



Annual Report
2025

Protecting you. Protecting Sri Lanka.

Caring for Life. Building for Future.

Sri Lanka Insurance
Corporation Life Limited

Reg. No. PB No. PBO0286362

Sri Lanka Insurance Corporation Life Limited is
licensed by the Insurance Regulatory Commission
of Sri Lanka.



Sri Lanka Insurance
Corporation Life Limited

Protecting you. Protecting Sri Lanka. Caring for Life. Building for Future.

From young dreamers to our senior citizens, SLICLL's promise is for a lifetime of care, standing beside our communities for good. When we protect you, we protect our nation for future generations. A seamless care and an all-encompassing offering are our unwavering promise to you. With decades of experience and the continued trust the communities have placed in us, we deliver on our promises with precision and empathy. When you come under our protection, you are assured of a lifetime of peace and security. This is our promise. This is what we do best.

CONTENT

3

About Us

- 4 SLIC Life in Brief
- 7 Key Strategic Objectives
- 8 Organisational Structure
- 10 Group Structure
- 14 Board of Directors
- 20 Key Management Personnel

26

Leadership Reviews

- 27 Chairman's Message
- 31 CEO's Review

34

Report Profile

- 35 Integrated Reporting Statement

38

Operating Environment

- 39 Macro, Market, and Competitive Context
- 44 Stakeholder Relationships
- 46 Economic and Political Environmental Impact

48

Performance Overview

- 49 Key Performance Indicators
- 51 Management Discussion and Analysis
- 54 Statement of Economic Value Addition
- 55 Public Service Obligations

56

Service Delivery Results

- 57 Service Portfolio
 - Efficiency
 - Accessibility
 - Innovation and Transformation
 - Enhancement of Digital Journey
 - Building a Data-Driven Organisation
 - Customer Satisfaction Scores
 - Complaint Resolution

63

Strategy and Focus

- 64 Strategic Reflection for Continuous Improvement
- 67 Key Challenges and Lessons Learned
- 69 Plans for the Upcoming Years

70

Management Commentary

- 71 Financial Capital
- 85 Manufactured Capital
- 90 Intellectual Capital
- 93 Human Capital
- 100 Social and Relationship Capital
- 108 Natural Capital

112

Governance And Risk Management

- 113 Corporate Governance Report
- 118 Audit Committee Report
- 119 Investment Committee Report
- 121 Risk Analysis and Risk Committee Report
- 128 Fraud Prevention Strategies
- 129 Compliance, Ethics and Anti-Corruption Measures
- 132 Report on Internal Control Assessment

133

Financial Reports

- 134 Annual Report of the Board of Directors of the Company
- 138 Statement of Directors' Responsibility
- 139 Chief Financial Officer's Statement of Responsibility
- 140 Certificate of Actuary of the Long-Term Insurer
- 141 Liability Adequacy Test
- 142 Independent Auditors' Report
- 145 Statement of Financial Position
- 146 Statement of Profit or Loss and Other Comprehensive Income
- 148 Statement of Changes in Equity
- 149 Statement of Cash Flows
- 151 Notes to the Financial Statements

205

Supplementary Information

- 206 Sri Lanka Insurance Corporation Life Limited - Statement of Income
- 207 Financial Performance of the Policyholders' Fund
- 208 Statement of Supplementary Financial Position - Policyholders
- 209 Fund Wise Investment Income
- 210 Decade at a Glance-Financial Performance
- 212 Decade at a Glance-Financial Position
- 214 Branch Network
- 223 Corporate Information
- 224 Notice of Annual General Meeting
- 225 Form of Proxy (Enclosed)

An aerial photograph of a forest with a yellow L-shaped graphic element. The text 'ABOUT US' is centered in white, with the vertical bar of the L-shape passing through the letters 'O' and 'U'.

ABOUT US

SLIC LIFE IN BRIEF

Sri Lanka Insurance Corporation Limited (SLIC) is the nation's foremost state-owned life insurer, counting over six decades of trust, strengthened by a landmark 2024 restructuring, and singularly focused on protecting every Sri Lankan life with purpose and permanence.

FROM A NATIONAL INSTITUTION TO A FOCUSED LIFE INSURER

Established in 1962 as Sri Lanka's pioneer state-owned insurer, SLIC spent six decades building the nation's deepest insurance network. On 1 February 2024, in compliance with the Insurance Regulatory Commission of Sri Lanka (IRCSL), the Corporation completed its historic segregation, creating two sharply focused subsidiaries under a holding company structure.

Sri Lanka Insurance Corporation Life Limited (SLICLL) emerged as a dedicated life insurance entity inheriting the full knowledge and experience of a 63-year heritage while gaining the operational agility to concentrate entirely on providing life covers for Sri Lankans. Profits are reinvested into the national economy through the Treasury, making every policy a contribution to the nation's recovery and growth.

The Company's incorporation was mandated by the Regulation of Insurance Industry (Amendment) Act No. 03 of 2011, which required all composite insurers to segregate their Long-Term Life Insurance and General Insurance businesses into separate legal entities. SLICLL operates as a licensed long-term (life) insurer under the Regulation of Insurance Industry Act No. 43 of 2000 (as amended) – the principal statute governing the insurance sector in Sri Lanka.

63+

Years of heritage since 1962

Rs. 275 Bn.

Total asset base as at 31 December 2025

Rs. 247 Bn.

Policyholders' Life Fund

1st

In new business premium growth among top five life insurance players

WHO WE ARE AND WHAT WE STAND FOR

Four dimensions define SLICLL: our purpose, our strategic ambition, our values, and the solutions we deliver to every Sri Lankan.

1. Accessible insurance for every Sri Lankan life – without exception.

As a state-owned life insurer, our mandate transcends commerce. We are the nation's insurance companion, serving the underserved, reaching the rural hinterland, and standing by policyholders through every stage of life.

Our Purpose

Enhancing the lives of all Sri Lankans with customised life insurance solutions making insurance accessible to all, through efficient and empathetic service.

Our Vision

To be the nation's most trusted and admired life insurance partner.

Our Mission

We are committed to providing dynamic life insurance solutions that empower families with confidence. Guided by integrity and ethical responsibility, we aim to strengthen financial assurance while contributing to the wellbeing and prosperity of the nation.

Read more on Chairman's Message: page 27 / CEO's Review: page 31

2. We are in a strategic path driving towards our vision.

Growth and Accessibility

Expanding reach to underserved communities, urban, rural, and digital with inclusive, affordable product offerings.

Digital Transformation

Deploying technology to simplify policy issuance, claims settlement, and customer engagement across all touchpoints.

Sustainability and Resilience

Embedding ESG principles into investment decisions, operations, and community impact programmes.

National Partnership

Reinvesting profits into the Sri Lankan economy through the Treasury; supporting the government's economic recovery agenda.

Read more on Strategic Reflection for Continuous Improvement: page 64 / CEO's Review: page 31

3. We are driven by our values in what we do:

Mutual Trust and Respect

Every employee is expected to demonstrate respect for the persons and positions irrespective of their gender, race, cast, creed, or any other difference. This relates to all stakeholders of the organisation including superiors, colleagues, peers, subordinates, customers, and members of the public. This attitude should be reflected in all interactions with stakeholders.

Togetherness

Every employee is expected to demonstrate this behaviour when interacting with all stakeholders and when working towards accomplishing either personal or team oriented goals at all times by extending support, resources, and cooperation with a view to building a cohesive work group.

Integrity and Ethical Conduct

The Company strongly promotes uncompromising honesty in employees and strong moral character and expects each employee to carry out their personal and professional duties in an ethically and socially acceptable manner at all times.

Professional Commitment

Every employee is expected to ensure fair, proper, and efficient conduct during all personal and professional interactions with the Company's stakeholders, in keeping with high moral standards it owes to the society.

Strive for Excellence

All efforts should be directed towards delivering and surpassing stakeholder expectations while adhering to the stipulated rules and regulations and standards of the Company.

Read more on Human Capital: page 93

4. Offering a comprehensive range of life insurance solutions across:

5 PRODUCT LINES



Protection



Investment



Health



Education



Retirement

Supported by sound governance and effective risk management across all business lines.

Read more on Service Portfolio: page 57 /

Corporate Governance Report: page 113 /

Risk Analysis and Risk Committee Report: page 121

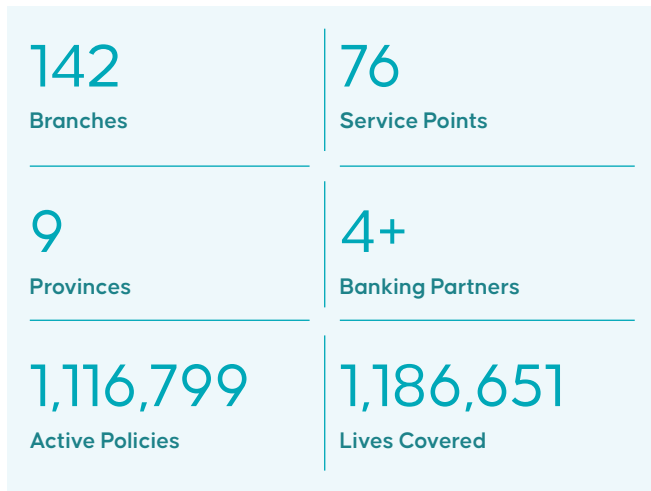


OUR NATIONAL REACH

Deep Roots. Wider Wings.

SLICLL’s network of branches, customer service centres, and bancassurance partnerships ensures no Sri Lankan is beyond our reach. State and private sector banking partnerships extend our proximity, ensuring we meet customers where they live, work, and transact.

Our IRCSL-certified team of life insurance professionals brings need-based expertise directly to communities, rural and urban alike with the strictest standards of data privacy and customer protection.



THE LEGAL FOUNDATION OF THE INSTITUTION

Sri Lanka Insurance Corporation Limited (SLIC) is established and operates under the provisions of the Sri Lanka Insurance Corporation Act, No. No.2 of 1961 (as amended), together with its Articles of Association, which collectively define its legal foundation, governance structure, and scope of operations. In accordance with the Act and the regulatory framework governing the insurance industry, including oversight by the Insurance Regulatory Commission of Sri Lanka, SLIC’s principal mandate is to carry on the business of insurance in Sri Lanka, encompassing both life and general insurance, while ensuring financial stability, policyholder protection, and adherence to sound insurance principles. The Corporation is further entrusted with contributing to the development of the national insurance industry, managing and investing its funds prudently, and operating on commercial lines with due regard to state ownership obligations.

In line with the mandatory requirement set forth by the Regulation of Insurance Industry (Amendment) Act No. 3 of 2011, SLIC was required to segregate its long-term (life) and general insurance businesses. Accordingly, Sri Lanka Insurance Corporation Life Limited was incorporated as a limited liability company under the Companies Act, No. 7 of 2007, with Sri Lanka Insurance Corporation Limited as its sole shareholder. Sri Lanka Insurance Corporation Life Limited was incorporated on 11 October 2023, and its first Annual General Meeting was held within eighteen (18) months of incorporation in compliance with Section 144(3) of the Companies Act, as determined by its sole shareholder. Consequently, SLIC restructured its operations under a holding company model with two wholly owned subsidiaries, namely Sri Lanka Insurance Corporation Life Limited and Sri Lanka Insurance Corporation General Limited. With effect from 1 February 2024, the Insurance Regulatory Commission granted licenses to these respective subsidiaries, and Sri Lanka Insurance Corporation Limited now functions as a holding company while continuing to ensure strategic oversight, governance, and compliance across the Group.

PRIMARY FUNCTIONS

The primary activity of SLICLL, as defined by its licence and governing legislation, is to conduct long-term (life) insurance business in Sri Lanka. This mandate encompasses all aspects of the life insurance value chain, from product design and underwriting through to claims settlement and policyholder benefit administration.

CORE BUSINESS FUNCTIONS

- Life underwriting, risk assessment and new policy issuance for individuals and groups
- Policy servicing: revivals, endorsements, surrenders, policy loans, nominee changes, benefit illustrations
- Life claims management: death claims, maturity benefits, survival benefits, accidental and rider claims
- Premium collection and reconciliation: branches, digital channels, banks and third-party platforms
- Group business administration: employer-sponsored life insurance schemes covering groups of individuals
- Customer support, grievance handling and dispute resolution in compliance with IRCSL requirements
- Digital self-service: customer portals and mobile platforms enabling policy transactions and status tracking
- Investment management of the Long-Term Insurance Fund in compliance with IRCSL investment regulations
- Reinsurance arrangements to ensure financial resilience and risk diversification.

KEY STRATEGIC OBJECTIVES

SLICLL operates within a robust, Board-approved corporate planning framework that spans a five-year financial horizon. Each year, the Executive Management undertakes a structured planning cycle to identify, assess, and refine strategic initiatives ensuring the corporate strategy remains sustainable, resilient, and laser-focused on long-term value creation.

The Company's strategy is organised around six core strategic pillars, each driving a distinct dimension of performance and growth:

- | | |
|--------------------------|--------------------------|
| 1 Financial Strength | 4 Compliance and Risk |
| 2 Operational Efficiency | 5 Strategic Relationship |
| 3 Customer Centricity | 6 Talents and Culture |

KPIs under each pillar are cascaded to Heads of Departments (HODs) for organisation-wide implementation. Performance is monitored quarterly and reported directly to the Board, with Strategic Review Subcommittee meetings providing focused evaluation against prevailing operational and external developments.

ALIGNMENT WITH SRI LANKA'S NATIONAL BUDGET 2025

The 2025 national budget's overarching focus on economic recovery, fiscal discipline, and digital transformation directly intersects with SLICLL's strategic pillars. The following key budget measures are expected to create significant tailwinds for the insurance sector:

Budget Priority	Expected Impact on Insurance Sector	SLICLL Strategic Alignment
Investment in Digital Infrastructure	Enables insurers to adopt streamlined processes and reduce operational costs through modern technology platforms	Directly supports SLICLL's Digital Transformation and Operational Efficiency pillar
Strategic Public-Private Synergies	Opens new avenues for innovative insurance products, particularly for large-scale infrastructure projects	Strengthens Strategic Relationship pillar and drives new product development
Economic Recovery & Fiscal Stability	Macroeconomic stability grows consumer confidence, increases disposable incomes, and drives insurance uptake	One of the largest capital providers to the economy, as an investor in Government Securities, Corporate Debt and Equity instruments

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS (SDGS)

As a state-owned life insurer, SLICLL recognises its unique responsibility to contribute to Sri Lanka's sustainable development agenda. The Company's strategic priorities align with several critical SDGs:



No Poverty

Life insurance products provide financial safety nets, protecting policyholders and families from economic vulnerability.



Good Health and Well-being

Health and life coverage promotes access to healthcare and financial security during illness or loss.



Decent Work and Economic Growth

Performance-based culture, employee development, and HR strategy support workforce quality and economic productivity.



Industry, Innovation and Infrastructure

Digital transformation drive innovation in financial services infrastructure.



Reduced Inequalities

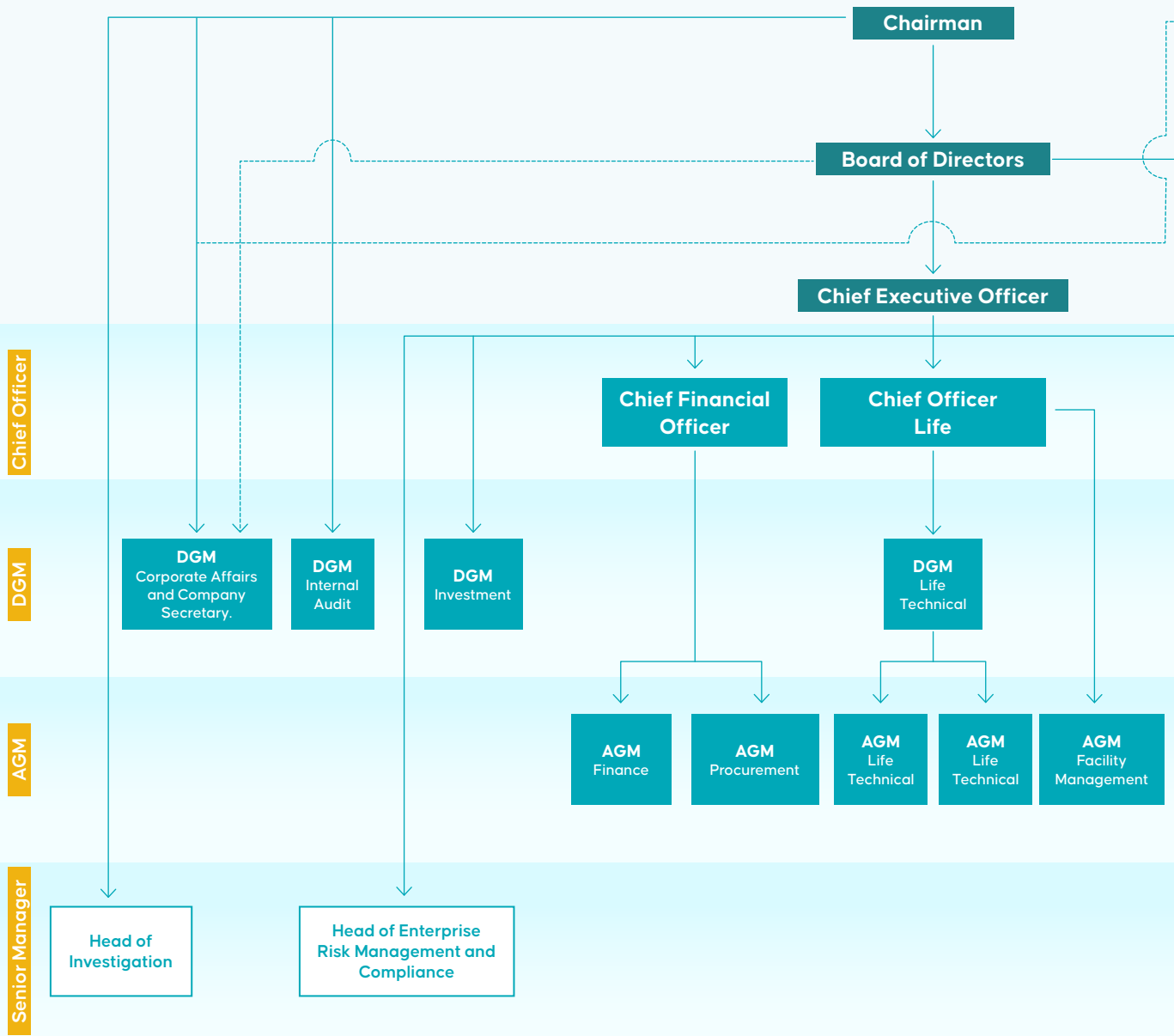
Expanding insurance penetration to underserved demographics reduces financial inequality across communities.



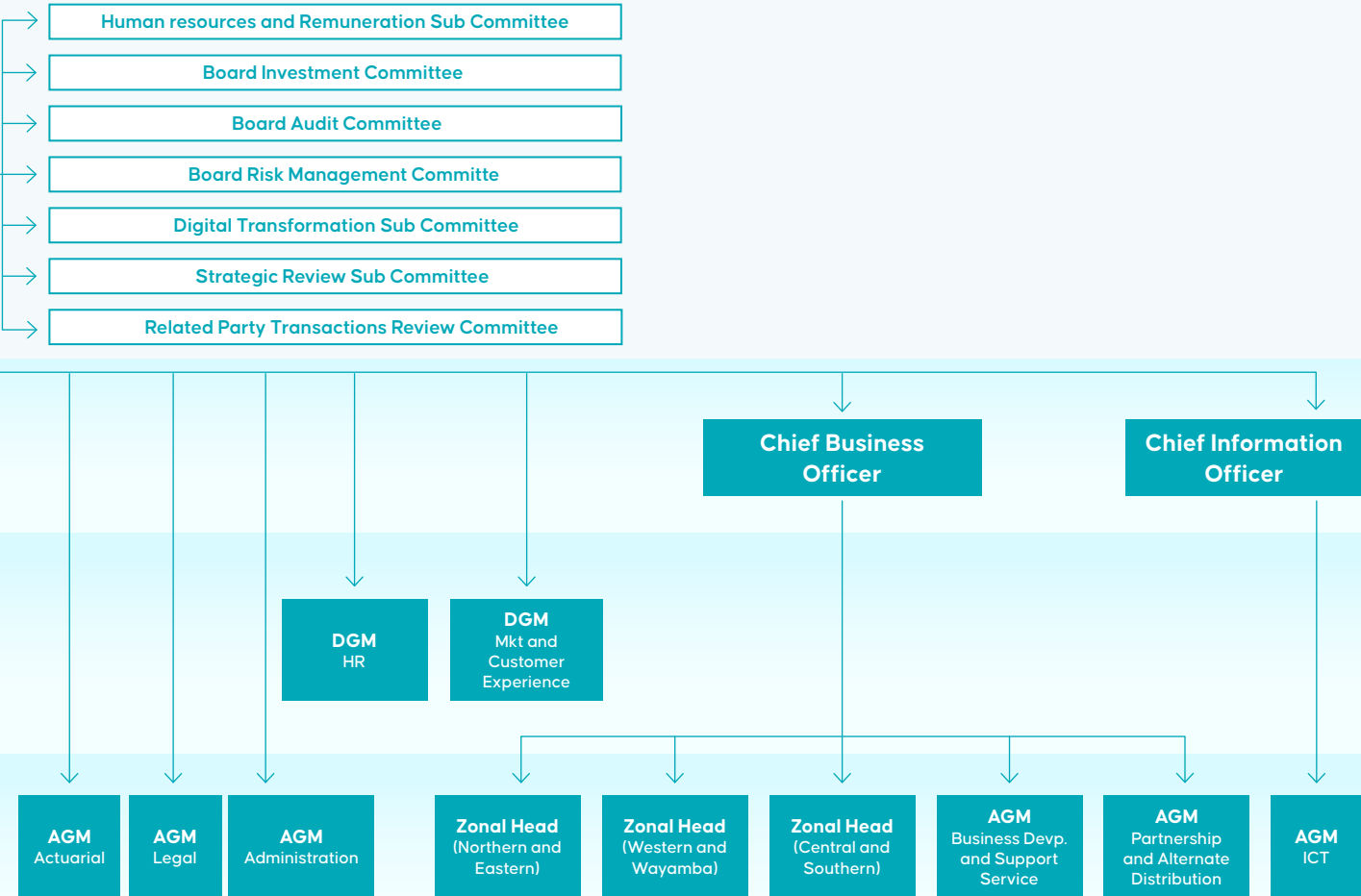
Strong Institutions

Governance, compliance frameworks, and risk management reinforce institutional integrity and transparency.

ORGANISATIONAL STRUCTURE



ORGANISATIONAL STRUCTURE



GROUP STRUCTURE

Following the legal segregation that became effective on 1 February 2024, SLIC transitioned from a composite insurance provider to a pure holding company overseeing two wholly owned subsidiaries, each with a focused mandate within the insurance sector:

Accordingly, SLICLL operates as a wholly owned subsidiary of Sri Lanka Insurance Corporation Limited, the holding company. SLICLL does not have any subsidiaries or associates and functions solely as a life insurance provider within the Group structure.

The holding company structure ensures that SLICLL can direct its complete organisational focus toward the life insurance sector, enabling deeper customer specialisation, cleaner financial transparency, and more targeted strategic investment, fully in compliance with the IRCSL's regulatory mandate for business separation.

Department	HOD	Description
1. HR	Mr Udayapriya Imbulpitiyalage DGM - HR	The Human Resources Department of Sri Lanka Insurance Corporation Life Limited plays a pivotal role in developing and sustaining a competent and motivated workforce aligned with the Company's strategic objectives. Key functions include recruitment and talent management, training and development, performance management, and compensation and benefits administration. The Department also fosters strong employee relations and engagement while ensuring effective HR planning and compliance with regulatory requirements, thereby supporting organisational effectiveness, governance, and a positive workplace culture.
2. Life	Mr Dayaratne Perera Chief Officer - Life	The Life Department is responsible for the efficient administration of life insurance operations, ensuring seamless service delivery across underwriting, policy issuance, servicing, and claims management. The Department oversees accurate underwriting and timely claims settlement while maintaining strict compliance with regulatory requirements and internal guidelines. It also focuses on enhancing operational efficiency, improving customer experience, and supporting business growth through effective process management and continuous improvement initiatives.
3. Marketing and Customer Service and Experience	Chief Business Officer - Vacant	The Marketing and Customer Service and Experience Department manages end-to-end customer interactions and brand positioning, ensuring consistent, high-quality service delivery across all touchpoints. Key functions include call centre operations, customer engagement, service quality assurance, and experience enhancement through feedback analysis. The Department also oversees brand management, marketing communications, digital marketing, and stakeholder engagement initiatives. It ensures compliance with regulatory standards while driving customer satisfaction, retention, and business growth through effective communication, innovation, and continuous improvement.
4. National Sales and Distribution	Mr Jagath Welgama DGM - National Sales (Life)	The National Sales and Distribution Department drives business growth by managing sales operations, distribution channels, and field force effectiveness. Key functions include sales training and development, performance management, business analytics, and strategic coordination. The Department oversees branch and ABDC operations, financial planning, and infrastructure support while ensuring compliance and operational efficiency. It also focuses on customer retention, policy persistence, and bancassurance development, strengthening partnerships and enhancing premium income through continuous improvement and market-driven strategies.

Department	HOD	Description
5. Legal	Mr Vishwa Weerawardena AGM – Head of Legal	The Legal Department provides strategic legal support to the Company, ensuring compliance with applicable laws, regulations, and corporate governance standards. It advises the Board, senior management, and business units on legal and regulatory matters. Key functions include litigation management, contract review and negotiation, and provision of legal opinions. The Department also supports policy development and regulatory compliance, including IRCSL requirements, thereby safeguarding the Company's legal interests and promoting sound corporate governance.
6. Actuarial and Risk Management Services	Mr Prashan Jayatissa AGM – Head of Actuarial	The Actuarial and Risk Management Services function plays a critical role in ensuring the Company's financial sustainability and risk resilience. Key responsibilities include actuarial valuation, product pricing, reinsurance premium calculations, and product profitability testing. The function also supports SLFRS 17 implementation and compliance with regulatory requirements. Through data-driven analysis and risk assessment, it provides strategic insights to support decision-making, optimise product performance, and maintain the financial strength and stability of the Company.
7. Enterprise Risk Management and Compliance	Mrs Subhashi Jayasumana Senior Manager - Head of Enterprise Risk Management and Compliance	The Enterprise Risk Management and Compliance Department ensures effective identification, assessment, and mitigation of risks through a structured risk and compliance framework. It oversees risk monitoring, reporting, and maintenance of risk registers while supporting strategic decision-making and business continuity planning. The Department also ensures adherence to regulatory requirements, internal policies, and ethical standards through compliance reviews, regulatory liaison, and reporting. It promotes a risk-aware and compliant culture, including oversight of AML and CFT requirements across the organisation.
8. Administration	AGM- Administration- Vacant	The Administration Department provides strategic and operational oversight to ensure efficient support services across the organisation. Key functions include managing branch relocations, refurbishments, new openings, and lease agreements while ensuring timely payments and effective negotiations with property owners. The Department also oversees procurement processes, office facilities, and administrative services. In addition, it supervises the Postal, Security, and Transport functions, ensuring operational excellence, compliance, and seamless support for day-to-day business activities.

GROUP STRUCTURE

Department	HOD	Description
9. ICT	Chief Information Officer - Vacant	The Information & Communication Technology (ICT) Department supports the Company's digital transformation by delivering secure, reliable, and innovative technology solutions aligned with corporate objectives. Key functions include managing core systems, IT infrastructure, and cybersecurity to ensure operational continuity and data protection. The Department drives digital initiatives to enhance efficiency and customer experience while supporting system implementations, data management, and reporting. It also provides technical support and collaborates with technology partners to deliver scalable, future-ready solutions.
10. Corporate Affairs and Company Secretariat	Mrs Sarah Dissanayake DGM - Head of Corporate Affairs and Company Secretary	The Corporate Affairs and Company Secretariat function ensures effective governance and full compliance with statutory and regulatory requirements across all Group entities. It oversees Board and Subcommittee operations, corporate reporting, and the accuracy of the Annual Report. The function acts as a key liaison with shareholders and stakeholders while managing corporate records, disciplinary governance, and intellectual property. It also strengthens secretariat frameworks, systems, and processes to enhance transparency, consistency, and overall governance standards.
11. Investment	Mr Sashika Ranasinghe DGM - Investment	The Investment Department is responsible for managing the Company's investment portfolio within defined risk and regulatory frameworks to ensure optimal returns. It supports the Investment Committee through research, analysis, and informed recommendations to facilitate decision-making. The Department focuses on diversifying investments across multiple asset classes to minimise risk while continuously monitoring performance. Through prudent investment strategies and effective portfolio management, it contributes to financial stability and value creation for stakeholders.
12. Finance	Mrs Sriyani Kulasinghe Chief Financial Officer	The Finance Department is responsible for financial planning, budgeting, and reporting, ensuring accuracy, transparency, and compliance with regulatory and accounting standards. It oversees premium collection, claims payments, and investment-related financial activities to maintain liquidity and profitability. Key functions include cost control, capital management, and safeguarding company assets. The Department also supports strategic decision-making by providing timely financial insights and analysis, contributing to the organisation's financial stability and sustainable growth.

Department	HOD	Description
13. Investigation	Mr Chinthaka Kumarasinghe Senior Manager - Head of Investigation	The Investigation Department is responsible for managing and conducting investigations with a high degree of integrity, confidentiality, and professionalism. It ensures that all investigations are carried out efficiently using structured processes, effective tools, and appropriate methodologies. The Department supports the organisation by identifying irregularities, mitigating risks, and strengthening internal controls. Through transparent and objective practices, it contributes to maintaining ethical standards, regulatory compliance, and safeguarding the Company's reputation and operational integrity.
14. Internal Audit	Head of Internal Audit - Vacant	The Internal Audit Department provides independent and objective assurance on the effectiveness of the Company's internal controls, risk management, and governance processes. It conducts systematic audits and reviews to evaluate operational efficiency, financial accuracy, and compliance with policies and regulatory requirements. The Department identifies areas for improvement and recommends corrective actions to strengthen controls. Through its oversight, it supports transparency, accountability, and continuous improvement, contributing to the overall integrity and sustainability of the organisation.
15. Engineering Services	Mr Jeewantha Welihinda AGM - Engineering	The Engineering Services Department is responsible for maintaining and managing all Company properties, including head office and branch networks. It oversees capital projects such as new branch constructions, renovations, and refurbishments while supporting leased property setups. The Department ensures effective facilities management, preventive maintenance of critical equipment, and minimal operational disruptions. It also manages Capex and Opex budgets, supports procurement processes, and maintains business equipment, contributing to operational efficiency, cost control, and a safe working environment.
16. Procurement	Mr Amanda Perera AGM - Head of Procurement	The Procurement Department operates as a centralised shared service, supporting both Life and General businesses while ensuring efficient and transparent resource management. It adheres strictly to National Procurement Guidelines through a robust governance framework that promotes accountability and integrity. The Department contributes to financial performance through cost optimisation and value creation, supported by digital platforms such as SAP ERP. It continues to enhance operational efficiency, strengthen stakeholder trust, and drive sustainable procurement practices across the Organisation.

BOARD OF DIRECTORS

SLICLL governance framework is anchored by a Board of Directors that exercises full and effective control over the Company's strategic direction, financial oversight, risk management and compliance obligations. The Board operates under the principles of responsibility, accountability, transparency and fairness consistent with the Code of Best Practice on Corporate Governance 2017 (as revised November 2023), issued by the Institute of Chartered Accountants of Sri Lanka, and IRCSL Direction No. 17.

All Directors hold office as Non-Executive, Non-Independent Directors, appointed by the Secretary to the Treasury on behalf of the Government of Sri Lanka, the ultimate beneficial owner in accordance with the Companies Act No. 07 of 2007, subject to IRCSL approval. No Director holds shares in the Company.



**Mr Thushara
Rodrigo**
Director

**Mr Somadasa
Palihawadana**
Director

Mr Rohan Bultjens
Director

**Mr Nusith
Kumaratunga**
Chairman



**Mr Dushmantha
Thotawatte**
Director

Mr Niel Unamboowe P C
Director

Ms Sarah Dissanayake
Head of Corporate
Affairs and Company Secretary

BOARD OF DIRECTORS

Mr Nusith Kumaratunga

Chairman

Education

Mr Nusith Kumaratunga holds a Bachelor of Science degree in Estate Management and Valuation from the University of Sri Jayewardenepura. He is a Fellow of the Institute of Chartered Accountants of Sri Lanka and a member of the Institute of Certified Management Accountants, reflecting a strong professional foundation in finance and accounting.

Experience

Mr Kumaratunga is a highly respected finance professional with over three decades of experience across audit, taxation, and business advisory services. He commenced his career at PricewaterhouseCoopers and, in 2000, established Nusith Kumaratunga & Co., a well-recognised professional services firm providing audit, tax planning, and business consultancy services, with a particular focus on small and medium-sized enterprises (SMEs). He was appointed to the Board on 23 October 2024 as Chairman, bringing with him deep expertise in Finance, Audit, and SME Advisory.

Professional Achievements

Mr Kumaratunga has played a significant role in the development of Sri Lanka's SME sector, having conducted numerous capacity-building and financial management training programmes funded by the World Bank and the Ministry of Finance. He has also contributed to national economic discourse through his involvement in advisory panels focused on taxation reform and economic policy development.

He currently serves as the Chairman of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation Life Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, Sri Lanka Investments Holdings Limited, National Transmission Network Service Provider (Private) Limited, Biomed Hydro Power (Private) Limited, Sri Lanka Energies H R (Private) Limited, Deduruoya Mini Hydro (Private) Limited, Kumbalgamuwa Mini Hydro (Pvt) Limited, Sri Lanka Energies (Pvt) Ltd and is also a Board Member of The Lanka Hospitals Corporation PLC, LTL Holdings (Private) Limited, Litro Gas Lanka Limited, and Litro Gas Terminal Lanka (Pvt) Limited

Mr Dushmantha Thotawatte

Director

Education

Mr Dushmantha Thotawatte is a Fellow Member of the Institute of Chartered Accountants of Sri Lanka. He holds a Bachelor of Commerce (Special Degree) from the University of Sri Jayewardenepura and a Master's degree in Financial Economics from the University of Colombo.

Experience

Mr Thotawatte was appointed to the Board of Directors with effect from 29 April 2024. He brings over 40 years of extensive experience in financial management, corporate governance, strategic management, and public relations, gained across both state-owned enterprises and private sector organisations.

An accomplished leader, he has held senior executive positions including Chief Executive Officer, Chief Financial Officer, and Chief Internal Auditor, in many state-owned enterprises and private organisations, demonstrating a strong and diverse leadership background.

Professional Achievements

Mr Thotawatte currently serves as the Chairman of Canwill Holdings (Pvt) Ltd, Canowin Hotels & Spas Ltd and L C B Finance PLC, and he is also a Board Member of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, and Sri Lanka Investments Holdings Limited. His long-standing contributions at the board and executive levels across multiple organisations reflect a successful track record in leadership, financial stewardship, and organisational governance. He was the winner of the "IPM Sri Lanka People Leaders" Awards 2017 in the Finance Category.

Mr Rohan Buultjens

Director

Education

Mr Buultjens holds a Master of Business in Information Technology (MBIT) from the Royal Melbourne Institute of Technology (RMIT), Australia. His academic background provides a strong foundation in technology-driven business leadership and strategic innovation.

Professional Summary

Mr Buultjens is a Board Member of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, and Sri Lanka Investments Holding Limited, and he is a highly accomplished senior professional with extensive cross-industry experience spanning telecommunications, nuclear, oil and gas, financial services, and information technology. He is recognised for his ability to drive organisational strategy through digital transformation, leveraging expertise in data analytics, cyber security, digital commerce, and emerging technologies.

He brings a strong track record in aligning IT strategies with business objectives to enhance service excellence, elevate customer experience, improve operational efficiency, and unlock new revenue streams. His leadership in large-scale transformation initiatives has consistently contributed to business excellence and sustainable growth.

Professional Experience and Expertise

Mr Buultjens has successfully established and led enterprise and business architecture practices that have enabled business innovation, optimised service delivery, and strengthened customer engagement. Appointed to the Board on 1 January 2025, his expertise lies in designing and implementing IT operating models that deliver measurable business value.

He possesses deep capability in:

- Developing business-aligned digital and IT strategies
- Driving transformation across the telecom value chain and banking sector
- Evaluating organisational competitive advantage and identifying digital opportunities and risks
- Delivering sustainable competitive positioning through robust digital strategies

His technical proficiency spans a broad spectrum of modern digital technologies, including Artificial Intelligence (AI), Internet of Things (IoT), Blockchain, Big Data, Cloud computing, Digital Workplace solutions, cognitive computing, and social media platforms.

International Exposure

Mr Buultjens brings significant international experience, having worked with organisations across the UAE, Australia, Tanzania, India, Egypt, Saudi Arabia, and Sri Lanka. He is adept at leading multicultural teams and managing complex, large-scale projects, consistently delivering cost-effective, technology-driven solutions that enhance bottom-line performance.

Mr Niel Unamboowe P C

Director

Education

Mr Unamboowe, P.C., holds two Master's degrees from George Washington University, United States of America, and the University of Turin, Italy. He has also received specialised international training in cyber law, air law, and nuclear safeguards, strengthening his expertise across complex and emerging legal domains.

Experience

Mr Unamboowe is a senior legal professional with over three decades of experience in the field of law. He retired from the Attorney General's Department as Additional Solicitor General, and during his tenure, his expertise was invested in high-profile legal investigations, regulatory compliance, and government advisory roles.

Throughout his tenure, he provided legal counsel to key public institutions, including the Ministry of Finance, Sri Lanka Customs, and the Inland Revenue Department. Additionally, he served as a legal consultant for the Atomic Energy Authority, Sri Lanka Standards Institute, and several other government agencies.

He was appointed to the Board with effect from 1 January 2025, and is also a Board Member of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, and Sri Lanka Investments Holdings Limited.

Professional Experience

A recognised specialist in intellectual property law, commercial law, and financial law, Mr Unamboowe is now engaged in the practice of law and serves on the Boards of Directors of Sri Lanka Telecom PLC and Mobitel Company Ltd.

BOARD OF DIRECTORS

Mr Somadasa Paliyawadana

Director

Education

Mr Paliyawadana holds a Bachelor of Science in Physical Science from the University of Colombo. His academic foundation in analytical disciplines has supported a distinguished career in banking, treasury operations, and capital markets.

Experience

Mr Paliyawadana brings over 51 years of experience in banking and primary dealer operations, including 41 years in treasury dealing activities. He was appointed to the Board with effect from 30 June 2025, contributing expertise in Banking, Treasury, and Investments.

Currently he serves as CEO/Director of Sherwood Capital (Private) Ltd and previously held the position of Managing Director of Capital Alliance Ltd. He is also a Board Member of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, and Sri Lanka Investments Holdings Limited. He spent nearly two decades at Seylan Bank PLC, retiring as Deputy General Manager – Treasury, where he headed the Primary Dealer and Gold Investment Units. Earlier, he served at the Bank of Ceylon, including at its London branch as Chief Dealer. He also served as a Non-Executive Director and Deputy Chairman of Seylan Development PLC.

Professional achievements

Mr Paliyawadana has over four decades of leadership in treasury dealing and government securities markets. He also has experience in banking, treasury management, primary dealer operations, and sovereign securities investment, as well as board-level governance experience in financial institutions.

Mr Thushara Rodrigo

Director

Education

Mr Rodrigo holds a Bachelor of Commerce degree and has completed the Master of Public Management at the Sri Lanka Institute of Development Administration (SLIDA).

He is a Fellow Member of the Association of Public Finance Accountants of Sri Lanka and has been elected as a Chartered Public Finance Accountant by the Institute of Chartered Accountants of Sri Lanka - reflecting his professional distinction and subject-matter authority in public financial management.

Experience

Mr Rodrigo brings nearly three decades of public sector experience across Treasury Functions including Accounting and Reporting, Asset Management, Corporate Affairs' and SOE's. He currently serves as Additional Director General of the Department of Public Enterprises, General Treasury, overseeing State-Owned Enterprises and strengthening fiscal discipline and accountability. He began his career as an Audit Examiner at the Auditor General's Department and held senior roles, including Accountant, Assistant Director (Ministry of Foreign Affairs), Second Secretary (Deputy High Commission – Chennai), and Chief Executive Officer of the Local Loan and Development Fund, coming under the purview of the Ministry of Provincial Councils and Local Government.

He was appointed to the Board with effect from 13 November 2025, contributing expertise in Public Finance, SOE oversight, and Audit. Furthermore, he also serves as a Director of several government institutions and chairs Audit Committees, reinforcing governance and financial oversight. He is also a Board Member of Sri Lanka Insurance Corporation Limited, Sri Lanka Insurance Corporation General Limited, Management Services Rakshana (Private) Limited, and Sri Lanka Investments Holdings Limited.

Professional achievements

Throughout his career, Mr Rodrigo has contributed significantly to:

- Strengthening financial reporting and compliance mechanisms within State-Owned Enterprises
- Enhancing Treasury oversight of public institutions
- Advancing public-sector accounting standards and fiscal governance
- Promoting disciplined asset management and public accountability.

Ms Sarah Dissanayake

Head of Corporate Affairs and Company Secretary

Education

Ms Sarah Dissanayake holds a Bachelor of Laws from the General Sir John Kotelawala Defence University. She is an Attorney-at-Law of the Supreme Court of Sri Lanka, having been admitted to the Bar upon completing her professional legal qualifications at the Sri Lanka Law College. She also holds a Postgraduate Diploma in Diplomacy and World Affairs from the Bandaranaike International Diplomatic Training Institute, further strengthening her grounding in governance and international affairs.

Professional Experience

Ms Dissanayake was appointed Company Secretary with effect from 1 July 2025. She oversees the Corporate Affairs and Company Secretariat Division and is responsible for ensuring compliance with the Companies Act and other applicable regulatory requirements, while promoting sound corporate governance practices.

She commenced her legal career as a Junior Counsel at the Chambers of President's Counsel Mr W Dayaratne, where she gained experience in civil and criminal litigation, with a focus on partition, land, and commercial law.

She subsequently served as a Senior Legal Officer at Corporate Services (Private) Limited, an affiliate of F J and G de Saram, one of Sri Lanka's leading law firms. During her tenure, she was exposed to a diverse portfolio of over 400 local and multinational entities and was directly involved in providing company secretarial services to more than 60 listed and unlisted public and private companies, including overseas entities registered in Sri Lanka. Her experience includes advising on corporate and commercial law matters, handling complex shareholder structures, conducting legal due diligence, and supporting regulatory compliance and governance frameworks.

Since joining Sri Lanka Insurance Corporation, Ms Dissanayake has contributed to strengthening corporate governance processes, enhancing statutory compliance, and supporting corporate legal and industrial relations matters. Her professional experience and legal expertise enable her to effectively support the Company's governance and strategic objectives.

KEY MANAGEMENT PERSONNEL

LEADERSHIP TEAM



Mr Nalin Subasinghe
Chief Executive Officer

BSc (Hons) in Mathematics (Colombo) | MSc in Actuarial Management (Edinburgh, UK)

Mr Nalin Subasinghe brings over 21 years of comprehensive experience in both life and general insurance, with more than 15 years in senior leadership roles across leading insurance institutions in Sri Lanka.

He began his career at Sri Lanka Insurance Corporation (SLIC) in 2004, serving in key roles including Deputy General Manager – Actuarial and Risk Management and Head of Investments for both Life and General Insurance. He was also appointed as Nominee Director of SLIC for Capital Alliance Investments Limited and Ceylon Asset Management Limited.

Prior to his current appointment, Mr Subasinghe held senior executive positions as Chief Actuarial Officer and General Manager at HNB Assurance PLC, HNB General Insurance Limited, and Union Assurance PLC (Vice President, John Keells Holdings PLC).

He has significantly contributed to the local insurance industry and actuarial profession in Sri Lanka in taking leadership and initiatives for the development. He is a former Vice President of the Actuarial Association of Sri Lanka (AASL) and Chairman of the Actuarial Sub-Committee of the Insurance Association of Sri Lanka (IASL).

Mr Subasinghe holds a B.Sc. (Hons) in Business Finance and Computational Mathematics from the University of Colombo and an M.Sc. in Actuarial Management from Heriot-Watt University, Edinburgh, United Kingdom.



Mr Aloka Jayawardena
Chief Information Officer

BSc MIS (UCD, Ireland) | MBA (USQ, Australia) | PMP | CISM | SAP Certified | PG Data Science (Cardiff Met)

Mr Aloka Jayawardena is a professional executive in Information Technology, ERP, and Project Management with 23 years of cross-domain experience spanning Telecommunications, Manufacturing, Sales and Distribution, Capital Markets, and Insurance. He holds a BSc in Management Information Systems from University College Dublin, Ireland, and an MBA from the University of Southern Queensland, Australia.

A PMP-certified Project Manager, CISM-certified Information Security Manager, and SAP-certified Sales and Distribution Consultant, he has also completed postgraduate studies in Data Science at Cardiff Metropolitan University, UK, and holds a Postgraduate Diploma in Business and Finance from ICASL. He spearheads SLICLL's ICT and digital transformation agenda including the Data Science Division established in 2025.

KEY MANAGEMENT PERSONNEL



Mr Dayaratne Perera
Chief Officer - Life (Specified Officer)

BSc (Hons) Physics (Colombo) | FCII (London) | ANZIIF (Fellow) CIP
MBA (PIM, USJ)

Mr Dayaratne Perera brings over 26 years of experience in the insurance industry. He holds a BSc (Hons) Special Degree in Physics (Second Class, Upper Division) from the University of Colombo – where he was a member of the academic staff – before joining the corporate sector. He is a Chartered Insurer and a Fellow of the Chartered Insurance Institute (FCII), London, and a Fellow of the Australian and New Zealand Institute of Insurance and Finance – ANZIIF (Fellow) CIP.

He holds an MBA from the Postgraduate Institute of Management (PIM), University of Sri Jayewardenepura, and is currently reading for a Doctor of Business Administration at the same University. As the Specified Officer of SLICLL under IRCSL requirements, he bears regulatory responsibility for the life insurance operations. He also serves as a Non-Executive Director of Ceybank Asset Management Ltd.



Ms Sriyani Kulasinghe
Chief Financial Officer

FCA (ICASL) | ACMA | MBA Finance (Colombo) | B.Com (Hons)
Special (Kelaniya)

Ms Sriyani Kulasinghe began her career in finance in 2002 and brings over 23 years of experience in auditing, finance, and taxation. She joined SLIC in 2009 and has provided 17 years of dedicated service, currently as Chief Financial Officer of SLICLL. She is a Fellow member of the Institute of Chartered Accountants of Sri Lanka – awarded the Introduction to Financial Accounting Prize in 2003 – and an Associate of the Institute of Certified Management Accountants of Sri Lanka.

She holds a B.Com (Hons) Special Degree from the University of Kelaniya and an MBA (Finance) from the University of Colombo. In 2011, she served as Course Lecturer on Insurance Law and Regulation at Wayamba University. She is currently serving the Board of Cey Bank Assets Management Limited as Non-Executive Director.

KEY MANAGEMENT PERSONNEL

DEPUTY GENERAL MANAGERS



Mr Chaminda Athauda

DGM - Life (Technical)

BSc (Hons), FCII, AIII, ANZIIF (Fellow) CIP, MBA (Colombo), LLB (OUSL), Chartered Insurer



Mr Shashika Ranasinghe

DGM - Investment

MBA, CFA, FRM, BSc (Engineering), ACMA, AIB



Mr Jagath Welgama

DGM - National Sales (Life)

MBA, MABE (UK), Graduate Dip in Mgt (Aus), PG Dip - Marketing Mgt (USJ), NDHTD (SLITAD), Ad Dip in Marketing Mgt (USJ), Dip in Mass Com (USJ), Dip in NIT, MSLIM



Mr Udayapriya Imbulpitiyalage

DGM - Human Resources

BSc HRM (Sp) (Hons) SJP (SL), chtd MCIPM (SL), Cer BA NIBM

ASSISTANT GENERAL MANAGERS



Mr Mahendra Silva

AGM – Administration
(Retired w.e.f : 31 Jan 2026)

Attorney-at-Law, LLB (Hons) (Sri Lanka),
MBA in HRM (OUSL), PG Dip in HRM (OUSL),
PG Dip in Archae (UOK), NDES (IET), GCGI
(UK), MIIE (SL), Eng AMCIPM



Mr Jeevantha Welihinda

AGM – Engineering Services
BSc (Eng)



Mr Amanda Perera

AGM – Head of Procurement
HND (ISMM), Dip in Hardware Eng.



Mr Prashan Jayatissa

AGM – Head of Actuarial
FIA, FCII, CFA



Mr Vishwa Weerawardhana

AGM – Head of Legal
LLM (UK) (Merit), Attorney-at-Law, Commissioner
for Oaths, Registered Company Secretary



Mr Duminda Peiris

Zonal Head – Central and Southern
NDip in SM (SL)



Mr Upul Rathnakumara

Zonal Head –
Wayamba and Western
MBA (Cardiff Metropolitan)



Mr Palanthiran Sathian

Zonal Head – Northern and Eastern
MA, PGD in Public Admin., BCom (Hons)

KEY MANAGEMENT PERSONNEL

SENIOR MANAGERS



Mr Ruwan De Silva
Senior Manager - Life



Ms Sujeewa Nanayakkara
Senior Manager - Life



Mr Anjana Dharmasena
Senior Manager - Life



Ms Nishanthi Perera
Senior Manager - Life



Ms Suraji Hettiarachchi
Senior Manager - Software Development
(Life)



Mr Samitha Perera
Senior Manager - Actuarial (Life)



Mr Thilanka Geeganage
Senior Manager - Fixed Income Investments



Ms Subhashi Jayasumana
Senior Manager - Enterprise
Risk Management and Compliance



Ms Manjula Jayathilaka
Senior Manager - Legal (Claims)



Ms Virajinee Ramanayake
Senior Manager - Financial Reporting,
IFRS, Compliance Reporting and System
Development



Mr Namal Herath
Senior Manager - Cyber Security

REGIONAL MANAGERS



Mr Ajith Kulasena
Regional Manager - Life
(Western 01)



Mr Gamini Sarachchandra
Regional Manager - Life (Uva)



**Mr Samantha Dhammika
Bandara**
Regional Manager - Life (Central)



Mr Ajith Thilakarathna
Regional Manager - Life
(Southern 01)



Mr Mahinda Dissanayake
Regional Manager - Life
(Wayamba 01)



Mr P Puwanendran
Regional Manager - Life
(Eastern)



Mr Namal Liyanage
Regional Manager - Life (Upper
Western)



Mr Prasanna Samankumara
Regional Manager - Life
(Wayamba 02)



Mr Sunil Senadeera
Regional Manager - Life
(Western 02)



Ms Sulatha Andramanage
Regional Manager - Life
(Western 03)



Mr Nishantha Alwis
Regional Manager - Life
(Western 04)



Mr Nihal Rajapakshe
Regional Manager - Life
(Southern 02)



Mr Saugi Dissanayake
Regional Manager - Life
(Ratnapura)



Mr A Supesan
Regional Manager - Life
(Northern)



Mr Sajith Weerasinghe
Regional Manager - Life
(North Central)



LEADERSHIP REVIEWS

CHAIRMAN'S MESSAGE

“

Our 2025 performance, defined by robust premium growth and the landmark Rs. 12.5 Bn. Policyholders bonus declaration, reaffirms our role as a bedrock of financial resilience for the nation.

”



CHAIRMAN'S MESSAGE

I am pleased to present the Annual Report of Sri Lanka Insurance Corporation Life Limited (SLICLL) for the financial year ended 31 December 2025. The year under review reflects continued institutional strengthening, disciplined growth, and the reinforcement of our strategic priorities as a leading and most trusted life insurer in Sri Lanka.

Throughout 2025, the Board remained focused on safeguarding policyholder interests, upholding the highest standards of governance, and ensuring the sustainable stewardship of the Life Fund. The performance achieved during the year affirms the resilience of our business model, the clarity of our strategic direction, and the trust placed in us by our stakeholders. This Report outlines the progress made and the foundations laid for enduring value creation in the years ahead.

STRATEGIC VALUE CREATION AND NATIONAL CONTRIBUTION

The strategic direction of SLICLL in 2025 was firmly anchored in disciplined and sustainable value creation, guided by customer centricity, ethical governance, and financial resilience. The Board's foremost responsibility is to safeguard the long-term interests of policyholders while ensuring the enduring strength of the institution.

Our emphasis throughout the year remained on the quality and durability of growth. Expansion was pursued with prudence, underpinned by sound underwriting discipline, strong policy persistency, and a balanced portfolio structure that supports capital adequacy and sustainable earnings. This measured approach reinforces institutional resilience while protecting policyholder value.

SLICLL's portfolio continues to reflect a deliberate focus on long-term protection and investment solutions, aligned with the country's evolving demographic and economic landscape. Increasing financial awareness across segments, including younger customers planning proactively for future security, affirms the relevance of our offerings. Engagement with defined professional communities further demonstrated the Company's capacity to respond thoughtfully to specific protection needs without compromising portfolio discipline.

A distinctive strength of SLICLL remains its participating fund model and prudent fund management. The declaration of Rs. 12.5 Bn. in bonuses in 2025, in respect of policies in force as at the end of the 2024 financial year, exemplifies our ability to convert financial performance into shared value for policyholders. Consistent surplus distribution reinforces trust and strengthens the Company's reputation for stability and reliability.

Financial performance in 2025 reflects the strength of this disciplined strategy. Robust premium growth, sound investment returns, and prudent capital allocation contributed to sustained profitability and balance sheet expansion. Strategic allocation to government securities further enhanced the resilience of the Life Fund. Importantly, this performance translated into meaningful national contribution, with Sri Lanka Insurance Corporation Life (SLICLL) declaring Rs. 675 Mn. in dividends to Sri Lanka Insurance Corporation (SLIC), together with tax payments of Rs. 1.4 Bn. to the Government. Through these contributions, value generated by our policyholders supports broader national development and economic stability.

As a state-owned enterprise, we remain acutely conscious that the integrity of our processes defines the legitimacy of our results. The Board continues to uphold the highest standards of ethical conduct, transparency, and regulatory compliance. Responsible governance remains the foundation upon which sustainable performance is built.

Customer centricity is not a slogan but an institutional principle. Continuous enhancements across our nationwide network of branches and Agent Business Development Centres have strengthened accessibility and service responsiveness. Our objective is unequivocal: to ensure that every policyholder interaction reflects fairness, reliability, and professional excellence.

The Company further strengthened its human capital base during the year, creating employment opportunities across the country while fostering a progressive and inclusive workplace culture. Equal opportunity, empowerment of women, and merit-based development remain central to our people philosophy.

External recognition during the year affirmed the strength of our brand and governance standards, including being named the 'Most Loved Life Insurance Brand' for the eighth consecutive year, securing ISO certifications for quality and information security, maintaining an A+ (Ika) National IFS Rating from Fitch Ratings, and receiving recognition for excellence in CSR.

The Board is confident that the strategic foundations reinforced in 2025 position SLICLL to continue delivering enduring protection while generating sustainable economic value for the nation.

GOVERNANCE AND PEOPLE

Strong governance and disciplined risk oversight remain fundamental to the long-term stability of Sri Lanka Insurance Corporation Life. The Company operates within a robust and multi-layered governance framework anchored on three principal pillars: the governance and operational guidelines applicable to state-owned enterprises issued by the Government of Sri Lanka, the provisions of the Companies Act No. 7 of 2007, and the regulatory framework and directions of the Insurance Regulatory Commission of Sri Lanka (IRC SL). These are further reinforced by adherence to recognised Codes of best practices and Guidelines on Corporate Governance. Collectively, these frameworks ensure that the Company conducts its affairs with integrity, prudence, transparency, and full regulatory compliance.

The Board exercises effective oversight through a structured committee architecture comprising six dedicated subcommittees, the Board Risk Management Committee, Investment Committee, Audit Committee, Human Resources and Remuneration Committee, Strategic Review Committee, and Digital Transformation Committee. Each operates under clearly defined mandates approved by the Board and provides focused supervision over critical areas including risk governance, capital stewardship, financial reporting integrity, human capital strategy, long-term planning, and technological advancement. This structured oversight strengthens accountability, deepens scrutiny, and enhances the quality of decision-making.

Throughout 2025, continuous review of solvency, capital adequacy, investment discipline, and emerging risks ensured that the Company operated within its approved risk appetite while safeguarding policyholder interests. Enhancements to governance processes and internal controls further reinforced institutional resilience.

The Board also places sustained emphasis on organisational capability and ethical culture. Professional development, leadership strengthening, and digital upskilling initiatives support a future-ready workforce aligned with the Company's strategic direction. SLICLL continues to foster an inclusive workplace grounded in meritocracy and equal opportunity.

The governance discipline reinforced during the year provides a strong foundation for sustainable growth and enduring stakeholder confidence.

SUSTAINABILITY AND SOCIAL IMPACT

Sustainability remains closely aligned with the core purpose of SLICLL: The preservation of life and the mitigation of long-term risk. As stewards of a significant Life Fund entrusted by policyholders, the Board recognises that responsible business practices and long-term value creation must go hand in hand.

The Company continues to advance its approach towards Environmental, Social, and Governance (ESG) considerations, with increasing emphasis on integrating these principles into decision-making across investments, underwriting, and operations. Capital allocation and business practices are guided by prudence, resilience, and regulatory discipline, while progressively taking into account broader environmental and governance-related factors. This ensures that growth is achieved in a manner that supports long-term institutional stability and responsible economic development.

From a social perspective, SLICLL remains committed to delivering meaningful value to policyholders, employees, and the wider community. This includes fostering financial security, supporting inclusive growth, and maintaining a workplace culture grounded in fairness, opportunity, and respect.

Strong governance continues to underpin this journey. The Company upholds high standards of transparency, ethical conduct, and accountability, supported by established risk management and compliance practices. These principles guide the manner in which we engage with stakeholders and conduct our business.

As we move forward, we remain committed to strengthening our alignment with the Sustainable Development Goals (SDGs), in keeping with evolving regulatory frameworks and national development priorities, thereby fostering sustainable and responsible growth within the insurance ecosystem.

CHAIRMAN'S MESSAGE

CHALLENGES AND OPPORTUNITIES

The insurance sector continues to evolve amid intensifying competition, regulatory developments, and rapid technological change. These dynamics present both challenge and opportunity.

Rising digital expectations, particularly among younger demographics, necessitate continued advancement of digital capabilities, simplified engagement models, and agile market positioning. Growing interest in shorter term savings and investment-linked solutions among emerging customer segments presents further opportunity for portfolio refinement.

Internally, sustained competitiveness requires ongoing investment in systems and people. Strengthening digital fluency, enhancing technical expertise, and aligning recruitment with future capability requirements remain strategic imperatives.

With its scale, brand strength, and financial resilience, SLICLL is well positioned to convert insight into disciplined action, reinforcing its leadership in the life insurance sector.

OUTLOOK 2026

Looking ahead, the Board's focus is unequivocal: To strengthen SLICLL as the most trusted and customer-centric life insurer in the country. Every initiative will be guided by a single principle: delivering enduring value and superior experience to our policyholders.

We will continue to prioritise quality business growth, disciplined underwriting, digital advancement, and process excellence. Ethical conduct across all stakeholder relationships will remain non-negotiable.

As a state-owned enterprise, we remain committed to generating sustainable returns that create policyholder value while contributing meaningfully to national development. Simultaneously, we will continue fostering a progressive workplace culture that empowers people, promotes equal opportunity, and strengthens institutional resilience.

Our long-term ambition is to lead not merely in scale, but in integrity, innovation, service excellence, and stakeholder value creation.

ACKNOWLEDGEMENT

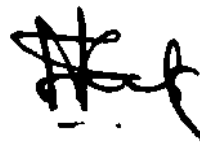
In concluding this Review, I wish to extend my sincere appreciation to all those who contributed to the progress of SLICLL during 2025.

My gratitude is extended to my fellow Directors for their guidance, diligence, and steadfast oversight throughout the year. I also acknowledge the leadership of the Chief Executive Officer and the management team, whose commitment ensured continuity, stability, and disciplined execution during a year of transition and forward momentum. The collective efforts of both past and present leadership have strengthened the foundations upon which the Company continues to build.

I convey my appreciation to the Ministry of Finance, Economic Stabilisation, and National Policies for its continued confidence and support as the shareholder representative of this state-owned enterprise. I also acknowledge the guidance and regulatory oversight provided by the Insurance Regulatory Commission of Sri Lanka, whose role remains vital in maintaining stability and integrity within the industry.

My thanks extend to our employees, sales team, and all those who represent SLICLL across the island for their professionalism and dedication. Their contribution remains central to sustaining service excellence and policyholder trust.

Finally, I express my deepest appreciation to our valued policyholders. The confidence you place in SLICLL is both our privilege and our responsibility. Your trust continues to guide our commitment to delivering long-term protection, sustainable value, and meaningful contribution to the nation's development.



Mr Nusith Kumaratunga

Chairman

31 March 2026

“
With a 24% increase in premium growth and an asset base of Rs. 275 Bn., our 2025 results underscore a year of disciplined execution and institutional strength.”



CEO'S REVIEW

I am pleased to present the Chief Executive Officer's Review for the Annual Report 2025 of Sri Lanka Insurance Corporation Life Limited (SLICLL). The year under review reflects a period of strengthened performance, disciplined execution, and strategic consolidation as we continued to build momentum as a fully independent life insurer.

Operating in an increasingly competitive and evolving insurance landscape, SLICLL remained focused on delivering sustainable growth while reinforcing financial resilience and operational excellence. Our priorities during the year were clear: To deepen customer trust, enhance service standards, strengthen digital capability, and maintain disciplined stewardship of the Life Fund.

The progress achieved in 2025 demonstrates the strength of our governance framework, the dedication of our people, and the confidence placed in us by our policyholders. As we continue to expand our market presence and refine our operating model, we remain committed to delivering long-term value to customers, stakeholders, and the nation.

FINANCIAL PERFORMANCE AND GROWTH

SLICLL delivered a resilient and well-balanced performance in 2025, underpinned by disciplined execution and sustained market confidence. The Company recorded Gross Written Premium of Rs. 32.6 Bn., reflecting 24% year-on-year growth, while Profit Before Tax reached Rs. 4.2 Bn. These results demonstrate the strength of our operating model, prudent cost management, and our ability to translate strategic focus into consistent financial outcomes.

New business growth remained a key driver, with New Business Premium Income reaching Rs. 7.5 Bn., reflecting a strong 42% increase during the year. This performance represents the highest growth among leading life insurers, supported by enhanced productivity across both the agency and bancassurance channels. Notably, the bancassurance segment recorded a significant 124% growth in new business, further strengthening its contribution to overall performance, alongside sustained customer demand for protection and savings solutions.

Our balance sheet further strengthened during the year, with an asset base of Rs. 275 Bn. and the largest Life Fund in the industry at Rs. 247 Bn. Growth in the Life Fund was supported by disciplined investment stewardship, rigorous governance oversight, and a well-diversified portfolio aligned to long term liabilities.

Operational enhancements across servicing, claims management, and internal controls improved efficiency and service consistency, reinforcing stakeholder confidence. Parallel investments in actuarial capability, digital expertise, and professional development ensure that our growth trajectory remains both sustainable and well-governed.

CUSTOMER CENTRICITY

Customer centricity remains at the core of SLICLL's strategic approach, guiding how we design solutions, enhance service delivery, and build long-term relationships. During the year, continued efforts were made to improve accessibility, responsiveness, and overall customer experience across both product and service touchpoints.

In an increasingly competitive landscape, focused steps were taken to enhance the digital customer journey. Improvements in eKYC capabilities, digital signatures, and document management processes contributed to more streamlined onboarding and servicing, while ongoing investments in core systems and automation are progressively strengthening operational efficiency and service consistency.

Our product portfolio continued to evolve in line with changing customer needs, with a strong emphasis on long-term savings and financial security. The introduction of '*SLICLL Rakawarana*', developed in collaboration with the Bar Association of Sri Lanka, reflects our ability to create tailored solutions for specific customer segments. '*SLICLL Divi Thilina*' remained the cornerstone of the portfolio, contributing 43% of 2025 FYP, while '*SLICLL Wealth Plus*' and '*SLICLL Freedom Retirement Plan*' contributed 18% and 14% respectively, indicating a growing preference for structured savings and retirement planning at earlier life stages.

A defining strength of SLICLL remains its participating fund model and disciplined fund management. This is reflected in the Rs. 12.5 Bn. in bonuses declared in 2025 to participating policyholders in respect of policies in force during 2024, underscoring our commitment to delivering long-term value. Further reinforcing this focus, the Company recorded a Net Promoter Score (NPS) of 62 in 2025, based on an independent third-party assessment, reflecting growing customer confidence and satisfaction.

CORPORATE GOVERNANCE AND COMPLIANCE

Governance at SLICLL is anchored in accountability, regulatory discipline, and proactive risk oversight. The Board of Directors, supported by its specialised committees, ensures strategic clarity while maintaining strong internal controls and prudent financial stewardship. An integrated Enterprise Risk Management framework embeds risk awareness across the organisation, enabling structured monitoring and mitigation within clearly defined tolerance levels.

The Company remains fully compliant with Direction No. 02 of 2025 issued by the Insurance Regulatory Commission of Sri Lanka, reinforcing enhanced policyholder protection, structured disclosure practices, and the implementation of the 3M (Monitoring, Measuring, Managing) framework.

SUSTAINABILITY

Sustainability continues to guide our strategic and operational priorities. Environmental and social considerations are integrated across business processes, investment stewardship, and customer engagement. Continued digitalisation, reduced

paper-based processes, and energy efficiency initiatives support responsible growth, reinforced by internationally recognised certifications including ISO/IEC 27001:2022, ISO 9001:2015, and ISO 14064-1:2018.

In response to the Ditwah cyclone, dry rations were distributed to 1,000 affected families, alongside a collective employee contribution to the national 'Rebuilding Sri Lanka' fund, reaffirming our commitment to standing with communities during times of hardship.

OUR PEOPLE

Our people remain the cornerstone of our sustained performance. In 2025, our human capital strategy focused on attracting future-ready talent, strengthening professional capability, and fostering a culture of engagement and accountability.

Structured learning and development initiatives enhanced technical expertise, regulatory awareness, digital competencies, and leadership capability across levels. Investments in professional education and supervisory development strengthened succession readiness and organisational resilience.

Employee engagement was reinforced through inclusive cultural initiatives and organisation-wide programmes that foster unity and shared purpose. These efforts ensure that SLICLL continues to cultivate a skilled, motivated, and future-ready workforce capable of delivering consistent service excellence.

CHALLENGES

In 2025, SLICLL operated within a dynamic and increasingly complex environment shaped by macroeconomic pressures, evolving regulatory requirements, and rising customer expectations. Ongoing global uncertainties and geopolitical developments, together with local challenges such as natural catastrophes, influenced customer lifestyles, financial priorities, and spending capacity. Maintaining persistency and product competitiveness remained key priorities while continuing to enhance operational resilience and uphold service excellence.

FUTURE FOCUS

As the insurance landscape evolves, SLICLL will remain firmly anchored on customer centric growth. Every strategic initiative will be aligned to delivering superior customer satisfaction through simplified processes, responsive service, relevant innovation, and seamless digital engagement.

Our forward strategy balances sustainable expansion with disciplined financial stewardship. Continued investment in technology, operational efficiency, and workforce capability will strengthen service consistency and bottom line resilience. In parallel, we are progressing diligently towards the implementation of SLFRS 17, a significant transformation that will further enhance transparency, financial reporting, and long-term value measurement across the business.

At the core of our thinking is a clear conviction, "Protecting You, Protecting the Nation." By strengthening individual financial security, we contribute meaningfully to economic stability and national development. As a state-owned life insurer, we recognise our broader responsibility to support resilience not only at the household level but across the country.

