

Group Chief Executive's Review of Operations



“ Fundamental to your Company's long run leadership potential is our commitment to cutting edge but plural innovation, ongoing introspect examination of our business models and cost structures, and a continuous refresh of our views on competition and collaboration. ”



In closing my review of operations last year, I alluded to our cognizance and deep understanding of the challenges arising from the techno-economic transformation of the connectivity business. Likewise, I expressed confidence that the Dialog Group had honed strategies and capabilities which were founded on a potent mix of discipline and innovation which would enable the Dialog Group to continue delivering simultaneously on the dual imperatives of short term financial returns and long term leadership in the digital era.

My review of operations for the Year 2015, aims to report to you our valued shareholders, the progress of the Company with respect to these dual imperatives. My review will accordingly be structured, to report on the Company's performance in the short run and the multifaceted dividends accruing there-from to our multiple stakeholders, and also to expand on our strategies and investments targeting a leadership position in the emerging digital era which is abundant in opportunity but equally fraught with challenges from disruption.

"Strategies and Capabilities... founded on a potent mix of discipline and innovation... would enable... simultaneously... short term financial returns and long term leadership in the digital era."

THE SHORT RUN – 2015 PERFORMANCE OUTCOMES

It gives me pride to report that your Company exited the Year 2015 delivering aggressive performance outcomes across multiple business dimensions.

Financial Performance and Stakeholder Dividends

On the backdrop of excellent market performance across all our business segments, Group Revenue grew 10% Year on Year (YoY) to be recorded at Rs. 73.9Bn for FY 2015. Downstream of revenue growth, Group Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) grew by 14% YoY to Rs. 23.8Bn, underpinned by the successful implementation of a suite of operational excellence initiatives. Group Net Profit After Tax (NPAT) was recorded at Rs. 5.2Bn, exhibiting a contraction of 15% relative to the previous year underlined by a non-cash translational foreign exchange loss of Rs. 2.2Bn accruing from the devaluation of the Sri Lankan Rupee (SLR) by 9.2% relative to the US Dollar (USD). Normalising for this non-cash translational item, organic profitability (Normalised NPAT) grew by 18% YoY to be recorded at Rs. 7.4Bn.

Dividends to Shareholders

It gives me great pleasure to note that in line with the excellent financial performance delivered by the Group during FY 2015, the Board of Directors has resolved to recommend for your approval, a dividend to Shareholders amounting to Rs. 2.6Bn translating to a dividend payout of 50% of net profit, and dividend per share of Thirty Two (32) Cents.

Direct Contribution to the Government of Sri Lanka

We are proud to record that the growth and acceleration of Dialog's financial performance translated directly to the growth in the direct contribution our business delivers to the Government of Sri Lanka and the National Economy. During the course of 2015, the Group contributed Rs.12.7Bn in taxes, fees and levies to the Government of Sri Lanka (GoSL) inclusive of Income Tax computed at 2% of Company revenue. Further, the Group additionally collected consumption taxes totalling to Rs.14.9Bn on behalf of the GoSL. Accordingly, remittances to

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the GoSL accruing from the operations of the Group totalled to Rs. 27.6Bn during FY 2015.

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Market Performance and Sector Leadership

Consistent with previous years, the financial outcomes for the Year 2015 were underpinned by a concerted focus on operational excellence and the consolidation of leadership with respect to customer services, market performance and innovation. As a direct outcome of these efforts, the Dialog Group consolidated its leadership in Sri Lanka's connectivity sector, with Sri Lankan consumers endowing the Group with growth in market share across multiple ICT sectors. In addition to recording market gains in the mobile telecommunications sector, Dialog also consolidated its leadership in the country's Digital Pay Television and Tele-Infrastructure sectors on the backdrop of healthy segment growth rates.

“Financial outcomes for the Year 2015 were underpinned by a concerted focus on operational excellence and the consolidation of leadership with respect to customer services, market performance and innovation.”

