank		**11,861,781**	4,425,309
Savings accounts		**11,756,154**	11,211,461
Cash in hand		**362,009**	461,538
Cash and cash equivalents at the end of the year	11	**23,979,944**	16,098,308

The financial statements are to be read in conjunction with the related notes which form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

1.1 Reporting entity

The Ceylon Chamber of Commerce ("the Chamber") is a service organization incorporated by Ordinance No. 10 of 1895 as amended by Ordinance No. 2 of 1912 and Ordinance No. 28 of 1932, and domiciled in Sri Lanka. The registered office is located at 50, Navam Mawatha, Colombo 02.

The Chamber does not have an identifiable parent of its own.

1.2 Principal activities and nature of operations

Being The Chamber of Commerce is primarily involved in promoting, fostering and protecting the commerce of Sri Lanka whilst providing various services including secretarial services, providing trade information and statistics, endorsing export document i.e. Certificate of Origin, Registration of Barcodes and other services to its membership, Business Councils and Affiliated Associations of the Chamber. The Chamber is also involved in projects to achieve the objectives inter alia the above and others laid down in the said Ordinance.

1.3 Basis of preparation

(a) Statement of compliance

The financial statements have been prepared in accordance with Sri Lanka Accounting Standard for Small and Medium Sized Entities (SLFRS for SMEs).

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following material items in the statement of financial position:

- employee benefit is measured using the simplified projected unit credit method.
- debentures, fixed deposits, treasury bonds and treasury bills are measured at amortized cost
- quoted share value is recorded at market value

(c) Functional and presentation currency

These financial statements are presented in Sri Lankan Rupees, which is the functional currency.

(d) Use of estimates and judgments

The preparation of financial statements in conformity with Sri Lanka Accounting Standard for Small and Medium Sized Entities (SLFRS for SMEs) requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of making the judgment about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised if the revision affects only the financial year or in the period of the revision and future periods if the revision affects both current and future financial years.

Information about assumptions and estimation uncertainties that have significant risk of resulting in a material adjustment within the next financial year are included in the following notes:

1.4 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

When necessary comparative amounts in the financial statements have been reclassified to conform with the current year's presentation.

(a) Foreign currency

Foreign currency transactions

Transactions in foreign currencies are translated in to reporting currency at the rate of exchange ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at rate of exchange prevailing at that date.

Foreign currency gain or loss on monetary items exchange differences arising on translation are recognized in the statement of comprehensive income.

(b) Property, plant, and equipment

(i) Recognition and measurement

Items of property, plant, and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the following:

- cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant, and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant, and equipment.

Any gains and losses on disposal of an item of property, plant, and equipment are recognised in the statement of comprehensive income.

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Chamber.

(iii) Depreciation

Items of property, plant, and equipment are depreciated on a straight-line basis in the statement of comprehensive income over the estimated useful lives of each component.

Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative periods are as follows:

	Years
Buildings	50
Electrical fittings and fixtures	05
Furniture and fittings	10
Office equipment	05
Computers	03
Motor vehicles	05
Sundry assets	05

All assets are depreciated from the month of the asset is available for use up to the month of disposal.

(c) Intangible assets

(i) Basis of recognition

An intangible asset is recognized if it is probable that future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably in accordance with SLFRS for SMEs. Accordingly, these assets are stated in the statement of financial position at cost less accumulated amortization and accumulated impairment losses.

(ii) Subsequent expenditure

Subsequent expenditure on intangible asset is capitalized only when it increases the future economic benefits embodied in these assets and all other expenditure is recorded as an expense as incurred.

(iii) Amortisation

The useful lives of intangible assets with finite lives are amortized over the useful economic life. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with the finite lives is recognized in the statement of comprehensive income.

Computer software

Computer software is stated at cost less accumulated amortization. Amortization is done at 33 1/3% per annum on cost.

(iv) Impairment

The unamortized balances of intangible assets with a finite life are reviewed at each year-end date for impairment when there is an indication for impairment and recognized as an expense in the statement of comprehensive income to the extent that they are no longer probable of being recovered from the expected future benefits.

Gains or losses arising from the de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of comprehensive income when the asset is de-recognized.

(d) Investments

(i) Long-term investments

Investments in debentures are measured at amortised cost.

At the end of each reporting period, The Ceylon Chamber of Commerce assesses whether there is objective evidence of impairment of long-term investments that are measured at cost. If there is objective evidence of impairment, the Chamber recognizes an impairment loss in the statement of comprehensive income immediately.

Quoted investments are stated at market value.

(ii) Short-term investments

Investments in government securities

Investments in treasury bills and treasury bonds are measured at amortized cost using the effective interest rate method.

(iii) Fixed deposits

Investments in fixed deposits are measured at amortized cost using the effective interest rate method.

(e) Inventories

Inventories have been valued at the lower cost and net realizable value. Cost is generally determined by reference to weighted average costs. Net realizable value is the estimated selling price in the ordinary course of business less the estimated selling expense.

(f) Receivables

Receivables are stated as the amounts estimated to be realised after providing for bad and doubtful debts.

(g) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with a maturity of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value and is used by the Chamber in the management of its short-term commitments.

Cash flow statement

Cash flow statement has been prepared using the indirect method.

(h) Liabilities and provisions

Liabilities are recognized in the statement of financial position when there is a present obligation as a result of past events, the settlement of which is expected to result in an outflow of resources embodying economic benefits. Obligations payable on demand or within one year of the year end date are treated as current liabilities in the statement of financial position. Liabilities payable after one year from the year end date are treated as non-current liabilities in the statement of financial position.

A provision is recognized if, as a result of a past event when the Chamber has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(i) Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions to a separate entity and has no legal constructive obligation to pay further amounts.

Obligations for contributions to defined contribution plans are recognized as an employee benefit expense in the statement of comprehensive income in the periods during which related services are rendered services by employees.

Defined benefit plan

Provision has been made for retirement gratuities from the first year of service of all employees in conformity with SLFRS for SMEs Section 28 - Employee Benefits. However, according to the Gratuity Act No.12 of 1983, payment of the liability arises only on the completion of five years of continued service.

The liability is not externally funded, nor is actuarially valued. The Gratuity Liability is valued using a Simplified Projected Unit Credit method. The significant assumptions used are disclosed in Note 13.

(j) Funds

(a) Unrestricted Funds

Unrestricted funds are those that are available for use by the organization at the discretion of the Board, in furtherance of the general objectives of the organization, and which are not designated for any specific purpose.

(b) Restricted Funds

Where grants are received for use in an identified project or activity, such funds are held in a restricted fund account and transferred to the statement of income and expenditure to match with expenses incurred in respect of that identified project. Unutilized funds are held in their respective Fund accounts and included under accumulated fund in the statement of financial position until such time as they are required.

(c) Designated fund

Unrestricted funds designated by the Board to a specific purpose are identified as designated funds. The activities for which these funds may be used are identified in the financial statements.

Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to The Ceylon Chamber of Commerce and the revenue can be reliably measured on an accrual basis. Revenue is measured at the fair value of the consideration received or receivable. The following specific criteria are used for the purpose of recognition of revenue.

Revenue represents entrance fees, annual subscription, patron membership subscription, secretarial fees, and registration fees on certificate of origin and outside survey reports, seminars, tea lot money and other sales to customers.

Annual membership subscription is accounted for on an accrual basis.

Interest income is accounted for on an accrual basis using effective interest rate.

Management fees are charged from Projects after the Project activities are completed.

Secretarial fees are being charged from the related Associations and Business Councils on accrual basis.

Rental income is the rental for the auction rooms and room and hall hire income which is recognized on accrual basis.

Certificate of Origin and Outside Survey Report income are accounted on accrual basis.

Seminar income is recognized on cash basis.

Surplus/ (deficit) on and other activities are taken to the statement of comprehensive income on completion of the activity.

(k) Expenses

All expenditures incurred in the operations of the business and in maintaining the capital assets in a state of efficiency have been charged to income in arriving at the Chamber's surplus for the year.

(l) Taxation

a) Income taxation

The provision for current taxation has been computed in accordance with the Inland Revenue Act No. 24 of 2017 and its amendments thereto.

