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CONTENTS

EDITORIAL

Rubber at a Turning Point — *Page* **05**

Sri Lanka Foreign Missions Supporting Rubber Exporters

Sri Lankan Rubber Products: Expanding Export Opportunities in the European Market — *Page* **18**

India's Growing Rubber Market: Opportunities for Sri Lankan Exporters — *Page* **21**

Sri Lanka–UAE: Unlocking the Next Chapter for Sri Lanka's Rubber Industry — *Page* **22**

Bouncing West: Sri Lanka's Rubber Industry Eyes France, Spain and Portugal — *Page* **25**

Advancing Sri Lanka's Rubber Industry Through Research and Testing Services: The Role of the Industrial Technology Institute (ITI) — *Page* **27**

Significance of the Rubber Industry to Sri Lanka and RRISL: World's First Rubber Research Institute — *Page* **29**

Policy and Master Plan Review: Rebuilding Supply while Moving Further up the Value Chain — *Page* **31**

Sri Lanka's Rubber Industry: Competing Through Value, Innovation and Sustainability — *Page* **32**

Insights from the Leaders of Sri Lanka's Rubber Sector

From a New Entrant to a Global Solid Tyre Supplier — *Page* **35**

Earthfoam: Where Organic Comfort Meets Fair Trade Integrity — *Page* **41**

In Conversation With Mr. Pushpika Janadheera — *Page* **45**

Richard Pieris Exports: Taking Sri Lankan Excellence to the World — *Page* **49**

Richard Pieris Natural Foams: Taking Sri Lankan Natural Latex to the World — *Page* **50**

Building Capability. Creating Value Expanding Globally. — *Page* **54**

STORY FROM THE COVER PAGE

Rubber and Rubber-Based Products — *Page* **56**

ACTIVITIES OF THE CHAMBER — *Page* **63-72**

SUCCESS STORIES

Bridging Exports and Real Estate: Prime Group's Global Investment Vision — *Page* **76**

Expack Corrugated Cartons PLC - Engineered for Takeoff — *Page* **78**

From Industry Expertise to Integrated Digital Solutions – The MISL Growth Story — *Page* **81**

Elevate Your Business with Amana Bank BusinessPlus — *Page* **84**

EXPORT PERFORMANCE

Value in US Dollars — *Page* **88**

NCE MEMBERS AWARDED WITH CET — *Page* **91**

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RUBBER
AT A TURNING POINT

Sri Lanka's rubber industry has been built over more than a century, moving from plantation-based raw rubber production into a manufacturing sector known both locally and globally, for gloves, tyres and a range of industrial products. The market now reaches a critical step in that evolution. While the development and innovation have grown notably, production of natural rubber has fallen sharply from historical levels, while manufacturers are being asked to compete in markets where quality, traceability, technology and price all matter.

There is a distinct contrast between the plantation and manufacturing sides. Rubber production was around 66.5 million kg in 2024, compared with historical levels of about 120,000 tonnes. The sector also faces ageing trees, lower replanting, changing weather patterns and a shortage of tappers. Much of the land remains in the hands of smallholders, and rubber takes about six to seven years to mature, making new planting a long-term decision. Recent work to rehabilitate untapped land and support growers through subsidies and intercropping is therefore important to rebuilding supply.

Meanwhile, the manufacturing industry tells a different story. Rubber and rubber-based products generated roughly $1.002 billion in export earnings for Sri Lanka in 2024, driven mainly by high-value-added goods. Specialized items, such as industrial and surgical gloves, solid and pneumatic tires, hoses, and automotive components, have established the country's strong footprint in global niche markets. In April 2026, the sector's momentum continued, with total rubber exports rising 5.23% year-over-year to $64.35 million. Growth was especially strong in the industrial and surgical rubber glove segment, which surged by 22.95%.

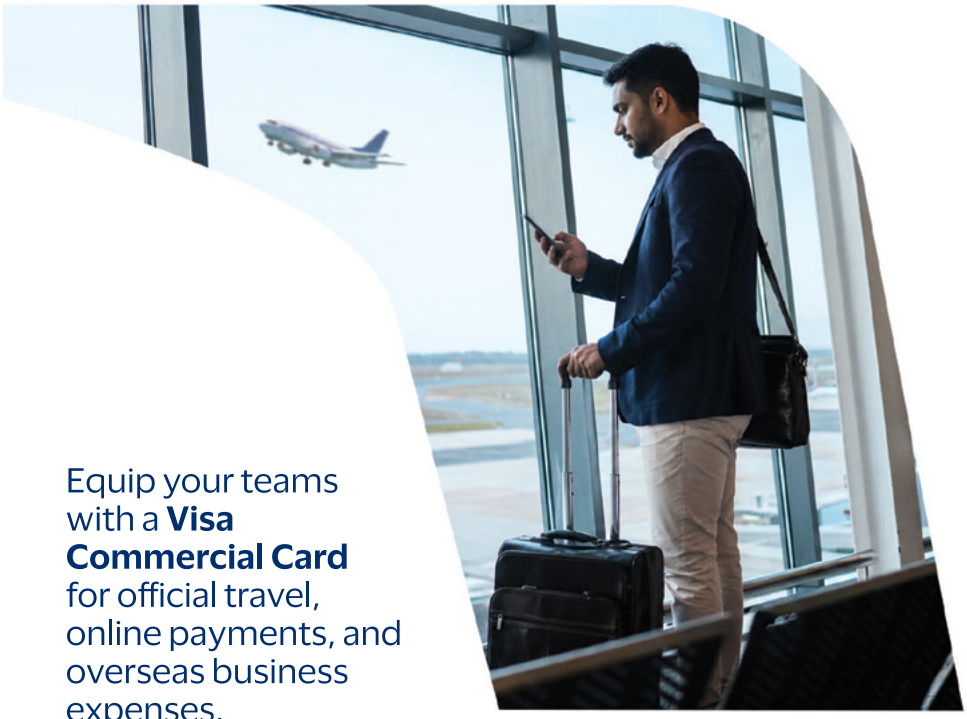
The next stage calls for higher product and market diversification. Sri Lanka still sends significant quantities of high-quality crepe rubber to markets such as Japan, Korea and Taiwan, where it is used to make higher-value products. Expanding local production into medical devices, specialised industrial products and other high-tech applications could increase the value retained within the country. The sector has already shown that product development can expand past traditional rubber exports.

Market concentration also deserves attention. The United States and Europe account for roughly two-thirds of exports, making trade conditions, tariffs and regulatory requirements such as the EUDR especially important. At the same time, there is room to develop markets in the Middle East, Africa and parts of Asia and Eastern Europe. Wider market coverage would reduce the sector's exposure to changes in individual markets.

Moreover, the rubber industry also requires better conditions for investment. Raw material shortages, high energy costs, imported inputs, limited testing facilities, technology gaps and the absence of a dedicated rubber industrial zone add pressure to manufacturers. The proposed Rubber City, better links between growers and processors, more R&D and improved market access could help address some of these gaps.

Sri Lanka does not need to start from the beginning. The country has a long rubber tradition, established manufacturing capabilities and a base of export-oriented firms. The task now is to connect those strengths more effectively with reliable raw material supply, new technology, wider markets and international standards.

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SRI LANKA'S RUBBER JOURNEY:

FROM PLANTATION ROOTS TO VALUE-ADDED MANUFACTURING

Sri Lanka's commercial rubber story began in the late 19th century, when the first plantations were established and natural rubber became an important agricultural export. Over the decades that followed, cultivation expanded and a network of growers, estates, processors and manufacturers developed around the crop.

The sector's position has changed considerably. Sri Lanka was ranked fifth among natural rubber producers in the 1970s, but had fallen to 14th by 2015. More than 70% of national rubber production comes from smallholders. At the same time, the manufacturing side of the industry has expanded, reducing the country's dependence on exports of raw rubber.

By 2013, rubber industry exports exceeded USD 1 billion. Although total industry exports declined to USD 785.7 million in 2015, adding rubberwood brought the total to USD 815.3 million. Finished products generated the vast majority of revenue at USD 746.1 million, driven mainly by tyres (USD 469.8 million) and gloves (USD 164.3 million), while raw rubber exports accounted for a much smaller USD 39.5 million.

This move towards value addition has shaped the industry's modern identity. Sri Lanka is recognised as the world's largest exporter of industrial solid tyres and the fifth largest exporter of latex gloves. Its product base has widened to include pneumatic tyres, medical products, automotive parts, hoses, mats and other industrial components. Sri Lanka's largest export markets for rubber and rubber-finished products (such as solid industrial tires and gloves) are led by the United States and major European economies including Germany, Belgium, Italy, and the United Kingdom, alongside regional partners like India, Pakistan, and Malaysia.

The development has come with a difficult plantation story. Production was about 66.5 million kg in 2024, well below historical levels. Ageing trees, low replanting, changing rainfall patterns and shortages of tappers have reduced output. Growers also face the long waiting period before a new rubber planting becomes productive, along with high establishment costs. In recent years, more rubber land has also been left untapped because workers are not available.

Yet the sector has kept moving into higher-value areas. Manufacturers are developing specialised tyres for industrial and off-road applications, medical gloves and tubing, rubber-metal components, seals, gaskets and other products. Companies are also investing in specialised compounds for heat resistance and applications linked to electric vehicles.

Sri Lanka's next chapter will depend on how well the plantation and manufacturing sides can be connected. Reliable raw material supply, better productivity, new technology and wider export markets will matter as global buyers place more attention on product performance, traceability and environmental standards. The European Union Deforestation Regulation is adding another requirement, with land geolocation and traceability becoming part of export preparation.

From the first commercial plantations to a manufacturing base serving markets across the world, Sri Lanka's rubber story has changed significantly. The industry's future now lies in gaining more value from the rubber already produced while creating the conditions needed to produce more of it.



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OVERCOMING PRODUCTION CHALLENGES & BUILDING RESILIENCE:

SRI LANKA'S RUBBER INDUSTRY

Sri Lanka's rubber sector has endured decades of economic and market fluctuations, yet sustaining production has grown increasingly challenging. From labour shortages and increased cultivation costs to long immature periods of rubber trees, and plantation management concerns, the sector faces a variety of challenges that necessitate collaborative action from the researcher, plantation companies and other stakeholders.

According to a senior researcher at the Rubber Research Institute of Sri Lanka (RRISL), labour shortages remain one of the most pressing issues affecting the plantation sector.

"The biggest challenge in plantations is the lack of tappers. There is also a shortage of labour needed for many other plantation activities," she said.

The industry's major concern is not merely a lack of labourers, but rather a lack of skilled labour capable of maintaining plantations and extracting latex efficiently. This is becoming increasingly challenging since fewer individuals are willing to take up plantation work.

The same concern is expressed at the estate level. Sandupama Dhanawardhana, Senior Assistant Estate Superintendent at Elston Estate in Avissawella, acknowledged labour shortages as the single most significant challenge facing plantations today.

"The biggest issue is labour. This is a problem faced by almost every estate because the number of labourers is decreasing day by day," he said.

He noted that while plantations continue to manage input costs and routine maintenance, labour shortages influence nearly every stage of cultivation from weeding to tapping.

"There are some increases in fertiliser prices and delays at times, but we still have to carry out those activities. Our biggest problem is definitely the labour issue," Dhanawardhana explained.

Rubber cultivation also happens to be a long-term investment that demands regular upkeep before any financial gain can be expected. Unlike seasonal crops, rubber trees require several years of care before they begin to produce latex.

"It costs more than Rs. 3 million to establish a hectare of rubber, and it takes about six years before growers receive any return," the researcher at RRISL said.

Dhanawardhana reiterated this reality from a plantation standpoint.

"We have to maintain the trees for about six years before we get a crop. During that time, there is no income from those trees, but we still have to fertilise them, control diseases and carry out weeding," he said.

Even regular maintenance tasks are becoming increasingly difficult due to labour scarcity.

Senior researchers reflected on how commercial production targets sometimes conflict with good plantation management.

"A tree should ideally be tapped once every two days. But when unrealistic production targets are imposed, trees may be tapped too frequently. Over time, this exhausts plantations. Sri Lanka actually has an exhausted plantation system right now," she explained.

Despite these drawbacks, plantations continue to adapt by adhering to required cultivation practices and managing production based on available capacity.

"When we undertake a supply contract, we only commit to what we know we can manage. Supplying customers on time has not become an issue for us," Dhanawardhana noted.

Senior researchers have emphasised that while research institutions continue to develop recommendations and enhance cultivation practices, scientific guidance alone would not strengthen the industry without broader support.

"It is not enough for us to provide recommendations. Government support is equally important because these businesses require machinery, investment and long-term assistance to succeed," she said.

Looking ahead, building resilience in Sri Lanka's rubber sector will require more than just increased production. Addressing labour shortages, supporting growers during the extended immature phase, improving plantation management, and providing continuous institutional assistance will all be crucial. While the sector faces substantial problems, collaboration among research institutions, plantation companies, and government agencies can lead to a more resilient and sustainable future for Sri Lanka's rubber industry.



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THE GROWING CHALLENGE OF LABOUR SHORTAGES IN SRI LANKA'S RUBBER PLANTATIONS INDUSTRY

Sri Lanka's rubber industry has long been an important part of the country's plantation economy, supporting livelihoods, exports, and a strong value-added manufacturing sector. However, behind its continuous contribution lies a growing concern that has piqued the interest of researchers and industry stakeholders: a shortage of competent labourers, particularly "skilled rubber tappers."

Unlike many other agricultural occupations, rubber tapping is a specific skill that requires precision and experience. The quality and quantity of latex harvested depend heavily on proper tapping techniques, making skilled workers indispensable to the sustainability of the industry.

According to a research officer at the Rubber Research Institute of Sri Lanka, the shortage of "skilled tappers" is a constant key constraint identified in research on the sector.

"Research papers consistently identify the lack of skilled tappers as one of the industry's major constraints," the research officer said.

This challenge is not specific to Sri Lanka. Studies from other rubber-producing nations also show an ageing workforce, reduced youth engagement in plantation employment, and an increase in migration to alternative occupations. While particular labour-force estimations differ across countries, the broader global trend indicates that hiring and retaining skilled plantation workers is getting more challenging.

Sri Lanka exhibits this same pattern. Younger generations are losing interest in plantation work, while many experienced workers are departing for careers that offer better incomes and working conditions.

"This is not an issue unique to rubber. Like the wider agricultural sector, we are seeing fewer young people entering these jobs. Many workers are moving into other occupations," the research officer noted.

The consequences go far beyond the lack of manpower. Poor tapping techniques by unskilled workers diminish latex yields and have a negative impact on the tree's health and output in the long run.

"The issue with tappers is specifically the lack of skilled tappers. Rubber tapping is not like simply harvesting a crop," the research officer said. *"You need to know the correct technique. If trees are not tapped properly, physiological disorders such as tapping panel dryness (TPD) can occur. That is why skilled tappers are extremely important."*

The industry's concerns are acknowledged by plantation companies that manage rubber estates on a regular basis. According to the Director of Plantation and Administration at Malwatte Valley Plantations PLC, hiring younger staff has become increasingly difficult, prompting companies to look for alternate means such as recruiting workers from distant areas to sustain operations.

"The new generation doesn't like to work in estates as labourers. They prefer jobs in towns, shops and other sectors. We bring labourers from faraway places. We provide transport every day, pay them, and that is how we manage. Most of them work on a contract basis rather than as permanent employees. If accommodation were available, we could make these workers permanent. Without housing, it is very difficult to overcome the labour shortage," the Director said.

Recognising this need, the national rubber sector institutions have implemented programs to train skilled tappers and promote better harvesting procedures. The Rubber Research Institute of Sri Lanka, in collaboration with the Rubber Development Department, offers tapper training programs for both smallholder farmers and regional plantation companies.

"We conduct tapper training programmes for both the smallholder and plantation sectors. These programmes are carried out on request and aim to improve the skills needed for proper tapping," the research officer said.

These efforts aim not only to improve technical competency, but also to ensure that knowledge is passed to the next generation of workers. Maintaining a pool of trained tappers is critical to sustaining productivity and safeguarding the quality of Sri Lanka's natural rubber.

While technology continues to support and enhance many aspects of agriculture, rubber tapping remains a profession that is primarily reliant on human expertise. As researchers and industry stakeholders continue to highlight labour shortages as a persistent problem in the industry, attracting, training and retaining skilled labourers will be critical to the future of Sri Lanka's rubber plantations. Investing in people is thus as crucial as investing in the crop itself.

According to statistics from 2022, the rubber industry provides direct and indirect employment to more than 300,000 people, highlighting its importance as a source of livelihoods in Sri Lanka. However, the sector is increasingly dependent on an ageing workforce, with more than 70% of rubber tapping reportedly being carried out by ageing workers, according to 2025 reports.

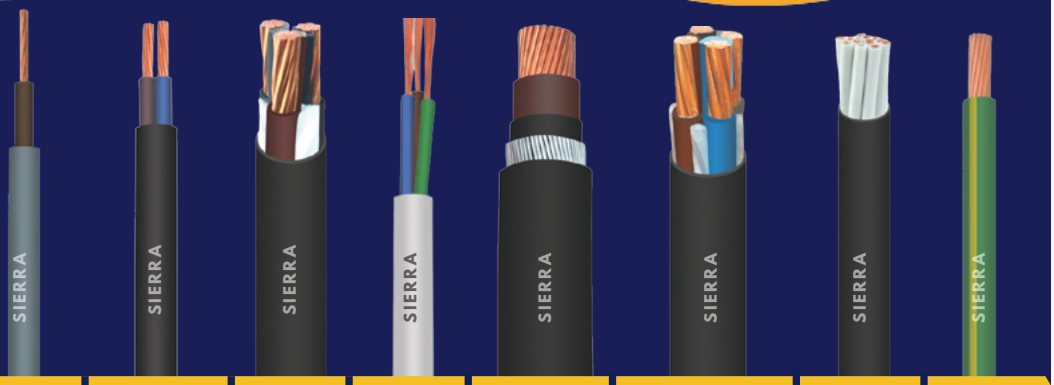
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EMPOWERING RUBBER MSMEs

Sri Lanka's rubber industry extends beyond plantations and large-scale manufacturers. While large manufacturers dominate the industry, micro, small, and medium-sized enterprises (MSMEs) continue to play an important role in the industry ecosystem. These enterprises contribute to product diversification, regional employment, and innovation. Yet, many fail to expand beyond small-scale operations due to financial and technological constraints.

Smallholder farmers and MSMEs remain central to Sri Lanka's rubber sector. Smallholders account for nearly 70% of rubber estates, covering around 133,000 hectares across three major and 15 minor rubber-growing districts. Collectively, smallholder SME farmers contribute more than 75% of the country's rubber supply, underlining their importance to the industry and the need for greater support as producers adapt to evolving global standards.

According to a senior the researcher at Research Biology at the Rubber Research Institute of Sri Lanka (RRISL), the country's rubber manufacturing landscape is dominated by large-scale enterprises and sometimes medium-scale ones, with very few truly small manufacturers venturing into rubber product manufacturing.

"The main reason is that manufacturing rubber products requires significant machinery. Small and medium players often find it difficult to bear those costs," she explained.

Unlike many other manufacturing businesses, rubber production requires several specialised procedures before a completed product can be produced. Every level necessitates technical expertise and specialised equipment.

"You cannot simply take rubber and make a product. It has to go through compound preparation, chemical mixing and vulcanisation. The technology required is quite extensive and the cost of going through that process is generally difficult for small-scale enterprises," the researcher said.

The initial investment alone can discourage entrepreneurs. Essential machinery such as mixers and Banbury mixers represents a substantial capital investment, while product-specific moulds can cost millions of rupees each.

"When you manufacture a product, you need a mould designed specifically for that product. A single mould can cost around Rs. 3 million, which many small businesses simply cannot afford," the researcher noted.

The challenge goes beyond machines. The majority of chemicals and processing materials used by manufacturers are imported, which raises manufacturing costs and exposes enterprises to import tariffs and exchange rate fluctuations.

"Raw materials are very expensive because many of the chemicals have to be imported. There is little relief in terms of taxes or import costs, so production becomes very expensive for small manufacturers," the researcher said.

Microcells (Pvt) Ltd, a medium-sized enterprise, shows how an MSME can operate within this demanding industry. The company manufactures rubber sheeting, flooring and mat products, as well as vulcanised rubber compounds, using both natural and synthetic rubber and exports products to global markets.

According to Mahesha Perera, Head of Marketing at Microcells (Pvt) Ltd, recent geopolitical have left the company facing pressure from rising costs across several areas of its operations.

"With the recent tension from the Iran war and the hike in oil pricing, we mainly face price increases in many raw materials which are derived from oil. Increasing electricity/fuel costs as well as freight rates, labour shortages, and compliance/certification costs, all pose challenges," Perera explained.

For Microcells, government support could also play a greater role in helping MSMEs expand internationally.

"We believe the government can give more incentives and introduce new policies to enter the global market. Getting access to new markets and support in marketing related expenses will be very helpful," Perera said.

For many entrepreneurs, access to affordable funding is still the missing link between innovation and commercial success. Research institutions can bring new technology and production procedures, but businesses still need to invest in equipment and expand their operations.

"These are not businesses that can start with minimal investment. They require machinery, skilled people and significant financial resources. Government support is essential if more entrepreneurs are to enter this sector," the researcher added.

To help overcome these challenges, the RRISL organises technology transfer programs and offers training, notably to cottage industries and entrepreneurs interested in small-scale rubber goods. However, technical guidance alone cannot address the structural constraints that MSMEs face.

"We conduct programmes for cottage industries and provide technical guidance. But even with training, people still need machinery, moulds and capital to begin manufacturing," the researcher explained.

Strengthening access to capital, technology, market development, and targeted government support could help more small and medium-sized enterprises to grow up the value chain, adding to the country's goal of increasing value-added rubber exports.