We once again stand humbled by the voice of Sri Lankan consumers who have for the 5th year in succession named us the People's Chosen Leader in the ICT sector. Consumers of telecommunications services through a nationwide preference survey conducted by

AC Nielsen in association with the Sri Lanka Institute of Marketing, selected Dialog as the Telecom Services Provider of the Year for the 5th year in succession. Sri Lankan consumers also voted us the Internet Services Provider of the Year for the 4th year running.

INVESTING IN LONG RUN LEADERSHIP

It has been our consistent belief that the cementing of a robust Balance Sheet and Free Cash Flow generating operating structure is of crucial importance for the successful navigation of industry transformation.

Accordingly, your Company's ability to orchestrate a nexus of short run financial returns, aggressive market capture and forward looking leadership in the emerging digital era, is embodied in its structurally robust balance sheet and capital formation. With leverage maintained at a modest level of 0.78x Net Debt to EBITDA, we can be confident that the financial fire power of the Group will combine synergistically with our armoury of operational and strategic strengths, to deliver leadership and growth well into the future.

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The Power to Invest

Pivoting on the strength of its balance sheet and exploiting leverage headroom fuelled by robust cash flow from operations, the Dialog Group will continue to adopt a calibrated approach to short and long run investments, while being closely aligned to the forward looking growth strategies of our multiple businesses. Group capital expenditure for FY 2015 was recorded at Rs.19.6Bn.



Emboldened by positive business outcomes across multiple connectivity sectors in which it operates, the Dialog Group continues to invest aggressively in Sri Lanka's ICT infrastructure. The Group continues to be recognised as the largest Foreign Direct Investment in Sri Lanka with investments reaching USD 1.91Bn (Rs.198.5Bn) since inception. Investments made during the course of FY 2015, accounted for USD 167.2Mn (Rs. 22.9Bn) of this cumulative sum. During the course of 2015, the Dialog Group entered in to an agreement with the Board of Investment of Sri Lanka to invest a further sum of USD 175Mn (Rs. 25.2Bn) in the country – an indelible testimony to our Company's commitment to, and trust in, Sri Lanka's economy, government and people.

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Investment in Core Connectivity Business

During the Year 2015, the investment focus of the Group was centered on the strategic and long term imperative of securing a pole position in Sri Lanka's High Speed Broadband services market. Investment and development focus spanned both the mobile and fixed telecommunications sectors featuring the build out of 3G, 4G-LTE and Fibre Optic networks. The Year 2015 also saw the Company's Bay of Bengal Gateway (BBG) Submarine Optical Fibre Cable project near completion with the cable being brought ashore to the Cable Landing Station at Mt. Lavinia (South Colombo), and the commencement of the final phase of pre-commissioning activities. The BBG Cable will provide a robust pipe to the Global Internet with capacity and speed commensurate with the burgeoning demand for

broadband services projected going forward. Dialog's investment in the new high speed submarine cable and cable landing station will trigger the single largest infusion of International Bandwidth to Sri Lanka to date.

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Driving Sri Lanka's Global Leadership in Plural Connectivity

As the principal outcome of investments in latest generation digital connectivity, we continue to be afforded the honour and privilege of connecting and empowering a major share of Sri Lanka's citizens, businesses and homes. Dialog's mobile network infrastructure provides an expansive population coverage of 97% and connects 10.9Mn citizens from across all provinces of Sri Lanka. Dialog's Fixed Telecommunications and Digital Satellite Television Services serve approximately 500,000 and 650,000 Sri Lankan homes, respectively.

It is rewarding to note that over 85% of our country's population have access to Broadband Speeds of 1 MBPS or higher, while approximately 32% of the population have access to 4G speeds of 10-40MBPS. The inclusive availability of advanced connectivity services combined with plural affordability has no doubt empowered Sri Lankan citizens from all walks of life to derive maximum dividends from the emerging digital era. The ITU names Sri Lanka as exhibiting the lowest broadband tariffs in the Asia Pacific Region, while Akamai, in its report of State of the Internet - Connectivity points to Sri Lanka leading the region if not the world in terms of the affordability, availability, quality and inclusivity of broadband services.