With strategic clarity, disciplined execution, and unwavering customer focus, we remain confident in our journey toward sustained market leadership and enduring industry excellence.

ACKNOWLEDGEMENT

As we conclude another year of steady progress, I extend my sincere appreciation to all those who have contributed to the continued success of SLICLL in 2025.

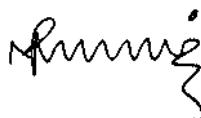
Our achievements reflect the collective effort of many. I wish to acknowledge the dedication, professionalism, and resilience of our employees and sales force across the country, whose commitment to service excellence continues to strengthen our performance and reputation.

To our valued customers, thank you for the trust you place in us to safeguard your financial future. Your confidence remains our greatest responsibility.

My gratitude extends to our valued business partners, bancassurance partners, reinsurers, brokers, and all intermediaries whose collaboration enables us to expand our reach and deliver meaningful protection solutions. We remain appreciative of the continued guidance of the Insurance Regulatory Commission of Sri Lanka and the support of the Ministry of Finance, Economic Stabilisation, and National Policies and other relevant authorities.

Finally, I thank the Chairman, Board of Directors, and the leadership team for their strategic oversight and counsel. I also recognise the strategic stewardship provided by the leadership team during the year, whose direction and guidance laid a strong foundation for the results achieved. The continuity of vision and disciplined execution across the organisation have been instrumental in sustaining our growth momentum.

As we look ahead, our commitment remains clear, to lead with customer centricity while strengthening SLICLL's contribution to national resilience and economic stability. By placing the customer at the heart of every decision, innovation, and promise we make, we will continue to deepen trust, sustain responsible growth, and create enduring value for both our policyholders and the nation we serve.



Mr Nalin Subasinghe

Chief Executive Officer

31 March 2026



REPORT PROFILE

INTEGRATED REPORTING STATEMENT



We are pleased to present the Annual Report 2025 for Sri Lanka Insurance Corporation Life Limited (the "Company" or "SLICLL"), marking the Company's second Annual Report since the segregation of its operations in February 2024. This Report provides a comprehensive yet concise overview of the Company's performance during the financial year ending 31 December 2025.

The primary scope of the report covers the core strategy of the Company, which is the offering of life insurance products under eligibility criteria embedded in the laws applicable to the segment. The Report provides an in-depth overview of the Company's strategy and functions, cohesively reflecting the interconnections between various functions. It also highlights the Company's approach to value creation founded on good governance and sustainability principles, and how these impact the economy, the environment, and the society, in the long term.

It builds on our previous report for the financial year ending 31 December 2024, encompassing the risks and opportunities arising from our business strategy and diverse stakeholders, how we create, preserve, or erode value through our business activities.

We aim to manage these complex business relationships and focus on material matters that define our success.

The Company's integrated approach to value creation, balancing financial performance, customer service, digital innovation and responsible environmental stewardship, continues to differentiate SLICLL as a trusted and resilient institution committed to the long-term financial security of Sri Lankans.

SCOPE AND BOUNDARY

This Report covers the financial and non-financial performance of the Company for the financial year ending 31 December 2025. The Financial Reporting boundary aligns with the Company's Financial Statements Reporting boundary. All monetary figures are presented in Sri Lankan Rupees (Rs.) millions unless otherwise stated.

Our Value Creation

Page 54

Strategy and Focus

Page 63

Operating Environment

Page 38

Economic and Political Environmental Impact

Page 46

Financial Reporting Boundary

Aligns with our Financial Statements Reporting boundary

Our Stakeholder Relationships

Customers, Employees, Regulators, Suppliers and Business Partners, the Community

The Report has been prepared in accordance with The International Financial Reporting Standards (IFRS) and Sri Lanka Accounting Standards (LKAS/SLFRS). It encompasses our six capitals and their combined outputs, assuring sustainability of the Company and the wider community, and reflecting our commitment to accountable integrated reporting practices, creating value, and communicating with our stakeholders in a transparent manner.



Financial Capital



Manufactured Capital



Intellectual Capital



Human Capital



Natural Capital



Social and Relationship Capital

INTEGRATED REPORTING STATEMENT

As a state-owned entity, our approach to reporting is guided by the following key frameworks, standards, and regulations across different reporting domains:

The Regulation	Internal Assurance	External Assurance
Financial Reporting, Governance, Risk Management, and Operations <ul style="list-style-type: none"> • Sri Lanka Accounting Standards (LKAS/SLFRS) • Legal and regulatory framework applicable to a state-owned entity in Sri Lanka including PED Circulars • Corporate Governance Regulations • Regulation of Insurance Industry (RII) Act No. 43 of 2000 (as amended) 	Reporting to Board Audit Committee	The Auditor confirming the accuracy of the Annual Financial Statements See page 142
Integrated Reporting With reference to International Framework of the International Integrated Reporting Council (IIRC)		
United Nation's Sustainable Development Goals (UN SDGs)		
Environmental Reporting ISO 14064 Greenhouse Gas Verification Standard		Independent third-party GHG verification in accordance with ISO 14064-3:2019

MATERIALITY

A structured, organisation-wide materiality assessment process identifies the issues that are material to the Company. Based on the double materiality principle, the process addresses both potential effects on the Company and its impacts on people and environment.

The assessment systematically addresses risks, opportunities, macroeconomic trends, and other elements that influence materiality in co-relation to the Capitals, and the Company's ability to deliver value and mitigate erosion of value to its stakeholders.

As an insurance service provider, we apply a robust, well-thought out, and holistic approach to identifying key material aspects, which are documented under Management Commentary section on page 70 of the Report. We meticulously address these issues to enhance performance, strengthen our sustainability framework, adhere to strong governance principles, and demonstrate accountability through our regulatory compliance.

DISCLAIMER FOR THE PUBLICATION OF FORWARD-LOOKING STATEMENTS AND DATA

This Report includes forward-looking statements regarding the Company's potential future performance and prospects. These statements are not guarantees of future results and are subject to various risks and uncertainties, including unforeseen events, volatile economic and political conditions, and other factors beyond our control. Actual outcomes may differ significantly from current expectations. The reader is advised to seek expert professional advice in all such aspects.

VALUE CREATION

Our value creation process is comprehensively detailed in the Statement of Economic Value Addition on page 54. It details the inputs, outputs, and outcomes across the Capitals, and their responsible management in creating value. Our reference to Integrated Reporting assumes that the generation of financial capital is driven by the interdependent cohesiveness between financial and non-financial interactions to create value for the Company and its stakeholders, while also consuming, developing, and transforming these capitals in the process.

PRECAUTIONARY PRINCIPLE

We use the precautionary principle as our commitment to social and environmental decision making, by mitigating action of potential risks, even in the absence of complete evidence or information, to ensure the long-term viability of our operations. This allows us to operate as a responsible corporate citizen, safeguarding our stakeholders, the environment, and the community we impact. Implementation of the precautionary principle helps us anticipate challenges and innovate solutions that reinforce our resilience, promoting trust among our stakeholders.

COMBINED ASSURANCE

Assurance for the content embodied in this Integrated Report is reinforced by a carefully vetted combination of internal and external sources. The information included in this report has received approval from the leaders of respective business units and has been scrutinised by the Corporate Management Team prior to submission to the Board of Directors for final approval. The mandatory independent review of the Financial Statements, including the notes to the accounts, has been provided by the Department of Auditor General of Sri Lanka and the department's reviews are provided in detail on page 142 of this Report. This external validation strengthens the credibility and transparency of the financial information presented in the Report.

BOARD RESPONSIBILITY STATEMENT

The Board acknowledges its responsibility to ensure that the Integrated Annual Report provides a balanced view of its performance in 2025 and is of the opinion that it addresses all material issues that it believes may have a bearing on the Company's capacity to create value over the short term.

The Corporate Management team prepared and reviewed the structure of the Integrated Annual Report and submitted to the Board Audit Committee. The Committee, having reviewed the structure, recommended it to the Board for approval in accordance with the delegated authority.

The Board unanimously approved the structure on 23 February 2026, following which it was submitted to the Ministry of Finance, the Auditor General, and the General Treasury in compliance with PED Circular No. PED 01/2021 (iv).

GUIDING PRINCIPLES

The following principles were applied in preparing the Report to provide a credible review of our performance and operations.

- **Reliability** – Internal controls and processes currently implemented deliver reliability of both financial and non-financial information.
- **Conciseness** – We have covered all critical matters in a complete but concise manner.
- **Authentic presentation** – A balanced view, based on positive or negative outcomes are reported in a faithful manner.
- **Materiality** – Material matters are identified and reported in a responsible manner.
- **Ensuring Integrated Reporting** – Icons are used to integrate the variety of topics that are reporting, giving connectivity of information.
- **Inclusion of International Standards in Reporting** – GRI tagging is used to ensure compliance with the required international standards.

FEEDBACK

We welcome stakeholder feedback on this report and other matters as part of its ongoing commitment to enhancing reporting quality.

Company Secretary

Sri Lanka Insurance Corporation Life Limited

No. 21, Vauxhall Street, Colombo 02.

Phone: +94 11 235 7741



OPERATING ENVIRONMENT

MACRO, MARKET, AND COMPETITIVE CONTEXT

SLICLL operates within a dynamic and rapidly evolving environment shaped by Sri Lanka's ongoing post-crisis recovery, a deepening and increasingly competitive life insurance market, bold regulatory transformation, and a progressively digitising consumer landscape. The confluence of macroeconomic tailwinds, structural demand drivers, and SLICLL's own growth momentum created the conditions for historic performance in 2025 and set the stage for sustained long-term expansion.

GLOBAL ECONOMY

The IMF's World Economic Outlook Update (January 2026) characterises the global economy as having remained 'remarkably resilient' despite persistent policy and geopolitical uncertainty. A supportive mix of strong private demand, easing inflation, and favourable financial conditions sustained activity through 2025. World output growth is estimated at 3.3% in 2025, unchanged from 2024, and is projected to hold at 3.3% in 2026, while global headline inflation is expected to ease further from 4.1% in 2025 to 3.8% in 2026. Growth remains below long-run pre-pandemic averages, reflecting structural constraints and lingering effects of earlier tightening cycles, even as technology investment and improved business confidence provided near-term support in several large economies.

Emerging and Developing Asia remained the fastest-growing major region estimated at 5.4% during 1H of 2025 with a projected moderation to 5.0% in 2026 driven by robust domestic demand, technology-linked trade flows, and supply chain repositioning. India continued as one of the world's strongest large-economy performers at an estimated 7.3% in 2025, while China grew at an estimated 5.0% despite ongoing household and property-sector softness. Geopolitical tensions, US trade tariffs, and global oil price volatility added uncertainty to the external environment though contained energy prices ultimately supported cost stability in import-dependent economies like Sri Lanka.

SRI LANKAN ECONOMY

5%

CBSL GDP Growth Full-Year Projection

7.75%

CBSL Policy Rate (Overnight, May 2025)

USD 6.8 Bn.

Gross Official Reserves End-2025

Sri Lanka's economy strengthened materially in 2025, supported by real-sector recovery, easing monetary conditions, and improving macroeconomic stability. The DCS estimates full-year GDP growth at 5.0%, with Q4 2025 expanding 4.8% moderating from the 5.6% recorded in Q4 2024.

Industry was the primary growth driver at 7.8% for the year, led by mining and quarrying (16.9%), construction (9.2%), and manufacturing (6.2%). Services grew 3.3%, supported by insurance (14.6%), IT (12.8%), tourism-related activities (12.4%), and financial services (10.6%). Agriculture posted a modest 1.4% expansion, with some sub-sectors weighed down by adverse weather.

The recovery was further underpinned by the lifting of vehicle import restrictions, stabilising inflation, a largely steady exchange rate, and declining interest rates through the year, progressively from a Q1 contraction to 3.6% growth in Q3.

MACRO, MARKET, AND COMPETITIVE CONTEXT

The CBSL maintained an accommodative monetary policy stance throughout 2025 amid subdued inflationary pressures. In May 2025, the Overnight Policy Rate was reduced by 25 basis points to 7.75% reinforcing the structural decline in market interest rates that had been underway since 2023 while the SDFR and SLFR were reduced to 7.25% and 8.25% respectively. Most market interest rates stabilised at lower levels through the year, facilitating strong private sector credit growth. Year-on-year inflation remained negative for most of 2025 before transitioning to low positive territory by year-end, with the CBSL maintaining its inflation target of 5% over the medium term.

On the fiscal front, the budget deficit contracted nearly 60% year-on-year by October 2025, with the Government targeting a primary surplus of at least 2.3% of GDP consistent with IMF Extended Fund Facility (EFF) programme commitments. Gross official reserves strengthened to approximately USD 6.8 Bn. by end-2025, supported by strong tourism earnings, workers' remittances, and the receipt of the fifth IMF tranche. The exchange rate moved between Rs. 293.18 and Rs. 310.14 per USD across 2025, averaging approximately Rs. 300.8 a modest 5.7% depreciation under the flexible exchange rate regime.

In a landmark development, Fitch Ratings upgraded Sri Lanka's Long-Term Foreign-Currency Issuer Default Rating to 'CCC+' in December 2024, while Moody's upgraded its rating to 'Caa1' formally concluding Sri Lanka's debt default period following the successful completion of international sovereign bond restructuring. These upgrades significantly strengthened investor confidence heading into 2025, facilitating capital inflows, reducing perceived country risk, and supporting broader economic expansion.

2026 OUTLOOK

Sri Lanka enters 2026 with cautious optimism, underpinned by a recovery that has gained meaningful breadth and credibility over the course of 2025. The Central Bank projects real GDP growth of 4-5% for the year, and Purchasing Managers' Indices for December 2025 confirmed expansion across both manufacturing and services, an encouraging signal that economic momentum has not dissipated as the country transitions from stabilisation to a more sustained growth phase.

The conditions that must hold for this trajectory to materialise are well understood: low and stable inflation, continued fiscal consolidation, adherence to the IMF programme, and sustained external inflows. Progress on each of these fronts through 2025 has been substantive, and the reform commitment of the current administration provides a degree of policy continuity that the business environment requires.

That said, the external environment presents risks that were less pronounced at the beginning of 2025. Rising tensions in the Middle East and their potential to disrupt global energy

markets and trade flows are of particular relevance to Sri Lanka, given the economy's sensitivity to oil prices and its dependence on remittance and export receipts. Should these pressures intensify, the gains in inflation control and external balance achieved through the recovery period could face renewed stress. Domestically, climate vulnerability remains a live concern following the disruption caused by Cyclone Ditwah, while debt sustainability and the pace of structural reform continue to require careful stewardship.

LIFE INSURANCE INDUSTRY GROWTH

23%

Life Insurance Gross Written Premium (GWP) Growth (Full Year 2025 YoY)

0.6%

Life Insurance Penetration (% GDP, 2024)

Rs. 227 Bn.

Sector GWP (Q4 2025 Cumulative)

~72%

Life Assets as % of Total Insurance

Sri Lanka's life insurance segment delivered solid overall performance in 2025, supported by rising premiums, improving profitability, and continued balance-sheet expansion. The sector's gross life premiums increased strongly on a year-on-year basis throughout 2025, reaching Rs. 227,125 Mn. by Q4 2025 compared to Rs. 183,953 Mn. in Q4 2024, a 23% increase confirming sustained growth in underwriting volumes and customer demand. The life segment accounted for approximately 57% of the overall insurance market and has emerged as the key driver of the sector's post-crisis recovery.

The life insurance industry recorded a compound annual growth rate of 14.5% over the 2014-2024 period, the second highest among comparable Asian markets. Life-sector assets grew to approximately Rs. 921 Bn. in 2024, representing nearly 72% of total insurance industry assets. Growth in 2025 was not only driven by renewal premium streams but also supported by new business premium generation and short-pay product segments, which provide faster premium realisation. The significant increase in First Year Premium (FYP) from new policies reflects improved distribution effectiveness and renewed consumer confidence.

Life insurance penetration stood at approximately 0.6% of GDP in 2024, one of the lowest levels in Asia highlighting the industry's significant untapped potential. Penetration is estimated to have increased during 2025, supported by rising incomes, expanding middle-class aspirations, and improving financial literacy, particularly among younger and middle-income segments. On the Colombo Stock Exchange, insurance stocks delivered mixed performance: although the sector's year-to-date gain remained modest at approximately 1.1%, analysts identified further upside potential as several insurance stocks have underperformed the broader All Share Price Index, which rose approximately 30% during the period. Supported by rising health awareness and upcoming SLFRS 17 regulatory changes, Sri Lanka's life insurance sector is increasingly positioning itself as a long-term growth opportunity for investors.

MARKET TRENDS

Continued economic improvement through 2025 supported growth in household income and savings, driving stronger demand for long-term financial protection, retirement planning, and savings-oriented life insurance products. Sri Lanka's GDP growth of 4.9% in Q2 2025 contributed directly to improved disposable income and renewed household willingness to adopt long-term protection products. An ageing population and an expanding middle class are further amplifying the need for protection, retirement savings, and health-linked solutions. Public awareness of insurance benefits particularly for protection and long-term financial planning has improved meaningfully, especially among younger generations and middle-income earners.

The sector's growth momentum is being driven by four interconnected forces: deeper market penetration beyond traditional urban centres; product diversification to address evolving customer needs; improving persistency ratios reflecting stronger policyholder retention; and rising household confidence in life insurance as a core financial planning tool. With penetration still well below regional benchmarks, the sector retains substantial scope for sustained multi-year growth positioning life insurance as a key contributor to Sri Lanka's post-crisis financial recovery.

Product Innovation and Customer Relevance

Addressing the demand for short-term investment flexibility, health coverage, and transparent product structures, a range of innovative new life insurance solutions have been introduced across the market. Coupled with digital process enhancements, these products improve affordability, reduce policy lapses, strengthen customer loyalty, and bring life insurance into closer alignment with the financial needs of the modern Sri Lankan consumer. Organisations that best combine product relevance with digital convenience are capturing disproportionate new business growth.

Enhanced Transparency and Audit Traceability

Digital workflows created automatic audit trails for all process steps providing real-time visibility into approval status, action ownership, and completion timelines, strengthening governance and compliance controls.

KEY DEVELOPMENTS IN THE SECTOR

IRCSL Strategic Blueprint - Transforming Sri Lanka's Insurance Industry

The IRCSL has released a comprehensive strategic blueprint outlining its vision to transform Sri Lanka's insurance industry. Built on three pillars: Empowering the Public through Education, Achieving Operational Excellence through Digitalisation, and Benchmarking Against Global Best Practices. The blueprint sets an ambitious target to double insurance penetration by 2030 and triple it by 2035. This roadmap is expected to guide regulatory policy through 2026 and beyond, creating a more structured, transparent, and consumer-protective market environment.

IRCSL Global Best Practices - India Study Tour and Organisation for Economic Co-operation and Development (OECD) Roundtable

The IRCSL has been actively seeking out best practices from regional markets to identify and introduce advanced regulatory frameworks and reform initiatives. In August 2025, the IRCSL Chairman led a high-level delegation to India, engaging with the Insurance Regulatory and Development Authority of India (IRDAI) and the Insurance Information Bureau (IIB). The IRCSL is set to host the OECD/ADB(Asian Development Bank Institute) Roundtable on Insurance and Retirement Savings in Asia in June 2026, positioning Sri Lanka as an international hub for insurance regulatory dialogue and reform.

MACRO, MARKET, AND COMPETITIVE CONTEXT

Centralised Insurance Data Repository – A National First

The Insurance Regulatory Commission of Sri Lanka (IRCSL), in collaboration with the Credit Information Bureau of Sri Lanka (CRIB), unveiled the Centralised Insurance Data Repository, the first-of-its-kind national initiative consolidating industry-wide insurance data into a single, secure platform. This initiative transforms the industry from fragmented, insurer-specific data systems to a unified, data-driven ecosystem enabling enhanced fraud prevention, improved customer experience, and more rigorous regulatory supervision across all 15 life insurers.

AML/CFT Compliance – IRCSL and FIU Collaboration

In an important step toward improving compliance, governance, and risk management standards, the IRCSL in collaboration with the Financial Intelligence Unit (FIU) of Sri Lanka conducted structured awareness programmes for insurance brokers on Anti-Money Laundering (AML) and Counter-Financing of Terrorism (CFT) requirements. This initiative strengthens the industry's compliance infrastructure and demonstrates the sector's commitment to upholding the integrity of Sri Lanka's financial system.

SLFRS 17 / IFRS 17 – Sector Preparing for Value-Centric Reporting

The sector is preparing for the adoption of SLFRS 17 (IFRS 17), effective for annual reporting periods commencing 1 January 2026, following a one-year extension approved by the Institute of Chartered Accountants of Sri Lanka (ICASL). This standard will significantly transform financial reporting – requiring the disclosure of the Contractual Service Margin (CSM) and bringing greater transparency and comparability. Analysts note that Embedded Value (EV) is expected to become a more relevant measure of insurer performance, as it captures both tangible assets and the present value of future profits, fundamentally shifting the industry's focus from volume-driven growth to value-centric, quality-of-earnings performance.

COMPETITIVE LANDSCAPE

Competition among Sri Lanka's 15 life insurance companies is intense, despite the market's relatively low penetration. A few large players, most notably Ceylinco Life, SLICLL, and Softlogic Life command significant market share while mid-tier insurers compete aggressively for growth.

Market leadership is driven by brand trust, scale, and claims credibility. Although traditional endowment and whole-life products still dominate, increasing protection awareness is gradually shifting demand toward more flexible and risk-focused solutions further intensifying competition in an already dynamic market. To stay competitive, insurers are deploying a combination of distribution expansion, product innovation, and digital enablement. Strengthening agency forces, expanding bancassurance and corporate partnerships, and improving digital customer journeys are common strategic priorities. Success increasingly depends on balancing cost efficiency with customer-centricity while unlocking growth from Sri Lanka's largely untapped potential.

SLICLL

#3

GWP Market Rank 2025

+24%

GWP Growth 2025

+42%

FYP Growth 2025

+61%

New Business Growth (9M 2025)

SLICLL is the No. 3 player by GWP share in 2025 and ranked No. 5 in First Year Premium (FYP) new business premium. For the nine months ending 30 September 2025, the Company achieved GWP of Rs. 23.6 Bn., a 32% year-on-year increase with new business premiums of Rs. 5.4 Bn. reflecting 61%. The Company disbursed Rs. 13.2 Bn. in gross claims and maturity settlements during the nine-month period, averaging Rs. 1.5 Bn. monthly demonstrating strong operational capacity and unwavering policyholder commitment. For the full year 2025, SLICLL recorded a historic 24% GWP growth and 42% FYP growth, significantly outperforming the industry.

SLICLL has continued its growth momentum with the performance-driven mindset that was the strategic turning point in 2023, strengthened the organisation through 2024, and carried forward powerfully into 2025. Concentrated focus on new business, ground-level activity enhancement, and customer convenience enabled the company to achieve remarkable growth amidst numerous internal changes and challenging economic, environmental, and social conditions. The segregation of Life and General business operations into two separate legal entities from February 2024 was a landmark milestone, one that brought significant structural challenges that the SLICLL team overcame decisively, capitalising on the new strategic opportunities it created. The company also maintained Rs. 115 Bn. in government securities through the nine-month period and declared Rs. 12.5 Bn. in annual bonuses for 2024, the highest in the Sri Lankan life insurance industry.

SLICLL has secured a Life Fund of Rs. 246,997 Mn. and an asset base of Rs. 275,187 Mn. as at end-2025, establishing the company as one of the largest and strongest life insurers in Sri Lanka. The company recorded a Profit After Tax (attributable to shareholders) of Rs. 2,316 Mn. for 2025, reflecting the quality of its earnings and the effectiveness of its capital management.

Strategic Vision for 2026

Looking ahead, SLICLL has an ambitious strategic objective of driving sustainable growth through a multi-channel, digital-first approach that puts customers and people at the centre and delivers operational excellence. Business growth, strengthening sales channels and island-wide presence, and creating a people-centric workplace are the three pillars of SLICLL’s 2026 strategic vision.

OPERATIONAL EFFICIENCY

During 2025, SLICLL implemented a comprehensive suite of best practices designed to improve operational efficiency and strengthen customer service delivery across the organisation:

Digital Capability Enhancement

Expanded online service platforms enabling faster policy servicing, premium processing, and claims handling improving turnaround times and policyholder accessibility across all digital touchpoints.

Process Re-Engineering

Streamlined workflows to reduce manual intervention and improve operational turnaround times, supported by systematic process reviews, performance monitoring dashboards, and root-cause analysis.

Claims Management Framework

Enhanced claims verification procedures, improved coordination with service providers, and adopted technology-driven monitoring mechanisms – ensuring accuracy, consistency, and prompt settlement across all claim types.

Talent Development and Capability Building

Continuous staff training and capability development programmes implemented across all levels improving technical knowledge, customer engagement skills, service quality, and alignment with organisational values.

Data-Driven Decision Making

Improved internal controls and performance monitoring through data-driven decision frameworks and regular process reviews enabling proactive identification of inefficiencies and faster course correction.

Multi-Channel Customer Engagement

Strengthened digital and branch-based service delivery to enhance accessibility and convenience for policyholders contributing to Net Promoter Score (NPS) of 62 and Customer Satisfaction Score (CSAT) of 8.7, the highest levels achieved by the company.

STAKEHOLDER RELATIONSHIPS

SLICLL recognises that effective stakeholder engagement is fundamental to achieving sustainable growth, sound governance, and long-term value creation. Stakeholders influence the Company's strategic direction, operational performance, risk management, and reputation. SLICLL is committed to maintaining transparent, ethical, and mutually beneficial relationships with all stakeholder groups through structured, purposeful, and continuous engagement.

Stakeholder	Role	Key Expectations	Engagement Mechanisms
Shareholders	<ul style="list-style-type: none"> • Provide capital base • Corporate governance oversight • Appoint the Board • Set strategic direction 	<ul style="list-style-type: none"> • Sustainable profitability • Prudent risk management • Regulatory compliance • Transparent reporting • Shareholder value protection 	<ul style="list-style-type: none"> • Annual General Meetings • Board-level governance • Financial statements • Dividend declarations • Strategic updates
Policyholders	<ul style="list-style-type: none"> • Central to value creation • Enable operations through premiums • Long-term relationship holders 	<ul style="list-style-type: none"> • Reliable products • Fair pricing • Prompt claims settlement • Clear communication • Strong solvency • Ethical conduct 	<ul style="list-style-type: none"> • Mobile app and digital platform • 24/7 call centre • 142 branches + 76 Agency Business Development Committees (ABDCs) • NPS/CSAT monitoring • Claims tracking
Regulators and Government	<ul style="list-style-type: none"> • Ensure stability, integrity, and governance • Set legal/regulatory framework • SOE oversight authority 	<ul style="list-style-type: none"> • Timely submissions • Transparent disclosures • Full Risk-Based Capital (RBC) compliance AML/CFT adherence • Governance standards 	<ul style="list-style-type: none"> • IRCSL regulatory reporting • FIU submissions • Ministry of Finance SOE guidelines • Treasury Circular compliance
Employees	<ul style="list-style-type: none"> • Key asset • Deliver operational excellence, customer satisfaction, and strategic execution 	<ul style="list-style-type: none"> • Positive inclusive workplace • Professional development • Fair remuneration • Ethical conduct • Wellbeing 	<ul style="list-style-type: none"> • Employee engagement programmes • 72 training programmes 6,411 training hours • Performance management
Business Partners	<ul style="list-style-type: none"> • Market outreach • Risk management • Product development and operational efficiency support 	<ul style="list-style-type: none"> • Transparency • Fair commission • Timely payments • Product support • Reinsurance arrangements • Professional recognition 	<ul style="list-style-type: none"> • Agent conventions • Million Dollar Round Table (MDRT) recognition (353 members) • Broker meetings • Bancassurance governance • Reinsurer reviews
Suppliers and Service Providers	<ul style="list-style-type: none"> • Support day-to-day operations • Technology, infrastructure, consultancy and essential services 	<ul style="list-style-type: none"> • Fair procurement • Ethical standards • Clear contractual obligations • Timely payments • Collaborative relationship 	<ul style="list-style-type: none"> • Procurement processes • Contract management • Supplier performance reviews • Quality assurance

Stakeholder	Role	Key Expectations	Engagement Mechanisms
Community and Environment	<ul style="list-style-type: none"> Communities in which SLICLL operates Broader natural environment 	<ul style="list-style-type: none"> Meaningful CSR contribution Ethical business practices Environmentally responsible operations 	<ul style="list-style-type: none"> Suba Pathum scholarships Pasal Piriyaatha Surakimu Rs. 3.51 Mn. donations CSR award ISO 14064-1 certification
Industry Associations	<ul style="list-style-type: none"> Best practices development Regulatory dialogue Industry-wide collaboration Professional standards 	<ul style="list-style-type: none"> Active participation Policy contribution Professional standards alignment Sector development 	<ul style="list-style-type: none"> Insurance Association of Sri Lanka (IASL) membership Industry forums IRCSL working groups Bar Association of Sri Lanka (BASL) Rekawarana partnership ICASL partnership

POLICY AND REGULATORY FRAMEWORK

SLICLL, as a wholly government-owned life insurance company, operates within a well-defined policy, legal, and regulatory framework established by the relevant Ministries and statutory authorities designed to ensure financial stability, policyholder protection, transparency, accountability, and sound corporate governance across both state-owned enterprises and regulated financial institutions.

<p>Ministry of Finance – Policy Direction and SOE Oversight</p> <p>Provides overall policy direction and strategic oversight in line with national economic policies, public financial management principles, and SOE governance requirements. SLICLL complies with SOE Guidelines, Treasury Circulars, and directives issued from time to time emphasising accountability, performance monitoring, ethical conduct, and prudent management of public resources.</p>	<p>Insurance Regulatory Commission of Sri Lanka (IRCSL) – Primary Regulator</p> <p>The primary regulator of the insurance industry, responsible for supervising and regulating all licensed insurance companies. IRCSL issues regulations, directions, and guidelines on solvency, investments, governance, risk management, principal officer appointments, and reporting. SLICLL ensures continuous full compliance with all IRCSL directives to safeguard policyholder interests and maintain financial soundness.</p>
<p>Financial Intelligence Unit (FIU) – AML/CFT Oversight</p> <p>Operating under the Central Bank of Sri Lanka, the FIU provides regulatory oversight on Anti-Money Laundering and Counter-Financing of Terrorism (AML/CFT) matters. SLICLL maintains Board-approved AML/CFT policies, conducts customer due diligence, monitors transactions, and submits statutory reports to the FIU supporting national efforts to prevent financial crimes and protect the integrity of the financial system.</p>	<p>Other Ministries, Departments and Statutory Bodies</p> <p>Subject to oversight from relevant bodies on corporate governance, public sector accountability, procurement, taxation, labour law, data protection, and anti-corruption obligations. These regulatory layers collectively provide a comprehensive governance framework that aligns SLICLL’s operations with national priorities and best practices in the insurance sector.</p>

ECONOMIC AND POLITICAL ENVIRONMENTAL IMPACT

The economic and political environment in 2025 was characterised by a powerful set of converging tailwinds, declining interest rates, low inflation, rising disposable incomes, improving investor confidence, political stability, and a landmark sovereign credit rating recovery that collectively created the most favourable conditions Sri Lanka's life insurance sector has experienced since the pre-crisis period. Each of these factors contributed materially to premium growth, investment returns, and the rising demand for life insurance products.

IMPACT ON LIFE INSURANCE

	Industry Impact	SLICLL Response
Declining Interest Rates	The CBSL's sustained monetary easing including a 25 bps Overnight Policy Rate (OPR) cut to 7.75% in May 2025 compressed yields on fixed-income instruments, increasing reinvestment risk and pressuring investment income. Insurers were required to reassess asset allocation strategies and manage margins more carefully.	SLICLL strategically reallocated toward debentures (+26.8% income growth) and maintained Rs. 123 Bn. in government securities. Investment income held at Rs. 28,791 Mn. (+5% YoY) despite the rate decline.
Equity Market Strength	Low interest rates redirected investor preferences toward equities. Increased liquidity and reduced borrowing costs stimulated equity market participation, driving indices to record highs with the ASPI gaining approximately 30%. This wealth creation effect strengthened consumer confidence.	SLICLL Fair Value Through Profit or Loss (FVTPL) and Available for Sale (AFS) equity allocations benefited from market appreciation. Improved policyholder wealth and confidence supported premium renewal rates and new business acquisition activity.
Low/Negative Inflation	Inflation remained negative for most of 2025, preserving purchasing power and increasing real disposable income. Household budgets faced reduced pressure from rising prices, increasing the attractiveness and affordability of long-term life insurance products.	Improved premium affordability contributed to the 24% GWP growth and 42% FYP growth recorded by SLICLL. Policy persistency improved as households maintained premium payments under easier budgets.
Tax Threshold Relaxation	The Inland Revenue (Amendment) Act No. 2 of 2025, effective from 1 April 2025, increased the tax-free threshold for personal income tax to LKR 1.8 Mn. per annum (Rs. 150,000/month). This raised net take-home income for salaried employees across the income spectrum.	Higher disposable income among the middle-income segment, SLICLL's primary customer base, directly supported new business premium growth of Rs. 7,565 Mn. (42%). Tax-efficient insurance products gained additional appeal as planning vehicles.
Political Stability	The political environment remained stable, with a clear government mandate providing a predictable policy framework. This encouraged both domestic and foreign investment, supported regulatory reform continuity, and created a favourable backdrop for long-term financial planning.	SLICLL's strategic transformation initiatives including the post-segregation restructuring, digital capability expansion, and network growth progressed without political disruption and with continued GoSL governance support as majority shareholder.
Sovereign Credit Rating Upgrade	Fitch upgraded Sri Lanka's rating to 'CCC+' and Moody's to 'Caa1', formally ending the country's debt default period. These upgrades reduced perceived country risk, facilitated capital inflows, strengthened investor confidence, and supported broader economic expansion.	SLICLL's Rs. 268 Bn. investment portfolio heavily weighted toward government securities benefited from improved GoSL debt sustainability. The upgrades also enhanced brand credibility and policyholder confidence in SLICLL's financial strength.
IMF Programme Support	Continuous IMF Extended Fund Facility (EFF) support reinforced fiscal discipline, restored investor confidence, and maintained access to external funding. The receipt of the fifth IMF tranche during 2025 supported reserves accumulation and macro stability.	SLICLL's large government securities exposure directly benefited from improved GoSL fiscal position and bond market stability. IMF-backed macro stability also contributed to the demand environment that drove premium growth.

	Industry Impact	SLICLL Response
Stable/Declining Oil Prices	Despite rising geopolitical tensions and US trade tariffs, crude oil prices remained stable and declined through parts of 2025 helping contain domestic inflation, reduce import and transportation costs, ease balance of payments pressure, and support the cost competitiveness of businesses.	Stable operating costs across SLICLL's 219 outlets (142 branches + 76 ABDCs) and controlled inflation created a more predictable cost environment. Consumer affordability of insurance premiums was reinforced across all income segments.
GDP Growth and Rising Incomes	GDP growth of approximately 5.0% over 9 months of 2025 improved employment levels, income streams, and overall economic security awareness. As economic conditions stabilised, long-term financial planning gained prominence and demand for life insurance products rose accordingly.	Record new business premium of Rs. 7,565 Mn. (+42%) and Group Life premium of Rs. 5,584 Mn. (+39%) reflect the direct impact of improving economic conditions on SLICLL's commercial performance. Rising employer confidence also drove Group Life expansion.

A HISTORIC CONFLUENCE OF TAILWINDS

The combination of Sri Lanka's accelerating GDP recovery, fiscal consolidation, low inflation, monetary easing, equity market strength, historic sovereign rating upgrades, tax reforms, and political stability collectively created the most supportive macroeconomic environment Sri Lanka's life insurance sector has experienced since the pre-crisis period. These conditions improved household incomes, raised financial literacy, expanded middle-class aspirations, and generated powerful structural demand for life insurance.

These macroeconomic tailwinds enabled a more predictable and resilient operating environment allowing businesses to operate with greater cost certainty and improved profitability, while individuals benefited from stronger real incomes and enhanced purchasing power. Improved earnings across both corporates and households supported higher savings and long-term financial planning activity. The stable economic backdrop enhanced consumer confidence and financial awareness, encouraging households to prioritise protection and long-term wealth planning translating directly into higher demand for life insurance as a vehicle for financial security, savings, and wealth transfer.

For SLICLL these conditions translated into record performance. 24% GWP growth, 42% FYP premium growth for the year 2025. The Company's scale advantage, state-backed credibility, disciplined financial management, and deepening distribution and digital capabilities positioned it to capitalise on the favourable environment more effectively than the majority of its peers.

However, the global outlook has shifted materially as this report is finalised. The escalating conflict involving the United States, Israel, and Iran has introduced significant uncertainty into international energy markets, global trade flows, and risk sentiment. For a small, open, and import-dependent economy such as Sri Lanka, which remains in a critical phase of IMF-supported recovery, prolonged regional conflict and elevated oil prices pose tangible risks to the inflation trajectory, the exchange rate, and the pace of fiscal consolidation achieved to date. The potential for renewed pressure on household purchasing power and consumer confidence warrants careful monitoring.

Despite increased volatility across financial markets, rising interest rate pressures, and setbacks in key export sectors, SLICLL moves into 2026 with strong institutional footing. The Company's scale, capital strength, and well-diversified portfolio continue to provide stability amid short-term uncertainty. While the operating climate may be less favourable than the exceptional conditions seen in 2025, the fundamental drivers of life insurance demand in Sri Lanka – expanding middle-income segments, increasing financial literacy, and low market penetration – remain firmly in place. This positions the Company to respond to emerging pressures with discipline while maintaining a steady growth trajectory as the environment adjusts.



PERFORMANCE OVERVIEW

KEY PERFORMANCE INDICATORS

This section presents a comprehensive review of SLICLL's performance for the financial year ended 31 December 2025. It covers the Company's strategic objectives, key operational performance targets and how they align with national development priorities, followed by financial and operational KPI analysis, industry benchmarks, value created and distributed, public service obligations, and an assessment of the year's achievements, declines and mitigation actions.

FINANCIAL KPIS

Rs. 60,839 Mn. Total Revenue	Rs. 4,294 Mn. Profit Before Tax
Rs. 32,606 Mn. Gross Written Premium	Rs. 2,316 Mn. Profit After Tax
Rs. 31,301 Mn. Net Earned Premium	Rs. 246,997 Mn. Life Insurance Fund
Rs. 28,791 Mn. Investment Income	523% Capital Adequacy Ratio

OPERATIONAL KPIS - SERVICE DELIVERY METRICS

219 Total Service Outlets	NPS 62 Net Promoter Score
142 Full-Service Branches	8.7 Customer Satisfaction Score
76 Agency Dev. Centres	14.4% Life Insurance Market Share
25 Districts Covered	24x7 Call Centre

KEY PERFORMANCE INDICATORS

Rs. 12.5 Bn.

Largest Industry Bonus Declaration (2024)

351

MDRT Members 2025

8th Consecutive Year

Most Loved Life Insurance Brand

DEVELOPMENTAL KPIS - HUMAN CAPITAL AND SOCIAL IMPACT

918

Total Workforce

6,411 hrs

Training Hours Delivered

52.8%

Female Representation

Rs. 12.5 Mn.

Training Investment

91.7%

Staff Retention Rate

72

Training Programmes

107

New Recruits 2025

70%

Under-35 New Recruits

2,200+

Scholarships Awarded (Cumulative)

225

Scholarships 2025

100

Schools Supported 2025

MANAGEMENT DISCUSSION AND ANALYSIS

Business results and achievements in the financial year ended 31 December 2025 reflect management and Board performance benchmarked against industry norms and key government policy priorities for the state-owned enterprise sector.

Metric	2025 Rs Mn.	2024 Rs Mn.	2023 Rs Mn.	Change 25 vs 24
Total Revenue	60,839	53,238	43,327	+14.3%
Gross Written Premium	32,606	26,359	21,080	+23.7%
Net Earned Premium	31,301	25,331	20,406	+23.6%
Investment and Other Income	29,538	27,907	22,921	+5.8%
Net Claims & Benefits	16,208	12,994	11,760	+24.7%
Acquisition Cost	4,739	3,586	2,746	+32.2%
Operating Expenses	6,520	5,891	5,224	+10.7%
Profit Before Tax	4,294	4,358	5,306	-1.5%
Profit After Tax	2,316	2,595	3,444	-10.7%
Total Assets	275,187	238,625	220,508	+15.3%
Life Insurance Fund	246,997	213,228	180,870	+15.8%
Total Investments	267,943	230,577	211,291	+16.2%
Total Equity	16,953	15,272	30,738	+11.0%

Sri Lanka Insurance Corporation Life Limited operated its life insurance business for 11 months for the year ended 31 December 2024, following its incorporation as a separate legal entity on 1 February 2024. Prior to this, the life insurance business was conducted under Sri Lanka Insurance Corporation Limited, and the January 2024 performance reflects operations under that entity. For comparability, the full-year 2024 financial information, including January, is presented and compared with prior years, which relate to periods when the life insurance business operated under a single legal entity.

Record GWP – Rs. 32,606 Mn. (+23.7% YoY)

SLICLL achieved its highest-ever GWP of Rs. 32,606 Mn., driven by a 42.2% surge in First Year Premium (FYP) to Rs. 7,565 Mn., the highest new business volume in the Company's history, alongside renewal premium growth of 19.1% and Group Life premium growth of 39.2% to Rs. 5,584 Mn. These results confirm the effectiveness of the Company's distribution expansion, product diversification and advisor force development strategies.

Shareholder Profitability – PAT – 10.7%, PBT – 1.5%

Profit before tax declined primarily due to lower investment and other income attributable to shareholders, increased management expenses attributable to shareholders, and higher non-par claims, resulting in a reduced surplus transfer from the non-par category to shareholders. PAT decreased in line with the lower PBT, after accounting for the tax expense for the period.

Sri Lanka's Largest Life Insurance Fund – Rs. 246,997 Mn. (+15.8%)

The Life Insurance Fund reached Rs. 246,997 Mn., the largest in Sri Lanka's insurance industry, representing the most robust indicator of the Company's capacity to honour long-term policyholder obligations. An independent Liability Adequacy Test by Willis Towers Watson confirmed the reserve position is fully sufficient.

Capital Strength – CAR of 523% vs. Industry Average 327% (2025)

SLICLL has maintained its Risk-Based Capital Adequacy Ratio well above the minimum regulatory requirement of 120% for five consecutive years. The 2025 CAR 523% significantly exceeded the industry average of 327%, demonstrating exceptional capital strength.

MANAGEMENT DISCUSSION AND ANALYSIS

BOARD AND MANAGEMENT PERFORMANCE AGAINST STRATEGIC OBJECTIVES

Strategic Objective	Key Action Taken	2025 Outcome	Assessment
Financial Strength	Premium growth, retention improvement, investment management	GWP +23.7% Life Fund +15.8%	Exceeded
Operational Efficiency	Digital transformation, process automation, cost discipline	MER 20.8% (from 23.3%) Ops expenses +10.7% vs GWP +23.7%	On target
Customer Centricity	New products, brand building, digital channels	NPS 62 CSAT 8.7 Most Loved Life Insurance Brand	On target
Compliance and Risk	IRCSL compliance, ISMS, SLFRS 17 preparation	ISO 27001 ISO 9001 CAR 523% SLFRS 17 in progress	On target
Strategic Relationships	Institutional partnerships, advisor development	351 MDRT BASL & ICASL partnerships Group Life +39.2%	On target
Talent, Performance and Culture	Performance culture, succession planning	918 staff 52.8% female 6,411 training hrs Performance based reward system and stable staff retention 91.7%	On target

OUTPUT-TO-OUTCOME FRAMEWORK

Capital	What We Delivered	Impact Created
Financial	Rs. 32,606 Mn. GWP collected Rs. 16,208 Mn. claims and benefits paid Rs. 12.5 Bn. bonus declared Life Fund Rs. 246,997 Mn. Rs. 123,060 Mn. in government instruments	Financial security across thousands of households Sri Lanka's largest policyholder protection pool Long-term national development capital provided Sustained policyholder returns
Manufactured	219 outlets in all 25 districts 17 new ABCDs Mobile app 24/7 call centre Online purchase platform ISO 9001 & ISO 27001	Universal insurance access NPS 62 CSAT 8.7 8th consecutive Most Life Insurance Brand Data security assured
Intellectual	ISO 9001:2015 QMS ISO 27001:2022 ISMS 8th Most Loved Brand SLFRS 17 GAP analysis and vendor onboarding AI/ML analytics	Industry-leading quality standards Brand attracting and retaining policyholders Digital capability securing long-term advantage Regulatory readiness for SLFRS 17
Human	107 new hires (70% under 35) 172 training programmes 6,411 hrs LIMRA qualification 6 induction programmes Rs. 12.5 Mn. investment	Gender-inclusive workforce (52.8% female) 91.7% retention preserving institutional knowledge Leadership pipeline Youth employment in insurance
Social	225 Suba Pathum scholarships 100 schools supported World Children's Day free cover 1,000+ cyclone-affected families 18-district flood response	2,200+ children of policyholders educated since 2014 3,365 schools improved since 2007 Community resilience supported Brand trust deepened
Natural	Electricity -3.1% Water -6.3% Paper recycling +122.9% 4th ISO 14064 Carbon Footprint Certification	Reduced GHG footprint 4th year of independently verified environmental reporting Continued carbon neutrality progress

SOCIAL AND COMMUNITY IMPACT ANALYSIS

SLICLL's brand promise, 'Like a Father, Like a Mother', encapsulates its empathetic, people-first approach that extends beyond customers to the broader community. In 2025, the Company continued its sustained investment in national social development through four flagship programmes:

CSR Programme	2025 Activities & Impact	Cumulative Impact
Suba Pathum Scholarship Scheme	225 students rewarded from Grade 5 (75), O/L (75) and A/L (75) examinations Scholarships of Rs. 20,000 (5 yrs), Rs. 40,000 (2 yrs), Rs. 50,000 (3 yrs) awarded to children of life policyholders	Over 2,200 scholarships awarded since 2014 Total value over Rs. 240 Mn.
Pasal Piriyaatha Surakimu	100 schools supported island-wide (May 2025) Activities: classroom refurbishment, drinking water, colour washing, furniture restoration, book donations Schools selected per Ministry of Education categorisation	3,365 schools benefited since 2007 All provinces and districts of Sri Lanka reached
Free Insurance on World Children's Day	Rs. 1 Mn. free life cover to parents of every child born on 1 October 2025 at all hospitals island-wide 4th consecutive year	Family financial protection at the moment of childbirth Launched 2022 to protect the future of Sri Lanka's children
Cyclone Ditwah and Flood Relief	1,000 families supported with dry rations via NDRSC (30 November and 2 December 2025) 18-district flood rehabilitation 50 volunteers per region restored schools, temples, businesses, households	Communities supported across Sri Lanka Schools restored; livelihoods and places of worship rehabilitated

Award - Excellence in CSR, Sri Lanka Leadership Awards 2025

Sri Lanka Insurance Corporation Life was honoured with the 'Excellence in CSR' award for 'Support and Improvement in Quality of Education' at the Sri Lanka Leadership Awards 2025, organised by CMO Asia, recognising the Company's sustained contribution to national development through child education initiatives.

HUMAN CAPITAL ANALYSIS

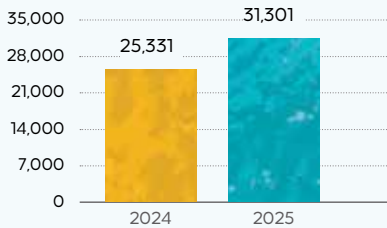
HR Metric	2025	2024	Change
Total Workforce	918	908 (est.)	+ 1.1%
Female Representation	52.8% (485)	52.3% (est.)	Majority sustained
Staff Retention Rate	91.7%	93.4%	Stable
New Recruitments	107	129	-
Turnover Rate	8.3%	6.6%	Healthy; retirement-led
Training Programmes	72	69	-
Total Training Hours	6,411	-	-
Avg. Training Hours / Employee	6.98	-	-
Training Investment	Rs. 12.5 Mn.	Rs. 33.4 Mn.	-

STATEMENT OF ECONOMIC VALUE ADDITION

The total value created by SLICLL's insurance operations has continually increased, reaching its highest level in FY 2025. This statement presents the total value created and how it was distributed among key stakeholders, taking into account amounts reinvested in asset replacement and operational development.

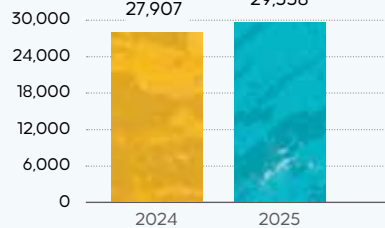
Net Earned Premium

(Rs. Mn.)



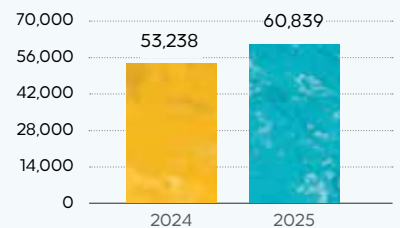
Investment and other income

(Rs. Mn.)



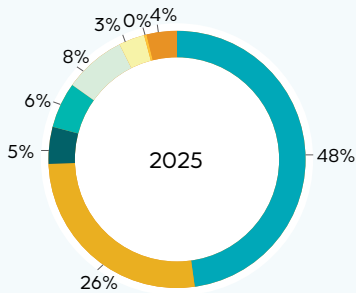
Total value added

(Rs. Mn.)



The total value created by the Life Insurance Business has continually increased and achieved to highest in FY2025. This statement shows the total value created and how it was distributed, taking into accounts reinvested in for the replacement of assets and development of operations.

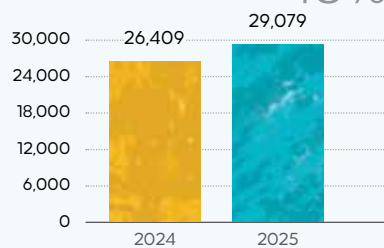
Net Earned Premium Rs. 31,301 Mn.	+	Investment and Other Income Rs. 29,538 Mn.	=	Value Added Rs. 60,839 Mn.
---	---	--	---	--------------------------------------



- Increase in Life Insurance Fund
- Salaries and Other Benefit
- Net Claims and Benefit to Policyholders
- Acquisition Cost
- Other Expenditure
- Income Tax
- Retained as Depreciation
- Retained as Reserves

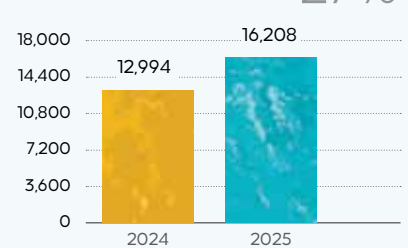
Increase in Life Insurance Fund

(Rs. Mn.)



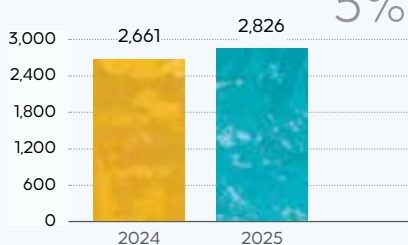
Net Claims and Benefit to Policyholders

(Rs. Mn.)



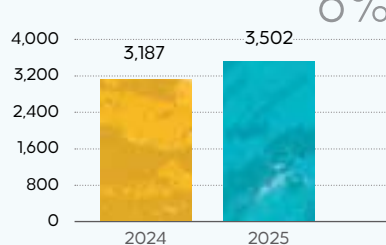
Other Expenditure

(Rs. Mn.)



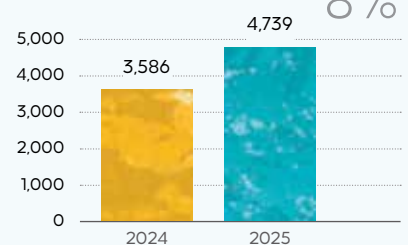
Remuneration to Employees

(Rs. Mn.)



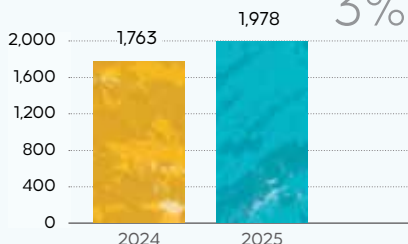
Acquisition Cost

(Rs. Mn.)



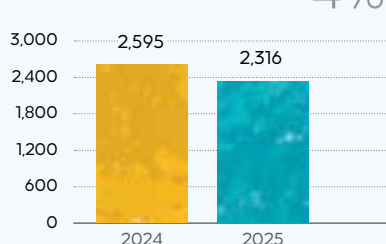
Income Tax

(Rs. Mn.)



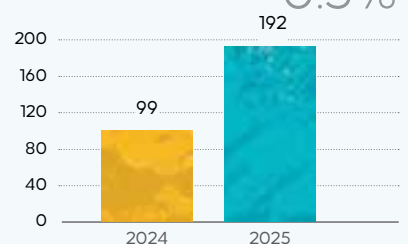
Retained as Reserves

(Rs. Mn.)



Retained as Depreciation

(Rs. Mn.)



PUBLIC SERVICE OBLIGATIONS

As a state-owned enterprise, SLICLL fulfils specific public service obligations to the Government of Sri Lanka and the national economy. These span tax contributions, dividend payments, and strategic investment in national development instruments that fund infrastructure, social services and economic development.

Rs. 1,395 Mn.

Tax Payment 2025

Rs. 675 Mn.

Dividend paid and proposed 2025

Rs. 123,040 Mn.

Investment in National Instruments

57%

Govt. Securities as % of HTM Portfolio

Public Obligation	2025 Rs. Mn.	2024 Rs. Mn.	2023 Rs. Mn.
Income Tax Payment to Government	1,395	1,804	1,547
Dividend paid and proposed	675	250	–
Investment in Government Securities & National Instruments	123,040	105,964	80,593
Total Government Contribution	125,110	108,018	82,140

SLICLL's investment portfolio plays a significant role in funding national development. Of the total Rs. 267,943 Mn. investment portfolio, Rs. 123,040 Mn. is held in government securities. Treasury Bonds comprise 57% of the Held-to-Maturity (HTM) portfolio, providing stable long-term capital to the Government while generating consistent income for policyholders.

Beyond direct financial contributions, SLICLL creates public value through: direct employment of 918 staff across 16 regions; universal insurance access in all 25 districts including underserved rural communities; education investment through the Suba Pathum scholarship scheme; and disaster relief and community rehabilitation programmes.



An aerial photograph of a coastline, showing a mix of green land and blue water. A large, thick yellow number '6' is superimposed over the center of the image. The text 'SERVICE DELIVERY RESULTS' is written in white, uppercase letters across the middle of the number '6'.

SERVICE DELIVERY RESULTS

SERVICE PORTFOLIO

SLICLL's service delivery model is built on a fundamental principle: every Sri Lankan, regardless of geography, income, or digital literacy, should have equal and convenient access to world-class life insurance services. In 2025, the Company advanced this vision through a powerful combination of network expansion, digital transformation, process re-engineering, and a structured innovation agenda delivering measurable improvements in speed, accessibility, efficiency, and customer satisfaction.

These services are delivered through a hybrid model combining branch-based service delivery, centralised operational units, and digital channels ensuring accessibility, consistency, and quality at every customer touchpoint.

SERVICES PROVIDED

Life Underwriting and Policy Issuance

Assessment of life insurance proposals, medical and financial underwriting, policy approval, issuance, and documentation supported by standardised underwriting guidelines and robust risk controls ensuring consistent, fair, and compliant policy initiation.

Policy Servicing

Comprehensive ongoing servicing of in-force life policies including policy revivals, endorsements, nominee changes, address updates, premium mode alterations, surrender processing, policy loans, and benefit illustrations ensuring policies remain current and aligned with policyholder needs.

Life Claims Management

End-to-end processing of death claims, maturity benefits, survival benefits, accidental and rider claims designed to ensure fairness, accuracy, and timely settlement.

Premium Collection and Reconciliation

Facilitation of premium payments through branches, digital channels, banks, mobile platforms, and third-party payment partners including comprehensive reconciliation and policy allocation, supporting seamless, multi-channel premium accessibility across the country.

Group Business Policy Management

Administration and oversight of group life insurance policies covering multiple individuals under a single policy structure. Tailored to serve corporate, institutional, and government employer segments.

Customer Support and Grievance Handling

Responding to policyholder inquiries, complaints, and appeals through branches, 24/7 call handling units, and centralised customer support mechanisms ensuring timely, transparent, and empathetic resolution of all customer concerns.

SERVICE PORTFOLIO

New Services Introduced

During 2025, SLICLL introduced and enhanced several service features to improve operational responsiveness and customer convenience. These initiatives focused on process simplification, automation, and improved transparency each contributing directly to better service outcomes for policyholders:

Enhanced Cashless Hospitalisation Coordination

Strengthened cashless hospitalisation coordination processes for health and rider claim types improving coordination with healthcare service providers, reducing documentation burden on policyholders at the point of hospitalisation, and ensuring faster claim authorisation.

Automation and Real-Time Updates

Introduction of automated notifications and real-time status updates for key customer transactions including premium receipts, policy servicing requests, and claims milestones providing policyholders with proactive, transparent communication at every stage of their service journey.

Streamlined Underwriting and Claims Workflows

Streamlined underwriting and claims workflows supported by system-driven validations reducing manual intervention, improving turnaround consistency, and enhancing accuracy and compliance controls across both new business processing and claims settlement functions.

EFFICIENCY

SLICLL recorded measurable improvements in processing turnaround times across key service areas in 2025, compared to the previous year. These improvements were supported by process re-engineering initiatives, targeted automation efforts, and improved workload allocation practices, contributing to enhanced operational efficiency and capacity.

These initiatives were significantly supported the increase in business volume in the year 2025.

In 2026, the focus will be on further strengthening these efficiency gains in alignment with the organisation's Transformation Strategy, by expanding automation initiatives, refining process optimisation efforts, and embedding continuous improvement practices across business units to ensure sustainability and scalability.

Key Indicators - 2025 Performance

Significant improvement in Operational efficiency

(Across 11 deployed RPA solutions introduced during 2025)

5,000+

man-hours saved through RPA initiatives

(Annualised impact based on RPA deployments)

Annualised cost benefits from RPA

(Measurable financial impact realised in 2025)

Cost-per-Service Efficiency Improvements

Cost efficiencies were achieved in 2025 through increased digitisation, centralised processing, and optimised resource utilisation. The gradual but deliberate shift from manual, paper-based processes to digital workflows delivered a cascade of interconnected efficiency improvements across the organisation:

Lower Per-Transaction Handling Costs



Digitisation of high-volume transactional processes including premium collection, policy servicing requests, and claims status updates significantly reduced the per-transaction cost of service delivery. Centralised processing units handled greater volumes without requiring proportional headcount expansion, demonstrating the scalability of the digitally-enhanced operating model.

Reduced Rework and Error-Related Expenses



System-driven validations introduced across underwriting and claims workflows materially reduced data entry errors, rework cycles, and exception-handling costs. Automated checks at submission stage rather than post-processing eliminated downstream correction costs and improved first-time-right rates across key operational functions.

Improved Staff Productivity



RPA deployments across Finance and Bancassurance functions saved over 5,000 man-hours annually freeing skilled staff from repetitive, rule-based tasks and enabling teams to redirect effort toward higher-value advisory, analysis, and customer engagement activities. This represents a qualitative as well as quantitative efficiency gain for the organisation.

ACCESSIBILITY

219

Total Service Outlets (2025)

142

Branches Island-Wide

76

Agency Business Development Centres

17

New Agency Business Development Centres Opened in 2025

As Sri Lanka's national life insurer, SLICLL places strong emphasis on equitable access to life insurance services across both urban and rural regions of the island. The Company's extensive physical network combined with a rapidly maturing digital service infrastructure ensures that every Sri Lankan has meaningful access to the full range of SLICLL's services.

By the end of 2025, the Company operated a network of 142 branches and 76 Agency Business Development Centres (ABDCs), spanning all 9 provinces and 25 districts of Sri Lanka - a total of 219 physical touchpoints. During 2025, SLICLL expanded its distribution footprint with the establishment of 17 new ABDCs, including Wadduwa, Ahungalla, Thelijjawila, Katana, Thampalakamam, Kathiraweli, Sevanapitiya, Girandurukotte, Kopay, Yatiyanthota, Hatharaliyadda, Pasyala, Buttala, Madampe, Nivithigala, Welioya, and Adiambalama deliberately prioritised underserved communities in suburban, semi-urban, and rural areas.

INNOVATION AND TRANSFORMATION

New e-Services Launched and Transformation

In 2025, SLICLL established the Transformation Office with a clear strategic vision to drive business process re-engineering (BPR), enhance operational efficiency, and advance digital modernisation initiatives across the organisation. The Transformation Strategy is anchored on two core pillars: Robotic Process Automation (RPA) and Enterprise Process Automation (EPA), aimed at improving process efficiency, strengthening governance, and enabling scalable operations. To support these initiatives, a Centre of Excellence (CoE) was established to introduce standardised frameworks, best practices, and structured deployment approaches to accelerate and sustain future rollouts.

SERVICE PORTFOLIO

In 2026, the Transformation Strategy will be carried forward by building on this foundation, with a focus on expanding automation capabilities, strengthening governance frameworks, compliance, and operational resilience, and scaling deployment models across business functions while enabling innovation in emerging business and service delivery models.

Robotic Process Automation (RPA)

Within its initial phase of operation, the Transformation Office designed and deployed 11 RPA solutions across service functions, focusing on high-volume, rule-based processes.

These implementations contributed to the reduction of manual, repetitive tasks, enabling teams to focus on higher-value activities, while also supporting improved process consistency and control.

The initiatives primarily targeted processes with higher transaction volumes, where automation delivered measurable efficiency and compliance benefits within a relatively short timeframe.

In 2026, RPA initiatives are expected to be extended to additional functional areas, with a focus on scaling benefits, improving integration with core systems, and enhancing overall process visibility.

Digital workflow Solutions

Under the Enterprise Workflow Automation pillar, the Transformation Office designed and implemented digital process automation solutions across key functional areas including ICT Division, Marketing, Procurement, Engineering, and Human Resources Domains.

These initiatives were focused on standardising processes, reducing manual effort, and transitioning from paper-based workflows to digitally governed operations. The improvements supported better coordination, stronger governance, and increased operational efficiency across multiple departments.

In 2026, the focus will be on scaling workflow automation across additional functions, strengthening governance controls, and enhancing integration with core enterprise systems to drive broader organisational impact.

Key Outcomes Achieved of Digital workflow Solutions

Significant Reduction in Manual Approvals

Approval processes that previously relied on physical documentation and multi-step manual routing were transitioned to digital workflows. This has helped reduce processing times, minimise delays, and improve cross-functional coordination.

Enhanced Transparency and Traceability

Digital workflows provide structured traceability and improved visibility into approval status, task ownership, and completion timelines. This has contributed to strengthened governance and compliance practices.

Targeted Reduction in Paper Usage

These initiatives targeted significant reduction in paper usage within specific functional areas. The journey of digital improvements will assist for implementation of sustainability goals in future.

Improved Cross-Functional Coordination

Structured workflows reduced dependency on manual handoffs and informal communication channels, leading to fewer handover gaps and improved turnaround times across supporting departments.

ENHANCEMENT OF DIGITAL JOURNEY

Customer Journey

Beyond internal process optimisation, the Transformation Roadmap in 2025 extended to customer-facing digital capabilities, with the objective of improving accessibility, usability, and overall customer experience across digital channels.

These enhancements were aimed at ensuring SLICLL’s digital platforms remain aligned with evolving customer expectations and increasing digital adoption trends.

In 2026, further enhancements are planned to strengthen digital engagement, improve platform integration, and expand self-service capabilities across customer touchpoints.

Key Initiatives in 2025

Revamp Customer Mobile Application

The SLIC Life Customer Mobile Application is redesigning to improve usability, navigation, and feature accessibility. Enhancements were introduced to support a more seamless digital experience, enabling customers to manage policies, make payments, and access key services more efficiently.

Enhanced Customer Portal

The Customer Portal is upgrading to improve user experience and expand self-service capabilities. These enhancements supported more efficient policy management and improved accessibility to SLICLL services through web-based channels.

Digital Signature Expansion

Digital signature capabilities were expanded across selected customer-facing and internal processes. This reduced reliance on physical documentation, supported faster processing times, and contributed to improved compliance and document traceability.

BUILDING A DATA-DRIVEN ORGANISATION

In latter part of the year 2025, SLICLL initiated the strengthening of a Data Science, marking a transition towards more structured, data-driven decision-making across the organisation. As part of this effort, enhancement of management dashboards and the introduction of Business Intelligence (BI) visualisations, enabling improved visibility of operational and performance metrics for senior leadership.

These initiatives laid the foundation for more informed and timely decision-making.

In 2026, the focus will be on further strengthening data capabilities, including:

Expanding advanced analytics

Enhancing real-time data availability

Supporting predictive and insight-driven decision-making

Aligning performance monitoring more closely with strategic objectives

As the Data Science Division continues to evolve through 2026, its scope is expected to progressively expand to include predictive analytics, customer behaviour modelling, and early risk identification capabilities, supporting more proactive and insight-driven decision-making across the organisation.

CUSTOMER SATISFACTION SCORES

Sri Lanka Insurance Corporation Life (SLICLL) conducted a comprehensive Net Promoter Score (NPS) and Customer Satisfaction Score (CSAT) study during the latter part of 2025 as part of its ongoing commitment to strengthening customer excellence and driving continuous, evidence-based improvement. This formal initiative reflects SLICLL’s customer-centric philosophy and its commitment to systematically capturing actionable feedback to refine service delivery, enhance product value, and elevate the overall customer experience.

SERVICE PORTFOLIO

The study incorporated both qualitative and quantitative research methodologies and engaged over 1,500 participants across diverse customer segments and geographic regions. Through structured surveys, in-depth interviews, and analytical evaluation, the research sought to gain a holistic understanding of customer sentiment across all key engagement touchpoints from onboarding and policy servicing to claims handling and ongoing communication. In addition to measuring overall satisfaction and advocacy, the study aimed to identify operational bottlenecks, uncover pain points, and highlight opportunities to elevate service standards.

Strong Customer Advocacy

An NPS of 62 out of 100 represents a strong customer advocacy score placing SLICLL comfortably in the 'excellent' advocacy band. NPS scores above 50 are considered best-in-class across financial services. This score signals that a significant majority of SLICLL's policyholders are active promoters of the brand recommending SLICLL products and services to family members, colleagues, and peers reflecting strong confidence in the Company's product offerings, service processes, and relationship management.

High Satisfaction Across Touchpoints

A Customer Satisfaction Score of 8.7 out of 10 reflects consistently high levels of satisfaction across the full range of customer interactions from policy issuance and premium servicing to claims management and complaint resolution. This score validates the effectiveness of SLICLL'S investments in service quality, staff capability, and process efficiency during 2025 and reinforces the company's positioning as a customer-first insurer in a competitive market.

Actionable Intelligence

Beyond the headline metrics, the study provides deeper insights into customer interactions across multiple touchpoints and segments enabling SLICLL to precisely identify areas where further enhancements can strengthen the customer journey. The findings serve as a strategic foundation for targeted improvement initiatives, helping the organisation align its service strategies with rising customer expectations and emerging market dynamics. SLICLL is committed to listening, learning, and adapting ensuring that customer feedback continues to drive innovation, operational excellence, and long-term value creation.

COMPLAINT RESOLUTION

The Company maintains a comprehensive Complaint Management Framework, approved by the Board of Directors, to ensure the fair, timely, and consistent resolution of customer complaints in compliance with the guidelines issued by the Insurance Regulatory Commission of Sri Lanka (IRC SL), effective from 1 October 2016. Applicable to both existing and former policyholders, the framework facilitates the systematic acknowledgment, investigation, and resolution of complaints within stipulated regulatory timelines, supported by a centralised Complaints Management System.