Taxation for the current and previous periods to the extent unpaid is recognized as a liability in the financial statements. When the amount of tax already paid in respect of current and prior periods exceed the amount due for those periods the excess is recognized as an asset in the financial statements.

b) Deferred taxation

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and amounts used for taxation purposes.

Deferred tax is measured at the tax rates that are expected to apply to the temporary differences when they reverse, based on the laws that have been enacted.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at each year end date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(m) Events occurring after the reporting date

All material events after the reporting date have been considered and where appropriate adjustments to or disclosures in the financial statements have been made.

(n) Commitments and contingencies

Contingencies are possible assets or obligations that arise from a past event and would be confirmed only on the occurrence or non-occurrence of uncertain future events, which are beyond the Chamber’s control.

Commitments and contingent liabilities are disclosed in Notes to the financial statements.

2 Property, plant and equipment

As at 31 March,	Freehold land	Freehold building	Electrical fittings and fixtures	Furniture and fittings	Office equipment	Computers	Motor vehicles	Sundry assets	Total
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Cost									
Balance as at 1 April 2025	6,930,000	73,412,608	2,307,230	13,377,000	8,773,022	16,901,870	15,960,949	870,590	138,533,269
Additions during the year	-	-	480,000	185,000	143,500	1,248,500	-	648,350	2,705,350
Disposals during the year	-	-	(97,850)	-	-	-	-	-	(97,850)
Balance as at 31 March 2026	6,930,000	73,412,608	2,689,380	13,562,000	8,916,522	18,150,370	15,960,949	1,518,940	141,140,769
Accumulated depreciation									
Balance as at 1 April 2025	-	35,440,418	1,310,628	11,163,694	4,627,151	8,766,002	15,960,949	325,635	77,594,477
Charge for the year	-	2,582,666	454,863	528,730	1,327,915	4,053,171	-	215,070	9,162,415
Disposals during the year	-	-	(87,702)	-	-	-	-	-	(87,702)
Balance as at 31 March 2026	-	38,023,084	1,677,789	11,692,424	5,955,066	12,819,173	15,960,949	540,705	86,669,190
Carrying value									
As at 31 March 2026	6,930,000	35,389,524	1,011,591	1,869,576	2,961,456	5,331,197	-	978,235	54,471,579
As at 31 March 2025	6,930,000	37,972,190	996,602	2,213,306	4,145,871	8,135,868	-	544,955	60,938,792

2.1 Reconciliation of the carrying amount of the Property plant and equipment as at 31 March 2025

	Carrying amount as at 1 April 2024	Additions	Depreciation	Disposal	Carrying amount as at 31 March 2025
Property, plant and equipment	61,978,129	9,132,493	(10,171,830)	-	60,938,792
	61,978,129	9,132,493	(10,171,830)	-	60,938,792

2.2 Property, plant and equipment includes fully depreciated assets, the cost of which as at 31 March 2026 amounted to Rs. 111,087,693/- (2025: Rs.110,607,347/-).

2.3 There were no contractual commitments for the acquisition of property plant and equipment during the year.

2.4 There were no assets pledged by the Chamber as securities for facilities obtained from the banks.

2.5 Details of freehold land cost

Address / location	Purchase date	Cost
		Rs.
No.50, Nawam Mawatha, Colombo 2	11 September 1985	6,930,000

2.6 The following assets which were purchased for the purpose of the SWITCH Asia - Sustainable Production in the Food and Beverages Industry in Sri Lanka Project were remaining with The Chamber of Commerce in fiduciary capacity at the completion of the Project.

	Rs.
Personal computers	718,210
Laptop computers	660,035
Scanners	7,750
Multi	166,976
As at 31 March	1,552,971

3 Intangible assets

As at 31 March,	**2026**	2025
	Rs.	Rs.
Acquisition cost		
Balance as at 1 April	**42,050,954**	33,293,639
Additions during the year	**487,500**	8,757,315
Balance as at 31 March	**42,538,454**	42,050,954
Amortization		
Balance as at 1 April	**31,311,673**	25,143,457
Amortization charged for the year	**6,878,016**	6,168,216
Balance as at 31 March	**38,189,689**	31,311,673
Carrying value	**4,348,765**	10,739,281

3.1 Intangible Assets include fully amortized assets, the cost of which as at 31 March 2026 amounted to Rs. 21,960,100/- (2025: Rs.21,604,542/-)

3.2 Intangible assets consist of a computer operating software system purchased and are amortized over a period of 3 years.

4 Long term investments

4.1 Investments of Funds

As at 31 March,	2026	2025
	Rs.	Rs.
Carey Scholarship Trust Fund (Note 4.3)	4,892,722	3,477,110
4.2 Investments of Chamber		
Unit Trust	57,802,525	43,489,659
Debentures (Note 4.4)	35,019,020	36,248,603
Treasury Bonds	390,022,277	361,784,028
Total long term investments	487,736,544	444,999,400

4.3 The investment is in the form of 48,563 equity shares in The Ceylon Investment PLC. The market value of the investment as at 31 March 2026 was Rs.4,892,722/- (2025: Rs.3,477,110/-).

4.4 Debenture Issuer

As at 31 March,	Maturity year	Interest Rate	2026	2025
			Rs.	Rs.
Singer Finance (Lanka) PLC	2026	9.25%	12,750,000	12,750,000
Seylan Bank PLC	2026	9.75%	11,900,000	11,900,000
LOLC Holdings PLC	2026	10.25%	-	4,780,000
Asia Asset Finance PLC	2027	12.20%	4,590,000	4,590,000
Siyapatha Finance PLC	2030	11.40%	3,310,000	-

5 Deferred taxation

The Management has measured the deferred tax assets and liabilities by applying the rates which have been enacted by the Inland Revenue Act No. 24 of 2017 and amendments thereto at the reporting period.

5.1 Deferred tax assets

The gross movement of the deferred tax asset is as follows.

As at 31 March,	2026	2025
	Rs.	Rs.
Balance as at 1 April	6,898,100	4,544,876
Deferred tax release recognised in the profit or loss	3,976,282	2,353,224
Balance as at 31 March	10,874,382	6,898,100

In accordance with the provision of the Inland Revenue Act No.24 of 2017 and subsequent amendments thereto, (pursuant to the Inland Revenue (Amendment) Act, No. 45 of 2022 certified on 19 December 2022), the Chamber is liable for its taxable income at the rate 30% (Y/A 2024/25 - 30%).

5.2 Deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following:

As at 31 March,	31/03/2026 Temporary Difference	31/03/2026 Tax Effect	31/03/2025 Temporary Difference	31/03/2025 Tax Effect
	Rs.	Rs.	Rs.	Rs.
Property, plant and equipment	**(18,275,370)**	**(5,482,611)**	(17,277,035)	(5,183,110)
Intangible assets	**(1,104,660)**	**(331,398)**	(4,901,071)	(1,470,321)
Employee benefits	**55,627,970**	**16,688,391**	45,171,769	13,551,531
Net Deferred tax Asset	**36,247,940**	**10,874,382**	22,993,663	6,898,100

6 Inventories

As at 31 March,	2026	2025
	Rs.	Rs.
Stationery stock	**1,595,949**	1,685,339
	1,595,949	1,685,339

7 Trade receivables and other receivables

Projects (Note 7.1)	**-**	278,800
Other receivables (Note 7.2)	**11,986,404**	28,744,701
	11,986,404	29,023,501

7.1 Projects

Sri Lanka Business and Biodiversity Platform	**-**	278,800
	-	278,800

7.2 Other receivables

Subscription	**1,258,145**	11,020,845
Provision for bad debts (Note 7.2.1)	**(865,057)**	(7,646,354)
	393,088	3,374,491
Certificate of origin, Hall hire, Events, Sale rent & other revenue	**3,514,755**	18,435,338
Loans to staff	**2,228,935**	1,769,321
VAT Receivable	**2,064,128**	4,408,129
Sundry debtors	**3,785,498**	757,422
	11,593,316	25,370,210
	11,986,404	28,744,701