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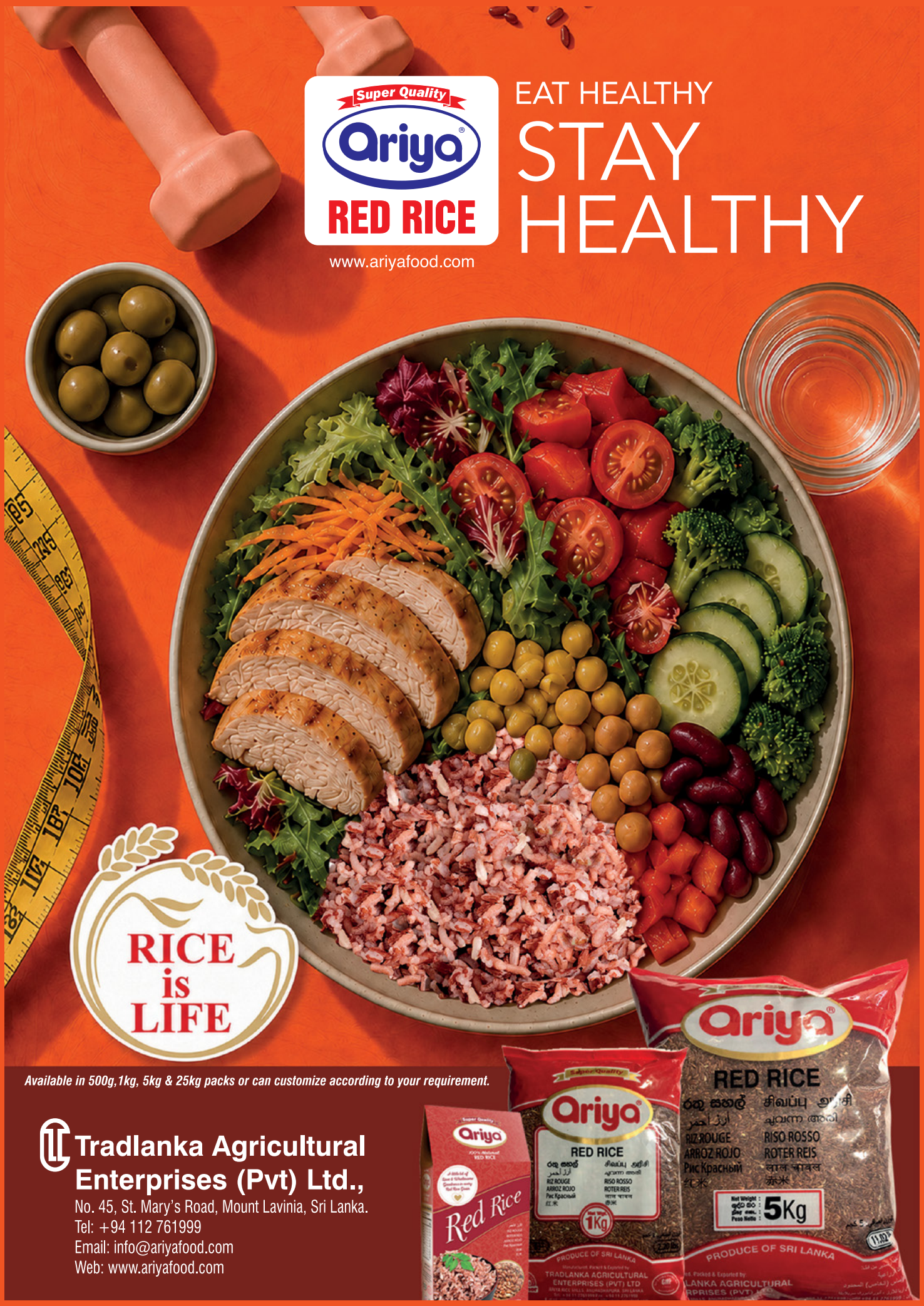
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SRI LANKAN RUBBER PRODUCTS:

EXPANDING EXPORT OPPORTUNITIES IN THE EUROPEAN MARKET



Ms. Prasadi Boomawalage
First Secretary (Commercial)
Embassy of Sri Lanka, Paris, France

OVERVIEW

Sri Lanka's rubber industry has evolved from a traditional natural rubber sector into a sophisticated manufacturing industry producing a wide range of value-added rubber products for international markets. The sector combines the country's natural rubber resources with established manufacturing expertise in products ranging from tyres and gloves to industrial components, hoses, flooring and specialised rubber articles.

Rubber and rubber-finished products remain an important contributor to Sri Lanka's export earnings. According to the Sri Lanka Export Development Board (EDB), export revenue from rubber and rubber-finished products amounted to USD 945.73 million in 2025, although this represented a 5.56% decline compared with 2024, mainly due to lower exports of pneumatic and retreaded rubber tyres and tubes. The EDB has identified USD 1.5 billion in export revenue as the sector's target for 2030, highlighting the scope for further expansion through value addition and market diversification.

COMPETITIVENESS OF SRI LANKA'S RUBBER INDUSTRY

Sri Lanka has long-standing expertise in the cultivation, processing and manufacture of natural rubber. The country has developed a diverse rubber manufacturing base capable of supplying both natural rubber and a range of finished products to demanding international markets. The industry includes manufacturers of tyres, industrial and surgical gloves, moulded rubber products and other specialised rubber articles. The EDB identifies Sri Lanka as a major producer of natural rubber and finished rubber products, supported by an established industrial ecosystem and skilled manufacturing capabilities.

The country's principal strength lies increasingly in value-added manufacturing. Rather than focusing solely on exports of raw or semi-processed rubber,

Sri Lankan manufacturers can serve European demand for specialised tyres, gloves, automotive and industrial components, seals, hoses, flooring and other technically demanding applications. This provides opportunities to develop longer-term commercial relationships with European manufacturers, distributors and industrial users.

OPPORTUNITIES IN THE EUROPEAN MARKET

The European Union remains an important market for Sri Lankan exports. In 2025, the EU was Sri Lanka's second-largest trading partner, accounting for 12.5% of Sri Lanka's total trade in goods, while total EU-Sri Lanka trade in goods reached EUR 3.9 billion.

France also provides opportunities for further expansion. According to the French Treasury, French imports from Sri Lanka in 2025 included EUR 35.1 million of rubber and plastic articles, representing 7.5% of France's total imports from Sri Lanka. The French market already benefits from the presence of Sri Lankan rubber manufacturing capacity supplying international industrial value chains, providing a foundation on which further trade can be developed.

For Sri Lankan exporters, opportunities exist particularly in specialised tyres, industrial and surgical gloves, automotive components, sealing products, hoses, flooring and other value-added rubber applications. European buyers increasingly seek suppliers capable of meeting demanding technical specifications, quality standards and sustainability requirements. Sri Lankan manufacturers with established international certifications and experience in sophisticated markets are therefore well placed to deepen their presence.

PREPARATION FOR THE EU DEFORESTATION REGULATION (EUDR)

An important consideration for Sri Lankan rubber exporters is the European Union Deforestation Regulation (EUDR), under which rubber is a relevant commodity and certain rubber-derived products are covered. The Regulation will apply from 30 December 2026 for large and medium-sized operators, while most micro and small operators will have until 30 June 2027. The requirements place greater emphasis on demonstrating that relevant products are not associated with deforestation or forest degradation and comply with applicable legislation in the country of production.

Sri Lankan exporters should therefore begin preparing well ahead of these deadlines by strengthening traceability throughout the rubber supply chain, maintaining reliable records at plantation and supplier level, and developing the systems needed to provide European buyers with the required information. Early preparation can turn compliance into a competitive advantage. Companies able to demonstrate credible traceability, responsible sourcing and sustainability practices may be better positioned to meet the requirements of European buyers and secure long-term supply relationships.

This is particularly relevant as the EU's renewed GSP framework also places greater emphasis on sustainable development, environmental protection and climate considerations. Sri Lanka remains a beneficiary of the EU GSP+ arrangement, which provides preferential access for eligible products. The new EU GSP Regulation, signed in June 2026, will apply from 1st of January 2027 and will continue the GSP+ arrangement while strengthening its links with sustainable development and good governance.

For rubber exporters, the combination of preferential access for eligible products and stronger environmental and supply-chain credentials can support both price competitiveness and market positioning. Exporters should therefore view EUDR readiness and GSP+ utilisation as complementary elements of their European market strategy.

TRADE PROMOTION AND MARKET ACCESS

Participation in specialised European trade exhibitions can provide Sri Lankan rubber companies with direct access to manufacturers, distributors and industrial buyers. In France, JEC World, held at Paris Nord Villepinte, provides a major international platform for advanced materials, composites and industrial applications. The 2027 edition will take place from 2–4 March 2027 and offers opportunities for companies to identify partners, explore new applications and develop international business connections.

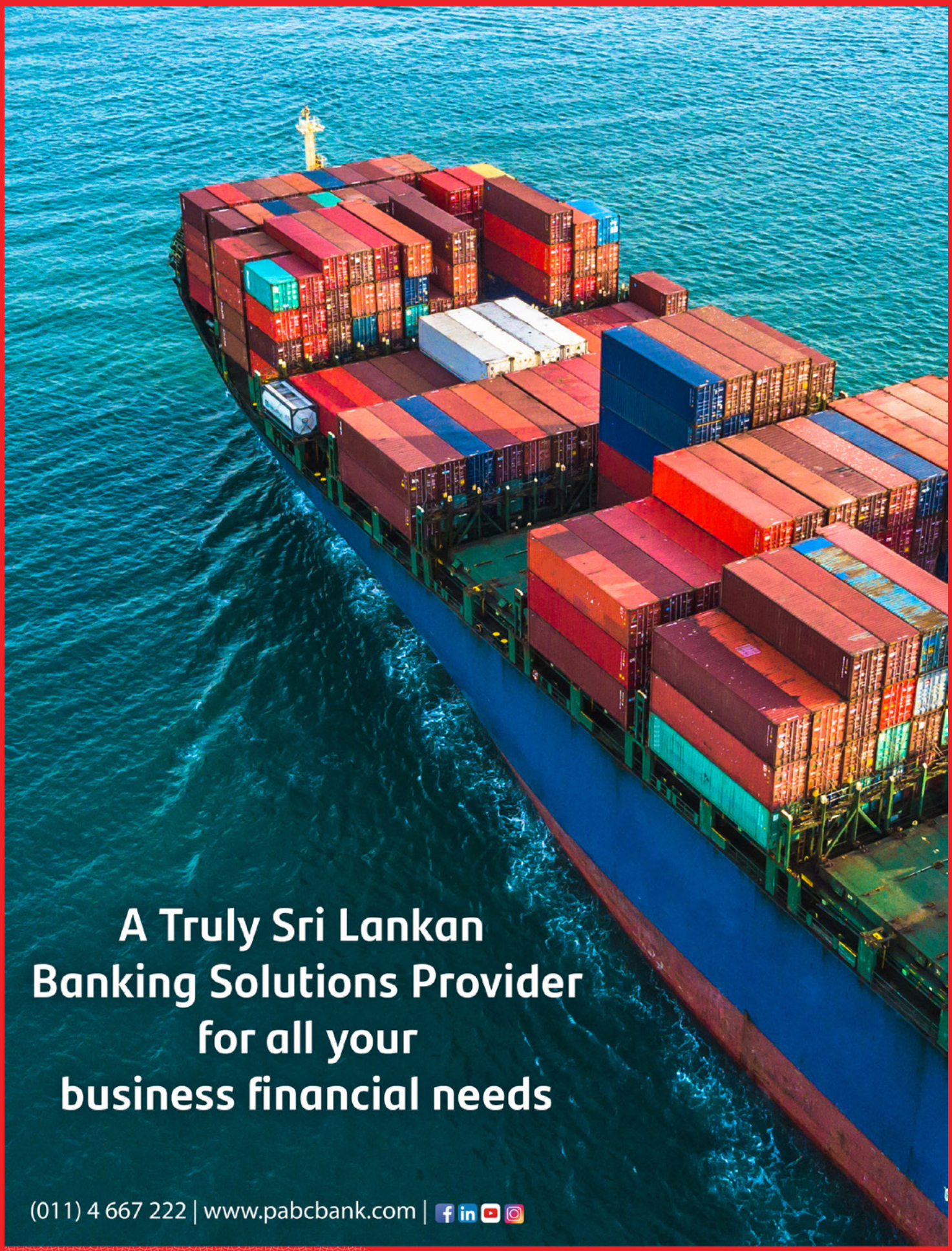
Participation in such events should ideally be combined with targeted business-to-business meetings with European importers, distributors, original equipment manufacturers and industrial users, enabling Sri Lankan companies to move beyond general exhibition visibility towards commercial partnerships and long-term supply relationships.

LOOKING AHEAD

Sri Lanka's rubber industry has already demonstrated its ability to compete in demanding international markets. The next stage of growth should focus on expanding value-added manufacturing, developing specialised applications and preparing proactively for the increasingly important environmental and traceability expectations of European buyers.

The Embassy of Sri Lanka in Paris, together with the Sri Lanka Export Development Board, can support this process by facilitating business networking, providing market intelligence and connecting Sri Lankan exporters with potential importers, distributors and industrial partners in France and other European markets.

By combining Sri Lanka's established rubber manufacturing expertise with stronger traceability, sustainability practices, technical innovation and effective engagement with European buyers, the country can build on its existing market presence and further expand the value and diversity of its rubber exports to Europe.


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INDIA'S GROWING RUBBER MARKET:

OPPORTUNITIES FOR SRI LANKAN EXPORTERS





Mr. Kapila J. Kumara
Minister Counsellor – Commercial
Sri Lanka High Commission in New Delhi

India is one of the most promising regional markets for Sri Lankan rubber exporters. Its large population, growing middle class, expanding manufacturing sector and rising demand for mobility, healthcare, infrastructure and industrial products create opportunities across the rubber value chain. Although India has a strong domestic rubber industry, production does not fully meet consumption, creating continued demand for reliable international suppliers.

A SIGNIFICANT SUPPLY GAP CREATES IMPORT OPPORTUNITIES

India produced approximately 875,000 MT of natural rubber in FY2024/25, while consumption reached around 1.41 million MT, resulting in a supply gap of approximately 535,000 MT. Around 40% of the natural-rubber requirement of India's tyre industry is met through imports, demonstrating the important role of foreign suppliers.

AUTOMOTIVE AND TYRE INDUSTRY: A MAJOR DEMAND DRIVER

The automotive and tyre industries are major drivers of rubber demand. India's tyre exports reached a record US$3.09 billion in FY2025/26, growing approximately 9% from the previous year. Indian tyres were exported to more than 170 countries in FY2024/25, while Farm and Off-the-Road tyres represented nearly 60% of export value. This strong manufacturing base creates opportunities for suppliers of natural rubber, compounds, tyre components and specialised rubber products.

BEYOND NATURAL RUBBER: FOCUS ON VALUE-ADDED PRODUCTS

Sri Lankan exporters should look beyond bulk natural rubber and focus on value-added products, including medical gloves, solid tyres, speciality rubber compounds, engineered rubber products, automotive components, seals, hoses and other customised products. Healthcare, footwear, logistics, warehousing and automotive manufacturing offer particularly promising areas. Sri Lankan companies with appropriate certifications, reliable quality systems and technical capabilities can target Indian importers, distributors, OEMs and Tier-1 suppliers.

REGULATORY COMPLIANCE: A KEY MARKET-ENTRY REQUIREMENT

Market entry requires careful preparation. Exporters should identify the correct HS code, assess eligibility under the India–Sri Lanka Free Trade Agreement (ISFTA) and the South Asian Free Trade Area (SAFTA), and verify applicable rules of origin. They must also check Bureau of Indian Standards (BIS) and Quality Control Order (QCO) requirements before shipment, as certain products may require testing, certification or conformity assessment.

TARGETED MARKET ENTRY THROUGH KEY INDUSTRIAL HUBS

India is a large and diverse market, and Sri Lankan exporters should adopt a targeted rather than broad-based market-entry strategy. Companies can initially focus on key industrial hubs where potential buyers are concentrated, particularly centres for rubber products, automotive manufacturing, tyre production and engineering industries. Developing relationships with Indian distributors, agents, manufacturers, OEMs and Tier-1 suppliers in these locations can help Sri Lankan exporters identify customer requirements, establish technical relationships and build long-term business opportunities.

SRI LANKA'S COMPETITIVE ADVANTAGE

Sri Lanka's geographic proximity, established commercial links and rubber-manufacturing expertise provide a strong foundation. However, success will depend on quality, competitive pricing, regulatory compliance, technical support, reliable delivery and value addition. With targeted market research and coordinated trade promotion, Sri Lankan rubber companies can build sustainable positions in India and convert the country's growing demand into long-term export opportunities.

The Sri Lanka High Commission in New Delhi is available to facilitate these efforts by providing market intelligence, identifying potential Indian buyers, facilitating trade exhibition participation and business meetings, supporting trade delegations, and assisting Sri Lankan companies in addressing market-access and regulatory concerns. Interested Sri Lankan exporters are welcome to contact us at comslhcnd@gmail.com for further assistance.

SRI LANKA-UAE:

UNLOCKING THE NEXT CHAPTER FOR SRI LANKA'S RUBBER INDUSTRY



Mr. Alexi Gunasekera
Consul General of Sri Lanka in Dubai and the Northern Emirates

Sri Lanka's rubber industry is one of the country's most important export sectors, with a proud history, strong manufacturing capabilities and an international reputation for quality. Yet, as Sri Lanka looks towards expanding exports and reaching its 2030 ambitions, the industry must increasingly move from traditional markets towards new markets, new partnerships and higher-value products. In this context, the United Arab Emirates offers an exceptional opportunity.

The UAE should not be viewed simply as another destination for Sri Lankan rubber exports. It should be regarded as a strategic gateway to the GCC, the wider Middle East and Africa. Dubai's world-class logistics infrastructure, international connectivity, free zones, sophisticated financial system and extensive re-export network provide Sri Lankan manufacturers with a platform from which to reach a much larger regional market.

FROM RUBBER TO VALUE-ADDED RUBBER PRODUCTS

The future opportunity lies not simply in exporting natural rubber, but in exporting value-added, technologically advanced and specialised rubber products. Sri Lanka has considerable expertise in solid tyres, automotive components, industrial products, gloves, hoses, seals, gaskets, flooring and other rubber-based products. These capabilities can be matched with growing demand across the Gulf arising from construction, infrastructure, automotive, logistics, oil and gas, healthcare and manufacturing. The UAE market therefore offers opportunities for Sri Lankan companies to move further up the value chain from raw materials to finished and engineered products.

THE UAE AS A REGIONAL DISTRIBUTION HUB

A particularly promising strategy would be to encourage Sri Lankan rubber manufacturers to establish regional sales offices, warehouses, distribution centres and joint ventures in the UAE. A Sri Lankan product entering Dubai should not necessarily stop in Dubai. It should be capable of moving onwards to Saudi Arabia, Qatar, Oman, Kuwait, Bahrain and other regional markets. This would allow Sri Lankan manufacturers to combine their production strengths with the UAE's logistics and distribution advantages.

CHALLENGES WE MUST ADDRESS

We must also be realistic about the challenges facing the industry. Sri Lankan producers face rising production, energy, labour and logistics costs, competition from major Asian rubber-producing and manufacturing countries, and constraints relating to raw-material availability and skilled labour. The answer cannot be to compete only on price. Sri Lanka must compete on quality, innovation, reliability, sustainability, traceability and specialised manufacturing capability. The industry should also strengthen its understanding of UAE standards, certification, procurement

practices and the requirements of major GCC buyers.

INVESTMENT PROTECTION AND PROMOTION AGREEMENT AND PROPOSED CEPA: AN OPPORTUNITY FOR TRANSFORMATION

The recently signed Sri Lanka–UAE Investment Protection and Promotion Agreement provides a timely platform to take bilateral cooperation in the rubber sector to a new level. Its significance extends beyond investment protection: it can help create greater confidence for UAE investors to participate in Sri Lanka's rubber plantations, processing, advanced manufacturing and value-added rubber industries.

The opportunity is to move beyond a traditional buyer–seller relationship towards a Sri Lanka–UAE rubber value chain. Sri Lanka possesses a strong natural rubber base, specialised manufacturing capabilities and an established export industry, while the UAE offers capital, technology, logistics, finance, global business networks and access to the wider GCC, Middle Eastern and African markets.

There is considerable potential for UAE–Sri Lanka joint ventures in high-value sectors including tyres, medical and industrial gloves, automotive components, hoses, seals, engineering products, rubber flooring, speciality rubber products and recycling technologies. UAE investment in Sri Lanka could establish manufacturing and export platforms, while Sri Lankan manufacturers could use the UAE as a regional distribution and marketing hub.

The next chapter should therefore focus on investment, joint ventures, technology transfer, research and development, market access and value-added exports. The Consulate General of Sri Lanka in Dubai and the Northern Emirates, together with the Sri Lanka Export Development Board, the Sri Lankan rubber industry, UAE chambers and relevant investment institutions, can play a catalytic role in connecting investors, manufacturers and buyers.

The strategic vision should be to develop a "Sri Lanka–UAE Rubber Corridor" linking Sri Lanka's natural resources, manufacturing expertise and skilled workforce with the UAE's investment, logistics and global market reach. Such a partnership can generate new investment, create employment, strengthen exports and position Sri Lankan rubber products more competitively across the GCC and beyond.

The Investment Promotion and Protection Agreement (IPPA) gives us an important foundation. The task now is to convert that framework into real investments, real partnerships and real export opportunities, unlocking the next chapter of Sri Lanka–UAE economic cooperation in rubber.

The proposed Sri Lanka–UAE Comprehensive Economic Partnership Agreement (CEPA) could provide an important platform for this transformation. A modern CEPA should go beyond tariff concessions. It should facilitate trade in goods and services, investment, digital commerce, professional mobility, standards cooperation and stronger supply-chain integration.

For the rubber sector, improved market access for tyres, automotive components, industrial rubber products, medical products and specialised engineered products could create significant opportunities. More importantly, CEPA can encourage UAE investment and partnerships in Sri Lankan manufacturing, enabling companies from both countries to participate in regional value chains.

BUILDING A STRONGER BUSINESS ECOSYSTEM

The success of this agenda requires close cooperation between the public and private sectors. The Embassy of Sri Lanka in Abu Dhabi can provide strategic government-to-government engagement, while the Consulate General of Sri Lanka in Dubai and the Northern Emirates can serve as a frontline commercial facilitator.

The Export Development Board (EDB) can lead export development and market intelligence, while the National Chamber of Exporters (NCE) can mobilise Sri Lankan exporters and provide the essential private-sector voice.

Sri Lankan professional associations and business organisations in the UAE can contribute market knowledge, technical expertise and business networks. At the same time, Dubai Chambers, Abu Dhabi Chamber and other UAE chambers can help connect Sri Lankan companies with buyers, distributors and investors.

OUR OBJECTIVE SHOULD BE TO MOVE FROM:

Exhibitions → B2B meetings → Business leads → Contracts → Investment → Long-term partnerships.

BEYOND TRADE FAIRS

Trade fairs such as Automechanika Dubai, ArabPlast and other specialised automotive, industrial and manufacturing exhibitions provide valuable platforms. But participation should be more targeted.

Sri Lanka should identify qualified buyers before each exhibition, arrange structured B2B meetings and follow every lead after the event.

We should measure success not by the number of brochures distributed or meetings held, but by orders secured, distributors appointed, investments generated and exports increased.

A SHARED VISION FOR 2030

The future of Sri Lanka's rubber industry lies in connecting our country's natural resources and manufacturing expertise with global markets, technology and investment. The UAE can play a pivotal role in this journey. I therefore believe that we should work towards a clear strategic vision:

Position Dubai as Sri Lanka's regional hub for value-added rubber products, using the UAE as a gateway to the GCC, Middle East and African markets.

This is not simply about increasing rubber exports to the UAE. It is about creating a deeper Sri Lanka–UAE industrial partnership, attracting investment, expanding manufacturing, developing regional distribution networks and creating new opportunities for Sri Lankan exporters.

As we look towards 2030, the message is clear: Sri Lanka has the capability; the UAE provides the gateway; and together, through stronger partnerships between government, chambers and the private sector, we can unlock the next chapter of Sri Lanka's rubber industry.



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BOUNCING WEST:

SRI LANKA'S RUBBER INDUSTRY EYES FRANCE, SPAIN AND PORTUGAL

A small island's natural rubber sector is betting that quality, not price, will win it a foothold in Western Europe's industrial flooring market.