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Sri Lanka continues to deliver transformational outcomes in terms of broadband adoption. During the course of 2015, broadband penetration levels increased to 20% driven by the expansion of service availability, increase in affordability of Smartphones and the successive reductions in broadband tariffs. No less than 2.6Mn Sri Lankans are today, digitally empowered by Dialog's high speed broadband services.

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Investments in Emerging Digital Businesses

Pivoting on the delivery of excellent short run financial and market outcomes successively year upon year, your Company continues to establish and evolve a robust foundation for sustainable leadership in the digital era. Fundamental to your Company's long run leadership potential is our commitment to cutting edge but plural innovation, ongoing introspect examination of our business models and cost structures, and a continuous refresh of our views on competition and collaboration.

During the year 2015, the Dialog Group continued to invest aggressively in our nation's digital infrastructure and digital services eco-system. We are of the singular belief that empowering digital services if deployed inclusively will form a pivotal driver of the nation's development going forward. We look forward with

excitement to the digital dividend that would accrue to nation, Company and citizen alike in the years ahead.

World Class Innovation – Fundamental to Driving Digital Transformation

An innovation focus takes centre stage on the Group's product and revenue strategy blueprint, which in turn focuses on pre-empting the needs and preferences of digital consumers. As in previous years, Dialog continued to lead Sri Lanka's connectivity sector in terms of Innovation, new product evolution and the plural proliferation of advanced services.

The Year 2015 saw your Company once again secure supremacy on the world stage in the arena of digital innovation. Dialog secured the distinction of winning the Global Mobile Award for the Best Network Solution for Serving Customers at the Mobile World Congress (MWC) held in Barcelona, Spain. This Global Award follows in immediate succession to the Company's resounding success at the Mobile World Congress in 2014 where it secured Global Mobile Awards for the Best Mobile Money Service (eZ Cash) and the Best Technology Enabler (Ideamart).

Digital Transactions – Mobile Money and Payments

Dialog's internationally acclaimed Mobile Money Service eZ Cash, delivers the power of electronic transactions to all segments of Sri Lankan society. Operating in partnership with Etisalat and Hutch, eZ Cash supports a subscriber base in excess of 2.2Mn customers. Mobile consumers transacted a total of Rs.11.9Bn over the eZ Cash network during the course of 2015. eZ Cash also broke new ground during 2015, enabling the receipt of Foreign Direct Remittances direct to a Mobile Phone Wallet. The ground breaking service was launched in partnership with World Remit.

"Mobile consumers transacted a total of Rs.11.9Bn over the eZ Cash network during the course of 2015."



During the course of 2015, Dialog further expanded its portfolio of Near Field Communications (NFC) based Cashless Transportation Ticketing Services. Dialog's portfolio of NFC services also includes the facilitation of cashless payments via eZ Cash and a range of enterprise solutions spanning fuel, fleet and attendance management.

Digital Financial Services - Micro Insurance

Dialog's aggressive foray into mobile based micro-insurance continued to break adoption barriers normally impacting the insurance sector and recorded robust growth during the Year 2015. Dialog's expanded portfolio of micro-insurance services spanning Personal Accident (PA), Hospitalisation, and Third Party Motor Cover delivered sterling performance notching up a total of 1.8Mn policies as at the end of FY 2015. Emboldened by the success of this paradigm shifting product formulation, Dialog will continue to innovate in the field of micro-insurance along with its partners in the insurance sector, to extend the ethos of inclusion to a wider spectrum of insurance products.

Digital Commerce

During the Year 2015, Dialog, through its wholly owned subsidiary Digital Holdings Lanka, expanded its stake in Digital Commerce Lanka (DCL) – the operator of WoW.lk to a level of 100%. WoW.lk continues to lead Sri Lanka's Digital Commerce market as Sri Lanka's best performing digital market place.

Digital Edutainment

During the Year, Dialog consolidated its commitment to the advancement of digital education in Sri Lanka by taking up a 26% stake in Headstart (Pvt) Ltd, the operator of Guru.lk, a digital destination for multi-faceted learning spanning secondary, vocational and general interest education segments.