7.2.1 Provision for bad debts

As at 31 March,	2026	2025
	Rs.	Rs.
Balance as at 1 April	7,646,354	446,354
Provision during the year	1,610,700	7,200,000
Bad debts written off	(1,610,700)	-
Reversal of over provision	(6,781,297)	-
Balance as at 31 March	865,057	7,646,354

8 Amounts due from affiliated Associations

GS1 Lanka	3,219,230	-
The Colombo Tea Traders Association	21,559	228,129
Exporters' Association of Sri Lanka	-	70,433
Sri Lanka - Pakistan Business Council	4,615	-
Sri Lanka - Nordic Business Council	-	14,907
IATA Agents Association of Sri Lanka	193,694	1,295,640
Travel Agents Association of Sri Lanka	-	209,861
Council for Startups	184,459	-
Industrial Association of Sri Lanka	40,227	118,527
Sri Lanka - Maldives Business Council	-	322,494
Sri Lanka - Japan Business Council	-	609,767
The Ceylon Chamber of Commerce-The Import Section	67,597	-
Imported Alcohol Beverages Association	702,626	217,024
Federation of Renewable Energy Developers	12,905	117,970
Spices & Allied Products Producers' & Traders' Association	60,769	80,048
	4,507,681	3,284,800

9 Deposits and prepayments

Deposits	1,524,671	1,524,671
Prepayments	6,047,298	3,664,529
Advance payments	899,750	940,775
	8,471,719	6,129,975

10 Short term investments

Deposits for funds (Note 10.1)	137,600,866	136,392,848
Deposits for Chamber (Note 10.2)	71,942,900	52,946,583
	209,543,766	189,339,431

NOTES TO THE FINANCIAL STATEMENTS

10.1 Deposits for funds

As at 31 March,	2026	2025
	Rs.	Rs.
CCC 160th Anniversary Trust Fund		
- Treasury bills /Fixed deposits	**17,208,653**	16,029,505
D. S. Jayasundara Memorial Fund		
- Treasury bills /Units	**35,617,856**	32,833,330
CCC Annual Dance Fund		
- Fixed deposits	**5,043,991**	4,665,481
Carey Scholarship Trust Fund		
- Treasury bills	**2,472,006**	2,142,416
VGK Project - Fund		
- Treasury bills	**2,660,466**	2,464,125
Gateway Project - Fund		
- Treasury bills	**3,891,844**	3,604,626
Henderson Trust Fund		
- Treasury bills	**18,058,352**	16,712,474
Staff Welfare Fund		
- Fixed deposits	**2,167,499**	2,031,362
Robert Larson Trust Fund		
- Fixed deposits	**152,676**	143,083
General Fund		
- Treasury bills	**35,119,399**	41,050,466
The Johan Allan Leembruggen		
- Treasury bills /Units	**4,018,183**	3,902,901
CCC National Disaster Fund		
- Treasury bills	**11,189,941**	10,813,079
	137,600,866	136,392,848

10.2 Deposits for Chamber

Treasury bills and REPO	**-**	24,573,178
Fixed Deposit	**71,942,900**	28,373,405
	71,942,900	52,946,583

A fixed deposit (Account no -002300036819) amounting to Rs.13,270,788/- has been pledged as security for an overdraft.

A fixed deposit (Account no -002300036765) amounting to Rs.475,537/- has been pledged as security for a credit card.

11 Cash and cash equivalents

As at 31 March,	2026	2025
	Rs.	Rs.
Savings accounts (Note 11.1)	**11,756,154**	11,211,461
Cash at bank (Note 11.2)	**11,861,781**	4,425,309
Cash in hand (Note 11.3)	**362,009**	461,538
	23,979,944	16,098,308

11.1 Savings accounts

Hatton National Bank PLC	**73,897**	3,065,840
National Savings Bank	**-**	320,448
Cargills Bank	**-**	10,946
Hatton National Bank PLC -Money Market Savings	**11,682,257**	7,814,227
	11,756,154	11,211,461

11.2 Cash at bank

Hatton National Bank PLC - The Ceylon Chamber of Commerce (Special)	**1,664,206**	141,275
Hatton National Bank PLC - The Ceylon Chamber of Commerce (Current)	**383,860**	2,651,278
Sampath Bank PLC - The Ceylon Chamber of Commerce	**54,740**	86,349
Hongkong and Shanghai Banking Corporation - CCC National Disaster Fund	**339,498**	339,498
Hongkong and Shanghai Banking Corporation - The Ceylon Chamber of Commerce	**68,634**	429,789
Sampath Bank PLC - Disaster Relief Fund	**8,421,469**	58,180
National Development Bank - The Ceylon Chamber of Commerce	**186,057**	82,428
Sampath Bank PLC - The Ceylon Chamber of Commerce	**447,932**	369,712
Hatton National Bank PLC - Asia Invest	**259,200**	259,200
Hatton National Bank -Custodian account	**36,185**	7,600
	11,861,781	4,425,309

11.3 Cash in hand

Foreign currency float	**82,163**	82,163
Petty cash	**125,000**	125,000
Cash in hand	**154,846**	254,375
	362,009	461,538

12 Long term funds

Unrestricted funds (Note 12.1)	**63,397,004**	58,834,492
Designated funds (Note 12.2)	**52,393,369**	55,397,736
Restricted funds (Note 12.3)	**52,740,072**	39,884,601
	168,530,445	154,116,829

12.1 Unrestricted funds

12.1.1 Gateway Project fund

As at 31 March,	2026	2025
	Rs.	Rs.
Balance as at 1 April	**3,604,626**	3,113,016
Interest income received during the year	**287,218**	491,610
Balance as at 31 March	**3,891,844**	3,604,626

Gateway Project Fund was set up investing the profit earned from the Gateway Project in treasury bills at HNB Securities Limited. The investment income from the investment of this fund is used for Chamber events.

12.1.2 VGK Project

Balance as at 1 April	**2,464,125**	2,128,059
Interest income received during the year	**196,341**	336,066
Balance as at 31 March	**2,660,466**	2,464,125

VGK Project Fund was set up investing the profit earned from the VGK Project in treasury bills at HNB Securities Limited. The investment income from the investment of this fund is used for Chamber events.

12.1.3 CCC 160th Anniversary Trust Fund

Balance as at 1 April	**16,029,508**	14,773,975
Interest income received during the year	**1,179,146**	1,255,533
Balance as at 31 March	**17,208,654**	16,029,508

CCC 160th Anniversary Trust Fund was set up investing the profit earned from the CCC 160th Anniversary publications in treasury bills & fixed deposit at HNB Securities Limited and Hatton National Bank PLC. The investment income from the investment is used for Chamber events.

12.1.4 D.S. Jayasundara Memorial Fund

Balance as at 1 April	**32,833,330**	29,606,521
Interest income received during the year	**2,784,526**	3,226,809
Balance as at 31 March	**35,617,856**	32,833,330

D.S. Jayasundara Memorial Fund was set up using the donations received for the purpose of creating CCC Economic Intelligence Unit. This money were invested in treasury bills and units at HNB Securities Limited and NDB Wealth Management Limited respectively. The investment income from the investment is used for Chamber events.

12.1.5 The Johan Allan Leembruggen Trust fund

Balance as at 1 April	**3,902,903**	3,532,773
Transfer to statement of comprehensive income	**(200,000)**	-
Interest income received during the year	**315,281**	370,130
Balance as at 31 March	**4,018,184**	3,902,903

The Johan Allan Leembruggen Trust fund was set up to provide financial assistance in the form of scholarship and/or re-imbursement of exam fees, equipment costs and other expenses to (young adults) members of the staff of the Ceylon Chamber of Commerce who are pursuing their professional studies in the fields of Accounting, Management, HR and Marketing. The investment of the fund are maintained in treasury bills at HNB Securities Limited & in Units at NDB Wealth Management.