For decades, Sri Lanka's rubber trade has run on a familiar track: raw latex, sheet rubber and tyres, shipped mostly to Asia and North America. But a new market intelligence report from the Sri Lanka Embassy's Commercial Division in Paris makes the case for a different destination — the industrial mats, anti-fatigue flooring and technical rubber components used in warehouses, factories and food-processing plants across France, Spain and Portugal.

The timing looks favourable. Sri Lanka's broader export engine is running hot: the country's total exports crossed US$9 billion in the first half of 2026, and rubber and rubber-based products alone earned US$492.32 million in that period, up 5.24% year-on-year, driven largely by tyres and tubes. Industry leaders are now targeting US$1.1 billion in rubber export earnings for the full year.

A €70-MILLION OPENING

The European numbers, drawn from World Bank trade data and Euromonitor, are the report's strongest hook. France's rubber products market alone was worth roughly USD 11.2 billion in 2024, with imports covering 78.2% of domestic demand and businesses accounting for 76.9% of consumption — a market built for B2B suppliers, not retail brands. Within that, France imported about €53 million of vulcanised rubber floor coverings and mats in 2023. Sri Lanka is already there in a modest way, ranking as France's 12th-largest supplier with €1.8 million in exports — about 3.4% of the import market.

Spain, the report's second-priority market, is smaller in this niche (around €12 million in mat imports) but even more import-dependent, with 85.2% of demand met by imports and 93.7% of consumption coming from business buyers. Sri Lanka's current footprint there is tiny — €45,000, or 0.4% of imports — leaving considerable room to grow. Portugal, importing about €5.3 million worth of the same product category, is framed less as a destination in its own right and more as a gateway: many Portuguese distributors also serve Spanish customers, making it a two-for-one entry point into the Iberian Peninsula.

RACING INDIA ON VALUE, NOT PRICE

The report is candid about the obstacle in the room: India dominates Europe's rubber mat trade on manufacturing scale and cost. Sri Lanka, it argues, shouldn't try to out-price that. Instead, the pitch to European distributors and OEMs rests on natural-rubber expertise, certified quality systems, and reliability — the kind of attributes that matter more once a buyer is choosing anti-slip flooring for a hospital or a food plant than when they're comparing commodity sheet rubber.

There are signs the wider industry is leaning the same way. Sri Lankan rubber exporters reported a 24.3% year-on-year jump in earnings in May 2026 alone, and industry groups have welcomed recent U.S. tariff changes as evidence that quality-focused, mid-scale exporters can capture share when cost dynamics shift. Whether European buyers respond the same way to a "value over volume" pitch remains to be tested.

THE PLAYBOOK: FEWER PARTNERS, SHARPER FOCUS

Rather than a broad prospecting campaign, the report recommends concentrating on a short list of established distributors — France's Rubix, Manutan and Descours & Cabaud; Spain's BigMat; Portugal's Mundimat — paired with selective trade fair appearances, including Expoprotection in Paris and Advanced Manufacturing Madrid, both aimed squarely at industrial procurement and workplace-safety buyers.

The sequencing is deliberate: France first, as the largest and most mature market; Spain next, for industrial expansion; Portugal last, as the regional bridge into southern Europe. It's a modest, phased ambition — but for an industry used to shipping bulk latex, it marks a shift toward selling expertise, not just rubber.

Article developed based on Market Intelligence Report prepared by the Commercial Division, Embassy of Sri Lanka in France in July 2026.

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ADVANCING SRI LANKA'S RUBBER INDUSTRY THROUGH RESEARCH AND TESTING SERVICES:
THE ROLE OF THE INDUSTRIAL TECHNOLOGY INSTITUTE (ITI)



Mr. Lahiru Abeykoon
Senior Research Scientist
Materials Technology Section
Industrial Technology Institute

Sri Lanka has a long-standing reputation as a global supplier of high-quality natural rubber and rubber products. The rubber industry remains one of the country's key export sectors, contributing significantly to economic development, employment generation, and international trade. The rapidly changing global market, increasing sustainability requirements, and demand for advanced rubber products require continuous research, innovation, and technological advancement.

The Industrial Technology Institute (ITI), as Sri Lanka's pioneer organization for industrial research and technology development, has played a significant role in supporting the industry through scientific research, testing services, and technology transfer. Through its Rubber Technology, ITI has contributed towards improving product quality, developing value-added rubber products, and performing rubber testing as the competitiveness of Sri Lankan rubber manufacturers in global markets.

ITI's research activities in rubber technology have focused on addressing industrial challenges and developing innovative solutions for both natural rubber and rubber-based products. The institute has supported the rubber sector through formulation development, characterization of raw materials, performance evaluation, failure analysis, and optimization of manufacturing processes.

MAJOR RESEARCH AREAS AND INNOVATIONS CARRIED OUT AT ITI

Development of Value-Added Rubber Products

One of the key research areas at ITI has been the development of high value-added rubber products beyond conventional rubber commodities. Research has focused on improving the performance characteristics of rubber compounds and developing products suitable for specialized applications.

Examples;

- Improvement of mechanical properties of rubber products.
- Development and optimization of rubber formulations for industrial applications.
- Development of specialty rubber compounds for demanding applications.

Nanotechnology Applications in Rubber Composites

The incorporation of advanced nanomaterials into rubber compounds is an emerging research area. ITI has explored the potential of nanotechnology to enhance rubber performance by improving:

- Mechanical strength.
- Thermal stability.
- Wear resistance.
- Functional properties.

Nanomaterial-reinforced rubber composites have significant potential for applications in high-performance rubber products.

Test services carried out at ITI

The Industrial Technology Institute (ITI) provides scientific and technical support to the rubber industry through advanced

testing and characterization of rubber materials and products. The ITI rubber testing laboratory is accredited to ISO/IEC 17025, demonstrating its competence to perform internationally recognized testing services. Equipped with modern analytical facilities and experienced technical personnel, the laboratory delivers reliable and accurate test results to support product development, quality assurance, regulatory compliance, and research activities within the rubber sector.

- Tensile and tear properties.
- Hardness and abrasion resistance.
- Aging behavior under different environmental conditions.
- Chemical and thermal resistance.
- Compression Set.
- Density of Rubber.
- Heat Ageing.

Such testing capabilities help industries maintain international quality standards and improve product reliability.

Beyond research and testing activities, ITI provides technical consultancy and knowledge support training programmes to rubber manufacturers, exporters, and entrepreneurs. By assisting industries in product improvement, troubleshooting manufacturing issues, and complying with international standards, ITI contributes towards enhancing the competitiveness of Sri Lankan rubber exports. The institute also collaborates with universities, research organizations, and industry partners to promote innovation-driven development within the rubber sector.

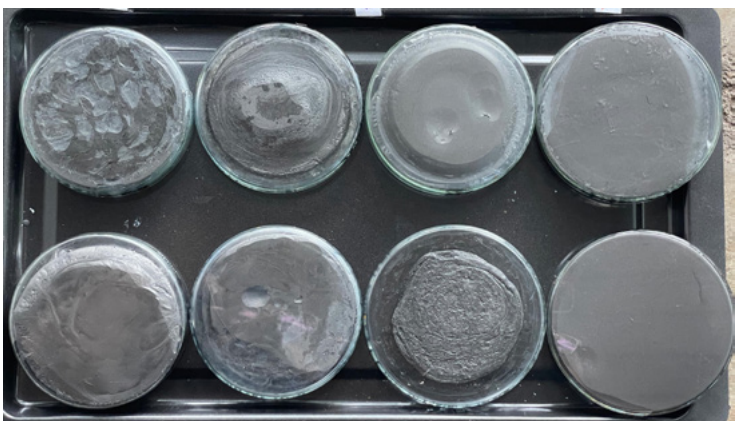
Future Directions

The global rubber industry is undergoing a significant transformation driven by increasing sustainability requirements, advancements in manufacturing technologies, and evolving consumer expectations. To remain competitive and support the industry's future growth, the Industrial Technology Institute (ITI) will continue to focus its research on innovative and sustainable rubber technologies. One of the primary research priorities is the development of sustainable and circular rubber solutions, including the recycling and reuse of waste rubber materials, devulcanization technologies for recovering valuable resources from end-of-life rubber products, the development of biodegradable and bio-based rubber additives, and strategies to reduce the carbon footprint of rubber manufacturing processes.

Another important research direction is the advancement of rubber nanocomposites with enhanced mechanical, thermal, and functional properties. These next-generation materials have significant potential for applications in high-performance automotive components, smart rubber products, conductive and electromagnetic shielding composites, and other advanced engineering applications requiring superior performance. Simultaneously, increasing environmental regulations and restrictions on hazardous chemicals are driving the need for greener rubber compounding technologies. Future research will therefore emphasize the use of bio-based fillers and additives, natural antioxidant systems, low-energy curing technologies, and safer chemical alternatives that minimize environmental impact while maintaining product quality.

The rubber industry remains a vital sector for Sri Lanka's export economy, and continuous innovation is essential to maintain its global competitiveness. Through its research, testing, consultancy, and technology development activities, the Industrial Technology Institute continues to support the transformation of Sri Lanka's rubber industry from a commodity-based sector into a technology-driven, value-added industry. By focusing on sustainability, advanced materials, nanotechnology, and digital transformation, ITI aims to contribute towards the development of next-generation rubber products that meet future global demands and strengthen Sri Lanka's position in the international rubber market.









SIGNIFICANCE OF THE RUBBER INDUSTRY TO SRI LANKA AND RRISL:

WORLD'S FIRST RUBBER RESEARCH INSTITUTE



Ms. T.H.P. Sarojini Fernando
Acting Director,
Rubber Research Institute of Sri Lanka

The rubber industry is of major importance to Sri Lanka since it is a complete economic value chain linking plantations and growers with processing industries, manufacturing, exports, employment, research and technological innovation. Its importance can be viewed through rubber cultivation, farmer income, raw material supply, processing, rubber product manufacturing, employment generation, exports, foreign exchange generation and national economic development. The industry therefore has a strategic role in connecting the rural economy with Sri Lanka's industrial and export economy. The economic value of the rubber tree extends far beyond latex. A properly managed rubber plantation produces income throughout its life cycle: latex during its productive 30 years and valuable timber at the time of uprooting. With appropriate treatment and processing, rubberwood can be transformed into high-quality furniture and other value-added products for domestic and export markets. Rubber plantations also contribute to energy resources through rubberwood and rubber biomass. The contribution to rural firewood needs and potential industries is much broader. It supports industries requiring process heat. Rubber has an additional, often under-recognised value for Sri Lanka: rubber landscapes can become destinations for eco-tourism, agricultural tourism and educational tourism. The rubber industry is important to Sri Lanka as a strategic national value chain that creates rural livelihoods, supports advanced manufacturing, generates export earnings and foreign exchange, provides employment and creates opportunities for scientific and technological innovation. Strengthening the productivity and sustainability of the rubber sector is therefore an investment in both rural development and national industrial development.

RUBBER RESEARCH INSTITUTE OF SRI LANKA

The Rubber Research Institute of Sri Lanka (RRISL) is the scientific backbone and national knowledge repository of Sri Lanka's rubber industry. Its real value is the protection and enhancement of the country's rubber resource through science, innovation, technology transfer and human-capacity development. The successful establishment of rubber in Sri Lanka marked the birth of a sustainable and environmentally friendly plantation crop that would eventually provide one of the world's most versatile industrial raw materials. Dartonfield Estate, Agalawatta, offered a very suitable location for long-term research activities as the headquarters of rubber research in Sri Lanka and continues to serve as the home of RRISL. RRISL stands as the oldest rubber research institute in the world, with more than a century of service to the rubber industry. Through its continuous commitment to research and development, the Institute has significantly contributed to the sustainable growth of the rubber sector and remains a centre of excellence in rubber science and technology. In 2026, RRISL, together with its sister organisation, the Rubber



Development Department (RDD), commemorates the 150th anniversary of the introduction of rubber to Sri Lanka. The introduction of rubber in 1876 at the Henarathgoda Botanical Gardens marked the beginning of an industry that has become one of the country's most important agricultural and industrial sectors.

RRISL operates through two principal research divisions: the Agronomy Division, located at Dartonfield, Agalawatta, and the Technology Division, located at Rathmalana. The Agronomy Division is situated in a picturesque and tranquil environment surrounded by extensive rubber plantations, providing ideal conditions for conducting research related to rubber cultivation, plant breeding, soil science, plant science, plant physiology, crop management, and disease control. This unique setting enables scientists to carry out field-based research under conditions representative of commercial rubber plantations. The Technology Division at Rathmalana serves as the centre for research on rubber processing, product development, polymer science, chemical analysis, and industrial applications. Its location near the country's manufacturing and export sectors facilitates collaboration with industry stakeholders and provides advanced testing, analytical, and technical services to rubber producers and manufacturers.

As the world's oldest institution dedicated to rubber research, RRISL has evolved into a multidisciplinary research organisation. The Institute presently comprises fourteen research departments and several specialised units, supported by the Head Office Administration and Finance Division and other supporting sections located primarily at Dartonfield, Agalawatta. Through these departments and units, the Institute conducts research, technology development, training, extension services, and advisory programmes covering the entire rubber value chain, from cultivation and processing to product development and industrial utilisation. For more than a century, RRISL has served as the scientific backbone of Sri Lanka's rubber industry.

RRISL generates scientific knowledge and our sister organisation, RDD, translates this into national economic value by protecting the rubber tree, improving farmer productivity, strengthening the rubber industry and safeguarding the future of Sri Lanka's rubber sector. Our greatest international asset is not simply the age of RRISL. It is the knowledge, technologies, scientific expertise and international relationships accumulated over more than a century. RRISL has helped establish Sri Lanka as a country that does not merely grow rubber—it contributes to the science of rubber.







POLICY AND MASTER PLAN REVIEW:

REBUILDING SUPPLY WHILE MOVING FURTHER UP THE VALUE CHAIN

The Sri Lanka Rubber Industry Master Plan 2017–2026 was designed to move the sector from a traditional plantation and raw material base towards a more technologically advanced and internationally competitive industry. Developed through a public-private partnership with technical support from the Asian Development Bank, the plan targeted a Gross industry turnover of nearly US$4.4 billion by 2025, supported by investment, product diversification, technology and better use of resources.

The rubber industry accounted for about 1.5% of national GDP and 8% of export income at the start of the plan period. The plan called for annual industry growth of 10%, a rise in the export share to 15%, and major expansion in rubber products, raw rubber and rubber wood products.

Rubber and articles generated US$1,001.53. million in exports in 2024, while rubber-based products contributed about US$1.002. billion. The sector has widened its product base, with specialised tyres, medical products, automotive components and industrial rubber goods gaining ground. However, raw material production has weakened. Output was around 66.5 million kg in 2024, compared with historical production of about 120,000 tonnes.

Stakeholder feedback points to several reasons. Tapping has fallen, partly because of heavier and less predictable rainfall and a shortage of workers. Rubber land is also being left untapped, while replanting has slowed as growers consider other crops. New planting is difficult because rubber takes around six to seven years to mature and requires a substantial investment before income is generated. The sector has introduced rehabilitation programmes, cultivation subsidies and support for intercropping to address some of these pressures.

Raw material availability is now one of the biggest constraints for manufacturers. Industry demand has been placed at about 150,000 tonnes against domestic production of roughly 69,000 tonnes, with around half of requirements being imported. For exporters, this gap affects supply, cost and planning.

The policy agenda therefore needs to place greater weight on plantation productivity and the link between growers and manufacturers. Faster replanting, rehabilitation of untapped land, better support for smallholders and measures to address the shortage of tappers will be important. Expanding cultivation into suitable non-traditional areas, as proposed in the master plan, can also be considered with proper economic and environmental assessment.

The manufacturing side needs a similar focus on practical constraints. Exporters have raised the absence of a dedicated rubber zone, high electricity and processing costs, reliance on imported chemicals, limited access to advanced mixing and moulding equipment, testing gaps and delays in certification. The proposed Rubber City could provide shared infrastructure and help place related activities closer together, while a technology consortium and testing facilities could reduce development costs and support new products.

Diversification should remain central to the next phase. Sri Lanka already has a base in gloves, solid tyres, pneumatic tyres, medical products and industrial components. The next opportunities include EV-related tyres and components, medical-grade rubber products, specialised compounds and higher-value automotive parts. There is also room to move into markets beyond the United States and Europe, which together account for roughly two-thirds of exports.

Market access will be another policy issue. Exporters have called for progress on trade agreements and preferential access to markets in the Middle East, Africa and Asia. International requirements such as EUDR, REACH, ISO/TS 16949, ISO 13485, E-marking, CE and FDA-related standards also make compliance capacity increasingly important.

Targets already set under the 2017–2026 roadmap include expanding rubber extent to 169,000 hectares by 2025, increasing productivity over the longer term to 1,700 kg per hectare per year by 2045, and attracting about US 1.5 billion in new investment, including at least US 1 billion 1.5 from the private sector. The plan identified 25 projects under 10 programmes, covering production, manufacturing, technology, workforce development and environmental management.

The next initiatives should build on what has been working while addressing the gaps exposed during 2017–2026. More coordination between plantation policy, manufacturing policy, research institutions and trade promotion would give the sector a clearer path from raw rubber to higher-value exports. The immediate task is to secure the raw material base while making it easier for manufacturers to invest, innovate and reach new markets.

SRI LANKA'S RUBBER INDUSTRY:

COMPETING THROUGH VALUE, INNOVATION AND SUSTAINABILITY



Mr. Sanjeewa Weerakkodi
NCE Sectoral Head –
Rubber and Rubber-based Products Sector
Assistant General Manager –
Samson International PLC

The global rubber industry is entering a period of significant transformation, shaped by changing mobility trends, evolving industrial demand, sustainability requirements and rapid technological advancement. Natural and synthetic rubber remain essential materials across tyres, automotive components, healthcare, construction and a wide range of industrial applications. At the same time, supply chain traceability, lower-carbon manufacturing, and product innovation are becoming increasingly important for global competitiveness. Within this changing landscape, producing countries such as Sri Lanka have an opportunity to strengthen their position through value-added manufacturing, technical capability, sustainable sourcing and greater integration into higher-value international markets.

Global rubber demand remains on a positive long-term trajectory, with both natural and synthetic rubber expected to expand through 2032. According to the International Rubber Study Group (IRSG), total world rubber demand is projected to rise from 32.49 million tonnes in 2025 to 36.57 million tonnes by 2032, an increase of approximately 12.6%. Natural rubber demand is forecast to grow from 15.73 million tonnes to 17.88 million tonnes, while synthetic rubber demand is expected to increase from 16.77 million tonnes to 18.69 million tonnes.

Demand growth will continue to be supported by automotive and industrial applications, while electric mobility is creating new performance requirements for tyres and specialised elastomeric components. Sustainability considerations are also becoming increasingly important in material selection and sourcing decisions.

For Sri Lanka, the strategic opportunity lies in moving further up the value chain. Domestic natural-rubber production of around 69,180 MT in 2024 was insufficient to meet consumption of 127,040 MT, resulting in substantial dependence on imported natural rubber, while synthetic-rubber requirements are met almost entirely through imports. In this context, Sri Lanka's competitive advantage should increasingly come from converting available raw materials into higher-value, technically differentiated and sustainable rubber products, rather than relying primarily on exports of raw rubber.

Sustainability is increasingly becoming a market-access and competitiveness requirement across the rubber industry. Natural rubber is covered by the EU Deforestation Regulation (EUDR), increasing the need for legally produced, deforestation-free sourcing supported by credible traceability from processors and traders back to plantation or smallholder origin. Sri Lanka is already strengthening EUDR readiness across its rubber value chain, creating an opportunity to turn compliance into a competitive advantage. Broader sustainability trends are also reshaping manufacturing, including greater use of recycled and reclaimed rubber, renewable

energy, cleaner compounds, waste and water efficiency, lifecycle thinking and more evidence-based sustainability claims. Manufacturers are also moving towards stronger carbon accounting, including Scope 1, 2 and 3 emissions and product carbon footprints. Together, these developments create a pathway towards lower-carbon and, ultimately, carbon-neutral rubber manufacturing supported by measurable and verifiable performance.

Sri Lanka's rubber industry continues to face structural pressure from declining natural-rubber production, rising production costs, labour shortages, disease and weather-related disruptions. National production fell from about 152,030 MT in 2012 to around 69,200 MT in 2024, before declining further to approximately 66,492 MT in 2025. At the same time, exporters must manage increasing trade and tariff pressures in key international markets, placing greater emphasis on cost competitiveness, market diversification and product differentiation.

Recovery will require a coordinated strategy centred on replanting with higher-yielding and disease-resistant varieties, stronger support for smallholders, improved productivity, mechanisation and automation, greater investment in R&D and compounding capability, and expansion into higher-value export products. Sri Lanka's resilience will therefore depend not simply on restoring production volumes, but on building a more productive, technology-driven and value-added rubber industry.

The next phase of growth for the rubber industry will increasingly come from higher-value applications, new regional markets and technology-led manufacturing. Emerging opportunities include EV-related rubber components, high-performance seals, vibration-control products, medical and healthcare applications, and technically engineered compounds designed for specific performance requirements. At the same time, Asia is becoming an increasingly important centre of rubber demand growth. In H1 2025, rubber consumption increased by approximately 3.3% in China, 3.4% in India, 10.6% in Malaysia and 21.3% in Vietnam, highlighting the potential of regional growth markets.

For Sri Lanka, this creates an opportunity to diversify beyond traditional export destinations and compete through specialised, value-added products. Greater adoption of automation, digital process control, advanced compounding, R&D and recycled-material technologies can improve productivity, consistency and product differentiation, enabling manufacturers to serve increasingly demanding automotive, industrial and medical applications.

The future of the rubber industry will be shaped not only by demand growth, but by how effectively producers respond to changing technology, sustainability and market requirements. For Sri Lanka, long-term competitiveness will depend on strengthening natural-rubber supply, accelerating innovation and automation, and moving further into technically differentiated, sustainable and higher-value products. By combining its natural-rubber heritage with advanced manufacturing capability and stronger regional market engagement, Sri Lanka can build a more resilient and globally competitive rubber industry.

Global & Sri Lanka Rubber Demand

Rising world demand creates opportunity, while Sri Lanka must bridge its local supply gap through value addition.

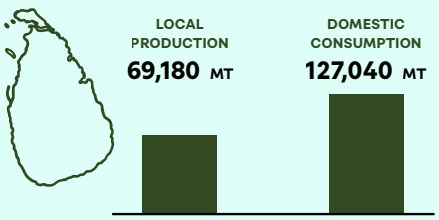
GLOBAL OUTLOOK

TOTAL RUBBER DEMAND
2025: 32.49 Mn t
2032: 36.57 Mn t
↑ +12.6%

NATURAL RUBBER
2025: 15.73 Mn t
2032: 17.88 Mn t
↑ +13.7%

SYNTHETIC RUBBER
2025: 16.77 Mn t
2032: 18.69 Mn t
↑ +11.4%

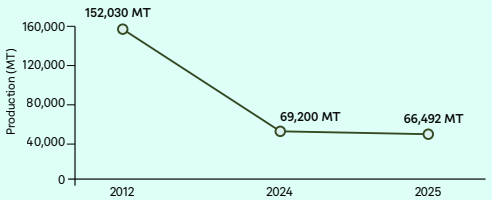
SRI LANKA 2024



SUPPLY GAP: 57,860 MT

Local production met only about 54% of natural-rubber consumption in 2024.