During the course of 2015 Dialog continued its penetrative forays into the delivery of digital entertainment to mobile and nomadic devices. In the sphere of mobile entertainment, Dialog's MYTV Mobile TV service continued to exhibit accelerated adoption across a wide spectrum of Sri Lankan consumers. In tandem with the expansion of Dialog's Mobile TV service, Sri Lanka's premier sports portal

ThePapare.com, achieved major strides in terms of the expansion of its portfolio of live sports coverage and archived content during the course of the Year under review. ThePapare.com is operated by Dialog and is accessible via smart devices and the internet.

PREEMPTING CHALLENGES TO INDUSTRY SUSTAINABILITY

As expanded upon in detail in my review of operations last year, there is little doubt that Sri Lanka's telecommunications industry will going forward face a threat of increasing severity arising from revenue erosion due to the impact of Over The Top (OTT) communication services. Providers of OTT communications services invade the legacy revenue field of telecommunications operators by offering Free of Cost or Near-Zero Cost communication services spanning the breadth of voice, messaging and video connectivity. Disruptive business models in the emerging digital era are most often funded by advertising linked revenues and are further based on global scale.

Erosion of Sector and Government Revenues

An era where the rich contribution to government revenues from the telecommunications sector evaporates at an exponential pace could well be imminent in Sri Lanka and other regional markets. The impact on the national economy of countries such as Sri Lanka could be envisaged to be particularly severe since the OTT service providers are in the main located outside the country and hence would not be revenue or tax contributors.

“An era where the rich contribution to government revenues from the Telecommunications Sector evaporates at an exponential pace could well be imminent in Sri Lanka.”

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The wave of erosion is seldom time linear and could be envisaged to be exponential and hence catastrophic in consequence, unless managed with proactive strategies. The early symptoms of such an avalanche are in fact already evidenced in Sri Lanka's telecommunications sector and feature in the main, the depletion of International Termination and IDD revenues (by circa 12.4%), mutation of local voice revenue growth (down to 5.1% relative to past 5 year average of 8.5%) and a rapid decline in SMS revenues.

The Role of Regulators and Policy Makers

The onus of precipitating proactive adjustment of industry techno-economics in a manner which would ensure the sustainability of economic contribution, investment viability, and consumer empowerment falls equally on all sector stakeholders including but not limited to operators, regulators, government and revenue authorities. In this respect Sri Lanka's telecommunications industry led by the Telecommunications Regulatory Commission of Sri Lanka (TRCSL) and the Information and Communications Technology Agency needs to be expeditious in instituting the structural changes pre-requisite to enabling a sustainable, data and IP service led future. In particular, we look forward to the institution of "Same Service Same Rules" based regulation – whereby neutrality in service licensing and taxation is enforced across OTT communication services on par with traditional communication counterparts.

While we look to regulators and policy makers to put in place a level playing field in terms of regulation and taxation vis a vis disruptive competition, we also recognise the predominance of several organic levers which can play a crucial role in industry sustainability going forward. We believe that the principal policy frameworks required to secure sector viability would feature among others, the encouragement of cost based (profitable) data pricing, industry consolidation and constructs such as network sharing and collaborative investment. I share the concerns of industry counterparts that in the absence of the aforesaid adjustments to industry structure and governance, real economic returns to shareholders as well as the sustenance of government revenues will be at grave risk in the medium term.

"We look forward to "Same Service Same Rules" based regulation – whereby neutrality in service licensing and taxation is enforced across OTT communication services on par with traditional communication counterparts."

Balancing Disruption Dividends vis a vis Sustainability

It is well acknowledged that the ultimate destination of the OTT driven digital era and the empowerment it would deliver to citizens nationally and globally is unquestionably an outcome to be celebrated by all stakeholders in the telecommunications sector. It should not be our intent to mutate or impede the digital revolution. In the sequel it should also be recognised that the proliferation of OTT services are themselves reliant on robust telecommunications infrastructure and inclusive broadband connectivity. Accordingly, the industry quest is for calibrated and equitable regulation which will achieve a synergistic equilibrium between disruptive innovation and the sustained economic viability of the telecommunications sector. It is singularly encouraging that the TRCSL has thus far, as in the past, espoused and facilitated the establishment of a sustainable techno-economic industry framework. We continue to look to the TRCSL as well as other policy makers for the proactive and strategic navigation of the transformational environments ahead.