Complaints are managed by designated departmental coordinators under the supervision of the Complaints Officer, with clear provisions for escalation, appeals, and Alternative Dispute Resolution (ADR) where necessary. The process is further strengthened by the implementation of corrective actions and comprehensive monthly management reporting, ensuring transparency, regulatory adherence, and continuous enhancement of service standards.

A detailed guideline outlining the Company's complaint management process is available on the SLICLL website, together with relevant contact information, ensuring accessibility and clarity for all stakeholders. Senior Management closely monitors complaint trends, pending matters, and resolution efficiency on a monthly basis, reinforcing the Company's commitment to delivering a superior service experience to all policyholders.



STRATEGY AND FOCUS

STRATEGIC REFLECTION FOR CONTINUOUS IMPROVEMENT

Our strategic objectives are regularly reviewed and refined through an annual planning process, allowing us to effectively align internal capabilities with changing market conditions and sustain consistent, long-term growth in the life insurance sector.

Each cycle begins with a structured assessment of material matters. The economic, regulatory, competitive, and social forces most likely to shape the Company's operating context. Strategic initiatives are then identified under six interconnected pillars, each with clearly defined performance

indicators and accountability structures. These pillars are designed to reinforce one another, ensuring that investment in one area generates compounding returns across the organisation.

The Board-approved Corporate Plan cascades KPIs and initiatives to Heads of Departments, who bear accountability for implementation and reporting. Quarterly Strategic Review Subcommittee meetings provide the mechanism for mid-course correction, enabling Management to respond to emerging opportunities and headwinds without losing sight of the long-term strategic direction.

Financial Strength

Achieve higher premium growth through increased market penetration, market development, improved policy retention and enhanced investment income.

Record GWP of +23.7%
Rs. 32,606 Mn.

FYP growth of 42.2% to
Rs. 7,565 Mn.

Life Fund
Rs. 246,997 Mn.
largest in Sri Lanka

RPA and
digital
workflow tools deployed

Operational Efficiency

Enhance operational efficiency primarily through digital transformation and process optimisation across all business functions.

Operating expenses
+10.7% vs
GWP +23.7%

MER improved from
23.3% to
20.8%

ISO 9001 : 2015
QMS certification

Life Loyalty
Rewards
programme expanded

Customer Centricity

Develop new products aimed at enhancing customer experience and build brand equity as Sri Lanka's most trusted life insurer.

NPS 62
| CSAT 8.7
achieved

8th Consecutive Year
Most Loved Life
Insurance Brand

SLIC Life app
and 24/7 call centre

STRATEGIC REFLECTION FOR CONTINUOUS IMPROVEMENT

Compliance and Risk

Maintain full regulatory compliance, strengthen data governance, and ensure operational resilience through robust risk management frameworks.

CAR 523%
(2025) vs. min. 120%

Strategic Relationships

Deepen partnerships with institutional clients, bancassurance channels, intermediaries and regulators to broaden distribution and market reach.

351 MDRT
members (10-year streak)

Talents and Culture

Introduce a performance-based culture, enhance employee relations, build capabilities and establish HR as a strategic business partner.

918 workforce |
52.8% female

**ISO/IEC 27001 :
2022**
SMS certified

**BASL
Rekawarana**
partnership active

72 training
programmes |
6,411 hours

SLFRS 17 milestones
On track for completion within 2026

ICASL
collaboration commenced

LIMRA
international standards launched

**Willis Towers
Watson**
actuarial review

**Digital
payment**
aggregator integration

**Succession
planning**
framework implemented

ALIGNMENT WITH NATIONAL DEVELOPMENT PRIORITIES

SLICLL's corporate strategy reflects the broader national context. As a State-Owned Enterprise, the Company aligns its objectives with the Government's economic priorities. Accordingly, the 2025 national budget has been considered in shaping its strategic direction

Some of the specific measures that were expected to have a positive impact on insurance sector at large and finally to SLICLL include:

Investment in Digital Infrastructure: A focus on digitalisation and modern technology in development projects aligns with the insurance sector's push for digital platforms, potentially enabling insurers to adopt streamlined processes and reduce costs.

Economic Recovery and Growth: The government emphasises fiscal discipline and reforms to stabilise the economy. This macroeconomic stability could positively affect insurance uptake as consumer confidence grows and disposable incomes rise.

STRATEGIC REFLECTION FOR CONTINUOUS IMPROVEMENT

KEY OPERATIONAL PERFORMANCE TARGETS

During 2025, SLICLL focused on achieving key operational performance targets aligned with its strategic objectives of service excellence, operational efficiency and sustainable growth. The following five target areas guided the Company's operational agenda throughout the year:

Performance Target Area	Focus and Approach	2025 Outcome
Policy Persistency and Retention	Customer engagement, timely premium collection processes and strengthened retention initiatives to improve policy persistency ratios.	Renewal premium grew 19.1% to Rs. 17,878 Mn., reflecting improved persistency. Life Loyalty Rewards programme expanded to reinforce ongoing policyholder engagement.
Robust Claim Payments	Prompt, accurate, and transparent claims processing to enhance customer trust and satisfaction; emphasis on reducing settlement timelines.	Net claims and benefits of Rs. 16,208 Mn. paid promptly. Independent actuarial Liability Adequacy Test confirmed reserves sufficient for all future obligations.
Digital Service Adoption	Expanding online customer service platforms and automating core operational processes to improve service accessibility and efficiency.	SLIC Life app, 24/7 call centre, and online purchase platform fully operational. ISO 9001:2015 QMS and ISO 27001 ISMS certifications awarded confirming system quality and security.
Operational Cost Optimisation	Process re-engineering, improved resource utilisation, and automation across business functions to contain cost growth below revenue growth.	Operating expenses grew only 10.7% against GWP growth of 23.7%. MER improved from 23.3% to 20.8%, a 2.5 pp improvement. Combined Payout Ratio improved to 87.7%.
Compliance, Data Governance, and Risk	Strengthening compliance standards, data governance, and risk management frameworks to ensure regulatory adherence and operational resilience.	Full IRCSL compliance is maintained. ISO/IEC 27001:2022 ISMS certified. CAR of 523% (2025) confirmed. Implementation of SLFRS 17 is on track for completion within the FY2026 timeline.

National Budget 2025 Priority	Expected Impact on Insurance Sector	SLICLL Response
Economic Recovery and Fiscal Stabilisation	As macroeconomic stability takes hold and household incomes recover, the propensity to save and protect through life insurance strengthens. SLICLL is positioned to capture this demand through its broad distribution network, expanding product portfolio, and brand recognition as Sri Lanka's most trusted state-backed insurer.	Positioned to capture demand increase through a record distribution network of 219 outlets and new digital channels; GWP grew 23.7% in 2025.
Investment in Digital Infrastructure	The Government's commitment to digital infrastructure development creates an enabling environment for SLICLL's digital transformation agenda. Investment in national broadband, digital payment infrastructure, and e-government platforms reduces the cost and complexity of deploying digital insurance services, particularly in rural and semi-urban markets that were previously difficult to serve efficiently.	ICT strategy deployed: RPA, AI/ML analytics, mobile app, digital payment integrations, API-based core system modernisation underway.

KEY CHALLENGES AND LESSONS LEARNED

Every year presents new tests of an organisation's strategic clarity, operational resilience, and institutional character. For SLICLL, 2025 was a year of navigating meaningful headwinds, macroeconomic, regulatory, and competitive while delivering credible financial results and advancing long-term transformation priorities. The honest assessment of these challenges, and the lessons drawn from how they were managed, forms the foundation of a more capable and adaptive organisation.

FINANCIAL CHALLENGES

The financial services sector in Sri Lanka continued to contend with a complex and shifting macroeconomic environment in 2025. While the country's economic recovery gathered momentum reflecting in GDP growth and easing inflation. The transition created its own set of pressures for a long-term insurer whose liabilities span decades and whose investment returns must remain both adequate and sustainable. The following explain the principal financial challenges that shaped SLICLL's operating environment during the year and the deliberate responses deployed by management.

Interest Rate Risk

Fluctuations in interest rates may impact investment returns and the valuation of insurance liabilities amid economic uncertainty. The Company actively monitors interest rate trends and terms structure manage potential volatility and safeguard financial stability.

Credit Risk of Financial Institutions

Exposure to financial institutions may result in potential investment losses and liquidity constraints in the event of counterparty credit deterioration. To mitigate this risk, the Company conducts internal credit risk assessments through company's Investment Middle Office.

Investment Market Volatility

Market fluctuations can affect investment income and the ability to support policyholder liabilities. The Company mitigates this risk by maintaining a well-diversified investment portfolio aligned with its long-term objectives.

Cost Rationalisation and Budget Management

Rising operational and claims-related costs may exert pressure on profitability. The Company addresses this through stringent budgetary controls, continuous expense monitoring, and initiatives aimed at improving operational efficiency while minimising non-essential costs.

Government Taxes and Regulatory Charges

Increases in taxes and evolving regulatory requirements may impact profitability and compliance costs. The Company adopts effective tax planning strategies, engages with regulators and industry stakeholders.

Economic and Inflationary Pressures

Macroeconomic challenges, including inflation, may reduce customer purchasing power and affect new business growth and policy retention. The Company closely monitors economic trends and responds by offering flexible, customer-centric products to sustain demand.

OTHER OPERATIONAL AND STRATEGIC CHALLENGES

SLICLL continued to operate in a highly dynamic and competitive environment during 2025. The organisation encountered several operational and strategic challenges arising from macroeconomic pressures, evolving regulatory requirements, rapid technological advancement, and changing customer expectations. Despite these challenges, SLICLL remained committed to strengthening operational resilience, enhancing customer value, and maintaining sustainable growth.

Macroeconomic pressures continued to impact customer affordability and policy persistency, requiring enhanced focus on premium collection and customer retention strategies. Increasing competition within the insurance sector further necessitated continuous review of product offerings and pricing strategies to maintain market competitiveness.

KEY CHALLENGES AND LESSONS LEARNED

The evolving regulatory landscape also presented significant operational demands. Strengthening compliance with regulatory requirements, including risk based capital standards, anti-money laundering regulations, and data protection obligations, required increased investment in governance, systems, and staff capability development.

Rapid digital transformation across the financial services industry created both opportunities and challenges. Customers increasingly expect seamless digital services and faster turnaround times. Integrating legacy systems with modern digital platforms, strengthening cybersecurity, and ensuring data accuracy remained key focus areas during the year.

Claims management continued to be a critical priority, with growing claim volumes requiring improved operational efficiency while maintaining robust fraud detection and regulatory compliance standards. Additionally, managing outsourced service providers while maintaining service quality and cost efficiency remained an operational challenge.

The organisation also faced challenges in attracting and retaining skilled talent, particularly in digital, analytical, and technical domains. Strengthening workforce capabilities through training and leadership development remained essential to support long term transformation goals.

Despite these challenges, SLICLL continued to strengthen its operational resilience, enhance customer service standards, and invest in strategic initiatives to support sustainable growth and long term value creation for stakeholders.

KEY AUDIT MATTERS HIGHLIGHTED BY THE AUDITOR GENERAL AND CORRECTIVE MEASURES TAKEN

Other than key Audit matters highlighted in the Auditor General's report, there are no other material audit matters.

LESSONS LEARNT FOR FUTURE IMPROVEMENTS

In light of the COVID-19 pandemic, natural disasters, as well as economic and political challenges, the Company has transitioned to more digital and agile operational models to enhance business efficiency and resilience.



PLANS FOR THE UPCOMING YEARS

This long term plan is based on five strong pillars described below.

Business Growth – SLICLL will pursue accelerated business growth through a well-balanced multi-channel distribution strategy. While the agency channel will continue to remain the primary growth engine due to its significant contribution to overall business volumes, increased emphasis will be placed on expanding and strengthening alternate distribution channels. The Bancassurance channel will be developed through strategic partnerships with both state-owned and private sector banks, enabling access to diversified customer segments and stable premium inflows. In parallel, the Corporate Business channel will be strengthened to drive higher group insurance penetration and enhance recurring income streams, thereby supporting sustainable growth.

Customer First – Delivering a seamless and consistent customer experience will remain a strategic priority in 2026. SLICLL will focus on implementing end-to-end digital customer journeys, providing responsive and supportive service during high-impact moments such as onboarding, claims, and maturity, and ensuring transparent and simplified policy communication. Value-enhancing benefits and service excellence at every stage of the customer lifecycle will be systematically evaluated and enhanced to reinforce customer satisfaction and advocacy.

Operational Excellence – playing a critical role in enhancing organisational efficiency, service quality, and overall profitability, ensuring product profitability, optimising pricing and cost structures, and developing innovative products and solutions aligned with evolving customer needs. In addition, proactive assessment of the impact of the SLFRS 17 accounting standard will be undertaken, enabling timely strategic and operational adjustments to safeguard financial performance and deliver optimal outcomes for the organisation.

People Centricity – the company will focus on fostering a positive, collaborative, and performance-oriented culture that unites all stakeholders behind shared strategic objectives. Structured performance management coupled with fair and transparent recognition and reward mechanisms, will support the attraction, motivation, and retention of high-caliber talent essential to achieving SLICLL's aspiration of industry leadership.

Digital First – Digital transformation will serve as the key enabler across all strategic priorities, supporting both internal operations and customer-facing initiatives. SLICLL will accelerate internal process automation and deploy intuitive digital platforms, including mobile applications and customer portals, to enhance convenience and accessibility. The implementation of automated underwriting systems and end-to-end claims automation will further improve speed, accuracy, and customer satisfaction. Collectively, these digital-first initiatives are designed to meet the evolving needs of internal and external stakeholders and position SLICLL as a future-ready life insurer with a sustainable competitive advantage.



The background is a teal-colored image of a rocky, mountainous landscape. Overlaid on this is a graphic consisting of two overlapping yellow circles. The text 'MANAGEMENT COMMENTARY' is centered within these circles.

MANAGEMENT COMMENTARY

FINANCIAL CAPITAL

Driving consistent growth and delivering long-term value for both policyholders and stakeholders. The Company significantly strengthened its financial position and supported sustainable investment strategies. These efforts safeguarded the Company's vast asset base and culminated in record-breaking revenue and the highest-ever Gross Written Premium (GWP) in the organisation's history. Consequently, the Life Fund was further bolstered, reaching a formidable Rs. 246,997 Mn.



Rs. 60,839 Mn.

Total Revenue

+14% YoY



Rs. 32,606 Mn.

Gross Written Premium

+24% YoY



Rs. 29,538 Mn.

Investment and Other Income

+6% YoY

Rs. 246,997 Mn.

Life Insurance Fund

+16% YoY

Rs. 275,187 Mn.

Total Assets

+15% YoY



Rs. 267,943 Mn.

Financial Investment

+16% YoY



Rs. 16,953 Mn.

Total Equity

+11% YoY

FINANCIAL CAPITAL

MANAGEMENT APPROACH

Financial Capital forms the base of the Company's ability to sustain operations, meet policyholder commitments, and deliver long-term value to stakeholders. It includes equity capital, retained earnings, customer premiums, and investment income generated through a diversified investment portfolio. This approach allows the Company to underwrite new business, settle claims efficiently, support operational requirements, and invest in strategic initiatives that strengthen competitiveness and enhance the customer experience.

The Company follows a prudent and disciplined approach to managing financial capital to ensure its adequacy, stability, and effective use. Financial resources are managed through structured financial planning, budgeting, and performance monitoring processes, supported by strong internal controls and governance practices. Our investment strategy aims to optimise returns while maintaining an appropriate risk profile and ensuring adequate liquidity to meet policyholder obligations and operational needs.

We comply with Sri Lanka Accounting Standards (LKAS), Sri Lanka Financial Reporting Standards (SLFRS), and regulatory requirements issued by the Insurance Regulatory Commission of Sri Lanka (IRCSL). Continuous monitoring of solvency, liquidity, and profitability indicators helps ensure that the Company maintains a strong financial position above regulatory thresholds.

Financial capital also plays an important role in enabling innovation and operational excellence. The Company is strengthening its digital capabilities through the implementation of Application Programming Interfaces (APIs), robotic process automation, and AI-enabled solutions aimed at improving premium collection processes and enhancing claims settlement efficiency. These initiatives are expected to strengthen service delivery, improve operational performance, and generate greater value for customers and stakeholders.

GOVERNANCE FRAMEWORK

The governance of Financial discipline is supported by a comprehensive framework of regulatory requirements, internal policies, and best-practice governance standards. This framework ensures that financial resources are managed responsibly, transparently, and in alignment with stakeholder interests.

The Company operates in compliance with the regulatory and governance requirements of:

- Rules and Regulations of the Insurance Regulatory Commission of Sri Lanka (IRCSL)
- Sri Lanka Accounting and Auditing Standards (LKAS and SLFRS)
- The Companies Act No. 07 of 2007
- State-Owned Enterprise (SOE) Governance Guidelines
- Corporate Governance best practices and internal financial policies

These frameworks provide clear guidance on capital adequacy, solvency management, financial reporting, and risk management. Compliance with these requirements helps protect policyholder interests, promote financial discipline, and strengthen stakeholder confidence.

The Board of Directors, supported by Board Committees and senior management, provides oversight of financial capital management. This includes ensuring effective financial planning, sound investment governance, and strong risk management practices. Regular monitoring of key financial indicators such as solvency ratios, liquidity levels, profitability, and capital adequacy helps maintain financial stability.

The Company also places strong emphasis on transparency, accountability, and ethical financial management. Robust internal controls, independent audits, and structured financial reporting processes help ensure the accuracy, reliability, and integrity of financial information.

Through effective governance, disciplined financial management, and continuous process improvement, the Company aims to optimise the use of financial capital to support business growth, enhance customer experience, and create sustainable value for all stakeholders.

Within the complex and evolving environment in which the insurance industry operates, multiple financial challenges can arise that may affect profitability, solvency, and the long-term sustainability of the Company's performance. Some of these challenges are outlined below:

FINANCIAL CHALLENGES

In the complex and evolving environment insurance industry operates multiple financial challenges which can impact profitability, solvency, and long term sustainability of Company performance which some are outlined below;

Key Financial Challenge	Potential Impact	Mitigation Measures
Interest Rate Risk	<ul style="list-style-type: none"> • Changes in interest rates affecting investment returns • Variations in insurance liability valuations • Economic uncertainty 	<ul style="list-style-type: none"> • Monitor interest rate trends
Credit Risk of Financial Institutions	<ul style="list-style-type: none"> • Possible investment losses • Liquidity constraints if financial institutions face credit 	<ul style="list-style-type: none"> • Diversify investments across institutions • Monitor credit ratings, financial stability, and macro-economic developments
Investment Market Volatility	<ul style="list-style-type: none"> • Fluctuations in investment income • Impact on supporting policyholder liabilities 	<ul style="list-style-type: none"> • Maintain a diversified investment portfolio • Maintaining an Investment Middle office to evaluate Investment risk • Changing portfolio composition based on market trends
Cost Rationalisation and Budget Management	<ul style="list-style-type: none"> • Rising operational and claim costs • Pressure on profitability 	<ul style="list-style-type: none"> • Tight monitoring of budgets and expenses • Reduce non-essential costs and improve efficiency
Government Taxes and Regulatory Charges	<ul style="list-style-type: none"> • Increased taxes and regulatory costs • Higher compliance requirements 	<ul style="list-style-type: none"> • Implement effective tax planning strategies • Separate rental agreements between Life and General businesses to optimise tax efficiency during legal segregation.
Economic and Inflationary Pressures	<ul style="list-style-type: none"> • Reduced customer purchasing power • Potential decline in new business and policy retention 	<ul style="list-style-type: none"> • Monitor economic trends • Offer flexible and customer-focused products
Digital Transformation and Technological Adaptation	<ul style="list-style-type: none"> • Higher IT investment requirements • Operational risks during technology upgrades • Competition from digitally advanced insurers 	<ul style="list-style-type: none"> • Invest in digital platforms and automation • Strengthen data analytics capabilities

FINANCIAL CAPITAL

Sri Lanka Insurance Corporation Life Limited operated its life insurance business for 11 months in 2024, following its incorporation as a separate legal entity on 1 February 2024. The performance for January 2024 reflects operations conducted under the parent company. For comparability purposes, full-year 2024 figures, including January, have been presented.

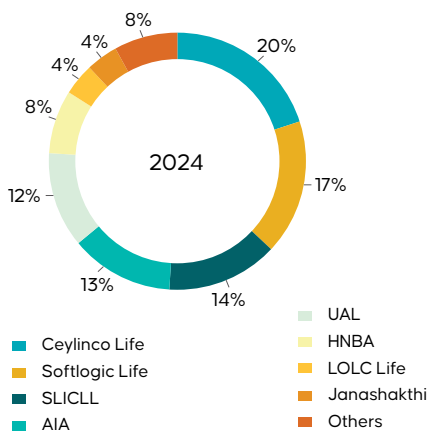
LIFE INSURANCE INDUSTRY ANALYSIS

With 15 companies operating in the Life Insurance market in Sri Lanka, the industry showed a steady growth in 2025, with notable improvements in Gross Written Premium (GWP) and total assets.

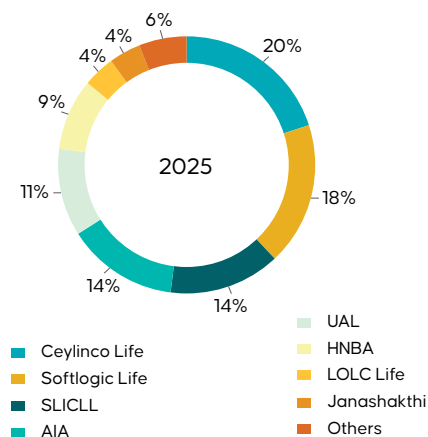
	2025			2024			2023		
	Industry	SLICLL	Contribution %	Industry	SLICLL	Contribution %	Industry	SLICLL	Contribution %
GWP (Rs. Bn.)	227	33	14	184	26	14	153	21	14
GWP Growth Rate (%)	23%	24%		20%	25%		13%	1%	
Benefits Paid (Rs. Bn.)	105	16	15	84	13	15	77	12	15
Benefits Paid Growth (%)	25%	26%		9%	10%		26%	1%	
Investment Income (Rs. Bn.)	102	29	28	101	28	27	97	23	23
Investment Income Growth (%)	1%	5%		5%	22%		56%	88%	
Profits Before Tax (Rs. Bn.)	32	4	13	33	4	13	31	5	17
Profits Growth Rate (%)	-1%	-1%		6%	-18%		31%	20%	
Total Assets (Rs. Bn.)	1,060	275	26	924	239	26	820	221	27
Total Assets Growth Rate (%)	15%	15%		13%	8%		23%	17%	
Capital Adequacy Ratio (%)	327%	523%		338%	565%		358%	425%	
ROA (%)	3%	12%		4%	13%		4%	11%	
ROE (%)	18%	14%		18%	17%		20%	11%	
ROI (%)	11%	11%		13%	12%		14%	11%	

Source: Q4 Industry Highlights (Q4 of 2025 Vs Q4 of 2024 and 2023 by IRC SL)

Life Insurance Industry Performance - Market Share 2024 (%)

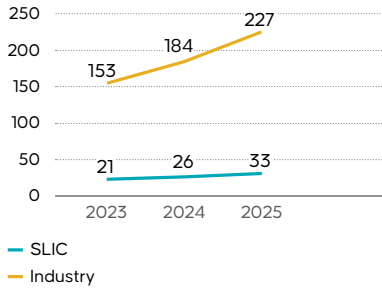


Life Insurance Industry Performance - Market Share 2025 (%)

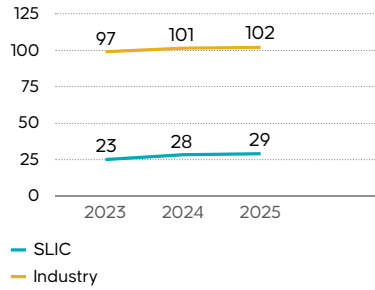


Source: IASL Figures - Q4 2025

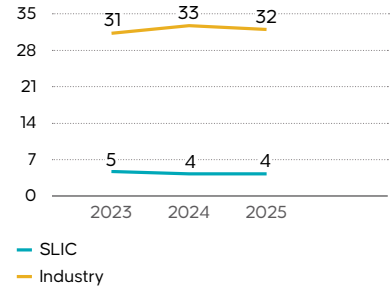
Gross Written Premium - Industry vs SLICLL (Rs. Bn.)



Investment Income - Industry vs SLICLL (Rs. Bn.)



Profit Before Tax - Industry vs SLICLL (Rs. Bn.)



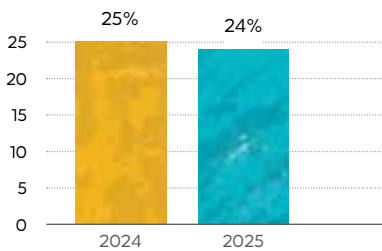
RATIO ANALYSIS

The ratio analysis for the Life Insurance market in 2025 highlights key financial indicators that reflect the industry’s profitability, efficiency, prudent investment opportunities, and risk management. As a result, a significant increase in GWP and the service providers capacity to maintain a capital adequacy ratio, well above the stipulated limit are shown.

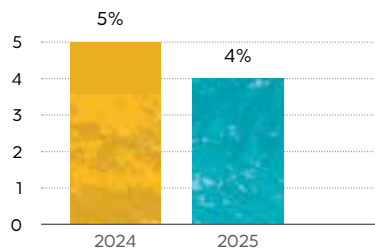
Revenue Ratios	2025 %	2024 %
GWP Growth (Year on Year GWP growth)	24	25

Profitability Ratios	2025 %	2024 %
Net Profit Margin (Profit After Tax/Total Revenue)	4	5
Return on Assets (Profit Before Tax/Total Assets)	12	13
Return on Equity (Profit After Tax/Total Equity)	14	17
Return on Investment (Investment Income/Investment Assets)	11	12

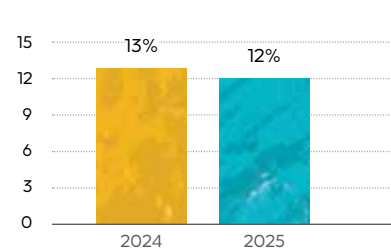
GWP Growth (Year on Year GWP Growth) (%)



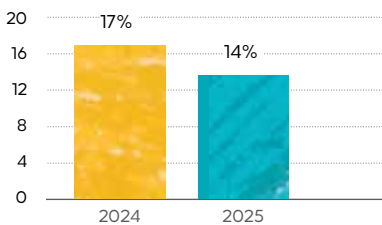
Net Profit Margin (%)



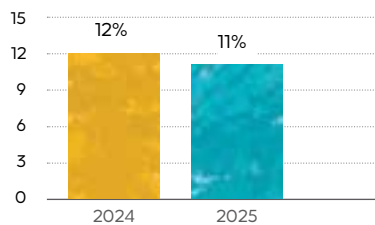
Return on Assets (ROA) (%)



Return on Equity (ROE) (%)



Return on Investment (ROI) (%)



FINANCIAL CAPITAL

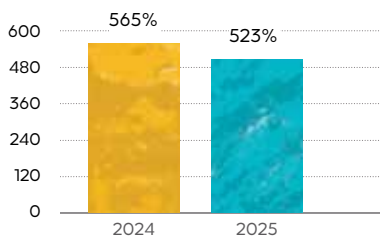
In accordance with Section 26(1) of the Regulation of Insurance Industry (RII) Act, all insurers are required to maintain sound solvency and Risk-Based Capital Adequacy Ratios (CAR) for their Life Insurance business.

Capital Adequacy - Well Above Regulatory Minimum

Sri Lanka Insurance Corporation Life Limited has consistently maintained its Risk-Based Capital Adequacy Ratio (CAR) well above the minimum regulatory requirement of 120% over the last five years, significantly strengthening stakeholder confidence and trust in the company's financial stability. For the financial year 2025, the Company's CAR stands at 523%, compared to an industry average of 327% as reported in the Q4 2025 IRCSL Industry Highlights.

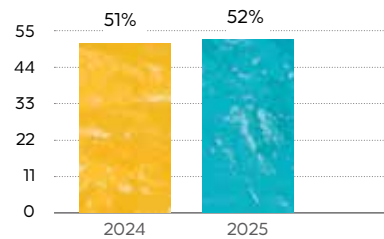
Solvency ratios	2025 %	2024 %
Risk-based Capital Adequacy Ratio (CAR) (Total Available Capital /Risk Based Capital Requirement)	523	565

Risk-based Capital Adequacy Ratio (CAR) (%)

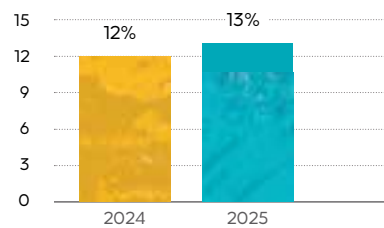


Insurance - Specific Ratios	2025 (%)	2024 (%)
Claim Payout Ratio (Claim Cost/Net Earned Premium)	52	51
Claims Payout Ratio - Excluding Maturities and Surrenders (Claim Cost Excluding Maturity and Surrenders/Net Earned Premium)	13	12
Acquisition Ratio (Acquisition Cost/Net Earned Premium)	15	14
Management Expense Ratio (Management Expenses/ Net Earned Premium)	21	23
Combined Payout Ratio (Claims + Acquisition Cost + Management Expenses)	88	88

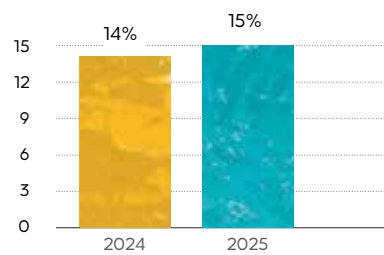
Claim Payout Ratio (%)



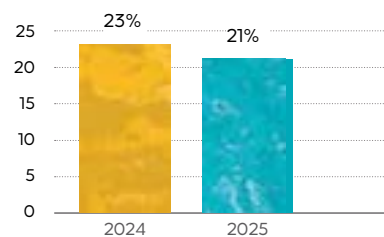
Claims Payout Ratio - Excluding Maturities and Surrenders (%)



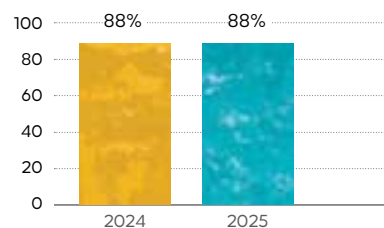
Acquisition Ratio (%)



Management Expense Ratio (%)



Combined Payout Ratio (Claims +Acquisition Cost + Management Expenses) (%)



INCOME STATEMENT

The key line items of the Income Statement are outlined below, illustrating the generation of gross written premium, investment income, and other income, along with the associated costs and resulting profitability for the year.

	2025 (Rs. Mn.)	2024 (Rs. Mn.)	Jan-24 (Rs. Mn.)	Feb To Dec 2024 (Rs.Mn.)	Change %	Explanation
Gross Written Premium	32,606	26,359	1,828	24,531	+24	GWP increased by 24% in 2025 compared to 2024, driven by improved new business generation and sustained renewal performance across key product segments.
Net Written Premium	31,301	25,331	1,762	23,569	+24	
Net Claims Incurred	(16,208)	(12,994)	(978)	(12,016)	+25	Claims expenses increased mainly due to the maturity claims and other claims increased in line with the business growth.
Acquisition Cost	(4,739)	(3,586)	(268)	(3,260)	+32	Commission costs increased mainly due to higher new business volumes and changes in the business mix, resulting in increased acquisition costs.
Operating and Admin Expenses	(6,520)	(5,891)	(447)	(5,501)	+11	Operating expenses recorded a moderate increase, attributable to inflationary cost pressures and investments made to support business growth and operational efficiency.
Investment and Other Income	29,538	27,907	1,746	26,161	+6	Investment and other income remained broadly stable year-on-year, reflecting consistent portfolio returns despite prevailing market volatility.
Profit Before Tax	4,294	4,358	1,788	27,217	-1	Profit before tax declined primarily due to lower investment and other income attributable to shareholders, increased management expenses attributable to shareholders, and higher non-par claims, resulting in a reduced surplus transfer from the non-par category to shareholders
Profit After Tax	2,316	2,595	(47)	2,641	-11	PAT decreased in line with the lower PBT, after accounting for the tax expense for the period.

GROSS WRITTEN PREMIUM (GWP) AND NET EARNED PREMIUM (NEP)

Gross Written Premium represents the total sum of premiums collected by an insurance Company. For the year ended 31 December 2025, GWP recorded a growth of 24% YoY to Rs. 32,606 Mn. from Rs. 26,359 Mn. in 2024. This growth was driven by strong performance across new business, renewal, and group life premiums. Net Earned Premium reached Rs. 31,301 Mn. compared to Rs. 25,331 Mn. in 2024, reflecting a growth of 24% YoY.

New business premium grew by 42% to Rs. 7,565 Mn. (2024: Rs. 5,320 Mn.), the highest new business volume recorded in the Company's history, underscoring SLICLL's strengthened market position and distribution effectiveness. Renewal premium grew by 19% to Rs. 17,878 Mn. (2024: Rs. 15,005 Mn.), reflecting improved policyholder retention and the expanding in-force portfolio. Group Life premium

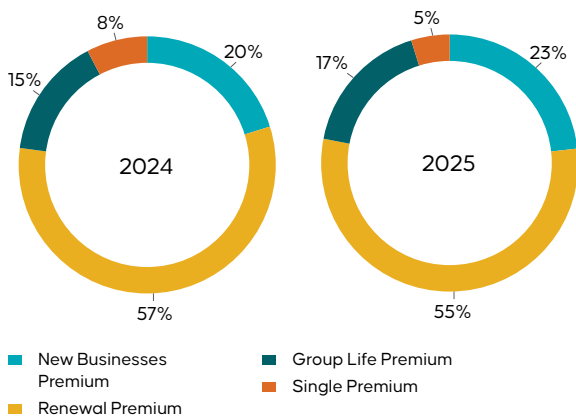
posted a robust 39% growth to Rs. 5,584 Mn. (2024: Rs. 4,011 Mn.), driven by increased corporate and affinity group business. Single premium recorded a decline of 22% to Rs. 1,578 Mn. (2024: Rs. 2,023 Mn.), reflecting a deliberate shift in business mix toward regular premium products which offer stronger persistency and long-term value.

Gross Written Premium Comparison 2025 Vs 2024

Composition	2025 Rs. Mn.	2024 Rs. Mn.	Change %
New businesses premium	7,565	5,320	+42
Renewal premium	17,878	15,005	+19
Group Life premium	5,584	4,011	+39
Single premium	1,578	2,023	-22
Total gross written premium	32,606	26,359	+24
NEP	31,301	25,331	+24

FINANCIAL CAPITAL

Gross Written Premium Comparison 2024 vs 2025 (%)

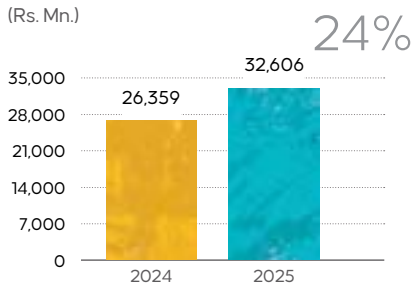


Record New Business - Rs. 7,565 Mn. (+42%)

The Company recorded a new business volume of Rs. 7,565 Mn. in 2025 marking a 42% increase and the highest new business premium in SLICLL's history. This milestone highlights the Company's remarkable resilience in navigating economic challenges and its capacity to adapt through organisational transformation, and an energised sales force.

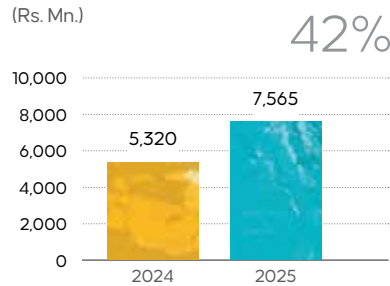
Gross Written Premium

(Rs. Mn.)



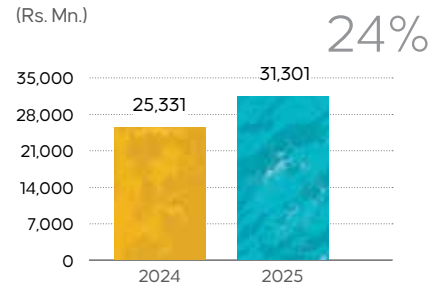
First Year Premium

(Rs. Mn.)



Net Written Premium

(Rs. Mn.)

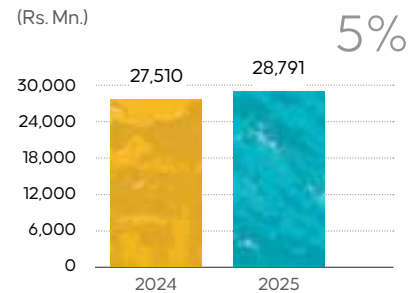


INVESTMENT INCOME

SLICLL's investment income comprises interest income on funds invested, dividend income, financial investment gains or losses. In the year 2025, SLICLL reported Rs. 28,791 Mn., income from investments which is 5% year over year increment in overall investment income. This reflects a strong indicator of effective investment management and favourable market conditions.

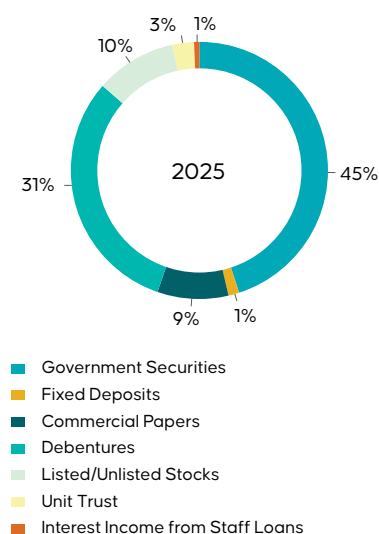
Investment Income

(Rs. Mn.)



Investment Category	Investment income 2025 Rs. Mn.	Investment income 2024 Rs. Mn.	Change %
Government Securities	12,957	10,889	+19
Fixed Deposits	390	2,024	-81
Commercial Papers	2,571	2,419	+6
Debentures	8,965	7,071	+27
Listed/Unlisted Stocks	2,929	4,624	-37
Unit Trust	785	225	+250
Interest Income from Staff Loan	193	258	-25
Total	28,791	27,510	+5

Composition of Investment Income 2025 (%)



GROSS BENEFITS AND CLAIMS PAID

The trust placed in us by our policyholders is reflected in the claims we honoured during the year. Total claims and benefits paid amounted to Rs. 16,208 Mn., representing a 25% increase compared to 2024, demonstrating the Company’s reliability in fulfilling its obligations and providing trusted financial protection. The Company continues to settle claims promptly, further reinforcing its reputation for reliability and strong customer trust.

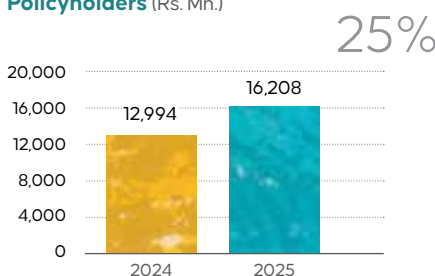
The increase in gross benefits and claims paid during 2025 was mainly driven by a higher volume of policy maturities, consistent with the Company’s profile as a mature and well-established life insurer. Maturity payouts reached Rs. 10,152 Mn., reflecting the continued fulfilment of long-term policy commitments to customers.

Policy surrenders recorded a modest increase to Rs. 1,943 Mn. (2024: Rs. 1,691 Mn.), reflecting the natural growth in the in-force portfolio as the Company expanded its policyholder base. Death claims rose to Rs. 2,283 Mn. (2024: Rs. 1,863 Mn.), while disability, ex-gratia annuity, and mortgage claims increased to Rs. 2,629 Mn. (2024: Rs. 1,975 Mn.), consistent with the broader growth in policy volumes and the maturing profile of the long-term portfolio. These movements reflect the natural progression of claim experience across an expanding book of business and the Company’s continued commitment to meeting its obligations to policyholders in full and on time.

The Company maintains structured and efficient claims management processes, enabling timely settlements while supporting high levels of customer satisfaction and operational efficiency. Across the life insurance industry in Sri Lanka, claim settlement including maturity, death, disability, and surrender benefits form a significant portion of insurer obligations, highlighting the importance of strong financial capacity and disciplined claims management.

Gross Benefits and Claims	2025 Rs. Mn.	2024 Rs. Mn.	Change %
Death Claims	2,283	1,863	+23
Policy Maturities	10,152	8,159	+24
Surrenders	1,943	1,691	+15
Disability, Ex-Gratia Annuity and Mortgage	2,629	1,975	+33
Total Gross Benefits and Claims	17,007	13,688	+24
Less: Claims Ceded to Reinsurers	(799)	(694)	+15
Total Net Benefits and Claims	16,208	12,994	+25

Net Claims and Benefit to Policyholders (Rs. Mn.)



GROSS CHANGE IN CONTRACT LIABILITIES

During 2025, the Company transferred a significant amount of Rs. 29,079 Mn. to the Long term Insurance Fund, compared with the Rs. 26,409 Mn. in year 2024.

Liability Adequacy Test - Reserves Confirmed Sufficient

The reserve position was independently validated by a Liability Adequacy Test (LAT) conducted by an independent actuary, which confirmed that the reserves were sufficient to meet all future policyholder obligations without requiring any further provisioning.

ACQUISITION COST

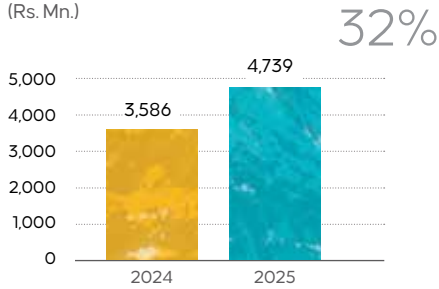
Acquisition cost increased from last year by 32% to reach Rs. 4,739 Mn. (2024: Rs. 3,586 Mn.), in line with increased business acquisition efforts and GWP growth. This increase was mainly due to a higher volume of policies issued and expanded sales campaigns.

FINANCIAL CAPITAL

Acquisition Cost	2025 Rs. Mn.	2024 Rs. Mn.	Change %
Acquisition Cost	4,739	3,586	+32

Acquisition Cost

(Rs. Mn.)



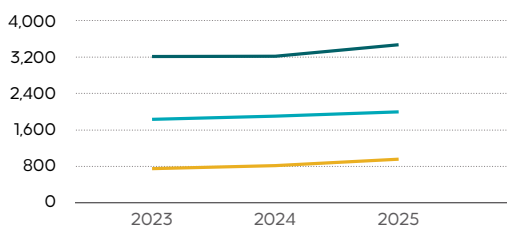
OTHER OPERATING AND ADMINISTRATIVE EXPENSES

Other operating and administrative expenses mainly include Administration Expenses, Selling and Distribution Expenses, and Employee Related Expenses.

Other Operating and Administration expenses	2025 Rs. Mn.	2024 Rs. Mn.	Change %
Administration and Other Expenses	2,029	1,899	+9
Selling and Distribution Expenses	989	805	+12
Employee Related Expenses	3,502	3,187	+0.2
Total	6,520	5,891	+14

Trend - Recurrent Expenditure

(Rs. Mn.)



- Administration and Other Expenses
- Selling and Distribution Expenses
- Employee Related Expenses

CAPITAL EXPENSES

For the year ended 2025, the Company's capital expenditure totaled Rs. 287 Mn., primarily focused on strengthening IT infrastructure, modernising branch facilities, and acquiring essential operational equipment to enhance business delivery and long-term efficiency. In addition, the Company is undertaking investments to facilitate the implementation of SLFRS 17 and SLFRS 9, including necessary upgrades to ICT systems and related technological capabilities.

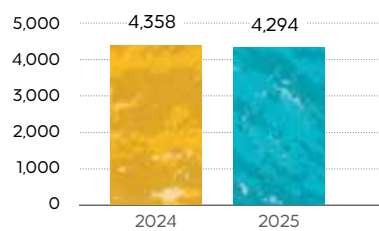
Capital Expenses	2025 Rs. Mn.	2024 Rs. Mn.	Change %
Equipment	193	74	+2
Furniture and Fittings	42	11	+3
Intangible Assets	50	11	+3
Others	2	0.4	+3
Total	287	97	+2

PROFITABILITY

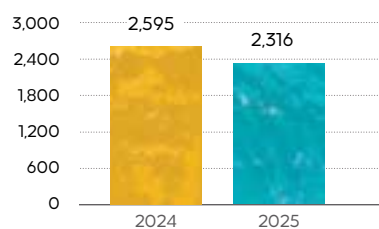
Despite a challenging business environment, Profit Before Tax (PBT) from the Life business stood at Rs. 4,294 Mn. in 2025, reflecting a marginal decline from Rs. 4,358 Mn. in 2024. This decrease was primarily driven by lower investment and other income attributable to shareholders, increased management expenses, and higher non-participating (non-par) claims, which collectively resulted in a reduced surplus transfer from the non-par segment to shareholders.

Profit After Tax (PAT) declined by 11% year-on-year, from Rs. 2,595 Mn. to Rs. 2,316 Mn., in line with the reduction in PBT. The decline was further influenced by the tax expense applicable for the period, leading to a lower net profit attributable to shareholders.

Profit Before Tax (Rs. Mn.)



Profit After Tax (Rs. Mn.)



	2025 Rs. Mn.	2024 Rs. Mn.
Contribution to the Government		
Tax Paid	1,395	1,804
Dividend Paid and Proposed	675	250
Supporting National Initiatives through investments	123,040	105,964

STATEMENT OF FINANCIAL POSITION

The statement of financial position of the company lists the assets, liabilities and equity of the organisation as at the reporting date.

Total Assets: **Rs. 275,187 Mn.**

PPE

Rs. 511 Mn.

Investment

Rs. 267,943 Mn.

Other Assets

Rs. 6,733 Mn.

Total Liabilities: **Rs. 258,234 Mn.**

Insurance Contract Liabilities

Rs. 250,885 Mn.

Other Liabilities

Rs. 7,348 Mn.

Total Equity

Rs. 16,953 Mn.

TOTAL ASSETS

The Company's assets and investments are essential for ensuring its long-term continuity, providing strength and stability in a highly unpredictable environment.

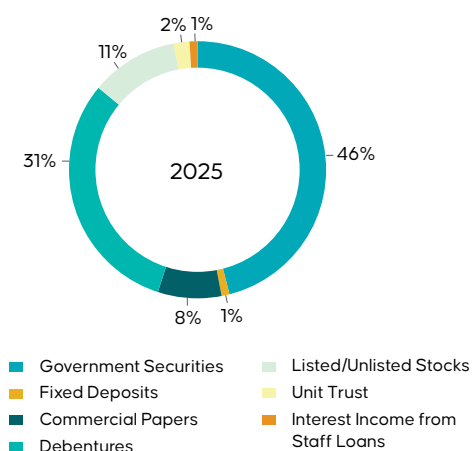
As of 31 December 2025, the Company's total asset base stood at Rs. 275 187 Mn., primarily driven by investments in financial assets, the net book value of property, plant, and equipment (PPE), and the other assets.

FINANCIAL INVESTMENTS

The Company's investment portfolio recorded a growth of 16% to Rs. 267,943 Mn. (2024: Rs. 230,577 Mn.), supported by increased allocations to a diversified range of financial instruments, including Government Securities and Debentures.

The portfolio was managed in line with the regulatory requirements of the Insurance Regulatory Commission of Sri Lanka under the Risk-Based Capital (RBC) framework, while maintaining a prudent level of exposure to government securities to ensure stability, liquidity, and capital preservation.

Composition of Investment Asset (%)

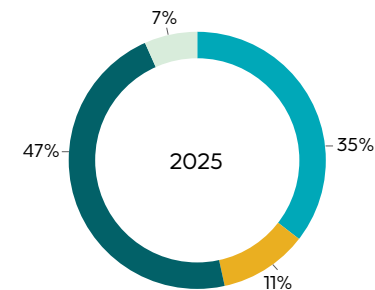


FINANCIAL CAPITAL

In accordance with Sri Lanka Accounting Standards (SLFRS/LKAS), Sri Lanka Insurance Corporation Life Limited has classified its financial instruments into the following categories:

Asset Category	2025 Rs. Mn.	Composition %	2024 Rs. Mn.	Composition %
Held to Maturity Financial Assets (HTM)	93,668	35	79,757	36
Loans and Receivables (L&R)	29,342	11	35,574	16
Available-For-Sale Financial Assets (AFS)	123,474	47	89,307	41
Financial Assets at Fair Value Through Profit or Loss (FVTPL)	17,606	7	15,283	7
Total	264,090	100	219,921	100

Investment Composition in Asset Category-wise (%)



- Held to Maturity Financial Assets (HTM)
- Loans and Receivables (L&R)
- Available-For-Sale Financial Assets (AFS)
- Financial Assets at Fair Value Through Profit or Loss (FVTPL)

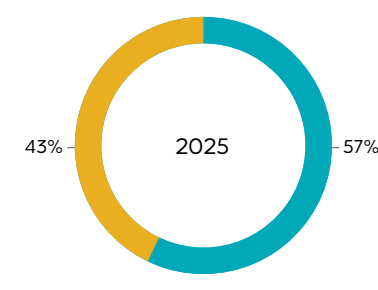
Investments in financial instruments are managed in accordance with regulatory requirements and the Company's internal investment guidelines. The Company's investment strategy focuses on generating stable and consistent returns through relatively low-risk investment instruments.

Held-To-Maturity Financial Instruments (HTM)

Held-to-Maturity (HTM) financial assets consist of instruments with fixed or determinable payments and specified maturity dates, which SLICLL has the positive intent and ability to hold until maturity. These assets account for 35% of the Company's financial instruments.

The Company strategically invests in long-term assets to align with the long-term nature of its insurance liabilities, a significant 57% of HTM financial assets are allocated to "Risk free" Treasury Bonds. While the remaining portion is invested in high quality corporate debentures issued by reputable entities

Held-to-Maturity (HTM)

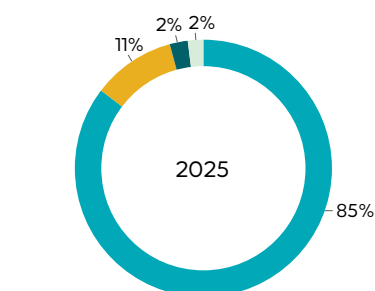


- Treasury Bonds
- Listed Debentures

Loans and Receivables (L&R)

These non-derivative financial assets feature fixed or determinable payments and are not traded in active markets. The Company classifies 11% of its financial instruments under the Loans and Receivables (L&R) category, with 85% of these investments consisting of unlisted debentures.

Loans and Receivables (L&R)

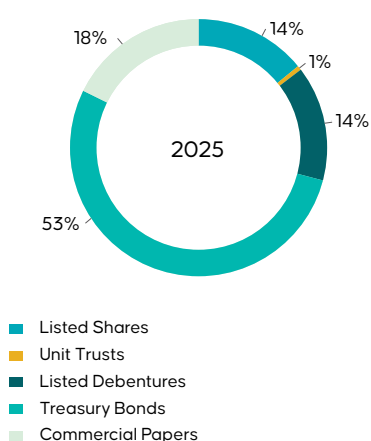


- Unlisted Debentures
- Term Deposits
- Staff Loans
- Agent Loans

Available-for-Sale Financial Instruments (AFS)

Available-for-Sale (AFS) financial assets are those designated as available for sale and are not categorised under any other classifications. AFS assets make up 47% of the Company's total financial instrument investments. Of this, 53% is invested in Treasury Bonds, with the remaining portion allocated to listed shares, unit trusts, listed debentures, and commercial papers.

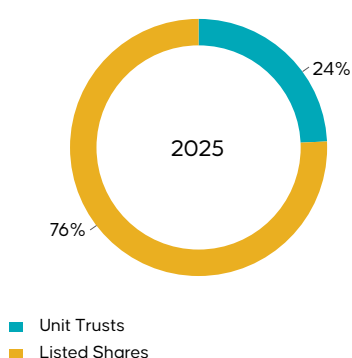
Available-for-Sale (AFS)



Fair Value Through Profit or Loss Financial Assets (FVTPL)

These financial assets are held for trading purposes. During the year, the Company made as investment comprise 7% of its Financial Assets at Fair Value Through Profit or Loss (FVTPL). A significant of 76% is invested in listed shares and the remaining portion is invested in unit trust.

Fair Value Through Profit Or Loss (FVTPL)



Total Liabilities

The Company's total liabilities amounted to Rs. 258,234 Mn. as of 31 December 2025. This was primarily driven by Insurance Contract Liabilities, which accounted for Rs. 250,885 Mn., representing 97% of the total liability balance.

Insurance Contract Liability - Life

Insurance Contract Liabilities, represent the reserves maintained by SLICLL for its long-term insurance business, in compliance with the Regulation of Insurance Industry Act, No. 43 of 2000, as amended. The Life Fund serves as a key indicator of the financial strength and stability of a life insurer, as it reflects the Company's capacity to meet its long-term obligations to policyholders.

As of 31 December 2025, the Life Fund stood at Rs. 246,997 Mn., recording year-on-year growth supported by an increase in Gross Written Premiums (GWP) and investment income. The net growth of the Life Fund was achieved after a transfer of Rs. 2,316 Mn. to the shareholders' fund during the year.

The actuarial valuation of the Life Fund as of 31 December 2025 was carried out by Kunj Behari Maheshwari, Fellow of the Institute and Faculty of Actuaries (UK), of Willis Towers Watson, ensuring that the liabilities associated with long-term insurance contracts are appropriately assessed and adequately provided for.

Total Equity

The stated capital of the Company is Rs.12, 500 Mn. The retained earnings balance amounted to Rs. 4,438 Mn. at the end of 2025. The Restricted Regulatory Reserve, established in 2017 in compliance with Direction 16 of the Insurance Regulatory Commission of Sri Lanka, remains at Rs. 98 Mn., as at the end of 2025.

SLFRS 17 - STRATEGIC TRANSITION TO VALUE-CENTRIC REPORTING

SLICLL is in the process of converging to SLFRS 17, marking a significant shift from traditional premium-based reporting to a value-centric financial reporting framework. This transformation enhances transparency, consistency, and comparability of financial statements, providing a more accurate reflection of the Company's financial performance and long-term profitability.

The adoption of SLFRS 17 introduces key measurement models that focus on the present value of future cash flows, incorporating risk adjustments and contractual service margins. This enables a clearer assessment of the underlying profitability of insurance contracts over their coverage period.

As part of this transition, the Company strengthened its actuarial, finance, and IT capabilities to ensure seamless implementation and compliance with the new standard. Enhanced data management, refined reporting processes, and improved internal controls have been established to support the ongoing requirements of SLFRS 17.

FINANCIAL CAPITAL

KEY SLFRS 17 MESSAGE TO OUR STAKEHOLDERS

SLFRS 17 will significantly alter the financial reporting landscape for insurance companies, enhancing transparency and enabling better comparability of financial performance across firms. For SLICLL, the implementation of SLFRS 17 is seen as more than just a compliance requirement; it is a strategic opportunity. This initiative allows the Company to thoroughly reassess its strategy and corporate plans to drive performance improvements. The implementation aligns with the Company's goal of transitioning from a volume driven to a value centric organisation, with a focus on increasing the Value of New Business (VoNB). With this new standard our financial results more accurately reflect the economics of our business while providing greater insight into how we generate profits over time, the level of risk we manage, and the value we deliver to policyholders and shareholders.

The standard implementation is effective from 1 January 2026 in Sri Lanka for statutory reporting requirements. In order to achieve statutory reporting timeline, SLICLL commenced its SLFRS 17 implementation in May 2024 by establishing an internal team and initiating the RFP process for a Professional Advisor. Deloitte Partners were onboarded in December 2024 to support the process. SLICLL on boarded software solution i.e. Green 13 IRIS to facilitate SLFRS 17 implementation in September 2025. SLICLL is confident in meeting ICASL's regulatory timeline and aims to produce SLFRS 17 compliant financial statements from the Financial Year 2026.

SLFRS 09 – FINANCIAL INSTRUMENTS

Sri Lanka Insurance Corporation Life Limited is in the process of implementing SLFRS 09 – Financial Instruments, which will be effective from January 2026. SLFRS 9 introduces a forward-looking approach to the classification and measurement of financial assets, including expected credit loss (ECL) provisioning, and provides guidance on hedge accounting. The Company is in the process of implementation and is taking all necessary steps to ensure a smooth transition, strengthening its financial reporting framework and risk management practices.



Future Accounting Developments

The core objective of SLFRS 17 is a single, principles-based framework for all insurance contracts



What

Significant shift in financial results reporting with enhanced transparency, consistency and comparability



When

Effective from 01 January 2026



Training

Top level management together with IT and System, Finance, Actuarial, Life and Underwriting, Compliance were going for trainings led by consultation partners



Our Partners

SLFRS 17 implementation has commenced with Deloitte partners



IT System

Assist in system implementation for data accuracy, integration, traceability, and scalability

Our Infrastructure – Built to Serve Every Sri Lankan

SLICLL's manufactured capital forms the physical and digital backbone ensuring tangible access for policyholders. In 2025, 142 branches, 76 Agency Business Development Centres (ABDCs), and one specialised hospital counter operated across all 9 provinces and 25 districts of Sri Lanka.

OUR INFRASTRUCTURE - BUILT TO SERVE EVERY SRI LANKAN

142

Branches
Island-wide

76

Agency Business
Development Centres

219

Total Service Outlets
(incl. counter)

1

Hospital
Counter (LHC)



25

Districts
Covered

9

Provinces
Covered

17

New ABDCs
Opened in 2025

2

Branches Revamped
(2025)

OUR MANUFACTURED CAPITAL AND VALUE CREATION

SLICLL's manufactured capital comprises its offices, branches, computers and equipment, digital channels, and network infrastructure. Together, these physical and digital assets form the delivery mechanism through which the Company's promise of protection reaches every Sri Lankan family, from the city centres of Colombo to the most remote townships of the Northern and Eastern provinces.

We understand that meaningful customer relationships begin face-to-face. Our 142 branches and 76 ABDCs provide human contact to communities across all 9 provinces. Simultaneously, our 24-hour call centre, round-the-clock corporate website, mobile payment solutions and hybrid digital channels ensure that SLICLL is always available on the customer's terms, through the channel of their choice.

MANUFACTURED CAPITAL

PHYSICAL ASSETS

142

full-service branch offices

76

Agency Business Development Centres

1

Lanka Hospitals Corporation counter

Head Office at Rakshana Mandiraya, Colombo 02

SLICLL-owned buildings

Computers, printers, and office equipment

Motor vehicles for field operations



DIGITAL ASSETS

24-hour

customer call centre

Corporate website – 24/7 product & service access

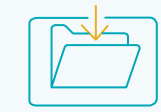
Mobile payment solutions

Hybrid digital service channels

Network infrastructure and IT systems

Core insurance policy administration platform

RPA-enabled process automation (11 solutions)



BRANCH NETWORK – EXPANSION, EFFICIENCY AND COVERAGE

SLICLL's branch network is not merely a distribution mechanism. It is the company's most tangible expression of its commitment to universal insurance access. Every new branch, every new ABDC, every refurbished office is a statement that wherever Sri Lankans live and work, SLICLL will be there.

BRANCH EXPANSION STRATEGY

SLICLL operates a well-planned, data-driven strategy for branch expansion focused on business potential and community impact. The company targets emerging small and medium-sized townships experiencing rapid urbanisation, selecting locations based on a proprietary methodology that evaluates:

- Optimal branch penetration ratio taking into account existing competition.
- Adequate population density to sustain viable business volume.
- Sufficient household income levels to support substantial life insurance uptake.
- Geographic accessibility and proximity to community centres
- Identification of areas currently under-served by formal insurance distribution.

Methodology-driven Expansion

The 17 new ABDCs established in 2025 were each selected through this structured methodology ensuring that network expansion translates directly into genuine insurance penetration gains, not merely incremental geographic presence. Every new outlet is chosen to create enhanced customer access, generate new business, and achieve community protection.

ABDC Locations

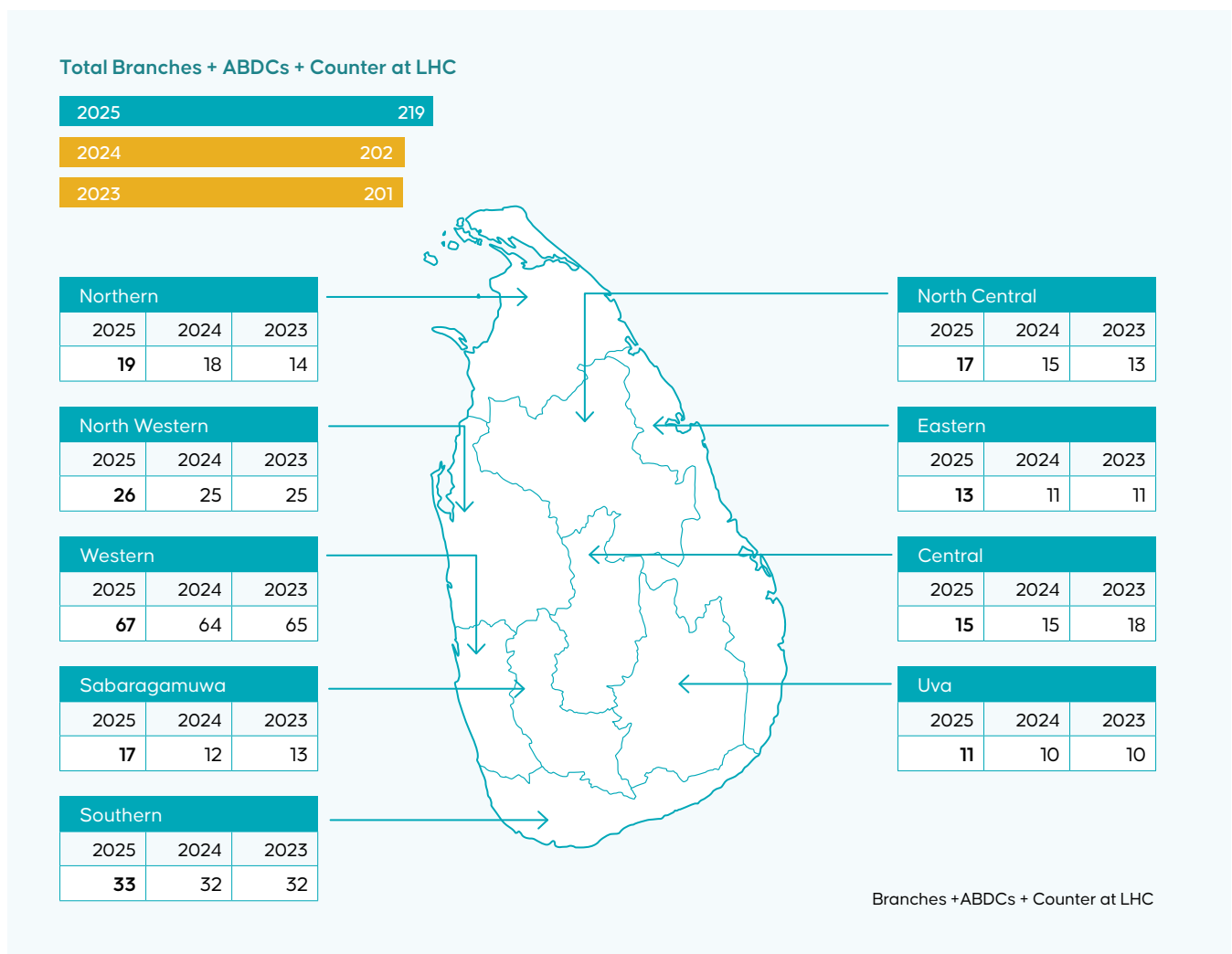
1	Wadduwa	9	Kopay
2	Ahungalla	10	Yatyanthota
3	Thelijjawila	11	Hatharaliyadda
4	Katana	12	Pasyala
5	Thampalakamam	13	Buttala
6	Kathiraweli	14	Madampe
7	Sevanapitiya	15	Nivithigala
8	Girandurukotte	16	Welioya
		17	Adiambalama

PROMOTING BRANCH EFFICIENCY

Beyond network expansion, SLICLL continuously invests in improving the quality, efficiency and physical standards of its branch infrastructure. In 2025, the company completed the refurbishment at both owned and rented locations, including the Nuwara Eliya and Kuliypitiya branches. These enhancements have significantly improved the overall look and feel of the branches, creating a more welcoming, modern, and customer-friendly environment while supporting better service delivery

BRANCH PENETRATION VS. POPULATION DENSITY

SLICLL tracks branch penetration measured as the total number of branches and ABDCs per province and the counter at LHC to systematically monitor geographic coverage, identify underserved areas and allocate future network investment. The following table presents penetration across all nine provinces for FY 2025, FY 2024 and FY 2023:



COMPLETE BRANCH AND ABDC NETWORK - REGION BY REGION

The following directory presents SLICLL’s complete branch and ABDC network, organised by region and province as at 31 December 2025. The network spans 15 regional groupings across all 9 provinces and 25 districts, ensuring comprehensive island-wide coverage [3.1] [3.2].