PRODUCTION PRESSURE



Natural-rubber output has fallen by more than half since 2012.

GLOBAL DEMAND IS GROWING. SRI LANKA'S OPPORTUNITY IS TO COMPETE THROUGH VALUE, TECHNOLOGY AND SUSTAINABILITY.

Sources: IRSG World Rubber Industry Outlook, Dec. 2025; Rubber Research Institute of Sri Lanka; article data.

STRATEGIC OPPORTUNITY

- ↑ Strengthen local rubber supply
- ↑ Invest in automation & R&D
- ↑ Develop higher-value products
- ↑ Expand sustainable regional exports



Link Natural

Link Samahan

Drink Daily, Stay Healthy

A unique Sri Lankan blend of 14 authentic ayurvedic herbal ingredients trusted globally for immunity, good health and well-being. Herbal ingredients of Link Samahan have been used traditionally to relieve symptoms associated with common cold & catarrh. Can be conveniently consumed in hot water, tea or coffee as per your preference.

Today, Link Samahan is available in over 30 countries and has won the confidence of consumers across the globe.

Link Natural is a leading manufacturer and marketer of herbal healthcare and herbal personal care products in addition to ayurveda pharmaceuticals. Link Natural, for many years, is home to internationally trusted and time-tested products such as Samahan, Sudantha, Swastha Amurtha, Swastha Thriphala, Musclegard etc., that have provided consumers with holistic wellness for generations. Every product we craft is designed not only to deliver proven effectiveness and safety but also to meet the expectations of today's consumers combining authenticity with modern-day convenience.

Link Natural

Link Natural Products (Pvt.) Ltd. 199, Kew Road, Colombo 02, Sri Lanka. **Factory:** Malinda, Kapugoda, Sri Lanka.
Shop Online: www.estore.linknaturalproducts.com **Call Us On:** +94 115 606 060

FROM A NEW ENTRANT TO A GLOBAL SOLID TYRE SUPPLIER



When LAUGFS Rubber began manufacturing industrial solid tyres in 2009, it entered the market without an established customer base, manufacturing infrastructure or prior experience in producing solid tyres. Nearly two decades later, the company has built a presence in more than 50 countries, supplying customers across international markets.

Chinthaka Wegapitiya, Managing Director / Chief Executive Officer, LAUGFS Corporation (Rubber) Ltd, said the company's journey began with very little to rely on beyond its people.

LAUGFS Rubber has established a strong presence in international markets. What key strengths have enabled the company to compete successfully on a global stage?

LAUGFS Rubber, a fully owned subsidiary of LAUGFS Holdings, started manufacturing industrial solid tyres in 2009. We entered the market as a new company with zero knowledge, zero infrastructure and zero market presence. Over the last 16 to 17 years, we have built a good brand reputation and now sell in more than 50 countries.

At the beginning, our biggest strength was our people. We had a good team with the skills and technical know-how to understand and manage the challenges along the way. Today, our product range is one of our main strengths. We manufacture industrial solid tyres from less than 10 kilograms to about 1,100 kilograms. We can also cater to smaller customer orders. Along with this, we have developed stable and consistent quality standards and a customer service team in Sri Lanka and overseas, as LAUGFS maintains a clear position on quality and does not dilute standards to cater to the budget segment.

Can you tell us about LAUGFS Rubber's manufacturing capabilities and the investments that ensure consistent quality, efficiency, and reliability?

We are a BOI company and an export-oriented company. Thus far, we have invested significantly in production, R&D, market development and product development. Moreover, we have our own internal R&D and designing facility, allowing us to develop a product from the mould to the final product according to a customer's requirement. We can test products through software as well as physically and provide the final solution and these services are provided to customers free of charge. In addition to investing in production capacity and buildings, there have also been many investments in both tangible and intangible areas.

Your product portfolio serves a wide range of industrial applications. How does LAUGFS Rubber continue to innovate and meet the evolving needs of customers worldwide?

Customer requirements change very fast. Products that we sold 10 years ago sometimes cannot be sold anymore, so developing new products is necessary.

Sometimes we develop products before the market is ready, so when the market is ready, we are one step ahead. At other times, customers come to us with specific requirements. Customers are one of the key groups that help us develop our product range, and we use their feedback when developing new products, technologies, production methods and designs.

Quality is a defining factor in industrial tyres. What systems, certifications, and processes are in place to maintain the high standards expected by your global customers?

We are certified to ISO 9001, ISO 50001, ISO 14001 and ISO 45001, covering quality, energy management, environmental management, and HSE. All our products are REACH compliant, and we also have EUDR compliance in place, with our rubber sources certified accordingly.

We carry out additional testing and certification where specific OEM customers require it. Our aim is to cover the production and business areas through recognised certifications and maintain the standards expected by global customers.

With exports reaching numerous international markets, how does LAUGFS Rubber build lasting partnerships and deliver value across different regions?

Ethical practices are very important when dealing in international markets. We have a good product range, accepted quality standards and a good production facility, which customers can visit.

Our sales and marketing teams stay in regular contact with customers, while our R&D team works on product durability, performance and cost. We also receive new customers through referrals from existing customers, which shows that they are satisfied with what we provide.

What are the company's strategic priorities and future plans for LAUGFS Rubber?

We have plans to expand our existing product range and introduce new products and enter new markets. Some details cannot be disclosed at this stage, but we are working on products aimed at niche markets. We are also working with sister companies and outside parties on upstream products, including certain materials and technical products. Within the next year, we expect new products to be added to our range.



As LAUGFS Rubber continues to grow, what message would you like to share with your customers, business partners, employees, and other stakeholders around the world?

If you take the LAUGFS DNA, we have always been a company that took challenges as opportunities. We will be coming up with new products and services for our customers. We have also always been an ethical company and have been certified by the National Chamber of Exporters as an ethical company.

Markets are changing, and customers are paying more attention to ethical practices across the supply chain. We are committed to that approach, while our employees across all departments are committed to doing their best to keep our customers happy and satisfied.

LAUGFS RUBBER

RESEARCH AND DEVELOPMENT CAPABILITIES

ENGINEERING INNOVATION, PRODUCT EXCELLENCE AND SUSTAINABLE SOLUTIONS

Our Research & Development team provides end-to-end technical support to transform customer requirements into reliable, high-performance, and application-specific solid tire solutions. Combining solid tire expertise, engineering design, rubber technology, laboratory testing, and manufacturing knowledge, we support the complete development journey from initial concept and design through validation, product approval, production improvement and customer technical support.

Our product development capabilities cover Resilient Tires, Press-On Tires (PON) and Cured-On Tires (CON), including new product development, product modification and customer-specific solutions. Our engineering team provides 2D drawings for wheels, tires and product-related components, mold and tooling drawings, 3D modelling and visualization to support customer engineering requirements. Engineering analysis and simulation are used to evaluate design feasibility and optimize product performance, while DFMEA (Design Failure Mode and Effects Analysis) enables systematic identification and mitigation of potential design risks.

Our R&D capability also extends to raw material evaluation and rubber compound development, including Master Batch and Final Compound preparation. Through laboratory testing such as rheometer, abrasion, physical properties, rubber-to-rubber adhesion, rubber-to-metal adhesion, and tire performance testing, we verify product characteristics and support product validation with objective technical data.

A key part of our engineering responsibility is the First Piece Inspection and verification of newly developed or modified wheels, steel bands, molds, dies, fixtures, gauges and other tools. Dimensional accuracy, critical characteristics, tolerances and drawing conformity are verified before production release. We also manage sample tire development and follow-up, including sample inspection, testing, customer submission, feedback incorporation, modification, re-validation and Product Part Approval.

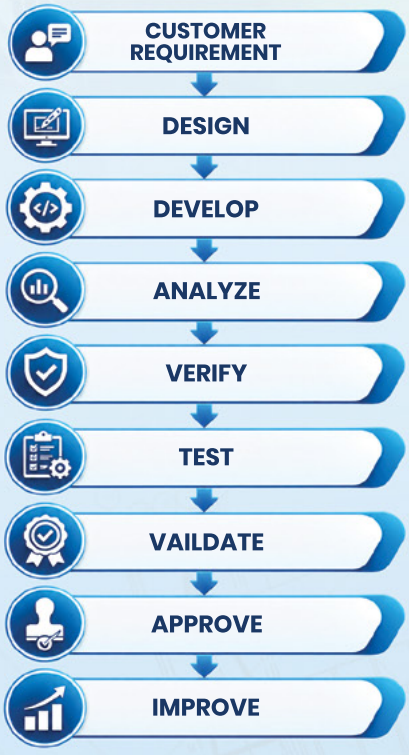
Beyond product development, R&D works closely with Production, Quality and Maintenance to strengthen manufacturing processes. PFMEA (Process Failure Mode and Effects Analysis) is used to identify potential process risks and establish appropriate preventive and detection controls. Process trials, parameter optimization, data analysis and standardization are used to improve quality, productivity, yield and material utilization, while reducing defects, rejection, rework and process losses.

Our technical support extends to production troubleshooting and customer claim/complaint handling. Structured problem-solving methods including 8D, 5 Why, Fishbone/Ishikawa, Pareto Analysis and Root Cause Analysis are applied to identify the actual causes of problems, implement corrective actions and verify their effectiveness. Lessons learned are incorporated into product and process improvements to prevent recurrence.

FUTURE IMPACT AND SUSTAINABLE INNOVATION

These capabilities create a strong foundation for the company's future growth, competitiveness and sustainable development. Strong internal engineering, testing and problem-solving capabilities enable faster customer response, new product opportunities, reduced external dependency and improved cost competitiveness. R&D also supports the evaluation and development of recycled, reclaimed, renewable and lower-impact material alternatives, where technically suitable and without compromising product quality, performance or durability. Continuous optimization of product design and manufacturing processes can reduce material consumption, scrap, rejection, rework, energy usage and other process losses, while improved tire durability can contribute to longer product life and more efficient resource utilization.

OUR DEVELOPMENT PHILOSOPHY



Our commitment is to continuously transform customer requirements into reliable, innovative, cost-effective and increasingly sustainable solid tire solutions - today and for the future

LAUGFS RUBBER

OUR PRODUCT PORTFOLIO

From material handling and construction to specialized industrial and airport ground support applications, LAUGFS Industrial Tyres delivers a comprehensive range of engineered tyre solutions. Designed for demanding operating environments, our portfolio combines durability, reliability and application-focused performance to keep equipment moving and businesses productive.

1. LAUGFS RESILIENT TYRES

PRODUCT RANGE : LAUGFS ULTIMA | LAUGFS XT+ | LAUGFS XT | LAUGFS OPTIMA | COMFORT SERIES | SPECIAL PURPOSE

Engineered for material-handling operations, LAUGFS Resilient Tyres combine durability, long service life and dependable performance. The range includes specialized solutions designed for comfort, oil resistance, anti-static performance and heat resistance, supporting diverse industrial operating conditions. These tyres are mainly used in Port Operations, Warehousing and Distribution. This range is also available in White Non-Marking and Grey Non-Marking.





2. LAUGFS PRESS-ON TYRES

PRODUCT RANGE : LAUGFS ULTIMA HT | LAUGFS XT | LAUGFS SMOOTH | SPECIAL PURPOSE

Built for high-intensity material-handling applications, LAUGFS Press-On Tyres deliver long-lasting performance, excellent wear strength and energy efficiency. Available in traction, semi-track and smooth configurations, the range is engineered to provide stability and durability in demanding operating environments. These tyres are primarily used in Port Operations, Warehousing and Distribution. This range is available in White Non-Marking and Grey Non-Marking.

3. LAUGFS SKID STEER TYRES

PRODUCT RANGE : LAUGFS SOLID GRIP | SOLID GRIP WHITE NON-MARKING | SOLID GRIP GREY NON-MARKING

LAUGFS SKID STEERS TYRES are designed for skid steer applications requiring robust performance and dependable durability. The range includes white and grey non-marking variants, providing application-specific solutions for Loaders and the Construction industry, where reliable performance and durability are essential.





4. LAUGFS SUPERSOLID TYRES

PRODUCT RANGE : LAUGFS SUPERSOLID

LAUGFS Telehandler Tyres are engineered for material-handling and construction environments, providing a solid tyre solution for equipment such as telehandlers, operating under challenging loads and working conditions. The range is dsigned to support dependable equipment performance across demanding applications.

OUR PRODUCT PORTFOLIO

5. LAUGFS DUAL ASSEMBLY TYRES

PRODUCT RANGE: LAUGFS DUAL ASSEMBLIES | DUAL ASSEMBLY XT | DUAL ASSEMBLY OPTIMA

Designed specifically for demanding wheel excavator applications, LAUGFS Dual Assembly tyres feature solid twin wheels mounted with a spacer to prevent tyre contact and this spacer also works as a barrier, blocking dust and debris to enter. This configuration provides enhanced tyre life and improved resistance to damage and punctures, particularly in waste and recycling environments.





6. LAUGFS LOADER TYRES

PRODUCT RANGE: LAUGFS LOADER GRIP

LAUGFS LoaderGrip is an off-the-road solid tyre range developed for heavy-duty equipment operating in demanding environments. Designed for loaders, earth movers, scrapers and dump trucks, the range is suited to tough conditions across construction, scrapyards, dumping sites and mining applications.

7. LAUGFS CURED-ON TYRES

PRODUCT RANGE: LAUGFS CURED-ON ULTIMA | CURED-ON XT | CURED-ON RIBBED | CURED-ON SMOOTH

LAUGFS Cured-On Tyres feature specially formulated rubber compounds molded directly onto wheel casings to form an integral wheel assembly. Developed as a durable, trouble-free solution, the range is ideally suited for scissor lifts and other ground-handling applications.





8. LAUGFS GSE TYRES

PRODUCT RANGE: LAUGFS GSE | GSE WHITE NON-MARKING | GSE GREY NON-MARKING

Developed for airport Ground Support Equipment, LAUGFS GSE Tyres deliver reliable performance for baggage carts, tractors and other ground-handling applications. The range includes non-marking compounds and specialized tread designs engineered for durability, cornering capability, low vibration and extended service life.

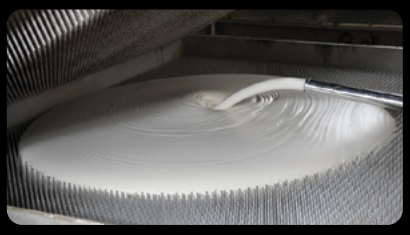
Earthfoam®

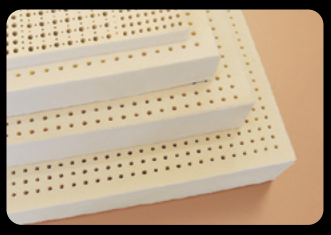
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Climb into a comfy, bouncy, supportive, organic mattress made to last.

Organic latex | certified fair trade | made in Sri Lanka









"No synthetic foam. No chemical flame retardants. Just organic latex, wool and cotton--verified at every step, from farm to bedroom".

Earthfoam Private Limited
Div. S4-2, HEPZ BOI, Boralugoda, Poruwadanda, Horana. Sri Lanka
info@earthfoam.com
www.earthfoam.com | www.madewithearthfoam.com

earthfoamsrilanka

Earthfoam

Where Organic Comfort Meets Fair Trade Integrity



Mr. Januka Karunasena
Director/CEO – Earthfoam

For most of us, the mattress we sleep on is an afterthought — until we start asking what it's actually made of. Conventional foam mattresses are typically built from polyurethane, a petroleum-based material treated with synthetic flame retardants and chemical adhesives that can off-gas into the air we breathe for years. Earthfoam offers a different answer: a natural latex foam made entirely from rubber tree sap, grown organically and processed without synthetic fillers. But what sets Earthfoam apart isn't just what it leaves out — it's the two certifications standing behind everything it includes: organic integrity and Fair for Life fair trade status.

THE CASE FOR ORGANIC

Earthfoam's foam starts as liquid latex tapped from rubber trees grown on certified organic farms in Sri Lanka, free from pesticides and synthetic fertilizers. That distinction matters more than it might seem. Pesticide runoff from conventional rubber farming can contaminate local soil and water systems, affecting the health of farming communities long before a mattress ever reaches a showroom. By sourcing organically, Earthfoam protects the ecosystems its raw materials come from — and by extension, the people living and working in them.

The benefits carry through to the finished product. Earthfoam mattresses pair the organic latex core with organic wool and organic cotton, both certified under the Global Organic Textile Standard (GOTS), while the latex itself carries the Global Organic Latex Standard (GOLS) certification. The wool serves as a natural fire barrier, eliminating the need for the chemical flame retardants found in most conventional mattresses. Add an Oeko-Tex Standard 100 certification — which tests for more than 1,000 harmful substances — and the result is a product made with fully transparent and safe materials. For consumers, that means healthier sleep, better temperature regulation, and one less source of indoor chemical exposure in the home. For everyone involved in growing and manufacturing it, it means safer working conditions and a smaller environmental footprint.

THE CASE FOR FAIR FOR LIFE

Organic certification addresses what goes into a product. Fair for Life addresses who is affected by making it. Described

as the most rigorous fair-trade certification available, Fair for Life evaluates working conditions, wages, and safety standards for everyone in a supply chain — not just factory employees, but the farmers and agricultural workers at the very start of the process, who are often the most vulnerable and the least visible.

Earthfoam has built its supply chain around this principle. The company pays rubber farmers a premium for the extra care organic cultivation requires, and a portion of every purchase feeds into the Fair for Life Development Fund, a cooperative resource that farming communities can direct toward road access, medical services, and other local priorities. Because organic rubber cultivation also supports greater biodiversity, many of these same farms are able to grow supplementary crops — tea, honey, kithul syrup — creating additional income streams beyond rubber alone.

This is where "fair for life" becomes more than a certification name; it's a description of intent. The goal isn't simply to avoid exploitation, but to actively reinvest in the communities that make the product possible, from the farm to the factory floor.

WHY IT MATTERS

When organic and fair-trade principles operate together, the result is a supply chain accountable at every link: farmers who are paid fairly and farm without harmful chemicals, workers with safe conditions, and consumers who can trust exactly what they're bringing into their homes. Earthfoam's four-plus third-party certifications aren't just marketing language — they're a verifiable record of a company choosing the harder, more transparent way of doing business. In an industry where "natural" is often used loosely, that verification is what turns a good story into a genuinely accountable one.

By knowing our farmers and managing our supply chain end-to-end—from Sri Lankan rubber farms to our own factories—Earthfoam maintains consistent quality at scale. This integration has helped us grow into one of the world's largest manufacturers of 100% natural, organic, and Fair for Life certified bedding.



MESSAGE FROM MR. PUSHPIKA JANADHEERA - MOST OUTSTANDING EXPORTER, NCE EXPORT AWARDS 2025



Being recognised as the **Overall Winner – Most Outstanding Exporter 2025** at the NCE Export Awards is a significant achievement for Dipped Products PLC (DPL), particularly as we mark 50 years as a company.

Alongside the overall award, DPL received the Gold Award in the Rubber and Rubber Products Sector – Extra Large Category, together with Special Awards for Highest Net Foreign Exchange Earner, Best Performing Exporter in Emerging Markets and Recognition of Persons with Disabilities in the Export Sector.

For me, what makes this recognition meaningful is what sits behind it.

An export business is built over many years. It takes people who can manufacture consistently, teams who keep improving products and processes, strong relationships with customers and suppliers, and the ability to respond when markets and customer requirements change.

That is what our people across DPL have continued to do.

We started in Sri Lanka 50 years ago and today our products reach customers in more than 70 countries. To be recognised for our export performance, our progress in emerging markets and our contribution to foreign exchange earnings is therefore something all of us at DPL can take pride in.

It also comes with a responsibility.

Sri Lankan manufacturers have to continue proving that we can compete internationally through quality, innovation, reliability and increasingly through more advanced and higher-value products. That is where we will continue to invest.

I would like to thank the National Chamber of Exporters for this recognition, our customers and partners for the trust they continue to place in DPL, and most importantly, our people whose work every day has made this achievement possible.

As we celebrate this milestone, our focus is very much on what comes next.

DPL

Handling you with care

50 YEARS OF MANUFACTURING EXCELLENCE. TRUSTED ACROSS 70+ COUNTRIES.

For five decades, **Dipped Products PLC** has combined material science, advanced manufacturing and product innovation to deliver hand protection solutions to customers around the world.

Backed by the strength of the Hayleys Group, DPL's capabilities span manufacturing, R&D, testing, product development and global market support, enabling us to serve international customers with branded, OEM and customised hand protection solutions.



8 Manufacturing Facilities

7 International Marketing Offices

720+ Glove Variants

★ HOUSEHOLD ★ ★ CHEMICAL ★ ★ INDUSTRIAL ★ ★ ELECTRICAL ★ ★ MEDICAL ★ ★ SPORTS ★



PROTECTING YOU ALWAYS

50 DPL CELEBRATING 50 YEARS OF PROTECTING YOU ALWAYS

LinkedIn

DIPPED PRODUCTS PLC, 400, Deans Road, Colombo 10, Sri Lanka.
+94 112 683 964 marketing@dplgroup.com www.dplgroup.com



Congratulations on leading one of Sri Lanka's successful export businesses. What has your journey with Dipped Products PLC been like?

My career has been closely connected to the rubber industry for more than two decades, and I joined DPL in 2017 as Director Operations. So my understanding of the business has really been built from the operational side, working closely with our factories, our people and the challenges that come with manufacturing for international markets.

Over the years, I have seen DPL go through many changes. We have expanded capacity, entered new product categories, strengthened our presence overseas and invested significantly in technology and sustainability.

What has remained constant is the resilience of the organisation. Manufacturing is never a straight line. Markets change, costs change, customer expectations change. You have to keep adapting. I think that ability to evolve has been one of DPL's greatest strengths.

What inspires you to lead DPL today?

What inspires me is the impact. The gloves we manufacture protect people at work, at home and in critical environments in over 70 countries, and at the same time DPL contributes to Sri Lanka through exports, employment and manufacturing expertise. That combination of purpose and commercial responsibility drives everything we do.

We are celebrating 50 years as a company, so we are building on something that many people before us have worked very hard to create.

When a product manufactured here competes successfully in some of the world's most demanding markets, it says something about what Sri Lankan industry is capable of. My responsibility is to make sure we continue strengthening that position and make sure we create opportunities for the next generation.

How do you encourage innovation while maintaining the strict standards required in protective handwear?

In our industry, innovation cannot come at the expense of discipline.

At the end of the day, we manufacture a product that somebody depends on for protection. Whatever we develop has to perform consistently and meet the required standards.

At the same time, customer requirements are changing very quickly. They want better protection, better comfort, more sustainable products and solutions for increasingly specialised applications.

That means our R&D, manufacturing, engineering, quality and commercial teams have to work very closely together. We test, learn, improve and then determine how we can manufacture at scale.

We are also investing heavily in automation and new manufacturing technologies because remaining competitive means continuously improving how we operate.

DPL represents around 5% of global demand for natural and synthetic latex-based household and industrial gloves. What has enabled a Sri Lankan company to build that position?

I think consistency has a lot to do with it.

Winning a customer is important, but keeping that customer for many years is the real test. Customers remember whether you delivered the right quality, whether you responded when there was a problem and whether you were able to change when their requirements changed.