OPERATIONAL PERFORMANCE

I am happy to report that during the Year 2015, the Dialog Group demonstrated robust revenue growth across Mobile, Digital Pay Television, Tele-Infrastructure and Fixed Line businesses to record consolidated revenue of Rs. 73.9Bn for FY 2015, representing an Year on Year ("YoY") growth of 10%. While local



voice revenues grew by 5%, the emerging segments of Mobile Broadband, Fixed Services, Pay Television Services and Digital Services contributed significantly to the overall growth profile delivering growth rates of 63%, 14%, 23%, and 105% respectively.

Revenue growth in combine with continued operational improvements led to Group EBITDA growing by 14% YoY to be recorded at Rs. 23.8Bn for FY 2015. The Group EBITDA margin was recorded at 32.2%, an improvement of 1.1 percentage points (pp) relative to the previous year. Notwithstanding healthy growth in EBITDA, the recording of a non-cash translational foreign exchange loss of Rs. 2.2Bn during the year, lead to Group NPAT (Net Profit After Tax) contracting by 15% to be recorded at Rs. 5.2Bn. Translational foreign exchange losses during the year accrued from the 9.2% devaluation of the Sri Lankan Rupee (LKR) against the US Dollar (USD). Normalised for this non-cash translational item, organic NPAT for the Group grew by 18% YoY to Rs. 7.4Bn.

The Dialog Group continued to maintain a robust balance sheet featuring a Net Debt to EBITDA ratio of 0.78X as at 31st December 2015. The positive performance trajectory at Group level was underpinned by robust growth in the Group's core mobile business as reflected in the financial performance of Dialog Axiata PLC, as well as by positive performance dynamics accruing at its subsidiaries, Dialog Television (DTV) and Dialog Broadband Networks (DBN).

Mobile and Adjacent Business

Dialog Axiata PLC, featuring the Mobile, International and Tele-Infrastructure businesses of the Group, continued to leverage the Company's market leading position within Sri Lanka's mobile sector to capture over 1.3 Million subscribers during the course of the year, and record a mobile subscriber base of 10.9Mn as at the end of FY 2015. The combine of the Mobile, International and Infrastructure businesses recorded under Dialog Axiata PLC, continued to contribute a major share of Group Revenue (84%) and of Group EBITDA (85%). Revenue at Dialog Axiata PLC

for FY 2015 was recorded at Rs. 62.9Bn, up 9% relative to FY 2014. Underpinned by strong revenue performance, Company EBITDA for FY 2015 grew by 10% to be recorded at Rs. 20.3Bn translating to an EBITDA margin of 32.3%. Notwithstanding healthy performance in Revenue and EBITDA, NPAT contracted by 17% to be recorded at Rs. 5.7Bn in nominal terms. Normalising the financial statements of FY 2015 for the impact of non-cash foreign exchange losses, organic NPAT for FY 2015 is recorded at Rs. 7.8Bn representing growth of 9% YoY.

Digital Pay Television Business

Dialog Television (DTV), the Digital Pay Television business of the Group continued its positive growth momentum, recording a revenue growth of 23% YoY to reach Rs. 5.8Bn for FY 2015. DTV's Pay TV customer base was recorded at 650,000 subscriptions as at the end of December 2015. DTV engaged in an aggressive service and product enhancement programme during 2015 featuring the expansion of channel genres and the launch of new prepaid product offerings. Cost expansion arising from planned aggression in customer acquisition and product expansion activities, resulted in DTV's EBITDA contracting by 30% to be recorded at Rs. 609Mn. The negative movement in EBITDA reflects a medium term strategy to drive revenue growth on the back of subscriber acquisition and product portfolio expansion. The contraction of DTV EBITDA translated to an equivalent negative impact on NPAT leading to a Net Loss of Rs. 314Mn for FY 2015 compared to a Net Profit of Rs. 243Mn posted in FY 2014.