MANUFACTURED CAPITAL

SLICLL Regional Map - 2025

Northern - 8
 Jaffna, Kilinochchi, Nelliadi, Mullaitivu, Mannar, Chankanai, Vavuniya, Chavakachcheri

ABDC - 11
 Chunnakam, Mallavi, Kodikamam, Pallai, Kopay, Puthukudiyiruppu, Manipay, Mulankavil, Kaithady, Point Pedro, Visuvamadu

Wayamba 1 - 10
 Kurunegala Main, Kurunegala City, Melsiripura, Narammala, Rideegama, Rambukkana, Warakapola, Girulla, Polgahawela, Kuliyapitiya

ABDC - 7
 Alawwa, Hettipola, Katupotha, Pasyala, Pannala, Polpitiyagama, Hataraliyadda

Wayamba 2 - 10
 Chilaw, Puttalam, Nikaweratiya, Maho, Dambulla, Galewela, Galgamuwa, Wariyapola, Thambuttegama, Anamaduwa

ABDC - 3
 Ambanpola, Norochcholai, Madampe

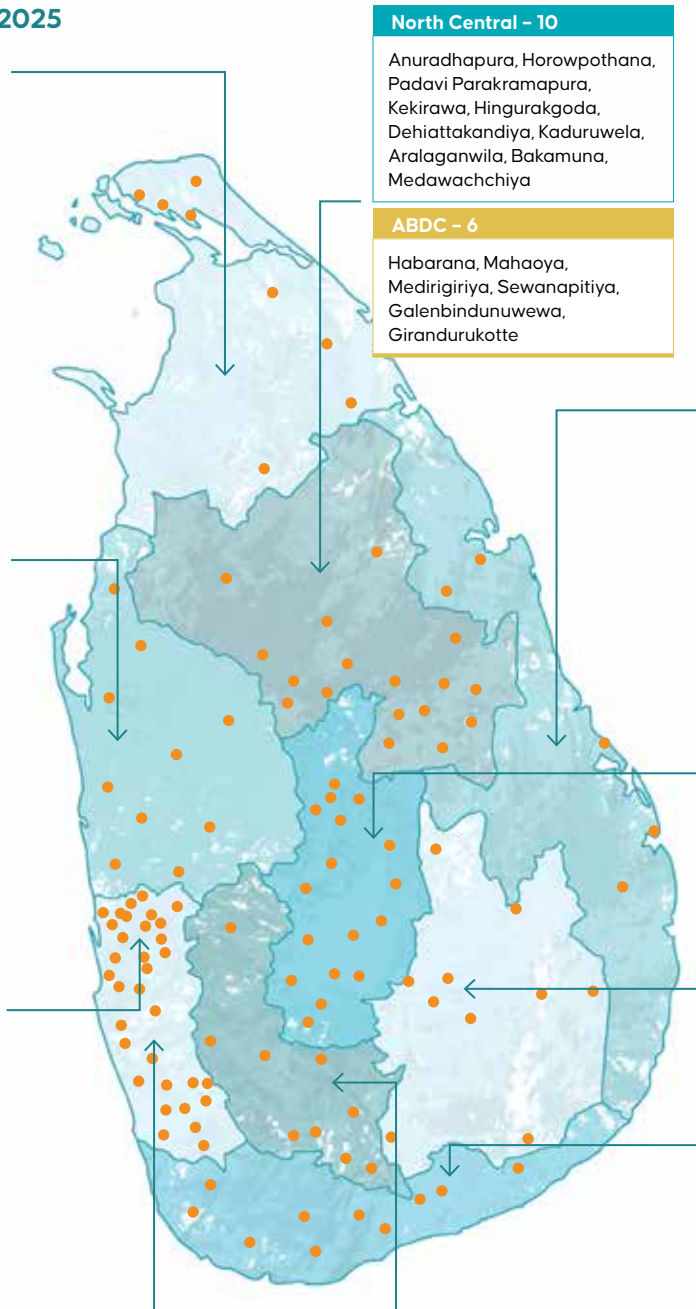
Upper Western - 11
 Gampaha, Veyangoda, Minuwangoda, Nittambuwa, Yakkala, Negombo, Kandana, Wennappuwa, Ja-Ela, Kochchikade, Marawila

ABDC - 13
 Dalugama, Divulapitiya, Ganemulla, Kirillawala, Kirindiwela, Mahabage, Mirigama, Pugoda, Urapola, Weliveriya, Naiwala, Katana, Andiyambalama

Western 1 - 8
 Pitakotte, Battaramulla, Nugegoda, Kirulapone, Colombo City Office, Ratmalana, Dehiwala, Moratuwa

ABDC - 1
 Lanka Hospital Counter

Western 2 - 9
 Kadawatha, Kiribathgoda, Colombo Metro 1,2,3,4,5,6,10,11



North Central - 10
 Anuradhapura, Horowpothana, Padavi Parakramapura, Kekirawa, Hingurakgoda, Dehiattakandiya, Kaduruwela, Aralaganwila, Bakamuna, Medawachchiya

ABDC - 6
 Habarana, Mahaoya, Medirigiriya, Sewanapitiya, Galenbindunuwewa, Girandurukotte

Eastern - 5
 Batticaloa, Kalmunai, Trincomalee, Akkarapattu, Kanthale

ABDC - 5
 Kaluwanchikudy, Pottuvil, Kathiraveli, Mutur, Thampalakamam

Central - 12
 Kandy Main, Digana, Kandy City, Matale, Gampola, Katugastota, Mawathagama, Kegalle, Pilimathalawa, Rikillagaskada, Mawanella, Nawalapitiya

ABDC - 5
 Aranayaka, Bulathkohupitiya, Galagedara, Peradeniya, Wattagama

Uva - 10
 Badulla, Welimada, Bandarawela, Mahiyanganaya, Nuwara Eliya, Hatton, Wellawaya, Monaragala, Ampara, Bibile

ABDC - 4
 Passara, Siyambalanduwa, Buttala, Hettipola

Southern 1 - 12
 Galle, Ambalangoda, Elpitiya, Thalgaswala, Udugama, Baddegama, Kalutara, Horana, Mathugama, Bandaragama, Panadura, Aluthgama

ABDC - 7
 Habaraduwa, Karapitiya, Ahungalla, Wadduwa, Pitigala, Thanipolpola, Uragaha

Southern 2 - 12
 Hambantota, Beliatta, Ambalantota, Thissamaharama, Tangalle, Matara, Akuressa, Dickwella, Weligama, Deniyaya, Hakmana, Neluwa, Kamburupitiya

ABDC - 8
 Deiyandara, Imaduwa, Theilijawila, Kekanadura, Middeniya, Morawaka, Urubokka, Walasmulla

Western 3 - 8
 Homagama, Kottawa, Malabe, Piliyandala, Athurugiriya, Kaduwela, Maharagama, Ingiriya

ABDC - 1
 Padukka

Western 4 - 7
 Borella, Pettah, Kotahena, Bambalapitiya, Wattala, Ragama, Kotikawatta

ABDC - 1
 Wellawatta

Sabaragamuwa - 9
 Ratnapura, Avissawella, Balangoda, Kahawatta, Embilipitiya, Kalawana, Eheliyagoda, Pallebedda, Ruwanwella

ABDC - 5
 Deraniyagala, Hanwella, Nivithigala, Welioya, Yatiyanthota

INVESTMENT IN FIXED ASSETS

SLICLL’s fixed asset base underpins the physical infrastructure that supports branch operations, IT systems, equipment and owned properties. The following table presents additions to fixed assets and net book value (NBV).

Metric	FY 2025 Rs. ('000)	FY 2024 Rs. ('000)
Additions to Fixed Assets	236,163	85,509
NBV of Fixed Assets	510,696	439,973

CAPITAL INVESTMENT PLAN FOR 2026

Building on the network foundation established in 2025, SLICLL has approved a comprehensive infrastructure investment programme for 2026 encompassing relocations, refurbishments, new construction projects and a major expansion of the ABDC network.



2026 ABDC Expansion

SLICLL plans to establish 30 new Life-only Agency Business Development Centres in 2026, each identified through the Company’s structured expansion methodology that evaluates population density, branch penetration ratios, and household income levels. This will bring the ABDC count to 106 by end-2026. This will be a landmark in SLICLL’s pursuit of truly universal island-wide insurance access.



INTELLECTUAL CAPITAL

Our Knowledge Edge – Brand, Technology and Innovation

SLICLL's intellectual capital reflects decades of accumulated wisdom expressed through a trusted brand, robust technology ecosystem, and continuous innovation. It defines Sri Lanka's Nation's Insurer – not only the largest, but the most trusted, recognised, and the best placed to lead the industry into a digitally empowered future.

8th

Consecutive Year
"Most Loved Life Insurance
Brand"

Top 3

Most Valuable Life
Insurance Brands

Rs. 2.5 Bn.

Brand Value (SLICLL)

#1

Largest State-Owned
Life Insurer

THE INTANGIBLE EDGE

Intellectual capital represents the intangible assets that generate competitive advantage and long-term value for SLICLL – assets that cannot be seen on a balance sheet, but are felt in every customer interaction, every technology decision, and every award won. For SLICLL, intellectual capital is the product of decades of institutional learning, service delivery excellence and deliberate investment in knowledge, brand and technology.

THE NATION'S INSURER

SLICLL's brand is its most powerful intangible asset built over decades of protecting Sri Lankan families, honoured consistently by independent industry recognition, and anchored by the company's uncompromising commitment to its guiding philosophy: Customer First in Everything We Do.

SLICLL holds the title of Sri Lanka's Nation's Insurer – a designation that speaks not only to scale, but to trust. With a brand value of Rs. 2.5 Bn., a legacy built across every province of Sri Lanka, and consistent recognition as one of the most valued and most loved brands in the country, SLICLL brand is an enduring competitive advantage – one that no competitor can replicate overnight.

BRAND VALUE AND MARKET POSITION

SLICLL is valued at Rs. 2.5 Bn. – a figure that reflects not just revenue and assets, but the weight of trust placed in the brand by millions of policyholders, their families, and the communities SLICLL serves across all 25 districts of the country. The brand is backed by the largest life fund and asset base in the Sri Lankan insurance industry, reinforcing its position as the nation's largest and strongest state-owned life insurer.

AWARDS AND BRAND RECOGNITION

2025 was a landmark year for SLICLL's brand recognition, with three major certifications and awards affirming the Company's leadership across customer experience, quality management, information security, environmental responsibility and corporate social commitment:

Most Loved Life Insurance Brand – 8th Consecutive Year

LMD Brand Finance recognised SLICLL as the 'Most Loved Insurance Brand' for the eighth consecutive year, an extraordinary milestone that speaks to the depth of customer trust, the consistency of service delivery, and the enduring power of the SLICLL brand promise across every community it serves.

ISO/IEC 27001:2022 – Information Security Management System

SLICLL was awarded ISO/IEC 27001:2022 certification, the globally recognised benchmark for Information Security Management Systems (ISMS). This certification validates the company's comprehensive approach to protecting sensitive customer data, securing digital infrastructure and maintaining information integrity across all operations.

ISO 9001:2015 – Quality Management System

Reaffirming its commitment to service excellence and operational rigour, SLICLL was awarded ISO 9001:2015 certification for its Quality Management System. This internationally recognised standard covers all products, services and processes from life underwriting and claims management to settlements, support functions and sales ensuring a consistent, customer-centric experience across every touchpoint.

GHG Verification Opinion – ISO 14064-1:2018

SLICLL received the Greenhouse Gas Verification Opinion in compliance with ISO 14064-1:2018, independently verified to ISO 14064-3:2019 standards with a reasonable level of assurance. This is the company's fourth consecutive year of maintaining Carbon Footprint Certification reinforcing its commitment to environmental responsibility and the journey toward carbon neutrality.

Excellence in CSR – Sri Lanka Leadership Awards

SLICLL was honoured with the 'Excellence in CSR' award for 'Support and Improvement in Quality of Education' at the Sri Lanka Leadership Awards 2025, organised by CMO Asia. This award recognises SLICLL's significant and sustained contribution to national development through child education initiatives.

OUR GUIDING PHILOSOPHY: CUSTOMER FIRST IN EVERYTHING WE DO

SLICLL's guiding philosophy – 'Customer First in Everything We Do' – is not a marketing statement. It is a deeply internalised operating principle embedded across every team, every process and every customer touchpoint. The Quality Policy translates this philosophy into minimum operational standards covering life underwriting, claims management, settlements, support functions and sales – consistently applied at both Head Office and across the 219-outlet branch network.

In 2026, our digital strategy continued to play a pivotal role in shaping the organisation's transformation journey, with a strong emphasis on enabling operational excellence, innovation, and customer-centricity. We remained committed to leveraging technology as a strategic enabler to enhance business agility, optimise processes, and create sustainable value. Through a structured and forward-looking approach, we focused on strengthening our digital capabilities, modernising core systems, and building a resilient technology foundation aligned with the organisation's long-term vision.

INTELLECTUAL CAPITAL

KEY ICT FOCUS AREAS

Digital Transformation and Operational Efficiency



We intensified our digital transformation efforts by reengineering core business processes and introducing intelligent automation across key operational areas. By leveraging advanced analytics and real-time reporting, we enabled data-driven decision-making at all levels of the organisation. These initiatives not only reduced manual intervention and operational costs but also improved process accuracy, governance, and turnaround times. Additionally, we strengthened performance monitoring through enhanced dashboards and KPIs, enabling proactive management and continuous optimisation of business operations.

Digital Ecosystem Enhancement



A major priority was to strengthen our digital ecosystem by enabling seamless integration across internal systems and external partner platforms. We focused on building interoperable architectures and middleware solutions, ensuring efficient data exchange and system connectivity. This facilitated improved collaboration across business units and with third-party stakeholders, while also laying the foundation for scalable innovation. Our efforts in this area have enhanced system flexibility, reduced silos, and enabled quicker onboarding of new digital solutions and partnerships.

Digital Customer Experience



We placed strong emphasis on transforming the end-to-end customer journey by enhancing our digital channels to deliver a more personalised, intuitive, and consistent experience. Through user-centric design improvements and the adoption of omnichannel engagement strategies, we ensured that customers can interact with the organisation seamlessly across multiple touchpoints. We also leveraged customer insights and behavioural analytics to tailor offerings and improve service delivery. These initiatives have contributed to increased customer satisfaction, improved retention, and stronger brand loyalty.

Legacy System Modernisation and Cloud Adoption



Our legacy modernisation journey progressed significantly during the year, we enhanced system scalability, performance, and resilience while optimising infrastructure costs. We also improved cybersecurity measures and data protection frameworks in line with modern standards. This transformation has enabled faster deployment cycles, greater flexibility in responding to business needs, and a robust foundation to support future digital innovations.

Our People – The Heart of SLICLL

At SLICLL, our people are our greatest asset and the embodiment of our promise to policyholders. In 2025, 918 professionals across 15 regions delivered empathetic service and technical excellence. Every training hour, promotion and new hire reflected our values and aspirations.

918
Total
Workforce

52.8%
Female
Representation

91.7%
Staff Retention
Rate

107
New Recruitments
2025

72
Training Programmes
Delivered

6,411
Total Training
Hours

Rs 12.5 Mn.
Total Training
Investment

6.98 hrs
Training Hours per
Employee

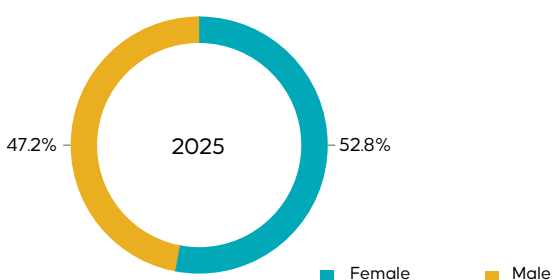
APPROVED AND ACTUAL CADRE

In 2025, SLICLL maintained a stable workforce balanced by roles and responsibilities and geographical distribution. We also maintained alignment with the Company's operational mandate and regulatory requirements. The approved cadre stood at 925, with an actual year-end headcount of 918. Variance was limited to 7 positions (-0.8%), consistent with routine workforce movements such as retirements and career transitions throughout the year.

EMPLOYMENT BY GENDER

The Executive and Clerical categories form the operational backbone of SLICLL's service delivery model. The combined managerial tier provides oversight, strategic leadership and technical direction across all business functions.

Employment by Grade and Gender (%)



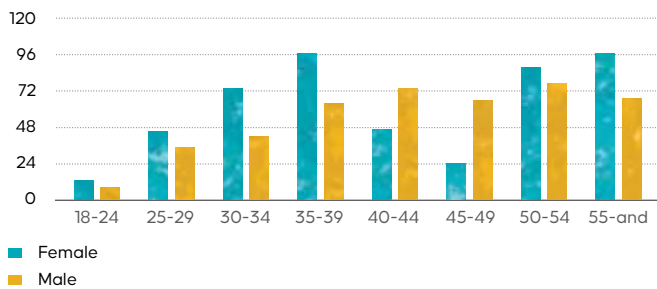
Grade	Female	Male	Grand Total	Female %	Male %
Senior Managerial	8	34	42	2	8
Managerial	33	134	167	7	31
Assistant Manager	28	30	58	6	7
Executive	243	98	341	50	23
Clerical	169	83	252	35	19
Technical	–	1	1	–	0
Non-Clerical	–	34	34	–	8
Minor	4	19	23	1	4
TOTAL	485	433	918	52.8	47.2

AGE PROFILE OF WORKFORCE

The workforce demonstrates a well-balanced age distribution. Approximately 60% of employees are aged 40 and above carrying deep institutional knowledge, client relationships and professional mastery, while 40% are under 40, ensuring a vibrant emerging talent pipeline.

HUMAN CAPITAL

Age Profile of Workforce (No.)

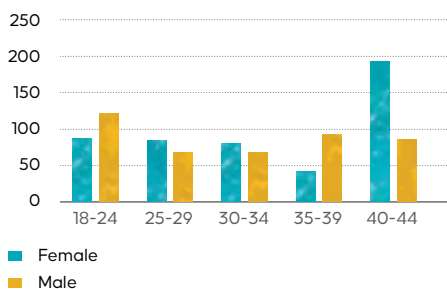


Age Group	Female	Male	Total	% of Workforce
18-24	13	8	21	2
25-29	45	35	80	9
30-34	74	42	116	13
35-39	97	64	161	18
40-44	47	74	121	13
45-49	24	66	90	10
50-54	88	77	165	18
55 and above	97	67	164	18
Total	485	433	918	100

SERVICE TENURE ANALYSIS

30% of the workforce has served SLIC and SLICLL for 21 years or more, contributing to a powerful reservoir of institutional knowledge, long-standing customer relationships and organisational memory. Simultaneously, 23% have joined within the past 5 years, reflecting active talent renewal and recruitment momentum.

Service Tenure Analysis (No.)



Years of Service	Female	Male	Total	% of Workforce
0-5 years	87	122	209	23
6-10 years	84	66	150	16
11-15 years	80	67	147	16
16-20 years	41	93	134	15
21 years and above	193	85	278	30
TOTAL	485	433	918	100

WORKFORCE BY REGION

918 employees span 16 operational regions, ensuring broad geographic coverage and localised customer service. Head Office anchors strategic and corporate functions. Southern 1, Central, and Wayamba 1 represent the largest regional concentrations outside Colombo.

Region	Female	Male	Grand Total
Head Office	243	230	473
Southern 1	30	19	49
Central	31	16	47
Wayamba 1	25	16	41
Southern 2	21	19	40
Upper Western	23	12	35
Rathnapura	19	13	32
Wayamba 2	15	14	29
Uva	17	17	34
North Central	11	17	28
Northern	12	14	26
Western 1	9	14	23
Western 3	14	7	21
Western 2	6	10	16
Western 4	5	8	13
Eastern	4	7	11
Grand total	485	433	918

RECRUITMENTS, PROMOTIONS, AND RETIREMENTS

2025 was a year of purposeful workforce renewal. 107 new professionals joined SLICLL while 76 separations occurred, a healthy net position underpinned by an 91.7% retention rate. Recruitment strategy was youth-first, future-focused, and gender-balanced.

RECRUITMENT

Recruitment policies and processes are designed to ensure that all new hires possess the required knowledge, skills, experience, competencies, and attitudes aligned with organisational needs. Internal candidates are given priority consideration, with external recruitment undertaken only when suitable internal candidates are not available. The selection process involves multiple assessment stages to ensure alignment with the Company's values and performance expectations. Interview panels comprise subject matter experts and members of the senior leadership team, with panel composition adjusted based on role requirements. A representative from the Human Resources Department is present at all interviews, and candidates are evaluated against predefined and standardised criteria to ensure transparency and impartiality. All newly recruited employees undergo a comprehensive induction and orientation programme to familiarise them with the Company's operations, culture, policies, and values.

107 new employees were welcomed to SLICLL. The hiring strategy decisively prioritised younger talent: 70% of all recruits were under 35, with the 25-29 age group leading at 34 hires (31.8%). Female recruits accounted for 54.2% of all appointments, demonstrating SLICLL's strong gender equity culture from the point of entry.

STRENGTH THROUGH SUCCESSION

30% of the workforce holds 21+ years of service, carrying irreplaceable institutional knowledge and client relationships. 70% of 2025 recruits are under 35, bringing digital fluency, fresh energy and long-term career potential. This deliberate generational balance pairing deep experience with emerging talent is SLICLL's most powerful workforce asset.

Age Group	Female	Male	Total
18-24	9	12	21
25-29	16	18	34
30-34	10	8	18
35-39	8	8	16
40-44	9	1	10
45-49	6	1	7
50-54	-	1	1
55 and above	-	-	0
Total	58	49	107

107 Total Hires 2025	54.2% Female Recruits
70% Under-35 Recruits	31.8% 25-29 Age Band (Highest)

Youth-first recruitment is SLICLL's strategic bet on longevity, drawing future insurance professionals into the sector early and building multi-decade careers within the organisation.

EMPLOYEE TURNOVER AND RETENTION

76 employee separations were recorded, resulting in an overall turnover rate of 8.3%. In contrast SLIC Life achieved a strong retention rate of 91.7% reflecting a stable workforce and high levels of employee engagement. This favourable retention performance indicates sustained organisational commitment, effective people management practices and a positive employee value proposition across the organisation. The relatively low turnover rate further suggests that existing HR initiatives, employee support mechanisms, and workplace culture are contributing positively to workforce stability.

Age Group	Female	Male	Total	%
18-24	9	8	17	17
25-29	4	2	6	6
30-34	7	3	10	10
35-39	6	14	20	19
40-44	2	6	8	8
45-49	3	7	10	10
50-54	1	3	4	4
55 and above	17	11	28	27
Total	49	54	103	100

76 Total Separations	8.3% Turnover Rate
91.7% Staff Retention Rate	

The retirement-driven exit pattern in the 55+ band is healthy and expected, actively offset by a strong under 35 recruitment pipeline ensuring seamless generational succession.

CAPACITY BUILDING AND LEARNING INVESTMENT

SLICLL's investment in capacity building in 2025 was comprehensive, ambitious and strategically targeted. Training programmes with a total of 72 participants, totalling 6,411 hours were delivered across technical, behavioural, regulatory and professional domains backed by a total L&D investment of Rs. 11,511,215. An additional Rs. 982,993 was reimbursed as examination fees, enabling staff to pursue professional and academic qualifications.

TRAINING PROGRAMME OVERVIEW

72 Training Programmes	6 Induction Programmes
6,411 Total Training Hours	6.98 Avg Hours per Employee

HUMAN CAPITAL

Training Channel	Investment (Rs.)	% of Total
In-House Training Programmes	2,920,328	23
Insurance and Professional Education	2,714,330	22
Overseas Training	2,069,203	17
Professional Memberships	2,826,131	23
External Training Programmes	1,638,715	13
Conferences	325,500	3
TOTAL INVESTMENT	12,494,209	100

SUCCESSION PLANNING

As part of the Company's Succession Planning and Talent Pool Management framework, SLICLL has introduced a dedicated leadership development training module aimed at strengthening the leadership capabilities of identified high-potential employees across all departments. This initiative is designed to develop a sustainable leadership pipeline and directly supports the achievement of the organisation's long-term strategic business objectives.

High-performing employees are selected for inclusion in the SLICLL Talent Pool based on outcomes of the Performance Appraisal System (PAS). The Talent Pool serves as a key component of the Company's succession planning process – ensuring the availability of competent internal candidates to fill critical and key positions as they arise. Talent Pool employees receive targeted development opportunities including technical and soft skills training, leadership development programmes, and structured mentorship initiatives to enhance their managerial and leadership capabilities.

SLICLL has also implemented a Professional Development Reimbursement Scheme to provide financial assistance to employees pursuing further educational and professional qualifications that add value to their roles. This initiative enables employees to continuously upgrade their skills and competencies while contributing to organisational effectiveness. The Company additionally reimburses membership fees for recognised professional bodies.

SPECIALISED SKILLS DEVELOPMENT AREAS

Training in 2025 was deliberately targeted at the competencies most critical to SLICLL's service quality, operational integrity and competitive positioning:

Life Insurance Underwriting

Digital and Data Literacy

Claims Management

Regulatory and Risk Management

Branch Operations and Customer Service

Financial and Operational Compliance

LEADERSHIP CAPABILITY BUILDING

As the insurance sector evolves with shifting customer expectations, digital transformation, and new regulatory demands, SLICLL is actively cultivating confident and empowered team leaders at every level. Throughout 2025, targeted supervisory development programmes, behavioural skills training, and role-based coaching were delivered across departments – strengthening communication, decision-making, service orientation, and people management capability at operational and middle-management levels. By investing in practical leadership skills today, SLICLL is building a resilient, adaptable, and succession-ready organisation for tomorrow.

STAFF DIVERSITY, INCLUSION, AND EQUITY

Diversity, equity and inclusion at SLICLL are not mere aspirational targets. They are lived realities embedded in hiring decisions, workplace practices, and development opportunities. In 2025, the company maintained strong gender representation, upheld disability inclusion principles and actively championed youth employment across all 16 regions.

GENDER DIVERSITY

Women comprise 52.8% of the total workforce, a majority that spans all grades. The figure which stands out is the 71.3% females in the Executive category (243 out of 341 employees). Female participation in Clerical roles is 67.1%. At the Senior Managerial level, women hold 19% of positions, a figure SLICLL continues to work toward improving through targeted leadership development.

Grade	Female	Male	Total	Female (%)	Male (%)	Female Share (%)
Senior Managerial	8	34	42	19	81	19
Managerial	33	134	167	20	80	20
Assistant Manager	28	30	58	48	52	48
Executive	243	98	341	71	29	71
Clerical	169	83	252	67	33	67
Non-Clerical / Minor	4	53	57	7	93	7
TOTAL	485	433	918	52.8	47.2	-

DISABILITY INCLUSION

SLICLL upholds non-discriminatory employment practices and ensures equal opportunities for all individuals, including those with disabilities. Employees with disabilities are supported through appropriate workplace adjustments, respectful and dignified integration into teams, and fair access to training and development opportunities. Workplace environments across the SLICLL network are maintained to be accessible and inclusive for all.

YOUTH EMPLOYMENT INITIATIVE

70% of new hires in 2025 were under 35, a deliberate, sustained strategy to draw young professionals into the insurance sector and build long-service careers within SLICLL. Youth employment is reinforced through:

- Structured internship programmes providing real-world insurance exposure
- Entry-level roles accessible across all branches island-wide
- Exposure to technical, underwriting, claims and customer service functions from day one
- Six robust induction programmes in 2025 – ensuring rapid and confident workforce integration
- Mentoring, supervisory coaching and structured development pathways to accelerate growth

POLICY FRAMEWORK

SLICLL is committed to implementing fair and responsible employment practices in alignment with the International Labour Organisation (ILO) Declaration of Fundamental Principles and Rights at Work and the United Nations Global Compact, both founded on the principles of the Universal Declaration of Human Rights. By adhering to these globally recognised standards, SLICLL strives to create a conducive working environment that promotes employee motivation, engagement, and productivity.

CORE PRINCIPLES

Non-Discriminatory and Equal Opportunity Employment

SLICLL maintains a non-discriminatory and equal opportunity approach throughout the entire employee lifecycle from recruitment to retirement. All employment decisions are made based on merit, competence, and organisational requirements. The Company strictly prohibits child labour, forced labour, or compulsory labour and upholds all applicable labour laws.

Diversity and Inclusion

SLICLL fosters a diverse and inclusive workplace where all employees are treated with fairness and respect regardless of race, social background, gender, religion, age, disability, or any other legally protected status. The Company endeavours to provide suitable career opportunities for persons with disabilities wherever feasible.

Employee Health and Safety

Given the nature of the insurance industry, employees are not exposed to significant occupational health and safety risks. Nevertheless, SLICLL places strong emphasis on maintaining a safe and healthy working environment. Health and safety risks are regularly assessed by the Risk Management Department in collaboration with internal and external stakeholders. A comprehensive Health and Safety Policy provides a formal framework for workplace safety management.

Ethics, Integrity, and Code of Conduct

SLICLL expects all employees to uphold the highest standards of ethics, integrity, and professionalism in all duties and interactions. A formal Code of Conduct has been established and communicated to all employees. Breaches are addressed through disciplinary procedures proportionate to the severity of the misconduct.

Grievance Management

A comprehensive grievance management mechanism enables employees to report work-related concerns without fear of retaliation. The policy clearly outlines grievance types, reporting procedures, resolution timelines, and the roles of the Grievance Handling Committee and the HR Board Sub-Committee. This structured approach applies to both individual and collective grievances, including personal and official matters.

EMPLOYEE SATISFACTION

SLICLL recognises that employee satisfaction is a critical driver of productivity, engagement, and service excellence. Guided by the principle that 'happy employees deliver quality products and services,' the Company offers a comprehensive range of benefits designed to support employee well-being, financial security, work-life balance, and professional development.

HUMAN CAPITAL

Benefits at Work

Family Leave

Maternity leave per Maternity Benefits Ordinance + additional two months unpaid leave. Paternity leave requests considered favourably subject to operational requirements.

Flexible Work Arrangements

Remote working facilities and flexible working hour arrangements provided, taking into account employees' personal circumstances and operational feasibility.

Staff Cafeteria

Employees have access to a cafeteria offering a variety of food and beverages at concessionary prices, supporting daily well-being.

Welfare Shop and Initiatives

A welfare shop offers essential goods at affordable prices, complemented by various welfare initiatives to support employee well-being.

Health and Wellness Benefits

Gymnasium and Yoga

A well-equipped gymnasium with a qualified instructor promotes physical fitness. Weekly yoga sessions support mental and spiritual well-being of employees.

Healthcare Awareness

Health and wellness programmes conducted regularly to educate employees on health matters and promote a healthy, supportive work environment.

Financial Security

Medical Insurance Coverage

Comprehensive medical insurance coverage provided to SLICLL employees and their eligible family members ensuring financial security in times of illness.

Educational Incentives

Examination fees reimbursed in accordance with HR policies, encouraging continuous learning and professional advancement. Rs. 982,993 reimbursed in 2025.

Lifestyle Benefits

Library

A well-maintained library of approximately 1,800 fiction and non-fiction books, including insurance, management, finance, marketing, and sales titles.

Holiday Homes

Company holiday homes in Nuwara Eliya, Anuradhapura, and Kataragama, fully furnished with modern amenities and trained caretakers.

Benefits for Employees' Families

Children's Educational Support

Children of employees receive educational support including seminars for students preparing for the Year 5 Scholarship Examination.

Family Welfare - 'Like a Father, Like a Mother'

Employees and families eligible for death benefit schemes. Emotional and psychological support provided during times of need – reflecting SLICLL's deeply caring organisational culture.

PERFORMANCE APPRAISAL AND RECOGNITION

SLICLL is committed to fostering a performance-driven culture. The Performance Appraisal and Reward System is strategically aligned with organisational objectives and business priorities – founded on the guiding philosophy of 'Striving for Excellence.' The system ensures that employee performance is assessed in a fair, transparent, and credible manner.

Performance Appraisal System (PAS) – 'Striving for Excellence'

All permanent employees complete a bi-annual self-evaluation, measuring individual performance against pre-agreed Key Performance Indicators (KPIs) established at the start of the financial year. Following self-evaluation, a structured performance discussion is conducted between employee and line manager – reviewing performance outcomes, identifying training needs, and aligning career aspirations with organisational requirements.

HRIS Integration – Real-Time Performance Monitoring

The Performance Appraisal System is fully integrated into the Human Resource Information System (HRIS), enabling employees to monitor their performance progress and allowing line managers to continuously evaluate team performance throughout the year. This integration reinforces a shared commitment to consistently striving for excellence.

Individual Development Plans (IDPs)

Employees who receive a performance rating below the required threshold are provided with targeted support through customised Individual Development Plans (IDPs), developed collaboratively by the Human Resources function and respective supervisors ensuring no employee is left behind.

Outstanding Employee Award Scheme

A structured recognition framework formally rewards exceptional contributions made by employees across the Head Office and Branch network (excluding sales categories). The scheme motivates employees through recognition and reinforces a culture of innovation, performance excellence, and continuous improvement across the organisation.

PRIORITIES FOR 2026

Looking ahead, SLICLL has identified two strategic people priorities for 2026 – each critical to sustaining the organisation's competitive advantage, operational excellence, and long-term leadership continuity.

Strengthening a Performance-Driven Culture

Key Focus Areas

- Strengthening the linkage between individual KPIs, departmental goals, and corporate strategy
- Enhancing manager capability in performance coaching and feedback
- Increasing employee awareness of performance expectations and outcomes

Indicative KPIs

- Percentage of employees with clearly defined and aligned KPIs
- Distribution of performance ratings year-on-year
- Percentage of employees achieving or exceeding performance targets
- Improvement in productivity and service quality indicators

Enhancing Succession Planning and Talent Pipeline Development

Key Focus Areas

- Identification and periodic review of critical roles
- Expansion and strengthening of the SLICLL Talent Pool
- Targeted leadership and functional development programmes for high-potential employees
- Increased internal promotions for key and leadership roles

Indicative KPIs

- Percentage of critical roles with at least one identified successor
- Number of employees included in the SLICLL Talent Pool
- Internal promotion rate for leadership and key positions
- Readiness level of identified successors (short-, medium-, and long-term)
- Retention rate of high-potential employees

SOCIAL AND RELATIONSHIP CAPITAL

Our Relationships – Built on Trust, Driven by Purpose

Social and relationship capital underpins SLICLL's business model, built on the trust millions of Sri Lankan families place in us during life's defining moments. Every policyholder relationship, advisor partnership, community programme and institutional collaboration strengthens our relevance, resilience and long-term growth.

14.4%

Market Share
2025

351 MDRT

Members
Achieved 2025

10 Yrs MDRT

Consecutive Growth
(2016-25)

NPS 62

Net Promoter Score
2025

8.7

Customer Satisfaction
Score 2025

Rs. 12.5 Bn.

Industry-Largest Bonus
Declaration (2024)

24/7

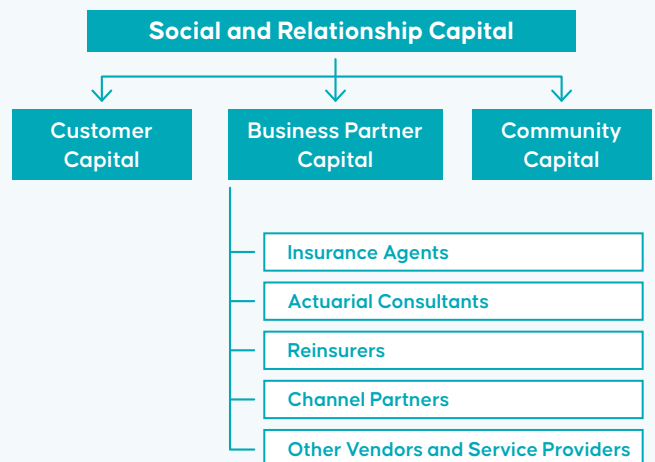
Call Centre and Website
Access

Rs. 12.5 Mn.

Total Training Investment

OUR STAKEHOLDER ECOSYSTEM

Social and relationship capital refers to the networks and relationships SLICLL has cultivated with its diverse stakeholder groups: policyholders, insurance advisors, institutional partners, suppliers, employees, and regulators. These relationships are the foundation upon which every rupee of financial value is ultimately built, and SLICLL invests deliberately and consistently in making them stronger, deeper, and more mutually beneficial year on year.



OUR STAKEHOLDER ENGAGEMENT FRAMEWORK

Policyholders

How We Engage →

Mobile app, 24/7 call centre, website, branch network across 25 districts, NPS/CSAT surveys, complaint handling, loyalty rewards, transparent marketing

Value Created

Affordable coverage, Life Loyalty Rewards, claims fulfilment, financial security, digital convenience, personalised product solutions

Insurance Advisors

How We Engage →

Agency Career Path, MDRT recognition, Life Congress, ADM framework, LIMRA certification, digital tools, grooming and coaching sessions

Value Created

Structured career progression, earnings growth, professional recognition, international exposure, digital productivity tools

Institutional Partners

How We Engage →

Bancassurance partnerships, BASL partnership (Rekawarana), ICASL collaboration, mobile payment integrations, digital payment aggregators

Value Created

Tailored insurance solutions for professional communities, expanded distribution reach, mutual capability enhancement

Regulators and Government

How We Engage →

IRCSL compliance, regulatory reporting, National Environmental Policy adherence, SOE governance obligations, Board-level oversight

Value Created

Policy stability, industry credibility, regulatory trust, sustainable market development, consumer protection reinforcement

Communities and Society

How We Engage →

"Pasal Piriyatha Surakimu" school development programme, "Suba Pathum" scholarship scheme, CSR initiatives, donation activities

Value Created

Donations, child education support, school infrastructure development, national social development contribution

SOCIAL AND RELATIONSHIP CAPITAL

CUSTOMER CAPITAL: DRIVING VALUE THROUGH EVERY TOUCHPOINT

SLICLL's customer relationships are the engine of its business, generating premium income, referrals, brand loyalty and long-term enterprise value. Building and sustaining these relationships requires a relentless focus on understanding what customers need, delivering products that are tailored to those needs, and creating service experiences that inspire trust and advocacy for SLICLL.

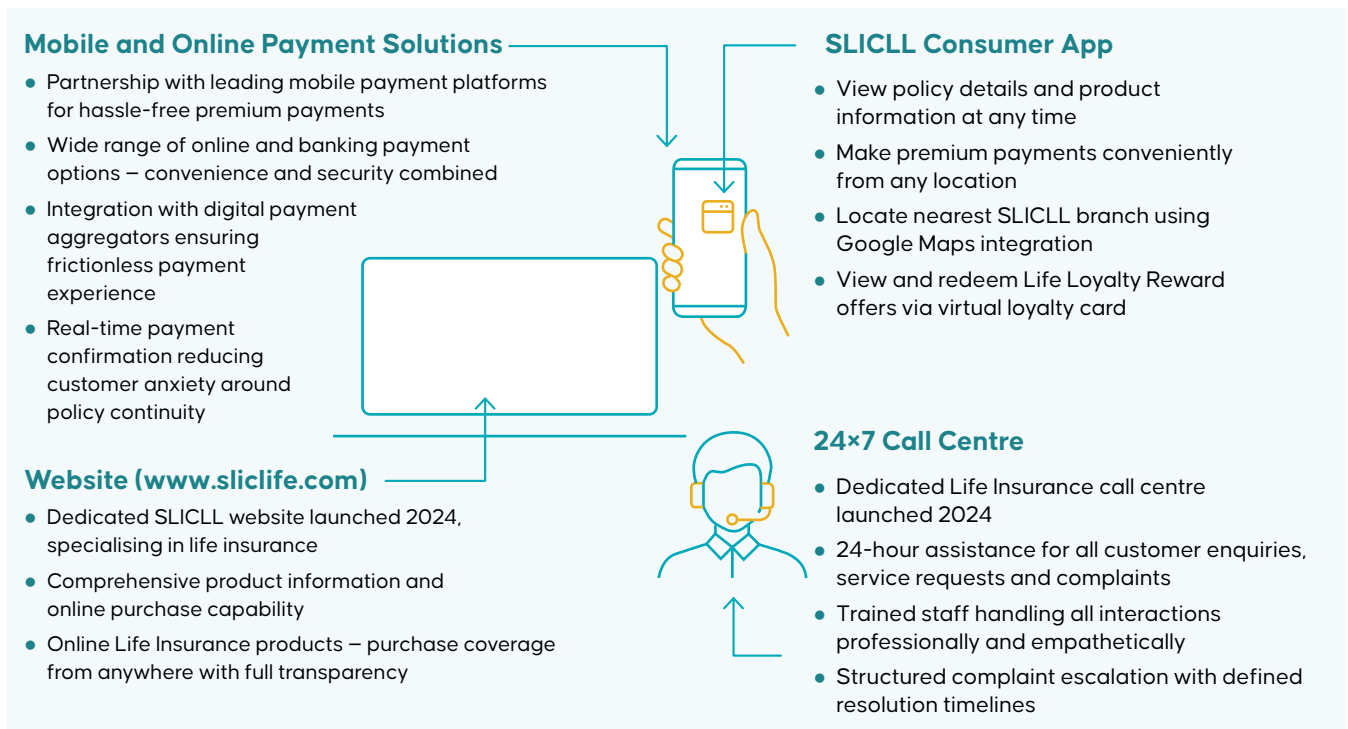
SLICLL's guiding philosophy, 'Customer First in Everything We Do' is the operating principle that permeates every aspect of the company's customer capital strategy. It shapes product design, channel investment, complaint handling and marketing communications. It is the reason SLICLL has retained its position as Sri Lanka's Most Loved Life Insurance Brand for eight consecutive years.

MARKET POSITION

SLICLL maintained its 14.4% market share in 2025 holding steady in a competitive and evolving life insurance landscape. The company's position is underpinned not merely by scale, but by the depth of its customer relationships: a diverse policyholder base spanning individuals, SMEs, entrepreneurs, government institutions and large corporates, served through one of the most extensive branch network in Sri Lanka's life insurance sector.

CUSTOMER CONVENIENCE

SLICLL recognises that customer behaviour is rapidly evolving alongside the proliferation of smart devices and digital platforms. The company's channel strategy delivers seamless, accessible service across every touchpoint, digital and physical, self-service and assisted:



PRODUCT PORTFOLIO

SLICLL's product portfolio is organised across eight strategic categories – each designed to address the specific needs of distinct customer segments, from new entrants to the workforce through to retirees, and from individuals to large corporate groups:

SLICLL's product portfolio is structured across key categories shown below. The categories have been crafted to cater to the needs of diverse customer segments.



LIFE LOYALTY REWARDS

SLICLL's Life Loyalty Rewards programme challenges the widely-held perception that life insurance delivers value only at maturity or upon a claim. Through a continuously expanding network of merchant partners, policyholders can access exclusive offers, discounts, and value-added benefits across hospitality, education, dining, healthcare and more, immediately upon policy activation and throughout the entire policy term. Benefits are accessible through the SLICLL mobile app and redeemed using a virtual loyalty card, ensuring a seamless and dignified customer experience.

RESPONSIBLE MARKETING

SLICLL's customer interaction strategy is built on clarity, transparency, and informed consent. All promotional and marketing materials strictly adhere to IRCSL regulatory disclosure requirements. Branch staff are trained to explain product risks clearly, guide customers toward suitable solutions, and avoid the mis-selling that erodes long-term trust. Digital channels complement in-person interactions ensuring that every customer, regardless of channel, receives complete, accurate and relevant information before making any decision.

PROMPT AND EFFECTIVE CUSTOMER COMPLAINT HANDLING

SLICLL treats customer complaints as opportunities to improve. A structured customer complaints management system with clearly defined procedures from receipt through to resolution, transparently published on the company's website ensures that every concern is logged, investigated and addressed promptly.

- 24-hour call centre, corporate website and social media as active complaint channels
- Trained staff empowered to log, investigate, and resolve issues at first contact where possible
- Structured escalation procedures for complex or unresolved complaints
- Annual NPS and CSAT studies across a diverse policyholder cross-section
- Insights from complaint analysis fed directly into product, process and service improvement cycles

BUSINESS PARTNER CAPITAL

Insurance Advisors: The Human Face of SLICLL

SLICLL's insurance advisors are far more than a distribution channel. They are the company's most visible brand ambassadors, the trusted intermediaries who translate insurance products into financial security for Sri Lankan families. Building, developing and recognising this advisor force is one of SLICLL's most strategic social capital investments.

Every SLICLL insurance advisor operates under the Company's Sales Agreement, which clearly establishes the terms, standards of ethics and professional conduct expected of them. Advisors are not merely sales representatives. They take SLICLL's brand promise to the community, build lasting relationships with policyholders and serve as the primary source of trust in markets where SLICLL's physical branch infrastructure complements face-to-face advisory relationships.

AGENCY DEVELOPMENT FRAMEWORK

Structured Agency Career Path

SLICLL has established a structured agency career path that enables systematic advancement and long-term career growth within the organisation. New entrants benefit from clear progression pathways, while existing performers access streamlined advancement opportunities. The Agency Development Model (ADM) provides an effective development framework and operational structure for all advisors engaged under SLICLL agency contracts.

Digitalisation for Advisor Productivity

SLICLL's ongoing digitalisation programme is specifically designed to enhance productivity and convenience for agency personnel giving advisors access to digital tools, business customer data, and operational capabilities that allow them to serve customers more effectively and manage their business more efficiently from the field.

SOCIAL AND RELATIONSHIP CAPITAL

MDRT ACHIEVEMENT - A DECADE OF EXCELLENCE

Million Dollar Round Table (MDRT) membership is the global benchmark of life insurance advisor excellence, and SLICLL's MDRT performance tells the story of a decade of accelerating growth. From a few members at the beginning, the company has achieved a remarkable milestone with 351 MDRT members in 2025 recording the strongest performance in the Company's history.

Figures Achieved Year	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Membership Year	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
Total Members	351	320	209	168	187	93	64	63	52	60

CELEBRATING EXCELLENCE, BUILDING CONNECTIONS

SLICLL's corporate event calendar is a deliberate investment in social and relationship capital recognising achievement, deepening community within the advisor force, celebrating milestones with partners and communicating SLICLL's brand promise to the nation. In 2025, numerous major events and launches reinforced these relationships:

SLICLL Super Women - Women's Day Campaign

The female advisor force is central to SLICLL's growth strategy and the company celebrates and empowers them accordingly. The SLICLL Super Women campaign, now in its third year, continued the special Women's Day sales competition that specifically recognises the achievements of female advisors. The programme featured rewards tailored for modern professional women, complemented by dedicated grooming and coaching sessions designed to help participants realise their full personal and professional potential.

MDRT Conference 2025 - Local and International

The 320 MDRT achievers of 2024 were honoured at the MDRT Conference held at Cinnamon Life, City of Dreams, receiving their cash rewards and plaques, and participating in training sessions conducted by industry leading professionals. In a landmark recognition of their excellence, the achievers also attended a special international MDRT conference organised by SLICLL in Kuala Lumpur, Malaysia gaining exposure to insurance best practices from successful professionals worldwide and returning with broadened knowledge, expanded networks and renewed professional ambition.

Life Congress 2025 - First Half Performance Recognition

Life Congress 2025 - First Half Performance Recognition Individuals who demonstrated exceptional performance during the first half of 2024 were recognised at Life Congress 2025, a two-day residential programme held in Weligama. Winners received achievement certificates and engaged in motivational and skill-building sessions designed to sustain their momentum and inspire continued excellence across the remainder of the year.

Bonus Launch - Industry's Largest Bonus Declaration

Sri Lanka Insurance Corporation Life announced the largest bonus declaration in the Sri Lankan insurance industry, a Rs. 12.5 Bn. bonus declaration that sends an unambiguous signal of financial strength, policyholder commitment and competitive leadership. The announcement was followed by island-wide business activations and door-to-door campaigns, carrying the message of life insurance to every corner of Sri Lanka and deepening the brand's community presence at the grassroots level.

INSTITUTIONAL PARTNERSHIPS

Strategic partnerships are a cornerstone of SLICLL’s relationship capital strategy, extending the Company’s distribution reach, enriching its product offerings and creating tailored insurance access for professional and institutional communities that might not otherwise prioritise life insurance.

**Bar Association of Sri Lanka (BASL)
SLICLL Rekawarana**

Purpose-built retirement scheme for BASL members – providing structured financial security and peace of mind for Sri Lanka’s legal professionals. Builds institutional trust and deepens SLICLL’s footprint within the professional sector.

Institute of Chartered Accountants of Sri Lanka (ICASL)

Professional Insurance Solutions

Dual-purpose partnership: providing insurance solutions for ICASL members while building SLICLL employees’ financial, governance and professional competencies through ICASL training resources. A model of mutual value creation across institutional boundaries.

**Mobile Payment Platforms
Premium Payment Solutions**

Integration with leading mobile payment partners delivers a hassle-free, convenient premium payment experience removing barriers to timely payment and reducing policy lapse risk for policyholders across all demographic segments.

**Banks and Digital Payment Aggregators
Online Payment Network**

An expanded network of banking and digital payment options provides policyholders with choice, security and convenience supporting SLICLL’s commitment to making life insurance accessible to every Sri Lankan regardless of preferred payment method.

**Life Loyalty Reward Merchant Network
Value-Added Benefits Programme**

A continuously growing network of merchant partners across hospitality, education, dining and healthcare delivers ongoing tangible benefits to policyholders throughout the policy lifecycle transforming the insurance relationship from transactional to relational.

SOCIAL AND RELATIONSHIP CAPITAL

COMMUNITY CAPITAL

SLICLL's social responsibility is not a stand-alone programme. It is a lived expression of the Company's identity as Sri Lanka's Nation's Insurer. From child education scholarships to school infrastructure development, the Company invests in the communities it serves because their wellbeing and SLICLL's own long-term health are interrelated. and synergistic.

"Suba Pathum" Scholarship Scheme

Launched in 2014, the SLICLL Subapathum Scholarship Scheme rewards academic excellence among children of the Company's policyholders at three educational milestones; Grade 5 Scholarship, GCE Ordinary Level, and GCE Advanced Level. Since inception, over 2,200 scholarships have been awarded, with a cumulative value exceeding Rs. 240 Mn. In 2025, 225 students were recognised. 75 from each tier with annual awards of Rs. 20,000 (five years), Rs. 40,000 (two years), and Rs. 50,000 (three years) respectively. Now in its eleventh year, the scheme remains one of the Company's most enduring commitments to the communities it serves.

"Pasal Piriyaatha Surakimu" School Development Programme

Established in 2007, the Pasal Piriyaatha Surakimu programme reflects SLICLL's long-standing commitment to improving learning environments for underprivileged children across Sri Lanka. To date, the initiative has benefitted 3,365 schools island-wide. The most recent phase, launched in May 2025, was carried out simultaneously across 100 selected schools, spearheaded by SLICLL's regional and branch offices. Activities included classroom refurbishment, provision of clean drinking water, restoration of furniture, and donation of books. Beneficiary schools are selected in accordance with Ministry of Education classifications and field observations by regional sales teams, ensuring support reaches the most deserving communities.

Standing with the Community

When Cyclone Ditwah struck in late 2025, SLICLL and SLIC General responded swiftly and at scale. In collaboration with the National Disaster Relief Services Centre, dry ration packs were distributed to 1,000 affected families across the Maharagama Urban Council and Divulapitiya Pradeshiya Sabha in two phases on 30 November and 2 December 2025.

Beyond immediate relief, the Company mobilised regional volunteer teams across 18 districts with concentrated efforts in Colombo, Gampaha, Badulla, and Kurunegala to rehabilitate schools, places of worship, business premises, and households. Groups of 50 volunteers per region, led by regional managers, restored cleanliness and safety in flood-affected areas while providing cleaning supplies and safety guidance.

Free Insurance Cover on World Children's Day

In celebration of World Children's Day 2025, SLIC Life extended a Rs. 1 Mn. free life insurance cover to the parents of every child born on October 1st across the island. Carried out for the fourth consecutive year, the initiative reflects SLIC Life's mission to provide financial protection to families at crucial moments while reinforcing the value of life insurance as a safety net.

This free life cover provides parents of newborns with vital financial security during uncertain times, helping families lay a stable foundation for the future. On October 1st, SLIC Life implemented the programme nationwide, covering every hospital in Sri Lanka to ensure parents across the country benefitted from this unique offering. Launched in 2022 as part of SLIC Life's Corporate Social Responsibility (CSR) programme, the project was designed to protect the future of the nation's children by supporting their parents.

Excellence in CSR - Sri Lanka Leadership Awards 2025

SLICLL was honoured with the 'Excellence in CSR' award for 'Support and Improvement in Quality of Education' at the Sri Lanka Leadership Awards 2025 organised by CMO Asia. This national recognition validates the depth and impact of SLICLL's community investment, particularly in child education and reinforces the company's position as a leader in responsible corporate citizenship within Sri Lanka's financial services sector.

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

SLICLL's social and relationship capital activities create value that extends far beyond the organisation contributing to Sri Lanka's national development agenda and to the United Nations Sustainable Development Goals through three channels: households, the public sector, and the private sector.



No Poverty

Diversified life investment solutions providing a financial safety net for Sri Lankans from all socioeconomic backgrounds; microinsurance extending coverage to lower-income segments.



Good Health and Wellbeing

Comprehensive health insurance plans with customisable options; employee benefits covers; partnership with Lanka Hospitals Corporation; protection products addressing hospitalisation, critical illness, and medical costs.



Quality Education

Education insurance plans securing children's education against parental death or disability; 'Suba Pathum' scholarship scheme; 'Pasal Piriayatha Surakimu' school development programme; Excellence in CSR award for education contribution.



Decent Work and Growth

Structured Agency Career Path providing rewarding employment for over 4,000 sales force members, SLIC Super Women programme empowering female advisors, 'great place to work' culture commitment.



Industry, Innovation and Infrastructure

Innovative tailor-made insurance solutions for all needs and Sri Lankans of every socioeconomic class; convenience, transparency and security through mobile functions, online payment solutions and digital customer facilities; hybrid channels bridging physical and digital service delivery.



Reduced Inequalities

'Insurance for All' concept offers affordable, simplified solutions for Sri Lankans of every socioeconomic class; microinsurance products; island-wide branch network ensuring geographic equity of access.



Partnerships for the Goals

BASL and ICASL institutional partnerships deepening professional community protection; mobile payment partnerships broadening payment access; loyalty merchant networks creating community commerce ecosystems.

NATURAL CAPITAL

As a service organisation, SLICLL's environmental footprint remains modest, yet every kilowatt-hour of electricity, cubic metre of water, and sheet of paper reflects responsibility to planet and communities. In 2025, we reduced electricity and water use and more than doubled paper recycling, demonstrating committed stewardship.

6%

Electricity Reduction
Head Office

+4.4%

Electricity Branches

9.4%

Water Reduction
Head Office

35%

Water Reduction
Branches

+123%

Paper Recycling
Growth YoY



Carbon Footprint
Certification 4 Years

ISO 14064

GHG Verification Standard

OUR ENVIRONMENTAL PHILOSOPHY

SLICLL operates at the intersection of financial protection and social responsibility. While the nature of our business, life insurance means we are information-intensive rather than material or energy-intensive, our operations nonetheless consume electricity, water and paper, and generate waste paper and e-waste. We take each of these impacts seriously.

Our environmental philosophy rests on three pillars: voluntary compliance that goes beyond what is legally required; consistent measurement and transparent reporting of our environmental footprint; and active investment in digitisation, automation and efficiency initiatives that systematically reduce our consumption and emissions year on year.



MEASURE

Track electricity, water, and paper usage – know our footprint precisely



REDUCE

Digitise, automate, and optimise to cut consumption year on year

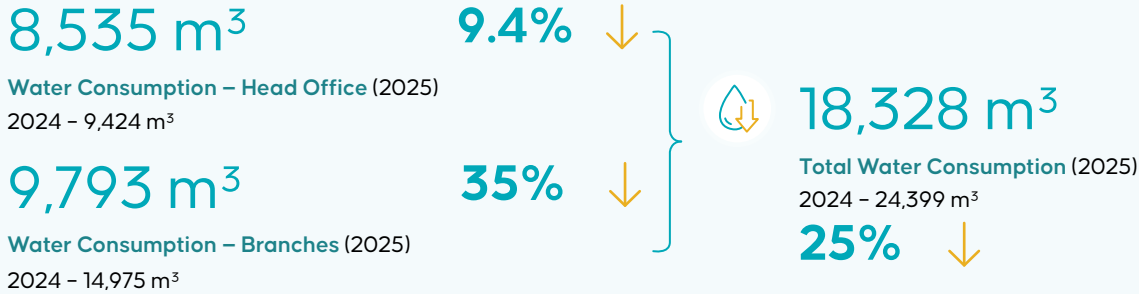
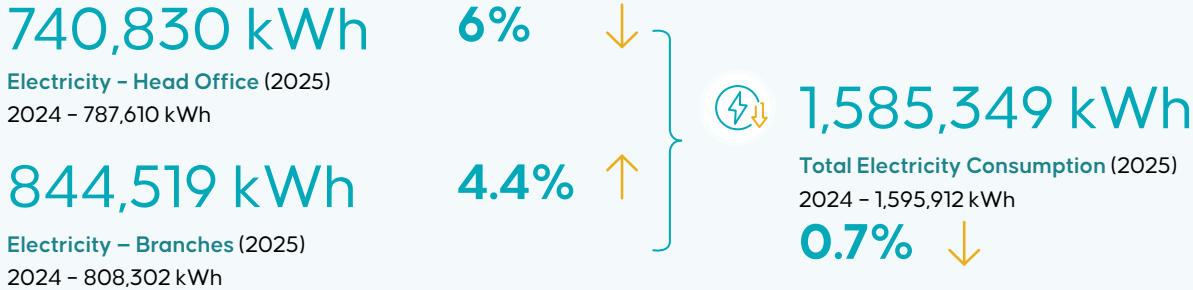


CERTIFY

Maintain ISO 14064 Carbon Footprint Certification – independently verified

Key Environmental Performance Metrics : 2025 vs. 2024

SLICLL tracks consumption across all major environmental impact categories at both Head Office and branch network levels. The following table presents the 2025 performance against 2024 baselines, with year-on-year change and directional indicators:



ELECTRICITY CONSUMPTION

Electricity is SLICLL’s primary source of direct energy consumption powering branch operations, Head Office systems, IT infrastructure, lighting, and air conditioning across 219 service outlets island-wide. In 2025, the Company achieved meaningful reductions in both Head Office and branch electricity consumption through a combination of energy-efficient hardware, smarter operational practices and the ongoing impact of digitisation.

The 6% reduction at Head Office is particularly significant, representing 46,780 kWh saved through energy-efficient hardware upgrades, optimised IT infrastructure and the deployment of cloud computing solutions by data centres and public cloud providers. At branch level, a marginal 4.4% increase across 219 service outlets reflects the challenge of maintaining energy efficiency during network expansion with 17 new ABDCs added during the year.

Energy Efficiency Through Technology

Advancements in energy-efficient hardware and renewable energy adoption by data centres and public cloud providers directly reduced SLICLL’s electricity consumption in 2025. The shift to cloud computing enables the processing of vast amounts of insurance data with progressively lower per-unit energy requirements – making each policy processed, each claim settled and each customer interaction more energy-efficient than the year before.

NATURAL CAPITAL

Water Consumption

Water consumption at SLICLL spans both Head Office and branch operations for sanitation, cooling, and building maintenance. In 2025, consumption fell across both environments, with the branch network delivering a stronger reduction of 35%, saving 5,182 m³ year on year.

The combined total water consumption of 18,328 m³ in 2025 represents a reduction of 6,071 m³ (25%) from the 24,399 m³ recorded in 2024. This consistent downward trend is attributable to awareness programmes among building management staff, water-saving fixtures across newer branch refurbishments, and operational efficiency improvements at the Head Office.

Paper Management

Paper consumption and recycling represent SLICLL's most visible environmental narrative and one that is being rewritten through digitisation. As the company's digital transformation accelerates, paper is systematically displaced from everyday operations: from policy issuance and claims processing to HR, Finance, Procurement and customer communications.

PAPER RECYCLED

2,501 kg

2025 (vs 1,122 kg in 2024)



123%

increase in recycling



WHAT THIS MEANS

- 1,379 kg more paper diverted from landfill compared to 2024
- Paper recycling programme scaled significantly in 2025
- Reflects both reduced paper consumption AND stronger recycling discipline
- Reduced deforestation pressure, lower waste generation
- Supports circular economy principles within operations

Digitisation

SLICLL's digitisation programme directly targets paper consumption at its source. By converting traditionally paper-based tasks to digital formats, the company is eliminating paper from the entire insurance value chain from customer onboarding to policy issuance, claims lodgement to final settlement.

Digital Document Storage and Electronic Signatures

The introduction and implementation of digital document storage systems and electronic signatures have fundamentally displaced paper from policy administration, correspondence, and compliance filing. Documents that previously required physical printing, signing, and archival are now created, approved, and stored entirely digitally.

Online forms, digital premium payments, policy self-service, and e-statements have replaced paper-based correspondence with customers reducing both the volume of paper generated and the carbon emissions associated with printing, postage, and physical delivery.

Automation and digitisation enable more tasks to be conducted remotely, reducing the need for employees to travel for meetings, inspections, and administrative tasks. This reduces transportation-related carbon emissions and decreases the energy consumption associated with commuting and maintaining additional office space.

CARBON FOOTPRINT CERTIFICATION



ISO 14064 Greenhouse Gas Verification

SLICLL's Greenhouse Gas Verification Opinion complies with the requirements of ISO 14064-1:2018 verified in accordance with ISO 14064-3:2019 with a reasonable level of assurance. This internationally recognised standard provides the highest level of credibility to SLICLL's environmental reporting, ensuring our carbon data is accurate, comparable, and independently assured.

Raising employee awareness of GHG emissions and securing active participation in environmental initiatives is central to SLICLL's carbon neutrality strategy. A company-wide understanding of what drives emissions from electricity usage and travel to paper consumption and waste empowers every employee to contribute to the reduction target.







Environmental Governance and Compliance

SLICLL's environmental governance operates on the principle of voluntary leadership. As a service organisation, the Company is not legally subject to environmental regulations in the same way as manufacturing or industrial enterprises. Nevertheless, SLICLL voluntarily ensures that all operations are conducted in full compliance with Sri Lanka's National Environmental Policy and there have been zero instances of non-compliance with any environmental laws during 2025.

<p>Zero Environmental Non-Compliance Incidents</p>	<p>100% Voluntary Compliance with National Policy</p>	<p>4 Years Consecutive Carbon Footprint Certification</p>
---	--	--

Contribution to Sustainable Development Goals

SLICLL's natural capital stewardship activities directly contribute to multiple United Nations Sustainable Development Goals (SDGs). The Company's environmental initiatives create impact through three pathways: through the households it insures, through its participation in the public sector ecosystem as a state-owned enterprise, and through its private sector leadership as a responsible corporate citizen.

 <p>Clean Water and Sanitation</p> <p>Reduced water consumption by 25% (6,071 m³ saved) across Head Office and branches through monitoring, operational efficiency and awareness programmes.</p>	 <p>Affordable and Clean Energy</p> <p>Achieved 6% electricity reduction at Head Office through energy-efficient hardware and cloud computing optimisation; aggregate reduction of 46,780 kWh across all operations.</p>	 <p>Responsible Consumption</p> <p>Paper recycling increased 123% to 2,501 kg; digitisation eliminated paper from core insurance processes; RPA automation reduced resource-intensive manual workflows.</p>
 <p>Climate Action</p> <p>Maintained ISO 14064-verified Carbon Footprint Certification for the 4th consecutive year; continuous GHG assessment programme; active pathway toward carbon neutrality.</p>	 <p>Life on Land</p> <p>Paper reduction and recycling directly reduces deforestation pressure; carbon footprint management reduces emissions contributing to land and ecosystem degradation.</p>	 <p>Partnerships for the Goals</p> <p>Compliance with national environmental policy; participation in public and private sector environmental initiatives; employee engagement in GHG reduction programmes.</p>



GOVERNANCE AND RISK MANAGEMENT

CORPORATE GOVERNANCE REPORT

As a State-Owned Enterprise, Sri Lanka Insurance Corporation Life Limited remains firmly committed to the highest standards of corporate governance. We ensure that every strategic decision is anchored in transparency and ethical conduct.



CHAIRMAN'S INTRODUCTION

Sri Lanka Insurance Corporation Life Limited (SLICLL), as a State-Owned Enterprise (SOE), remains firmly committed to maintaining the highest standards of corporate governance. The Company's governance framework is built on the principles of accountability, transparency, ethical conduct and fairness, and is designed to support effective oversight, prudent risk management, and timely, well-informed decision-making across the organisation.

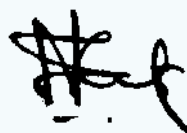
The Board of Directors provides leadership by setting the tone at the top and fostering a culture of integrity and responsibility throughout the Company. In fulfilling this role, the Board upholds four fundamental principles of corporate governance: responsibility, accountability, transparency, and fairness, which guide how SLICLL conducts its business and engages with stakeholders.

In accordance with Direction No. 17 issued by the Insurance Regulatory Commission of Sri Lanka (IRC SL), the Company complies with the provisions of the Code of Best Practice on Corporate Governance 2017 issued by the Institute of Chartered Accountants of Sri Lanka, as revised in November 2023. In addition, SLICLL adheres to the Corporate Governance Guidelines and Operational Manual for State-Owned Enterprises issued by the Ministry of Finance, ensuring alignment with national governance expectations applicable to SOEs.

To further strengthen governance effectiveness, the Board has approved a Schedule of Matters Reserved for the Board, which clearly distinguishes matters requiring Board approval from those delegated to Management. This framework enhances clarity in decision-making, reinforces accountability, enables the Board to focus on strategic oversight, and helps mitigate governance and operational risks.

During the year under review, the Board and its Board-appointed sub-committees continued to exercise diligent oversight of the Company's affairs. Regular monthly Board meetings were held to review performance, monitor risks, and evaluate Management's execution of approved strategies. Non-Executive Directors also played an active role by providing independent judgment, constructive challenge and specialist insight, thereby strengthening the quality of Board deliberations.

The Board firmly believes that strong corporate governance is essential to the long-term sustainability, financial strength and reputation of SLICLL. Accordingly, the Company remains committed to continuously enhancing its governance practices in line with evolving regulatory requirements and recognised best practices. The governance arrangements and initiatives implemented during the year are outlined in the sections that follow.



Nusith Kumarathunga

Chairman

31 March 2026

CORPORATE GOVERNANCE REPORT

GOVERNANCE FRAMEWORK

Through the leadership and oversight of its Board of Directors and Board sub-committees, the Company has established and maintained a robust governance framework that encompasses all areas of its operations. This framework is supported by clearly defined policies, procedures and guidelines, together with well-structured management reporting lines that ensure accountability and effective decision-making.

The governance framework is multi-dimensional, integrating statutory requirements, regulatory directions issued by the primary regulator, and adherence to recognised codes of best practices. This comprehensive approach reflects the Company's commitment to upholding integrity, professionalism, prudence, transparency and accountability within the insurance industry, while safeguarding the interests of policyholders and other stakeholders.

Within this framework, the Board of Directors exercises full and effective control over the affairs of the Company and provides strong strategic leadership. The Board plays a critical role in setting the strategic direction of the organisation, overseeing management and operational performance, determining key policies and processes, and ensuring the effectiveness of the Company's risk management and internal control systems.

The Board's oversight also ensures that the Company remains fully compliant with all applicable laws, regulations, directions, determinations and circulars, as well as applicable code of best practices.

BOARD COMPOSITION AND RESPONSIBILITY OF THE BOARD

As at the reporting date, the Board comprised six (6) Non-Executive, Non-Independent Directors, all of whom are distinguished professionals with extensive experience and expertise in their respective fields. The Board is of the view that its composition reflects a broad and balanced mix of skills, knowledge and industry insight required to effectively oversee the Company's operations and strategic direction.

As a SOE, the Board serves as an important link between the State, as the sole shareholder, and the Company's management. In this capacity, the Board is entrusted with ensuring that the Company is managed in a prudent, transparent and accountable manner, while aligning its objectives with national priorities and stakeholder expectations.

The Board is collectively responsible for the overall stewardship, leadership and governance of the Company. Its primary role includes providing strategic oversight, formulating key policies and supporting long-term planning. The Board regularly reviews and evaluates the Company's financial and commercial performance to ensure sustainability and value creation.

In addition, the directors confirm that they have reviewed the effectiveness of the Company's risk management and internal control systems. The internal control framework comprises established policies, procedures, processes, operational practices and behavioural standards designed to safeguard assets, ensure regulatory compliance and support efficient operations.

To further strengthen governance and enhance oversight, the Board has established Corporate and Operational Sub-committees. These committees support the Board in discharging its responsibilities and contribute to the effective achievement of the Company's objectives and the creation of long-term value for stakeholders.

THE COMPANY SECRETARY

The Company Secretary of a SOE plays a pivotal role in maintaining the integrity, effectiveness, and credibility of the corporate governance framework. This role extends beyond traditional administrative responsibilities to include strategic advisory functions, governance oversight, and compliance management.

The duties and responsibilities of the Company Secretary are primarily governed by the Companies Act, No. 7 of 2007, together with applicable directions, determinations and guidelines issued by the Insurance Regulatory Commission of Sri Lanka (IRCSL), as well as relevant Codes of Corporate Governance.

The Company Secretary serves as a key governance adviser to the Board and its committees, ensuring that Directors are appropriately guided on their statutory, fiduciary, and ethical responsibilities. All directors have access to the advice and services of the Company Secretary, who is directly accountable to the Board for ensuring due process, procedural integrity, and compliance with Board and committee governance requirements.

BOARD MEETINGS AND PROCEEDINGS

The Board meets on a monthly basis to ensure that its responsibilities are discharged effectively. In addition, special meetings are convened when necessary to address specific matters requiring the Board's attention. Details of the number of Board meetings held during the financial year and the attendance of each Director are provided below.

BOARD APPOINTED SUB COMMITTEES

To support effective governance and strengthen oversight, the Board has established several specialised sub-committees. These sub-committees facilitate more focused attention on key areas of the Company's operations, enhance the quality of deliberations, and promote efficiency, accountability, and strong internal control.

Each sub-committee operates under a clearly defined mandate approved by the Board and is responsible for reviewing matters that require specialised expertise and detailed evaluation. This structure enables the Board to draw on focused knowledge in critical areas such as audit, investments, human resources and remuneration, and risk management, while retaining overall responsibility and decision-making authority.

The sub-committees function in accordance with Board-approved charters, policies, and procedures that define their scope, responsibilities, and reporting requirements. In carrying out their duties, the sub-committees undertake detailed reviews, evaluate internal controls

and processes, monitor performance against established objectives, and make recommendations to the full Board for consideration.