We have customers who have grown with us over many years.

Our scale is certainly an advantage, but so is our flexibility. We manufacture a very broad range of hand protection and

work with customers on customised and private-label products as well.

Ultimately, we do not want customers to see DPL simply as another glove supplier. We want to be a partner they can rely on.

As global customers place greater emphasis on traceability, responsible sourcing and supply chain resilience, how is DPL strengthening its natural rubber supply chain in Sri Lanka?

Natural rubber is an important part of our business, and we have always believed that the strength of our supply chain depends on the people at the beginning of it.

Through our Firstlight programme, we work closely with smallholder rubber farmers, supporting them through fair and transparent purchasing, training and better farming practices. It is a long-term relationship, not simply a sourcing arrangement.

We have also been digitising this process through DPL EasyPay, which has made latex collection and payments faster, more transparent and more traceable. It gives farmers greater visibility over their transactions while helping us strengthen the data and traceability behind our own supply chain.

That is becoming increasingly important as regulations and customer expectations evolve, particularly around responsible sourcing and requirements such as the EU Deforestation Regulation.

For us, this is about two things coming together. We want to support the farmers and communities we depend on, while also giving our customers greater confidence in where our raw materials come from and how responsibly they are sourced.



Where do you see the next major growth opportunities for DPL?

We have been quite deliberate about moving towards higher-value and more specialised products.

Chemical protection, electrical gloves, cut protection and other specialised applications present significant opportunities. We are also seeing new requirements emerging from areas such as renewable energy, electrical infrastructure and precision manufacturing.

To support that growth, we are investing in the manufacturing capability needed for these more specialised products. Earlier this year, we commissioned two advanced glove dipping plants at our Kottawa facility, introducing two first-of-their-kind robotic manufacturing systems to Sri Lanka's glove industry. One is a fully automated Electrician's Glove Dipping Plant, while the other uses synchronised multi-robot dipping technology for natural rubber and blended gloves. These investments give us greater precision, consistency and efficiency as we scale higher-value categories.

Geographically, Europe and North America remain important markets for us, while we



continue to build opportunities across the Middle East, Asia-Pacific, Africa, South America and other emerging markets.

For us, growth is not simply about producing more gloves. It is about identifying where protection requirements are becoming more specialised and making sure we have the products, technology and manufacturing capability to respond.

Looking five to ten years ahead, what do you want DPL to become?

We have to keep evolving.

The glove industry will become more technology-driven, protection requirements will become more specialised, and customers will expect much more from manufacturers in terms of innovation, traceability, sustainability and responsiveness.

We are already preparing for that. We are investing in advanced manufacturing and robotics, strengthening our R&D capabilities, expanding higher-value product categories and building our presence closer to customers in key international markets.

A major part of our growth will come from moving further into specialised hand protection where technical knowledge, product development and application understanding become increasingly important. We want customers to come to DPL not simply because they need a glove, but because they have a protection challenge they need us to help solve.

Sustainability will also continue to shape how we grow. As a manufacturer, we use significant amounts of energy, water and raw materials, so improving resource efficiency, increasing renewable energy use, strengthening traceability and developing more sustainable products are all part of the way we see the future of the business.

At the same time, we cannot build the next DPL only through technology. We need to continue developing our people, strengthening technical expertise and creating opportunities for the next generation of leaders across the organisation.

If we look ten years ahead, I would like DPL to be a stronger global business, with a greater share of higher-value products, closer relationships with customers and a reputation for solving increasingly complex hand protection challenges.

We have built a strong foundation over the past 50 years. The next chapter is about building on that foundation without losing the values, discipline and relationships that brought us here.



ENGINEERING WHAT COMES NEXT IN HAND PROTECTION

Hand protection is a mature industry, but the risks it needs to protect against are constantly changing.

New industries are emerging. Materials and manufacturing processes are evolving. Workers expect greater comfort and dexterity without compromising protection. At the same time, customers are asking manufacturers to respond to increasingly demanding safety standards and sustainability requirements.

For Dipped Products PLC, this is where Research & Development plays a critical role.

Led by Dr. Upul Ratnayake, Director – Technical and R&D, DPL's R&D function brings together material science, product engineering, testing and manufacturing expertise to develop hand protection around specific applications and user needs.

The scale of that commitment is significant. During FY2025/26, DPL invested Rs. 570 million in R&D and introduced 12 new products, as the company continued to strengthen its higher-value and specialised product portfolio.



But innovation at DPL is not simply about increasing the number of products available.

It often begins with a problem.

How can an electrical insulating glove provide the required protection while giving a technician greater dexterity? How can grip be improved without making a glove unnecessarily heavy? How can chemical protection be engineered around increasingly complex workplace risks? And how can more sustainable materials be introduced without sacrificing performance?

One example is EVPRO, developed in response to the rapid growth of electric vehicles and the very specific requirements of technicians working around EV electrical systems. DPL introduced EVPRO as the first glove crafted specifically for the electric vehicle industry, combining electrical protection with improved dexterity and grip.

Another is Magneto, developed for food and pharmaceutical environments where fragments of conventional gloves can become a contamination risk. Its magnetically detectable construction earned DPL the Presidential Award for Innovative Export Product of the Year, demonstrating how a very specific operational problem can lead to an entirely different product solution.

DPL has also taken its glove engineering knowledge into a new category through sports.

The company's Sports Glove Manufacturing Complex in Biyagama became the first LEED Platinum-certified glove manufacturing facility in South Asia, supporting a portfolio now developed across 12 sporting disciplines. This expansion has required DPL's R&D teams to work with different constructions, materials, fit requirements and performance characteristics from those traditionally associated with industrial gloves.

Sustainability is also increasingly influencing how products are developed.

DPL is already incorporating recycled polyester produced from waste plastic bottles into selected glove constructions, while continuing to explore materials, processes and product designs that can reduce environmental impact. Under the second edition of the DPL Pulse ESG Roadmap 2030, product innovation now includes specific commitments around sustainable materials, eco-design, resource efficiency and lower-impact manufacturing.

Technology is changing the manufacturing side of innovation as well. In 2026, DPL commissioned two first-of-their-kind robotic manufacturing systems at its Kottawa facility, including a fully automated Electrician's Glove Dipping Plant and a synchronised multi-robot system for natural rubber and blended gloves. The investment is designed to improve precision, consistency and efficiency in higher-value glove manufacturing.

The direction for the future is therefore clear.

As protection requirements become more specialised, DPL's R&D focus will increasingly move towards advanced materials, application-specific solutions, sustainable product development and manufacturing technologies capable of producing them consistently at scale.

After 50 years of making gloves, the challenge is no longer simply to make more.

It is to understand what hands will need protection from next, and engineer the solution before that need becomes commonplace.

RICHARD PIERIS EXPORTS PLC

ARPICO RUBBER

BUILT TO LAST
MADE TO PERFORM

STANDARDS & COMPLIANCE

ISO 9001:2015 COMPANY · FSC · ISTS Independent Slip Testing Services · REACH COMPLIANCE · TFI · ERDA · IANESCC · SGS · SATRA TECHNOLOGY · SBcert ISO 9001

WORLD CLASS RUBBER SOLUTIONS

Premium Quality. Proven Performance.
Trusted Worldwide.

MATS

Durable. Safe. Hygienic. Designed for Every Environment.

INDUSTRIAL



ENTRANCE



SPECIALITY



FOOD SERVICE



AGRICULTURE



SPORTS & LEISURE

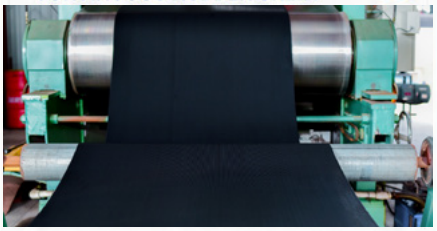


HEALTHCARE



RUBBER ROLL

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Wide range of sizes for industrial & commercial spaces.

JAR SEALING RINGS



High quality, food grade rubber sealing rings for secure freshness.

CRUTCH TIPS



Durable, non-slip tips for enhanced stability and safety.

PREMIUM QUALITY
Made using high grade raw materials

PROVEN PERFORMANCE
Consistent durability, reliability & safety

GLOBAL REACH
Exporting to 20+ countries

CUSTOMER FOCUSED
Experienced team. Committed support.

RICHARD PIERIS EXPORTS PLC
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+94 77 897 3783

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RICHARD PIERIS EXPORTS

TAKING SRI LANKAN EXCELLENCE TO THE WORLD

Sri Lanka's rubber sector demonstrates how local raw materials, technical skills, and expertise can be transformed into specialized, high-value exports for global markets. Richard Pieris Exports, a manufacturer and exporter of moulded and extruded rubber products, has more than four decades of experience in the industry. The company has built its presence in international markets through product quality, technical knowledge and long-term customer relationships.

Established in 1983 and began exporting large ring mats to the USA and Europe by 1984. Richard Pieris Exports has steadily expanded into a broad portfolio of specialised rubber products. One notable strength is the scale and adaptability of its mat business. The company exports around 300 varieties of rubber mats, differentiated by colour, hardness, thickness, size and application, with products supported by test certifications from accredited laboratories in the UK and Germany. This depth allows the company to respond to specific customer requirements rather than relying only on standard, mass-market products.

NATURAL RUBBER TO GLOBAL MARKETS

Natural rubber accounts for approximately 50% of the company's raw material, with different grades and colours selected according to the requirements of each finished product. Rather than competing primarily on price, Richard Pieris Exports has positioned itself in the premium segment, focusing on quality, reliability and compliance with international standards.

Its product range includes rubber flooring and mats for food service, sports and leisure, agriculture and industrial applications-including anti-fatigue mats, fire-retardant mats, electrical insulation mats and ESD matting. Agricultural products such as cow-stall and livestock bedding mats are also part of the portfolio, while continuous-roll rubber matting requires considerable production expertise and precision.

Europe is an important market for the company, especially for its food jar sealing rings. These extruded rubber products are supplied to the European canning industry, including customers in France and Germany. Likewise, China is another critical market. Richard Pieris Exports entered the country with jar sealing rings, despite the difficulties involved in managing the country's export barriers. The unmatchable quality of the export products has helped the company secure a foothold there, where competition and entry requirements are highly demanding. Moreover, meeting the stringent food safety requirements of these markets demonstrates the technical and compliance standards required to compete in specialised export markets of this nature.

CERTIFIED QUALITY AND TECHNICAL DEPTH

Quality systems are equally important. Richard Pieris Exports is ISO 9001:2015 certified and holds FSC certification for the responsible sourcing of raw materials used in its jar sealing rings. The company has also secured ethical trading certification from the National Chamber of Exporters of Sri Lanka, while maintaining compliance with relevant European requirements and a range of product-specific certifications. These credentials strengthen the company's position when serving buyers operating in regulated and technically demanding markets.

TECHNICAL PARTNERSHIP AS A COMPETITIVE ADVANTAGE

In a price-sensitive international market, Richard Pieris Exports differentiates itself through engineering know-how, manufacturing reliability, responsiveness and customer service. Its approach extends beyond supplying a finished product: the company works closely with international buyers to develop tailored solutions, address technical concerns and adapt specifications as customer applications evolve. On-time delivery, after-sales service and close consultation support long-standing business relationships and reinforce its premium positioning.

The company's skilled workforce, accumulated technical experience and manufacturing infrastructure further support

this model. These capabilities enable product development, customisation and problem-solving across food and beverage, agriculture, industrial and specialty applications. By combining certified quality, product diversity and customer-led engineering, Richard Pieris Exports continues to compete on value rather than price alone while building a stronger platform for future market expansion.

BUILDING MARKETS THROUGH RELATIONSHIPS

Richard Pieris Exports has more than 65 global clients across over 22 countries, with major export destinations including the USA, Canada, the UK, Europe, Australia, New Zealand, Japan, China, and the UAE. Long-term customer relationships have supported the company's export business, with clients partnering with the company for decades due to consistent quality, reliable delivery, technical assistance and flexibility.

What does it take to maintain these relationships across different markets? Communication is a vital part of the process, allowing the company to understand customer concerns and develop products suited to individual requirements. For the company, exporting is therefore more than a mere transaction.

EUROPEAN MARKET DEMANDS

The global rubber industry remains highly competitive, with manufacturers in Vietnam, Thailand, Malaysia and Indonesia able to offer lower-cost alternatives. Sri Lankan rubber can be more expensive, while rising production, energy and technology costs, ageing machinery and limited automation add to the pressures facing domestic manufacturers.

For exporters selling into Europe, regulatory requirements are also becoming a vital consideration. Compliance with the EU Deforestation Regulation (EUDR) is an emerging responsibility, increasing the importance of traceability and responsible sourcing. Changes in domestic taxation and the removal of certain export incentives have also placed pressure on margins and investment capacity.

LOOKING AHEAD

Richard Pieris Exports is investing in research and development to respond to changing expectations for sustainability, safety and performance. It is also pursuing energy-efficient measures, including biomass boilers, while investing in dust-extraction systems to improve the manufacturing environment. Preparation for EUDR compliance forms an integral part of this work.

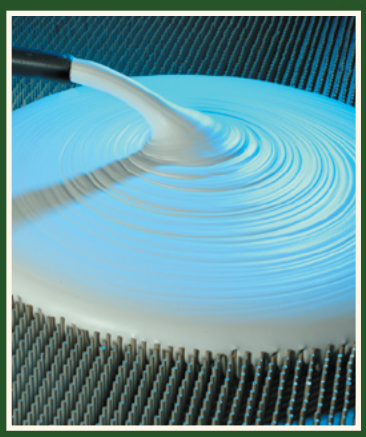
Alongside its established markets, the company is exploring opportunities in South Africa, Kenya, Ethiopia and South Korea, while recognising further potential in India and China. Its experience in specialised rubber products, including those supplied to European customers, provides a strong foundation from which to pursue these markets while maintaining its focus on quality and technical capability.

RICHARD PIERIS NATURAL FOAMS:

TAKING SRI LANKAN NATURAL LATEX TO THE WORLD



Combining Sri Lanka's natural rubber heritage with decades of manufacturing expertise, an integrated supply chain, and internationally recognized standards, Richard Pieris Natural Foams Limited (RPNF) has established itself as a premier supplier of natural latex foam products to approximately 44 countries worldwide. Its roots in mattress production date back to 1952, with the business evolving into a specialized manufacturer serving the international sleep and bedding industry.





FROM PLANTATIONS TO FINISHED PRODUCTS

A key pillar of RPNF's business is its connection to an integrated natural rubber supply chain. The process begins at the rubber tree, where latex is harvested, processed, and concentrated for foam manufacturing. Through the wider Richard Pieris Group and its plantation sector, RPNF has direct access to Sri Lankan natural latex and latex processing capabilities. This integration provides greater control over its principal raw material and ensures consistency throughout production. As international customers place greater emphasis on responsible sourcing, traceability, and sustainability, this connection between Sri Lankan plantations and finished latex products serves as an important part of the company's value proposition.

Natural latex forms the foundation of RPNF's product portfolio. The company manufactures 100% natural latex foam products for the international sleep and bedding industry, offering properties perfectly suited to sleep applications, including elasticity, resilience, and airflow. Growing consumer interest in naturally derived materials has also driven increased attention toward natural latex within the premium bedding sector.

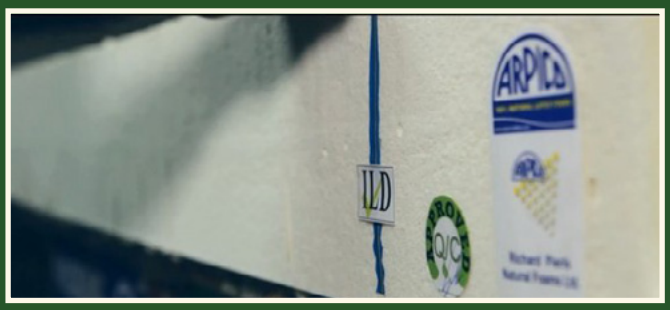
MEETING DIVERSE MARKET REQUIREMENTS

RPNF's product range includes mattress cores, toppers, sheets, pillows, cushions, and customized latex components, alongside products for fire-retardant, graphite-infused, baby, and crib applications, as well as retail-ready mattresses. Manufacturing flexibility allows the company to offer various firmness levels, densities, dimensions, shapes, and configurations tailored to specific customer and market requirements.

Its products currently reach around 44 countries across North America, Latin America, Europe, the Asia-Pacific region, and the Middle East. Because different markets demand distinct dimensions, firmness preferences, packaging standards, product characteristics, and certifications, RPNF has built its international relationships on consistent quality, transparent communication, technical cooperation, customized solutions, and reliable service.

QUALITY, MANUFACTURING AND INNOVATION

RPNF holds internationally recognized certifications and standards, including ECO, OEKO-TEX® STANDARD 100, GOLS, LGA, SATRA, ISO 9001, and ISO 14001. It is also a member of the International Sleep Products Association (ISPA). These certifications validate the company's commitment to product quality and safety, organic latex standards, quality management, and environmental management.



Natural latex foam manufacturing involves several precise stages, from preparation and compounding to foaming, moulding, vulcanization, washing, drying, inspection, and packing. RPNF combines this technical process with experienced production, quality, and technical teams. Its research and development initiatives focus on product formulations, comfort characteristics, firmness combinations, and customized latex solutions in response to evolving market requirements.

SUSTAINABILITY AND VALUE ADDITION

Natural latex is a renewable material harvested from rubber trees throughout their productive lifespan. By converting Sri Lankan natural latex into finished and semi-finished bedding products, RPNF creates greater value from a locally available resource, while its ISO 14001 certification supports its ongoing environmental management efforts. Traceability, responsible sourcing, resource efficiency, and environmental stewardship are becoming increasingly critical factors in international purchasing decisions.

The international latex foam market is highly competitive, with manufacturers competing on price, scale, technology, efficiency, and access to raw materials, even as latex prices, energy, labour, and logistics add further pressure. RPNF's approach successfully combines Sri Lankan natural latex, an integrated supply chain, manufacturing experience, stringent certifications, customized products, continuous innovation, and long-term customer relationships.

For Sri Lanka's rubber industry, the company demonstrates how significant value can be created beyond raw material exports. A natural latex product supplied to an international customer represents a synergy of agriculture, advanced processing, manufacturing expertise, quality management, product development, and global trade. RPNF's expansion across global markets highlights the massive scope for Sri Lanka to strengthen its position in value-added rubber products.





At Richard Pieris Natural Foams Limited,

We Craft Premium Sleep Solutions

Using **100% Natural & Organic Latex.**

From Sri Lankan plantations to bedrooms across the world, we delivered natural comfort, durability, and peace of mind.



RICHARD PIERIS NATURAL FOAMS LTD.

100% NATURAL LATEX
Naturally comfortable, sustainably better.

AROUND 44 COUNTRIES WORLDWIDE
A trusted partner in global sleep.

CERTIFIED QUALITY
Internationally recognized standards you can rely on.

BUILT ON PARTNERSHIP
Long-term relationship for mutual growth.

SUSTAINABLE BY NATURE
Responsible sourcing and environmental care for a better tomorrow.

OUR STORY

Our journey in latex foam manufacturing began in **1952.**

Today, we combine decades of expertise, an integrated supply chain and internationally recognized standards to deliver premium natural latex products to **around 44 countries worldwide.** Built on quality. Driven by innovation. Inspired by nature.

OUR PRODUCT RANGE

- **Mattress Cores**
- **Toppers and Continues Sheeting Rolls**
- **Pillows and Cushions**
- **Baby & Crib Mattress**
- **Medical Products**
- **Retail Ready Mattress**

INTEGRATED FROM NATURE

From our rubber plantations and latex processing facilities to precision manufacturing, we control quality at every step.

Rubber Plantations → **Latex Collection** → **Latex Centrifuging** → **Foam Manufacturing** → **Premium Product**

CERTIFIED FOR YOUR CONFIDENCE

Our products are tested and certified by leading international bodies, ensuring safety, quality, and sustainability:



SUSTAINABLE SOURCING
Responsible plantation practices for a better future.



PRECISION MANUFACTURING
Advanced technology and skilled craftsmanship.



RIGOROUS QUALITY CONTROL
Every product meets global standards.



NATURAL COMFORT
Breathable, supportive, and designed for better sleep.



ENVIRONMENTAL COMMITMENT
ISO 14001 certified practices for a greener tomorrow.



GLOBAL REACH. NATURAL IMPACT.

AROUND **44** COUNTRIES WORLDWIDE

Richard Pieris Natural Foams Limited is a Sri Lankan manufacturer specializing in 100% natural and organic latex foam products for the global sleep and bedding industry.

Biyagama Export Processing zone, Sri Lanka

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FOR GLOBAL MARKETS

Built to Perform. Made to Last.

- ENGINEERED TO EXCEL
- DRIVEN BY QUALITY
- FLEXIBLE SOLUTIONS
- SUSTAINABLE CHOICES



Product Applications

Food Packaging | Healthcare | Electrical Safety | Automotive | Industrial Flooring | OEM Components

Looking for a reliable rubber manufacturing partner?

Partner with Samson International PLC.

OUR BRANDS

SAMSON agro | SAMSON PVC | DSI RUBBER PARKING ACCESSORIES | SAMSON RUBBER | JOPEX | Mayura Yoga | RUBBER CEYLON

QUALITY CERTIFICATIONS & SUSTAINABLE PRODUCT CERTIFICATIONS

SAMSON INTERNATIONAL PLC

AKURESSA ROAD, BOGAHAGODA, GALLE, 80122, SRI LANKA.

e mail : info@samsonint.com | web : www.samsonint.com

tel. : +94 913 094 469-72 | fax : +94 912 224 036

DSI Samson group RUBBER

WELCOMING POSSIBILITIES

MANAGING DIRECTOR'S MESSAGE

BUILDING CAPABILITY. CREATING VALUE. EXPANDING GLOBALLY.

Samson International PLC: advancing from manufacturing capability to globally relevant rubber solutions.



"Our journey has never been simply about manufacturing rubber products. It has been about building the capability, trust and partnerships required to create value for customers in global markets."



D. Dilshan A. Rajapaksa
Managing Director
Samson International PLC

1988
ESTABLISHED

Over three decades of manufacturing excellence and customer trust.

30+
COUNTRIES SERVED

Trusted by customers across Europe, North America, Africa, Asia and beyond.

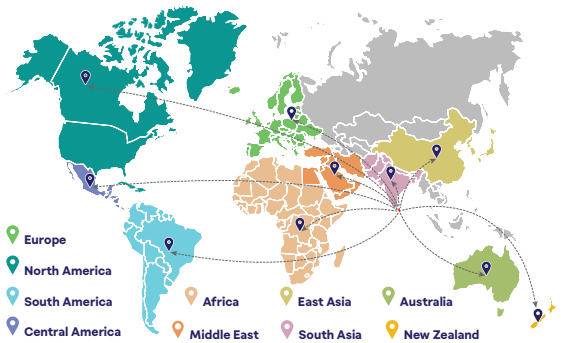
VALUE-ADDED RUBBER SOLUTIONS

From standard products to engineered, customised solutions designed for specific performance and application needs.

GLOBAL PRESENCE EXPANDING

Strengthening growth in traditional markets while expanding into North America, Africa and other emerging regions.