Fixed Telecommunications and Broadband Business

Dialog Broadband Networks (DBN) featuring the Group's Fixed Telecommunications and Broadband Business recorded revenue of Rs. 7.3Bn for FY 2015, representing a YoY increase of 19% and a 8% contribution towards the Group's top line. Revenue growth YoY was achieved through healthy growth in High Speed Broadband and Data Solution revenues. The year under review featured the rapid expansion of the Company's Fixed Wireless Broadband infrastructure,

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with the deployment of fixed 4G-LTE coverage in population centres across all provinces of Sri Lanka. DBN also engaged in an aggressive expansion of its Fibre Optic Network to meet bandwidth demands of its Enterprise and Small Business subscriber base as well as to enable high speed backbone connectivity for the Group's 3G HSPA+ and 4G High Speed Broadband networks. Robust revenue growth and operating cost efficiencies combined to deliver an 88% YoY increase in DBN EBITDA which was recorded at Rs. 2.9Bn for FY 2015. Accordingly, the Net Loss for FY 2015 recorded at Rs.133Mn signalled a significant improvement in bottom line profitability relative to the Net Loss of Rs. 941Mn recorded in FY 2014.

SHARING VALUE - A SUSTAINABLE CONTRIBUTION TO NATION & SOCIETY

The sustainability thrust of the Dialog Group is singularly unique in that the passion to create a more equal nation underpinned by Triple Bottom Line principles pervades across the Dialog Organisation. In line with this broader ethos, in 2015 we enhanced our investments across several flagship initiatives including those focused on education, hearing and speech impairment, disaster management, national sports development and volunteerism. Accordingly, community investments grew by 41% YoY. I am proud to report that Dialog has retained the No. 1 Ranking on Sri Lanka's Corporate Accountability index for 6 consecutive years since the inception of the index in 2009.

The sustainability ethos of the Dialog Group as well as our contribution to the nation and community at large is more fully espoused in our Sustainability Report for 2015. The following principal activity segments signify our commitment to the principal of inclusive development towards which we will leverage our core business levers and capabilities, as well as our philanthropic thrust.

Empowering Sri Lankan Livelihoods and Businesses

We are proud to note that Dialog matches its direct contribution to the economy with a burgeoning

indirect input which touches millions of Sri Lankan lives across our country. Downstream of our core business operations, the Dialog Group paid out in excess of Rs. 5.7Bn to distributors, retailers and agents from across all regions of Sri Lanka and over Rs. 7.9Bn to local contractors supporting our development activities. Your Company also provides direct employment to 3,000 people and supports the livelihoods of over 100,000 families engaged in the expansive value and supply chains underlying our nationwide operations.

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Contribution to National Education

During the course of 2015 the Dialog Group further bolstered its contribution to Sri Lanka's Education Sector. The Satellite based Nenasa Distance Learning Network – a Gift to the nation's children, jointly operated by the Ministry of Education, National Institute of Education and the Dialog Group, now broadcasts two education channels complete with state-of-the-art bilingual features. Furthermore, the Dialog Group has empowered over 2,000 schools with satellite reception equipment and television sets so as to facilitate free of cost reception of the Nenasa education channels.

The Year 2015 also saw the disbursement of the 600th Dialog Scholarship, a programme which has, as at



the end of Year 2015 invested in excess of Rs. 70Mn towards supporting top performers at Advanced Level and Ordinary Level from across all districts in Sri Lanka.