As at 31 March,	2026	2025
	Rs.	Rs.
Total unrestricted funds		
Balance as at 1 April	**58,834,492**	53,154,344
Transfer to statement of comprehensive income	**(200,000)**	-
Interest income received during the year	**4,762,512**	5,680,148
Balance as at 31 March	**63,397,004**	58,834,492

12.2 Designated funds

12.2.1 General Fund

Balance as at 1 April	**55,397,736**	55,467,074
Transfer to General fund amortisation reserves	**(23,217,270)**	-
Transfer to statement of comprehensive income	**-**	(4,579,281)
Interest income received during the year	**3,068,933**	4,509,943
Balance as at 31 March	**35,249,399**	55,397,736

12.2.2 General Fund Amortisation Reserves		
Balance as at 1 April	**-**	-
Transfer from General fund	**23,217,270**	-
Transfer to statement of comprehensive income	**(6,073,300)**	-
Balance as at 31 March	**17,143,970**	-

12.2.3 Total designated funds		
Balance as at 1 April	**55,397,736**	55,467,074
Transfers to statement of comprehensive income	**(6,073,300)**	(4,579,281)
Interest income received during the year	**3,068,933**	4,509,943
Balance as at 31 March	**52,393,369**	55,397,736

The amounts utilized of the general fund for the acquisition and maintenance of IT system of the Chamber is credited to the General fund amortization reserve and would be amortized over the useful lifetime of the asset. The amortized amount will be transferred annually from the General fund amortization reserve account to the statement of comprehensive income.

12.3 Restricted funds

12.3.1 Carey Scholarship Trust Fund

As at 31 March,	2026	2025
	Rs.	Rs.
Balance as at 1 April	**5,619,529**	4,236,267
Dividend income received during the year	**180,656**	34,965
Increase/(decrease) in market value of the investment	**1,415,612**	1,146,086
Interest income received during the year	**148,934**	202,211
Balance as at 31 March	**7,364,731**	5,619,529

Carey Scholarship Trust Fund was set up for granting scholarship to a student of Trinity College, Kandy. The investments of the fund are maintained as a quoted share investment at The Ceylon Investment PLC and treasury bills at HNB Securities Limited.

12.3.2 CCC Annual Dance Fund

Balance as at 1 April	**4,667,019**	4,217,493
Interest income received during the year	**378,510**	449,526
Balance as at 31 March	**5,045,529**	4,667,019

CCC Annual Dance Fund was set up using profit earned from the Chamber Dance and the interest income earned is used for student scholarships of employees/Ex employees. The investment of the fund are maintained in treasury bills at HNB Securities Limited.

12.3.3 Henderson Trust Fund

Balance as at 1 April	**16,712,880**	16,677,940
Interest income received during the year	**1,345,878**	1,752,940
Funds utilized and payable to Chamber	**1,630,000**	-
Transfer to statement of comprehensive income	**(1,630,000)**	(1,718,000)
Balance as at 31 March	**18,058,758**	16,712,880

Henderson Trust Fund was set up for the purpose of providing financial support to retired employees of European companies who have become members of the Chamber on a monthly basis. The investment of the fund are maintained in treasury bills at HNB Securities Limited.

12.3.4 Staff Welfare Fund

Balance as at 1 April	**2,031,362**	1,881,001
Interest income received during the year	**136,137**	150,361
Balance as at 31 March	**2,167,499**	2,031,362

Staff Welfare Fund was set up for the purpose of staff welfare activities. The investment of the fund are maintained in fixed deposits in National Development Bank.

12.3.5 Robert Larson Trust Fund

As at 31 March,	2026	2025
	Rs.	Rs.
Balance as at 1 April	**143,083**	131,781
Interest income received during the year	**9,592**	11,302
Balance as at 31 March	**152,675**	143,083

Robert Larson Trust Fund was set up to give an annual cash award to an outstanding employee of The Ceylon Chamber of Commerce. The investment of the fund are maintained at fixed deposits at National Development Bank.

12.3.6 CCC National Disaster Fund

Balance as at 1 April	**10,652,578**	10,116,583
Interest income received during the year	**876,862**	1,035,995
Transfer to statement of comprehensive income	**-**	(500,000)
Balance as at 31 March	**11,529,440**	10,652,578

CCC National Disaster Fund was set up for providing support for natural disasters occurring in the Country. The investment of the fund are maintained in treasury bills at HNB Securities Limited and a current account at Hongkong and Shanghai Banking Corporation Limited.

12.3.7 Disaster Relief Fund

Balance as at 1 April	**58,150**	433,943
Addition during the year	**19,252,489**	2,225,000
Transfer to statement of comprehensive income	**(10,889,200)**	(2,600,793)
Balance as at 31 March	**8,421,439**	58,150

Disaster Relief Fund was set up for providing support for draught situation occurred in the Country. The investment of the fund are maintained in a current account at Sampath Bank PLC.

Total restricted funds		
Balance as at 1 April	**39,884,601**	37,695,008
Dividend income received during the year	**180,656**	34,965
Addition during the year	**19,252,489**	2,225,000
Investment income received during the year	**2,895,915**	3,548,335
Increase/(decrease) in market value	**1,415,611**	1,146,086
Transfer to statement of comprehensive income	**(10,889,200)**	(4,764,793)
Balance as at 31 March	**52,740,072**	39,884,601

13 Employee benefits

13.1 Defined contribution plans

Following contributions have been made to the Mercantile Service Provident Society and Employees' Trust Fund during the year.

As at 31 March,	2026	2025
	Rs.	Rs.
Mercantile Service Provident Society		
Employers' contribution	**20,151,897**	18,797,150
Employees' contribution	**14,609,296**	13,490,348
Employees' Trust Fund	**3,988,426**	3,734,184

13.2 Defined benefit plan

Balance as at 1 April	**45,171,770**	38,757,350
Current service cost	**11,473,481**	4,358,390
Interest cost	**4,617,535**	4,043,788
Actuarial (gain)/ loss	**(1,548,990)**	1,664,492
Payments during the year	**(4,085,830)**	(3,652,250)
Balance as at 31 March	**55,627,966**	45,171,770

Provision has been made for retiring gratuity for all employees. However, 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. The liability is calculated based on the gratuity formula method.

The discount rate is 9.75% per annum (2025: 10%)

Salary increment rate is 10% per annum (2025: 13.39%)

Retirement age is 60 years

Staff turnover factor is 21.59% per annum (2025: 22.12%)

The Company will continue as a going concern.

13.3 Number of employees

Number of employees of the Chamber as at 31 March 2026 was 63 (2025: 66) respectively.

14 Refundable deposits

Deposit - Certificate of Origin/ Outside Survey Report	**149,083**	58,368
	149,083	58,368

15 Payables

As at 31 March,	2026	2025
	Rs.	Rs.
Projects (Note 15.1)	**64,503,210**	94,519,423
Events (Note 15.2)	**3,343,502**	3,343,502
Other payables (Note 15.3)	**72,583,111**	66,651,290
	140,429,823	164,514,215

15.1 Projects

Trade Promotion Project	**56,533**	56,533
Citi 2 - CCC Project	**96,719**	96,719
Partner Sri Lanka Project	**47,456,250**	77,456,250
UN World Food Programme	**771,861**	3,356,479
GIZ Scope Project	**(7,904)**	1,019,875
GIZ Vocational Training in Sri Lanka Project	**8,286,420**	7,340,236
South Asia Leadership in Entrepreneurship Programme	**-**	5,038,831
Admin fee payable Projects	**2,804,500**	154,500
Investment Income payable project	**5,038,831**	-
	64,503,210	94,519,423

15.2 Events

Cosmetics and Pharmaceutical steering committee	**220,017**	220,017
Virtual investor forum	**2,004,459**	2,004,459
Communication Campaign	**1,119,026**	1,119,026
	3,343,502	3,343,502

15.3 Other payables

CACCI fund	**7,618**	7,618
Accrued expenses	**42,050,842**	40,693,295
Employee Bonus/Salary payable	**30,371,443**	25,797,169
Staff Thrift & Loan Fund	**31,250**	31,250
CCC Recreation and Welfare	**121,958**	121,958
	72,583,111	66,651,290

16 Tax payable

Balance as at 1 April	**10,475,133**	19,212,284
Provision for the year	**18,813,060**	13,288,512
Payments made during the year	**(13,147,294)**	(22,025,663)
Balance as at 31 March	**16,140,899**	10,475,133

NOTES TO THE FINANCIAL STATEMENTS

17 Received in advance

As at 31 March,	2026	2025
	Rs.	Rs.
Surveyor's registration fees	2,919,416	2,735,930
Subscription	2,142,248	2,272,927
Others	1,269,702	900,000
	6,331,366	5,908,857