OUR GLOBAL FOOTPRINT



STRENGTHENING OUR GLOBAL POSITION

Customers today expect greater reliability, shorter supply chains, technical responsiveness and greater overall value. We continue to invest in capability, product development and partnerships where we contribute more than manufacturing capacity alone.

Our focus is on identifying new applications, developing higher-value products and creating long-term partnerships that deliver mutual growth.

INNOVATION & SUSTAINABILITY

Our R&D capabilities and expertise in rubber compounding provide a strong foundation for innovation that responds to changing customer needs.

Sustainability is integrated into the way we operate. Our investments in renewable energy and resource efficiency including solar-energy projects at Galle and Baddegama reflect our commitment to responsible manufacturing and a better future.

THE NEXT CHAPTER

Our ambition is to strengthen Samson International's position as a trusted Sri Lankan manufacturing partner for global markets. We will continue to focus on product innovation, operational excellence, market diversification, digitalisation and sustainable manufacturing while building deeper relationships with customers and partners around the world.

Our progress is built on the commitment of our people, the confidence of our customers and partners, and the support of our stakeholders.

OUR STRATEGY FOR SUSTAINABLE GROWTH

PRODUCT INNOVATION
Create solutions for evolving needs and new applications.

→

OPERATIONAL EXCELLENCE
Continuous improvement driving quality, efficiency and reliability.

→

MARKET DIVERSIFICATION
Expanding our footprint and building resilient global partnerships.

→

DIGITALISATION
Leveraging technology for smarter operations and better decisions.

→

SUSTAINABLE MANUFACTURING
Responsible use of resources for long-term value and future generations.

There is significant opportunity for our industry to move further towards engineered, specialised and customer-specific rubber solutions.

Sri Lankan Heritage | *Global Standards* | *Trusted Partnerships* | *Lasting Value* | *www.samsonint.com*

Story from the Cover Page





Ceylon Rubber Renaissance IN THE MAKING

RUBBER AND RUBBER-BASED PRODUCTS

As a global pioneer in natural rubber production for nearly 150 years, Sri Lanka remains a premier sourcing destination for high-quality rubber and rubber-based products.

The rubber industry is one of the most developed and robust industries in Sri Lanka, dating back to the plantation of rubber seedlings in 1876. The industry covers the cultivation and processing of natural rubber, as well as the manufacturing of value-added rubber products. These products are globally accepted for their durability and superior quality. The sector contributes significantly to employment and export earnings, with rubber and rubber-based products exported to major markets including the United States, Germany, Belgium and the United Kingdom.

NATURAL RUBBER



Latex

Sri Lanka produces the best quality latex rubber in the world. A key raw material used to manufacture various products such as gloves, mattresses, swim caps, condoms, balloons and associated products.



Lankaprene

Premium quality natural rubber, known for its odour-free, light-coloured, and clean qualities. Ideal for medical equipment and upmarket value-added products.



Ribbed smoked sheets (RSS) rubber

RSS is manufactured directly from natural rubber latex, and global demand is mainly driven by the tyre industry mainly driven by the tyre industry.



Crepe rubber

The end result of latex crepe rubber manufacturing is rolled out in crinkled sheets, which are exported to manufacture soles for shoes and boots and other processed rubber products.



Technically specified rubber (TSR)

Graded according to technical parameters, TSR is exported for the manufacturing of tyres, inner tubes and other rubber-based products.



Centifigured latex

Manufactured by processing natural rubber latex through centrifugation. Provides a range of products to the market (Centrifuged latex with high ammonia, Centrifuged latex with low ammonia, Double centrifuged and radiation vulcanized natural rubber latex, Creamed latex).

SYNTHETIC RUBBER

Synthetic Rubber Based Products

Synthetic rubber is mainly imported as a raw material for manufacturing of synthetic rubber products such as,



Synthetic Rubber gloves

Household, Industrial, and Disposable medical gloves.



Rubber gaskets

A wide range of gaskets are available such as Chloroprene, Silicone, and EPDM (Ethylene Propylene Diene Monomer).



Tyres

synthetic compounds are used in both solid and pneumatic tyre manufacturing.



Rubber Rollers

synthetic rubbers such as polyurethane, silicone, EPDM, and neoprene are used in manufacturing the outer layer of rubber rollers.



Rubber Diaphragms

Available in different types and sizes. Manufactured using synthetic rubber compounds such as Neoprene, Nitrile, and EPDM.



Foam Rubber Products

manufactured using synthetic rubber latex compounds. Products include mattresses, pillows, and sheets.

RUBBER FINISHED PRODUCTS



Rubber gloves

Made with natural and synthetic rubber. Sri Lanka provides a variety of gloves from disposable and reusable household gloves, to industrial and surgical gloves with various specifications to the market.



Tyres

A dry rubber based product. The tyre sector accounted for more than 60% share in the total value of rubber exports from Sri Lanka. Produces solid, pneumatic and semi-pneumatic tyres.



Molded Rubber Products

Produced through highly controlled chemical Products include rubber seals, rubber gaskets, Rubber rollers, Rubber Diaphragms and Rubber pet bowls.



Foam Rubber Products

Made from natural or synthetic rubber latex compounded with various other ingredients and whipped into a froth. Seen in the preparation of products including mattresses, pillows, straps and sheets.



Rubber apparel

Includes all types of personal protective equipment.



Rubber footwear and footwear accessories

Products such as rubber soles.



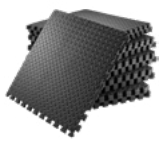
Engineered rubber and bonded rubber products

Manufactured to meet specific industrial and engineering requirements.



Rubber accessories

Products include rubber bands, hot water bottles, grilles, diffusers, hose pipes, connectors and ductwork.



Rubber flooring solutions

Products such as rubber tiles, carpets, and mats.



Rubber-based sports and fitness equipment and accessories

Manufactured from rubber and incorporating rubber components. Examples include exercise mats, resistance bands.



Natural latex bedding material

Products such as mattress cores, pillows and sheets.



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Activities of the Chamber





A GREAT BENEFIT FOR CHAMBER MEMBERS:

Expanding Global Partnerships

The National Chamber of Exporters (NCE) has signed Memoranda of Understanding (MOUs) with leading overseas trade chambers, paving the way for a dynamic global platform that enables NCE members to explore bilateral trade opportunities. These partnerships aim to strengthen business relationships, encourage joint ventures, and boost trade between Sri Lanka and partner countries.

Key initiatives include organizing Business-to-Business (B2B) meetings during NCE delegations' visits to partner chambers abroad. Additionally, several overseas chambers have shown interest in visiting Sri Lanka with delegations to explore trade and investment opportunities with NCE members. These interactions provide a valuable chance for Sri Lankan exporters to network, showcase their products, and gain insights into international market trends.

NCE is dedicated to expanding its international collaborations, continuously working to establish more partnerships with other countries' leading trade chambers. These efforts promise increased market access, diverse business opportunities, and potential growth in bilateral trade. NCE encourages its members to actively engage in upcoming activities and capitalize on the benefits offered through this expanding network of global partnerships.

For further details, or to get in touch with these chambers, please contact**:** +94114344661 or **email:** nce@nce.lk

Australia

Australia Sri Lanka Business Council

Sri Lanka and Australia Chamber of Commerce

Canada

Canadian Chamber of Commerce – Sri Lanka (CanCham)

UK

Greater Birmingham Chamber of Commerce

Brazil

Chamber of Commerce Brazil - Asia

USA

Global Chamber

Indonesia

Indonesian Chamber of Commerce and Industry (KADIN)

Italy

Italian Association of Foreign Trade (AICE)

South Korea

Hwaseong Chamber of Commerce & Industry

Qatar

Qatar Sri Lanka Business Council

South Africa

The South African Chamber of Commerce and Industry

China

The China General Chamber of Commerce

Beijing Haidian International Chamber of Commerce

Sri Lanka China Business Co-Operation Council

India

India Business Group (IBG)

Federation of Indian Export Organizations

Indian Chamber of Commerce (ICC)

UAE

Ethera Business LLC

Bangladesh

Dhaka Chamber of Commerce & Industry (DCCI)

Nepal

Nepal Chamber of Commerce

Nepal Sri Lanka Chamber of Commerce and Industry

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Chairman & Chief Executive Officer
Sri Lanka Export Development Board
No 42, Nawam Mawatha, Colombo 02, Sri Lanka.
expo@edb.gov.lk
www.srilankaexpo.lk

LAUNCHING OF THE NCE EXPORT AWARDS 2026 FOR THE 34TH CONSECUTIVE YEAR



The Journey to Excellence Begins! On the 6th July 2026, NCE officially launched applications for the NCE Export Awards 2026 at Mandarina Hotel, Colombo, with entries closing on 30 September 2026.

Recognized as Sri Lanka's premier and most prestigious export awards programme, the NCE Export Awards celebrate the outstanding achievements of the nation's exporters who continue to take Sri Lanka to the world.

More than an awards ceremony, this is an evening of professionalism, glamour, and prestige, honouring the very best performers in Sri Lanka's export sector.

The credibility of the awards is built on a rigorous and transparent evaluation process, with entries assessed by a 30-member Technical Evaluation Committee and a distinguished 10-member Main Panel of Judges. We are also proud to have Ernst & Young as our Strategic Knowledge Partner, further strengthening the integrity and international standing of the programme.

Only the best of the best earn recognition at the NCE Export Awards, making it one of the most coveted accolades for Sri Lankan exporters.

NCE invites all eligible exporters to submit their applications and showcase their excellence on the national stage with international recognition.

STRENGTHENING SRI LANKA–PAKISTAN TRADE RELATIONS



The NCE team met with the High Commissioner of Pakistan to Sri Lanka, together with officials of the Pakistan High Commission's Trade Wing, to discuss strengthening bilateral trade and economic cooperation between Sri Lanka and Pakistan.

The discussions focused on several key initiatives, including organizing a dedicated awareness workshop on the Pakistan–Sri Lanka Free Trade Agreement (PSFTA) to help Sri Lankan exporters better understand and utilize the opportunities available under the Agreement.

The meeting also explored the organization of inward and outward trade delegations to facilitate business-to-business networking and create new export opportunities for companies in both countries. The areas under discussion include: expand market access for Sri Lankan products; reverse the decline in Sri Lankan tea exports to Pakistan; introduce additional agricultural products, including pineapple, into the Pakistani market; and further strengthen bilateral trade and investment cooperation.

In addition, both parties discussed establishing strategic partnerships between the National Chamber of Exporters of Sri Lanka (NCE) and leading trade chambers in Pakistan through Memoranda of Understanding (MOUs), paving the way for stronger institutional collaboration, business matchmaking, and increased bilateral trade.

The NCE remains committed to creating new international market opportunities for Sri Lankan exporters and strengthening trade relationships with key regional partners beyond traditional export markets.

WORKSHOP ON TAXATION AND RECENT AMENDMENTS TO TAX REGULATIONS



The National Chamber of Exporters of Sri Lanka (NCE) successfully conducted two workshops on Taxation and the Recent Income Tax, VAT & SSCL Amendments. The first workshop was led by Mr. Suresh Perera, Principal and Head of Tax & Regulatory at KPMG Sri Lanka, while the second workshop was also organized due to demand from the member companies of NCE, which was conducted by Ms. Nirosha Wijetunga, Deputy Director – Sri Lanka Customs, and Ms. Amavi Silva, Assistant Superintendent – Sri Lanka Customs.

The sessions provided participants with valuable insights into the latest taxation developments, recent legislative amendments, and their practical implications for businesses, equipping exporters with the knowledge required to navigate the evolving tax landscape with confidence.

Representing various companies, over 50 participants were present, and there was good dialogue among them to understand these new regulations on various taxes.

A heartfelt thank you to our distinguished resource persons and every participant who contributed to the success of this workshop. Your enthusiasm and engagement continue to inspire us to deliver impactful knowledge-sharing programmes for Sri Lanka's export community. Together, we continue to build a stronger, more competitive export sector.

NCE AT THE WORKSHOP ON THE NATIONAL ECO-LABEL IN SRI LANKA



The NCE participated in the Workshop on the National Eco-Label in Sri Lanka, contributing to discussions on advancing sustainable exports, green certification, and environmental standards for Sri Lankan businesses.

The workshop focused on developing a nationally recognized Eco-Label to strengthen Sri Lanka's export competitiveness, promote sustainable production, support the circular economy, and enhance international market credibility. Industry stakeholders also discussed the importance of transparent certification processes, capacity building, and preventing greenwashing to create a trusted eco-label for Sri Lankan products.

NCE IN PARTNERSHIP WITH MEDIA TO PROMOTE SRI LANKA'S EXPORTERS



Meeting with LMD Leadership – Met with the top management of LMD and formally presented the 129th Edition of Sri Lanka Exporter Magazine. The meeting provided an opportunity to discuss collaboration in promoting Sri Lankan exporters, strengthening industry visibility, and highlighting the country's export achievements through media partnerships.

COURTESY VISIT TO HIS EXCELLENCY THE HIGH COMMISSIONER FOR INDIA IN SRI LANKA



It was a privilege for the NCE to meet with His Excellency Santosh Jha, High Commissioner of India to Sri Lanka, to continue the discussion to strengthen India-Sri Lanka bilateral trade relations.

His Excellency shared valuable insights into the evolving India–Sri Lanka trade relations, the impact of the FTA between India and Sri Lanka, enriched by his extensive diplomatic experience and engaging anecdotes. The discussion reaffirmed our shared commitment to strengthening bilateral trade and fostering greater collaboration between our two nations.

As part of this commitment, NCE facilitated the participation of exporters from across Sri Lanka in a B2B networking session with the Indian trade delegation on 29 July 2026, creating new opportunities for partnerships and business growth.

The meeting further reinforced the mutual trust and shared vision between NCE and the High Commission of India to empower exporters, promote meaningful trade partnerships through like the NCE international delegation to India next month, and deepen economic ties between Sri Lanka and India.

COURTESY VISIT TO HIS EXCELLENCY THE AMBASSADOR FOR RUSSIA IN SRI LANKA



His Excellency Levan S. Dzhagaryan and NCE leadership discussed trade, economics and banking matters that impact bilateral trade relations for both Sri Lanka and Russia during NCE's short visit to the Embassy of Russia in Colombo.

He elaborated on the traditional and non-traditional exports, including Ceylon tea, rubber, coconut products, spices, apparel, and fisheries, that play a part in attracting the export market to Russia.

Russia continues to rank among Sri Lanka's top source markets for inbound tourism, with ongoing emphasis on direct flight connectivity and travel promotion.

Ambassador Dzhagaryan has consistently reiterated the Russian Embassy's commitment to supporting Sri Lankan exporters and facilitating direct contact between Russian buyers and Sri Lankan businesses.

COURTESY VISIT TO HIS EXCELLENCY THE AMBASSADOR FOR ITALY IN SRI LANKA, MR. DAMIANO FRANCOVIGH



It was a great pleasure to meet His Excellency the Ambassador for Italy in Sri Lanka Mr. Damiano Francovigh.

The productive discussion spanned from exports from Sri Lanka to Italy to geopolitics of war in the Middle East to its global impact, mainly to countries like Sri Lanka. NCE leadership highlighted the potential of Sri Lanka's footwear sector and how Italy can benefit from exporting high-quality footwear from Sri Lanka and invest in this sector.

NCE is committed to expanding the export market for Sri Lanka in Italy, which is already the second-largest single-country export market, strengthening bilateral trade between the two countries.

COURTESY VISIT TO HER EXCELLENCY THE HIGH COMMISSIONER FOR CANADA IN SRI LANKA, MS. ISABELLE MARTIN



It was a pleasure meeting Her Excellency the High Commissioner for Canada in Sri Lanka, Ms. Isabelle Martin, and the staff of the High Commission.

NCE had a productive discussion on how regional delegations will support entrepreneurship and help identify aspiring exporters in regions like the Northern Province of Sri Lanka. Her Excellency commended the efforts of NCE and said they are also looking at strengthening people-to-people connections with Canadians and Sri Lankans.

NCE also highlighted the partnership with CanCham and the hope to strengthen bilateral trade relations in the future, with both Canada and Sri Lanka benefiting and prospering.

NORTHERN PROVINCE TO BUILD MOMENTUM AS AN EXPORT HUB



The Northern Province is steadily strengthening its position as one of Sri Lanka's emerging centres for exports and investment, with the National Chamber of Exporters (NCE) Business Forum in Jaffna providing fresh momentum for the region's economic transformation.

Held at the District Secretariat Conference Hall on July 22, the forum brought together government agencies, business leaders, financial institutions, technology providers and entrepreneurs to explore new opportunities for expanding exports and supporting private sector growth.

With Seylan Bank as the exclusive banking partner, Smart Marine Lanka as the exclusive logistics partner, and Dialog Enterprise as the exclusive digital partner, the NCE delegation to the Northern Province helped expand the horizons of the business community in the region.

The Industrial Development Board, the Management Club Jaffna, the Export Development Board, the Jaffna Managers' Forum, the Chamber of Commerce and Trade of Yarlpanam, National Enterprise Development Authority, and the Chamber of Commerce and Industry Trincomalee district spearheaded organizing B2B Business Forums in collaboration with NCE, bringing together 150+ suppliers, producers, and aspiring exporters from across the region.

Addressing participants, NCE President and TMC Jaffna Chairman Indhra Kaushal Rajapaksa and NCE Secretary General and CEO Shiham Marikar outlined the Chamber's vision for creating new export opportunities, while Chamber of Northern Exporters President Shanmuganathan Suganthan highlighted the importance of supporting local entrepreneurs to access international markets.

The forum also showcased practical solutions for exporters. Presentations by Smart Marine Lanka (MISL), Seylan Bank and Dialog Enterprise focused on improving logistics, digital connectivity and financial services for businesses seeking to expand beyond Sri Lanka.

One of the event's highlights was the partnership between Smart Marine Lanka (SML) and Seylan Bank. As the exclusive banking partner, Seylan Bank offers integrated banking, trade finance and digital payment solutions that simplify cross-border transactions and help exporters operate more efficiently, while SML envisions establishing a branch in the northern province to ease logistical challenges that exports from the region are facing.



Beyond presentations, business-to-business meetings enabled entrepreneurs to connect directly with potential partners, while technical sessions conducted by the EDB covered export standards, certification, logistics, finance and digital marketing.

The forum also complemented broader development initiatives underway in the Northern Province, including the Northern Investment Summit (NIS 2026), the One Stop Shop for Investors (OSSI), plans to develop Jaffna Port and Airport, tourism promotion and increased engagement with the Tamil diaspora.

As partnerships between government agencies, the private sector and development organisations continue to strengthen, the Northern Province is moving beyond post-conflict recovery and steadily establishing itself as a competitive destination for exports, investment and entrepreneurship, creating new opportunities for businesses and communities across the region.

STRENGTHENING TIES WITH RUBBER SECTOR SECTORAL HEAD: LAUGFS RUBBER



The NCE Leadership met with Mr. Chinthaka Wegapitiya, Managing Director, LAUGFS Corporation (Rubber) Ltd., to discuss strengthening the partnership with the NCE. As the Sectoral Head of the Rubber Tyres & Accessories sector, he committed to being proactive in making dialogue with sector leaders and identifying export opportunities.

We had a productive exchange of ideas on enhancing collaboration, supporting exporters, and creating greater opportunities to strengthen Sri Lanka's rubber and tyre industry in the global marketplace.

NCE is looking forward to working together to drive innovation, competitiveness, and sustainable export growth.

NCE'S MONTHLY MANAGEMENT COMMITTEE & COUNCIL MEETINGS



The Management Committee and Council Meetings for July, August and September 2026 were held at the NCE Conference Hall. During the meetings, the progress of activities undertaken by the NCE Secretariat was reviewed, with particular emphasis on key issues affecting Sri Lanka's export sector. The meetings were followed by a gathering that promoted fellowship and networking among the NCE members present, who enjoyed a pleasant soiree.

INTERACTIVE WORKSHOP ON NAVIGATING EXPORT APPROVALS & REQUIREMENTS



The NCE organised an in-house interactive workshop on the 9th September 2026 on navigating export approvals and requirements for companies exporting goods and services in Sri Lanka. The workshop was organised in light of the fact that regulations can be one of the biggest challenges for agriculture-based exporters, and given the timely need for awareness of changing regulations in the export sector.

The participants gained direct insights from Sri Lanka's key regulatory authorities on approvals, permits, documentation, and compliance.

The National Plant Quarantine Service (NPQS) and the Department of Forest Conservation conducted insightful and highly interactive sessions, with expert insights that helped exporters and aspiring exporters understand current and new regulations and requirements when approaching different markets internationally.

Dr. M.H.A.D. Subashini, Principal Scientist, National Plant Quarantine Service (NPQS) and Mr. H.G. Wasantha – Conservator of Forests, Department of Forest Conservation were the resource persons who represented the two government entities.

Their valuable insights on export approvals, regulatory requirements, and compliance procedures empowered participants with the knowledge needed to navigate export processes with greater confidence.

NCE MEMBER-DELEGATION ENGAGES WITH RUHUNU RASA SARANIYA 2026



The NCE organised a delegation visit to the Southern Province on 11th September 2026, centred around the main event, Ruhunu Rasa Saraniya-2026, a local food processing and food technology industry exhibition held in Galle. The event brought together innovative food products, processing technologies, and export-ready businesses from across the Southern Province, offering participants the chance to engage directly with the region's agri-business community.

Held under the patronage of the Hon. Governor of the Southern Province, the Department of Export Agriculture, and the Industrial Development Board (IDB), and coordinated by the IDB and the Department of Export Agriculture, the exhibition showcased a wide range of product sectors including food products, spices, pepper, coconut products, tea, herbs, fruits, vegetables, dehydrated foods, ornamental flowers and foliage plants, handicrafts, and Kithul industry products.

Alongside the exhibition, the delegation held a B2B networking session in Galle, where participants connected with regional suppliers, producers, exporters, and aspiring entrepreneurs. Attendees engaged with over 100 agri-entrepreneurs, including GMP-certified producers, and took part in a workshop designed for Southern Province agri-entrepreneurs and exporters, all aimed at exploring export market access and growing their businesses beyond borders.

Strategic Engagements of NCE

STRENGTHENING SRI LANKA–INDIA BUSINESS RELATIONS THROUGH INDIAN CHAMBER OF COMMERCE - NCE PARTNERSHIP



The National Chamber of Exporters of Sri Lanka (NCE) is proud to announce the signing of a Memorandum of Understanding (MoU) with the Indian Chamber of Commerce during a business networking event organised by the High Commission of India in Sri Lanka.

The event brought together around 30 leading Indian business representatives along with members of the NCE, creating an excellent platform for networking and exploring new business opportunities.

Through this strategic partnership, both Chambers will work closely to connect their respective memberships, facilitating trade, investment, business partnerships, joint ventures, and the exchange of commercial opportunities between Sri Lanka and India. The collaboration is expected to open new avenues for exporters and businesses in both countries, particularly by strengthening links with the dynamic business community in Southern India.

The NCE looks forward to transforming this partnership into meaningful business outcomes that will contribute to increased bilateral trade and long-term economic cooperation.

Celebrating another proud milestone in our publishing journey!