Empowering the Marginalised - Hearing and Speech

During the course of 2015, Dialog invested significantly in signature partnerships across several spheres where early intervention has been proven to moderate physical disability. Significant among these partnerships is Dialog's investment in the Ratmalana Audiology Centre (RAC). During the course of the year, Dialog and the RAC intervened to clear the paediatric Auditory Brainstem Response (ABR) test backlog at the Lady Ridgeway Hospital by bearing the cost of testing wait-listed patients at the RAC. Commencing in 2015 Dialog augmented its portfolio of interventions with respect to sensory impairments, with the initiation of support for the Vision 2020 programme carried out by the Ministry of Health and the World Health Organisation, enabling the provision of customised spectacles to 10,000 low-income patients.

Development of National Sports

During the Year 2015, the Dialog Group continued to invest aggressively in national sports development. Dialog continued to carry the mantle of being the sponsor of the National Cricket Team alongside its sponsorship of the National Rugby Team, the National Volleyball Federation, the National Football Federation, and the Disabled Sports Federation. The total investment by the Group towards the development of Sports in Sri Lanka exceeds several hundred million Rupees on an annualised basis.

People and Community – Volunteerism at Dialog

In 2015 more than 7% of Dialog's employee base volunteered in excess of 7,000 person-hours through community projects across all provinces of the country. Funding for the projects is provided by Dialog, enabling groups of volunteering employees to work alongside local stakeholders to support

infrastructure enhancement for schools, hospitals and community facilities. The Dialog Volunteer Network, which empowers staff members to propose projects aligned with Dialog's community investment ethos, embarked on a new format during 2014 enabling the engagement of significantly larger teams and the deployment of larger and impactful investments. Projects carried out by the Volunteer Network at Dialog benefited an estimated 47,000 citizens during the course of 2015.

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IN CONCLUSION

The Year 2015 represents a year of stellar financial and market performance by the Dialog Team. More significantly, I believe your Company has demonstrated its capability to orchestrate a combine of financial returns and aggressive market leadership in the short run, alongside the establishment of a robust foundation for leadership in the transformational and fast emerging digital future.

We recognise and understand comprehensively, the opportunities as well as the challenges of the digital era ahead. While on one hand, we ourselves have opportunistically embraced digital business models and have engaged in empowering citizens via Digital Inclusion spanning payments, commerce, financial services, education, health and a wide spectrum of digitisation opportunities, we seek the stewardship of regulators and policy makers to install a “Same Service Same Rules” based regulatory framework to moderate the exponential erosion of sector and Government revenues due to OTT disruption.

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"We ourselves have opportunistically embraced digital business models and have engaged in disruptive forays in Digital Inclusion spanning Payments, Commerce, Financial Services, education, health and a wide spectrum of digitisation opportunities."

The performance of the Dialog Group stands testimony to the courage, determination and excellence of the Dialog Team. It has been an honour and privilege to work alongside them. Together, we thank our customers for their valued patronage and loyalty. Furthermore, we stand humbled by the voice of Sri Lanka's telecommunications consumers who have for the 5th year in succession named us the People's Chosen Leader in the ICT sector.

The outcomes of the Year 2015 would not have been possible if not for the steadfast support and encouragement of our shareholders, and I wish to extend to them the sincere appreciation and gratitude of the Dialog Team. I would also like to express my sincere gratitude for the support and encouragement extended to us by the Government of Sri Lanka and its agencies – in particular, the TRCSL, BOI, the Central Bank of Sri Lanka and the Ministry of Mass Media and Information. I also extend herein my gratitude to our Chairman, Datuk Azzat Kamaludin and my fellow Board members for their strategic insight, direction and invaluable counsel made available to me in abundance at all times.

Our Company is uniquely placed to leave behind life enhancing impacts on the communities in which it operates, through paradigm-setting advancements in the inclusive application of its products and services. We are confident that the direct and indirect contributions of the Dialog Group to the national economy, combined with the inclusive delivery of multi-faceted connectivity spanning dimensions including but not limited to the plural delivery of communication, learning, commerce and entertainment will continue to catalyse an explosive economic multiplier which in turn will accelerate the socio-economic development of our nation. Accordingly, we view the future with an abundance of excitement and unbridled energy which we will harness towards capturing every available opportunity for the advancement of our Company, people and nation.



Dr. Hans Wijayasuriya
Director/Group Chief Executive

15 April 2016