Regular reporting by the sub-committees promotes transparency, supports informed decision-making, and ensures alignment with the Company's strategic and governance priorities.

During the financial year 2025, all Board-appointed sub-committees met in accordance with the frequency and requirements set out in their respective charters. The Board of Directors remained fully compliant with applicable governance requirements, and details of the sub-committee meetings held during the year are presented below.

AUDIT COMMITTEE (AC)

Tasked with ensuring the accuracy of the Company's Financial Statements and verifying that the Company operates in compliance with ethical standards and all relevant regulatory requirements. Reviews the adequacy and effectiveness of internal controls, oversees the Internal Audit function, monitors branch audit findings, facilitates coordination between internal and external auditors, and reports significant matters to the Board.

Current Members (4 meetings in 2025)	Attended
Mr Dushmantha Thotawatte (Chairman)	4
Mr Ravindra Pathmapriya (Resigned 01/08/2025)	2
Mr Rohan Philip Bultjens (Appointed 01/01/2025)	4
Mr Thushara Rodrigo (Appointed 13/11/2025)	2

BOARD RISK MANAGEMENT COMMITTEE (BRMC)

Assists the Board in overseeing the Company's Risk Management Framework. Reviews and monitors the effectiveness of the risk management system; ensures management identifies, assesses, and updates the risk profile and risk register; embeds risk considerations in strategic and operational decision-making; and ensures material risks are managed within Board-approved risk appetite and tolerance levels.

Current Members (4 meetings in 2025)	Attended
Mr Dushmantha Thotawatte (Chairman until 12/08/2025)	4
Ms Ajitha Batagoda (Chairman 13/08-13/11/2025)	–
Mr Thushara Rodrigo (Chairman w.e.f. 13/11/2025)	2
Mr Rohan Bultjens (Appointed 01/01/2025)	3
Mr Niel Unamboowe, PC (Appointed 01/01/2025)	2
Mr Ravindra Pathmapriya (Resigned 01/08/2025)	1
Mr Rajiv Dharmendra (Appointed 01/01/2025 and Resigned 23/06/2025)	–

CORPORATE GOVERNANCE REPORT

INVESTMENT COMMITTEE (IC)

Aims to optimise investment returns while adhering to strict risk and regulatory guidelines. The IC thoroughly screens investments and their associated risks whilst ensuring the investment decision-making process is efficient. The IC closely monitors asset and liability mismatches and maintains solvency ratios at healthy levels. 8 IC meetings were held during the year.

Current Members (8 meetings in 2025)	Attended
Mr Ravindra Pathmapriya (Chairman until 01/08/2025)	4
Mr Somadasa Palihawadana (Chairman w.e.f. 04/09/2025)	5
Mr Nusith Kumaratunga	8
Mr Dushmantha Thotawatte	8
Mr Rajiv Dharmendra (Appointed 01/01/2025 and Resigned 23/06/2025)	1
Mr Thushara Rodrigo (Appointed 13/11/2025)	1

HR AND REMUNERATION COMMITTEE (HR & REM)

Ensures effective governance of human resource functions. Oversees recruitment, training, performance management (KRs/KPIs), employee engagement, compensation and benefits, industrial relations, and administration. Approves non-monetary policy changes, structural adjustments, and disciplinary actions for staff below Senior Manager level, referring major decisions to the Board. Held 10 meetings – the second most active committee.

Current Members (10 meetings in 2025)	Attended
Mr Niel Unamboowe, PC (Chairman w.e.f. 06/02/2025)	10
Mr Nusith Kumaratunga	10
Mr Dushmantha Thotawatte	10
Mr Somadasa Palihawadana (Appointed 30/06/2025)	4

STRATEGIC REVIEW COMMITTEE (SRC)

Provides recommendations and guidance on the formulation, execution, and ongoing review of the Company's strategic plan. Reviews the Company's strategic direction, long-term objectives, key initiatives, and associated risks, and facilitates a collaborative and interactive strategic planning process between the Board and management.

Current Members (3 meetings in 2025)	Attended
Mr Dushmantha Thotawatte (Chairman)	3
Mr Rajiv Dharmendra (Appointed 01/01/2025 and Resigned 23/06/2025)	–
Mr Niel Unamboowe, PC (Appointed 01/01/2025)	3
Mr Rohan Buultjens (Appointed 01/01/2025)	3

DIGITAL TRANSFORMATION COMMITTEE (DTCM)

Assists and advises the Board on the Company's digital transformation strategy and implementation of innovative technological solutions. Oversees integration of digital technologies, systems, and processes across the organisation. Chaired by Mr Rohan Buultjens – a renowned IT professional with international expertise in digital transformation and cybersecurity.

Current Members (4 meetings in 2025)	Attended
Mr Ravindra Pathmapriya (Chairman until 01/08/2025)	2
Mr Rohan Buultjens (Chairman w.e.f. 13/11/2025)	4
Mr Nusith Kumaratunga	2
Mr Dushmantha Thotawatte	4

BOARD MEETING ATTENDANCE – 2025

12 Board meetings were held in 2025

Director	Attended
Mr Nusith Kumaratunga	12
Mr Dushmantha Thotawatte	12
Mr Ravindra Pathmapriya (Resigned 01/08/2025)	06
Mr Niel Unamboowe PC (Appointed 01/01/2025)	11
Mr Rohan Philip Buultjens (Appointed 01/01/2025)	12
Mr Rajiv Dharmendra (Appointed 01/01/2025 and Resigned 23/06/2025)	04
Mr Somadasa Palihawadana (Appointed 30/06/2025)	08
Ms Ajitha Batagoda (Appointed 13/08/2025 and Resigned 13/11/2025)	03
Mr Thushara Rodrigo (Appointed 13/11/2025)	03

OPERATIONAL MANAGEMENT COMMITTEES

In addition to the Board-appointed sub-committees, several management-level committees operate to support the Chief Executive Officer in the effective management of the Company. These include the Executive Committee (ExCo), Reinsurance Committee, Audit Follow-up Committee, Product Development Committee, Legal Committee, and Sales and Marketing Review Committee. Collectively, these committees form an integral part of the Company's governance and management framework.

Membership of these committees comprises senior management personnel appointed based on their functional responsibilities and expertise. The ExCo is responsible for the day-to-day management of the business, including the formulation and implementation of strategy, operational plans, policies, procedures and budgets. The ExCo works closely with the Board in supporting the development and execution of the Company's corporate strategy.

The Committee meets on a monthly basis and additionally as required. Meetings are convened by the Chairperson of the Committee, the Chief Executive Officer, to deliberate on matters within its approved Terms of Reference.

INFORMATION FLOW TO THE BOARD

Directors receive comprehensive and timely Board and sub-committee papers in advance of meetings, enabling effective deliberation and informed decision-making. Members of senior management and other relevant officers attend meetings when required to provide clarifications and briefings on matters under consideration.

The Board is authorised to obtain independent professional advice, at the Company's expense, where such advice is necessary to discharge its responsibilities. All directors also have unrestricted access to the Company Secretary, who supports the Board by ensuring compliance with established procedures and advising on governance and regulatory matters.

Board and committee documentation is made available to directors through a secure electronic portal, facilitating efficient access while supporting environmentally responsible practices. Summaries and minutes of sub-committee deliberations are regularly submitted to the Board for information and oversight.

FINANCIAL REPORTING

The Board of Directors accepts responsibility for the preparation and presentation of the consolidated financial statements in accordance with applicable statutory requirements, regulatory directives, and accounting standards.

AUDIT COMMITTEE REPORT

The Board Audit Sub-committee of Sri Lanka Insurance Corporation Life Limited (SLICLL) functions in accordance with its approved Audit Charter and applicable corporate governance requirements. The Committee supports the Board in fulfilling its oversight responsibilities relating to financial reporting, internal controls, risk management, internal audit, external audit, and regulatory compliance.

During the financial year ended 31 December 2025, the Board Audit Sub-committee held four (4) meetings in compliance with the requirements set out in the Audit Charter. The meetings were attended by Committee members, senior management, a representative from the National Audit Office and the representation of the Internal Audit Department as appropriate.

During the year under review, the Committee reviewed and discussed the adequacy and effectiveness of the Company's internal control framework. Particular focus was placed on the Internal Control Matrix, key control gaps identified, and management's action plans aimed at strengthening control effectiveness across operational and support functions.

The Committee also reviewed the findings of branch audits conducted by the Internal Audit Department, including significant observations, recurring issues and systemic control weaknesses identified across the branch network. Progress on audit follow-up actions and the timely implementation of agreed corrective measures were closely monitored to ensure that audit recommendations were addressed effectively by management.

In addition, the Board Audit Sub-committee reviewed internal audit reports, compliance matters and updates on the status of outstanding audit observations. The Committee ensured that significant audit issues and matters requiring Board attention were appropriately escalated and addressed in a timely manner.

KEY RESPONSIBILITIES OF THE BOARD AUDIT SUB-COMMITTEE

In accordance with its Audit Charter, the principal responsibilities of the Board Audit Sub-committee include the following:

- Assisting the Board in overseeing the integrity and reliability of financial reporting and related disclosures.
- Reviewing the adequacy and effectiveness of the Company's internal control systems, including the Internal Control Matrix.
- Overseeing the Internal Audit function, including approving the risk-based Annual Internal Audit Plan, reviewing audit findings, and monitoring the implementation of follow-up actions.
- Reviewing branch audit findings, significant control deficiencies, systemic issues, and ensuring timely management responses.
- Monitoring compliance with applicable laws, regulations, regulatory guidelines, and internal policies.
- Reviewing the scope, independence and performance of the external auditors and facilitating effective coordination between the internal and external audit functions.
- Reporting significant matters relating to internal controls, audit, risk management, and compliance to the Board of Directors.

The Board Audit Sub-committee is satisfied that the Internal Audit Department operated independently during the year and that appropriate mechanisms were in place to effectively monitor internal controls, audit findings and follow-up actions. The Committee will continue to support the Board in maintaining a robust system of internal controls and promoting high standards of corporate governance across the Company.



Mr Dushmantha Thotawatte
Chairman – Audit Committee

31 March 2026

INVESTMENT COMMITTEE REPORT

OBJECTIVES OF THE INVESTMENT COMMITTEE

The Investment Committee (IC) is responsible for ensuring that the Company's investment activities are conducted in a manner that is safe, profitable, liquid, and compliant with applicable regulations, while meeting claim-related obligations and supporting the Company's long-term financial strength. The Committee also ensures that the investment decision-making process remains structured, efficient, and aligned with recognised industry best practices.

The IC comprises professionals from diverse disciplines who collectively review a wide range of factors before reaching a consensus on investment decisions. This rigorous evaluation process supports prudent investment management and contributes to the Company's strong investment performance. Timely and responsive decision-making by the Committee enabled the Company to generate sound investment income during the financial year 2025.

The Committee also closely monitors asset-liability mismatches and adjusts investment strategies to optimise returns in response to interest rate movements. Diversification across asset classes, maturity profiles, and economic sectors remains a key principle adopted by the IC to minimise unsystemic investment risks.

Investments are continuously monitored to ensure that the objectives of each investment are either achieved or remains on track. Maintaining healthy solvency ratios and preserving the overall strength of the Company's balance sheet are also key priorities of the Committee.

INVESTMENT STRATEGIES

During 2025, the Sri Lankan economy continued its recovery from the economic crisis experienced in 2022, with GDP recording strong growth and overall economic activity gaining momentum. The International Monetary Fund (IMF) continued to support Sri Lanka during the year, while the Central Bank of Sri Lanka (CBSL) gradually eased monetary policy. The exchange rate remained largely stable despite the Government relaxing restrictions previously imposed on vehicle imports. In addition, tourism earnings, export proceeds and worker remittances ensured a steady inflow of foreign currency into the domestic market.

The impact of Cyclone Ditwah, which the World Bank estimated at approximately USD 4.1 Bn. in damages, presented an unexpected setback to the economy. While the immediate effects posed short-term challenges, post-disaster recovery activities are expected to stimulate economic activity and potentially support the next phase of growth in the country.

Inflation, which had remained negative for 11 consecutive months, turned positive during 2025. The CBSL's inflation target of around 5% is expected to be reached in the early part of the second half of 2026, particularly as reconstruction and recovery-related economic activity gathers pace.

Private sector credit growth remained strong during the year, supported by lower interest rates that encouraged increased demand for borrowing. Gross official reserves also continued to improve, as the CBSL actively purchased foreign currency from the interbank foreign exchange market.

During 2025, as the yield curve gradually adjusted downward, the stock market responded positively to the low interest rate environment, strong corporate earnings, comparatively attractive valuations relative to regional peers and favourable tax considerations. As a result, the market reached an all-time high during the year. The Investment Committee of SLICLL responded proactively to these market developments and capitalised on investment opportunities that emerged during the period.

MONITORING AND CONTROL

Investment functions are segregated into three key operational units to ensure effective control and accountability. The Front Office is responsible for originating and executing trades, the Middle Office monitors risks and compliance with investment policies, and the Back Office handles settlement, accounting, and record-keeping.

Investment performance is monitored and reported regularly. The Investment Committee (IC) closely tracks market developments and responds promptly to capitalise on emerging investment and trading opportunities.

YEAR UNDER REVIEW - SUMMARY OF INVESTMENT ACTIVITIES

The Long-Term Insurance Fund stood at Rs. 247 Bn. as at 31 December 2025.

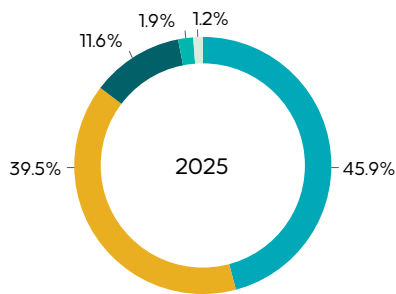
SAFETY AND STABILITY OF INVESTMENTS

The investment portfolio is well diversified across asset classes to minimise unsystematic risks and reduce concentration in any single investment category.

The pie charts below illustrate the allocation of investment assets of the **Long Term Insurance Fund** as at 31 December 2025 (based on market values).

INVESTMENT COMMITTEE REPORT

Long-Term Insurance Fund (%)



- Government Securities
- Corporate Debt
- Equity
- Unit Trusts
- Term Deposits

INVESTMENT INCOME

Total investment income for the year amounted to Rs. 28.5 Bn. for the Life Insurance business. During the reporting period, investment income represented 47% of the total revenue of the Life Insurance segment.

ASSET AND LIABILITY MANAGEMENT (ALM) CONSIDERATIONS

The Investment Committee actively manages asset and liability mismatches to benefit from movements in interest rates. During the year under review, the Committee focused on extending the duration of assets in response to declining interest rates.

Looking ahead, the Committee expects the Sri Lankan economy to recover from the recent natural disaster and regain momentum, with a potential V-shaped recovery during 2026.

The Investment Committee remains confident in its ability to build on the achievements of the past year and deliver strong investment performance in 2026.

Mr Somadasa Palihawadana

Chairman - Investment Committee

31 March 2026

RISK ANALYSIS AND RISK COMMITTEE REPORT

INTRODUCTION

Sri Lanka Insurance Corporation Life Limited (SLICLL) has implemented a comprehensive Risk Management Framework that addresses a broad range of risk categories, including business risk, financial risk, investment risk, data security risk, third-party relationship risk, governance risk, compliance risk, and HR risks.

The organisation recognises proactive risk management as a critical enabler in achieving its strategic, operational and business objectives while supporting sustainable long-term value creation. Accordingly, SLICLL has established a robust Risk Management Framework aligned with the principles of the **ISO 31000 Risk Management Standard**, enabling the systematic identification, assessment, monitoring and mitigation of key business and strategic risks.

The framework is as graphically presented below:



RISK IDENTIFICATION AND ASSESSMENT

Risk identification represents the initial stage of the Risk Management Framework, where potential risks that could affect the achievement of the organisation's objectives are systematically identified.

During the risk assessment stage, the likelihood of occurrence and the potential impact of each identified risk are evaluated to determine the overall risk rating. This evaluation is typically illustrated using a risk matrix, which demonstrates the relationship between the likelihood of occurrence and the potential impact in determining the overall level of risk exposure.

RISK GOVERNANCE

The Board of Directors of Sri Lanka Insurance Corporation Life Limited (SLICLL) is supported by the Board Risk Management Sub-committee in overseeing the Company's overall risk management framework. The Sub-committee plays a critical role in ensuring that risk management remains integrated with the organisation's strategy, decision-making processes and operational activities.

The responsibilities of the Board Risk Management Sub-committee include ensuring that risk management policies, processes and procedures are aligned with the Company's strategic objectives, as well as its defined risk appetite and tolerance levels.

In addition to the Risk Management Sub-committee, the Board has established other sub-committees to strengthen oversight in specific areas. These include the Audit Committee and the Investment Committee, each of which contributes to the effective management and monitoring of risks within their respective areas of responsibility.

RISK OVERSIGHT STRUCTURE

SLICLL adopts a structured risk oversight model based on multiple lines of defence, ensuring clear accountability and independent assurance across the organisation.

First Line of Defence – Operational Management

Operational management, including business unit leaders and process owners, act as the primary risk owners. They are responsible for identifying, managing and mitigating risks arising from their day-to-day activities.

Second Line of Defence – Risk, Compliance, and Financial Control Functions

These functions provide oversight, guidance, and monitoring to ensure that risks are properly managed and that internal policies, regulatory requirements, and control mechanisms are effectively implemented.

Third Line of Defence – Internal Audit

The Internal Audit function provides independent assurance on the effectiveness of risk management, governance processes, and internal control systems.

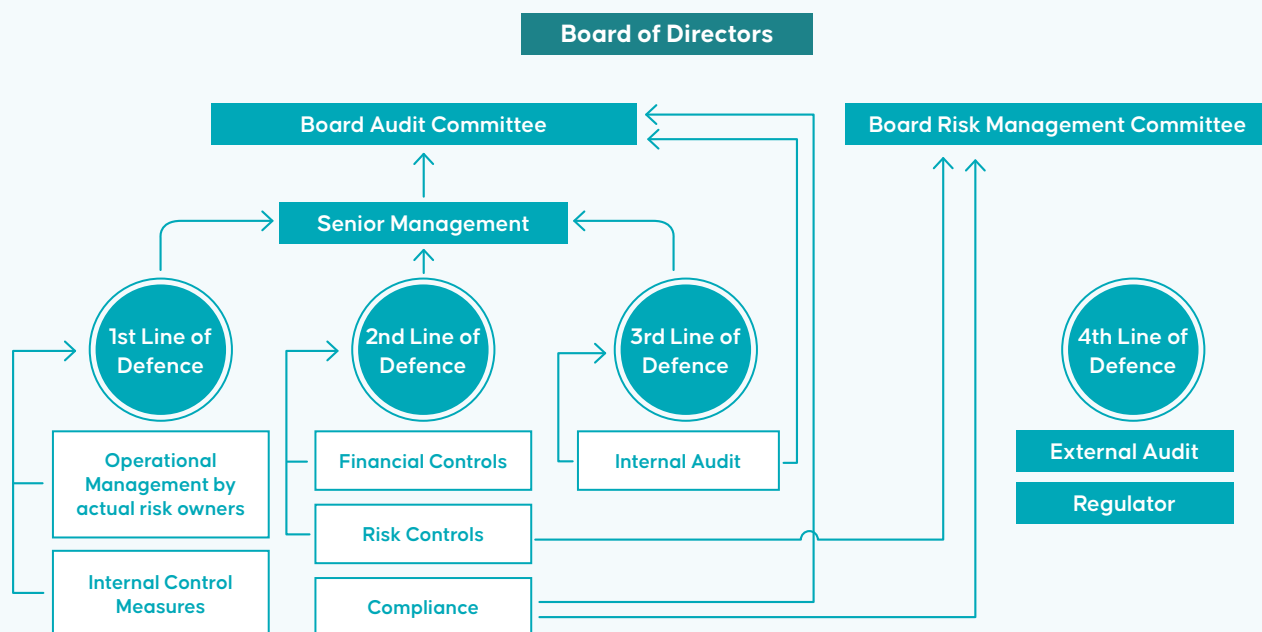
Fourth Line of Defence – External Auditors and Regulators

External auditors and regulatory authorities provide an additional layer of oversight through independent reviews, supervisory engagement, and regulatory compliance monitoring. The primary regulator of the insurance industry in Sri Lanka is the Insurance Regulatory Commission of Sri Lanka (IRCSL).

Close coordination among internal auditors, external auditors, and regulatory authorities strengthens the overall governance and risk management framework.

Reporting structures are designed to preserve independence while ensuring effective risk oversight. Reporting to the Audit Committee supports the independence of assurance functions, while reporting to the Risk Management Committee ensures that risk management remains a distinct and focused governance agenda.

RISK ANALYSIS AND RISK COMMITTEE REPORT



RISK ASSESSMENT OF THE INTERNAL CONTROL FRAMEWORK

The Company continues to promote and support the implementation of effective risk management practices across all areas of its operations. In support of this objective, the Company has adopted an internal control framework that aligns with the thirteen principles of the Basel Committee on Banking Supervision. This framework strengthens the Company's ability to identify, monitor, and manage risks while ensuring sound governance and control processes.

SOLVENCY POSITION

SLICLL's strong risk management foundations provided a resilient platform for managing risks during 2025. The Company continued to maintain its Risk-Based Capital Adequacy Ratio well above the regulatory minimum requirements throughout the year. The Risk-Based Capital Adequacy Ratio for the Life insurance business is 523% in FY2025 compared to 565% in FY2024.

IMPACT OF CURRENT ECONOMIC DEVELOPMENTS

Recent economic developments have had a notable impact on the insurance industry. Accordingly, the Board Risk Management Sub-committee (BRMC) regularly reviewed and deliberated on the potential implications of key macroeconomic indicators.

Particular attention was given to developments in headline inflation and food inflation, changes in employment levels, monetary policy adjustments, market interest rates and yields on government securities, fiscal deficit trends, government borrowings and debt servicing obligations, exchange rate movements of the Sri Lankan Rupee against major currencies, as well as tourism earnings and worker remittances.

From a risk management perspective, the Company works closely with key divisions including Finance, Investments, Life Insurance, Actuarial, Compliance and other operational units to develop strategies to address emerging risk factors.

The BRMC remains vigilant to the recent increase in global energy prices and ongoing trade disruptions, amid heightened uncertainty stemming from escalating geopolitical tensions in the Middle East, and the potential adverse impact on the Sri Lankan economy, including pressures on inflation, interest rates, and exchange rate stability.

LIFE INSURANCE RISK

There are many risks associated with life insurance, these include:

Risk Type	Description	Risk Appetite
Mortality Risk	The risk that actual policyholder death experience on life insurance policies is higher than expected.	Low Risk
Longevity Risk	The risk that annuitants live longer than expected.	Low Risk
Morbidity Risk	The risk that actual policyholder health/accidental related claims are higher than expected.	Low Risk
Policyholder Behaviour Risk	The risk that policyholders' behaviour in discontinuing and reducing contributions or withdrawing benefits prior to the maturity of the contract is worse than expected. Poor persistency rates may lead to fewer policies remaining on the books to defray future fixed expenses and reduce the future positive cash flows from the business written, potentially impacting its ability to recover deferred acquisition expenses.	Low Risk
Expense Risk	The risk that expenses incurred in acquiring and administering policies are higher than expected.	Low Risk

The Company has established procedures and processes to evaluate the above risks which if not properly controlled and managed, can impact its operations. The procedures are in place to cover all critical stages from product development to benefit administration.

In addition to that, all life financial streams are modelled and profit testing is produced by the Actuary thus mitigating product design and pricing risk. Also, SLICLL uses matching instruments to back certain liabilities (ALM), if available.

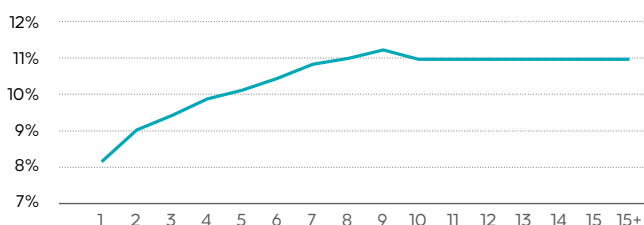
Under the Risk Based Capital (RBC) framework, SLICLL has adopted "Gross Premium Valuation" (GPV) mechanism. This is required for liability valuation purpose where liability is calculated in market consistent manner. This means that GPV is based on the explicit estimates for mortality, morbidity, expenses, lapses and risk free interest rate structure is used for discounting purpose. The liability is also carried an explicit margin for future expected level of bonus, which is called a Total Benefit Liability (TBL), hence the future bonus is protected under best estimate assumptions. SLICLL is geared up to set best estimate assumptions for liability valuation based on the internal experience studies conducted periodically. This has enabled SLICLL to manage policyholder liabilities in a consistent manner over the years.

In addition, best estimated parameters considered for TBL calculation are further stressed called application of Risk Margin (RM) as per the guidelines given by IRCSL and TBL is computed with a margin for adverse deviation from its best estimates. The use of RM increases the statistical confidence of policy liabilities and hence enhance the protection provided to policyholder benefits and should increase the policy liabilities. The RM used by SLICLL is consistent with the factors defined in the RBC framework and represent a 75% confidence interval statistically with respect to the underlying probability distribution of the possible outcomes under liability computation.

As such, the main assumptions used in determining life insurance contract liability are tabulated below:

Assumption	Description
Mortality	- Factored A67/70 for non-annuity business to allow best estimate experience rate. - Weighted average of a(90)m and a(90)f with one year age setback to allow approximated 1% mortality improvement of annuitants.
Expenses	Based on the company 2025 internal expenses studies and expenses split into Participating and Non-participating business.
Lapses/ Surrenders	Based on the experience study conducted for the 31 December 2025 valuation, which covers the experience over the last three investigation years.
Morbidity	Based on the company internal experience and actual vs expected analysis. Expected rates are based on the reinsurance rate tables.
Reinsurance	Based on the company internal experience studies with respect to reinsurance.
Investment return	Risk Free Rate structure instructed by IRCSL as at 31 December 2025.

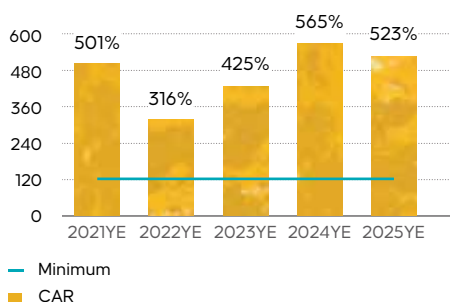
Risk Free Rate (%)



RISK ANALYSIS AND RISK COMMITTEE REPORT

SLICLL maintained steady and strong solvency ratio over the year 2025 for its Life Insurance business and as at 31 December 2025, the Risk-Based Capital Adequacy Ratio, CAR, stands at 523% and it was 565% as at 31 December 2024. This is well above the regulatory minimum requirement which is 120%

Capital Adequacy Ratio (%)



SENSITIVITIES ANALYSIS FOR LIFE INSURANCE RISK

Assumption	Change in Assumption	Impact on Best Estimated liability (Rs. Mn.)
Mortality	+10%	1,095
	-10%	(1,100)
Expense	+10%	3,791
Persistency	+20%	(2,325)
	-20%	2,058
Discount Rate	Up shock scenario under RBC	(25,751)
	Down shock scenario under RBC	33,315

SEGREGATION OF POLICY LIABILITY BASED ON PRODUCT CATEGORY

31 December 2025 Rs. '000	Insurance Liabilities (with profits)	Insurance Liabilities (without profits)	Total Benefit Liabilities
Whole Life	17,239	4,340	21,578
Endowment Assurance	111,728,389	7,459,535	119,187,924
Term Assurance	0	8,517,298	8,517,298
Annuity	18,936,525	233,447	19,169,972
Rider Benefits	83,207	4,441,169	4,524,376
Total	130,765,359	20,655,789	151,421,148

The following table shows the participating and non-participating fund position of the Company.

	Participating Rs. '000	Non-participating Rs. '000	Total Rs. '000
2025	226,205,965	20,791,485	246,997,450
Percentage	91.58%	8.42%	

RISK MITIGATION STRATEGIES

Investment Risk Management

Managing investment risk remains a key priority of the Investment Committee of SLICLL. While maintaining prudent risk controls, the Committee also seeks to capitalise on market volatility to generate sustainable returns for stakeholders.

During 2025, gradually declining yields across maturities created challenges for reinvestment. In response, the Committee proactively invested in longer-tenor fixed income instruments at attractive rates, enabling the Company to lock in favourable returns. Throughout this process, the credit quality of investment instruments remained a critical consideration and was not compromised.

The Committee's timely decisions resulted in significant capital gains from fixed income investments. This provided an additional safety margin, allowing the portfolio to increase exposure to equities and benefit from favourable market conditions. Factors such as low interest rates, strong corporate earnings, comparatively attractive valuations relative to regional peers, improving economic sentiment and tax advantages contributed to the Colombo Stock Exchange (CSE) reaching an all-time high during the year. The Investment Committee of SLICLL actively capitalised on opportunities that emerged in both the debt and equity markets.

Market recovery during the year experienced some disruption in the latter part of the period due to the impact of Cyclone Ditwah. The Committee promptly assessed the situation and adjusted portfolio positions to increase liquidity, ensuring the flexibility to take advantage of potential investment opportunities in both debt and equity instruments.

SLICLL's investment portfolio remains well diversified across multiple asset classes, which helps minimise non-systematic risk and reduces dependence on any single asset class or sector. This diversification strategy ensures that downturns in individual sectors do not materially affect overall portfolio performance. The Investment Committee also gives due consideration to correlations between asset classes when making investment decisions.

Credit risk is managed through strict adherence to defined credit rating criteria, while regulatory risks are mitigated by ensuring full compliance with investment guidelines issued by the Insurance Regulatory Commission of Sri Lanka (IRC SL).

As a result of these disciplined investment strategies and risk management practices, SLICLL recorded its **highest investment income to date during the year under review.**

Market Risk

Market risk refers to the potential for losses arising from movements in market variables such as interest rates, equity prices, foreign exchange rates and reinvestment conditions. Sri Lanka Insurance Corporation Life Limited (SLICLL) actively monitors these factors and incorporates them into its investment decision-making process to manage potential exposures.

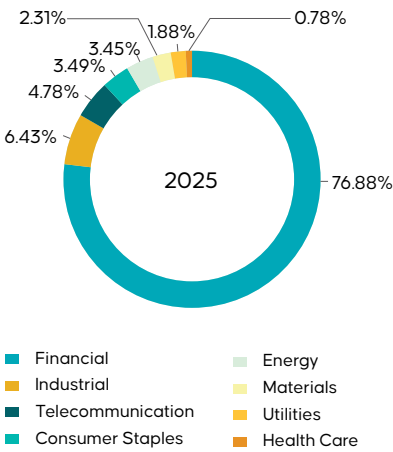
Interest Rate Risk

Interest rate risk arises when movements in interest rates or changes in the shape of the yield curve affect the returns or market value of assets and liabilities. Prior to making investment decisions, SLICLL closely monitors interest rate trends and yield curve movements in order to position its investment portfolio appropriately and benefit from market fluctuations.

Equity Price Risk

Equity price risk refers to the possibility of losses arising from adverse movements in equity market prices. At SLICLL, equity investments are subject to thorough analysis and evaluation before decisions are made, ensuring that investment selections are based on sound market research and prudent risk assessment.

Sector Allocation – Listed Equity Life Fund as at 31 December 2025 (%)



Reinvestment Risk

Reinvestment risk arises when future cash flows must be reinvested at lower rates of return. This risk remained elevated during the year as interest rates declined. In response, the Investment Committee focused on increasing the duration of the asset portfolio in order to lock in higher yields and mitigate reinvestment risk.

Exchange Rate Risk

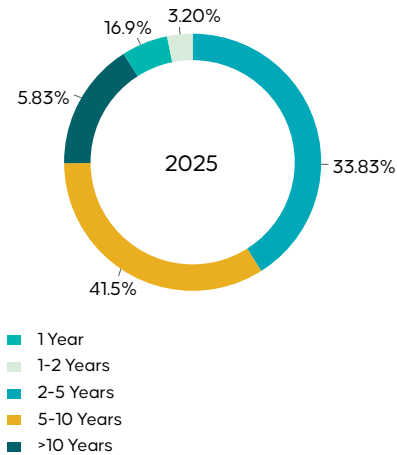
Foreign exchange risk refers to the potential impact of fluctuations in currency exchange rates on the value of investments, assets or liabilities denominated in foreign currencies. During 2025, the US Dollar appreciated slightly against the Sri Lankan Rupee, resulting in revaluation gains for the Company.

Liquidity Risk

The inability to buy or sell an asset quickly without significantly affecting its price.

The bulk of SLICGL’s assets are invested in highly liquid assets such as Treasury Bonds.

Maturity Profile Life Fund as at 31 December 2025 (%)



Credit Risk

Credit risk refers to the possibility that a borrower may fail to meet its obligations to repay the principal or interest on a loan when due. Sri Lanka Insurance Corporation Life Limited (SLICLL) manages credit risk through the application of stringent internally developed credit rating criteria that govern its investment decisions. These criteria ensure that investments are made only in instruments that meet the Company’s defined credit quality standards.

Concentration Risk

Concentration risk arises when the investment portfolio is excessively exposed to a single investment, sector, borrower, or geographic region. The Investment Committee actively monitors portfolio allocations and ensures adequate diversification across asset classes, sectors and issuers to minimise concentration risk and maintain a balanced investment portfolio.

RISK ANALYSIS AND RISK COMMITTEE REPORT

OPERATIONAL RISK

Operational risk refers to the possibility of financial loss resulting from weaknesses in internal processes, human errors, system failures, or fraudulent activities. To mitigate operational risks, the Company implements robust internal control measures including segregation of duties, dual control mechanisms, comprehensive policies and operational manuals, and regular internal and external audits.

ICT RISK MANAGEMENT

ICT Risk Management at SLICLL encompasses the systematic identification, assessment, and mitigation of risks associated with information systems, digital assets, and related business processes. Given the criticality of financial transactions and the sensitivity of customer data, a robust ICT risk management framework is essential to ensure the confidentiality, integrity, and availability of information, while maintaining compliance with applicable regulatory requirements.

The Company continues to strengthen its ICT risk management practices through a comprehensive and integrated approach covering people, processes, and technology. This includes maintaining a mature Information Security Management System (ISMS) aligned with ISO/IEC 27001:2022, embedding risk management into enterprise-wide practices, and conducting periodic privacy gap assessments to address evolving regulatory and business expectations.

SLICLL remains committed to continuously enhancing its control environment to effectively respond to emerging cyber threats, rapid technological advancements, and changing business dynamics.

As part of its ongoing commitment to safeguarding customer trust and ensuring operational resilience, SLICLL has further strengthened its information security framework and invested in advanced cybersecurity capabilities. The increasing digitalisation of the insurance sector has amplified the need to protect sensitive customer data, financial information, and proprietary assets from sophisticated cyber threats.

During the reporting period, the Company successfully transitioned to the ISO/IEC 27001:2022 standard, reinforcing its adoption of a risk-based, adaptive, and resilient Information Security Management System (ISMS). This transition marks a significant milestone in enhancing the organisation's security posture, with greater emphasis on data privacy, cloud security, and proactive threat management.

In parallel, SLICLL has initiated a strategic data privacy enhancement programme to ensure alignment with local regulatory requirements and global best practices. This includes strengthening data governance structures, improving privacy risk management processes, and embedding privacy-by-design principles across business operations.

HUMAN RESOURCES (HR) RISK

Sri Lanka Insurance Corporation Life Limited (SLICLL) actively manages Human Resources (HR) risks through a range of structured policies, processes and practices. These include robust recruitment procedures designed to attract and retain suitable talent, supported by comprehensive screening processes such as background verification, reference checks and competency assessments.

The Company has also established clear policies and procedures governing HR-related matters, including employee conduct, disciplinary procedures, non-discrimination, workplace harassment and confidentiality obligations.

Continuous learning and development programmes are provided to enhance employee capabilities, while structured performance management practices – including regular feedback, evaluation and coaching – support employee growth and organisational effectiveness. In addition, the Company ensures compliance with applicable labour laws and maintains open communication with employees to foster a transparent and supportive work environment.

DATA PROTECTION RISK MANAGEMENT FRAMEWORK

The Company has implemented a robust framework to manage data protection risks in accordance with the Data Protection Act No. 09 of 2022. This framework supports the identification, assessment and management of risks associated with the collection, processing, storage and disposal of personal data. In this regard, special emphasis was placed on conducting the gap analysis to assess the effectiveness of existing data handling processes and infrastructure. SLICLL analysed in detail the identified vulnerabilities and takes actions to mitigate potential risks effectively to ensure that the company meets its compliance obligations.

To ensure compliance with the legislation, the Company has appointed a Data Protection Officer (DPO) and published a comprehensive Privacy Policy on its website. The Company has also initiated processes to obtain policyholder consent for the retention and processing of personal data in line with regulatory requirements. Personal Data Protection clauses were also incorporated into Company agreements to reinforce accountability and compliance across external engagements.

Employees have received relevant training to strengthen awareness and compliance with data protection obligations. In addition, the Company adopts the "Triple-A" control framework, which incorporates Authentication, Authorisation and Audit, as part of its broader approach to safeguarding personal data and ensuring the secure handling of sensitive information.

The progress of the implementation of the Personal Data Protection requirements is reviewed monthly at ExCo level and quarterly at Board Risk Management Committee

SOCIAL MEDIA RISK MANAGEMENT

During 2025, Sri Lanka Insurance Corporation Life Limited (SLICLL) continued to strengthen its approach to managing social media risks, with a focus on proactive monitoring, timely response mechanisms and adherence to platform-specific standards. These efforts support the safeguarding of the Company's reputation and the maintenance of stakeholder confidence.

Monitoring and Response Protocols

The Company actively monitors online conversations and media coverage relating to its brand and the broader insurance industry through Google Alerts and an independent third-party media monitoring service. This enables the timely identification of emerging issues, customer concerns and potential reputational risks.

A structured process is in place to manage social media interactions, including complaints and queries received through digital channels. Such matters are promptly directed to the Customer Care Unit to ensure appropriate resolution and consistent customer engagement.

Compliance and Governance

The Company aligns its digital engagement practices with the guidelines and standards established by the social media platforms it utilises. Internal processes and controls are in place to support responsible, consistent and compliant use of these channels.



Mr Thushara Rodrigo

Chairman – Board Risk Management Sub Committee

31 March 2026

FRAUD PREVENTION STRATEGIES

SLICLL maintains a comprehensive framework to prevent and detect fraud and misconduct. This framework is supported by applicable laws, regulations, governance standards, and Fraud Management Policy, which guide the Company's anti-fraud and compliance efforts. In addition, a comprehensive Code of Ethics and Code of Business Conduct have been implemented to strengthen internal controls and support the prevention and detection of fraudulent activities.

Anti-Money Laundering and Counter - Terrorism Financing

The Company complies with the requirements of the Prevention of Money Laundering Act, No. 5 of 2006 (PMLA), the Financial Transactions Reporting Act, No. 6 of 2006 (FTRA) (as amended), the Insurers (Customer Due Diligence) Rules No. 01 of 2019, United Nations Sanctions Lists, as well as rules and regulations issued by the Financial Intelligence Unit (FIU) and guidelines issued by the Insurance Regulatory Commission of Sri Lanka (IRC SL).

SLICLL's Anti-Money Laundering (AML) framework operates under a Board-approved AML policy and procedures, supporting robust controls for monitoring, detection and reporting of suspicious transactions.

Assets and Liabilities Declarations Act, No. 01 of 1975

Relevant officers of the Company declare their assets and liabilities annually in compliance with the requirements of this Act.

The Bribery Act, No. 11 of 1954

The Company fully supports investigations conducted under the provisions of this Act and maintains strict internal controls to prevent bribery and corrupt practices.

Corporate Governance Codes

SLICLL adheres to the principles and requirements set out in applicable corporate governance codes.

Fraud Management Policy

SLICLL fraud policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against organisation. It is the intent of SLICLL to promote consistent organisational behaviour by providing guidelines and assigning responsibility for the development of controls and conduct of investigations. Primary responsibility for the prevention and detection of fraud, misappropriations, and other irregularities of fraud rests with all employees with the high involvement of Senior Management, CEO, Chairman, Board of Directors, and Board Audit Committee and Human Resources Committee.

Code of Ethics and Code of Business Conduct

Integrity, professionalism, and confidentiality are essential for all employees within the Company, as per the SLICLL's Code of Ethics and the Code of Business Conduct which guide employees in making appropriate decisions.

COMPLIANCE, ETHICS AND ANTI-CORRUPTION MEASURES

The Company is committed to maintaining high standards of ethical conduct and integrity across all its operations. Compliance and anti-corruption practices are embedded within the Company's governance framework and supported by policies, internal controls and employee awareness programmes.

These measures ensure adherence to applicable laws and regulations, promote transparency and accountability, and reinforce the Company's commitment to ethical business practices.

OUR APPROACH

Sri Lanka Insurance Corporation Life Limited (SLICLL) adopts a proactive, risk-based and ethics-driven approach to compliance, recognising the evolving regulatory landscape and increasing stakeholder expectations. Compliance is embedded within the Company's day-to-day operations and forms an integral part of its governance framework, decision-making processes and internal control environment.

As a government-owned insurer, SLICLL remains committed to maintaining the highest standards of integrity, transparency, accountability and ethical conduct. The Company maintains a zero-tolerance approach to corruption, bribery, money laundering and unethical practices, while ensuring full compliance with all applicable laws, regulations, directives and codes of conduct.

A strong compliance culture is promoted across all levels of the organisation through clearly defined accountability structures, continuous awareness programmes, well-established policies and procedures, and oversight by senior management and the Board of Directors.

COMPLIANCE FRAMEWORK

SLICLL has established a formal **Compliance Management Framework** designed to systematically identify, assess, monitor and report compliance risks. The framework supports adherence to regulatory requirements, ethical standards and internal policies, including Anti-Corruption and Anti-Bribery provisions.

The Board of Directors is responsible for defining the Company's compliance risk appetite and ensuring the effectiveness of the compliance framework. Oversight is exercised through the **Audit Committee** and the **Risk Management Committee**. The Head of Enterprise Risk Management and Compliance provides periodic reports to these Committees and the Board on regulatory developments, emerging compliance risks, incidents or breaches, and the effectiveness of internal controls.

Compliance risk management is supported through a coordinated four-lines-of-defence model, involving business units as the first line of defence, supported by Compliance and Risk Management functions, with independent assurance provided by Internal Audit. The Legal and Human Resources functions also play a key role in strengthening the overall compliance environment.

ANTI-CORRUPTION AND ETHICAL GOVERNANCE

Sri Lanka Insurance Corporation Life Limited (SLICLL) is committed to preventing corruption, bribery, fraud and other forms of misconduct. The Company has implemented robust Anti-Corruption and Anti-Bribery measures in line with applicable laws, government guidelines and recognised best practices for state-owned enterprises.

Key measures include:

- **A Code of Business Conduct and Ethics** that establishes clear standards on integrity, conflicts of interest, gifts and hospitality, facilitation payments and ethical decision-making.
- **Policies and procedures governing procurement, vendor selection, sponsorships, donations, and third-party engagements**, ensuring transparency, accountability and fairness in all dealings.
- **Mandatory declaration of conflicts of interest** by Directors, Key Management Personnel and employees.
- **Whistleblowing mechanisms** that enable the confidential reporting of suspected corruption, fraud, or unethical conduct without fear of retaliation.

All reported matters are independently reviewed and, where necessary, investigated and escalated to the appropriate management authorities and relevant Board Committees.

AML GOVERNANCE

SLICLL maintains a zero-tolerance stance towards money laundering, terrorist financing and related financial crimes. The Company has established a comprehensive **Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) governance framework** in line with statutory requirements and regulatory expectations.

The Board of Directors and senior management provide oversight of the AML/CFT framework, while the Compliance function is responsible for the implementation, monitoring and continuous enhancement of AML/CFT controls. Clearly defined roles and responsibilities support the effective identification, assessment and mitigation of AML/CFT risks across the organisation.

AML Training and Awareness

Employee awareness is recognised as a critical component of effective **Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT)** and Anti-Corruption controls. SLIC Life Limited (SLICLL) conducts regular training programmes on AML/CFT, ethics and regulatory compliance for employees and relevant stakeholders.

An internal **e-learning platform** provides comprehensive training on AML/CFT obligations, corruption risks, key risk indicators and reporting responsibilities. Completion of these training modules and related assessments is mandatory and is linked to employee performance evaluation processes.

COMPLIANCE, ETHICS AND ANTI-CORRUPTION MEASURES

In addition, targeted awareness sessions are conducted for **branch managers and operational staff** to strengthen their understanding of AML/CFT risks and to support the practical application of compliance requirements in day-to-day operations.

ADVANCED DUE DILIGENCE

SLICLL applies **enhanced and advanced due diligence procedures** for high-risk customers, intermediaries, vendors, and other third parties. As part of this process, the Company utilises **a third party** vendor solution to conduct screening against global sanctions lists, Politically Exposed Persons (PEPs) and adverse media sources.

These advanced due diligence measures support the early identification of potential AML, corruption and reputational

risks. They also strengthen the Company's ability to make informed business decisions while maintaining compliance with applicable regulatory requirements.

Code of Business Conduct and Whistleblowing

The **Code of Business Conduct and Ethics** applies to Directors, Key Management Personnel and all employees, reinforcing the Company's commitment to integrity, ethical behaviour, transparency and regulatory compliance.

The Company's **Whistleblowing Policy** encourages employees and other stakeholders to report any suspected unethical, illegal or improper conduct, including instances of corruption or bribery. The Compliance Officer serves as the designated **Whistleblowing Officer** and is responsible for ensuring that all reported matters are handled independently, confidentially and in accordance with established procedures.

Regulatory/Statutory Requirement	Frequency of Submission of Return/Payment	Due Date of Submission/Payment	Executed Date	Compliance and Remarks
Regulatory/Statutory returns/payments fall due in the period				
INSURANCE REGULATORY COMMISSION OF SRI LANKA (IRCSL)				
Quarterly Returns to IRCSL as stipulated under Sec 49 (b) of RII Act				
Revised Quarterly Returns to IRCSL as stipulated under Sec 49 (b) of RII Act with effect from 1st April 2012 (49 Formats)				
Determination Formats - Life	Quarterly within 30 days of end of quarter	4th QR (24) - 30 January 1st QR (25) - 30 April 2nd QR (25) - 30 July 3rd QR (25) - 30 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
Risk Based Capital (Formats) - Life	Quarterly within 30 days of end of quarter	4th QR (24) - 30 January 1st QR (25) - 30 April 2nd QR (25) - 30 July 3rd QR (25) - 30 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
Balance Sheet and Profit Loss Account (Formats)	Quarterly within 30 days of end of quarter	4th QR (24) - 30 January 1st QR (25) - 30 April 2nd QR (25) - 30 July 3rd QR (25) - 30 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
Quarterly Certification by CEO and CFO and Principal Officer under the IRCSL circular 12 (Certification A)	Quarterly within 30 days of end of quarter	4th QR (24) - 30 January 1st QR (25) - 30 April 2nd QR (25) - 30 July 3rd QR (25) - 30 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
Quarterly Certification by CEO and CFO and Principal Officer under the IBSL circular 12 (Certification B)	Quarterly within 30 days of end of quarter	4th QR (24) - 30 January 1st QR (25) - 30 April 2nd QR (25) - 30 July 3rd QR (25) - 30 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
PAYMENTS				
Cess Life 0.2%, of Net Premium	Quarterly	4th QR (24) - 31 January 1st QR (25) - 30 April 2nd QR (25) - 31 July 3rd QR (25) - 31 October	30 January 2025 30 April 2025 30 July 2025 30 October 2025	
Annual Fees	Annually	30 April 2025	30 April 2025	

COMPLIANCE, ETHICS AND ANTI-CORRUPTION MEASURES

Regulatory/Statutory Requirement	Frequency of Submission of Return/Payment	Due Date of Submission/Payment	Executed Date	Compliance and Remarks
INLAND REVENUE DEPARTMENT				
RETURNS				
Stamp Duty	Quarterly	4th QR (24) – 15 January 1st QR (25) – 15th April 2nd QR (25) – 15th July 3rd QR (25) – 15th October	15 January 2025 11 April 2025 15 July 2025 15 October 2025	
AIT	Annually	2024 – 30 April 2025	30 April 2025	
APPIT Return	Annually	2024 – 30 April 2025	30 April 2025	
Crop Insurance Levy	Quarterly	3rd QR (24) – 30 January 4th QR (24) – 30 April 1st QR (25) – 30 July Final (24) – 30 September 2nd QR (25) – 30 October	30 January 2025 30 April 2025 30 July 2025 30 September 2025 30 October 2025	
PAYMENTS				
APIT	Monthly	15th of the following month	Executed on due date	
Income Tax	Quarterly	On or before 15 February On or before 15 May On or before 15 August On or before 30 September On or before 15 November	15 February 2025 15 May 2025 15 August 2025 30 September 2025 15 November 2025	
Stamp Duty	Quarterly	4th QR (24) – 15 January 1st QR (25) – 15 April 2nd QR (25) – 15 July 3rd QR (25) – 15 October	15 January 2025 4 April 2025 15 July 2025 15 October 2025	
Crop Insurance Levy	Quarterly	3rd QR (24) – 30 January 4th QR (24) – 30 April 1st QR (25) – 30 July Final (24) – 30 September 2nd QR (25) – 30 October	30 January 2025 30 April 2025 30 July 2025 30 September 2025 30 October 2025	
AIT	Monthly	15th of following month	Executed on due date	
CENTRAL BANK OF SRI LANKA				
EPF Returns	Bi Annually	31 January and 31 July	Executed on due date	
AML (ANTY MONEY LAUNDERING) RETURNS				
Cash Transaction Report	Monthly	15th day of the following month	Executed on due date	
EPF Contribution	Monthly	One day before the last working day of the following month	Executed on due date	
EMPLOYEES TRUST FUND BOARD				
ETF Returns	Bi Annually	31 January and 31 July	Executed on due date	
ETF Contribution	Monthly	One day before the last working day of the following month	Executed on due date	

REPORT ON INTERNAL CONTROL ASSESSMENT

Sri Lanka Insurance Corporation Life Limited (SLICLL) has established and maintained a sound system of internal controls commensurate with the nature, scale and complexity of its operations. The internal control framework operates in compliance with applicable regulatory requirements issued by the Central Bank of Sri Lanka (CBSL), the Insurance Regulatory Commission of Sri Lanka (IRCSSL), and other relevant authorities. The framework is designed to provide reasonable assurance regarding the achievement of strategic and operational objectives, the reliability and integrity of financial and management information, the safeguarding of assets, and compliance with applicable laws, regulations, internal policies, and procedures.

The Board of Directors bears overall responsibility for ensuring the adequacy and effectiveness of the Company's system of internal controls. The Audit Committee assists the Board in fulfilling its oversight responsibilities relating to internal controls, risk management, financial reporting, and compliance. SLICLL has established a clear organisational structure with defined roles and responsibilities, delegated authority limits and documented policies and procedures that promote ethical conduct, accountability and effective segregation of duties across the organisation.

During the year ended 31 December 2025, the Internal Audit Department carried out independent and objective assessments of key business processes, operational areas and support functions in accordance with the approved Annual Internal Audit Plan. These reviews evaluated the adequacy, effectiveness and efficiency of the internal control framework, taking into account risk exposure, control design, and the operating effectiveness of controls.

The internal control system is supported by clearly defined organisational structures, segregation of duties, documented policies and procedures, delegated authority limits, and established approval mechanisms. Regular management reviews, reconciliations and system-based controls further strengthen the control environment and help mitigate operational and financial risks.

Internal audit findings, including identified control gaps and opportunities for improvement, were communicated to management through structured audit reports. Management responses and corrective action plans were obtained, and the implementation status of agreed actions was monitored through follow-up reviews and deliberations of the Audit Follow-Up Committee. Significant observations and matters requiring Board attention were reported to the Audit Committee in a timely manner.

Based on the internal audit work performed during 2025, no material weaknesses were identified in the overall internal control framework. While certain areas for improvement were noted, these did not materially affect the effectiveness of the internal control environment and were addressed through appropriate management actions.

Accordingly, the Internal Audit Department is of the view that SLICLL maintained an adequate and effective system of internal controls throughout the year ended 31 December 2025, providing reasonable assurance over the achievement of organisational objectives, the reliability of reporting, the safeguarding of assets and compliance with regulatory and internal requirements.

OPERATIONAL AND STRATEGIC CHALLENGES

Sri Lanka Insurance Corporation Life Ltd. (SLICLL) continued to operate in a highly dynamic and competitive environment during 2025. The organisation faced several operational and strategic challenges arising from macroeconomic conditions, evolving regulatory requirements, rapid technological advancement and changing customer expectations. Despite these challenges, SLICLL remained focused on strengthening operational resilience, enhancing customer value, and supporting sustainable growth.

Macroeconomic pressures continued to affect customer affordability and policy persistency, requiring greater focus on premium collection and customer retention strategies. Increasing competition within the insurance sector also required the Company to continuously review its product offerings and pricing strategies to maintain market competitiveness.

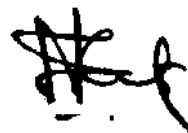
The evolving regulatory landscape presented additional operational demands. Strengthening compliance with regulatory requirements, including Risk-Based Capital standards, Anti-Money Laundering regulations and data protection obligations, required further investment in governance frameworks, systems and employee capability development.

Rapid digital transformation across the financial services industry created both opportunities and challenges. Customers increasingly expect seamless digital services and faster turnaround times. During the year, key priorities included integrating legacy systems with modern digital platforms, strengthening cybersecurity controls and ensuring the accuracy and integrity of data.

Claims management remained a critical focus area. Increasing claim volumes required improvements in operational efficiency while maintaining strong fraud detection mechanisms and adherence to regulatory standards. In addition, managing outsourced service providers while maintaining service quality and cost efficiency continued to present operational challenges.

The organisation also faced challenges in attracting and retaining skilled talent, particularly in digital, analytical and technical domains. Strengthening workforce capabilities through training initiatives and leadership development programmes remained essential to support the Company's long-term transformation agenda.

Despite these challenges, SLICLL continued to strengthen its operational resilience, enhance service standards and invest in strategic initiatives aimed at supporting sustainable growth and long-term value creation for its stakeholders.



Nusith Kumarathunga

Chairman

31 March 2026



Mr Dushmantha Thotawatte

Chairman – Audit Committee

31 March 2026



FINANCIAL REPORTS

ANNUAL REPORT OF THE BOARD OF DIRECTORS OF THE COMPANY

The Board of Directors is pleased to present the Third (03rd) Annual Report of the Company to the shareholders, together with the audited Financial Statements of the Company and the Group for the year ended 31 December 2025, and the Auditor's Report thereon.

In preparing this Report, due consideration has been given to the requirements of the Companies Act No. 07 of 2007, the Regulation of Insurance Industry Act No. 43 of 2000 (as amended), and the Sri Lanka Accounting and Auditing Standards Act No. 15 of 1995, together with the applicable amendments and recognised best practices in corporate governance.

CORPORATE BACKGROUND OF THE COMPANY

Pursuant to the mandatory requirements introduced by the Regulation of Insurance Industry (Amendment) Act No. 3 of 2011, Sri Lanka Insurance Corporation Limited (SLIC) was required to segregate its Long-term Life Insurance and General Insurance businesses. In compliance with this requirement, Sri Lanka Insurance Corporation Life Limited was incorporated on 11 October 2023 as a wholly owned subsidiary of SLIC. Its inaugural Annual General Meeting was held within eighteen months of incorporation, in accordance with Section 144(3) of the Companies Act No. 7 of 2007, as determined by its sole shareholder.

During the year 2024, further measures were implemented to complete the separation of the composite insurance operations, in line with Section 53 of the Regulation of Insurance Industry Act No. 43 of 2000. As a result, the Group adopted a holding company structure, with Sri Lanka Insurance Corporation Life Limited and Sri Lanka Insurance Corporation General Limited operating as wholly owned subsidiaries. With effect from 1 February 2024, the Insurance Commission of Sri Lanka granted licenses to both subsidiary companies, following which Sri Lanka Insurance Corporation Limited commenced operations as a holding company.

INFORMATION ON SHAREHOLDING

The sole shareholder of the company is Sri Lanka Insurance Corporation Limited, of which 99.98% of the shares are vested with the Secretary to the Treasury on behalf of the Government of Sri Lanka.

REGISTERED OFFICE

The registered office and the head office of the Company is at "Rakshana Mandiraya", No. 21, Vauxhall Street, Colombo 02.

PRINCIPAL ACTIVITIES OF THE COMPANY AND THE GROUP

The primary activity of Sri Lanka Insurance Corporation Life Limited is to conduct long-term (Life) insurance business, while Sri Lanka Insurance Corporation General Limited focuses on general insurance operations effective 01 February 2024. There were no major changes to the principal activities of the Company during the year under review.

DIRECTORS' RESPONSIBILITY FOR FINANCIAL REPORTING

The Directors are responsible for ensuring that the Financial Statements of the Company and the Group are prepared and presented so as to give a true and fair view of their financial position and performance. In fulfilling this responsibility, the Directors ensure that appropriate accounting records are maintained, that suitable accounting policies are consistently applied, and that reasonable and prudent judgements and estimates are made. The Directors are also responsible for establishing, implementing and maintaining adequate internal control systems relevant to the preparation and presentation of Financial Statements, so as to ensure that such statements are free from material misstatement, whether arising from fraud or error.

The Directors are satisfied that the Statement of Financial Position, Statement of Profit or Loss and Other Comprehensive Income, Statement of Changes in Equity, Cash Flow Statement, together with the Significant Accounting Policies and related Notes included in this Annual Report, have been prepared in compliance with Sri Lanka Financial Reporting Standards and Lanka Accounting Standards, and in accordance with the requirements of the Regulation of Insurance Industry Act No. 43 of 2000 and the Companies Act No. 07 of 2007.

FINANCIAL STATEMENTS AND AUDITOR'S REPORT

The Financial Statements for the year ended 31 December 2025 are prepared based on the Sri Lanka Financial Reporting Standards and Lanka Accounting Standards issued by the Institute of Chartered Accountants of Sri Lanka. The Financial Statements of the Company signed by the Chief Financial Officer and the Directors are given in the Annual Report. These Financial Statements and Notes give a true and fair view of the Company's financial position as at 31 December 2025 and of its performance for the year ended on that date.

AUDITOR'S REPORT

The Auditor General was appointed as the External Auditor in terms of article 154 (1) of the Constitution of the Democratic Socialist Republic of Sri Lanka. Messrs BDO Partners, a firm of Chartered Accountants, has been appointed by the Auditor General as the qualified auditor to assist the Auditor General in the annual audit of the Financial Statements of the company for the year ended 31 December 2025, in terms of article 154 (4) of the Constitution of the Democratic Socialist Republic of Sri Lanka.

The Auditor's report on Financial Statements which form an integral part of the report of the Board of Directors is given in the Annual Report.

FEES ON AUDIT AND OTHER RELATED SERVICES

The amount paid as audit fees during the year under review and the amount paid as other related services are given below. The Directors are aware that the auditors do not have any relationship interest in the Company other than those disclosed in this paragraph.

ANNUAL REPORT OF THE BOARD OF DIRECTORS OF THE COMPANY

	2025 Rs. '000	2024 Rs. '000
Statutory Audit Fees	4,475	4,949
Non-audit Related Services	502	1,497

ACCOUNTING POLICIES

The significant accounting policies adopted in preparation of these Financial Statements are given in the annual report.

RISK MANAGEMENT AND INTERNAL CONTROL

The directors have reviewed and assessed the adequacy and effectiveness of the Company's risk management and internal control systems in operation throughout the financial year and up to the date of approval of this report.

The internal control framework comprises established policies, procedures, systems, and organisational practices designed to support the orderly and efficient conduct of business. An independent internal audit function is in place, reporting functionally to the Chairman of the Audit Committee and administratively to the Chairman of the Board. Reports from the internal audit function are considered at each meeting of the Audit Committee.

The Company applies an enterprise-wide approach to risk management under a Governance, Risk and Compliance framework, addressing key risk categories including strategic, financial (inclusive of market-related risks), operational (including reputational risk), and hazard-related risks.

GOING CONCERN

The Board of Directors is satisfied that the Company has adequate resources to continue its operations in the foreseeable future by considering the financial position, performance, cash flows and regulatory and statutory factors. Accordingly, going concern basis was adopted in preparing the Financial Statements.

TURN OVER/GROSS WRITTEN PREMIUM (GWP)

During the year ended 31 December 2025, Sri Lanka Insurance Corporation Life Limited achieved a total turnover of Rs. 60,839 Mn. (2024 - Rs. 49,729 Mn.) and Gross Written Premium (GWP) of Rs. 32,606 Mn. (2024 - Rs. 24,531 Mn.) The GWP reflects the Company's sustained market presence and the continued demand for its life insurance products, supported by effective distribution strategies and product offerings. A comprehensive analysis of the composition and performance of GWP is provided in the Financial Statements.

FINANCIAL RESULTS AND APPROPRIATIONS

	2025 Rs. '000	2024 Rs. '000
Profit Before Taxation (PBT)	4,294,155	4,376,604
Income Tax Expenses	1,978,097	1,734,756
Profit After Taxation	2,316,058	2,641,848
Other Comprehensive Income	(112,822)	(156,265)
Unappropriated Profit Brought Forward	2,484,993	(590)
Profits Available for Appropriation	4,688,229	2,484,993
Dividends Paid	250,000	-
Unappropriated Profit Carried Forward	4,438,229	2,484,993

DIVIDENDS

The Board of Directors has proposed to declare a Final Dividend of Rs. 0.54 per share (totaling a sum of Rs. 675,000,000), for the financial year 2025.

The Directors have confirmed that the Company satisfies the solvency test requirement under Section 56 of the Companies Act No. 07 of 2007 for the said final dividend declared. The solvency certificates were obtained from the Auditors.

DONATIONS

During the year 2025, there were no any donation made by the Company.

PROVISION FOR TAXATION

The tax position of the company is disclosed in the Financial Statements.

RESERVES

The movement in reserves during the year is set out in the Statement of the Changes in Equity Statement.

INSURANCE LIABILITIES AND PROVISIONS

The Directors have taken all reasonable steps to ensure that adequate provisions were made for all known liabilities and commitments.

Gratuity liability was also valued by an independent Actuary as required by the LKAS 19 Employee Benefits.

As at the date of this report, the Directors are not aware of any circumstances, which would render inadequate provisions made in the Financial Statements.

INVESTMENTS

The number of investments held by the company as at 31 December 2025 amounted to Rs. 267,943 Mn. (2024 - Rs. 230,577 Mn.) A detailed breakup of the investments held is disclosed in the Financial Statements.

ANNUAL REPORT OF THE BOARD OF DIRECTORS OF THE COMPANY

PROPERTY, PLANT AND EQUIPMENT

The details of Property, Plant and Equipment are given in the Annual Report.

MARKET VALUE OF FREEHOLD PROPERTIES

The Company uses the cost method as the accounting policy for recording Property, Plant and Equipment. The Company's policy for revaluing the assets is once in every three years. Accordingly, Motor vehicles were revalued in the financial Year 2024 by Mr A A M Fathihu (MRICS) Independent Chartered Valuer with appropriate experience in the valuation of properties. The results of such revaluation were incorporated in the Financial Statements from its effective date which is 31 December 2024. Next revaluation date will be due on 31 December 2027.

EVENTS OCCURRING AFTER THE REPORTING DATE

Events Occurring After the Reporting Date has disclosed in the note No. 43 to the Financial Statements.

RELATED PARTY TRANSACTIONS

The Related Party transactions as per the Sri Lanka Accounting standards (LKAS) 24, Related Party Disclosures, which is adopted in the preparation of the Financial Statements are given in this annual report.

BOARD OF DIRECTORS

All Directors have been appointed as non-executive Directors based on the nomination made by the Secretary to the Treasury, who is the principal shareholder of the Company, in accordance with the Companies Act No. 07 of 2007, subject to approval from the Insurance Regulatory Commission of Sri Lanka (IRC SL).

The Directors of the Company holding office as of 31 December 2025, are as follows:

Mr P N S Kumaratunga

(appointed w.e.f. 23 October 2024)

Mr D Thotawatte

(appointed w.e.f. 04 October 2024)

Mr R P Buultjens

(appointed w.e.f. 01 January 2025)

Mr N D B Unamboowe PC

(appointed w.e.f. 01 January 2025)

Mr S Palihawadana

(appointed w.e.f. 30 June 2025)

Mr B A T Rodrigo

(appointed w.e.f. 13 November 2025)

Mr A Koswatte

(resigned w.e.f. 02 January 2025)

Mr K R Dharmendra

(appointed w.e.f. 01 January 2025 and resigned w.e.f. 23 June 2025)

Mr K R Pathmapriya

(appointed w.e.f. 29 April 2024 and resigned w.e.f. 01 August 2025)

Mrs S A Batagoda

(appointed w.e.f. 13 August 2025 and resigned w.e.f. 13 November 2025)

The composition of the Company's Board of Directors as of the date of this Report.

1. Mr P N S Kumaratunga
2. Mr D Thotawatte
3. Mr R P Buultjens
(appointed w.e.f. 01 January 2025)
4. Mr N D B Unamboowe PC
(appointed w.e.f. 01 January 2025)
5. Mr S Palihawadana
(appointed w.e.f. 30 June 2025)
6. Mr B A T Rodrigo
(appointed w.e.f. 13 November 2025)

Retirement of Directors by rotation or otherwise and their Re-election.

1. Ordinary Resolution

Mr Dushmantha Thotawatte retires by rotation in terms of Article 25(6) read with Article 25(7) of the Articles of Association of the Company, and is eligible for re-election

2. Special resolution

Mr Somadasa Palihawadana who is seventy three (73) years of age, is eligible for re appointment under Section 211 of the Companies Act No. 7 of 2007, as recommended by the Board of directors of the Company.

The Company received a formal notice under Section 212 of the Companies Act No. 7 of 2007 from Mr Somadasa Palihawadana informing that he is 72 years old and will turn 73 on 07 June 2026. Accordingly, the Board of Sri Lanka Insurance Corporation Life Limited resolved to re-appoint him to the Board of Sri Lanka Insurance Corporation Life Limited, subject to the approval of its shareholders as specified in the Notice.

DIRECTORS' INTEREST IN CONTRACTS WITH THE COMPANY

The Directors' interests in contracts are disclosed in the financial Statements. These interests have been duly disclosed at the meeting of Directors. Directors do not hold any shareholding of the Company.

DIRECTORS' REMUNERATIONS

The Directors' fees and emoluments paid during the year was Rs.6.03 Mn. and the figure reported in the last year (2024) was Rs. 3.09 Mn.

ANNUAL REPORT OF THE BOARD OF DIRECTORS OF THE COMPANY

STATED CAPITAL

The Stated Capital of the Company as at 31 December 2025 was Rs. 12,500 Mn., in Compliance with the Companies Act No. 07 of 2007. As at 31 December 2025, 100% shares were vested with the Sri Lanka Insurance Corporation Limited

STATUTORY PAYMENTS

The Directors to the best of knowledge and belief are satisfied that all statutory payments in relation to the Government, the Insurance Regulatory Commission of Sri Lanka (IRC SL) and in relation to the employees have been made on time.

INTANGIBLE ASSETS

Intangible Assets as at 31 December 2025 have been recorded in the Financial Statements of the Company.

ENVIRONMENT

The Company operates with the relevant environmental laws and regulations and has not engaged in any harmful activities.

COMPLIANCE WITH LAWS AND REGULATIONS

The Company has complied with all applicable laws and regulations during the financial year as otherwise disclosed in the Independent Auditors' Report. The compliance department monitors the compliance functions of the company and reports to the Audit and Compliance Committee and the Risk Management Committee. Further, periodic compliance reports are submitted to the Board.