We were honored to present the 128th and 129th editions of our magazines to the Head of the Indian Chamber of Commerce. This symbolic handover reflects our continued commitment to fostering knowledge sharing, industry insights, and stronger business collaboration.

We extend our sincere gratitude for the support and encouragement of the Indian Chamber of Commerce and look forward to strengthening this valued association in the years ahead.

RENEWAL OF THE NCE STRATEGIC PARTNERSHIP WITH ERNST & YOUNG



The National Chamber of Exporters of Sri Lanka (NCE) is pleased to announce the renewal of its strategic partnership with Ernst & Young (EY), one of the world's leading multinational professional services organizations. This renewed collaboration reflects the shared commitment of both organizations to supporting the sustainable growth, competitiveness, and global success of Sri Lanka's export sector.

As the Strategic Knowledge Partner, EY continues to play a vital role in providing expert knowledge, strategic insights, and professional advisory support across a broad spectrum of areas that are critical to exporters. Leveraging its extensive global network and industry expertise, EY contributes valuable perspectives on emerging market trends, international trade, regulatory developments, taxation, digital transformation, sustainability, governance, risk management, and business resilience. These insights enable Sri Lankan exporters to navigate an increasingly dynamic global marketplace while identifying new opportunities for growth and innovation.

The partnership also supports a range of knowledge-sharing initiatives, including seminars, workshops, forums, publications, and thought leadership programs designed to equip NCE members with practical knowledge and best practices. Through these initiatives, exporters gain access to timely information and strategic guidance that enhances their capacity to compete effectively in international markets.

The NCE greatly values its longstanding relationship with EY, which has consistently contributed to strengthening the capabilities of Sri Lanka's exporter community. The renewal of this partnership underscores the mutual commitment of both organizations to fostering innovation, promoting sustainable business practices, and creating a resilient export ecosystem that supports the country's economic development.

We are honored and privileged to continue this valued partnership with EY and look forward to further strengthening our collaboration in the years ahead. Together, we remain committed to empowering Sri Lankan exporters with the knowledge, expertise, and strategic support needed to succeed in an increasingly competitive global environment while contributing to the nation's export growth and economic prosperity.

SEYLAN BANK PLC OFFICIALLY PARTNERS WITH THE NCE AS THE EXCLUSIVE BANKING PARTNER FOR THE NCE NORTHERN PROVINCE DELEGATION



The National Chamber of Exporters of Sri Lanka (NCE) is pleased to welcome Seylan Bank PLC as the "Exclusive Banking Partner" for the "NCE Northern Province Delegation", scheduled to take place from 21st to 23rd July 2026.

This national initiative is focused on connecting and strengthening Sri Lanka's exporter value chain by fostering collaboration among exporters, financial institutions, government agencies, regional stakeholders, and business support organizations. The delegation will provide a platform to explore new opportunities, enhance regional trade partnerships, and promote export development in the Northern Province.

NCE extends its sincere appreciation to Seylan Bank PLC for its valued partnership and commitment to supporting Sri Lanka's export sector. Together, we look forward to empowering exporters and contributing to the sustainable growth and global competitiveness of the nation's export industry.

DAVID PIERIS LOGISTICS (PRIVATE) LIMITED RENEWS STRATEGIC PARTNERSHIP WITH NCE



It was a pleasure meeting the outstanding team at David Pieris Logistics (Private) Limited, a valued strategic partner of the National Chamber of Exporters (NCE) of Sri Lanka.

With expertise spanning transportation, freight forwarding, third-party logistics (3PL), warehouse management, and end-to-end supply chain solutions, David Pieris Logistics continues to play a vital role in connecting Sri Lankan businesses to global markets. Their professionalism, innovation, and commitment to excellence make them a trusted logistics partner for exporters.

Looking forward to strengthening our partnership and working together to support the growth of Sri Lanka's export sector.

NCE EXPORTER AWARDS MADE POSSIBLE BY OUR STRATEGIC EVENT PARTNERS



A heartfelt thank you to all our valued Strategic Partners for coming on board to support the 34th Annual NCE Export Awards 2026.

Recognizing the unwavering support and confidence in the National Chamber of Exporters of Sri Lanka, NCE honoured the partners at the NCE Export Awards application launch ceremony on the 6th July 2026. This marks the recognition of how the sponsors have enabled us to elevate the NCE Export Awards year after year, making it Sri Lanka's most prestigious and professionally conducted export awards ceremony.

We look forward to strengthening the collaboration with our strategic partners and continuing the successful partnership at future NCE events and across many other Chamber initiatives that support the growth of Sri Lanka's export sector.

Thank you for being our partners in promoting export excellence.

NCE SIGNS AN MOU WITH CANCHAM SRI LANKA FOR STRATEGIC ENGAGEMENT



After several days of constructive dialogue, the NCE leadership signed an MoU with the Canadian Chamber of Commerce in Sri Lanka (CanCham Sri Lanka) on 28th July 2026. It was discussed how CanCham could be a strategic partner in facilitating a process together with NCE for direct exports to Canada, rather than going through the US. Further, this partnership will open more trade opportunities for Sri Lankans, Canadians, and Sri Lankan diaspora living in Canada, both in exports and imports.

CanCham Sri Lanka, as a young organization, has much to offer, including business intelligence and fresh perspectives from its members, collaborative efforts to strengthen health and wellness tourism in Sri Lanka, and tapping the entire supply chain. They expect to work together with more experienced NCE to promote and expand the export market of Sri Lanka to benefit from opportunities presented by Canada.

STRENGTHENING SRI LANKA'S EXPORT ECOSYSTEM THROUGH TECHNOLOGY



The National Chamber of Exporters of Sri Lanka (NCE) and the Federation of Information Technology Industry Sri Lanka (FITIS) signed a Memorandum of Understanding (MoU) on 25 August 2026, marking an important step towards strengthening Sri Lanka's export ecosystem through technology and innovation.

The partnership focuses on promoting technology adoption, digital transformation, innovation, business connectivity, capacity building, and policy advocacy, creating new opportunities for businesses to enhance their competitiveness and expand their presence in global markets.

The MoU was signed by Mr. Indhra Kaushal Rajapaksa, President of NCE, and Dr. Dayan Rajapaksa, Chairman of FITIS.

Through this collaboration, NCE and FITIS look forward to empowering Sri Lankan businesses with greater access to technology, knowledge, networks, and opportunities, contributing towards a stronger and more globally competitive export sector.

STRENGTHENING MARKET ACCESS & INTERNATIONAL TRADE - MARKET ENGAGEMENT MEETING: CANADA AND THE PHILIPPINES



The NCE hosted a Market Engagement Meeting on 3 September 2026 at the NCE Conference Hall, bringing together its members for an exclusive session focused on export opportunities in Canada and the Philippines. Held under the theme "Connect, Explore, Expand", the meeting gave attendees the chance to engage directly with senior diplomatic representatives, the nominated Sri Lankan Ambassador to the Republic of the Philippines, Ms Anzul Banu Jhan, and the nominated Sri Lankan High Commissioner to Canada, Mr. Rohana Ambagolla.

The meeting offered participants first-hand insights into the Canadian and Philippine markets, allowing exporters to discuss trade challenges and expectations directly with diplomatic officials. Beyond market intelligence, the session created space for business networking, exploring potential business and trade opportunities, and laid the groundwork for future NCE business delegations to both countries.

The meeting reinforced NCE's ongoing efforts to strengthen Sri Lanka's international business network and to support exporters, mainly members of NCE, in expanding into new markets. More than twenty NCE members participated in the meeting, highlighting how these efforts to connect high-ranking diplomatic officials with local businesses are in demand as exporters are willing to directly engage with respective government authorities to develop market linkages.

NCE AND SIERRA CABLES PLC FORGE STRATEGIC PARTNERSHIP TO STRENGTHEN SRI LANKA'S EXPORT SECTOR



The NCE is pleased to announce the signing of a Strategic Partnership with Sierra Cables PLC, strengthening collaboration between Sri Lanka's leading export chamber and a prominent cable manufacturer and exporter.

The partnership reflects a shared commitment to advancing Sri Lanka's export sector through industry excellence, innovation, knowledge sharing, and sustainable growth.

As an established exporter with a strong presence in international markets, Sierra Cables PLC brings valuable industry expertise and manufacturing excellence to the collaboration. Together, NCE and Sierra Cables PLC will work towards creating greater opportunities for industry engagement, strengthening exporter competitiveness and supporting Sri Lanka's export-driven economic growth.

This partnership reinforces the NCE's commitment to building meaningful alliances with industry leaders to empower exporters and enhance Sri Lanka's position in global markets.

NCE–CANCHAM FORUM EXPLORES SRI LANKA– CANADA TRADE, INVESTMENT, AND MARKET ACCESS OPPORTUNITIES



The National Chamber of Exporters of Sri Lanka (NCE), in partnership with the Canadian Chamber of Commerce in Sri Lanka (CanCham), hosted the **Sri Lanka–Canada Trade, Investment & Market Access Forum** at the Cinnamon Grand Colombo, in September 2026. The event brought together exporters, policymakers, diplomatic representatives, and industry leaders to discuss strategies for deepening bilateral economic ties, improving market access, and attracting foreign direct investment (FDI) from Canada.

Shift Toward High-Value & Diversified Exports

Delivering the opening address, the NCE President emphasized moving beyond traditional volume-based discussions toward building long-term business partnerships, innovation, and value addition.

In his keynote speech, Export Development Board (EDB) Chairman Mangala Wijesinghe stressed that Sri Lanka must transition toward higher-value exports, technology, and integration into global value chains:

- **Export Milestones & Targets:** Sri Lanka's coconut export sector recently crossed **USD 1 billion** (growing over **42%**), while the food and beverage sector continues to grow at over **15% annually**. The electrical and electronics sector, currently contributing over **USD 600 million**, is primed for further expansion.
- **Digital Economy:** Strong growth potential exists in digital services and ICT to serve international markets without physical goods transport.

CanCham Director **Mohamed Hameez** highlighted that Canada offers the technology, innovation, and capital Sri Lanka needs to scale across key sectors such as education, healthcare, agriculture, renewable energy, and financial services, with an emphasis on supporting SMEs, women entrepreneurs, and young businesses.

Navigating Canada's Market & Tariff Disparities

Yasoji Gunawardena, Consul (Commercial) at the Consulate General of Sri Lanka in Toronto, outlined Canada's market landscape—a **41 million population** high-income market where **75% of imports** enter via Ontario and Quebec, and **10%** through British Columbia.

Key market access and tariff insights include:

- **Apparel Sector:** Canada's apparel import market was valued at **USD 11 billion in 2025**, but Sri Lanka holds a modest **1.6% share**. Sri Lankan apparel faces an **8% Most-Favoured-Nation (MFN) tariff**, placing it at a competitive disadvantage against countries like Bangladesh and Vietnam, which enjoy duty-free access.
- **Non-Apparel Opportunities:** Significant demand exists in Canada for agricultural and food products (**USD 50 billion** total market import), rubber products and gloves (**USD 4.2 billion**), tea (**USD 160 million**), activated carbon (**USD 40 million**), and cocopeat/coconut products (**USD 30 million**).

Unlocking Canadian Investment (FDI)

The forum underscored a major disparity in investment flows. Historical Canadian FDI in Sri Lanka stands at a moderate **USD 120 million**, compared to over **USD 20 billion** in institutional investments in India by 2025.

To bridge this gap, priority sectors identified for attracting Canadian capital include:

1. **High-Tech Agriculture & Agritech**
2. **Digital Infrastructure & ICT**
3. **Transportation & Logistics**
4. **Renewable Energy**
5. **Commercial Real Estate & Tourism**

Actionable Outcomes

During the panel discussion—moderated by NCE Council Member **Edward Fernando**, featuring Designated High Commissioner to Canada **Rohan Ambegolla**, Director General of Commerce **Charitha Yattogoda**, and CanCham Secretary General **Nilupul De Silva**—panellists addressed participant queries regarding trade policy, trade fair engagement, distribution networks, and institutional support under the existing NCE–CanCham MoU.

The forum concluded with a unified call to convert dialogue into tangible commercial agreements, strategic joint ventures, and expanded market presence in Canada.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER, CEYLON TIPS BRANDING (PVT) LTD.

At Ceylon Tips Branding (Pvt) Ltd, we are committed to bringing the best of Sri Lanka to international markets through quality, innovation, and trust. Our diverse export portfolio includes premium Ceylon tea, spices, coconut-based products, food and beverage products, wellness products, handicrafts, and other value-added Sri Lankan exports. We continuously work to connect global buyers with authentic Sri Lankan products while maintaining the highest standards of quality and service. As we expand our presence worldwide, we remain focused on creating sustainable partnerships and contributing to the growth of Sri Lanka's export sector. I sincerely thank our customers, partners, and stakeholders for their continued confidence and support.



Mr. Chiranjaya Udumullage
Chief Executive Officer (CEO)
Ceylon Tips Branding (Pvt) Ltd

MESSAGE FROM THE MANAGING DIRECTOR / CHIEF EXECUTIVE OFFICER, HAYLEYS FABRIC PLC



Mr. Rohan Goonetilleke
Managing Director/CEO
Hayleys Fabric PLC

Winning the NCE Export Award 2025 is a proud milestone for Hayleys Fabric PLC and a testament to the dedication, resilience, and commitment of our entire team. As Sri Lanka's largest fabric manufacturer, we remain focused on delivering innovative, high-quality, and sustainable fabric solutions to leading global apparel brands. This recognition reinforces our belief that long-term success is built on operational excellence, continuous innovation, and responsible business practices. We are grateful to our customers, employees, partners, and stakeholders for their trust and support as we continue to strengthen Sri Lanka's position in the global textile and apparel value chain.

MESSAGE FROM THE DIRECTOR / CHIEF EXECUTIVE OFFICER, SENIKMA HOLDINGS (PVT) LTD



As the Chief Executive Officer of Senikma Holdings (Pvt) Ltd, it is a privilege to be associated with the National Chamber of Exporters and its prestigious Export Awards. Having been recognized at every event since 2018, and honoured as the Best Woman Exporter in 2024 and 2025, I am deeply grateful for the Chamber's continued encouragement. These achievements reflect the dedication of our team and our commitment to export excellence. I commend the NCE for celebrating Sri Lankan exporters and inspiring businesses to compete successfully in global markets.

Nayana Ranatunga
CEO/Director
Senikma Holdings (Pvt) Ltd.

MESSAGE FROM THE MANAGING DIRECTOR, SIERRA CABLES PLC



Being named the Best Sri Lankan Brand Exporter and receiving the Gold Award at the NCE Export Awards 2025 is a proud moment for our entire team at Sierra Cables. These honours reflect a deliberate strategy of building a globally respected brand that international buyers seek out for its technical credibility and compliance. As the only Sri Lankan cable manufacturer certified to UL 44 and UL 854, we will keep expanding our footprint across global markets, from the United States to the Pacific and beyond. We thank the NCE for championing Sri Lanka's exporters, and we look forward to growing this journey together.

Mr. Harsha Jayatunga
Managing Director
Sierra Cables PLC



Success Stories



BRIDGING EXPORTS AND REAL ESTATE: PRIME GROUP'S GLOBAL INVESTMENT VISION



Prime Group is pleased to partner with the National Chamber of Exporters of Sri Lanka (NCE), bringing together two sectors with a shared commitment to strengthening Sri Lanka's economic potential. This partnership represents more than a collaboration between two organizations. It is an opportunity to connect Sri Lanka's export community with new real estate investment opportunities while creating stronger avenues for capital to flow back into the country.

As exporters take Sri Lankan products, services, expertise and ingenuity to markets around the world, we believe the real estate sector too has an important role to play in taking Sri Lankan opportunities beyond our shores.

For more than three decades, Prime Group has been part of Sri Lanka's growth story. What began as a vision to create better places for people to live has evolved into one of the country's most recognized and diversified real estate groups, with a presence that extends across residential developments, land, apartments and strategic property investments.

At Prime Group, we have always believed that our responsibility extends beyond developing property. We have been building communities, creating wealth through investment opportunities and contributing to the economic aspirations of Sri Lankans. Today, as the real leader in modern real estate, we see an even greater opportunity to contribute to the country's economic progress by creating avenues through which local and international capital can be channeled into Sri Lanka's property sector.

Prime Group has grown from humble beginnings into a large-scale organization offering 360-degree real estate solutions. Its diverse portfolio spans land developments, residential and apartment projects, construction, interior solutions, and property brokerage services through its dedicated brokerage arm, providing customers with a comprehensive range of real estate solutions under one trusted ecosystem. Over the years, we have remained guided by a simple yet enduring principle: creating places that deliver lasting value to those who invest in them, while nurturing livable, lovable neighborhoods.

Our growth has taken place alongside the evolution of Sri Lanka itself. As lifestyles have changed, so too have customer expectations. Today's property investor seeks more than land or a building. They seek accessibility, quality, security, convenience, lifestyle and, most importantly, long-term value. This understanding has shaped our approach to development. From carefully planned residential communities to premium apartment developments, Prime Group has continuously expanded its offering to respond to changing aspirations. We have also invested significantly in technology and innovation, strengthening the way customers discover, evaluate and purchase property. Our digital initiatives and customer engagement platforms reflect our belief that a modern real estate company must be as accessible and innovative as the customers it serves.

It is in this context that our partnership with the NCE is particularly meaningful. We see this collaboration not simply as a commercial partnership, but as an opportunity to support the wider export community and strengthen the connection between Sri Lanka's exporters, entrepreneurs, professionals and the country's investment landscape.

Sri Lanka's export sector is one of the strongest representations of our country's ability to compete internationally. At Prime Group, we believe the same spirit of globalization can be applied to Sri Lankan real estate.

Our philosophy is simple: we should not always expect Sri Lankans living overseas to come to Sri Lanka to invest. We must take Sri Lankan investment opportunities to them. This thinking is becoming increasingly important as Sri Lankan businesses expand their international presence. Exporters, professionals and entrepreneurs who operate globally create wealth overseas, and there is an opportunity to channel a greater proportion of that wealth back into productive investments in their home country.

The real estate sector has an important role to play in supporting foreign exchange generation and retention. When overseas Sri Lankans and international investors purchase property in Sri Lanka, capital is directed towards the domestic economy, supporting construction, professional services, materials, employment and numerous interconnected industries. At Prime Group, we are committed to creating investment propositions that make Sri Lanka an attractive destination for such capital.

Our international presence, including our engagement with markets such as Australia, the United States, Canada, New Zealand and the Middle East, is part of this broader vision. Rather than viewing overseas markets simply as destinations for expansion, we see them as important gateways through which Sri Lankan investment opportunities can reach global audiences.

Sri Lankans, particularly those engaged in internationally connected industries, have access to investment opportunities across the world. Our responsibility is to ensure that investing in Sri Lanka remains an attractive proposition by offering developments that combine quality, accessibility, strong locations and long-term value.

> ***"In this way, property investment can become more than an individual financial decision. It can contribute to the retention of capital within Sri Lanka and support a broader cycle of economic activity. One of the most significant expressions of this vision is our entry into Port City Colombo through Prime Marina by Prime Melwa Port City Pvt Ltd. Developed as a joint venture between Prime and Melwa, the project represents an important milestone in our journey towards creating internationally positioned real estate opportunities in Sri Lanka. Located within Port City Colombo, the development is envisioned as a premium marina waterfront project that brings together residential living, global connectivity and an internationally oriented investment proposition."***

For us, Port City represents more than another development. It represents an opportunity to demonstrate that Sri Lanka can create destinations capable of attracting international attention and investment. The project also reflects our confidence in Colombo's potential as a regional destination for investment, business and lifestyle. Alongside Port City, Prime continues to develop a diversified portfolio across Sri Lanka, responding to different market segments. Our developments range from premium urban residences to strategically located land projects and lifestyle-oriented communities.

Our partnership with NCE is significant because NCE represents a community that understands global markets, international business, and the importance of creating value for Sri Lanka. Exporters are entrepreneurs by nature. They understand markets beyond our shores, manage international relationships, and continuously seek ways to make Sri Lankan products and services globally competitive. We see considerable potential in connecting this community with the opportunities available within Sri Lanka's property sector. Through this partnership, Prime Group will introduce exclusive packages, promotional offers, preferential rates and value-added services for NCE members. These benefits will evolve over time, allowing members to access selected opportunities across our portfolio.

However, the value of this partnership extends beyond these immediate benefits. We want to create a platform for dialogue between two sectors that can contribute significantly to Sri Lanka's economic future. The export community generates foreign exchange and builds Sri Lanka's international reputation, while the real estate sector creates long-term domestic assets, employment and economic activity. Bringing these two communities closer together can create opportunities for mutual growth.

As we look ahead, our vision for Prime Group is not limited to becoming a larger real estate company. We aspire to position Sri Lankan real estate as an investment proposition that can compete for attention on the global stage. Sri Lanka has exceptional potential. We have a strategic location, talented people, a growing business ecosystem and an increasingly sophisticated consumer market. What we need is greater confidence in presenting these strengths to the world.

Our international initiatives are driven by the belief that Sri Lankan opportunities should travel beyond Sri Lanka. We want to reach Sri Lankans wherever they are, engage international investors and demonstrate that investing in a quality property in Sri Lanka can be both a personal and economic contribution to the country.

The partnership with the NCE strengthens this vision by connecting us with a community that already has a strong international outlook. Sri Lanka's economic recovery and future prosperity will require collaboration across industries. No single sector can achieve this alone. Businesses must work together to create investment, generate employment, retain capital and build confidence in Sri Lanka. The private sector has a particularly important role to play in transforming economic opportunities into tangible outcomes.

Our journey began with the ambition to create better places for people to live. Today, that ambition has evolved into a broader purpose: to create value for customers, communities and the country while positioning Sri Lankan real estate for the world.

Together, we can create stronger connections between Sri Lanka's export community and its investment opportunities, encouraging greater capital retention, creating avenues for overseas Sri Lankans to invest back home and strengthening Sri Lanka's position as a destination for international investment. Ultimately, our vision is to take Sri Lankan real estate to the world while bringing the world's investment back to Sri Lanka. At Prime Group, we believe that when we build value at home, we do more than create places to live and invest. we contribute to a stronger economy, greater opportunities and a stronger Sri Lanka on the global stage.



EXPACK CORRUGATED CARTONS PLC – ENGINEERED FOR TAKEOFF

In the world of exports, packaging is far more than a protective shell—it is the "first ambassador" of a product, reflecting quality, reliability and the standards of the company it represents. At Expack Corrugated Cartons PLC, we understand that every carton we manufacture carries not only our customers' products but also their reputation in global markets.

For over three decades, Expack has built a reputation as one of Sri Lanka's leading manufacturers of premium corrugated packaging solutions. Headquartered in Kelaniya and backed by the strength and stability of Aberdeen Holdings (Pvt) Ltd, the Company combines industry expertise with innovation, operational excellence and a relentless focus on customer satisfaction.

A defining milestone in our journey came on the 10th of November 2021, when Expack was listed on the Colombo Stock Exchange. Becoming a publicly listed company strengthened our commitment to corporate governance, transparency and accountability while positioning us for long-term, sustainable growth.