18 Amount due to affiliated Associations

The Ceylon Chamber of Commerce-The Import Section	-	542,410
All Island Dairy Association Guarantee Limited	463,982	537,027
Exporters' Association of Sri Lanka	541,982	-
Pacific Asia Travel Association (Sri Lanka) Chapter	43,901	249,456
Condominium Developers Association of Sri Lanka	2,067,401	8,327
Sri Lanka-Australia- New Zealand Business Council	444,789	1,536,439
Sri Lanka - China Business Council	84,688	165,630
Sri Lanka - France Business Council	1,318,530	440,758
Sri Lanka - Germany Business Council	636,074	2,061,258
Sri Lanka - Malaysia Business Council	326,102	96,766
Sri Lanka - Nordic Business Council	161,115	-
Sri Lanka - Singapore Business Council	564,892	178,769
Sri Lanka Association of Inbound Tour Operators	679,263	1,850,814
The Sri Lanka Ceramics and Glass Council	120,786	330,206
The Ceylon Motor Traders' Association	40,470	70,723
The Council for Business with Britain	2,084,504	1,459,910
Travel Agents Association of Sri Lanka	326,928	-
Hotels Association of Sri Lanka	15,825,940	391,394
Sri Lanka - Japan Business Council	551,403	-
The Colombo Rubber Traders' Association	1,083,963	1,104,713
Indo Lanka Chamber of Commerce and Industry	5,194,972	4,101,976
Sri Lanka - Canada Business Council	860,438	126,646
Sri Lanka - Italy Business Council	926,966	1,519,113
Sri Lanka - Russia Business Council	492,303	1,508,444
Sri Lanka Pharmaceutical Manufacturers' Association	1,780,671	133,385
Sri Lanka - Maldives Business Council	357,881	-
Sri Lanka Shippers' Council	326,856	671,536
Sri Lanka - USA Business Council	262,830	612,866
Board of Airline Representatives	249,437	555,988
Sri Lanka- Benelux Business Council	1,987	143,824
National Biotechnology Industry Association	792,393	794,664
Sri Lanka Retailers' Association (Guarantee) Limited	298,332	14,309,218
GS1 Lanka	-	39,459
	38,911,779	35,541,719

As at 31 March,	2026	2025
	Rs.	Rs.
Balance brought forward	**38,911,779**	35,541,719
Sri Lanka - Pakistan Business Council	-	146,248
Sri Lanka - Indonesia Business Council	**14,053**	14,053
Palm Oil Industry Association	**441,828**	412,359
Sri Lanka - Greater Mekong Business Council	**6,012**	173,308
Sri Lanka - Korea Business Council	**84,886**	120,967
Council for Startups	-	81,878
Currier Express Parcel Association of Ceylon	**1,097,320**	603,369
Sri Lanka - Bangladesh Business Council	**185,568**	110,256
Sri Lanka Indonesia Business Council	**2,915,329**	1,427,798
Association of Local Stationary Manufacturers	**3,380,165**	-
	47,036,940	38,631,955

19 Membership fees

For the year ended 31 March	2026	2025
	Rs.	Rs.
Entrance fees	**2,325,000**	1,656,000
General membership fee	**87,816,702**	88,286,867
Patron membership fee	**19,925,000**	18,895,971
Associate membership fee	**977,083**	1,250,000
	111,043,785	110,088,838

20 Management fees

Management Fees -Affiliated Associations and Business Councils	**23,907,928**	22,412,251
Management Fees - Other	-	210,000
E-auction Management fee	**1,800,000**	2,400,000
Lot fee	**7,529,040**	7,470,330
SME Project/Consultancy fee	**4,341,982**	4,721,489
Partner Sri Lanka Project	**30,000,000**	20,718,017
Outside events organized by CCC	**1,556,485**	3,384,000
Affiliation fees	**493,250**	34,000
	69,628,685	61,350,087

21 Registration fees

Certificate of origin	**9,861,842**	11,176,362
Survey registration fee	**3,818,845**	3,577,958
	13,680,687	14,754,320

22 Rental income

For the year ended 31 March	2026	2025
	Rs.	Rs.
Auctions service rental fee	**180,826**	162,149
Hall hire income	**4,723,434**	3,715,050
Rent income	**7,428,352**	6,553,295
Co-working space	**1,187,771**	1,078,025
	13,520,383	11,508,519

23 Events and seminars

For the year ended 31 March	2026			2025		
	Income	Expenses	Net	Income	Expenses	Net
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Sri Lanka Economic Summit	**91,559,616**	**30,089,796**	**61,469,820**	46,640,169	22,843,635	23,796,534
Seminars	**6,141,091**	**3,468,977**	**2,672,114**	13,619,066	12,772,540	846,526
IORA Conclave 2024	**-**	**-**	**-**	25,128,243	15,450,199	9,678,044
Climate Summit	**-**	**-**	**-**	31,835,998	22,242,744	9,593,254
	97,700,707	**33,558,773**	**64,141,934**	117,223,476	73,309,118	43,914,358

24 Other income

For the year ended 31 March	2026	2025
	Rs.	Rs.
Business Promotion & Facilitation	**877,623**	775,066
Photocopier	**2,130,459**	222,533
Economic Intelligence Unit	**5,410,900**	10,551,001
Business Councils	**3,654,636**	-
Transfer of project balances	**-**	4,586,018
Auction passes	**140,376**	125,210
Corporate sponsorship	**860,000**	900,000
Reversal of over provision of bad debts	**6,781,297**	-
Sundry income	**2,100,943**	1,624,652
Canadian Agricultural Mission to Sri Lanka	**956,261**	-
CCC Communication-Income	**267,218**	151,468
	23,179,713	18,935,948

25 Unrestricted funds received

For the year ended 31 March	2026	2025
	Rs.	Rs.
Gateway Project Fund	**287,218**	491,610
VGK Project	**196,341**	336,066
CCC 160th Anniversary Trust Fund	**1,179,146**	1,255,533
D.S. Jayasundara Memorial Fund	**2,784,526**	3,226,809
The Johan Allan Leembruggen Trust Fund	**315,281**	370,131
	4,762,512	5,680,149

26 Transferred from designated funds

General Fund	**6,073,300**	4,579,281
	6,073,300	4,579,281

27 Transferred from restricted funds

Henderson Trust Fund	**1,630,000**	1,718,000
Disaster Relief Fund	**10,889,200**	2,600,793
	12,519,200	4,318,793

28 Staff cost

Salaries, wages and other related expenses	**153,882,039**	146,961,981
Defined benefit plan costs - retiring gratuity	**16,091,016**	8,402,177
Defined contribution plan costs	**21,209,608**	19,261,554
	191,182,663	174,625,712

Staff cost amounting to Rs.9,862,368/- (2025: Rs. 31,694,470 /-) has been reimbursed by Projects handled by the Ceylon Chamber of Commerce.