THE APPROVAL OF THE FINANCIAL STATEMENTS

The audited Financial Statements were approved by the Board of Directors on 23 March 2026.

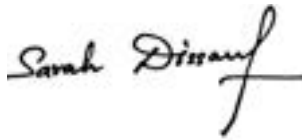
ANNUAL GENERAL MEETING

The Annual General Meeting will take place on 25 May 2026, at 2.00 pm, in the Board Room of the Company at its registered office at "Rakshana Mandiraya," No. 21, Vauxhall Street, Colombo 02.

ACKNOWLEDGEMENT OF THE CONTENTS OF THE REPORT

As required by section 168 (1) (k) of the Companies Act No. 07 of 2007, the Board of Directors does hereby acknowledge the contents of this report.

By Order of the Board,



Ms Sarah Dissanayake
Company Secretary

For Board of Directors



Mr Dushmantha Thotawatte
Director



Mr Thushara Rodrigo
Director

STATEMENT OF DIRECTORS' RESPONSIBILITY

The responsibility of the Directors in relation to the Financial Statements is set out in the following statement.

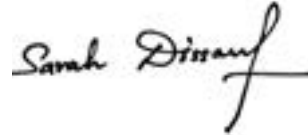
As per the provisions of the Companies Act No. 07 of 2007, the Directors are required to prepare, for each financial year, and place before a General Meeting, Financial Statements. The Auditors' responsibility for the Financial Statements is explained in the Auditors' Report, which is included in the Annual Report.

As per the Companies Act No. 07 of 2007, the Directors are responsible for ensuring that the Financial Statements of the Company provide a true and fair view of the Company's financial position as at the Balance Sheet Date, including its profit or loss or income and expenditure for the accounting period ending on that date. The Financial Statements must also present a fair representation of the Company's overall state of affairs.

The Directors are required to ensure that the Financial Statements of the Company have been prepared and presented in accordance with the Sri Lanka Accounting Standards (SLFRSs and LKASs), the Companies Act No. 07 of 2007, the Sri Lanka Accounting and Auditing Standard Act No. 15 of 1995, and the Regulation of Insurance Industry Act No. 43 of 2000.

The Directors affirm that they have consistently applied appropriate accounting policies and exercised sound judgment and estimates in preparing the Financial Statements. Additionally, they have a reasonable expectation that the Company possesses adequate resources to continue in operation for the foreseeable future and have, therefore, adopted the going concern basis in preparing the Financial Statements.

By order of the Board



Sarah Dissanayake

Head of Corporate Affairs and Company Secretary

Sri Lanka Insurance Corporation Life Limited

25 March 2026

CHIEF FINANCIAL OFFICER'S STATEMENT OF RESPONSIBILITY

The Financial Statements of Sri Lanka Insurance Corporation Life Limited (the Company) as at 31 December 2025 were prepared and presented in compliance with the requirements of the following.

- i. Sri Lanka Financial Reporting Standards (SLFRS/LKASs) issued by the ICASL
- ii. The Companies Act No. 07 of 2007
- iii. Insurance Industry Act No. 43 of 2000 as amended.

The formats used in the preparation of the Financial Statements and disclosures made therein comply with the formats prescribed by the relevant regulators, which are also in compliance with the disclosure requirements of the Sri Lanka Accounting Standards. We confirm that to the best of our knowledge, the Financial Statements, Significant Accounting Policies and other financial information included in this Annual Report, fairly represents, in all material respects, the financial condition, and results of the operations and the cash flow of the Company during the year under review. In addition, we confirm that the Company has adequate resources to continue its operations and has applied the going concern basis in preparing these Financial Statements. The Board of Directors is responsible for ensuring that management fulfils its financial reporting responsibilities. As the Chief Financial Officer, I am responsible for having established and maintaining adequate accounting policies, procedures and internal controls over financial reporting. Management has a system of internal controls designed to provide reasonable assurance that the Financial Statements are accurate and complete in all material respects. Management believes that the internal controls provide reasonable assurance that the financial records are reliable and form a proper basis for preparing the Financial Statements, and that the assets are properly accounted for and safeguarded. The Sri Lanka Insurance Corporation Life Limited internal Auditors also conduct periodic Reviews to ensure that the internal controls and procedures are consistently followed.

The Board of Directors has appointed an Audit Committee, which is headed by an Independent Director. The Audit Committee has reviewed internal audit function, audit follow up committee reports and Financial Statements. The Financial Statements have been audited, on behalf of the shareholders, by the Auditor General, in pursuance of provisions in Article 154 (1) of the constitution of the Democratic Socialist Republic of Sri Lanka. The Independent Auditor has full and free access to the Audit Committee and may meet with or without the presence of the Management.

We confirm to the best of our knowledge that:

- i. The Company has complied with all applicable laws, rules and regulations and guidelines as otherwise expressed in the Notes to the Financial Statements.
- ii. There are no material non compliances as otherwise expressed in the Notes to the Financial Statements and replace of the Auditor General.
- iii. All taxes, duties and all statutory payments by the Company and all contributions and taxes payable on behalf of and in respect of the employees of the Company as at the reporting date have been paid, or where relevant provided for.
- iv. Reserving and solvency guidelines have been complied with and total reserves are backed by matching admissible assets.
- v. The equity capital meets the set minimum capital requirements in accordance with the applicable regulations.



Sriyani Kulasinghe
Chief Financial Officer

23 March 2026

CERTIFICATE OF ACTUARY OF THE LONG-TERM INSURER

Private and Confidential

06 March 2026

The Board of Directors

Sri Lanka Insurance Corporation Life Limited

No. 21, Vauxhall Street, Colombo 02,

Sri Lanka



ACTUARIAL VALUATION OF THE LONG TERM INSURANCE BUSINESS AS AT 31 DECEMBER 2025

In accordance with the engagement letter dated 26 April 2019 and addendum dated 12 August 2021, Willis Towers Watson India Private Limited ("WTW", "Willis Towers Watson", "we", "our" or "us") has carried out an actuarial review of the valuation of long term insurance liabilities of Sri Lanka Insurance Corporation Life Limited's ("SLICLL") Long Term Insurance Business as at 31 December 2025.

We hereby certify that:

1. Reasonable steps have been taken by the Company to ensure that data used for the actuarial valuation of the liabilities of the Long-term Insurance Fund is complete and accurate.
2. Adequate and proper reserves have been provided as at 31 December 2025, for all liabilities in respect of the Long-term Insurance Fund, taking into account all current and contingent liabilities as at that date.
3. The total long term insurance provision maintained within the life fund on distribution basis is Rs. 151,421 Mn.. The value of assets held within the life fund is Rs. 255,916 Mn. on Insurance Regulatory Commission of Sri Lanka [the Solvency Margin (Risk Based Capital) Rules 2015] ("IRCSL") basis and Rs. 248,395 Mn. on Sri Lanka Financial Reporting Standards 4 ("SLFRS 4") basis. The gross surplus transferred to the shareholder fund from life fund is Rs. 1,382 Mn. for the year 2025. The surplus allocated for bonus declaration to policyholders during 2025 from participating fund is Rs. 3,638 Mn. Subsequent to the shareholder transfers and post-tax, the life fund is Rs. 254,519 Mn. on IRCSL basis and Rs. 246,997 Mn. on SLFRS4 basis as at 31 December 2025.

Kunj Behari Maheshwari, FIA, FIAI

Director, Insurance Consulting and Technology, India

WTW

E-mail: kunj.maheshwari@wtwco.com

Signature:

Place: India

Date: 6 March 2026

Willis Towers Watson India Private Limited

Registered Office:

Emaar Capital Tower 2

Mehrauli-Gurgaon Road, Sector 26

Gurugram 122002

India

T: +91 124 432 2800

F: +91 124 432 2801

E: TW.Fin.India@wtwco.com

W: wtwco.com

LIABILITY ADEQUACY TEST

Private and Confidential
6 March 2026
The Board of Directors
Sri Lanka Insurance Corporation Life Limited No. 21, Vauxhall Street,
Colombo 02, Sri Lanka



LIABILITY ADEQUACY TEST

1. The Sri Lanka Accounting Standard 'Sri Lanka Financial Reporting Standards 4 ("SLFRS 4") , Insurance Contracts' prescribes that an insurer shall assess at the end of each reporting period whether its recognised insurance liabilities are adequate, using current estimates of future cash-flows under its insurance contracts. WTW has undertaken a liability adequacy test for long term insurance provisions maintained within the life fund of Sri Lanka Insurance Corporation Life Limited ("SLICLL") as contemplated by SLFRS 4.
2. In carrying out the liability adequacy test, we have compared the provisions held as per the audited accounts with the actuarial liability. For this purpose, the value of the actuarial liability is computed following the principles laid out within the risk based capital framework as prescribed by the Insurance Regulatory Commission of Sri Lanka ("IRC SL") (erstwhile IBSL) [the Solvency Margin (Risk Based Capital) Rules 2015], whereby liabilities are valued using a discounted cash-flow approach covering the full lifetime of all the cash in-and out-flows required to settle the obligations related to existing in-force insurance contracts.
3. The projections are based on in-force policies and riders as at 31 December 2025.
4. Based on the checks undertaken, I certify:
 - that the valuation of actuarial liability is based on internationally accepted actuarial methods and adheres to the requirements under SLFRS 4;
 - that the assumptions used for such valuation are reasonable estimates based on available experience studies and after allowing for suitable margins for adverse deviation, subject to limitations and recommendations set out in our report; and
 - that the long term insurance provisions maintained within the life fund of SLICLL as per the audited accounts of the Company for the year ended 31 December 2025 is in excess of the liabilities computed in the above mentioned manner.

Kunj Behari Maheshwari, FIA, FIAI

Director, Insurance Consulting & Technology,
India WTW

A handwritten signature in black ink, appearing to read 'Kunj Behari Maheshwari', is written over a horizontal line.

Signature:

Place: India

Date: 6 March 2026

Willis Towers Watson India Private Limited Registered Office:

Emaar Capital Tower 2,

Mehrauli-Gurgaon Road, Sector 26, Gurugram 122002

India

T: +91124 432 2800

E: TW.Fin.India@wtwco.com

W: wtwco.com

INDEPENDENT AUDITORS' REPORT



ජාතික විගණන කාර්යාලය தேசிய கணக்காய்வு அலுவலகம் NATIONAL AUDIT OFFICE



මගේ අංකය
எனது இல.
My No.

INF/A/SLIC-Life/AR/2025/01

ඔබේ අංකය
உமது இல.
Your No.

දිනය
திகதி
Date

27 March 2026

The Chairman

Sri Lanka Insurance corporation Life Limited.

Report of the Auditor General on the Financial Statements and Other Legal and Regulatory Requirements of the Sri Lanka Insurance Corporation Life Limited for the year ended 31 December 2025 in terms of Section 12 of the National Audit Act, No. 19 of 2018, as amended

1 FINANCIAL STATEMENTS

1.1 Opinion

The audit of the financial statements of the Sri Lanka Insurance Corporation Life Limited (the "Company") for the year ended 31 December 2025 comprising the statement of financial position as at 31 December 2025 and statement of profit or loss and other comprehensive income, statement of changes in equity and cash flow statement for the year then ended, and Notes to the financial statements, including material accounting policy information, was carried out under my direction in pursuance of provision in Article 154 (1) of the Constitution of the Democratic Socialist Republic of Sri Lanka read in conjunction with provisions of the National Audit Act No. 19 of 2018. My report to Parliament pursuance of provisions in Article 154 (6) of the Constitution will be tabled in due course. To carry out this audit I was assisted by a firm of Chartered Accountants in public practise.

In my opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2025 and of its financial performance and its cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

1.2 Basis for Opinion

I conducted my audit in accordance with Sri Lanka Auditing Standards (SLAuSs). My responsibilities, under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

1.3 Emphasis of Matter

I draw attention to Note 41 and 42 to the financial statements, which describes the status of the administrative process relating to the segregation in terms of Section 30 of the Regulation of Insurance Industry Act No. 43 of 2000, and the non-compliance with the requirements relating to directors' independence, as per Direction No. 02 of 2022 (revised) on the Corporate Governance Framework for Insurers issued by the Insurance Regulatory Commission of Sri Lanka, pursuant to the segregation process undertaken in accordance with Section 53 of the Regulation of Insurance Industry (Amendment) Act No. 3 of 2011.

My opinion is not modified in respect of this matter.

1.4 Other information included in the Company's 2025 Annual Report

The other information comprises the information included in the Company's 2025 Annual Report but does not include the financial statements and my auditor's report thereon, which is expected to be made available to me after the date of this auditor's report. Management is responsible for the other information.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my 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 my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read Company's 2025 Annual Report, if I conclude that there are material misstatements therein, I am required to communicate that matter to those charged with governance for

අංක 306/72, පොල්දොර පාර, බත්තරමුල්ල, ශ්‍රී ලංකාව



+94 11 2 88 70 28 - 34

இல. 306 72, பால்முடி வீதி, பத்தரமுல்லை, இலங்கை.



+94 11 2 88 72 23

No. 306/72, Polduwa Road, Battaramulla, Sri Lanka.



ag@auditorgeneral.gov.lk



www.naosl.gov.lk



correction. If further material uncorrected misstatements existed those will be included in my report to Parliament in pursuance of provisions in Article 154 (6) of the Constitution that will be tabled in due course.

1.5 Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Sri Lanka Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

As per Section 16 (1) of the National Audit Act No. 19 of 2018, the Company is required to maintain proper books and records of all its income, expenditure, assets and liabilities, to enable annual and periodic financial statements to be prepared.

1.6 Auditor's Responsibilities for the Audit of the Financial Statements

My objective is 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 report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Sri Lanka Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Sri Lanka Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and

obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, significant audit findings, including any significant deficiencies in internal control that identify during my audit.

2 REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

2.1 National Audit Act, No. 19 of 2018 and the Companies Act, No. 07 of 2007 include specific provisions for following requirements.

2.1.1 I have obtained all relevant information and explanation that were required for the audit and as far as appears from my examination, proper accounting records have been kept by the Company as per the requirement of Section 163 (2) of the Companies Act, No. 07 of 2007 and Section 12 (a) of the National Audit Act, No. 19 of 2018.

INDEPENDENT AUDITORS' REPORT



2.1.2 The Financial Statements presented are consistent with the preceding year as per the requirements of Sections 6 (1) (d) (iii) of the National Audit Act, No. 19 of 2018.

2.1.3 The financial statements presented include all the recommendations made by the me in the previous year as per the requirement of Section 6 (1) (d) (iv) of the National Audit Act, No. 19 of 2018.

2.2 Based on the procedures performed and evidence obtained which were limited to matters that are material, nothing has come to my attention;

2.2.1 to state that any member of the governing body of the Company has any direct or indirect interest in any contract entered into by the Company which are out of the normal course of business as per the requirement of Section 12 (d) of the National Audit Act, No. 19 of 2018.

2.2.2 to state that the Company has not complied with any applicable written law, general and special directions issued by the governing body of the Company as per the requirement of Section 12 (f) of the National Audit Act, No. 19 of 2018 except for the following:

a) In compliance with Section 53 of the Regulation of Insurance Industry (Amendment) Act No. 3 of 2011, SLIC has segregated its business operations effective from 01 February 2024 to General Insurance Business and Life Insurance Business ("the Company"). The assets of Sri Lanka Insurance Corporation have been transferred to the Company as per segregation guidelines and the scheme of arrangement endorsed by high court and the transfer was effected as per Sec 256 of the Companies Act No 07 of 2007. However, the formalities including the administrative name changes with the third parties are still in progress.

Further, the Company has requested for an extension from the Insurance Regulatory Commission of Sri Lanka (IRCSL), as certain administrative matters including administrative name change related to the segregation are still ongoing and being addressed as part of the broader post-segregation implementation and in the process of receiving a written response from IRCSL.

Accordingly, due to these ongoing operational and administrative challenges, a potential non-compliance related to administrative procedures under Section 30 of Regulation of Insurance Industry Act No. 43 of 2000 has been noted.

b) In terms of Item 4 of the IRCSL Direction No. 02 of 2022 (revised), the Board of an insurer must adhere to Section 7.10 of the Listing Rules of the Colombo Stock Exchange (CSE Listing Rules) (or any amendments made thereto), pertaining to Corporate Governance. The revised Corporate Governance Rules are set out in Section 9 of the CSE Listing Rules.

In terms of Section 9.8.2(a) of the CSE Listing Rules, the Board of Directors of an insurer shall include at least two (2) Independent Directors or such number equivalent to one third (1/3) of the total number of Directors of the Listed Entity at any given time, whichever is higher.

However, based on careful assessment of the independence of each Director, carried out in accordance with the requirements communicated by the IRCSL via email dated 19 November 2025, the Company has concluded that, as at reporting date, the Board of Directors does not comprise Independent Directors. Accordingly, this reflects non-compliance with Direction No. 02 of 2022 (revised) and Section 9.8.2(a) of the CSE Listing Rules.

Accordingly, as stipulated in Item 7 of the IRCSL Direction No. 02 of 2022 (revised), the Company is required to take immediate measures to ensure compliance with the revised Direction. A grace period has been granted by the IRCSL (Ref: IRCSL/LEG/2026/01/2025), pursuant to its letter dated 12 January 2026, within which the Company is required to submit a Board resolution confirming compliance with the revised Direction on or before 06 April 2026.

2.2.3 to state that the Company has not performed according to its powers, functions and duties as per the requirement of Section 12 (g) of the National Audit Act No. 19 of 2018.

2.2.4 to state that the resources of the Company had not been procured and utilised economically, efficiently and effectively within the time frames and in compliance with the applicable laws as per the requirement of Section 12 (h) of the National Audit Act No. 19 of 2018.

L S I Jayaratna
Auditor General

STATEMENT OF FINANCIAL POSITION

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Assets			
Property, plant and equipment	5	510,696	439,973
Intangible assets	6	100,472	76,859
Right-of-use asset	7	166,053	–
Financial investments	8	264,090,468	219,921,456
Reinsurance receivables	9	1,300,798	1,288,471
Loans to life policyholders	10	2,344,123	2,288,852
Premium receivables	11	1,131,549	789,230
Other assets	12	692,594	1,875,074
Cash and cash equivalents	13	4,850,400	11,945,357
Total assets		275,187,153	238,625,272
Equity and liabilities			
Equity			
Stated capital	14	12,500,000	12,500,000
Revaluation reserve	15	223,243	223,243
Restricted regulatory reserves from one-off surplus	16	98,237	98,237
Available-for-sale reserve	17	(306,575)	(34,415)
Revenue reserves	18	4,438,229	2,484,993
Total equity		16,953,134	15,272,058
Liabilities			
Insurance contract liabilities	19	250,885,448	216,783,321
Lease liabilities	7	177,826	–
Employee benefit obligation	20	1,072,256	898,426
Reinsurance payables	21	1,555,761	1,488,094
Income tax liability	22	240,482	559,691
Other liabilities	23	4,097,120	3,368,757
Financial liabilities	24	205,126	254,925
Total liabilities		258,234,019	223,353,214
Total equity and liabilities		275,187,153	238,625,272

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

These Financial Statements have been prepared in compliance with the requirements of the Companies Act No. 07 of 2007.

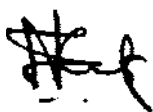


Sriyani Kulasinghe

Chief Financial Officer

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.



Nusith Kumaratunga

Chairman

Colombo

23 March 2026



Thushara Rodrigo

Director

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 31 December	Note	2025 Rs. '000	2024 Rs. '000
Gross written premium	25	32,605,568	24,530,862
Premiums ceded to reinsurers	26	(1,304,225)	(962,342)
Net written premium		31,301,343	23,568,520
Other income			
Investment income	27	28,790,804	25,770,499
Fees and commission income	28	143,308	75,727
Net realised gains/(losses)	29	101,349	(122,425)
Other income	30	502,647	437,213
		29,538,108	26,161,014
Total net revenue		60,839,451	49,729,534
Net benefits, claims and expenses			
Gross benefits and claims paid	31	(17,006,611)	(12,675,584)
Claims ceded to reinsurers		799,026	658,986
Change in contract liabilities - Life Fund		(29,078,874)	(24,574,741)
Underwriting and net acquisition costs	32	(4,739,103)	(3,260,446)
Other operating and administrative expenses		(6,519,734)	(5,501,145)
Net benefits, claims, and expenses		(56,545,296)	(45,352,930)
Profit/(loss) before taxation	33	4,294,155	4,376,604
Income tax expense	34	(1,978,097)	(1,734,756)
Profit/(loss) for the year attributable to:			
Equity holders of the company		2,316,058	2,641,848

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

Colombo

23 March 2026

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 31 December	Note	2025 Rs. '000	2024 Rs. '000
Profit/(loss) for the year		2,316,058	2,641,848
Other comprehensive income			
Items that are or may be reclassified to profit or loss			
Net change in fair value of available-for-sale financial assets	17	(272,160)	(34,415)
Net change in fair value of available for sale financial assets - Life Fund	19	4,818,449	11,072,094
Items that will not be reclassified to profit or loss			
Net gain on revaluation of property, plant and equipment	15.1	-	223,243
Actuarial gains on defined benefit plan	20.1	(112,822)	(156,265)
Other comprehensive income for the year		4,433,467	11,104,657
Total comprehensive income for the year		6,749,525	13,746,505
Basic/diluted earnings per share (Rs.)	35	1.85	2.30
Dividend per share (Rs.)	36	0.54	0.2

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

Colombo

23 March 2026

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December	Stated Capital	Revaluation Reserve	AFS Reserve	Surplus from Life Insurance	Restricted Regulatory Reserve	General Reserve and Revenue Reserve	Total
	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000
Balance as at 01 January 2024	500,000	-	-	-	-	(590)	499,410
Restricted regulatory reserve	-	-	-	-	98,237	-	98,237
Issue of shares	12,000,000	-	-	-	-	-	12,000,000
Profit for the year	-	-	-	-	-	2,641,848	2,641,848
Other comprehensive income for the year	-	223,243	11,037,679	-	-	(156,265)	11,104,657
Total comprehensive income for the year	-	223,243	11,037,679	-	-	2,485,583	13,746,506
Surplus attributable to shareholders	-	-	-	2,641,848	-	(2,641,848)	-
Transferred AFS reserves - Life Fund	-	-	(11,072,094)	-	-	-	(11,072,094)
Balance as at 31 December 2024	12,500,000	223,243	(34,415)	2,641,848	98,237	(156,855)	15,272,058
Profit for the year	-	-	-	-	-	2,316,058	2,316,058
Other comprehensive income for the year	-	-	4,546,289	-	-	(112,822)	4,433,497
Total comprehensive income for the year	-	-	4,546,289	-	-	2,203,236	6,749,525
Surplus attributable to shareholders	-	-	-	2,316,058	-	(2,316,058)	-
Dividend paid	-	-	-	(250,000)	-	-	(250,000)
Transferred AFS reserves - Life Fund	-	-	(4,818,449)	-	-	-	(4,818,449)
Balance as at 31 December 2025	12,500,000	223,243	(306,575)	4,707,906	98,237	(269,677)	16,953,134

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

Colombo

23 March 2026

STATEMENT OF CASH FLOWS

For the year ended 31 December	Note	Company	
		2025 Rs. '000	2024 Rs. '000
Cash flows from operating activities			
Premium received from customers		32,263,249	24,426,367
Reinsurance premium paid		(1,236,559)	(49,660)
Insurance benefits and claims paid		(16,801,808)	(12,535,983)
Reinsurance receipt in respect of claims		930,007	46,614
Receipt from other Debtors/(advance paid for suppliers)		1,062,167	(672,903)
Cash paid on behalf of employees		(2,894,701)	(2,959,181)
Interest received		26,323,364	14,777,762
Dividends received		795,288	684,372
Policy loan granted	10.1	(1,986,278)	(1,978,047)
Policy loan settlement	10.1	2,420,140	2,245,807
Other operating cash payments		(7,207,009)	(4,733,194)
Cash flows from operating activities	A	33,667,860	19,251,954
Gratuity paid	20.1	(89,056)	(68,379)
Income tax paid	22	(2,297,306)	(1,175,065)
Net cash generated from operating activities		31,281,498	18,008,510
Cash flows from investing activities			
Acquisition of financial investments	8.6	(85,898,251)	(36,094,796)
Proceeds from financial investments		47,947,682	27,021,330
Proceeds on property, plant and equipment		–	39,806
Acquisition of property, plant and equipment	5.1	(236,163)	(85,509)
Acquisition of intangible assets	6.1	(50,473)	(10,997)
Staff and agent loans granted	8.6	(474,583)	(293,352)
Staff and agent loans recovery		628,707	627,353
Net cash used in investing activities		(38,083,081)	(8,796,165)
Cash flows from financing activities			
Cash received from Sri Lanka Insurance Corporation Limited on segregation		–	2,100,512
Dividends paid		(250,000)	–
Lease rental paid	7.1.2	(94,924)	–
Issue of shares		–	–
Net flows from/(used in) financing activities		(344,924)	2,100,512
Effect of exchange rate changes on cash and cash equivalents		101,349	(122,425)
Net increase in cash and cash equivalents		(7,045,158)	11,190,432
Cash and cash equivalents at beginning of the year		11,690,432	500,000
Cash and cash equivalents at end of the year	13	4,645,274	11,690,432
Cash and cash equivalents at the beginning of the year			
Cash at bank and in hand		11,690,432	500,000
		11,690,432	500,000

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

STATEMENT OF CASH FLOWS

For the year ended 31 December	Company	
	2025 Rs. '000	2024 Rs. '000
Cash and cash equivalents at the end of the year		
Cash at bank and in hand	997,790	1,289,870
Short-term investment	3,852,610	10,655,487
Bank overdraft	(205,126)	(254,925)
	4,645,274	11,690,432
A. Reconciliation of operating profit with cash flow from operating activities		
Increase in long-term insurance fund	33,373,029	28,951,345
Depreciation and amortisation charge	192,300	99,086
Interest income from policy loan	(489,132)	(443,858)
Amortisation of right-of-use assets	82,162	–
Interest in suspense of right-of-use assets	24,534	–
Gratuity provision	150,064	113,335
Profit on sale of PPE	–	(29,797)
Amortised staff and field officer cost	107,231	116,763
Investment income – unrealised (gain)/loss	(3,430,071)	(4,404,088)
(Gain) / loss on foreign exchange transaction	(101,349)	122,425
(Increase)/decrease in other receivables	2,344,693	(7,450,018)
Increase/(decrease) in claims provisions	204,804	139,601
Increase/(decrease) in creditors	612,724	1,651,447
Increase/(decrease) in policy holder advance payments	163,010	117,953
Increase/(decrease) in policy loans	433,861	267,761
Cash flow from operating activities	33,667,860	19,251,955

Figures in brackets indicate deductions.

The accounting policies and notes on pages 151 to 204 form an integral part of these Financial Statements.

Colombo

23 March 2026

NOTES TO THE FINANCIAL STATEMENTS

1 CORPORATE INFORMATION

1.1 Reporting Entity

Sri Lanka Insurance Corporation Life Limited ("the Company") is a public limited liability company incorporated and domiciled in Sri Lanka. The Company was duly incorporated under the Companies Act No. 07 of 2007 on 11 October 2023. The registered office of the Company and the principal place of business are located at "Rakshana Mandiraya", No. 21, Vauxhall Street, Colombo 02.

The Company is regulating under the Insurance Industry Act No. 43 of 2000 and amendments thereon.

With the segregation of Sri Lanka Insurance Corporation Limited (SLIC), the Insurance Regulatory Commission of Sri Lanka (IRCSL) granted insurance license effective from 01 February 2024 to the company to carry out the Life Insurance business (Refer Note 41 for more details about segregation)

1.2 Principal Activities and Nature of Operations

The principal business activity of the Company is to undertake and carry on Life Insurance businesses with effect from 1 February 2024 for both individual and corporate customers.

1.3 Parent Enterprise

The Company's parent undertaking is Sri Lanka Insurance Corporation Limited located at "Rakshana Mandiraya", No. 21, Vauxhall Street, Colombo 02, which holds 100% of shares of the Company.

1.4 Responsibility for Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of Financial Statements as per the Sri Lanka Accounting Standards and Provisions of the Companies Act No. 07 of 2007.

1.5 Approval of Financial Statements

The Financial Statements for the year ended 31 December 2025 were approved authorised for issue by the Directors 23 March 2026

2 BASIS OF PREPARATION

2.1 Statement of Compliance

The Financial Statements have been prepared in accordance with Sri Lanka Accounting Standards (LKASs/SLFRSs) issued by The Institute of Chartered Accountants of Sri Lanka, the requirements of the Companies Act No. 07 of 2007 and the Regulation of Insurance Industry Act No.43 of 2000 and the amendments thereto, and the rules and regulations of the Insurance Regulatory Commission of Sri Lanka (IRCSL).

2.2 Basis of Measurement

The Financial Statements of the Company have been prepared on the historical cost basis except for the following material items, which are measured on an alternative basis.

- Insurance Contract liabilities have been measured at actuarially-determined values
- The liabilities for defined benefit obligation are actuarially valued and recognised as the present value of defined benefit obligation
- Financial assets held for trading are measured at fair value
- Financial assets designated at fair value through profit or loss are measured at fair value
- Available-for-sale financial assets are measured at fair value

The Company presents its statement of financial position broadly in the order of liquidity.

2.3 Financial Period

The Financial Statements are prepared in respect of the financial year ending on 31 December.

2.4 Functional and Presentation Currency

The Financial Statements have been presented in Sri Lankan Rupees which is the Company's functional currency. All amounts have been rounded to the nearest thousand unless otherwise indicated as permitted by the Sri Lankan Accounting Standards – LKAS 1: Presentation of Financial Statements.

2.5 Offset Accounting

Financial assets and liabilities are offset and the net amount is presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.6 Use of Estimates and Judgements

In preparing these Financial Statements, management has made judgements, estimates, and assumptions that affect the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Information about assumption and estimation uncertainty that have significant effect on the amounts recognised in the Financial Statements is included under the following Notes:

Note 7 – Lease Term: extension options, estimating incremental browing cost for lease liability

Note 5 – Useful lifetime of Property, Plant and Equipment

Note 20 – Measurement of defined benefit obligations: key actuarial assumptions

NOTES TO THE FINANCIAL STATEMENTS

2. BASIS OF PREPARATION (CONTD.)

2.6 Use of Estimates and Judgements (Contd.)

Notes 5, 6, 7, 8, 9, 10, and 11 – Provision for impairment of non-financial assets and financial assets: key assumptions

Note 19 – Actuarial valuation of long-term insurance, key actuarial assumptions

Note 8 – Fair value measurement of unquoted instruments and fair value through profit or loss financial investments

Measurement of Fair Values

A number of the Company's accounting policies and disclosures require measurement of fair values, for both the financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. This includes overseeing all significant fair value measurements, including Level 3 fair values.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair values are categorised into different levels in a hierarchy based on the inputs used in the valuation techniques as follows:

- **Level 1** – quoted prices (unadjusted) in active markets for identical assets and liabilities
- **Level 2** – inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly
- **Level 3** – inputs for the asset or liability that are not based on observable market data (unobservable inputs)

Further information about assumptions made in measuring fair values is included in the respective Notes to the Financial Statements.

2.7 Materiality and Aggregation

Each material class of similar items is presented separately in the Financial Statements. Items of dissimilar nature or function are presented separately unless they are immaterial as permitted LKAS 1 – "Presentation of Financial Statements".

Note to the Financial Statements are presented in a systematic manner which ensures the understandability and the comparability of Financial Statements of the Company.

2.8 Comparative Information

Comparative figures have been reclassified, where relevant for better presentation and to be comparable with those of the current year.

Following the segregation of Sri Lanka Insurance Corporation (SLIC), the Insurance Regulatory Commission of Sri Lanka (IRCSL) granted an insurance license to the Company, effective from 1 February 2024, to carry out life insurance business. Accordingly, the comparative figures include only 11 months of insurance activities.

2.9 Going Concern

The Board of Directors has made an assessment of the Company's ability to continue as a going concern being satisfied that it has the resources to continue in business for a foreseeable future. Furthermore, the Directors are not aware of any material uncertainties that may cast significant doubt upon the Company's ability to continue as a going concern.

In preparing these Financial Statements, the management has assessed the existing effects of the economic conditions, Climate related risk and the use of the going concern basis of preparation. The Company has been evaluating the resilience of its businesses, considering a wide range of factors such as profitability, revenue streams, working capital management, capital expenditure, cash reserves, and cost management initiatives implemented by the Company in order to be able to continue business under current global and local economic conditions. Based on the analysis and future outlook based on available information, the Directors are not aware of any material uncertainties that may cast significant doubt upon the Company's ability to continue as a going concern.

Therefore, the Financial Statements continue to be prepared on the going concern basis.

2.10 Foreign Currency Transactions

Transactions in foreign currencies are translated to the functional currencies of the Company at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate at the reporting date.

Non-monetary assets and liabilities that are measured at fair value in foreign currencies are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction.

3 MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Policies Disclosed within Individual Notes

The Company's material accounting policies have been disclosed alongside the relevant individual Notes to the Financial Statements. Each accounting policy stated within the Notes has been consistently applied.

3.2 Policies Not Covered within Individual Notes

The following accounting policies, which have been consistently applied by the Company, are considered material but are not included in the individual Notes.

(i) Cash Flow Statement

The Statement of Cash Flows has been prepared using the "Direct Method", while cash flows from Operating Activities are presented using the "Indirect Method" to facilitate better comparison.

4 CHANGES IN ACCOUNTING STANDARDS

4.1 New Standards, Interpretations, and Amendments Applicable on or After 01 January 2025

The Company applied certain standards and amendments for the first time, which are effective for annual periods beginning on or after 01 January 2025 and have not resulted in a material impact on the Financial Statement of the Company.

Accounting standard	Description	Effective date
Amendments to LKAS 21 - The Effects of Changes in Foreign Exchange Rates	Lack of exchangeability	01 January 2025
SLFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information	To disclose information about its sustainability-related risks and opportunities that are useful to users of general-purpose financial reports in making decisions	01 January 2025
SLFRS S2 - Climate-related Disclosures	To disclose information about its climate-related risks and opportunities that are useful to users of general-purpose financial reports in making decisions	01 January 2025

4.2 Standards Issued but not yet Effective which may have an Impact

The Institute of Chartered Accountants of Sri Lanka has issued the following new Sri Lanka Accounting Standards which will become applicable for financial periods beginning on or after 01 January 2026 or at a later date.

The new and amended standards that are issued, but not yet effective at the date of issuance of these Financial Statements, are disclosed below:

Accounting standard	Description	Effective date
SLFRS 17 - Insurance Contracts	Measure Insurance Contract Liability at a current fulfilment value and provide a more uniform measurement and presentation approach for all insurance contracts	01 January 2026
Amendments to SLFRS 9 and SLFRS 7	Classification and Measurement of Financial Instruments	01 January 2026
Amendments to SLFRS 18	Presentation and Disclosure in Financial Statements	01 January 2027
Amendments to SLFRS 19	Subsidiaries without Public Accountability: Disclosures	01 January 2027

NOTES TO THE FINANCIAL STATEMENTS

4. CHANGES IN ACCOUNTING STANDARDS (CONTD.)

4.2 Standards Issued but not yet Effective which may have an Impact (Contd.)

Temporary Exception from SLFRS 9

SLFRS 9 – “Financial Instruments”

This standard replaces the existing guidance in LKAS 39 – “Financial Instruments: Recognition and Measurement”. SLFRS 9 includes revised guidance on the classification and measurement of financial instruments, a new expected credit loss model for calculating impairment on financial assets and new general hedge accounting requirements. SLFRS 9 is effective for annual reporting periods beginning on or after 01 January 2018, with early adoption permitted.

The Company is predominantly based on the proposed amendments to SLFRS 4 “Insurance Contracts”, by which the entities whose predominant activity is issuing insurance contracts are permitted to defer the full application of SLFRS 9 until adopting the revised SLFRS 4, which commenced in 2022. In Sri Lanka of SLFRS 17 – “Insurance Contract” effective date from 01 January 2026, the Company expects the temporary exemption to be deferred until 1 January 2026.

An insurer may apply the temporary exemption from SLFRS 9 if, and only if:

- a. It has not previously applied any version of SLFRS 9, other than only the requirements for the presentation of gains and losses on financial liabilities designated as at fair value through profit or loss.
- b. Its activities are predominantly connected with insurance, at its annual reporting date that immediately precedes 01 April 2016, or at a subsequent annual reporting date.

In accordance with the amendments to SLFRS 4 – Insurance Contract, an insurer’s activities are predominantly connected with insurance if, and only if:

- a. the carrying amount of its liabilities arising from contracts within the scope of this SLFRS, which includes any deposit components or embedded derivatives unbundled from insurance contracts, is significant compared to the total carrying amount of all its liabilities; and
- b. the percentage of the total carrying amount of its liabilities connected with insurance relative to the total carrying amount of all its liabilities is:
 - i. greater than 90%; or
 - ii. less than or equal to 90% but greater than 80%, and the insurer does not engage in a significant activity unconnected with insurance.

The temporary exemption from SLFRS 9 will be reassessed whether its activities are predominantly connected with insurance at a subsequent annual reporting date if, and only if, there was a change in the entity’s activities, during the annual period that ended on that date.

The Company will decide on appropriate classification of its investments under SLFRS 9 closer to the time of adopting the revised SLFRS 4 and so is not able to fully quantify the impact of adopting SLFRS 9 on its Financial Statements as at reporting date. It is anticipated however, that it may not significantly change the Company’s total equity.

SLFRS 17 – Insurance Contracts

SLFRS 17 is effective for annual periods beginning on or after 01 January 2026. Early adoption is permitted along with the adoption of SLFRS 9 and SLFRS 15. SLFRS 17 supersedes SLFRS 4 Insurance Contracts. The Company intends to adopt the new standard on its mandatory effective date.

SLFRS 4 permitted insurers to continue to use the statutory basis of accounting for insurance assets and liabilities that existed in their jurisdiction prior to January 2005. SLFRS 17 replaces this with a new measurement model for all insurance contracts.

SLFRS 17 requires liabilities for insurance contracts to be recognised as the present value of future cash flows, incorporating an explicit risk adjustment, which is updated at each reporting date to reflect current conditions, and a contractual service margin (CSM) that is equal and opposite to any day-one gain arising on initial recognition. Losses are recognised directly to the income statement. For the measurement purposes contracts are grouped together into contracts of similar risk and profitability profile and issue year, with further divisions for contracts that are managed separately.

Profit for insurance contracts under SLFRS 17 is represented by the recognition of the service provided to policyholders in the period (release of CSM), release from non-economic risk (release of risk adjustment) and investment profit.

The CSM is released as profit over the coverage period of the insurance contract, reflecting the delivery of services to the policyholder. For certain contracts with participating features (where a substantial share of the fair value of the related investments and other underlying items is paid to policyholders) the CSM reflects the variable fee to shareholders. For these contracts, the CSM is adjusted to reflect the changes in economic experience and assumptions. For all other contracts the CSM is only adjusted for non-economic assumptions.

SLFRS 17 introduces a new measure of insurance revenue, based on the delivery of service to policyholders and excluding any premiums related to the investment elements of policies, which will be significantly different from existing premium revenue measures, currently reported in the income statement. In order to transit to SLFRS 17, the amount of deferred profit, being the CSM at transition date, needs to be determined.

SLFRS 17 requires, the CSM to be calculated as if the standards had applied retrospectively. If this is not practical, an entity is required to choose either a simplified retrospective approach or determine the CSM by reference to the fair value of the liabilities at transition date. The approach for determining the CSM will have a significant impact on both shareholders’ equity and on the amount of profit on in-force business in future reporting periods.

NOTES TO THE FINANCIAL STATEMENTS

4. CHANGES IN ACCOUNTING STANDARDS (CONTD.)

4.2 Standards Issued but not yet Effective which may have an Impact (Contd.)

SLFRS 17 is expected to have a substantial change in the presentation of the Financial Statements and disclosures, as the requirements of the new standard are complex and require a fundamental change to accounting for insurance contracts as well as the application of significant judgement and new estimation techniques. The effect of changes required to the Company's accounting policies as a result of implementing these standards are currently uncertain, but these changes can be expected to, among other things, alter the timing of profit recognition.

With the implementation of SLFRS 17, the shadow accounting to insurance related assets and liabilities will not be applicable.

The Company has an implementation programme underway to implement SLFRS 17. The programme is responsible for setting accounting policies and developing application methodologies, establishing appropriate processes and controls, sourcing appropriate data and implementing actuarial and finance system changes.

5 PROPERTY, PLANT AND EQUIPMENT (PPE)

ACCOUNTING POLICY

Property, plant and equipment are tangible items that are held for use in the production or supply of goods or services, for rental to others or for administrative purposes and are expected to be used during more than one period.

Basis of Recognition

Space required and equipment are recognised if it is probable that future economic benefits associated with the asset will flow to the Company and the cost of the asset can be measured reliably in accordance with LKAS 16 - "Property, Plant and Equipment".

Initial Recognition and Measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. The cost of property, plant and equipment is the cost of acquisition or construction together with any expenses incurred in bringing the asset to its working condition for its intended use.

Any gain or loss on disposal is recognised in other operating income in profit or loss.

Subsequent Expenditure and Replacement

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Revaluation of PPE

After recognition as an asset whose fair value can be measured reliably, has been carried at the revalued amount at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Valuations are being performed to ensure that the fair value of a revalued asset does not materially differ from its carrying amount as at the reporting date.

Valuation of assets is undertaken by professionally qualified valuers at a minimum of three years and any gain or losses arising from change in fair value are included in the other comprehensive income in the year in which they arise. An increase in the carrying amount as a result of revaluation, is recognised in other comprehensive income and accumulated in equity under the heading of revaluation reserve. However, the increase is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit and loss.

A decrease in the carrying amount as a result of revaluation, is recognised in profit and loss. However, the decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred directly to retained earnings.

NOTES TO THE FINANCIAL STATEMENTS

5. PROPERTY, PLANT AND EQUIPMENT (PPE) (CONTD.)

Depreciation

Depreciation is calculated to write-off the cost of items of property, plant and equipment less their estimated residual values using the straight-line method over their estimated useful lives, and is generally recognised in profit or loss. This most closely reflects the expected pattern of consumption of future economic benefits embodied in the asset.

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

Class of assets	Depreciation Percentage Per Annum	Estimated Useful Life Years	Residual Value
Equipment			
Office and other equipment	15%	6, 2/3	Nil
Computer and computer equipment	20%	5	Nil
Furniture and fittings	15%	6, 2/3	Nil
Motor vehicles	20%	5	Nil
Other fixed assets	25%	4	Nil

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised.

Impairment

The Board of Directors assessed the potential impairment loss of property, plant and equipment as at 31 December 2025. Based on the assessment, no impairment provision is required to be made in the Financial Statements as at the reporting date in respect of property, plant and equipment.

5.1 Movement of Gross Carrying Amount of Property, Plant and Equipment

Cost/Revaluation	Equipment Rs. '000	Furniture and Fittings Rs. '000	Motor Vehicles Rs. '000	Others Rs. '000	Total Rs. '000
Balance as at 01 January 2025	360,989	91,074	252,060	385	704,508
Additions during the year	192,554	42,104	–	1,505	236,163
Balance as at 31 December 2025	553,543	133,178	252,060	1,890	940,671
Depreciation					
Balance as at 01 January 2025	207,229	57,260	–	46	264,535
Additions during the year	67,933	8,980	88,345	182	165,440
Balance as at 31 December 2025	275,162	66,240	88,345	228	429,975
Carrying amount as at 31 December 2025	278,381	66,938	163,715	1,662	510,696
Carrying amount as at 31 December 2024	153,760	33,814	252,060	339	439,973

NOTES TO THE FINANCIAL STATEMENTS

5. PROPERTY, PLANT AND EQUIPMENT (PPE) (CONTD.)

5.2 Acquisition of Property, Plant and Equipment during the year

During the financial year, the Company has acquired property, plant and equipment amounting to Rs 236.1 Mn. (2024 – 85.5 Mn.)

5.3 Impairment of Property, Plant and Equipment during the year

The Company has assessed the potential impairment loss of property, plant and equipment as at 31 December 2025. Based on the assessment, no impairment provision is required to be made in the Financial Statements as at the reporting date in respect of PPE.

5.4 Fully Depreciated Property, Plant and Equipment in Use

The initial cost of fully depreciated property, plant and equipment which are still in use as at reporting date is as follows:

As at 31 December	2025 Rs. '000	2024 Rs. '000
Motor vehicles	18,000	–
Furniture and fittings	83,989	42,256
Office and other equipment	856	856
Computer and computer equipment	201,033	98,970
Total	303,878	142,082

5.5 Revaluation of Property, Plant and Equipment

In compliance with the PPE Revaluation Policy of minimum three years time, the Company has revalued motor vehicles based on the market approach during the Financial Year 2024 by Mr A A M Fathihu (MRICS) Independent Chartered Valuer with appropriate experience in the valuation of properties.

Next revaluation date will be due on 31 December 2027.

6 INTANGIBLE ASSETS

ACCOUNTING POLICY

The Company's intangible assets include the value of Computer Software.

Initial Recognition and Measurement

An intangible asset is recognised if it is probable that the future economic benefits that are attributable to the asset will flow to the Company and the cost of the asset can be measured reliably. An intangible asset is initially measured at cost. Computer Software acquired by the Company that have finite useful lives are measured at cost less accumulated amortisation and any accumulated impairment losses.

Subsequent Expenditure

Subsequent expenditure on software is capitalised only when it increases the future economic benefits embedded in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

Amortisation

Amortisation is calculated to write-off the cost of the intangible assets less estimated residual values using the straight-line method over their estimated useful lives and is recognised in profit or loss. The estimated useful life of software is five years. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Intangible Assets with Finite Useful Lives

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. 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 amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Income Statement in the expense category consistent with the function of the intangible asset.

NOTES TO THE FINANCIAL STATEMENTS

6. INTANGIBLE ASSETS (CONTD.)

Useful Economic Lifestyle and Amortisation

Intangible Assets	Useful Economic Life	Residual Value	Amortisation Method
Computer Software	5 years	Nil	Straight-line basis

Intangible Assets with indefinite Useful Lives

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at cash-generating unit level, irrespective of whether there is an indication of impairment. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

Impairment of Intangible Assets

The Company has assessed potential impairment indicators of intangible assets as at 31 December 2025. Based on the assessment, no impairment indicators were identified.

Derecognition

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss from the derecognition of such intangible assets is included in profit or loss when the item is derecognised.

6.1 Movement of Carrying Amounts of Intangible Asset

As at 31 December	2025 Rs. '000	2024 Rs. '000
Computer Software		
Cost		
Balance as at 01 January	215,448	–
Transferred from Sri Lanka Insurance Corporation Limited	–	204,451
Additions during the year	50,473	10,997
Balance as at 31 December	265,921	215,448
Accumulated amortisation and Impairment		
Balance as at 01 January	138,589	–
Transferred from Sri Lanka Insurance Corporation Limited	–	119,239
Amortisation charge during the year	26,860	19,351
Balance as at 31 December	165,449	138,589
Carrying amount as at 31 December	100,472	76,859

6.2 Acquisition of Intangible Assets during the Year

During the financial year, the Company acquired intangible assets amounting to Rs. 50.4 Mn.

6.3 Fully Amortised Intangible Assets in Use

Fully amortised intangible assets in use as at reporting date were Rs. 55 Mn.

6.4 Title Restriction on Intangible Assets

There were no restrictions that existed on the title of the intangible assets of the Company as at the reporting date.

6.5 Assessment of Impairment of Intangible Assets

The Company has assessed potential impairment indicators of intangible assets as at 31 December 2025. Based on the assessment, no impairment indicators were identified.

6.6 Intangible Assets Pledged as Securities

There were no intangible assets pledged as securities for liabilities as at the reporting date.

6.7 Capitalisation of Borrowing Costs

There were no capitalised borrowing costs related to the acquisition of intangible assets during the year.

6.8 Other Changes to Intangible Assets

Other than disclosed in Note 6.1 there were no other changes to the intangible assets during the period under review.

6.9 Individually Material/Significant Intangible Assets

There are no individual intangible assets that are material to the Financial Statements as at 31 December 2025.

6.10 Amount of Contractual Commitment for Acquisition of Intangible Assets

There are no contractual commitment for acquisition of intangible assets as at the reporting date.

6.11 Revaluation of Intangible Assets

Since cost model has been followed, there is no revaluation adjustment for intangible assets.

7 RIGHT-OF-USE ASSET/LEASE LIABILITY

ACCOUNTING POLICY

The Company right of use assets includes the lease branch and office premises. The leases generally run for a period of 1-10 years with an option to renew the lease after that date.

SLFRS 16 supersedes LKAS 17 – Leases, IFRIC 4 determining whether an arrangement contains a Lease, SIC-15 Operating Leases-Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires lessees to account for all leases under a single on-balance sheet model.

Initial Recognition and Measurement

The Company recognises a right-of-use asset and a lease liability at the start of a lease. The right-of-use asset is measured at cost, including the lease liability, any upfront lease payments, initial direct costs, and estimated restoration or dismantling costs, net of lease incentives received. The lease liability is measured at the present value of unpaid lease payments, discounted using the Company's incremental borrowing rate.

Subsequent Measurement

After initial recognition, the right-of-use asset is amortised on a straight-line basis over the shorter of its useful life or the lease term, consistent with property and equipment policies. It is also adjusted for impairment losses and certain re measurements of the lease liability. The lease liability is subsequently measured at amortised cost using the effective interest method and is re measured for changes in lease payments due to revisions in indices, rates, residual value guarantees, or changes in the assessment of purchase, extension, or termination options.

Amortisation Expenses

Right-of-use assets are amortised on a straight-line basis and charge to the Income Statement from the commencement date of the lease over the shorter of the lease term or the useful life of the underlying asset. Where ownership of the underlying asset transfers to the Company at the end of the lease term, or where the Company is reasonably certain to exercise a purchase option, the right-of-use asset is amortised over the useful life of the underlying asset.

Impairment of Right-of-use Assets

As at the reporting date, no impairment loss has been recognised by the Company in respect of impairment of right-of-use assets since each business unit is operating under the business continuity plans as per the Company risk management strategy, to the extent possible, whilst strictly adhering to and supporting government directives.

NOTES TO THE FINANCIAL STATEMENTS

7. RIGHT OF USE ASSET/LEASE LIABILITY (CONTD.)

7.1 Movement of Carrying Amounts of Right of Use Asset/Lease Liability

7.1.1 Right-of-Use

As at 31 December	2025 Rs. '000	2024 Rs. '000
Cost		
Balance as at 01 January	–	–
Additions during the year	248,215	–
Balance as at 31 December	248,215	–
Accumulated amortisation and impairment		
Balance as at 01 January	–	–
Amortisation charge during the year	82,162	–
Balance as at 31 December	82,162	–
Carrying amount as at 31 December	166,053	–

7.1.2 Lease Liability

As at 31 December	2025 Rs. '000	2024 Rs. '000
Cost		
Balance as at 01 January	–	–
Additions during the year	314,083	–
Lease payment made during the year	(94,924)	–
Balance as at 31 December	219,159	–
Interest in suspense		
Balance as at 01 January	–	–
Additions during the year	65,867	–
Interest recognised income statements	(24,534)	–
Balance as at 31 December	41,333	–
Carrying amount as at 31 December	177,826	–

7.2 Amounts Recognised in Income Statement

As at 31 December	2025 Rs. '000	2024 Rs. '000
Interest expenses on lease liabilities	24,534	–
Amortisation expenses on Right-of-use assets	82,162	–
	106,696	–

7.3 Maturity Analysis – Contractual Undiscounted Cash flows

As at 31 December	2025 Rs. '000	2024 Rs. '000
6 months to 1 year	9,596	–
1 to 5 years	202,420	–
	212,016	–

8 FINANCIAL INVESTMENTS

ACCOUNTING POLICY

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Classification of Financial Assets

The Company classifies non-derivative financial assets into the following categories:

Financial assets at fair value through profit or loss (FVTPL)

Held-to-maturity (HTM)

Loans and receivables (L&R) and

Available-for-sale (AFS) financial assets as appropriate.

LKAS 39 was replaced by SLFRS 9 – Financial Instruments with effect from 1 January 2018. However, the Company meets the eligibility criteria of the temporary exemption from SLFRS 9 and intends to defer its application until 1 January 2026.

Initial Measurement

The Company initially recognises loan receivables and debt securities issued on the date at which they are originated. All other financial assets (including assets designated at fair value through profit or loss) are initially recognised on the trade date at which the Company becomes a party to the contractual provisions of the instrument.

A financial asset is measured initially at fair value plus, for an asset not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issue.

Subsequent measurement of each classes of financial assets are disclosed in respective sub-notes.

Fair Value through profit or loss investments and available-for-sale investments are valued at fair value.

Held-to-maturity investments and loans and receivable investments are valued at amortised cost.

The following table compares the fair value of the financial instruments to their total carrying value:

As at 31 December	Note	2025		2024	
		Carrying Value Rs. '000	Fair Value Rs. '000	Carrying Value Rs. '000	Fair Value Rs. '000
Held to maturity (HTM)	8.1	93,667,702	98,868,659	79,756,987	80,795,528
Loans and receivables (L & R)	8.2	29,342,035	29,342,035	35,573,902	35,573,902
Available for sale (AFS)	8.3	123,474,366	123,474,366	89,306,808	89,306,808
Fair value through profit or loss (FVTPL)	8.4	17,606,365	17,606,365	15,283,759	15,283,759
Total financial instruments		264,090,468	269,291,425	219,921,456	220,959,997

Collateral for Investments

The Company does not hold any collateral in respect of its investments.

Impairment of Financial Assets

Financial assets not classified as at fair value through profit or loss are assessed at each reporting date to determine whether there is an objective evidence of impairment.

Objective evidence of financial assets that are impaired includes the following:

- default or delinquency by a debtor
- indications that a debtor or issuer will enter bankruptcy
- adverse changes in the payment status of borrowers or issuers
- the disappearance of an active market for a security because of financial difficulties; or observable data indicating that there is a measurable decrease in the expected cash flows from a group of financial assets.

Offsetting

Financial assets and liabilities are offset and the net amount is presented in the statement of financial position when, and only when, the Company currently has legally an enforceable right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Derecognition of Financial Assets

The Company de recognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Company is recognised as a separate asset or liability.

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.1 Held-to-Maturity Financial Assets

ACCOUNTING POLICY

Initial Measurement

These are non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held to maturity when the Company has both the intention and ability to hold until maturity. These assets are initially recognised at fair value plus any directly attributable transaction costs.

Held-to-maturity financial assets comprise listed Debentures and Treasury Bond investments made by the Company.

Subsequent Measurement

Subsequent to initial recognition, they are measured at amortised cost using the effective interest method.

Amortised Cost

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between the initial amount recognised and the maturity amount, minus any reduction for impairment. The losses arising from impairment are recognised as finance cost in the income statement.

Impairment

Impairment of assets is assessed at both the individual and collective levels. Individually significant assets are assessed separately, while non-significant assets are grouped by risk characteristics for collective assessment. The impairment loss is calculated as the difference between the asset's carrying amount and the present value of its future cash flows, discounted at the original effective interest rate. If impairment is recognised, it is recorded in profit or loss. If the impairment loss later decreases due to an event after recognition, the loss can be reversed through profit or loss.

DERECOGNITION

Any gain or loss arising from de recognition of an held-to-maturity investment is recognised in income statement.

As at 31 December	2025		2024	
	Amortised Cost Rs. '000	Fair Value Rs. '000	Amortised Cost Rs. '000	Fair Value Rs. '000
Treasury Bonds	53,511,062	55,441,369	61,048,349	61,326,890
Listed Debentures	40,156,640	43,427,290	18,708,638	19,468,638
Total	93,667,702	98,868,659	79,756,987	80,795,528

Debentures – Interest Terms

The Company's debentures bear interest at rates ranging from 9% to 27% per annum, depending on the terms of each issuance. Interest is payable on a periodic basis and is recognised as a finance cost in the statement of profit or loss.

8.1.1 Impairment of Financial Investments at HTM

The Company has not experienced any indication for impairment in respect of held-to-maturity financial assets.

8.1.2 Reclassification

During the year Company did not reclassify any financial assets under this category.

8.1.3 Fair Value Measurement

The Company measures the fair value using fair value hierarchy which reflects the significance of level of inputs used in making the fair value measurement which is described in the Note 8.5.1.

8.2 Loans and Receivables (L&R)

ACCOUNTING POLICY

Initial Measurement

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. These assets are recognised initially at fair value plus any directly attributable transaction costs.

Loans and receivables comprise investments in unquoted corporate debt, term deposits, asset backed securities, development bonds, commercial papers, other loans and receivables.

Subsequent Measurement

Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.) 8.2 Loans and Receivables (L&R) (Contd.)

Impairment

The losses arising from impairment are recognised in the Income Statement in finance costs for loans and in other operating expenses for receivables.

Derecognition

Any gain or loss arising from derecognition of loans and receivables is recognised in statement of profit or loss.

As at 31 December	2025		2024	
	Carrying Value Rs. '000	Fair Value Rs. '000	Carrying Value Rs. '000	Fair Value Rs. '000
Unlisted debentures	25,040,305	25,040,305	26,974,644	26,974,644
Term deposits	3,063,951	3,063,951	7,394,005	7,394,005
Staff loans	666,209	666,209	726,586	726,586
Agent loans	571,570	571,570	478,667	478,667
Total	29,342,035	29,342,035	35,573,902	35,573,902

8.2.1 Impairment of Financial Investments at L&R

The Company has not experienced any indication for impairment in respect of Loans and Receivables.

8.2.2 Re-Classification

During the year, the Company did not reclassify any financial assets under this category.

8.2.3 Fair Value Measurement

The Company measures the fair value using fair value hierarchy which reflects the significance of level of inputs used in making the fair value measurement which is described in the Note 8.5.1.

8.3 Available for Sale (AFS)

ACCOUNTING POLICY

Initial Measurement

Available-for-sale financial investments includes Listed Shares, Unit Trust, Listed Debentures, Treasury Bonds and Commercial Papers. Securities in this category are those that are intended to be held till maturity and which may be sold in response to the need for liquidity or in response to changes in the market conditions.

Derecognition

When an investment is derecognised, the cumulative gain or loss in other comprehensive income is transferred to income statement.

As at 31 December	2025		2024	
	Carrying Value Rs. '000	Fair Value Rs. '000	Carrying Value Rs. '000	Fair Value Rs. '000
Listed shares	17,372,333	17,372,333	12,777,644	12,777,644
Unit trusts	685,253	685,253	1,250,376	1,250,376
Listed debentures	17,876,330	17,876,330	19,431,017	19,431,017
Treasury bonds	65,675,848	65,675,848	34,260,232	34,260,232
Commercial papers	21,864,602	21,864,602	21,587,539	21,587,539
Total	123,474,366	123,474,366	89,306,808	89,306,808

Available-for-sale financial investments of the Company comprise equity and debt securities like listed shares, unit trusts, listed debentures, treasury bonds and commercial papers which are neither classified as held for trading nor designated at fair value through profit or loss.

Subsequent Measurement

Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses on available-for-sale equity instruments are recognised in Other Comprehensive Income and presented within equity in the Available-for-sale reserve. Fair Value changes in the assets of the Policyholders' Fund are recognised under Insurance Contract Liabilities - Life.

Interest earned whilst holding available-for-sale investments is reported as "Interest Income" using the effective interest rate. Dividends earned whilst holding available-for-sale investments are recognised in income statement as "Dividend Income" when the right of the payment has been established.

Impairment

The Company assesses at each reporting date whether there is objective evidence that an investment or a group of investments is impaired.

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.3 Available For Sale (AFS) (Contd.)

8.3.1 Impairment of Financial Investments at AFS

The Company has not experienced any indication for impairment in respect of available-for-sale financial assets.

8.3.2 Reclassification

During the year the Company did not reclassify any financial assets under this category.

8.3.3 Fair Value Measurement

The Company measures the fair value using fair value hierarchy which reflects the significance of level of inputs used in making the fair value measurement which is described in the Note 8.5.1.

8.4 Fair Value through Profit or Loss (FVTPL)

ACCOUNTING POLICY

Initial Measurement

A financial asset is classified as fair value through profit or loss if it is held for trading or is designated as such upon initial recognition. Financial assets are designated at fair value through profit or loss if the Company manages such investments and makes purchase and sale decisions based on their fair value in accordance with the Company's investment strategy. Attributable transaction costs are recognised in Income Statement as incurred.

Subsequent Measurement

Subsequent to initial recognition, these investments are remeasured at fair value. Changes in fair value are recorded in "Fair value gains and losses" in income statement.

As at 31 December	2025		2024	
	Carrying Value Rs. '000	Fair Value Rs. '000	Carrying Value Rs. '000	Fair Value Rs. '000
Unit trusts	4,269,813	4,269,813	2,455,658	2,455,658
Listed shares	13,336,552	13,336,552	12,828,101	12,828,101
Total	17,606,365	17,606,365	15,283,759	15,283,759

8.4.1 Re-Classification

During the year the Company did not reclassify any financial assets under this category.

8.4.2 Fair Value Measurement

The Company measures the fair value using fair value hierarchy which reflects the significance of level of inputs used in making the fair value measurement which is described in the Note 8.5.1.

8.5 Determination of Fair Value and Fair Value Hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability or;
- In the absence of a principal market, in the most advantageous market for the asset or liability

The Company uses the fair value hierarchy in determining and disclosing the fair value of financial instruments. The following Note shows an analysis of financial investments recorded at fair value by level of the fair value hierarchy.

Level	Fair Value Measurement Method
Level 1	Quoted (unadjusted) prices in active markets for identical assets or liabilities
Level 2	Techniques for which, all inputs that have a significant effect on the recorded fair value, are observable, either directly or indirectly
Level 3	Techniques, which use inputs that have a significant effect on the recorded fair value, are not based on observable market data

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.5 Determination of Fair Value and Fair Value Hierarchy (Contd.)

8.5.1 The following table shows an analysis of assets recorded at fair value by level of the fair value hierarchy:

As at 31 December	2025				2024			
	Level 1	Level 2	Level 3	Total Fair Value	Level 1	Level 2	Level 3	Total Fair Value
	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000
Available-for-sale (AFS) financial assets								
Listed shares	17,372,333	–	–	17,372,333	12,777,644	–	–	12,777,644
Unit trusts	685,253	–	–	685,253	1,250,376	–	–	1,250,376
Listed debentures	6,128,569	11,747,761	–	17,876,330	7,092,358	12,338,659	–	19,431,017
Treasury bonds	65,675,848	–	–	65,675,848	34,260,232	–	–	34,260,232
Commercial papers	–	–	21,864,602	21,864,602	–	–	21,587,539	21,587,539
Total	89,862,003	11,747,761	21,864,602	123,474,366	55,380,611	12,338,659	21,587,539	89,306,808
Fair value through profit or loss (FVTPL) financial assets								
Listed shares	13,336,552	–	–	13,336,552	12,828,101	–	–	12,828,101
Unit trusts	4,269,813	–	–	4,269,813	2,455,658	–	–	2,455,658
Total	17,606,365	–	–	17,606,365	15,283,759	–	–	15,283,759
Held-to-maturity (HTM) financial assets								
Treasury bonds	55,441,369	–	–	55,441,369	61,326,890	–	–	61,326,890
Listed debentures	32,313,582	11,113,708	–	43,427,290	19,468,638	–	–	19,468,638
Total	87,754,951	11,113,708	–	98,868,659	80,795,528	–	–	80,795,528
Loans and receivables (L&R) financial assets								
Unlisted debentures	–	25,040,305	–	25,040,305	–	26,974,644	–	26,974,644
Term deposits	–	3,063,951	–	3,063,951	–	7,394,005	–	7,394,005
Staff loans	–	–	666,209	666,209	–	–	726,586	726,586
Agent loan	–	–	571,570	571,570	–	–	478,667	478,667
Total	–	28,104,256	1,237,779	29,342,035	–	34,368,649	1,205,253	35,573,902
Total financial assets	195,223,319	50,965,717	23,102,381	269,291,425	151,459,898	46,707,308	22,792,792	220,959,997

8.5.2 Valuation Techniques used in Determining the Fair Values

1. The fair values of Listed Shares, Treasury Bills and Treasury Bonds are based on their market prices as they are traded in active markets.
2. The fair values of Unlisted Floating Rate Debentures are estimated to be equal to their amortised cost.
3. The fair values of Term Deposits are estimated to be equal to their amortised cost as maturities do not exceed one year.
4. The fair values of Unlisted Fixed Rate Debentures are arrived at discounting the future cash flows at market yields of comparable newly issued Corporate Debt instruments carrying similar maturities and credit ratings.
5. The fair values of Listed Debentures, which are traded in active markets, are based on their market prices.
6. The fair values of Listed Debentures, which are not traded in active markets, are arrived at discounting the future cash flows at market yields of comparable newly issued Corporate Debt instruments carrying similar maturities and credit ratings.
7. The fair values of Unit Trusts are based on their bid prices as quoted by the Unit Trust management companies.
8. The fair values of Unlisted Shares, where the Company pays regular dividends, are derived using the Discounted Cash Flow method. Otherwise, the fair value will be based on the Net Asset Value.

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.6 Movement in Carrying Values of Financial Investments

	Available- for-Sale Rs. '000	Fair Value Through Profit or Loss Rs. '000	Held-to- Maturity Rs. '000	Loans and Receivables Rs. '000	Total Rs. '000
As at 01 January 2025	89,306,808	15,283,759	79,756,987	35,573,902	219,921,456
Purchases	56,129,350	3,946,471	21,770,584	4,526,429	86,372,834
Maturities	(21,342,976)	-	(5,521,375)	(8,909,654)	(35,774,005)
Disposals	(5,440,824)	(4,070,952)	(3,305,869)	-	(12,817,645)
Fair value gain recognised in other comprehensive income	4,546,288	-	-	-	4,546,288
Unrealised gains/(losses)	-	2,286,620	-	-	2,286,620
Realised gains/(losses)	872,189	160,468	110,795	-	1,143,452
Amortisation	5,406	-	-	-	5,406
Interest Income recognised to income statement	10,468,489	-	9,789,078	3,791,391	24,048,958
Gap interest receipt for debentures	-	-	(31,709)	-	(31,709)
Foreign currency translation adjustments	36,684	-	-	64,693	101,377
Interest/coupon receipts	(11,107,048)	-	(8,900,790)	(5,704,724)	(25,712,563)
As at 31 December 2025	123,474,366	17,606,365	93,667,702	29,342,035	264,090,468

	Available- for-Sale Rs. '000	Fair value Through Profit or Loss Rs. '000	Held-to- Maturity Rs. '000	Loans and Receivables Rs. '000	Total Rs. '000
As at 01 January 2024	-	-	-	-	-
Transferred from Sri Lanka Insurance Corporation Limited	74,411,927	11,342,065	65,974,145	42,557,180	194,285,316
Purchases	13,623,679	961,181	15,023,597	6,779,691	36,388,148
Maturities	(999,974)	-	(1,900,018)	(12,283,406)	(15,183,398)
Disposals	(7,009,127)	1,618,713	-	-	(5,390,414)
Fair value gain recognised in other comprehensive income	6,232,547	-	-	-	6,232,547
Realised capital gains/(losses)	14,761	92,433	-	-	107,194
Realised gains/(losses)	25,770	1,269,365	-	-	1,295,135
Interest income recognised to income statement	8,370,288	-	7,428,081	4,821,613	20,619,982
Foreign currency translation adjustments	(37,901)	-	-	(86,147)	(124,048)
Interest/coupon receipts	(5,325,160)	-	(6,768,818)	(6,215,028)	(18,309,006)
As at 31 December 2024	89,306,808	15,283,759	79,756,987	35,573,902	219,921,456

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.7 Carrying Values as at the Balance Sheet Date based on Asset Classes (Rs. '000):

All outstanding balances with government related entities which are significant for the users of this Annual Report are listed below.