Today, we serve a diverse portfolio of industries including FMCG, pharmaceuticals, apparel, tea, seafood and food processing. Our comprehensive range of products includes regular slotted cartons, die-cut cartons, tea and tuna cartons, corrugated pallets and a wide array of customized packaging solutions designed to meet the unique requirements of both local and international customers.

Innovation remains central to our growth strategy. During 2025, Expack completed one of the most significant technology upgrades in its history, commissioning a state-of-the-art manufacturing line that modernized the entire corrugated carton production process. The investment has automated manual operations, enhanced production efficiency, improved consistency and quality. This effectively shortened delivery lead times and strengthened our ability to meet increasingly sophisticated customer requirements.

Our greatest strength, however, lies in our people. A dedicated team of over 318 professionals brings together technical expertise, craftsmanship and a shared commitment to delivering the Expack promise. Their passion for excellence continues to drive innovation, operational efficiency and long-standing customer relationships.

As both a manufacturer and exporter, Expack plays an important role in strengthening Sri Lanka's export economy. Approximately 39% of our revenue is generated through export-

related business, either as a direct exporter or as a trusted packaging partner to many of the country's leading exporters.

Every shipment that we support with our packaging contributes to earning valuable foreign exchange, and helps Sri Lankan products compete confidently in international markets.

Expack Corrugated Cartons PLC is committed to world-class manufacturing excellence, operating in full compliance with internationally recognized quality, environmental, ethical, and sustainability standards. The company is certified to ISO 9001 and ISO 14001 and holds globally respected accreditations including WRAP, FSC, Sedex, the NCE Ethical Trading Certification, and Carbon Neutral Certification from the National Cleaner Production Centre.





This unwavering commitment to excellence has earned Expack widespread recognition from Sri Lanka's most respected business and industry institutions. Over the years, the company has received numerous prestigious awards from the Ceylon Chamber of Commerce, Sri Lanka Chamber of Industries, Export Development Board, National Chamber of Exporters, Institute of Chartered Accountants of Sri Lanka, Great Place to Work Sri Lanka, and other leading organizations—affirming its leadership in manufacturing excellence, sustainability, corporate governance, and responsible business practices.

Sustainability is equally embedded within our business philosophy. We continue to invest in environmentally responsible manufacturing, efficient resource utilization, responsible waste management and ethical business practices. Supported by strong governance and transparent stakeholder engagement, these initiatives reinforce our commitment to creating lasting value for customers, shareholders, employees and the wider community.

As Sri Lanka's export sector continues to evolve, so too does Expack. We remain focused on delivering world-class packaging solutions that enable our customers to compete globally while continuously investing in technology, people and sustainable growth.

Our long-standing partnership with the National Chamber of Exporters of Sri Lanka (NCE) reflects this shared vision. As a Strategic Partner and Principal Sponsor of the prestigious Annual Export Awards, Expack is proud to stand alongside the nation's exporters in recognizing excellence, celebrating achievement and encouraging innovation across Sri Lanka's export community. We believe that when Sri Lankan exporters succeed, the entire nation prospers.

"At Expack Corrugated Cartons PLC, we are not simply manufacturing cartons—we are engineering confidence, protecting brands and creating packaging solutions that help Sri Lankan products reach the world."



Mr. Zulficar Ghouse
Managing Director
EXPACK CORRUGATED CARTONS PLC



DO YOU KNOW YOUR PROBLEM?
LOOKING FOR A SOLUTION?

What is your sales lead conversion rate?

How many quotations did you send?

How many visitors entered your showrooms?

Is daily meal tracking becoming a problem?

THE ANSWER MAY BE CLOSER THAN YOU THINK.

Which enquiries still need a response?

Looking for a production tracking system?

How much production time is being lost?

Do you need a smarter recruitment system?

Are follow-ups slipping through the cracks?

Can you see every process in real time?

CURIOUS?
SCAN TO FIND OUT.

One scan. More clarity.



FROM INDUSTRY EXPERTISE TO INTEGRATED DIGITAL SOLUTIONS – THE MISL GROWTH STORY

A PERSPECTIVE FROM THE MANAGING DIRECTOR, MISL HOLDINGS (PVT) LTD

At MISL Holdings, we believe sustainable growth in technology comes not simply from developing software or supplying devices, but from understanding industries, identifying operational challenges and delivering solutions that create measurable business value.

Over the years, MISL has built a strong reputation in Sri Lanka's seafood industry, supported by successful implementations locally and in selected overseas markets. Today, this experience provides us with a strong foundation to take our technology, industry knowledge and integration capabilities into new sectors.

EXPANDING INTO THE POULTRY INDUSTRY

One of our most significant recent developments has been our expansion into the poultry industry.



Mr. Kapila Prasad Weerakkody
Managing Director
MISL Holdings (Pvt) Ltd

Our successful engagement with Bairaha Farms PLC, one of Sri Lanka's well-established poultry companies, represents an important milestone. MISL has delivered an integrated, modern Warehouse Management Solution designed around the operational requirements of a large-scale poultry business.

The solution extends beyond conventional inventory management by integrating warehouse processes, product identification, traceability, location management, FIFO controls, mobile data capture and real-time operational visibility.

This project demonstrates MISL's direction—evolving from a technology product provider into a digital transformation partner capable of understanding and integrating complete business processes.

COMBINING SOFTWARE, DEVICES AND INDUSTRIAL TECHNOLOGIES

Another important area of growth is our expanding presence in industrial IoT (Internet of Things) and enterprise mobility devices.

MISL has geared its operations to handle large-volume device requirements for industrial customers, including mobile computing, barcode, RFID and related data-capture technologies.

Our competitive strategy, however, is not based purely on supplying hardware at competitive prices. We believe industrial customers require reliability throughout the complete lifecycle of their technology investment. Therefore, product quality, technical expertise and strong after-sales service remain important pillars of our strategy.

Our ability to integrate these devices with software platforms and operational workflows further differentiates MISL from conventional hardware suppliers.

BEYOND CONVENTIONAL ERP

MISL continues to strengthen its enterprise solutions across Warehouse Management, Finance, HR and Payroll, Customer Relationship Management (CRM), Inventory, Manufacturing and Asset Management, while developing opportunities in areas including pharmaceutical operations, meal management, service-sector applications and other industry-specific solutions.

Our objective is not simply to offer another generic ERP system. We focus on understanding specific industry challenges and combining software, cloud platforms, mobile applications, barcode, RFID (Radio Frequency Identification), IoT and automation into practical, integrated solutions.

THE NEXT CHAPTER

Looking ahead, our ambition is to establish MISL as a stronger Sri Lankan technology company with an increasing presence in both local and international markets.

We see significant opportunities in industrial digitalization, intelligent warehouse management, IoT, automation, data analytics and AI-enabled business applications. We will continue investing in our people, technology partnerships and after-sales capabilities to support this growth.

Our success in seafood established our foundation. Our expansion into poultry demonstrates our ability to understand and serve new industries, while our growing industrial technology portfolio provides another platform for future growth.

For MISL, the next chapter is about taking Sri Lankan technology expertise into more industries, solving increasingly complex business challenges and developing solutions capable of competing beyond our borders.



DAVID PIERIS LOGISTICS

Reliability in Every Move

Member of

David Pieris Group of Companies



COMPREHENSIVE LOGISTICS SOLUTIONS

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A seamless range of logistics and supply chain management solutions including:

- TRANSPORTATION
- 3PL | 4PL WAREHOUSE MANAGEMENT
- FREIGHT FORWARDING
- PROJECT CARGO HANDLING
- VALUE ADDED SERVICES
- NVOCC REPRESENTATION
- CUSTOM CLEARENCE

NCE Sri Lanka ® Voice of the Exporter

| +94 (0) 11 442 3377 | info@dplcom.com | www.dplcom.com

| No. 941, Pannipitiya Road, Pelawatta, Sri Lanka.

Amãna Bank

ELEVATE YOUR BUSINESS WITH AMANA BANK BUSINESSPLUS



Running a successful business requires focus, time and the right financial support. For business owners, managing day-to-day banking requirements efficiently can make a meaningful difference, allowing them to concentrate on what matters most — growing their business.

Amana Bank BusinessPlus is designed to provide businesses with a personalised banking experience, offering a range of exclusive benefits, preferential solutions and dedicated support tailored to their financial needs.

At the heart of the BusinessPlus experience is a dedicated relationship manager, providing businesses with personalised assistance and a convenient point of contact for their banking requirements. This relationship-focused approach enables business owners to spend less time managing banking matters and more time focusing on their ambitions and growth.

A range of convenient banking solutions is available to support businesses in their day-to-day operations, including POS and QR payment solutions, payroll solutions,







branded cheque books, online banking, e-statements and SMS alerts. Businesses can also enjoy preferential pricing and rates across a range of financial solutions, including Working Capital and Term Financing, Trade Financing, Capital Expenditure Financing, Machinery and Equipment Financing, Vehicle Financing and Express Cash facilities, along with preferential and discounted pricing on selected trade and banking services.

With Platinum, Gold and Silver membership tiers designed to suit varying business requirements, customers can benefit from dedicated relationship management support, digital banking facilities, payment solutions and preferential benefits, while higher membership tiers offer additional exclusive privileges.

For businesses looking to enhance their banking experience with greater convenience, personalised support and exclusive privileges, Amana Bank BusinessPlus provides a platform designed to support businesses as they grow and move forward.

To learn more about Amana Bank BusinessPlus, contact ***0117756776***, visit your nearest Amana Bank branch, or visit: ***www.amanabank.lk***


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PURE CEYLON TEA
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Sustainable Tea
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From Sri Lanka's lush
green tea gardens,
Ceylon Tea is cultivated with
care for nature and the future
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Export Performance



VALUE IN US DOLLARS

Sri Lanka's total export revenue reached $10.49 billion in the first seven months of 2026, marking a 5.5% expansion compared to the same period in 2025.

CUMULATIVE PERFORMANCE (JANUARY–JULY 2026)

The vast majority of export earnings continue to be driven by physical goods. Merchandise exports accounted for $8.19 billion (around 78% of all export income), growing 5.05% year-over-year. However, the services sector proved to be the faster-growing engine, expanding by 7.02% year-over-year to generate $2.30 billion.

JULY 2026 SNAPSHOT

Monthly figures for July revealed a divergence between physical trade and services:

- **Merchandise Dip:** Provisional figures from Sri Lanka Customs (including estimated exports for petroleum products, gems, and jewellery) showed merchandise exports slipping slightly by 1.3% year-over-year to $1.29 billion.
- **Services Growth:** Offsetting the merchandise contraction, service sector revenue grew 3.75% year-over-year to $351.92 million.
- **Overall Outcome:** Thanks to the lift from services, combined export earnings for July rose 2.63% overall to hit $1.64 billion.

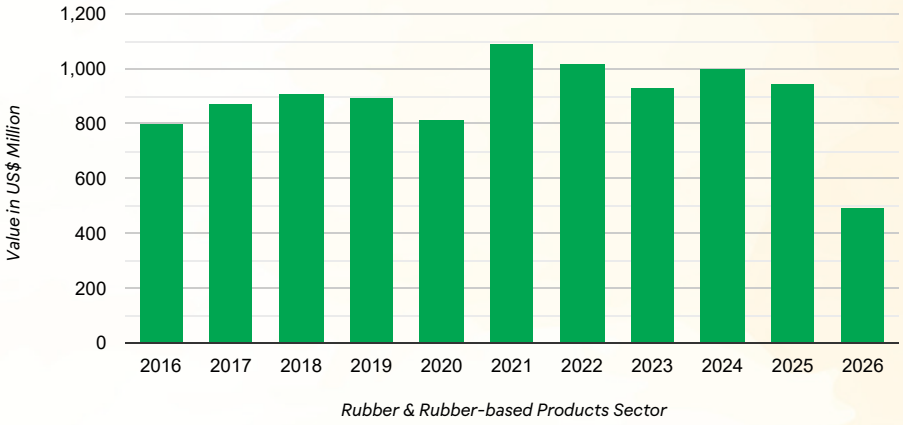
COMPARISON OF PRODUCT-WISE MERCHANDISE EXPORT PERFORMANCE (US$ MN.)

Code	Description	January, 2026	February, 2026	March, 2026	April, 2026	May, 2026	June, 2026
		Value	*Value*	*Value*	*Value*	*Value*	*Value*
s.10	Apparel & Textile	447,235,958	384,430,870	440,308,881	346,661,362	414,729,888	408,737,715
s.01	Tea	121,838,587	114,989,451	114,737,075	100,026,641	130,315,783	118,899,900
s.03	Coconut & Coconut based Products	98,745,023	104,265,892	111,091,721	92,173,123	108,885,911	99,752,772
s.02	Rubber and Rubber based Products	77,964,957	78,400,467	92,487,210	64,348,773	91,486,538	87,626,131
s.19	Engineering Products	61,857,994	63,752,502	68,739,754	76,346,147	84,246,128	62,657,085
s.11	Food, Feed & Beverages	52,320,891	56,229,635	65,960,769	63,194,442	55,459,899	53,958,467
s.21	Petrolium Products	53,367,624	25,607,492	39,453,847	24,947,590	35,530,393	85,195,597
s.04	Spices, Essential Oils & Oleoresins	37,210,917	39,435,659	35,980,190	25,459,558	29,857,122	40,392,467
s.09	Diamonds, Gems & Jewellery	33,054,325	33,943,500	23,980,739	27,367,355	19,654,006	16,320,055
s.08	Fish & Fisheries Products	32,103,496	11,841,202	23,910,782	32,628,261	13,154,708	18,369,869
s.22	Other Manufactures	16,416,842	22,299,528	21,491,857	15,626,718	27,358,050	18,648,711
s.18	Base Metal Products	16,757,938	17,274,887	19,187,453	25,372,203	20,112,252	17,736,395
s.16	Chemicals & Plastic Products	13,776,309	11,436,204	17,963,565	11,844,976	16,532,493	13,652,825
s.15	Paper & Paper Products	7,508,962	10,269,147	11,981,124	8,152,695	9,910,622	10,082,040
s.12	Tobacco	9,386,178	7,912,396	9,902,129	7,914,052	10,751,187	7,255,930
s.17	Non-metallic Mineral Products	9,378,217	8,524,287	7,463,902	8,334,308	11,412,154	7,127,230
s.07	Other Export Crops	11,042,583	7,370,060	6,373,854	8,264,103	5,651,490	6,671,280
s.05	Fruits, Nuts and Vegetables	9,450,594	4,278,275	5,859,976	7,896,152	3,666,045	5,710,145
s.14	Wood & Wooden Products	3,670,112	2,406,554	2,515,153	2,514,590	3,533,891	4,836,935
s.95	Miscellaneous Products	77,682	2,071,651	7,321,155	1,339,284	1,405,302	2,425,415
s.20	Footwear and Parts	1,241,471	1,815,677	2,181,355	1,786,531	1,469,037	1,607,931
s.13	Leather Products	1,089,881	1,072,065	2,336,353	1,421,698	1,550,932	2,224,535
s.06	Cut Flowers & Foliage	1,547,345	793,674	997,226	1,341,803	617,462	815,599
	Total:	**1,117,043,886**	**1,010,421,075**	**1,132,226,070**	**954,962,365**	**1,097,291,293**	**1,090,705,029**

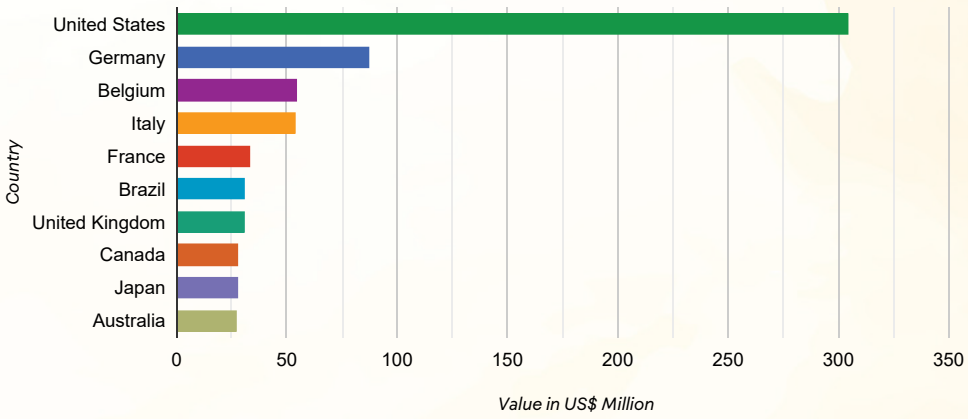
Source: Export Development Board 2026

RUBBER & RUBBER BASED PRODUCTS EXPORT PERFORMANCE

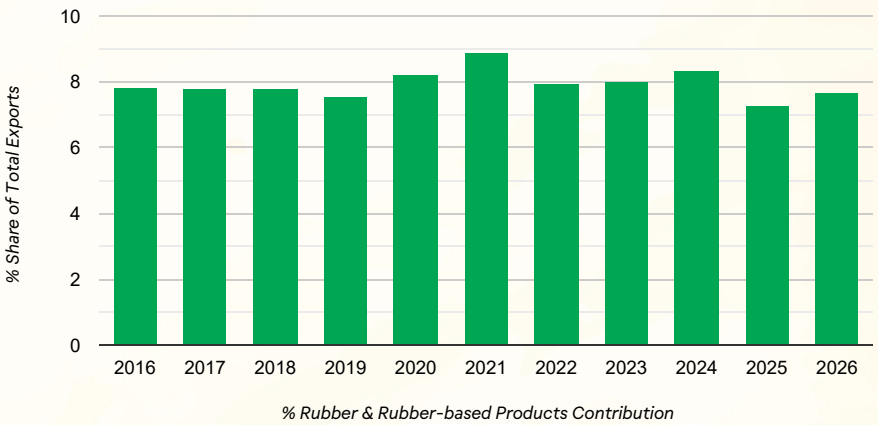
EXPORT PERFORMANCE - RUBBER & RUBBER-BASED PRODUCTS SECTOR - 2016 - 2026 / JUNE



MAJOR MARKETS - RUBBER & RUBBER-BASED PRODUCTS SECTOR - 2025



% RUBBER & RUBBER-BASED PRODUCTS CONTRIBUTION TO TOTAL MERCHANDISE EXPORTS - 2016 - 2026 / JUNE



Rubber industry Facts

$ 945.82 million

In export revenue in 2025

$ 1.5 billion

export revenue target in 2030

98,393 hectares

of land (2023)



79,654,575 kg

exports in 2025

SPECTRA
SYNERGIZING LOGISTICS

Container Depot







Spectra Integrated Logistics operates one of Sri Lanka's largest container depot facilities, offering a comprehensive one-stop-shop for all your logistics requirements. With state-of-the-art infrastructure and integrated services under one roof, we help businesses simplify operations, improve efficiency and keep their supply chains moving seamlessly.

Why Choose Us?

- Equipped with over 80 reefer points.
- Strategically located just 100m from the Kerawalapitiya Highway Interchange.
- Adequate handling equipment to cater to any requirement.
- Tailor-made solutions for special requirements.
- Customer-centric operations team serving 24/7.
- Certified to ISO 9001:2015, 14001:2015 & 45001:2018.
- Supported by well-recognized industry professionals.
- Fully automated container monitoring system.
- Flood-free and fully interlocked-paved facility.
- 24/7 operations with CCTV surveillance.

Services on offer,

- Empty & laden container handling and storage
- Container repair
- GOH fabrication
- Reefer container plugging
- Special cargo handling & lashing
- Cross stuffing operations
- Container rental
- Weighbridge



CERTIFIED ISO 9001

CERTIFIED ISO 45001

CERTIFIED ISO 14001









ROHITHA - 071 022 8440 RISHAN - 071 202 7754

VISIT US

Spectra Logistics
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Spectra Logistics

Certificate OF ETHICAL TRADING

To maintain a competitive edge in the market, exporters must adhere to Fair and Ethical Trading Practices, safeguard the environment, and promote sustainable development.

Understanding the significance, the National Chamber of Exporters of Sri Lanka (NCE) issues a 'Certificate of Ethical Trading' to its Member Exporters who adhere to Ethical Trading Practices, Good Governance, and conformity to sound environmental and social practices based on the eight Principles which are listed below.

PRINCIPLE 1

Trading Practices

Trades with consideration for the social, economic and environmental well-being of the country and prevents them from being exploited for the profit of others. Also, adopts trading and operational policies that are acceptable to all Stakeholders.

PRINCIPLE 2

Payment of Statutory Wages

Pay wages and statutory commitments to all its employees according to National requirements

PRINCIPLE 3

Child Labour and Forced Labour

Not employ anyone under the minimum age declared by the labour law and no involuntary, forced or bonded labour is used.

PRINCIPLE 4

Non-Discrimination, Gender Equity and Freedom of Association

Not to support discrimination in all aspects and provide equal pay & opportunities for women and men. Provide special training and encouragement to women to take leadership and provide a harassment-free work environment to all (women & men).

PRINCIPLE 5

Working Conditions

To provide a healthy and safe workplace for all its employees.

PRINCIPLE 6

Capacity Building

To develop management / technical skills for employees to create better productivity and opportunities in the workplace.

PRINCIPLE 7

Promotion of Good Values

Promotion of Good Values

PRINCIPLE 8

Environment

To use environmentally friendly raw materials and production methods and safeguard nature.

NCE partners with Ind-Expo Certification Limited for technical evaluation of the Certificate of Ethical Trading, enhancing credibility and providing transparent evaluation methods. Ind-Expo is a non-profit organization accredited by the Sri Lanka Accreditation Board and the International Accreditation Forum.

This initiative aims to assist and guide Member Exporters in developing the Systems and Practices in their Enterprises based on Evaluations.

NCE is the first and only trade Chamber in Sri Lanka to issue a Certificate of Ethical Trading of Good Governance.

This service will bring significant benefits to exporters as follows:

1. A Credible Certificate from The National Chamber of Exporters of Sri Lanka that Confirms adherence to Good Trading Practices, ethical behavior and adherence to the legislations related to labour, environment and Industries.
2. Provides enterprise a competitive edge in international markets.
3. Serves to attract the attention of stakeholders in the international marketplace, particularly buyers who prioritize ethical considerations.
4. By adhering to ethical standards, companies can reduce the risk of reputational damage, legal issues, and other negative consequences associated with unethical practices.

The Chamber invites its members to obtain this certificate to demonstrate itself in the international market.

Certificate of Ethical Trading

The following NCE Members have been awarded the CET and conform to changing regulatory needs and consumer preferences through good practices related to Trade, Labour, Ethical behavior, Environment & Society

ACL CABLES PLC

BIO FOOD EXPORTS (PVT) LTD

DIAMOND CUTTERS LTD

GO GREEN EXPORTS (PVT) LTD

KANDYGS HANDLOOMS EXPORTS (PVT) LTD

ADVANTIS EXPRESS (PVT) LTD

BOGALA GRAPHITE LANKA PLC

DIAMOND INTERNATIONAL LANKA (PVT) LTD

GREEN SPACE INTERNATIONAL (PVT) LTD

KEELLS FOOD PRODUCTS PLC

ADVANTIS FREIGHT (PVT) LTD

BOGAWANTALAWA TEA CEYLON (PVT) LTD

Dkw-AQUA INTERNATIONAL (PVT) LTD

GREENKEEPERS (PVT) LTD

LAUGFS CORPORATION (RUBBER) LTD

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