29 Other operating expenses

For the year ended 31 March	2026	2025
	Rs.	Rs.
Medical reimbursements	**2,832,609**	3,339,132
Staff training and welfare	**9,559,960**	4,801,536
Building maintenance	**5,698,264**	4,715,941
Maintenance contracts	**2,627,696**	2,007,846
Office Equipment Maintenance	**20,350,978**	21,840,676
Vehicle Maintenance	**13,156,765**	8,429,257
Security	**4,457,580**	3,082,846
Printing	**2,500,000**	2,532,500
Stationery	**1,044,847**	894,524
Photocopy expenses	**1,515,508**	2,347,666
Postage and courier	**243,102**	392,657
Telephone /Fax/Internet	**3,720,952**	2,328,878
Electricity	**10,746,430**	11,563,010
Water	**429,472**	421,104
Insurance	**4,929,719**	3,000,285
Advertising/Public relations/Marketing expenses	**1,843,612**	2,555,636
Travelling	**2,736,320**	2,413,984
Stamp duty	**99,075**	101,025
Assesment rates	**1,400,483**	1,546,358
Bank charges	**985,584**	539,904
Audit Fees	**1,400,000**	1,200,000
Credit Card Commission	**111,923**	66,364
Bad debts - Subscription Written-off	**1,610,700**	-
Bad debts - Provision	**-**	7,200,000
Books & Magazines	**86,803**	78,175
Subscription paid to other organisations	**245,625**	237,553
Economic Intelligence Unit	**1,059,643**	1,453,755
CCC Communication	**1,188,687**	2,682,302
Annual general meeting expenses	**2,648,827**	1,959,527
Business meeting expenses	**542,263**	1,889,072
Legal expenses	**-**	540,139
Sundry expenses	**1,926,084**	2,841,176
Social security contribution levy	**1,662,504**	1,182,134
NDB Wealth management & custodian fee	**4,174,367**	3,436,058
Salary preparation charges	**769,156**	566,989
Membership expenses	**95,110**	-
Best Corporate Citizen Awards	**727,892**	42,994
Business Councils	**-**	418,743
Loss on disposal of Fixed assets	**10,148**	-
Donations	**50,000**	-
IORA Conclave 2024 refund	**2,322,323**	-
HSBC Global payment charges	**211,920**	-
Tax assessment expenses	**766,643**	-
Tax Advisory Services	**279,435**	668,299
	112,769,009	105,318,045

30 Expenses incurred from designated funds

For the year ended 31 March	2026	2025
	Rs.	Rs.
General Fund	**6,073,300**	4,579,281
	6,073,300	4,579,281

31 Expenses incurred from restricted funds

Henderson Trust Fund	**1,630,000**	1,718,000
Disaster Relief Fund	**10,889,200**	2,600,793
	12,519,200	4,318,793

32 Finance cost

Interest on bank overdraft	**2,866**	4,343
	2,866	4,343

33 Surplus before taxation

Surplus before taxation is stated after charging all the expenses including the following:		
Provision for bad and doubtful debt	**865,057**	7,646,354
Bad debts written-off	**1,610,700**	-
Auditor's remuneration - Audit fee	**1,400,000**	1,200,000
Depreciation	**9,162,415**	10,171,830
Amortization	**6,878,016**	6,168,216

34 Tax expenses

34.1 Tax expenses

Current tax (Note 34.2)	**18,813,060**	13,288,511
Deferred tax release recognised in the profit or loss (Note 5.1)	**(3,976,282)**	(2,353,224)
Withholding tax expense	**73,300**	-
	14,910,078	10,935,287

34.2 Current tax expense

For the year ended 31 March	2026 Rs.	2025 Rs.
Reconciliation of the accounting profit and income tax expense		
Surplus before taxation	**51,134,010**	35,439,471
Disallowable expenses	**30,569,434**	27,362,943
(-) Allowable expenses	**(18,993,244)**	(18,507,375)
	62,710,199	44,295,039
Interest income (Gross)	**(65,097,981)**	(60,916,117)
Tax adjusted trade loss	**(2,387,782)**	(16,621,078)
Income Tax on trade Profit	**-**	-
Interest income (Gross)	**65,097,981**	60,916,117
(-) Tax loss	**(2,387,782)**	(16,621,078)
Taxable investment income/ business profit	**62,710,199**	44,295,039
Income tax on investment income @ 30%	**18,813,060**	13,288,512
Income tax on current year profits	**18,813,060**	13,288,512
The income tax is charged at the following rates:		
On business income	**30%**	30%
On business investment income	**30%**	30%

In accordance with the provision of the Inland Revenue Act No.24 of 2017 and subsequent amendments thereto, (pursuant to the Inland Revenue (Amendment) Act, No. 45 of 2022 certified on 19 December 2022), the Chamber is liable for its taxable income at the rate 30% (Y/A 2024/25 - 30%).

34.3 Tax losses

Tax loss brought forward	**-**	-
Tax loss for the year	**2,387,782**	16,621,078
Tax loss set off during the year	**(2,387,782)**	(16,621,078)
Tax loss carried forward	**-**	-

35 Related party transactions

35.1 Transactions with key management personnel

Key Management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

The Chamber considers its members of the Board and members of the Management Committee as the key management personnel.

Short term employee benefits	**84,887,069**	68,249,574

35.2 Transactions with Related Parties

35.2.1 Transactions with other related entities

For the year ended 31 March	2026	2025
	Rs.	Rs.
Nature of the transaction		
Membership subscription	3,220,550	3,499,350
Certificate of origin	49,263	253,945
Event income	11,686,593	4,341,819
Auction passes	-	13,800
Sle rent	19,485	25,476
Economic Intelligence Unit	-	120,950
Other Income	22,500	803,645
	14,998,391	9,058,985

These transactions represent, the transactions occurred, between other key management related entities, and with the Chamber.

36 Commitments

There were no commitments outstanding as at the reporting date.

37 Contingent liabilities

There were no commitments as at reporting date.

38 Litigation and claims

There are no litigations or claims against the Chamber as at the reporting date.

39 Events after the reporting date

There were no material events occurring after the reporting date which require adjustments to or disclosures in the financial statements.

40 Board of Directors' responsibility

The Board of Directors are responsible for the preparation and presentation of these financial statements in accordance with Sri Lanka Accounting Standard for Small and Medium Sized Entities (SLFRS for SMEs).

41 Approval of financial statements

These financial statements were approved by the Board of Directors and authorized for issue on 17 June 2026.

TEN YEAR SUMMARY

Year ended 31 March	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000	Rs.'000
OPERATIONAL RESULTS										
Income	417,207	409,356	344,601	348,678	214,021	193,728	216,690	228,222	225,498	221,417
Depreciation on Property, Plant & Equipment	9,162	10,172	9,293	7,570	7,281	9,487	8,839	9,228	9,265	8,555
Surplus before taxation	51,134	35,439	69,795	73,072	23,044	19,104	5,954	14,513	20,744	24,558
Income tax expenses	14,910	10,935	19,260	21,621	5,507	3,670	2,096	3,303	2,179	1,562
Surplus after taxation	36,224	24,504	50,535	51,451	17,536	15,435	3,858	11,210	18,565	22,996
RESERVES										
Accumulated fund	348,304	315,294	298,134	262,665	212,453	193,355	180,773	178,791	170,081	157,992
Capital Reserves	34,911	34,911	34,911	34,911	34,911	34,911	34,911	34,911	34,911	34,911
General Reserves	55	55	55	55	55	55	55	55	55	55
Long term funds	168530	154,117	146,316	125,454	133,026	130,595	122,073	113,229	104,958	98,109
LIABILITIES										
Current liabilities	209,939	219,530	214,306	247,505	138,086	116,315	77,367	84,785	68,557	70,625
Non - Current Liabilities	55,777	45,230	38,815	36,082	37,588	39,816	35,823	33,976	34,872	28,972
ASSETS										
Property, Plant & Equipment	54,472	60,939	61,978	61,455	63,869	66,946	69,069	55,107	62,248	68,906
Intangible assets	4,349	10,739	8,150	2,031	2,440	3,773	6,046	3,538	4,679	951
Current Assets	260,085	245,561	213,989	601,735	440,070	433,517	362,578	369,530	319,120	293,751
RATIOS										
Current ratio	1.24	1.12	1.00	2.43	3.19	3.73	4.69	4.36	4.65	4.16

Certain figures relating to previous years have been re-stated to conform with the accounting standards adopted in the current year

ANNEXURES

PAST CHAIRMEN AND SECRETARIES GENERAL - 1839-2025

YEAR	CHAIRMAN	SECRETARY GENERAL
1839	Joseph Reed	Stephen Vertue
1840	J. Armitage	H. Richie
1841	J. Armitage	H. Richie
1842		
1843		
1844	J. Reed	F. Lambe
1845	H.I. Layard	F. Lambe
1846	J. Armitage	J. Stewart
1847	Geo Ackland	W. Thompson
1848	Geo Ackland	W. Thompson
1849	H. Richie	J. Swan
1850	J. Swan	R. Dawson
1851	R. Dawson	J.L. Kier
1852	R. Nicol	E.J. Darley
1853	C. Shand	S. Butler
1854	J.M. Robertson	Binny Scott
1855	E.J. Darley	Thos Dickson
1856	R. Dawson	R. Nicol
1857	R. Dawson	E. Ormiston
1858	J. M. Robertson	
1859	R. Nicol	R.D. Alston
1860	Binny Scott	J.C. Fowlie
1861	Binny Scott	J.C. Fowlie
1862	C. Shand	Jas Reid
1863	Alex Gibson	Stephan Darley
1864	Alfred Wise	F.A. Plump
1865	Alfred Wise S.T. Richmond	S.T. Richmond J.S. Armitage
1866	S.T. Richmond Geo Wall	J.R. Hedges
1867	Geo Wall S.T. Richmond	J.R. Hedges W.W. Mitchell
1868	S.T. Richmond W.W. Mitchell	W.W. Mitchell G.B. Leechman