Nature of the Transaction/ Name of the Company/Entity	2025						
	Bank of Ceylon	Ceylon Electricity Board	People's Bank	National Savings Bank	People's Leasing & Finance PLC	Sri Lanka Telecom PLC	HDFC Bank
Listed debentures	14,402,429	4,034,411	-	-	-	2,274,499	-
Unlisted debentures	6,038,849	-	16,153,459	2,847,997	-	-	-
Fixed deposits	1,158,744	-	742,591	-	-	-	-
Total	21,600,022	4,034,411	16,896,050	2,847,997	-	2,274,499	-

Nature of the Transaction/ Name of the Company/Entity	2024						
	Bank of Ceylon	Ceylon Electricity Board	People's Bank	National Savings Bank	People's Leasing & Finance PLC	Sri Lanka Telecom PLC	HDFC Bank
Listed debentures	8,738,611	4,034,411	-	-	-	2,051,699	156,901
Unlisted debentures	6,052,065	-	16,206,888	2,858,630	-	-	-
Fixed deposits	2,389,315	-	690,277	-	2,423,361	-	-
Total	17,179,991	4,034,411	16,897,165	2,858,630	2,423,361	2,051,699	156,901

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.8 Accounting Classification and Fair Values

As at 31 December 2025		Fair Value Through Profit or Loss Rs. '000	Available for Sale Rs. '000	Held to Maturity Rs. '000	Loans and Receivables Rs. '000	Total Carrying Value Rs. '000	Fair Value Rs. '000
	Note						
Financial assets measured at fair value							
Listed shares		13,336,552	17,372,333	-	-	30,708,885	30,708,885
Unit trusts		4,269,813	685,253	-	-	4,955,066	4,955,066
Listed debentures		-	17,876,330	-	-	17,876,330	17,876,330
Commercial papers		-	21,864,602	-	-	21,864,602	21,864,602
Treasury bonds		-	65,675,848	-	-	65,675,848	65,675,848
Financial assets not measured at fair value							
Treasury bills and bonds		-	-	53,511,062	-	53,511,062	55,441,369
Listed debentures		-	-	40,156,640	-	40,156,640	43,427,290
Unlisted debentures		-	-	-	25,040,305	25,040,305	25,040,305
Term deposits		-	-	-	3,063,951	3,063,951	3,063,951
Staff loans		-	-	-	666,209	666,209	666,209
Agent loan		-	-	-	571,570	571,570	571,570
Loans to life policyholders		-	-	-	2,344,123	2,344,123	2,344,123
Reinsurance receivable		-	-	-	1,300,798	1,300,798	1,300,798
Premium receivable		-	-	-	1,131,549	1,131,549	1,131,549
Other receivable	8.8.1	-	-	-	692,594	692,594	692,594
Short term investment		-	-	-	3,852,610	3,852,610	3,852,610
Cash and cash equivalent		-	-	-	997,790	997,790	997,790
Total financial assets		17,606,365	123,474,366	93,667,702	39,661,499	274,409,932	279,610,889
Financial Liabilities not measured at fair value							
Reinsurance payable		-	-	-	1,555,761	1,555,761	1,555,761
Bank overdraft		-	-	-	205,126	205,126	205,126
Total financial liabilities		-	-	-	1,760,887	1,760,887	1,760,887

NOTES TO THE FINANCIAL STATEMENTS

8. FINANCIAL INVESTMENTS (CONTD.)

8.8 Accounting Classification and Fair Values (Contd.)

As at 31 December 2024	Fair Value Through Profit or Loss Rs. '000	Available for Sale Rs. '000	Held to Maturity Rs. '000	Loans and Receivables Rs. '000	Total Carrying Value Rs. '000	Fair Value Rs. '000
Financial assets measured at fair value						
Listed shares	12,828,101	12,777,644	–	–	25,605,745	25,605,746
Unit trusts	2,455,658	1,250,376	–	–	3,706,034	3,706,034
Listed debentures	–	19,431,017	–	–	19,431,017	19,431,017
Commercial papers	–	21,587,539	–	–	21,587,539	21,587,539
Treasury bonds	–	34,260,232	–	–	34,260,232	34,260,232
Financial assets not measured at fair value						
Treasury bills and bonds	–	–	61,048,349	–	61,048,349	61,326,890
Listed debentures	–	–	18,708,638	–	18,708,638	18,708,638
Unlisted debentures	–	–	–	26,974,644	26,974,644	26,974,644
Term deposits	–	–	–	7,394,005	7,394,005	7,394,005
Staff loans	–	–	–	726,586	726,586	726,586
Agent loan	–	–	–	478,667	478,667	478,667
Loans to life policyholders	–	–	–	2,288,853	2,288,853	2,288,853
Reinsurance receivable	–	–	–	1,288,471	1,288,471	1,288,471
Premium receivable	–	–	–	789,230	789,230	789,230
Other receivable	–	–	–	1,610,497	1,610,497	1,610,497
Short term investment	–	–	–	10,655,487	10,655,487	10,655,487
Cash and cash equivalent	–	–	–	1,289,870	1,289,870	1,289,870
Total financial assets	15,283,759	89,306,808	79,756,987	53,496,310	237,843,864	238,122,406
Financial liabilities not measured at fair value						
Reinsurance payable	–	–	–	1,488,094	1,488,094	1,488,094
Bank overdraft	–	–	–	254,925	254,925	254,925
Total financial liabilities	–	–	–	1,743,019	1,743,019	1,743,019

8.8.1 Other Receivable

Other receivables include assets such as loans to office staff, loans to field officers, inventories, and sundry debtors.

or settled claims associated with the reinsurer's policies and are in accordance with the related reinsurance contract. Reinsurance is recorded gross in the statement of financial position unless a right to offset exists.

9 REINSURANCE RECEIVABLES

ACCOUNTING POLICY

Company cedes insurance risk in the normal course of business to recognised reinsurers through formal reinsurance arrangements.

Reinsurance assets include the balances due from reinsurance companies for paid and unpaid losses and loss adjustment expenses. Amounts recoverable from reinsurers are estimated in a manner consistent with the outstanding claims provision

Impairment

Reinsurance assets are reviewed for impairment at each reporting date or more frequently when an indication of impairment arises during the reporting year. Impairment occurs when there is an objective evidence as a result of an event that occurred after initial recognition of the reinsurance asset that the Company may not receive all outstanding amounts due under the terms of the contract and the event has a reliably measurable impact on the amounts that the Company will receive from the reinsurer. The impairment loss is recorded in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

9. REINSURANCE RECEIVABLES (CONTD.)

Derecognition

Reinsurance assets or liabilities are derecognised when the contractual rights are extinguished or expire or when the contract is transferred to another party.

As at 31 December	2025 Rs. '000	2024 Rs. '000
Reinsurance receivable on settled claims	1,119,565	1,008,652
Reinsurance receivables on outstanding claims	181,233	279,819
Total	1,300,798	1,288,471

9.1 Fair Value Measurement

The carrying value of reinsurance receivables approximates the fair value at the reporting date.

9.2 Impairment Losses on Reinsurance Receivables

The Company has assessed potential impairment loss of reinsurance receivables as at 31 December 2025 and the Company does not identify any objective evidences which require an impairment to its reinsurance receivable. Based on the assessment, no impairment provision is required to be made in the Financial Statements as at the reporting date.

9.3 Reinsurance Receivables on Outstanding Claims

The reinsurance portion of the outstanding claims has not been materialised, since the insurance claim has not been paid as at the reporting date.

9.4 Financial Risk Associated with Reinsurance Receivable

Further information on the Company's approach to managing reinsurance risk is disclosed in the Risk Management Note no. 38.

10 LOANS TO LIFE POLICYHOLDER

ACCOUNTING POLICY

Policyholder loans are granted up to 90% of the surrender value of a life insurance policy at a rate equivalent to market rate. If the policyholder dies before the full repayment of the loan, the loan balance is deducted from the death benefit. Policyholder loans are reviewed for impairment at each reporting date. Loans receivable as at reporting date are as follows:

10.1 Movement of Loans to Policyholder

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	2,288,852	–
Transferred from Sri Lanka Insurance Corporation Limited	–	2,112,755
Loans granted during the year	1,986,278	1,978,047
Interest receivable on loans	489,133	443,857
Loans settled during year (against claims)	(2,420,140)	(2,245,807)
Total	2,344,123	2,288,852

10.2 Fair Value of Loans to Life Policyholders

The Company granted policy loans at market price. The fair value of the policyholder loans are equal to its carrying value as those are given at competitive market rates.

10.3 Concentration Risk of Loans to Life Policyholders

If the total receivable of the loan including interest due and accrued exceeds the surrender value the policy terminates and becomes void. The Company has the first lien on all policies which are subject to policy loans and this mitigates the Company's credit exposure on policy loans.

The Company has issued loans to policyholders considering the surrender value of the policy as collateral. As at the reporting date, the carrying value of the policy loans granted amounted to Rs. 1,986 Mn. and the related surrender value is Rs. 3,858 Mn.

10.4 Impairment of Loans to Life Policyholders

The Company has assessed the potential impairment loss of loans where total receivable exceeds the surrender value and charged (reversed) in the Financial Statements as at the reporting date in respect of loans to life policyholders. Accordingly no impairment provision is required.

11 PREMIUM RECEIVABLES

ACCOUNTING POLICY

Insurance receivables are recognised when due and measured on initial recognition at the fair value of the consideration receivable. Collectability of premiums is reviewed on an ongoing basis.

The Company accounts for life insurance premiums on accrual basis. Accordingly, life insurance premiums due (only the premiums due in the 30-day grace period) are recognised at each reporting date and will be reversed if the premiums are not settled during the subsequent month, and thus the policies will lapse as per the Company policy.

As at 31 December	2025 Rs. '000	2024 Rs. '000
Premium receivable from policyholders	1,131,549	789,230
Total	1,131,549	789,230

11.1 Premium Receivables from Related Parties

There is no premium receivables from related parties as at the reporting date.

11.2 Fair Value of Premium Receivable

The carrying value of premium receivable approximates fair value at the reporting date.

11.3 Concentration Risk of Premium Receivable

This consists of premium receivables from policyholders and intermediaries that create the risk of financial losses due to non-settlement of dues or taking substantial time to settle dues.

In life insurance, credit risk is minimal since premium is collected before the policy is issued.

11.4 Impairment of Premium Receivable

The Company has assessed the potential impairment loss of premium receivables as at 31 December 2025. Based on the assessment, no impairment provision is required to be made in the Financial Statements as at the reporting date in respect of premium receivables.

12 OTHER ASSETS

ACCOUNTING POLICY

Inventories

Inventories include all consumable items which are stated at lower of cost and net reliable value.

Having evaluated the nature of the inventories held by the Company, the Company has assessed whether there is any impact to net realisable value of the inventories due to implications of the economic conditions and assessed whether it was required to adjust the carrying value of the inventory. The Company has not identified any circumstances where adjustments are required to reduce the carrying value of the inventories.

NOTES TO THE FINANCIAL STATEMENTS

12. OTHER ASSETS (CONTD.)

Other Receivables and Dues from Related Parties

Other receivables and dues from related parties are recognised at cost less impairment losses.

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Inventories		43,748	39,400
Other debtors and receivables		247,846	165,800
Staff advance		1,686	1,769
Agents advance		6,392	6,269
Amounts due from related parties	12.1	146,818	1,294,214
Prepayment		113,736	103,044
Prepaid benefits on loans		132,368	264,578
Total		692,594	1,875,074

12.1 Amounts Due from Related Parties

	2025 Rs. '000	2024 Rs. '000
Sri Lanka Insurance Corporation General Limited	146,818	1,062,205
Sri Lanka Insurance Corporation Limited	–	232,009
	146,818	1,294,214

13 CASH AND CASH EQUIVALENTS

ACCOUNTING POLICY

Cash and cash equivalents comprise reverse repurchase agreements, cash balances and call deposits with maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value and are used by the Company in the management of its short-term commitments.

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Cash in hand and at bank		997,790	1,289,870
Short-term investments		3,852,610	10,655,487
Total cash and cash equivalents		4,850,400	11,945,357
Bank overdraft used for cash management purposes	24	205,126	254,925
Cash and cash equivalents in the statement of cash flows		4,645,274	11,690,432

The reported bank overdraft balance as at the reporting date is used for the cash management purpose and there is no physical overdraft in the bank statement.

14 STATED CAPITAL

ACCOUNTING POLICY

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

As at 31 December	2025 Rs. '000	2024 Rs. '000
As at 01 January	12,500,000	500,000
Issued and fully paid	–	12,000,000
Total	12,500,000	12,500,000

NOTES TO THE FINANCIAL STATEMENTS

14. STATED CAPITAL (CONTD.)

Right of Ordinary Shareholders

As at the reporting date, the total stated capital of the Company is Rs. 12.5 Bn. The stated capital consisted of 12.5 million shares at Rs. 10 each and all issued shares are fully paid. There is only one class of ordinary shares, and all issued shares carry equal voting rights. Holders of ordinary shares are entitled to receive dividends as declared from time to time and are granted one vote per share at the Company's meetings.

15 REVALUATION RESERVE

ACCOUNTING POLICY

The revaluation reserve relates to revaluation of motor vehicle and represents the fair value changes of the motor vehicle as at the date of revaluation.

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Revaluation reserve	15.1	223,243	223,243
Total		223,243	223,243

15.1 Reserve for Revaluation

	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	223,243	–
Revaluation surplus during the year	–	223,243
Balance as at 31 December	223,243	223,243

The revaluation reserve relates to the gain of revaluation of motor vehicle recognised in equity through other comprehensive income.

16 RESTRICTED REGULATORY RESERVE

ACCOUNTING POLICY

Restricted regulatory reserve was created as a result of One-off Surplus generated due to change in valuation method from "Net Premium Valuation" to "Gross Premium Valuation" as specified in Direction No. 16, issued by IRCSL on 20 March 2018, for identification and treatment of One-off Surplus. Complying with the same, the transfer made from policyholders' to Shareholders' funds is limited to surplus generated from other than participating business, whereas the surplus generated from the participating business will be maintained within the participating fund.

As at 31 December	2025 Rs. '000	2024 Rs. '000
As at 01 January	98,237	–
Transferred from Sri Lanka Insurance Corporation Limited	–	98,237
Total	98,237	98,237

17 AVAILABLE-FOR-SALE RESERVE

ACCOUNTING POLICY

Available-for-sale reserves comprise the impact arising from the changes in market values of financial assets classified under available-for-sale (AFS). AFS Reserves belonging to Life Policyholders are shown under the Insurance Provision Life.

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	(34,415)	–
Other comprehensive income for the year (Net)	(272,160)	(34,415)
Total	(306,575)	(34,415)

NOTES TO THE FINANCIAL STATEMENTS

18 REVENUE RESERVE

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
General Reserve		(590)	(590)
Surplus from life insurance	18.1	4,707,906	2,641,848
Retained earnings	18.2	(269,087)	(156,265)
Total		4,438,229	2,484,993

18.1 Surplus from Life Insurance

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	2,641,848	–
Surplus attributable to shareholders from life insurance	2,316,058	2,641,848
Dividend paid	(250,000)	–
Balance as at 31 December	4,707,906	2,641,848

18.2 Retained Earnings

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	(156,265)	–
Profit for the year	2,316,058	2,641,848
Other comprehensive income	(112,822)	(156,265)
Surplus attributable to shareholders from life insurance	(2,316,058)	(2,641,848)
Balance as at 31 December	(269,087)	(156,265)

19 INSURANCE CONTRACT LIABILITIES

ACCOUNTING POLICY

Insurance Provision – Life Insurance

Life insurance liabilities are recognised when contracts are entered into and premiums are charged. These liabilities are measured by using the gross premium method. The liability is determined as the sum of the discounted value of the expected future benefits and expenses less the discounted value of the expected future premiums that would be required to meet the future cash outflows based on the valuation assumptions used.

Cash flows are discounted based on the rates provided by the IRCSL on monthly basis. Valuation assumptions are derived based on the best estimate experience with a prescribed risk appetite to allow for adverse deviations. Non-participating liabilities are discounted using the risk-free yields.

The value of participating policy liabilities is the higher of the value of the guaranteed benefits liability and the total benefits liability, derived at the participating insurance fund level. In calculating the guaranteed benefits liability, only the guaranteed benefits are considered, and the cash flows are discounted using the risk-free interest rate yield curve. Total benefits liability includes all the guaranteed and non-guaranteed benefits and discounts the cash flows using the fund-based yield of the participating insurance fund.

Furthermore, adjustments are performed to capture the likely liabilities that may arise due to currently lapsed contracts reviving in the future.

As required by the SLFRS 4 – “Insurance Contracts”, the Company performed a Liability Adequacy Test (LAT) in respect of life insurance contract liabilities with the assistance of an external actuary. In performing the liability adequacy test the current best estimates of future contractual cash flows, including related cash flows such as claims handling and policy administration expenses, policyholder options and guarantees, as well as investment income from assets backing such liabilities, are used.

NOTES TO THE FINANCIAL STATEMENTS

19. INSURANCE CONTRACT LIABILITIES (CONTD.)

In compliance with the direction 18 - Unclaimed benefits of long-term insurance business issued by the Insurance Regulatory Commission of Sri Lanka the Company has recorded unclaimed benefits under the long-term insurance fund.

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January		202,635,564	-
Transferred from Sri Lanka Insurance Corporation Limited		-	178,060,823
Movement of the fund		31,394,932	27,216,589
Surplus distributed to shareholders	19.1	(2,316,058)	(2,641,848)
Life Insurance Fund as at 31 December excluding One-Off Surplus		231,714,438	202,635,564
AFS reserve - Life Fund			
Balance as at 01 January		10,592,656	-
Transferred from Sri Lanka Insurance Corporation Limited		-	4,156,238
Movement of the fund		4,690,347	6,436,418
AFS reserve Life Fund as at 31 December		15,283,003	10,592,656
Life Insurance Fund as at 31 December including AFS reserve		246,997,441	213,228,220
AFS Reserve Other Liabilities - Funds			
Balance as at 01 January		479,438	-
Transferred from Sri Lanka Insurance Corporation Limited		-	174,213
Movement of Fund		128,102	305,225
Reserve Other Liabilities - Fund as at 31 December		607,540	479,438
Policyholder Outstanding Claims			
Balance as at 01 January		3,075,663	-
Transferred from Sri Lanka Insurance Corporation Limited		-	2,936,062
Movement of the Fund		204,804	139,601
Policyholder Outstanding Claims as at 31 December		3,280,467	3,075,663
		250,885,448	216,783,321

19.1 Surplus Distributed to Shareholder

The Company assesses the shareholders' value by using reserves attributable to shareholders at each reporting period. The difference between the opening and closing balance of the reserves is considered as the surplus profit attributable to shareholders and deduct from the insurance contract liability as at reporting date. The surplus profit attributable to shareholder comprises two forms as follows;

- Surplus profit attributable to shareholder from the Policyholder Fund
- Profit earned from the shareholder assets

19.1.1 Surplus Profit Attributable to Shareholder from the Policyholder Fund

The surplus is derived from the actuarial valuation on the recommendation of the Independent Consultant Actuary.

19.1.2 Profit Earned from the Shareholder Assets

Profits earned from the shareholders' assets based primarily on the investment income earned on financial assets in the shareholder fund.

Long duration contract liabilities included in the Life Insurance Fund, result primarily from traditional participating and non-participating life insurance products. The insurance provision has been established based upon the following actuarial assumptions.

NOTES TO THE FINANCIAL STATEMENTS

19. INSURANCE CONTRACT LIABILITIES (CONTD.)

19.1 Surplus Distributed to Shareholder (Contd.)

19.1.2 Profit Earned from the Shareholder Assets (Contd.)

Assumption	Description
Mortality	<ul style="list-style-type: none"> Factored A67/70 for non-annuity business to allow best estimate experience rate Weighted average of a(90)m and a(90)f with one year age setback to allow approximated 1% mortality improvement of annuitants approximated 1% mortality improvement of annuitants
Expenses	Based on the Company 2025 internal expenses studies and expenses split into participating and non-participating business. Expense inflation is based on the long-term expectation of the Company and is 10% per annum.
Lapses/Surrenders	Based on the experience as per study conducted for 31 December 2025 valuation, covering the experience for the last three investigation years.
Morbidity	Based on the Company internal experience and actual vs expected analysis. Expected rates are based on the reinsurance rate tables.
Reinsurance	Based on the Company internal experience studies with respect to reinsurance.
Investment return	Risk Free Rate structure proposed by IRCSL as at 31 December 2025.

The amount of policyholder's reversionary bonus to be paid is determined annually by the Company. The bonus includes life policyholders, shares of net income that are required to be allocated by the insurance contract or, by insurance regulations.

From 01 January 2016 onwards the company fully implemented the Risk Based Capital (RBC) solvency framework as such adopted the "Gross Premium Valuation" basis (GPV) which is required under RBC regime for liability valuation purpose. The Company has adopted a more prudent valuation basis for its surplus computation with compared to minimum regulatory basis (RBC). The Company followed the "Net Premium Valuation" basis (NPV) for the valuation of liabilities as at 31 December 2015. This change in valuation basis has resulted an one-off surplus in life insurance policy liabilities as at 01 January 2016.

Insurance Regulatory Commission of Sri Lanka submitted the guidelines to compute One-off Surplus and transferring mechanism to Shareholder Fund from Life Non Participating Fund under the direction called "Identification and Treatment of One-Off Surplus: Direction No. 16 - Section 964 of the Regulation of Insurance Industry Act No, 43 of 2000" dated 20 March 2018 where minimum One-off Surplus computation is recommended.

Accordingly, SLICLL had quantified the one-off surplus as at 01 January 2016, and it stands out that the amounts are Rs. 6,281 Mn. and Rs: 98 Mn. within Participating Fund and Non-Participating Fund respectively. The One-off surplus pertaining to Participating Fund will remain in the Life Fund under "Surplus created due to change in valuation method from NPV to GPV (Participating)".

As per the directions given by IRCSL, SLICLL transferred the One-off Surplus arising from Non-Participating Fund to Shareholder Fund and accounted in the statement of financial position as at 31 December 2017, under new line item called "Restricted Regulatory Reserve". The "Restricted Regulatory Reserve" is a part of Shareholders Equity, but distribution of the same to shareholders as dividend is subject to meeting governance requirements stipulated by the IRCSL and can only be released upon receiving approval from the IRCSL. SLICLL maintained the same amounts in One-off Surplus in Participating Fund and Restricted Regulatory Reserve in Shareholders Fund as at 31 December 2025. The One-Off Surplus in the Shareholders Fund will remain invested in Repo at Commercial Bank of Ceylon PLC (Fitch Ratings A(lka)) as per the direction of the IRCSL.

As at 31 December	2025 Rs. Mn.
Long-term Insurance Fund excluding One-off Surplus	240,716
Surplus created due to change in valuation method from NPV to GPV (Participating)	6,281
Long-term Insurance Fund as at 31 December 2025	246,997
Restricted regulatory reserve (One-off Surplus Non-participating Fund)	98

NOTES TO THE FINANCIAL STATEMENTS

19. INSURANCE CONTRACT LIABILITIES (CONTD.)

19.1 Surplus Distributed to Shareholder (Contd.)

19.1.2 Profit Earned from the Shareholder Assets (Contd.)

The valuation of the Insurance Provision – Life Insurance business, as at 31 December 2025 was made by Kunj Behari Maheshwari, Fellow of the Institute and Faculty of Actuaries UK, of Willis Towers Watson, for and on behalf of Sri Lanka Insurance Corporation Life Limited. In accordance with the appointed Actuary's Report, the sum of provision, Rs. 3,638 Mn. (In 2024 Rs. 3,008 Mn.), is included as the liability in respect of Policyholders' Bonus. In the opinion of the appointed actuary, the admissible assets of the Life Insurance Fund as at 31 December 2025 is adequate to cover the liabilities of the fund and the solvency margin requirement prescribed under section 26 of the Regulation of Insurance Industry Act no. 43 of 2000. The Life Fund also carried forward surplus for future growth and safeguard against the adverse deviation of the assumptions set out in the valuation.

The Life Insurance Fund assets inclusive of Shareholders' Transfer as at 31 December 2025 is Rs. 249,313 Mn. (2024 - Rs. 215,870 Mn.). The Board of Directors decided to transfer Rs. 2,316 Mn. (2024: Rs. 2,642 Mn.) to the Shareholders' fund in the statement of financial position in Life Insurance. Subsequent to this transfer, the Life Insurance Fund stands Rs. 246,997 Mn. (2024 - Rs. 213,228 Mn.).

Liability Adequacy Test (LAT)

A Liability Adequacy Test ("LAT") for life insurance contract liability was carried out by Kunj Behari Maheshwari, Fellow of the Institute and Faculty of Actuaries UK, of Willis Towers Watson, as at 31 December 2025 as required by SLFRS 4 – Insurance Contracts. When performing the LAT, the Company has compared the provisions held as per audited accounts with the actuarial liability. For this purpose, the value of the actuarial liability is computed following the principles laid out within Risk Based Capital framework as prescribed by the IRCSL, whereby liabilities are valued using a discounted cash-flow approach covering the full lifetime of all cash in- and

out-flows required to settle the obligations related to existing in-force life insurance contracts. The projections are based on in-force policies and riders as at 31 December 2025.

According to the Actuary's Report, assets are adequate as compared to the discounted cash flow reserves and in contrast to the reserves as at 31 December 2025 no additional provision is required against the LAT as at 31 December 2025.

20 EMPLOYEE BENEFIT OBLIGATION

ACCOUNTING POLICY

Defined Benefit Plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The liability recognised in the statement of financial position in respect of defined benefit plans is the present value of the defined benefit obligation as at the reporting date. The calculation of defined benefit obligation is performed annually by a qualified actuary as at the reporting date using the Projected Unit Credit (PUC) method as recommended by LKAS 19 – "Employee Benefits". The actuarial valuation involves making assumptions about discount rate, salary increment rate and balance service period of employees. Due to the long-term nature of the plans such estimates are subject to significant uncertainty.

Under the Payment of Gratuity Act No. 12 of 1983, the liability to an employee arises only on the completion of five years of continuous service. The liability is not externally funded.

Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss. The Company recognises any gains and losses on the settlement of a defined benefit plan when settlement occurs.

The remeasurement of the net defined benefit obligation, which comprise actuarial gains and losses are recognised immediately in other comprehensive income.

20.1 Employee Benefit Obligation

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	898,426	–
Transferred from Sri Lanka Insurance Corporation Ltd.	–	697,206
Recognised in the statement of profit or loss		
Current service costs	46,745	36,642
Interest cost	103,319	76,692
Recognised in the statement of other comprehensive income		
Actuarial gains/(loss)	112,822	156,265
	1,161,312	966,805
Benefit paid by the plan	(89,056)	(68,379)
Balance as at 31 December	1,072,256	898,426

NOTES TO THE FINANCIAL STATEMENTS

20. EMPLOYEE BENEFIT OBLIGATION (CONTD.)

20.2 Description of the Valuation Method used and the Information about the Valuer

LKAS 19–Employee Benefits require the use of actuarial techniques to make a reliable estimate of the amount of retirement benefits that the employees have earned in return for their service in the current and prior periods and discount that benefit using the Projected Unit Credit Method in order to determine the present value of the retirement benefit obligations and the current service cost. This requires an entity to determine how much benefit is attributable to the current and prior periods and to make estimates about demographic and financial variables that will influence the cost of the benefit. The following key assumptions were made in arriving at the above figure.

As at 31 December 2025 the Gratuity Liability was actuarially valued under the Projected Unit Credit (PUC) Method by Messrs Actuarial & Management Consultants (Pvt) Limited, 1st Floor, 434, R A De Mel Mawatha, Colombo 3 for Rs. 1,072.25 Mn. The actuarial valuation is performed annually. Principal actuarial assumptions used:

	2025	2024
Discount rate	9.80%	11.5%
Salary increment rate	10%	10%
Staff turnover factor	0%-11%	0%-11%
Retirement age; Female	60 years	60 years
Retirement age; Male	60 years	60 years

The Company's gratuity liability is not externally funded

20.3 Sensitivity Analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined obligation by the amounts shown below.

Discount Rate	Salary Escalation Rate	Present Value of Defined Benefit Obligation Rs. '000
1% Increase	As given above	1,021,201
1% Decrease	As given above	1,115,984
As given above	1% increase	1,121,365
As given above	1% decrease	1,015,469

21 REINSURANCE PAYABLE

ACCOUNTING POLICY

Company cedes insurance risk in the normal course of business to recognised reinsurers through formal reinsurance arrangements.

Reinsurance Payable include the balances due to reinsurance companies for premium ceded to reinsurance. Amounts payable for reinsurers are estimated in a manner consistent with the premium ceded to reinsurance associated with the reinsurer's policies and are in accordance with the related reinsurance contract. Reinsurance is recorded gross in the statement of financial position unless a right to offset exists.

NOTES TO THE FINANCIAL STATEMENTS

21. REINSURANCE PAYABLE (CONTD.)

Derecognition

Reinsurance assets or liabilities are derecognised when the contractual rights are extinguished or expire or when the contract is transferred to another party.

As at 31 December	2025 Rs. '000	2024 Rs. '000
Reinsurance payable	1,555,761	1,488,094
	1,555,761	1,488,094

22 INCOME TAX LIABILITY

As at 31 December	2025 Rs. '000	2024 Rs. '000
Balance as at 01 January	559,691	–
Income tax charge for the year	1,973,556	1,734,756
Under/(Over) provision from previous year	4,541	–
Income tax settlements made during the year	(2,297,306)	(1,175,065)
Balance as at 31 December	240,482	559,691

23 OTHER LIABILITIES

ACCOUNTING POLICY

Insurance Payables

Insurance payables are recognised when due and measured on initial recognition at fair value of the consideration payable less directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest rate method. Insurance payables are derecognised when the obligation under the liability is discharged, cancelled, or expired.

Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying the economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the income statement net of any reimbursement.

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Policyholder advance payments		588,136	425,126
Payables			
Agency commission payable		477,004	358,698
Others including accrued expenses		2,985,237	2,584,933
Amount due to related parties	23.1	46,743	–
Other liabilities		4,097,120	3,368,757

NOTES TO THE FINANCIAL STATEMENTS

23. OTHER LIABILITIES (CONTD.)

23.1 Amounts due to Related Parties

As at 31 December	2025 Rs. '000	2024 Rs. '000
Sri Lanka Insurance Corporation Limited	46,743	-
	46,743	-

24 FINANCIAL LIABILITIES

ACCOUNTING POLICY

When there is an unfavourable balance in the bank accounts resulting in a temporary book over draft due to timing difference between Company's cash book and bank statement are being classified as a financial liability under other liabilities in the balance sheet.

As at 31 December	2025 Rs. '000	2024 Rs. '000
Bank overdraft	205,126	254,925
	205,126	254,925

The reported bank overdraft balance as at the reporting date is used for the cash management purpose and there is no physical overdrafts facility in the bank statements.

25 GROSS WRITTEN PREMIUM

ACCOUNTING POLICY

Gross written premiums on life insurance contracts are recognised as revenue when payable by the policyholder (policies within the 30-day grace period considered as due). Any premiums received in advance is not recorded as revenue and recorded as a liability until the premium is due unless otherwise the relevant policy conditions require such premiums to be recognised as income. Benefits and expenses are provided against such revenue to recognise profits over the estimated life of the policies. For single premium business revenue is recognised on the date on which the policy is effective.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
New businesses premium	7,564,955	4,960,050
Renewal premium	17,877,812	13,665,505
Group life premium	5,584,316	3,880,235
Single premium	1,578,485	2,025,072
Total gross written premium	32,605,568	24,530,862

26 PREMIUMS CEDED TO REINSURERS

ACCOUNTING POLICY

Gross reinsurance premiums on insurance contracts are recognised as an expense on the earlier of the date when premiums are payable or when the policy becomes effective. Reinsurance premium is decided based on rates agreed with reinsurers.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Life insurance	1,304,225	962,342
Total premium ceded to reinsurers	1,304,225	962,342

27 INVESTMENT INCOME

ACCOUNTING POLICY

Investment income comprises interest income on funds invested, dividend income and financial investment gains or losses and foreign currency gains or losses.

Interest Income

Interest income is recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts or payments through the expected life of the financial asset (or, where appropriate, a shorter period) to the carrying amount of the financial asset. When calculating the effective interest rate, the Company estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.

The calculation of the effective interest rate includes all transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset.

Dividend Income

Dividend income is recognised when the right to receive income is established.

Gains/(Losses)

Gains and losses recorded in the income statement include gains and losses on sale of financial assets which are calculated as the difference between the net sales proceeds and the original or amortised cost, and are recorded at the time of the sale transaction. Further capital gains and losses include fair value gains and losses on financial assets measured at fair value through profit or loss for the year ended 31 December.

For the year ended 31 December	Note	2025 Rs. '000	2024 Rs. '000
Interest income	27.1	24,565,445	20,682,038
Dividend income	27.2	795,288	684,372
Gains/(losses)	27.3	3,430,071	4,404,089
Total investment income		28,790,804	25,770,499

NOTES TO THE FINANCIAL STATEMENTS

27. INVESTMENT INCOME (CONTD.)

27.1 Interest Income

Financial Investments at Held To Maturity (HTM)

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Treasury Bonds	6,083,738	6,066,671
Listed Debentures	3,705,340	1,373,070

Financial Investments in Loans and Receivables (L&R)

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Unlisted debentures	3,221,506	2,961,686
Term deposits	376,857	1,623,461
Interest income from staff loans	104,655	112,252
Interest income from agent's loans	88,373	102,196

Financial Investments at Available for Sale (AFS)

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Treasury bonds	5,859,072	3,532,869
Treasury bills	–	5,380
Corporate debentures - listed	2,038,247	2,151,952
Commercial papers	2,571,170	2,230,433

Cash and Cash Equivalents

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Reverse repurchase agreements	502,945	514,112
Call and savings accounts	13,542	7,956
Total interest income	24,565,445	20,682,038

27.2 Dividend Income

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Financial investments at available for sale (AFS)		
Listed Shares	523,395	255,952

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Financial Investments at Fair Value through Profit or Loss (FVTPL)		
Listed shares	271,893	428,420
Total dividend income	795,288	684,372

NOTES TO THE FINANCIAL STATEMENTS

27. INVESTMENT INCOME (CONTD.)

27.3 Gains/(Losses)

Financial Investments at Available for Sale (AFS)

	2025 Rs. '000	2024 Rs. '000
Unit trusts	785,349	–
Treasury bonds	511,410	22,213
Listed debentures	–	(58,133)
Listed shares	2,131,610	4,233,059
Subscription right	1,702	1,434

Financial Investments at Fair Value through Profit or Loss (FVTPL)

	Note	2025 Rs. '000	2024 Rs. '000
Unit aft rust		–	205,516
Gains/(Losses) on financial investments	27.3.1	3,430,071	4,404,089

27.3.1 Realised/Unrealised Gains/(Losses) on Financial Investments

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Realised gain/losses		
Listed shares	160,847	157,300
Listed debentures	–	(58,133)
Treasury bonds	511,410	22,213
Unit trust	471,194	(312)
	1,143,451	121,068
Unrealised gain/losses		
Listed shares	1,972,465	4,077,193
Unit trust	314,155	205,828
	2,286,620	4,283,021
Total	3,430,071	4,404,089

NOTES TO THE FINANCIAL STATEMENTS

28 FEES AND COMMISSION INCOME

ACCOUNTING POLICY

Reinsurance commission income on outwards reinsurance contracts is recognised as the revenue when receivable. Subsequent to initial recognition, reinsurance commission income on outwards reinsurance contracts is deferred and amortised on a straight-line basis over the term of the expected premium payable.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Reinsurance commission	143,308	75,727
Total fees and commission income	143,308	75,727

29 NET REALISED GAINS/LOSSES

ACCOUNTING POLICY

Realised gains and losses recorded in the income statement include gains and losses on foreign currency transactions.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Foreign currency gains/(losses)	101,349	(122,425)
Total net realised gains/losses	101,349	(122,425)

30 OTHER INCOME

ACCOUNTING POLICY

Other income primarily comprises interest on policyholder loans, along with sundry income including profit on disposal of assets and rental income.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Interest on policyholder loans	300,993	245,927
Sundry income	201,654	191,286
Total other income	502,647	437,213

31 NET BENEFITS AND CLAIMS

ACCOUNTING POLICY

Gross Benefits and Claims Expense

Gross benefits and claims for life insurance contracts include the cost of all claims arising during the year, including internal and external claims handling costs that are directly related to the processing and settlement of claims and policyholder bonuses. Death claims and surrenders are recorded on the basis of notifications received. Maturities, annuity payments and interim payments are recorded when due.

NOTES TO THE FINANCIAL STATEMENTS

31. NET BENEFITS AND CLAIMS (CONTD.)

Reinsurance Claims

Reinsurance claims are recognised when the related gross insurance claim is recognised according to the terms of the relevant contract.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
(a) Gross benefits and claims paid		
Death claims	2,282,878	1,727,299
Policy maturities	10,151,963	7,554,503
Surrenders	1,942,844	1,570,684
Disability, ex-gratia annuity and mortgage protection	2,628,926	1,823,098
Total gross benefits and claims paid	17,006,611	12,675,584
(b) Claims ceded to reinsurers	(799,026)	(658,986)
Total claims ceded to reinsurers	(799,026)	(658,986)
Total net benefits and claims	16,207,585	12,016,598

32 UNDERWRITING AND NET ACQUISITION COST

ACCOUNTING POLICY

Commission expense is charged to the period in which it is incurred. Commission payable on accrued premium is recognised to the extent that these costs are recoverable out of future premiums. All expenses vary with, and are primarily related to, the acquisition of new insurance contracts.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Acquisition cost	4,739,103	3,260,446
Total underwriting and net acquisition cost	4,739,103	3,260,446

33 PROFIT BEFORE TAXATION

ACCOUNTING POLICY

Profit before taxation is stated after charging all expenses including the following. Expenses are recognised in the statement of profit or loss on the basis of a direct association between the cost incurred and the earning of specific items of income. All expenditure incurred in the running of the business and in maintaining the property, plant and equipment in a state of efficiency has been charged to the statement of profit or loss.

For the year ended 31 December	Note	2025 Rs. '000	2024 Rs. '000
Other operating and administration expenses includes the following:			
Amortisation of intangible assets		26,860	19,351
Depreciation on property, plant and equipment		165,440	79,735
Fees for non-audit services		502	1,497
Auditor remuneration		3,826	4,391
Fees for Auditor General		649	558
Employee benefits expenses	33.1	3,501,734	2,899,948
Selling expenses		988,639	804,502
Government Levies		84,229	82,772
Other insurance related cost		1,747,855	1,609,888

NOTES TO THE FINANCIAL STATEMENTS

33. PROFIT BEFORE TAXATION (CONTD.)

33.1 Employee Benefits Expense

Short-term Benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by an employee and the obligation can be estimated reliably.

Defined Contribution Plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employment benefit expense in the statement of profit or loss in the periods during which services are rendered by employees.

Employees, Provident Fund

The Company and employees of Sri Lanka Insurance Corporation Life Limited contribute 15% and 10% respectively on the salary of each employee to the approved provident fund.

Employees' Trust Fund

The Company contributes 3% of the salary of each employee to the Employees' Trust Fund.

34 INCOME TAX EXPENSES

ACCOUNTING POLICY

The provision for income tax is based on the elements of income and expenditure as reported in the Financial Statements and computed in accordance with the Sections 67 of the Inland Revenue Act No. 24 of 2017 and subsequent amendments thereto. As per this Section, the gains and profits of Life Insurance business on which tax is payable are aggregate of:

- Surplus distributed to shareholders from Life Insurance Policyholders Fund as certified by the actuary at the rate of 30%
- Investment income of shareholder fund less any expenses incurred in the production of such income at a rate of 30%
- Surpluses distributed to Life Insurance Policyholders who share the profits of a person engaged in the business of life insurance at a rate of 30%

Current income tax is the expected tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. It is measured using tax rates enacted at the reporting date.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions, where appropriate.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Current tax expense		
Income tax on current year's profits	1,973,556	1,734,756
Under/(over) provision of current taxes in respect of prior years	4,541	-
Income tax expense reported in the statement of income	1,978,097	1,734,756

35 BASIC EARNINGS PER SHARE (EPS)

ACCOUNTING POLICY

Basic earnings per share is calculated by dividing the net profit for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year.

There were no potential dilutive ordinary shares outstanding at any time during the year. Accordingly, the diluted earnings per share are equal to the basic earnings per share.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Amounts used as the numerators		
Net profit attributable to ordinary shareholders	2,316,058	2,641,848
Numbers of ordinary shares used as denominators		
Weighted average number of ordinary shares in issue ('000)	1,250,000	1,148,082
Basic earnings per share (Rs.)	1.85	2.30

The number of ordinary shares in issue remained unchanged during the financial years 2024 and 2025. However, the weighted average number of shares for 2024 reflects only eleven months (from 1 February to 31 December 2024), as the segregation became effective on 1 February 2024. Accordingly, the weighted average number of shares for 2024 is lower compared to the number of shares in issue as at 1 February 2024.

36 DIVIDEND PER SHARE

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Dividend proposed/paid	675,000	250,000
Number of ordinary shares in issue ('000)	1,250,000	1,148,082
Dividend per share (Rs.)	0.54	0.2

The dividend declared and paid / proposed during the year out of profit is in compliance with Direction 4 of 2024 issues by IRCSL on 8th May 2024.

Dividends amounting to Rs. 250 Mn were paid during the financial year 2025, which were proposed in the financial year 2024. Board of Directors approved the final Dividend payment for financial year 2024 at the Board meeting held on 26th May 2025.

Dividend amounting to Rs.675 Mn was proposed on 23rd March 2026 for the financial year 2025.

37 RELATED PARTY DISCLOSURES

ACCOUNTING POLICY

The Company carried out transactions in the ordinary course of its business with parties who are defined as related parties as per Sri Lanka Accounting Standard LKAS 24 - "Related Party Disclosure"

Parent and Ultimate Controlling Party

The Company's immediate and ultimate controlling party is Sri Lanka Insurance Corporation Limited, which holds a 100% stake of the Company.

NOTES TO THE FINANCIAL STATEMENTS

37. RELATED PARTY DISCLOSURES (CONTD.)

37.1 Transactions with Key Management Personnel

According to Sri Lanka Accounting Standard 24 (LKAS) - "Related Party Disclosures", key management personnel are those having the authority and responsibility for planning, directing and controlling the activities of the entity. Accordingly, the Chairman and the Board of Directors have been classified as key Management Personnel of the Company.

Following Directors are also directors of the related entities.

Name of Director	Directorship in other Related Entities	Joined Date	Resigned Date
Mr Palawinnege Nusith Samarasee Kumaratunga	Sri Lanka Insurance Corporation Limited/Sri Lanka Insurance General Limited/Management Services Rakshana (Private) Limited/National Transmission Network Service Provider (Private) Limited / Biomed Hydro Power (Private) Limited/ Sri Lanka Energies H R (Private) Limited/ Deduruoya Mini Hydro (Private) Limited/ Kumbalgamuwa Mini Hydro (Pvt) Limited/ Sri Lanka Energies (Pvt) Ltd/Lanka Hospitals Corporation PLC/Litro Gas Lanka Limited / Litro Gas Terminal Lanka Limited	23 October 2024	-
Mr Dushmantha Thotawatte	Sri Lanka Insurance Corporation Limited/Sri Lanka Insurance Corporation General Limited/ Canwill Holdings (Private) Limited/LCB Finance PLC / Canowin Hotels & Spas Ltd.	06 October 2023	-
Mr Kandegamage Ravindra Pathmapriya	Sri Lanka Insurance Corporation Limited/Sri Lanka Insurance Corporation General Limited/ Department of Information Technology Management/ Management Services Rakshana (Private) Limited	06 October 2023	01 August 2025
Mr Anil Koswatte	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited/ Lakarcade Attidiya Wetpark Resort Private Limited	06 October 2023	02 January 2025
Mr Rohan Philip Buultjens	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	01 January 2025	-
Mr Neil Unamboowe, PC	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	01 January 2025	-
Mr Somadasa Palihawadana	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	30 June 2025	-
Mr Bastiankorallalage Antony Thushara Rodrigo	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	13 November 2025	-
Mr Rajiv Dharmendra	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	01 January 2025	23 June 2025
Mrs Sinhalage Ajitha Batagoda	Sri Lanka Insurance Corporation Limited/ Sri Lanka Insurance Corporation General Limited	13 August 2025	13 November 2025

Key Management Personnel Compensation

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Director fees and allowances	6,039	3,094

NOTES TO THE FINANCIAL STATEMENTS

37. RELATED PARTY DISCLOSURES (CONTD.)

37.2 Transactions with Related Parties

i) Listed Companies

Name of the Company	Nature of Transaction	Amount 2025 Rs.'000	Amount 2024 Rs.'000
The Lanka Hospitals Corporation PLC	Insurance premium	-	3,833
	Amount paid for premium	-	3,833
	Claim	-	3,250
	Amount paid for claim	-	2,250
	Other medical services	17,399	47,113
	Other medical services paid	20,494	42,482

ii) Unlisted Companies

Name of the Company	Nature of Transaction	Amount 2025 Rs.'000	Amount 2024 Rs.'000
Sri Lanka Insurance Corporation Limited	Management expenses	197,824	1,961,156
	Investment related transactions	31,029	21,497,294
	Rent charged	181,543	192,342
	Utility charges	229,318	203,644
	Honorarium fee	5,386	9,169
	Cash settlement	218,929	22,830,450
Management Services Rakshana (Pvt) Ltd.	Payment of emoluments	-	80,603
	Cash settlement	-	80,603
Canowin Hotels & Spas (Pvt) Ltd.	Marketing campaign	1,866	1,210
	Cash settlement	-	1,210
Lanka Hospital Diagnostics (Pvt) Ltd.	Insurance premium	-	709
	Amount paid for claim	-	709
	Claim paid	-	1,000
	Amount Paid for Claims	-	500
	Laboratory services provided	8,425	9,319
	Amount paid	8,970	4,032
Sri Lanka Insurance Corporation General Limited	Insurance premium	7,816	5,945
	Amount paid for premium	7,816	5,945
	Claim Due	174	-
	Claim Settlement	174	-
	Expenses	430,481	6,868,079
	Investment related	320,944	2,025,829
	Asset utilisation fees	31,604	2,798
	Cash settlement	769,856	8,364,129
Litro Gas Lanka Limited	Insurance premium	2,666	-
	Amount paid for premium	2,666	-
	Claim paid	1,500	-
	Amount paid for claims	1,500	-

NOTES TO THE FINANCIAL STATEMENTS

37. RELATED PARTY DISCLOSURES (CONTD.)

37.3 Amount due from Related Parties

As at 31 December	2025 Rs. '000	2024 Rs. '000
Sri Lanka Insurance Corporation General Limited	148,409	1,059,406
Sri Lanka Insurance Corporation Limited	–	240,544

37.4 Amount due to Related Parties

As at 31 December	2025 Rs. '000	2024 Rs. '000
The Lanka Hospital Corporation PLC	2,537	5,631
Lanka Hospital Diagnostics (Pvt) Ltd.	5,242	5,787
Canowin Hotels & Spas (Pvt) Ltd.	1,866	–
Sri Lanka Insurance Corporation Limited	155,007	–

38 RISK MANAGEMENT FRAMEWORK

38. (a) Governance Framework

The primary objective of the Company's financial risk management is to manage financial risks within its risk appetite and to provide reasonable assurance on the achievement of financial objectives.

Financial risk management is embedded into the Company's broader risk management framework and spans across the Company with clear objectives, duties and responsibilities specified at each level. The Company's Board of Directors has the overall responsibility for the establishment and oversight of the Company's risk management framework. The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company activities.

38. (b) Regulatory Framework

Regulators focus on safeguarding the rights of policyholders by closely monitoring the Company's business practices to ensure that they align with policyholders' best interests. Additionally, regulators aim to ensure that the Company maintains sufficient capital adequacy to address the unforeseen liabilities caused by economic disruptions or natural disasters. The Insurance Regulatory Commission of Sri Lanka (IRC SL) oversees the Company with the goal of protecting both shareholders and policyholders.

The Company is required to comply with various regulations and directives to meet the expected standards, ensuring that it maintains adequate solvency and sufficient capital reserves.

The Risk Based Capital (RBC) framework prioritises risk management over adhering to solvency margin rules. This flexible framework establishes the minimum capital requirements based on the risk profile of each insurance company. It incorporates risk factors such as Credit Risk, Concentration Risk, Market Risk, Operational Risk, and Liability Risk, along with corresponding capital charges and valuation methodologies for assets and liabilities.

The RBC framework aims to enhance transparency and foster robust risk management systems, contributing to a more stable insurance industry and increased public confidence. Additionally, it promotes a culture of risk awareness and encourages efficient capital utilisation to boost returns relative to risk exposure, providing an advantage to Companies with strong risk management practices.

The Company's operations are governed by regulatory requirements in the jurisdictions where it operates. These regulations include the approval and oversight of activities, as well as restrictive provisions such as capital adequacy requirements. Such measures are designed to reduce the risk of insolvency and ensure that insurance companies can address unforeseen liabilities as they arise.

The Company maintains capital, investments and solvency as per the regulations prescribed by Insurance Regulatory Commission of Sri Lanka (IRC SL). New changes in regulations are timely adopted and necessary changes made to internal processes.

38. (c) Asset Liability Management (ALM) Framework

The Asset-Liability Management (ALM) framework is employed to address risks caused by mismatches between the asset and liability cash flows. It is a continuous process involving the development, implementation, monitoring, and adjustment of strategies to manage assets and liabilities effectively. The objective is to achieve the Organisation's financial goals while considering its risk appetite, tolerance, and other constraints.

39 INSURANCE AND FINANCIAL RISK

39. (a) Insurance Risk

The principal insurance risk, the Company faces is that the actual claims and benefit payments or the timing thereof, differ from expectations. This is influenced by the frequency of claims, severity of claims, actual benefits paid and subsequent development of long-term claims. Therefore, the objective of the Company is to ensure that sufficient financial and reinsurance protection are available to cover these liabilities.

This risk is mitigated by careful selection and implementation of underwriting strategy guidelines, as well as the use of reinsurance arrangements.

The Company has entered into long-term reinsurance treaties with the world’s leading reinsurers as a part of its risks mitigation programme. The reinsurance programme is designed to mitigate the Company’s exposure to a single claim as well as to catastrophic losses.

39.(a) 1 Reinsurers’ Credit Ratings

The following table shows the credit ratings of reinsurance companies with whom the Company has entered into the reinsurance arrangements as of 31 December 2025.

Name of the Reinsurer	Long-term issuer default rating	Long-term insurer financial strength	Name of the Rating Agency
Munich Reinsurance Company (Munich RE)	AA-	AA	Fitch Ratings

39.(a) 2 Life Insurance Contracts

The following paragraph describes the concentration of life insurance based on the nature of the contract.

Concentration of Risk

Concentration risk is defined as the risk of exposure to increased losses associated with inadequately diversified portfolios of assets or obligations. Concentration risk for a life insurer may arise with respect to investments in a geographical area, economic sector or individual issuers, or due to a concentration of business written within a geographical area, of a policy type, or of underlying risks covered.

1. From a market risk perspective, although we have invested significantly in the financial sector, our portfolio is diversified and contains huge margins.

2. From an insurance risk perspective, the main factors that would affect concentration risk include mortality risk, morbidity risk, longevity risk, policyholder behaviour risk (lapse, anti-selection) and expense risk. There is diversification across geographical regions, lines of business and even across the different insurance risk factors as such that SLICLL is not exposed to significant concentrations of insurance risk.

The risks associated with life insurance include:

- Mortality risk is the risk that actual policyholder’s death experience on life insurance policies is higher than expected
- Longevity risk is the risk that annuitants live longer than expected
- Morbidity risk is the risk that policyholder’s health-related claims are higher than expected
- Policyholder behaviour risk is the risk that policyholders’ behaviour in discontinuing and reducing contributions or withdrawing benefits prior to the maturity of the contract

is worse than expected. Poor persistency rates may lead to fewer policies remaining on the books to defray future fixed expenses and reduce the future positive cash flows from the business written, potentially impacting its ability to recover deferred acquisition expenses

- Expense risk is the risk that expenses incurred in acquiring and administering policies are higher than expected
- Market risk is the risk associated with the Company’s balance sheet positions where the value or cash flow depends on financial markets, which is analysed in the “Market Risk” section in the Risk Review
- Credit risk is the risk associated with a loss or potential loss from counterparties failing to fulfil their financial obligations, which is analysed in the “Credit Risk” section in the Risk Review.

The Company has established procedures and processes to evaluate the above risks which, if not properly controlled and managed, can impact its operations. The procedures are in place to cover all critical stages from product development to benefit administration.

In addition to that, all life financial streams are modelled and profit testing is produced by the actuary thus mitigating product design and pricing risk. Also SLICLL uses matching instruments to back liabilities (ALM), if available.

Under the Risk Based Capital (RBC) framework, SLICLL has adopted “Gross Premium Valuation” mechanism (GPV). This is required for liability valuation purpose where liability is calculated in market consistent manner for the solvency requirements. SLICLL has adopted a more prudent valuation basis for its surplus computation compared to minimum regulatory basis (RBC).

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (a) Insurance Risk (Contd.)

39.(a) 3 Sensitivities Analysis for Life Insurance Risk

The main assumptions used in determining life insurance contract liability are below tabulated.

Assumption	Description
Mortality	- Factored A67/70 for non-annuity business to allow best estimate experience rate
	- Weighted average of a(90)m and a(90)f with one year age setback to allow approximately 1% mortality improvement of annuitants approximated 1% mortality improvement of annuitants
Expenses	Based on the company 2025 internal expenses studies and expenses split into Participating and non-participating business
Lapses/surrenders	Based on the experience as per study conducted for 31 December 2025 valuation, covering the experience for the last three investigation years
Morbidity	Based on the Company's internal experience and actual vs expected analysis. Expected rates are based on the reinsurance rate tables
Reinsurance	Based on the Company's internal experience studies with respect to reinsurance
Discount rate	Risk free rate structure proposed by IRCSL as at 31 December 2025

The Company maintained steady and strong solvency ratio over the year 2025 for its Life Insurance business and as at 31 December 2025 the Risk-based Capital Adequacy Ratio, CAR, stands at 523% and it was 565% as at 31 December 2024. This is well above the regulatory minimum requirement which is 120%.

Assumption	Change in Assumption	Impact on Best Estimated Liability (Rs. Mn.)
Mortality	10%	1,095
	-10%	(1,100)
Expense	10%	3,791
Persistency	20%	(2,325)
	-20%	2,058
Discount rate	Up shock scenario under RBC	(25,751)
	Down shock scenario under RBC	33,315

In accordance with the RBC Rules, negative policy liability for long-term insurance contracts are deemed acceptable and value of the liabilities with respect to individual contracts with negative policy liability has not been floored at zero. However, for the purpose of distribution basis (i.e. for SLFRS purpose) liabilities, Company has adopted a more prudent approach and the negative liabilities have been floored to zero at policy level.

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (a) Insurance Risk (Contd.)

39.(a) 3 Sensitivities Analysis for Life Insurance Risk (Contd.)

Segregation of Policy Liability Based on Product Category

31 December 2025	Insurance Liabilities (with profits) Rs'000	Insurance Liabilities (with profits) Rs'000	Total Benefit Liabilities Rs'000
Whole life	17,239	4,340	21,579
Endowment assurance	111,728,389	7,459,535	119,187,924
Term assurance	–	8,517,298	8,517,298
Annuity	18,936,525	233,447	19,169,972
Rider benefits	83,207	4,441,169	4,524,376
Total	130,765,360	20,655,789	151,421,149

The following table shows the participating and non-participating fund position of the Company.

Participating Fund vs Non-Participating Fund

	Participating Rs. '000	Non-participating Rs. '000	Total Rs. '000
2025	226,205,965	20,791,485	246,997,450
Percentage	91.58%	8.42%	

39. (b) Credit Risk

The credit risk is the risk of investee Companies, reinsurers and other debtors defaulting payments due. Accordingly, it refers to the risk that a borrower will default on any type of debt by failing to make payments which it is obligated to do. The risk is primarily that of the lender and include lost principal and interest, disruption to cash flows, and increased collection costs.

The Company has established its own limits on concentration in investments by single issuers and certain asset classes and also limits investments in illiquid instruments.

No investment has been made in Term Deposits other than in Licensed Commercial Banks and Licensed Specialised Banks.

Investment grade credit rating for both the entity and the instrument by a recognised credit rating agency is expected for all investments in corporate debentures and commercial papers.

No debt investment has been made in any of the related companies.

A comprehensive credit analysis is carried out internally prior to making any investment in a debt security.

39. (b) (1) Credit Risk Exposure

The Maximum Exposure to Credit Risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was as follows:

As at 31 December	Note	2025 Rs. '000	2024 Rs. '000
Held to maturity (HTM)	8	93,667,702	79,756,987
Loans and receivable (L&R)	8	29,342,035	35,573,902
Available for sale (AFS)	8	105,416,780	75,278,788
Loans to policyholders	10	2,344,123	2,288,852
Reinsurance receivable	9	1,300,798	1,288,471
Premium receivable	11	1,131,549	789,230
Other assets	12	527,031	1,724,592
Cash and cash equivalents	13	4,850,400	11,945,357
		238,580,410	208,646,179

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (b) Credit Risk (Contd.)

39. (b) 1 Credit Risk Exposure (Contd.)

Held to Maturity (HTM)

Held-to-Maturity financial assets comprise treasury bills, Listed debentures and treasury bond investments made by the Company. These are non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held to maturity when the Company has both the intention and ability to hold until maturity. These assets are initially recognised at fair value plus any directly attributable transaction costs.

Government Securities

Government Securities consist of investments in treasury Bills, Treasury Bonds and reverse repurchase agreements which are referred to as risk free instruments by nature.

Loans and Receivable (L&R)

Loans and receivables comprise investments in unquoted corporate debt, term deposits, asset backed securities, development bonds, commercial papers, other loans and receivables, cash and cash equivalents. Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. These assets are recognised initially at fair value plus any directly attributable transaction costs.

Available-for-Sale (AFS)

Available-for-sale financial investments includes debt securities. Securities in this category are those that are intended to be held till maturity and which may be sold in response to the need for liquidity or in response to changes in the market conditions. Available-for-sale financial investments of the Company comprise equity and debt securities, which are neither classified as held for trading nor designated at fair value through profit or loss.

Corporate Debt Securities

The corporate debt securities consist of corporate debentures which are listed in the Colombo Stock Exchange and are guaranteed by local and foreign credit rating agencies. An analysis of credit ratings of the issuers of debt securities are given in this note.

Loans to Policyholders

Credit risk related to the policyholder loans is the financial losses which could arise due to non-settlement of loans by policyholders.

The Company has issued loans to policyholders considering the surrender value of the policy as collateral. As at the reporting date, the carrying value of the policy loans granted amounts to Rs. 1,978 Mn. and the related surrender value is Rs. 3,731 Mn.

Reinsurance Receivable

This is the risk of reinsurers failing to fulfil their financial obligations towards the Company.

Management assesses the credit worthiness of reinsurers on a regular basis and ascertains the suitable allowance for impairment of reinsurance assets.

The Company has assessed the potential impairment loss of reinsurance receivables of the Financial Statements as at the reporting date in respect to the reinsurance receivable.

Premium Receivable

This consists of premium receivable from policyholders that create the risk of financial losses due to non-settlement of dues or taking substantial time to settle dues. In life insurance, credit risk is minimal since premium is collected before the policy is issued.

The Board of Directors has assessed the potential impairment loss on premium receivables as at the reporting date and adequate provisions have been made in the Financial Statements.

Other Receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The Company establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables.

Cash and Cash Equivalents

This consists of short-term investments, cash at bank and cash in hand as at reporting date. Short-term deposits include fixed deposits and call deposits placed in both banks and financial institutions. Further, the cash at bank mainly consists of favourable balances in saving and current accounts of private and government commercial banks.

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (b) Credit Risk (Contd.)

39. (b) 1 Credit Risk Exposure (Contd.)

Credit Risk Exposure

As at 31 December	2025 Rs. '000	Percentage of Allocation	2024 Rs. '000	Percentage of Allocation
Financial investments				
Debt securities - loans and receivables	28,104,256	26%	34,368,649	36%
Debt securities - available for sale	39,740,932	36%	41,018,556	43%
Debt securities - held to maturity	40,156,640	37%	18,708,638	20%
Staff and agent loan	1,237,779	1%	1,205,253	1%
	109,239,607	100%	95,301,096	100%

39. (b) (2) Debt Securities Allocation According to Credit Ratings

As at 31 December	2025		2024	
	Rs. Mn.	Percentage of Total	Rs. Mn.	Percentage of Total
Rating				
AAA	21,824	20%	21,894	23%
AA+	–	0%	–	0%
AA	–	0%	–	0%
AA-	21,906	20%	17,950	19%
A+	7,239	7%	9,411	10%
A	40,243	37%	26,579	28%
A-	671	1%	1,724	2%
BBB+	16,120	15%	16,381	17%
BBB	–	0%	157	0%
BBB-	–	0%	–	0%
BB+	–	0%	–	0%
BB-	–	0%	–	0%
Unrated	1,238	1%	1,205	1%
Total	109,240	100%	95,301	100%

39. (c) Market Risk

Market risk is the risk of changes in market prices such as foreign exchange rates and interest rates, which will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Company maintains the maximum exposure limit for the equity in managing the investment portfolio. Further, the Company has diversified the investment portfolio into different sectors to mitigate unsystematic risks.

39. (c) (1) Equity Market Sensitivity

As at 31 December 2025	Rise of Market		Fall of Market	
	Impact on Profit Rs. '000	Impact on OCI Rs. '000	Impact on Profit Rs. '000	Impact on OCI Rs. '000
Shock level:				
5%	666,828	868,617	(666,828)	(868,617)
10%	1,333,655	1,737,233	(1,333,655)	(1,737,233)
	2,000,483	2,605,850	(2,000,483)	(2,605,850)

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39.(c) Market Risk (Contd.)

39.(c) 1 Equity Market Sensitivity (Contd.)

As at 31 December 2024	Rise of Market		Fall of Market	
	Impact on Profit Rs. '000	Impact on OCI Rs. '000	Impact on Profit Rs. '000	Impact on OCI Rs. '000
Shock level:				
5%	641,405	638,882	(641,405)	(638,882)
10%	1,282,810	1,277,764	(1,282,810)	(1,277,764)
	1,924,215	1,916,647	(1,924,215)	(1,916,647)

39. (d) Foreign Currency Risk

The Company is exposed to currency risk on investments in financial assets that are denominated in a currency other than Sri Lankan Rupees (LKR). The foreign currencies in which these transactions are primarily denominated are United States Dollars (USD).

39. (d) (1) Exposure to Currency Risk

The Company's exposure to foreign currency risk was as follows based on notional amounts:

As at 31 December	Carrying Value 2025 Rs. '000	Carrying Value 2024 Rs. '000
Term deposits:		
USD	1,158,744	1,038,633
	1,158,744	1,038,633

The following significant exchange rates were applicable during the year:

As at 31 December	Average Rate 2025 Rs. '000	Reporting Date Spot Rate 2025 Rs. '000	Average Rate 2024 Rs. '000	Reporting Date Spot Rate 2024 Rs. '000
USD	297.58	306.40	304.88	288.75

39. (d) (2) Sensitivity Analysis

A strengthening of the LKR, as indicated below, against the United States Dollar at 31 December 2025 would have increased/ (decreased) the forex gain/loss and interest income by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

As at 31 December 2025	Exchange Rate Shock Level		
	1.0% Rs. '000	1.5% Rs. '000	2.0% Rs. '000
Impact on forex gain/loss:			
Floating rate			
USD	-	-	-
Fixed rate			
USD	11,587	17,381	23,175
Total impact	11,587	17,381	23,175
Impact on interest income:			
Floating rate			
USD	-	-	-
Fixed rate			
USD	554	831	1,108
Total impact	554	831	1,108

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39.(d) Foreign Currency Risk (Contd.)

39.(d) 2 Sensitivity Analysis (Contd.)

As at 31 December 2024	Exchange Rate Shock Level		
	1.0% Rs. '000	1.5% Rs. '000	2.0% Rs. '000
Impact on forex gain/loss:			
Floating rate			
USD	-	-	-
Fixed rate			
USD	10,386	15,580	20,773
Total impact	10,386	15,580	20,773
Impact on interest income:			
Floating rate			
USD	-	-	-
Fixed rate			
USD	151	227	303
Total impact	151	227	303

39. (e) Interest Rate Risk

Interest rate risk is the risk of loss resulting from changes in interest rates, including the changes in the shape of the yield curve while credit spread risk describes the sensitivity of the values of assets and liabilities due to changes in the level or the volatility of credit spreads over the risk-free interest rate yield curve.

Interest rate risk is managed over each major maturity bucket with adherence to the aggregated positions with risk limits. The Investment Committee proactively manages the fixed income portfolio by strategically shifting from low-yielding investments to relatively high-yielding ones, mitigating the pressure on interest income while closely monitoring the duration of mismatches.

Further the Company has adopted the following policies to mitigate the interest rate risk:

1. A considerable portion of the investments is made in risk free investments of Government Securities with adherence to the rules and regulations issued by the IRCSL in maintaining risk free investments.
2. A major part of the investment portfolio is made in rated financial institutions or in rated instruments.
3. The Investment Committee makes the investment decisions and approval from the Board of Directors is sought wherever necessary.

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39.(e) Interest Rate Risk (Contd.)

39. (e) (1) Exposure to Interest Rate Risk

The interest rate profile of the Company's interest bearing financial instruments as reported to the management of the Company is as follows:

As at 31 December	2025 Carrying Value Rs. '000	2024 Carrying Value Rs. '000
Fixed rate instruments:		
Held to Maturity (HTM)		
Treasury bonds	53,511,061	61,048,349
Listed debentures	40,156,640	18,708,638
Loans and receivables (L&R)		
Unlisted debentures	17,611,776	19,468,838
Term deposits	3,063,951	7,394,005
Staff loan	666,209	726,586
Agent loan	571,570	478,667
Available for Sale (AFS)		
Listed debentures	17,876,321	19,431,008
Treasury bonds	57,209,971	24,541,646
Commercial papers	21,864,602	21,587,539
Floating rate instruments:		
Loans and receivables (L&R)		
Unlisted debentures	7,428,529	7,505,806
Available for sale (AFS)		
Treasury bonds	8,465,877	9,718,586
	228,426,507	190,609,668

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39.(e) Interest Rate Risk (Contd.)

39. (e) (2) Sensitivity Analysis

A reasonably possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) equity and interest income by the amounts shown below:

As at 31 December 2025	100bps Upward Parallel Shift of Yield Curve		100bps Downward Parallel Shift of Yield Curve	
	Interest Income Rs. '000	Impact on Equity Rs. '000	Interest Income Rs. '000	Impact on Equity Rs. '000
Financial investments				
Held to maturity (HTM)	-	-	-	-
Loans and Receivables (L & R)	730,000	-	(730,000)	-
Available for sale (AFS)	92,855	(3,551,498)	(92,855)	4,244,743
Fair Value Through Profit or Loss (FVTPL)	-	-	-	-
	822,855	(3,551,498)	(822,855)	4,244,743

As at 31 December 2024	100bps Upward Parallel Shift of Yield Curve		100bps Downward Parallel Shift of Yield Curve	
	Interest Income Rs. '000	Impact on Equity Rs. '000	Interest Income Rs. '000	Impact on Equity Rs. '000
Financial investments				
Held to maturity (HTM)	-	-	-	-
Loans and receivables (L & R)	730,000	-	(730,000)	-
Available for sale (AFS)	162,978	(1,045,622)	(162,978)	667,664
Fair value through profit or loss (FVTPL)	-	-	-	-
	892,978	(1,045,622)	(892,978)	667,664

*In case of a shift in yield curve, there is:

No impact to the interest income or to the equity for the fixed rate debt instruments classified under HTM and L&R.