YEAR	CHAIRMAN	SECRETARY GENERAL
1869	W.W. Mitchell J.T. White	G.B. Leechman
1870	J.T. White Geo Wall	F.W. Bois
1871	Geo Wall Lawrence J. Mercer	F.W. Bois
1872	S.T. Richmond	E.C. Britton
1873	S.T. Richmond J.T. White	E.C. Britton E.C. Britton
1874	J.T. White Geo Wall	E.C. Britton
1875	Geo Wall G.B. Leechman	C.E.H. Symons
1876	G.B. Leechman W.W. Mitchell	C.E.H. Symons
1877	W.W. Mitchell G.B. Leechman	C.E.H. Symons
1878	G.B Leechman Geo Wall	C.E.H. Symons T. Helmer
1879	Geo Wall F. Newman	T. Helme
1880	G.B. Leechman J. Northmore	C.E.H. Symons
1881	J. Northmore W.W. Mitchell	C.E.H. Symons
1882	W.W. Mitchell	C.E.H. Symons
1883	W.W. Mitchell	C.E.H. Symons
1884	Henry Bois	C.E.H. Symons
1885	Henry Bois J.G. Wardrop	C.E.H. Symons
1886	Henry Bois	

YEAR	CHAIRMAN	SECRETARY GENERAL
1887	Henry Bois G.B. Leechman	C.E.H. Symons
1888	W.W. Mitchell F.W. Mackwood	C.E.H. Symons
1889	F.W. Mackwood J.G. Wardrop	C.E.H. Symons
1890	J.G. Wardrop J.H. Renton	C.E.H. Symons
1891	W.B. Paterson Henry Bois	C.E.H. Symons
1892	Henry Bois R.L.M. Brown	C.E.H. Symons
1893	F.W. Bois W.W. Mitchell	C.E.H. Symons
1894	J.H. Renton	C.E.H. Symons
1895	A. Thompson F.M. Mackwood	C.E.H. Symons
1896	F.M. Mackwood	C.E.H. Symons
1897	F.M. Mackwood W.H. Figg	C.E.H. Symons
1898	W.H. Figg	C.E.H. Symons
1899	W.H. Figg F.M. Mackwood	R.W. Nunn
1900	F.M. Mackwood Stanley Bois	R.W. Nunn F.W. Waldock
1901	Stanley Bois	F.W. Waldock
1902	Stanley Bois	F.W. Waldock
1903	Stanley Bois W.H. Figg	F.W. Waldock F.M. Simpson
1904	W.H. Figg	F.M. Simpson
1905	W.H. Figg R. Davidson	F.M. Simpson

YEAR	CHAIRMAN	SECRETARY GENERAL
1906	R. Davidson Alex Fairlie	F.M. Simpson
1907	Alex Fairlie	F.M. Simpson
1908	Alex Fairlie	F.M. Simpson
1909	Alex Fairlie R.F.S. Hardie	F.M. Simpson
1910	R.F.S. Hardie	F.M. Simpson
1911	R.F.S. Hardie Stanley Bois, K.T. W. Shakespeare Actg.	F.M. Simpson
1912	Stanley Bois, K.T.W. Moir	F.M. Simpson
1913	W. Moir	F.M. Simpson
1914	W. Moir J. Thompson Broom	F.M. Simpson
1915	Sir J. Thompson Broom, K.T Herbert Bois W. Moir	F.M. Simpson
1916	W. Moir	
1917	Sir J. Thompson Broom, K.T	F.M. Simpson A. Marshall Actg.
1918	J. Lochore	A. Duncum
1919	J. Lochore F.E. Mackwood	A. Duncum
1920	B.W. Leele J. Lochore	A. Duncum
1921	C.S. Burns	A. Duncum
1922	C.S. Burns	A. Duncum
1923	E.J. Hayward	C.F. Whitaker
1924	E.J. Hayward	C.F. Whitaker

PAST CHAIRMEN AND SECRETARIES GENERAL - 1839-2025

YEAR	CHAIRMAN	SECRETARY GENERAL
1925	E.J. Hayward	C.F. Whitaker John B. Murray Actg.
1926	J.A. Wall	C.F. Whitaker
1927	J.A. Wall	C.F. Whitaker
1928	S.P. Hayley	C.F. Whitaker
1929	S.P. Hayley M.J. Cary	C.F. Whitaker John Hood Actg.
1930	M.J. Cary	C.F. Whitaker
1931	M.J. Cary	C.F. Whitaker
1932	J.A. Tarbat	C.F. Whitaker
1933	J.A. Tarbat J.W. Oldfield H.G.P. Maddocks Actg. G.K. Stewart Actg.	C.F. Whitaker T.W. Hardstaff Actg.
1934	J.A. Tarbat	C.F. Whitaker
1935	J.A. Tarbat	C.F. Whitaker
1936	J.A. Tarbat	C.F. Whitaker T.W. Hardstaff Actg.
1937	Sir John Tarbat, K.T. J.A. Clubb Actg.	C.F. Whitaker
1938	Sir John Tarbat, K.T.	C.F. Whitaker
1939	Sir John Tarbat, K.T.	C.F. Whitaker O.R. Scott Actg.
1940	L.P. Samson	C.F. Whitaker
1941	L.P. Samson	C.F. Whitaker
1942	L.P. Larson	C.F. Whitaker
1943	N.O.C. March	C.F. Whitaker
1944	N.O.C. March	C.F. Whitaker

YEAR	CHAIRMAN	SECRETARY GENERAL
1945	R.J. Hartley J.A. Clubb Actg. Sir John Tarbat, K.T.	C.F. Whitaker O.R. Scott Actg.
1946	Sir John Tarbat, K.T. J.A. Clubb Actg.	S.A. Pakeman Actg. C.F. Whitaker
1947	Sir John Tarbat, K.T.	C.F. Whitaker John Hood Actg.
1948	J.A. Clubb (Jan-Mar) Col. O.B. Forbes	C.F. Whitaker John Hood Actg.
1949	D. Doig	C.F. Whitaker
1950	D. Doig (Jan-Sep) T.C. Jackson (May-Oct) Actg. John R. Murray (Nov-Mar)	C.F. Whitaker B.Hay M.A Assistant Secretary C.F. Whitaker
1951	G. Griffin (Apr-Nov) John R. Murray (Nov-Dec)	B. Hay Assistant Secretary
1952	John R. Murray	C.F. Whitaker (Jan-Sep) B. Hay (Oct-Dec) C. Dias Assistant Secretary From 8/9/52
1953	John R. Murray (Jan-Apr) R.P.L. Ross (Apr-Nov) John R. Murray (Nov-Dec)	B. Hay C. Dias Assistant Secretary
1954	John R. Murray H.T. Clayton (Jan-Mar)	B. Hay (Jan-Jul) C. Dias Assistant Secretary (Jan-July)

YEAR	CHAIRMAN	SECRETARY GENERAL
1955	John R. Murray R.P.L. Ross (Mar-Dec)	C. Dias S. Sivaguru Assistant Secretary (July-June) W.M. Mendis Assistant Secretary
1956	R.P.L. Ross E. Turner Green	C. Dias W.M. Mendis Assistant Secretary
1957	E. Turner Green (Jan-Mar) N.C. Alock (Mar-Dec)	C. Dias W.M. Mendis Assistant Secretary
1958	N.C. Alock	C. Dias W.M. Mendis Assistant Secretary
1959	S.T.L. de Soysa	C. Dias W.M. Mendis Assistant Secretary
1960	S.T.L. de Soysa	C. Dias W.M. Mendis Assistant Secretary
1961	S.T.L. de Soysa (Jan - Mar) E. Turner Green (Mar-Dec)	C. Dias S.S. Jayawickrama Assistant Secretary From 1/3/61
1962	E. Turner Green (Jan-Mar) J.D. Mould (Mar-Dec)	C. Dias S.S. Jayawickrama Assistant Secretary
1963	J.D. Mould M.E. Wijesinghe	C. Dias S.S. Jayawickrama Assistant Secretary
1964	J.D. Mould (Jan-Mar) M.E. Wijesinghe	C. Dias S.S. Jayawickrama Assistant Secretary

YEAR	CHAIRMAN	SECRETARY GENERAL
1965	M.E. Wijesinghe	C. Dias S.S. Jayawickrama Assistant Secretary
1966-1969	M.E. Wijesinghe	C. Dias S.S. Jayawickrama Assistant Secretary
1970	M.E. Wijesinghe (Jan - Apr) Eardley de Silva (Apr - Dec)	C. Dias S.S. Jayawickrama Assistant Secretary
1971-1972	Eardley de Silva	C. Dias S.S. Jayawickrama Assistant Secretary
1973	Eardley de Silva P.C.S. Fernando	C. Dias S.S. Jayawickrama Assistant Secretary
1974	P.C.S. Fernando	C. Dias S.S. Jayawickrama Assistant Secretary (Jan-Sept) Deputy Secretary From 25/9/74
1975	P.C.S. Fernando (January-April) V.L. Wiransinha (April-December)	C. Dias S.S. Jayawickrama Deputy Secretary
1976	V.L. Wirasinha	C. Dias S.S. Jayawickrama Deputy Secretary
1977-1978	V.L. Wirasinha (January - July) Desamanya C.P. de Silva (January - July)	C. Dias, JP, M.A (Cantab) S.S. Jayawickrama Deputy Secretary

PAST CHAIRMEN AND SECRETARIES GENERAL - 1839-2025

YEAR	CHAIRMAN	SECRETARY GENERAL
1978-1979	Desamanya C.P. de Silva	C. Dias Up to 11/2/1979 S.S. Jayawickrama Deputy Secretary Up to 11/2/1979 Secretary 12/2/1979
1980	Desamanya C.P. de Silva (Jan-July) L.S. Jayawardena (Jul - Mar)	S.S. Jayawickrama
1980-1981	L.S. Jayawardena	S.S. Jayawickrama J.N.S. Motha Senior Assistant Secretary
1982	L.S. Jayawardena (Jan-Jul) P.A. Silva (Jul-Mar)	S.S. Jayawickrama J.N.S. Motha Senior Assistant Secretary
1982-1983	P.A. Silva	S.S. Jayawickrama J.N.S. Motha Senior Assistant Secretary
1983-1986	D.S. Jayasundera	S.S. Jayawickrama J.N.S. Motha Senior Assistant Secretary
1986-1989	G.S. Chatoor	S.S. Jayawickrama
1989-1992	A.M. de S. Jayaratne	S.S. Jayawickrama Secretary General Up to 3/1992 C.G. Jaysuriya Actng. Secretary General From 1/4/1992 Secretary General 1/8/1992
1992-1994	H.S. De Silva	C.G. Jayasuriya Secretary General
1994-1996	A.C. Gunasinghe	C.G. Jayasuriya Secretary General

YEAR	CHAIRMAN	SECRETARY GENERAL
1996-1998	Desamanya M. Selva-nathan	C.G. Jayasuriya Secretary General M. Atton Deputy Secretary General From 1/9/1996
1998-2000	Desamanya K. Balen-dra	C.G. Jayasuriya Secretary General M. Atton Deputy Secretary General
2000-2002	C. Jayaratne	C.G. Jayasuriya Secretary General M. Atton Deputy Secretary General
2002-2004	Deshabandu Tilak de Zoysa	Renton de Alwis Secretary General/CEO Up to 3/2003 Prema Cooray Secretary General/CEO From 4/2003 M. Atton Deputy Secretary General
2004-2006	Desamanya Deva Rodrigo	Prema Cooray Secretary General/CEO M. Atton Deputy Secretary General
2006-2008	Mahen Dayananda	Prema Cooray Secretary General/CEO Lt. Col. Harin Malwatte (Retd) COO From 1/1/2008 M. Atton Deputy Secretary General
2008- 2009	J.D. Bandaranayaka	Prema Cooray Secretary General/CEO Up to 31/12/2008 Lt. Col. Harin Malwatte (Retd) COO Up to 31/12/2008 Secretary General/CEO 1/1/2009 M. Atton Deputy Secretary General

YEAR	CHAIRMAN	SECRETARY GENERAL
2009-2011	Dr. Anura Ekanayake	Lt. Col. Harin Malwatte (Retd) Secretary General/CEO M. Atton Deputy Secretary General 1/9/1996 - 31/12/2009 Alikie Perara Deputy Secy. General/ Financial Controller 1/1/2010
2011-2013	Susantha Ratnayake	Lt. Col. Harin Malwatte Secy. General/CEO Alikie Perera Deputy Secy. General/ Financial Controller
2013-2015	Suresh Shah	Lt. Col. Harin Malwatte Secy. General/CEO Up to 27/6/2014 Eng. Mangala Yapa Secy. General/CEO From 1/10/2014 Alikie Perera Deputy Secy. General/ Financial Controller
2015-2017	Samantha Ranatunga	Eng. Mangala Yapa Secy. General/CEO Up to 29/02/2016 Dhara Wijayatilake Secy. General/CEO From 1/3/2016 Alikie Perera Deputy Secy. General/ Financial Controller
2017-2019	Rajendra Theagarajah	Dhara Wijayatilake Secy. General/CEO Alikie Perera Deputy Secy. General/ Financial Controller

YEAR	CHAIRMAN	SECRETARY GENERAL
2019-2021	Dr. Hans Wijayasuriya	Manjula de Silva Secy. General/CEO Alikie Perera Deputy Secy. General/ Financial Controller
2021-2023	Vish Govindasamy	Manjula de Silva Secy. General/CEO Up to 31/1/2023 Alikie Perera Deputy Secy. General/ Financial Controller Up to 31/1/2023 Deputy Secy. General/ Chief Operating Officer and Financial Controller From 1/2/2023
2023-2025	Duminda Hulangamuwa	Buwanekabahu Perera Secy. General/CEO Alikie Perera Deputy Secy. General/ Chief Operating Officer /Financial Controller

NOTICE OF THE 187TH ANNUAL GENERAL MEETING

Members are hereby notified that the Annual General Meeting of the Ceylon Chamber of Commerce will be held on Thursday, 25th June 2026 commencing 5.30 p.m. at the Forum, Cinnamon Life, Colombo.

AGENDA

1. MINUTES

To confirm the Minutes of the Annual General Meeting held on Thursday, 26th June 2025

2. ADDRESS BY THE CHAIRPERSON

3. ANNUAL REPORT OF THE CHAMBER

To receive the Annual Report of the Chamber for 2025/26

4. ACCOUNTS

To receive the Audited Accounts of the Chamber for 2025/26 (set out in the Annual report for 2025/26).

5. COMMITTEE FOR 2026/27

To confirm the composition of the New Committee

6. OFFICE BEARERS FOR 2026/27

To Confirm the appointments of the Chairperson, Vice Chairperson and Deputy Vice Chairperson for 2026/27

7. BOARD FOR 2026/27

To confirm the appointments of the Board for 2026/27

8. CHAMBER RULES

Amendments to the Rules of the Ceylon Chamber of Commerce – Rule 4(ii)(a)

9. ELECTION OF AUDITORS

To elect Auditors for 2026/27

10. ANY OTHER BUSINESS

To consider and take such action as may be decided upon with reference to any other business, motion or resolution of which notice is given by Friday, 19th June 2026.

11. ADDRESS BY THE CHIEF GUEST

The AGM will be followed by the address by the Chief Guest.

Shiran Fernando
Secretary General & Chief Executive Officer

03rd June 2026

This Annual Report is conceptualised, designed and produced by Redworks.

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The Ceylon Chamber of Commerce

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