An impact to the interest income but no impact to the equity for the floating rate debt instruments classified under HTM and L&R.

No impact to the interest income but there is an impact to the equity for the fixed rate debt instruments classified under AFS.

An impact to the interest income but no impact to the equity for the floating rate debt instruments classified under AFS.

39. (f) Market Rate Risk

The Company maintains the maximum exposure limit for the equity in managing the investment portfolio. Further, the Company has diversified the investment portfolio into different sectors to mitigate the unsystematic risks.

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (f) Market Rate Risk (Contd.)

39. (f) (1) Portfolio Diversification of Equity Risks

Life Insurance Business

Sector	Industry Group	2025		2024	
		Carrying Value (Rs.'000)	Percentage %	Carrying Value (Rs.'000)	Percentage %
Financials	Banks	21,515,738	70.06	15,270,496	59.64
	Diversified	2,093,315	6.82	2,394,442	9.35
Financials		23,609,053	76.88	17,664,938	68.99
Consumer discretionary	Consumer	-	0.00	-	0.00
	Consumer durables and apparel	-	0.00	-	0.00
	Retailing	1,975,515	6.43	47,049	0.18
	Automobiles and components	-	0.00	-	0.00
Consumer discretionary		1,975,515	6.43	47,049	0.18
Industrials	Capital goods	-	0.00	2,196,998	8.58
Health care	Health care equipment and services	239,480	0.78	201,006	0.79
Telecommunication services	Telecommunication services	1,468,091	4.78	1,213,716	4.74
Materials	Materials	1,071,369	3.49	1,564,478	6.11
Consumer staples	Food and staples retailing	-	0.00	-	0.00
	Food, beverage and tobacco	709,392	2.31	921,850	3.60
Consumer staples		709,392	2.31	921,850	3.60
Real estate	Real estate	-	0.00	113,441	0.44
Energy	Energy	1,058,326	3.45	1,037,736	4.05
Utilities	Utilities	577,659	1.88	644,534	2.52
Total		30,708,885	100.00	25,605,746	100.00

39. (g) Operational Risks

This is the risk that the Company may not meet its objectives due to failed, inadequate, or incomplete internal processes, people, systems, controls or due to external events. In the context of financial risk management, this involves management of operational risks which could lead to financial losses.

The Company manages operational risks by initiating a rigorous control framework and by monitoring and responding to potential risks. Controls include effective segregation of duties, access controls, authorisation and reconciliation procedures, ethical business practices and standards, staff education, training and assessment processes, including the use of internal audit.

39. (g) (1) Impact on Uncertain Macro Economic Conditions

The Company has assessed the impact of uncertain macroeconomic conditions in preparing these Financial Statements.

39. (h) Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

NOTES TO THE FINANCIAL STATEMENTS

39. INSURANCE AND FINANCIAL RISK (CONTD.)

39. (h) Liquidity Risk (Contd.)

39. (h) (1) Maturity Analysis

The table below summarises the maturity profiles of non-derivative financial assets and financial liabilities based on the remaining undiscounted contractual obligations, including interest payable and receivable.

As at 31 December 2025	Carrying value Rs. '000	No fixed tenure Rs. '000	Up to 1 year Rs. '000	1-2 years Rs. '000	2-5 years Rs. '000	5-10 years Rs. '000	Over 10 years Rs. '000	Total Rs. '000
Financial investments								
Held to maturity (HTM)	93,667,702	–	1,050,000	857,717	39,879,520	42,852,530	4,800,000	89,439,767
Loans and Receivables (L&R)	29,342,035	–	2,363,600	3,000,000	3,150,000	20,137,779	–	28,651,379
Available for sale (AFS)	123,474,366	18,057,586	31,760,110	3,143,510	30,949,516	27,992,860	7,950,427	119,854,009
Fair value through profit or loss (FVTPL)	17,606,365	17,606,365	–	–	–	–	–	17,606,365
Total	264,090,468	35,663,951	35,173,710	7,001,227	73,979,036	90,983,169	12,750,427	255,551,520

As at 31 December 2024	Carrying Value Rs. '000	No fixed Tenure Rs. '000	Up to 1 Year Rs. '000	1-2 Years Rs. '000	2-5 Years Rs. '000	5-10 Years Rs. '000	Over 10 Years Rs. '000	Total Rs. '000
Financial investments								
Held to maturity (HTM)	79,756,987	–	5,420,990	4,050,000	19,577,717	35,800,000	10,250,000	75,098,707
Loans and Receivables (L&R)	35,573,902	–	32,503,094	500,000	5,000,000	10,305,253	3,000,000	51,308,347
Available for sale (AFS)	89,306,808	14,028,021	6,917,956	9,880,110	23,098,878	14,145,182	–	68,070,147
Fair value through profit or loss (FVTPL)	15,283,759	15,283,759	–	–	–	–	–	15,283,759
Total	219,921,456	29,311,780	44,842,040	14,430,110	47,676,595	60,250,435	13,250,000	209,760,960

40 COMMITMENT, CONTINGENT AND GUARANTEES

ACCOUNTING POLICY

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Contingent liabilities are possible obligations whose existence will be confirmed only by uncertain future events or present obligations where the transfer of economic benefit is not probable or cannot be readily measured. Contingent liabilities are not recognised in the statement of financial position but disclosed as a note to the Financial Statements.

40. (a) Legal Proceedings and Regulations

There are no any contingencies due to legal proceeding and regulations as at 31 December 2025.

40.(b) (1) Capital Commitments

There are no capital commitments as at 31 December 2025.

40. (b) (2) Financial Commitments

There are no financial commitments as at 31 December 2025.

40. (c) Assessments from Department of Inland Revenue

There are no assessments from Department of Inland Revenue as at 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS

40. COMMITMENT, CONTINGENT AND GUARANTEES (CONTD.)

40. (d) Assets Pledge

There are no assets offered as security for obligations as at 31 December 2025.

41 SEGREGATION

Sri Lanka Insurance Corporation Limited was segregated into Sri Lanka Insurance Corporation Life Limited and Sri Lanka Insurance Corporation General Limited in compliance with the Regulation of Insurance Industry (Amendment) Act No. 03 of 2011, segregation guidelines of the Insurance Regulatory Commission of Sri Lanka, and relevant Cabinet decisions [Cabinet Decisions No. 23/0431/604/046 (17 March 2023) and No. 23/2397/604/239 (18 December 2023)]. Following approvals from the District Court, Commercial High Court, and shareholders, the IRCSL granted insurance licenses effective 01 February 2024 to the two entities Sri Lanka Insurance Corporation Life Limited and Sri Lanka Insurance Corporation General Limited.

Formalities Including Administrative Name Changes

• Administrative name change of motor vehicles from holding company (SLIC) to SLICLL

As per the scheme of arrangement, motor vehicles with a cost of Rs. 236 Mn. were transferred to the Company (SLICLL) as at 01 February 2024. Furthermore, management is in the process of transferring the legal title of motor vehicles from the holding company. The Company has held several discussions with officers from the Department of Motor Traffic and still there are few vehicles pending to be transferred to SLICLL.

• Administrative name change of financial investments from holding company (SLIC) to SLICLL

As per the scheme of arrangement, financial assets with a cost of Rs. 194.7 Bn. were transferred to the Company (SLICLL) as at 01 February 2024. In parallel, all possible measures have been taken to transfer the ownership of these financial instruments from the holding company. However, listed shares and listed debentures still remain under the name of the holding company administratively. The status of the transfer process as at 31 December 2025 and 28 February 2026 is as follows:

Financial Instrument Category	Bank/Entity	Note	The fair values of the financial instruments of which the names have not been changed			
			Balance as at 31 December 2025 Rs. '000	Balance Completed as at 28 February 2026 Rs. '000	Balance In Progress as at 28 February 2026 Rs. '000	Balance as at 31 December 2024 Rs.'000
Listed shares	CDS Account	1	30,708,885	–	30,708,885	25,605,476
Listed debentures	CDS Account	1	58,032,969	–	58,032,969	38,139,646
Unlisted Debentures	Bank of Ceylon		6,038,849	6,038,849	–	6,052,065
	DFCC Bank PLC		–	–	–	1,857,062
	People's Bank		16,153,459	16,153,459	–	16,206,888
	NSB		2,847,997	2,847,997	–	2,858,630
Commercial papers	LOLC Holdings PLC		21,864,602	21,864,602	–	21,587,539
Fixed deposit	Bank of Ceylon		1,158,744	1,158,744	–	2,389,315
	People's Bank		742,591	742,591	–	690,277
	DFCC Bank PLC		–	–	–	1,188,744
	Lanka Orix Leasing Company PLC		–	–	–	697,685
	Peoples' Leasing		–	–	–	2,423,361
	Commercial Bank of Ceylon PLC		4,962	4,962	–	4,624
	Cargills Bank		1,157,654	1,157,654	–	–

NOTES TO THE FINANCIAL STATEMENTS

41. SEGREGATION (CONTD.)

Financial Instrument Category	Bank/Entity	Note	The fair values of the financial instruments of which the names have not been changed			
			Balance as at 31 December 2025 Rs. '000	Balance Completed as at 28 February 2026 Rs. '000	Balance In Progress as at 28 February 2026 Rs. '000	Balance as at 31 December 2024 Rs.'000
Unit trusts	Ceylon Asset Management Co. Ltd		3,155,097	3,155,097	–	2,047,025
	JB Financial (Pvt) Ltd		1,799,970	1,799,970	–	1,659,009
Treasury bonds	Bank of Ceylon		9,403,017	9,403,017	–	10,003,697
	NSB		163,813	163,813	–	460,676
	People's Bank		9,505,104	9,505,104	–	9,679,732
	DFCC Bank PLC		3,129,154	3,129,154	–	4,061,209
	Hatton National Bank PLC		–	–	–	631,154
	Commercial Bank of Ceylon PLC		63,687,475	63,687,475	–	33,416,195
	Seylan Bank		–	–	–	296,451
	Acuity Securities		–	–	–	4,156,936
	Capital Alliance		12,550,810	12,550,810	–	10,225,424
	First Capital Securities		–	–	–	6,425,034
	Pan Asia		7,431,557	7,431,557	–	8,376,155
	Wealth Trust		13,315,979	13,315,979	–	7,575,934
Reverse repurchase agreement	Commercial Bank of Ceylon PLC		3,852,610	3,852,610	–	10,655,487

Note 01

The transfer of listed shares and debentures from SLIC to SLICLL CDS accounts, which had been delayed pending approval from the Securities and Exchange Commission of Sri Lanka (SEC) for a waiver of transaction fees, was approved on 17 March 2026 following several discussions between SLIC corporate management and the SEC. Accordingly, the Company will proceed with effecting the transfers in line with the approval granted.

As per the scheme of arrangement, legal title of bank accounts were transferred to the Company (SLICLL) as at 01 February 2024. Furthermore, administrative names of major number of banks have been changed as of 28 February 2026 and the management is in the process of changing the administrative names of remaining five bank accounts from SLIC.

Bank	Number of Bank Accounts	Completed as at 28 February 2026	Percentage of Completion
Nations Trust Bank	2	–	–
Standard Chartered Bank	3	–	–
Total	5	–	–

The Company has requested for an extension from the Insurance Regulatory Commission of Sri Lanka (IRCSL), as certain administrative matters including administrative name change related to the segregation are still ongoing and being addressed as part of the broader post-segregation implementation and in the process of receiving a written response from IRCSL as of the date of Auditor's Report.

42 COMPLIANCE WITH REGULATORY REQUIREMENTS - BOARD COMPOSITION

In terms of Direction No. 02 of 2022 on the Corporate Governance Framework for Insurers issued by the Insurance Regulatory Commission of Sri Lanka (IRCSL), read together with Section 9.8.2(a) of the Listing Rules of the Colombo Stock Exchange issued by the Securities and Exchange Commission of Sri Lanka and Principle A.5.3 of the Code of Best Practice on Corporate Governance 2023 issued by the Institute of Chartered Accountants of Sri Lanka, companies are required to maintain the minimum number of independent directors of board shall be at least one-third of the Board or a minimum of two, whichever is higher complying to the definition of independence of directors.

As at the reporting date, the Board of Directors of Sri Lanka Insurance Corporation Life Limited comprised six (06) Non-Executive Directors, all of whom were classified as Non - Independent.

• Regulatory Communication and Grace Period

The IRCSL has formally communicated this matter of non-compliance to the Company and has granted a grace period until 06th April 2026 for the Companies to regularise their position and comply with the applicable requirements.

The granting of this grace period provides the Company with an opportunity to take corrective action within the specified timeframe. However, such grace period does not negate the fact that the Company was not fully compliant with the relevant regulatory requirements as at the reporting date.

Further, the IRCSL has required the Company to submit Board Resolutions confirming compliance with the said Direction on or before the stipulated deadline.

• Management's Proposed Course of Action

In order to achieve compliance while maintaining the effectiveness and balance of the existing Board structure, the Company has proposed the following actions (as communicated to the Secretary to the Treasury, Ministry of Finance, Planning and Economic Development):

1. Re-designation of Directors: Re-designating two (02) existing Non-Executive Non-Independent Directors as Independent Directors, subject to meeting the prescribed independence criteria; and
2. Appointment of a New Independent Director: Appointing one (01) new Independent Director to fill an existing vacancy on the Board.

This approach is intended to ensure compliance with the requirement to have a minimum of three (03) Independent Directors, without increasing the overall size of the Board.


43 EVENTS AFTER THE REPORTING DATE

ACCOUNTING POLICY

Events after the reporting period are those events, favourable and unfavourable, that occur between the reporting date and the date when the Financial Statements are authorised for issue.

Other than mentioned in the note 41 and 42, there were no events after reporting period ended 31 December 2025 which may have a material impact on the financial position of the Company as of the balance sheet date.

On 23 March 2026, the Board of Directors has proposed a dividend amounting to Rs. 675 Mn. for the year ended 31 December 2025, which is subject to approval by shareholders at the forthcoming Annual General Meeting and has not been recognised as a liability as at the reporting date.



SUPPLEMENTARY INFORMATION

SRI LANKA INSURANCE CORPORATION LIFE LIMITED - STATEMENT OF INCOME

	2025	2024		
		Statutory Reporting Purpose		Performance Reporting Purpose
		From 01.January.2024 to 31.January.2024 (SLIC) Rs.'000	From 01.February.2024 to 31.December.2024 (SLICLL) Rs.'000	From 01.January.2024 to 31.December.2024 Rs.'000
Gross written premium	32,605,568	1,827,719	24,530,862	26,358,581
Less: Premium ceded to reinsurers	1,304,225	65,405	962,342	1,027,747
Net written premium	31,301,343	1,762,314	23,568,520	25,330,834
Other revenue				
Income from investments	28,790,804	1,739,698	25,770,499	27,510,197
Fees and commission income	143,308	238	75,727	75,965
Other income	603,996	6,513	314,787	321,300
	29,538,108	1,746,449	26,161,013	27,907,462
Total revenue	60,839,451	3,508,763	49,729,534	53,238,296
Benefits and losses				
Insurance Claims and benefits (net)	(16,207,585)	(977,874)	(12,016,598)	(12,994,471)
Underwriting & acquisition costs	(4,739,103)	(268,126)	(3,317,804)	(3,585,930)
Other insurance related costs	(6,519,734)	(446,880)	(5,443,787)	(5,890,666)
Change in contract liabilities - Life Fund	(29,078,874)	(1,834,641)	(24,574,741)	(26,409,382)
	(56,545,296)	(3,527,520)	(45,352,930)	(48,880,450)
Profit before taxation	4,294,155	(18,757)	4,376,604	4,357,847
Income tax	(1,978,097)	(28,287)	(1,734,756)	(1,763,043)
Profit after taxation	2,316,058	(47,044)	2,641,848	2,594,804

FINANCIAL PERFORMANCE OF THE POLICYHOLDERS' FUND

The below table presents the results of the financial performance of the policyholders' fund, which is a part of the overall financial performance of the Company.

For the year ended 31 December	2025 Rs. '000	2024 Rs. '000
Gross written premium	32,605,568	24,530,862
Premium ceded to reinsurers	(1,304,225)	(962,342)
Net written premium (Net of premium ceded to reinsurers)	31,301,343	23,568,520
Investment and other income attributable to policyholders	27,880,211	24,441,166
Net benefits paid	(16,207,585)	(12,016,597)
Increase in long term insurance fund	(29,078,874)	(24,574,741)
Acquisition cost	(4,739,103)	(3,317,804)
Operating and administrative expenses attributable to policyholders	(6,324,819)	(5,342,060)
Tax expenses	(1,506,190)	(1,318,566)
Surplus from life insurance business	1,324,982	1,439,917

STATEMENT OF SUPPLEMENTARY FINANCIAL POSITION – POLICYHOLDERS

As at 31 December	2025			2024		
	Long Term Insurance Business (Rs.'000)			Long Term Insurance Business (Rs.'000)		
	Participating	Non Participating	Policy holder Total	Participating	Non Participating	Policy holder Total
Assets						
Intangible assets	-	-	-	-	-	-
Property, plant and equipment	-	-	-	-	-	-
Right-of-use assets	150,643	15,410	166,053	-	-	-
Financial investments	228,575,059	21,328,725	249,903,784	188,500,180	18,095,098	206,595,278
Outstanding policy loans	2,342,921	-	2,342,921	2,286,611	-	2,286,611
Reinsurance receivables	1,013,888	116,716	1,130,604	1,164,568	123,903	1,288,471
Premium receivables	1,026,537	105,012	1,131,549	713,335	75,895	789,230
Other assets	1,083,091	35,376	118,467	279,213	30,250	309,463
Cash and cash equivalents	1,809,093	192,258	2,001,351	10,648,149	1,279,739	11,927,888
Total assets	236,001,232	21,793,497	257,794,729	203,592,056	19,604,885	223,196,941
Equity and liabilities						
Liabilities						
Insurance contract liabilities	226,205,965	20,791,485	246,997,450	194,546,922	18,681,298	213,228,220
Employee benefits	972,747	99,509	1,072,256	812,031	86,396	898,427
Reinsurance payable	1,256,981	128,586	1,385,567	1,380,023	108,071	1,488,094
Other liabilities	7,809,653	798,890	8,608,543	6,994,318	744,147	7,738,465
Total liabilities	236,245,346	21,818,470	258,063,816	203,733,294	19,619,912	223,353,206
Shareholders' equity						
Stated capital	-	-	-	-	-	-
Other reserves	-	-	-	-	-	-
Revaluation reserves	-	-	-	-	-	-
Restricted regulatory reserve	-	-	-	-	-	-
Retained earnings	(244,114)	(24,973)	(269,087)	(141,238)	(15,027)	(156,265)
Total shareholders' equity	(244,114)	(24,973)	(269,087)	(141,238)	(15,027)	(156,265)
Total liabilities and shareholders' equity	236,001,232	21,793,497	257,794,729	203,592,056	19,604,885	223,196,941

FUND WISE INVESTMENT INCOME

Period ended 31 December	2025				2024			
	Participative Fund	Non Participative Fund	Shareholder Fund	Total	Participative Fund	Non Participative Fund	Shareholder Fund	Total
	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000	Rs. '000
Dividends	776,576	3,598	15,120	795,294	672,563	4,324	7,485	684,372
Listed stocks – realised/unrealised gains/(losses)	2,053,174	(2,140)	82,277	2,133,312	3,893,875	63,721	276,897	4,234,493
Profit on sale of unit trusts	758,752	26,597	–	785,349	190,239	15,277	–	205,516
Loss on sale of listed debentures	–	–	–	–	(41,610)	(11,159)	(5,365)	(58,134)
Profit/Loss on sale on treasury bonds	511,410	–	–	511,410	22,213	–	–	22,213
Interest on treasury bills	–	–	–	–	4,847	516	17	5,380
Interest on treasury bonds	10,456,340	876,532	609,938	11,942,810	8,359,046	614,922	625,572	9,599,540
Interest on fixed deposit	113,823	262,660	373	376,857	355,480	1,267,735	246	1,623,461
Interest on call deposit	12,285	1,257	–	13,542	7,301	655	–	7,956
Interest on debentures	4,616,524	1,127,059	–	5,743,582	3,186,279	336,559	2,185	3,525,023
Interest on commercial papers	1,880,677	4,001	686,492	2,571,170	1,668,849	2,457	559,127	2,230,433
Interest on unquoted debenture	3,221,506	–	–	3,221,506	2,961,686	–	–	2,961,686
Interest on reverse repo	374,555	57,714	70,676	502,945	408,134	96,476	9,502	514,112
Interest on loans to field staff	–	–	88,373	88,373	59	4	102,134	102,197
Interest on loans to office staff	–	–	104,655	104,655	–	–	112,252	112,252
Total Investment Income	24,775,623	2,357,277	1,657,905	28,790,805	21,688,961	2,391,487	1,690,052	25,770,500

DECADE AT A GLANCE- FINANCIAL PERFORMANCE

	2025 Rs. '000	2024 Rs. '000	2023 Rs. '000	2022 Rs. '000
Gross written premium	32,605,568	26,358,581	21,079,689	20,930,125
Net written premium	31,301,343	25,330,834	20,405,822	20,367,296
Investment and other income	29,538,108	27,907,462	22,921,080	15,394,802
Net claims incurred	(16,207,585)	(12,994,471)	(11,760,383)	(11,606,118)
Commission expenses	(4,739,103)	(3,585,930)	(2,746,218)	(2,561,761)
Operating & administration expenses	(6,519,734)	(5,890,666)	(5,224,388)	(6,182,795)
Change in contract liabilities - Life Fund	(29,078,874)	(26,409,382)	(18,289,725)	(11,017,756)
Profit before taxation	4,294,155	4,357,846	5,306,187	4,393,668
Taxation	(1,978,097)	(1,763,043)	(1,861,703)	(1,377,013)
Profit after taxation	2,316,058	2,594,804	3,444,484	3,016,655
Expense Ratio %	36	37	39	43
- Management expense ratio (%)	21	23	26	30
- Acquisition cost ratio (%)	15	14	13	13
Claim ratio (%)	52	51	58	57
Combined ratio (%)	88	88	97	100

Sri Lanka Insurance Corporation Life Ltd operated its life insurance business for 11 months during the year ended 31 December 2024. However, for comparison purposes, information for the full year of 2024, including the month of January, has been presented to reflect the complete performance of life insurance operations. Accordingly, this information has been compared with the 12-month life insurance business performance of prior years, as presented in the ten-year summary, which relates to periods when the life insurance business operated under a single legal entity, Sri Lanka Insurance Corporation Ltd.

DECADE AT A GLANCE- FINANCIAL PERFORMANCE

2021 Rs. '000	2020 Rs. '000	2019 Rs. '000	2018 Rs. '000	2017 Rs. '000	2016 Rs. '000
21,975,988	19,257,997	14,820,025	13,205,802	12,517,120	11,893,640
21,496,234	18,844,423	14,463,057	12,913,268	12,285,325	11,679,336
21,082,101	15,321,245	14,425,899	12,278,849	11,272,939	8,772,049
(9,978,828)	(7,986,076)	(7,333,265)	(7,726,263)	(6,899,558)	(5,871,667)
(2,566,486)	(2,131,963)	(2,018,406)	(1,836,556)	(1,688,772)	(1,560,526)
(4,697,086)	(4,779,473)	(4,660,164)	(4,721,492)	(3,981,540)	3,265,087
(18,849,187)	(16,118,705)	(11,659,844)	(8,154,201)	(7,673,707)	(5,198,390)
6,486,748	3,149,451	3,217,277	2,753,606	3,314,688	4,555,715
(1,502,959)	(1,004,178)	(845,900)	(1,065,480)	(929,414)	(740,739)
4,983,789	2,145,273	2,371,377	1,688,126	2,385,274	3,814,976
34	37	46	51	46	41
22	25	32	37	32	28
12	11	14	14	14	13
46	42	51	60	56	50
80	79	97	111	102	91

DECADE AT A GLANCE- FINANCIAL POSITION

	2025 Rs. '000	2024 Rs. '000	2023 Rs. '000	2022 Rs. '000
ASSETS				
Property, plant and equipment	510,696	439,973	92,962	95,450
Investments	267,943,078	230,576,943	211,290,510	180,273,095
Other assets	6,733,379	7,608,356	9,124,080	8,387,232
Total assets	275,187,153	238,625,272	220,507,551	188,755,777
EQUITY AND LIABILITIES				
EQUITY				
Stated Capital	12,500,000	12,500,000	500,000	–
Restricted regulatory reserve	98,237	98,237	98,237	98,237
Available-for-sale reserve	(306,575)	(34,415)	5,495,208	674,855
Revenue and Other reserves	4,661,472	2,708,236	25,144,089	21,492,196
Total equity	16,953,134	15,272,058	31,237,534	22,265,288
LIABILITIES				
Insurance contract liabilities - Life	250,885,448	216,783,321	183,784,492	159,769,323
Other liabilities	7,348,571	6,569,893	5,984,936	6,721,166
Total liabilities	258,234,019	223,353,214	189,769,428	166,490,489
Total equity & liabilities	275,187,153	238,625,272	220,507,551	188,755,777
ROE (%)	14	17	11	14
ROA (%)	12	13	11	8
ROI (%)	11	12	11	7
CAR (%)	523	565	425	316

Sri Lanka Insurance Corporation Life Limited operated its life insurance business for 11 months for the year ended 31 December 2024, following its incorporation as a separate legal entity on 1 February 2024. Prior to this, the life insurance business was conducted under Sri Lanka Insurance Corporation Limited, and the January 2024 performance reflects operations under that entity.

For comparability, the full-year 2024 financial information, including January, is presented and compared with prior years in the ten-year summary, which relate to periods when the life insurance business operated under a single legal entity.

DECADE AT A GLANCE- FINANCIAL POSITION

2021 Rs. '000	2020 Rs. '000	2019 Rs. '000	2018 Rs. '000	2017 Rs. '000	2016 Rs. '000
97,940	86,004	88,364	90,724	66,048	61,343
177,216,683	152,176,266	133,633,896	121,801,382	115,978,611	105,009,892
7,300,475	7,789,242	7,159,246	6,525,905	5,695,079	4,453,984
184,615,098	160,051,512	140,881,508	128,418,011	121,739,738	109,525,219
-	-	-	-	-	-
98,237	98,237	98,237	98,237	98,237	-
3,260,333	2,884,888	4,860,777	6,318,696	8,053,087	13,102,020
18,453,303	13,044,640	11,223,968	9,193,441	7,884,890	3,323,347
21,811,873	16,027,765	16,182,982	15,610,374	16,036,214	16,425,367
155,788,928	137,129,036	119,167,864	108,005,959	101,671,180	90,010,165
7,014,297	6,894,711	5,530,662	4,801,678	4,032,345	3,089,687
162,803,225	144,023,747	124,698,526	112,807,637	105,703,525	93,099,852
184,615,098	160,051,512	140,881,508	128,418,011	121,739,738	109,525,219
23	13	15	11	15	23
14	12	11	8	9	9
11	9	10	9	9	8
501	459	436	437	432	427

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
1.	Central	1	Kandy Main	CP	Kandy Main	16	No. 25, Hill Street, Kandy	081-2234296 081-2234954 081-2228172	081-2201685
		2	Digana	CP	Digana	172	No. 64, Gonawala Road, Digana, Rajawella	081-5630744 081-2376814	081-2376814
		3	Gampola	CP	Gampola	86	No. 176/B, Kandy Road, Gampola	081-2351709 081-5675128	081-2351709
		4	Kandy City	CP	Kandy City	173	No. 6, Wadugodapitiya Road, Kandy	081-2224246	037-2299861
		5	Katugasthota	CP	Katugasthota	414	No. 431, Katugastota Road, Kandy	081-2229938	081-2229938
		6	Kegalle	SG	Kegalle	17	No. 389, Kandy Road, Kegalle	035-2222531 035-2222531	035-2222531
		7	Matale	CP	Matale	35	No. 134, Dharmapala Mawatha, Matale	066-2233989 066-2224735 066-5671653	066-2222417
		8	Mawanella	SG	Mawanella	76	No. 288 1/1, Kandy Road, Mawanella	035-2249335 035-5672981	035-2249335
		9	Mawathagama	NW	Mawathagama	415	No. 54/A, Walawwawatta, Mawathagama	037-2299861	037-2299861
		10	Nawalapitiya	CP	Nawalapitiya	69	No. 79, Kothmale Road, Nawalapitiya	054-2222019	054-2222019
		11	Pilimathalawa	CP	Pilimathalawa	171	No. 211/C, Colombo Road, Pilimathalawa	081-5630070 081-2575444	081-2575444
		12	Rikillagaskada	CP	Rikillagaskada	88	No. 68, Ragala Road, Rikillagaskada	081-2365279 081-5674793	081-2365279
		13	Aranayaka - ABDC	CP	Mawanella	543	No. 839-D, Dippitiya, Aranayake	035-2249335	N/A
		14	Bulathkohupitiya - ABDC	CP	Kegalle	504	No. 63/4, Avissawella Road, Bulathkohupitiya	035-2222531	N/A
		15	Galagedara - ABDC	CP	Kandy Main	502	No. 125/A/1/2, Sanasa [Sanasa (Pvt) Ltd] Rambukkana Road, Galagedara	081-2234954	N/A
		16	Peradeniya - ABDC	CP	Katugasthota	503	No. 159, Colombo Road, Peradeniya.	081-2229938	N/A
		17	Wattegama - ABDC	CP	Digana	215	No. 73/C, Kandy Road, Wattegama	081-5630744	N/A
2.	Eastern	18	Batticaloa	EP	Batticaloa	22	No. 64, Bar Road, Batticaloa	065-2224470	065-2222331
		19	Akkaraipattu	EP	Akkaraipattu	343	No. 143/1, Main street Akkaraipattu - 2, Akkaraipattu	067-2279627	065-2222331
		20	Kalmunai	EP	Kalmunai	49	No. 152/90-1/1, Batticaloa Road, Kalmunai	067-2229912 067-5670168	067-2229912
		21	Kanthale	EP	Kanthale	161	No. 62/P, Main Street, Kantale	026-2234043	026-2234043
		22	Trincomalee	EP	Trincomalee	36	No. 46, Main Street, Trincomalee.	026-2222434 026-5675025	026-2223123
		23	Kaluwanchikudy - ABDC	EP	Kalmunai	514	Main Road, Kaluwanchikudy.	067-2229912	N/A
		24	Kathirawely - ABDC	EP	Batticaloa	552	Trincomalee Main Road, Kathiraveli	065-2224470	N/A

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
		25	Muthur - ABDC	EP	Trincomalee	220	Trincomalee Road, Periyapalam, Muttur	026-2222434	N/A
		26	Thampalakamam - ABDC	EP	Trincomalee	551	Kandy Road, Thampalakamam Junction, Thampalakamam.	026-2222434	N/A
		27	Pothuwil - ABDC	EP	Akkaraipattu	513	Main Street, Pothuwil.	067-2279627	N/A
3.	Northern	28	Jaffna	NP	Jaffna	23	No. 600, Hospital Road, Jaffna	021-2222023	021-2224526
		29	Chankanai	NP	Chankani	191	No. 45, Ponnalai Road (Main Street), Chankanai.	021-2250462 021-2250463	021-2250463
		30	Chavakachcheri	NP	Chavakachcheri	355	No. 267, Kandy Road, Chavakachcheri	021-2270711	021-2270711
		31	Kilinochchi	NP	Kilinochchi	362	No. 31, A-09 Road, Karadippokku, Kilinochchi	021-2280031	021-2280032
		32	Mannar	NP	Mannar	187	No. 60/2, Railway Station Road, Panankakaddikoddu, Mannar	023-2223236	023-2223235
		33	Mullaitivu	NP	Mullaitivu	188	No. 41, Main Street, Mullaitivu	021-2290089	021-2290089
		34	Nelliady	NP	Nelliadi	101	No. 146/2, Jaffna Road, Nelliady	021-2264686	021-2264686
		35	Vavunia	NP	Vavunia	24	No. 119/1, Kandy Road, Vavuniya	024-2222380 024-5670021	024-2222380
		36	Chunnakam - ABDC	NP	Jaffna	531	No. 122, KKS Road, Chunnakam.	021-2250462	N/A
		37	Kopay - ABDC	NP	Chavakachcheri	558	Manipay Road, Kopay	021-2270711	N/A
		38	Manipay - ABDC	NP	Chankani	226	Maruthady Pillaiyar Kovil Junction, Manipay.	021-2250462	N/A
		39	Pallai - ABDC	NP	Killinochchi	225	A9 Road, Pallai.	021-2280031	N/A
		40	Mulankavi - ABDC	NP	Killinochchi	224	Nachchikudu Junction, Mannar road, Mulankavi	021-2280031	N/A
		41	Kaithady - ABDC	NP	Chavakachcheri	221	No. 1/1, Kaithady.	021-2270711	N/A
		42	Point Pedro - ABDC	NP	Nelliady	223	Main Street, Point Pedro	021-2264686	N/A
		43	Mallavi - ABDC	NP	Mullaitivu	532	Thunukkai Road, Anichiyam Kulam, Mallavi	021-2290089	N/A
		44	Kodikamam - ABDC	NP	Chavakachcheri	210	1st Floor, A9 Road, Kodikamam	021-2270711	N/A
		45	Visuwamadu - ABDC	NP	Mullaitivu	222	Mullathivu Road, Visuwamadu, Mullaitivu	021-2290089	N/A
		46	Puthukudyiruppu - ABDC	NP	Mullaitivu	209	Paranthan Mullai Road, Puthukudyiruppu East, Mullaitivu	021-2290089	N/A
4.	North Central	47	Anuradhapura	NC	Anuradhapura	18	No. 61, Main Street, 2nd Lane, Anuradhapura.	025-2222167 025-5673819	025-2235258
		48	Aralaganwila	NC	Aralaganvila	407	No. 208/14, New Town, Aralaganwila	027-2050830	027-2050830
		49	Bakamuna	NC	Bakamuna	406	No. 10, Samupakara Mawatha, Bakamuna	066-2256550	066-2256550
		50	Dehiattakandiya	EP	Dehiattakandiya	186	No. 256, Garment Place, Dehiattakandiya	027-2250318	027-2250318

BRANCH NETWORK

No. Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
	51	Hingurakgoda	NC	Hingurakgoda	37	No. 31, Main Street, Hingurakgoda	027-2246345 027-2246295	027-2246345
	52	Horowpothana	NC	Horowpathana	203	Rest House Junction, Horowpothana	025-2278600	025-2278600
	53	Kaduruwela	NC	Kaduruwela	96	No. 25, Batticaloa Road, Polonnaruwa	027-2222954 027-5672041	027-2222954
	54	Kekirawa	NC	Kekirawa	91	No. 43, Dissanayake Building, Thalawa Road, Kekirawa	025-2264573 025-5673430	025-2264573
	55	Medawachchiya	NC	Medawachchiya	427	Kandy Road, Medawachchiya	074-1967978 077-7325443	N/A
	56	Padavi Parakramapura	NC	Padavi Parakramapura	408	Padavi Parakramapura, Padaviya	025-2254115	025-2254115
	57	Habarana - ABDC	NC	Hingurakgoda	529	Dambulla Rd, Habarana.	027-2246345	N/A
	58	Mahaoya - ABDC	EP	Aralaganvila	530	Block B, Wijethunga Building, Mahaoya.	027-2050830	N/A
	59	Galenbindunuwewa - ABDC	NC	Horowpathana	218	Near the Police Station, Galenbidunuwewa.	025-2278600	N/A
	60	Girandurukotte - ABDC	EP	Dehiattakandiya	554	No. 171A, Maitheegama, Girandurukotte.	027-2250318	N/A
	61	Medirigiriya - ABDC	NC	Hingurakgoda	164	Fair Road, Medirigiriya.	027-3125370	N/A
	62	Sewanapitiya	NC	Aralaganvila	553	No. 15/1, Straight street, Sewanapitiya.	027-2050830	N/A
5. Upper Western								
	63	Nittambuwa	WP	Nittambuwa	34	New Super Market Complex, Nittambuwa.	033-2289709 033-5671351	033-2289709
	64	Veyangoda	WP	Veyangoda	64	No. 166/1/1, Negombo Road, Veyangoda	033-2288027 033-5676037	033-2288027
	65	Gampaha	WP	Gampaha	66	No. 116, Bauddhaloka Mw, Gampaha	033-2222676 033-2224710 033-5675786	033-2222676
	66	Yakkala	WP	Yakkala	128	No. 80, Colombo Road, Yakkala	033-2225522	033-2225522
	67	Minuwangoda	WP	Minuwangoda	122	No. 21, M P Z Siriwardena Road, Minuwangoda	011-2280870 011-5667822	011-2280870
	68	Negombo	WP	Negombo	19	No. 20, Rajapaksha Broadway, Negombo.	031-2231374 031-2235235 031-2224426	031-2233498
	69	Ja-Ela	WP	Ja Ela	29	No. 205/1/1, Negombo Road, Ja Ela	011-2233169 011-5639270	011-2233169
	70	Marawila	NW	Marawila	43	Erik Sooriyasena Mawatha, Marawila	032-2254297 032-5672090	032-2254297
	71	Wennappuwa	NW	Wennappuwa	62	No. 236 /3/ A, Main Street, Wennappuwa	031-2253319 031-5672447	031-2253319
	72	Kandana	WP	Kandana	158	No. 54, Negombo Road, Kandana.	011-2228848 011-5649536	011-2228848
	73	Kochchikade	WP	Kochchikade	184	No. 18/1/4, Negombo Road, Kochchikade	031-2274626 031-5677135	031-2274626
	74	Andiyambalama - ABDC	WP	Minuwangoda	560	No.122, Katunayaka Road, Andiambalama	011-2280870	N/A
	75	Dankotuwa - ABDC	WP	Kochchikade	519	No. 96/1, Pannala Road, Dankotuwa.	031-2274626	N/A

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
		76	Divulapitiya - ABDC	WP	Negombo	120	No. 60-5, Circular Road, In Front Bodiya, Divulapitiya	031-5674774	N/A
		77	Ganemulla - ABDC	WP	Gampaha	182	No. 187/A/8, Main Street, Ganemulla.	033-5621208	N/A
		78	Katana - ABDC	WP	Negombo	550	No. 195/2, Delgas Junction, Katana.	031-2231374	N/A
		79	Kirillawala - ABDC	WP	Yakkala	520	No. 122/6/5, Pahala Imbulgoda, Imbulgoda, Kirillawala	033-2225522	N/A
		80	Kirindiwela - ABDC	WP	Gampaha	130	No. 157/1, Colombo Road, Kirindiwela	033-5621192	N/A
		81	Mahabage - ABDC	WP	Kandana	518	No. 562, 1st Floor, Negombo Road, Mahabage.	011-2228848	N/A
		82	Mirigama - ABDC	WP	Veyangoda	131	No. 100, Sri Lanka Insurance, Pasyala Rd, Mirigama	033-2273441	N/A
		83	Naiwala - ABDC	WP	Veyangoda	566	Naiwala, Veyangoda.	033-2288027	N/A
		84	Pugoda - ABDC	WP	Gampaha	129	No. 40/1, Kospitiyana, Pugoda.	033-5621223	N/A
		85	Urapola - ABDC	WP	Nittambuwa	516	No. 29/G, Urapola	033-2289709	N/A
		86	Weliweriya - ABDC	WP	Gampaha	515	No. 480/46/1 A, Palliyawatta, Weliweriya.	033-2224710	N/A
6	Ratnapura	87	Ratnapura	SG	Ratnapura	13	No. 284/1, Main Street, Rathnapura.	045-2222433 045-5674250	045-2231517
		88	Avissawella	WP	Avissawella	51	No. 77, Ratnapura Road, Avissawella.	036-2222311 036-5672324	036-2222311
		89	Balangoda	SG	Balangoda	93	No. 115, Old Road, Balangoda	045-2287670 045-5678445	045-2287670
		90	Eheliyagoda	SG	Eheliyagoda	110	No. 334/1, Main Street, Eheliyagoda	036-2259014	036-2259014
		91	Embilipitiya	SG	Embilipitiya	75	No. 67, Pallegama, Nonagama, Embilipitiya	047-2230389 047-5672205	047-2230389
		92	Kahawatta	SG	Kahawatta	94	No. 46/1, 46/1A, Walawwatte Road, Kahawatta.	045-2270160 045-5674248	045-2270160
		93	Kalawana	SG	Kalawana	109	No. 56, Matugama Road, Manana, Kalawana	045-2255930	045-2255930
		94	Pallebedda	SG	Pallebedda	411	Near the Temple, Main Street, Pallebedda	045-2241717	045-2241717
		95	Ruwanwella	SG	Ruwanwella	416	No. 197, Avissawella Road, Ruwanwella	036-2267737	036-2267737
		96	Deraniyagala - ABDC	SG	Avissawella	533	No. 38, Noori Road, Deraniyagala South.	036-2222311	N/A
		97	Hanwella - ABDC	WP	Avissawella	534	No. 133D, Main Street, Hanwella.	036-2239201	N/A
		98	Nivithigala - ABDC	SG	Ratnapura	559	No.48,Ratnapura Road, Nivithigala	045-2222433	N/A
		99	Welioya - ABDC	SG	Balangoda	568	Welioya, Medabedda, Kalthota, Balangoda	045-2287670	N/A
		100	Yatiantota - ABDC	SG	Ruwanwella	562	No. 38A, Old Colombo Road, Yatiantota	036-2239201	N/A

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
7	Southern-01	101	Galle	SP	Galle	14	No. 54, 50 1/2, Havlock Road, Galle	091-2234531 091-2224029 091-5676528	091-2241981
		102	Aluthgama	WP	Aluthgama	95	No. 433-1/1, 1st Floor, Depot Junction Galle Road, Aluthgama	034-2276409 034-5674655	034-2276409
		103	Ambalangoda	SP	Ambalangoda	30	No. 97, New Road, Ambalangoda.	091-2258339 091-5678298	091-2255855
		104	Baddegama	SP	Baddegama	151	No. 60 1/1, Galle Road, Baddegama	091-2292303 091-5624502	091-2292303
		105	Bandaragama	WP	Bandaragama	121	No. 72, Jayakody Building , Horana Road, Bandaragama.	038-2293940	038-2293940
		106	Elpitiya	SP	Elpitiya	77	No. 18/12, 2nd Lane, Ihalagoda, Elpitiya	091-2291365 091-5673672	091-2291365
		107	Horana	WP	Horana	67	No. 50/09, Graceland Circular Road, Horana	034-2261351 034-5674512	034-2261351
		108	Kalutara	WP	Kalutara	12	No. 326/2/2/1, Galle Road, Kalutara South	034-2222474 034-5674535 034-2236616	034-2228696
		109	Mathugama	WP	Mathugama	84	No. 79/1, Kalutara Road, Matugama	034-2247510 034-5674654	034-2247510
		110	Panadura	WP	Panadura	83	No. 534, Galle Road, Panadura	038-2234736 038-5671547	038-2234736
		111	Thalgaswala	SP	Talgaswela	74	New Town ,Thalgaswala.	091-2296268	091-2296344
		112	Udugama	SP	Udugama	78	Mavidola, Bar Junction, Udugama.	091-5674987 091-5674987	091-2285097
		113	Ahungalla - ABDC	WP	Aluthgama	548	Galle Rd, Ahungalla.	034-2276409	N/A
		114	Habaraduwa - ABDC	SP	Galle	159	Near the Petrol Shed, Habaraduwa.	091-2282605	091-2282604
		115	Karapitiya - ABDC	SP	Galle	163	No. 86 B, Hirimbura Cross Road, Karapitiya	091-5620286	N/A
		116	Pitigala - ABDC	SP	Talgaswela	521	No. 66B ,1st Floor, (Upper floor of DSI Show Room), Main Street, Pitigala.	091-2296268	N/A
		117	Thanipolgaha - ABDC	SP	Galle	179	No. 45, H K Edman Mw, Galle.	091-2227041	N/A
		118	Uragaha - ABDC	SP	Elpitiya	523	Main Street, Uragasmanhandiya.	091-2291365	N/A
		119	Wadduwa - ABDC	WP	Kalutara	547	Galle Rd, Wadduwa	034-2222474	N/A
8	Southern-02	120	Matara	SP	Matara	15	No. 5A, Hakmana Road, Matara.	041-2227962 041-2222352	041-2221472
		121	Akuressa	SP	Akuressa	85	No. 49 2/1, Matara Road, Akuressa	041-2283590 041-5674482	041-2283590
		122	Ambalantota	SP	Ambalantota	31	No. 195, Main Steet, Ambalantota	047-2223235 047-5670906	047-2223235
		123	Beliatta	SP	Beliatta	32	No. 74, Tangalla Road, Beliatta.	047-2243211 047-5670908	047-2243211
		124	Deniyaya	SP	Deniyaya	33	No. 06, Pallegama Road, Deniyaya	041-2273565 041-5674483	041-2273565
		125	Dikwella	SP	Dikwella	90	No. 95, Matara Road, Dikwella	041-2255630 041-5674476	041-2255630

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
		126	Hakmana	SP	Hakmana	189	No. 5A, Hakmana Road, Matara	041-5670600	041-2287616
		127	Hambantota	SP	Hambantota	357	No. 145/1/1, Hambantota Road, Wellawaya	047-2222572	047-2222571
		128	Neluwa	SP	Neluwa	413	2nd Floor, Manuka Building, Delwala Rd, Neluwa	091-2285140	091-2285140
		129	Tangalle	SP	Tangalle	127	No. 85, Beliatta Road, Thangalla	047-2242514 047-5676144	047-2242514
		130	Tissamaharama	SP	Tissamaharama	97	No. 211, Hambantota Road, Kachcheriyagama, Tissamaharama	047-2237152 047-5670905	047-2237152
		131	Kamburupitiya	SP	Kamburupitiya	117	No. 154A/1, Matara Road, Kamburupitiya.	041-5670291	N/A
		132	Weligama	SP	Weligama	89	No. 352/2, Galle / Matara Middle Road, Weligama	041-2250647 041-5673167 041-2250646	N/A
		133	Deyyandara - ABDC	SP	Hakmana	525	No. 01 A, The Court, Deyyandara.	041-5670600	N/A
		134	Imaduwa - ABDC	SP	Weligama	116	New Shopping Complex, Imaduwa.	091-5678781	N/A
		135	Kekanadura - ABDC	SP	Matara	526	No. 1, Yatiyana Road, Kekanadura	041-2227962	N/A
		136	Middeniya - ABDC	SP	Beliatta	118	Walasmulla Road, Middeniya.	047-5670437	N/A
		137	Morwaka - ABDC	SP	Deniyaya	527	Commercial Bank Building, Morawaka.	041-2273565	N/A
		138	Thelijjawila - ABDC	SP	Matara	549	19/1, Weligama Road, Thelijjawila.	041-2227962	N/A
		139	Urubokka - ABDC	SP	Deniyaya	125	2nd Floor, Shopping Complex, Main Street, Urubokka.	041-5670420	N/A
		140	Walasmulla -ABDC	SP	Beliatta	524	No. 14/B, 1st Floor, Weeraketiya Road, Walasmulla	047-2243211	N/A
9	Wayamba-01	141	Kurunegala Main	NW	Kurunegala Main	20	No. 16/1, Dambulla Road, Kurunegala.	037-2222376 037-2227433	037-2224053
		142	Giriulla	NW	Giriulla	68	No. 101, Negombo Road, Giriulla.	037-2288304 037-5673405	037-2288304
		143	Kuliyapitiya	NW	Kuliyapitiya	41	No. 74/A 1/1, Hettipola Road, Kuliyapitiya	037-2281304 037-5673401	037-2281304
		144	Kurunegala City	NW	Kurunegala City	138	No. 11 1/2, Rajapihilla Road, Kurunegala	037-2234176	037-2234176
		145	Melsiripura	NW	Malsiripura	102	Dambulla Road, Welipathwala, Melsiripura	037-2250459	037-2250459
		146	Narammala	NW	Narammala	108	No. 159/A, Super City building, U.B. Wijekoon Mawatha, Kurunegala Road, Narammala	037-2248920	037-2248920
		147	Polgahawela	NW	Polgahawela	430	No. 130, Godawela, Polgahawela	037-2244040	037-2244040
		148	Rambukkana	SG	Rambukkana	426	Thomas Silva Mawatha, Rambukkana	035-2262708	035-2262708

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
		149	Rideegama	NW	Rideegama	428	No. 107-A, Kappetigala Road, Rideegama	037-2251399	037-2251399
		150	Warakapola	SG	Warakapola	60	No. 23, Kandy Road, Warakapola	035-2267747 035-5671938	035-2267747
		151	Alawwa -ABDC	NW	Kurunegala Main	107	No. 29, Narammala Road, Alawwa.	037-2222376	N/A
		152	Hatharaliyadda - ABDC	NW	Rambukkana	564	Kandy Road, Hatharaliyadda	035-2262708	N/A
		153	Hettipola -ABDC	NW	Kuliyapitiya	541	No. 112, Kurunegala Road, Hettipola.	037-2281304 037-5673401	011-2826365
		154	Katupotha -ABDC	NW	Narammala	540	Munamaldeniya, Katupotha.	037-2248920	011-2866357
		155	Pannala -ABDC	NW	Giriulla	421	No. 38C, Rajapaksha Building, Pannala.	037-2245100	011-2303914
		156	Pasyala - ABDC	NW	Warakapola	565	175/14/1A, Kandy Road, Pasyala.	035-2267747	011-2713702
		157	Polpithigama - ABDC	NW	Malsiripura	539	Kudawewa Junction, Polpithigama.	037-2250459	011-2514348
10	Wayamba-02	158	Wariyapola	NW	Wariyapola	82	No. 10, Puttalam Road, Wariyapola	037-2267451 037-5673407	011-5554451
		159	Anamaduwa	NW	Anamaduwa	44	No. 63, Puttalam Road, Anamaduwa.	032-2263033 032-5675227	032-2263033
		160	Chilaw	NW	Chilaw	40	No. 43/1, Kurunegala Road, Chilaw.	032-2222371 032-5671749	032-2222371
		161	Dambulla	CP	Dambulla	63	No. 738A, Anuradhapura Road, Dambulla	066-2284616 066-5671624	066-2284616
		162	Galewela	CP	Galewela	39	No. 59-A, Kurunegala Road, Galewela.	066-2289285 066-5671651	066-2289285
		163	Galgamuwa	NW	Galgamuwa	65	No. 121, Main Street, Galgamuwa	037-2254141 037-5673406	037-2254141
		164	Maho	NW	Maho	429	No. 97, Nikaweratiya Road, Mahawa	037-2050226	037-2050226
		165	Nikaweratiya	NW	Nikaweratiya	50	No. 196, Puttalam Road, Nikaweratiya	037-2260279 037-5673441	037-2260279
		166	Puttalam	NW	Puttalam	42	No. 80, Kurunegala Road, Puttalam.	032-2265324 032-5672749	032-2265324
		167	Tambuttegama	NC	Tambuttegama	123	Mahaweli H Zone, Thambuttegama	025-2275088	025-2275088
		168	Norochcholai -ABDC	NW	Puttalam	216	Kalpitiya Road, Pulachchena, Norochcholai	032-2265324	N/A
		169	Madampe - ABDC	NW	Chilaw	219	Colombo Road, New town, Madampe	032-2222371	N/A
		170	Ambanpola -ABDC	NW	Galgamuwa	214	No. 06, Anuradhapura Road, Ambanpola	037-2254141	N/A
11	Western-01	171	Nugegoda	WP	Nugegoda	79	No. 310A, High Level Road, Colombo 06.	011-2817739 011-2826364	011-2826365
		172	Battaramulla	WP	Battaramulla	28	No. 119, Pannipitiya Road, Battaramulla.	011-2866357 011-5634629	011-2866357

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
		173	City Office	WP	City Office	11	No. 50, Hide Park Corner, Colombo 02.	011-2357562 011-2303914 011-5677136	011-2303914
		174	Dehiwala	WP	Dehiwela	165	No 121,1/1, Galle Road, Dehiwala	011-2713702 011-5744962	011-2713702
		175	Kirulapone	WP	Kirulapane	156	No. 88, 1st Floor, High Level Road, Kirulapone	011-2514348 011-5649541	011-2514348
		176	Moratuwa	WP	Moratuwa	111	No. 710, Galle Road, Idama, Moratuwa	011-2648581 011-5644634	011-5554451
		177	Pitakotte	WP	Pitakotte	162	No. 467, Kotte Road, Pita-Kotte	011-2866755	011-2866755
		178	Ratmalana	WP	Ratmalana	72	No.143- 2/4, Galle Road, Rathmalana	011-5635475 011-2715992	011-2715982
		179	Lanka Hospital Counter	WP	City Office	436	No. 578, Elvitigala Mw, Colombo-5.	011-2357562 011-2303914 011-5677136	011-2303914
12	Western-02	180	Kiribathgoda	WP	Kiribathgoda	81	No. 318 1/1, Kandy Road, Kiribathgoda	011-2912776 011-5635483	011-2912742
		181	Colombo Metro 1	WP	Colombo Metro 1	353	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2663971	N/A
		182	Colombo Metro 2	WP	Colombo Metro 2	140	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2663975	N/A
		183	Colombo Metro 3	WP	Colombo Metro 3	141	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2663975	N/A
		184	Colombo Metro 4	WP	Colombo Metro 4	147	No. 125, Kynsey Road, Colombo 07	011-2692118	N/A
		185	Colombo Metro 6	WP	Colombo Metro 6	350	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2663973	N/A
		186	Colombo Metro 10	WP	Colombo Metro 10	354	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2015890	N/A
		187	Colombo Metro 11	WP	Colombo Metro 11	170	No. 125, Kynsey Road, Colombo 07	011-2692118 077-2663975	N/A
		188	Kadawatha	WP	Kadawata	114	No. 151/5, Kandy Road, Kadawatha	011-2921567	011-2921567
13	Western-03	189	Maharagama	WP	Maharagama	26	No. 128, Opposite Elhena Road, High Level Road, Maharagama	011-2843563 011-5635465	011-2843010
		190	Athurugiriya	WP	Athurugiriya	412	No. 39/8, Malabe Road, Athurugiriya	011-2077868	011-2077868
		191	Homagama	WP	Homagama	98	No. 96, High Level Road, Homagama	011-2893426 011-5634670	011-2893200
		192	Ingiriya	WP	Ingiriya	423	Padukka Rd, Ingiriya	034-2268270	034-2268270
		193	Kaduwela	WP	Kaduwela	27	No. 482/8, Colombo Road, Kaduwela.	011-2579976 011-5628269	011-2579976
		194	Kottawa	WP	Kottawa	424	No. 101, 1st Floor, High Level Road, Kottawa	011-2172273	011-2172273
		195	Malambe	WP	Malabe	154	No. 821/3C, New Kandy Road, Malabe	011-2762312 011-5651612	011-2762312
		196	Piliyandala	WP	Piliyandala	80	No. 36/1, Vidyalyaya Mawatha, Piliyandala	011-2613976	011-2613976
		197	Padukka ABDC	WP	Kaduwela	417	No. 56F, Colombo - Rd, Padukka	011-2579976	N/A

BRANCH NETWORK

No.	Region	#	Branch	Province	Attached Branch	Branch Code	Branch Address	Phone	Fax
14	Western-04	198	Bambalapitiya	WP	Bambalapitiya	58	No. 22, Duplication Rd, Colombo-04	011-5632790 011-5673296	011-5332427
		199	Borella	WP	Borella Branch	144	No.27, D.S. Senanayake Mawatha, Colombo 08	011-2678480	011-2678480
		200	Kotahena	WP	Kotahena	59	No.178, Gold Tower, George R De Silva Mawatha, Colombo 13	011-5673345 011-2335254	011-2335254
		201	Kotikawatta	WP	Kotikawatta	422	No. 257/7/5/1, IDH Rd, Kotikawatta.	011-2568502	011-2568502
		202	Pettah	WP	Pettah	181	No. 101, 2nd Floor, Olcott Mw, Colombo-11	011-5741820	011-2423752
		203	Ragama	WP	Ragama	405	No. 36 1/1, Mahabage Road, Ragama	011-2956371	011-2956371
		204	Wattala	WP	Wattala	106	No. 398/2/1, Negombo Road, Wattala	011-5355531 011-5355532 011-5635480	011-5355532
		205	Wellawatta -ABDC	WP	Bambalapitiya	545	No. 9 1/1, Fussels Lane, 1st Floor, New Market Building, Colombo 06	011-5632790	N/A
15	Uva	206	Badulla	UP	Badulla	21	No. 175, Keppetipola Road, Badulla	055-2230972 055-5670251 055-2224777	055-2222372
		207	Ampara	EP	Ampara	48	No. 01, Inginiyagala Road, Ampara	063-2222073 063-5670307	063-2222073
		208	Bandarawela	UP	Bandarawela	70	No. 193, Badulla Road, Bandarawela	057-2223526 057-5670703	057-2223526
		209	Bibila	UP	Bibile	136	No. 68, Badulla Road, Bibile	055-5675673	055-5675673
		210	Hatton	CP	Hatton	87	01, 1/1, Sunday Fair Road, Hatton	051-2222196 051-5670202	051-2222196
		211	Mahiyangana	UP	Mahiyanganaya	38	Rideethotaliyagama, Mahiyanganaya	055-2257179 055-5670344	055-2257179
		212	Monaragala	UP	Monaragala	47	No. 114/1, Wellawaya Road, Monaragala.	055-2276145 055-5670525	055-2276145
		213	Nuwaraeliya	CP	Nuwar Eliya	45	No. 60/1, Park Road, Nuwara Eliya.	052-2222759 052-5670529	052-2222759
		214	Welimada	UP	Welimada	46	No. 13 2/8, Badulla Road, Welimada	057-2245174 057-5670702	057-2245174
		215	Wellawaya	UP	Wellawaya	73	No. 145, Hambantota Road, Wellawaya	055-2274133 055-5673345	055-2274874
		216	Buttala - ABDC	UP	Monaragala	567	No. 201, Main Street, Buttala	055-2276145	N/A
		217	Passara - ABDC	UP	Badulla	135	Jayanthipura Junction, 11th Mite Post, Badulla Road, Passara	055-2230972	N/A
		218	Hettipola - ABDC (Uva)	UP	Mahiyanganaya	500	No. 500, Hettipola, Mahiyangana	055-2257179	N/A
219	Siyambalanduwa - ABDC	UP	Monaragala	501	Main Street, Siyambalanduwa.	055-2276145	N/A		

CORPORATE INFORMATION

Name of the Company

Sri Lanka Insurance Corporation Life Limited

Registered Office

No. 21, Vauxhall Street, Colombo 2.

Contact Details

Tel : +94 11 2357457

Fax : +94 11 2447742

Web : www.sliclife.com

Company Registration Number

Company was incorporated on 11 October 2023 under the Companies Act No.07 of 2007 bearing Company Registration No. PB00286362.

Board of Directors

1. Mr P N S Kumaratunga (appointed w.e.f. 23 October 2024)
2. Mr Dushmantha Thotawatte (appointed w.e.f. 4 October 2023)
3. Mr Rohan Philip Buultjens (appointed w.e.f. 1 January 2025)
4. Mr Niel Dhanunayake Bandara Unamboowe, PC (appointed w.e.f. 1 January 2025)
5. Mr Somadasa Palihawadana (appointed w.e.f. 30 June 2025)
6. Mr B A Thushara Rodrigo (appointed w.e.f. 13 November 2025)
7. Mr Anil Koswatte (resigned w.e.f. 2 January 2025)
8. Mr Kulavaratharajah Rajiv Dharmendra (appointed w.e.f. 1 January 2025 and resigned w.e.f. 23 June 2025)
9. Mr K Ravindra Pathmapriya (appointed w.e.f. 11 October 2023 and resigned w.e.f. 1 October 2025)
10. Mrs Sinhalage Ajitha Batagoda (appointed w.e.f. 13 August 2025 and resigned w.e.f. 13 November 2025)

Legal Form

Sri Lanka Insurance Corporation Life Limited is a limited liability company incorporated under the Companies Act No.7 of 2007 of which the sole shareholder is Sri Lanka Insurance Corporation Limited.

Tax Payer Identification Number (TIN)

107700234

Company Secretary (Appointed w.e.f. 01 July, 2025)

Ms D M N R Sarah Dissanayake

LL B (KDU), Attorney at Law

Commissioner for Oaths, Notary Public

Holding Company

Sri Lanka Insurance Corporation Limited

Auditors

Auditor General

Auditor General's Department

Bankers

Bank of Ceylon

Cargills Bank Limited

Commercial Bank of Ceylon PLC

DFCC Bank PLC

Hatton National Bank PLC

National Savings Bank

Nations Trust Bank PLC

Pan Asia Bank

People's Bank

Rural Development Bank

Sampath Bank

Seylan Bank

Standard Chartered Bank

Actuary

Name of Appointed Actuary:

Kunj Behari Maheshwari, FIA, FIAI

Appointed Actuary since (date): February-2019

The company:

Wills Towers Watson India Private Ltd.

Address: Emaar Capital Tower 2,
Mehrauli-Gurgaon Road, Sector 26,
Gurugram - 122002, India

Tel /Fax: (91) 124 432 2800

Email: Kunj.Maheshwari@wtwco.com

NOTICE OF ANNUAL GENERAL MEETING

SRI LANKA INSURANCE CORPORATION LIFE LIMITED (COMPANY)

(Company Reg. No. PB00286362)
No. 21, Vauxhall Street, Colombo 02

Notice is hereby given that the Third (03rd) Annual General Meeting (AGM) of Sri Lanka Insurance Corporation Life Limited will be held on Monday 25 May 2026, at 2.30 pm at its registered office (the Auditorium – 7th Floor), No. 21, Vauxhall Street, Colombo 02 for the following purposes:

Ordinary Resolutions

- 1) To receive and consider the Report of the Board of Directors and the Financial Statements for the year ended 31 December 2025, together with the Auditors' Report thereon.
- 2) To re-elect Mr Dushmantha Thotawatte, a Director who retires by rotation in terms of Article 25(6) read with Article 25(7) of the Articles of Association of the Company.
"RESOLVED THAT pursuant to Article 25(6) read with Article 25(7) of the Articles of Association of the company, Mr. Dushmantha Thotawatte (NIC No. 583530428V), who is liable to retire by rotation at the Annual General Meeting of the Company for the year 2025, be and is hereby re-elected as a Director of the company".
- 3) To re-appoint the Auditor General as the External Auditor in terms of article 154 (1) of the Constitution of the Democratic Socialist Republic of Sri Lanka.
"RESOLVED THAT the Auditor General of the Democratic Socialist Republic of Sri Lanka, be and hereby re-appointed as the External Auditor, to hold the office from the conclusion Annual General Meeting until the conclusion of the next Annual General Meeting of the Company and the Board of Directors of the Company be and is hereby authorised to fix their remuneration as per the applicable process and procedures".
- 4) To declare the Final Dividend for the year 2025.
"RESOLVED THAT a Final Dividend of Rs. 0.54 per share amounting to a total of Rs. 675,000,000 for the financial year 2025 be and is hereby approved and declared, subject to the Solvency Certificate to be issued by the External Auditors in terms of Section 57 of the Companies Act No. 07 of 2007, and it is hereby confirmed that the Board of Directors has duly considered all applicable requirements under IRC SL Direction 04 of 'Dividend Declaration and Distribution' dated 08 May, 2024".
- 5) To authorise the Directors to determine donations for the year 2026 and up to the date of the next Annual General Meeting.

Special Resolution

- 6) To re-appoint Mr Somadasa Palihawadana, (who is over seventy (70) years of age), to the Board of Sri Lanka Insurance Corporation Life Limited.
The Company received a formal notice under Section 212 of the Companies Act No. 7 of 2007 from Mr Somadasa Palihawadana informing it that he is 72 years old and will turn 73 on 07 June 2026.
Accordingly, the Board of Sri Lanka Insurance Corporation Life Limited resolved to appoint Mr Somadasa Palihawadana to the Board of Sri Lanka Insurance Corporation Life Limited under Section 211 of the Companies Act No. 7 of 2007, as recommended by the Board of Sri Lanka Insurance Corporation Limited, the sole shareholder of the Company.
Therefore, the Board of Directors recommends the following resolution to be passed, if though fit, by the shareholders as a "Special Resolution", with or without any modification:
"RESOLVED THAT, the age limit stipulated in section 210 of the Companies Act No. 07 of 2007 shall not apply to Mr Somadasa Palihawadana (NIC No. 195315901011) who attained the age of 73 years on 07 June 2026, and Mr. Somadasa Palihawadana is hereby appointed as a non-executive Director of Sri Lanka Insurance Corporation Life Limited to hold the office until the conclusion of the next Annual General Meeting and, being eligible, had offered himself for re-election subject to the approval of the shareholders".
- 7) Any other business of which is due notice has been given.

By order of the Board,



Ms Sarah Dissanayake
Company Secretary

31 March, 2026

FORM OF PROXY

SRI LANKA INSURANCE CORPORATION LIFE LIMITED (COMPANY)

(Company Reg. No. PB00286362)
No. 21, Vauxhall Street, Colombo 02

I/We*.....

of

being a member /members* of Sri Lanka Insurance Corporation Life Limited hereby appoint:

.....ofor failing him/her*

Mr P N S Kumaratunga -of Colombo or failing him
Mr D Thotawatte - of Colombo or failing him
Mr N D B Unamboowe - of Colombo or failing him
Mr R P Bultjens - of Colombo or failing him
Mr S Palihawadana - of Colombo or failing him
Mr B A T Rodrigo - of Colombo or failing him

As my/our* proxy to represent me/us* and to vote as indicated hereunder for me/us* and on my/our behalf at the Third (03rd) Annual General Meeting (AGM) of Sri Lanka Insurance Corporation Life Limited will be held on Monday 25 May 2026, at 2.00 pm at its registered office (the Auditorium - 07th Floor) and at every poll which may be taken in consequence of the aforesaid Meeting and at any adjournment thereof.

RESOLUTIONS

	FOR	AGAINST
1. To receive and adopt the Report of the Directors and the Financial Statements for the year ended 31st December 2025 and the Report of the Auditors thereon	<input type="checkbox"/>	<input type="checkbox"/>
2. To re-elect Mr Dushmantha Thotawatte, a Director who retires by rotation in terms of Article 92 & 93 of the Articles of Association of the Company	<input type="checkbox"/>	<input type="checkbox"/>
3. To re-elect the Auditor General as the External Auditor in terms of article 154 (1) of the Constitution of the Democratic Socialist Republic of Sri Lanka	<input type="checkbox"/>	<input type="checkbox"/>
4. To declare the Final Dividend for the year 2025	<input type="checkbox"/>	<input type="checkbox"/>
5. To authorise the Directors to determine donations for the year 2025 and up to the date of the next Annual General Meeting.	<input type="checkbox"/>	<input type="checkbox"/>
6. To re-elect Mr Somadasa Palihawadana, a Director who retires in terms of Article 98 of the Articles of Association of the Company	<input type="checkbox"/>	<input type="checkbox"/>

Signed thisday of.....2026

.....
Signature of Shareholder/s



*Please delete the inappropriate words.

NOTE:

- (1) A MEMBER ENTITLED TO ATTEND AND VOTE AT THE MEETING IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE INSTEAD OF HIM.
- (2) A PROXY NEED NOT BE A MEMBER OF THE COMPANY.
- (3) THE COMPLETED FORM OF PROXY MUST BE DEPOSITED AT THE REGISTERED OFFICE OF THE COMPANY AT THE COMPANY SECRETARIAT, SRI LANKA INSURANCE CORPORATION LTD, 07TH FLOOR, NO. 21, VAUXHALL STREET, COLOMBO 02, NOT LESS THAN 48 HOURS BEFORE THE TIME FIXED FOR THE MEETING.

GSARN[®]
www.gsarn.org

Global Standard Annual Report Number[®]
LKA8500SLICL0250000E112



Produced by Smart Media,
a GHG-neutral company
since 2011



Sri Lanka Insurance Corporation Life Limited.

No. 21, Vauxhall Street
Colombo 02

www.sliclife.com