



Dilmah[®]
URBAN ESTATE

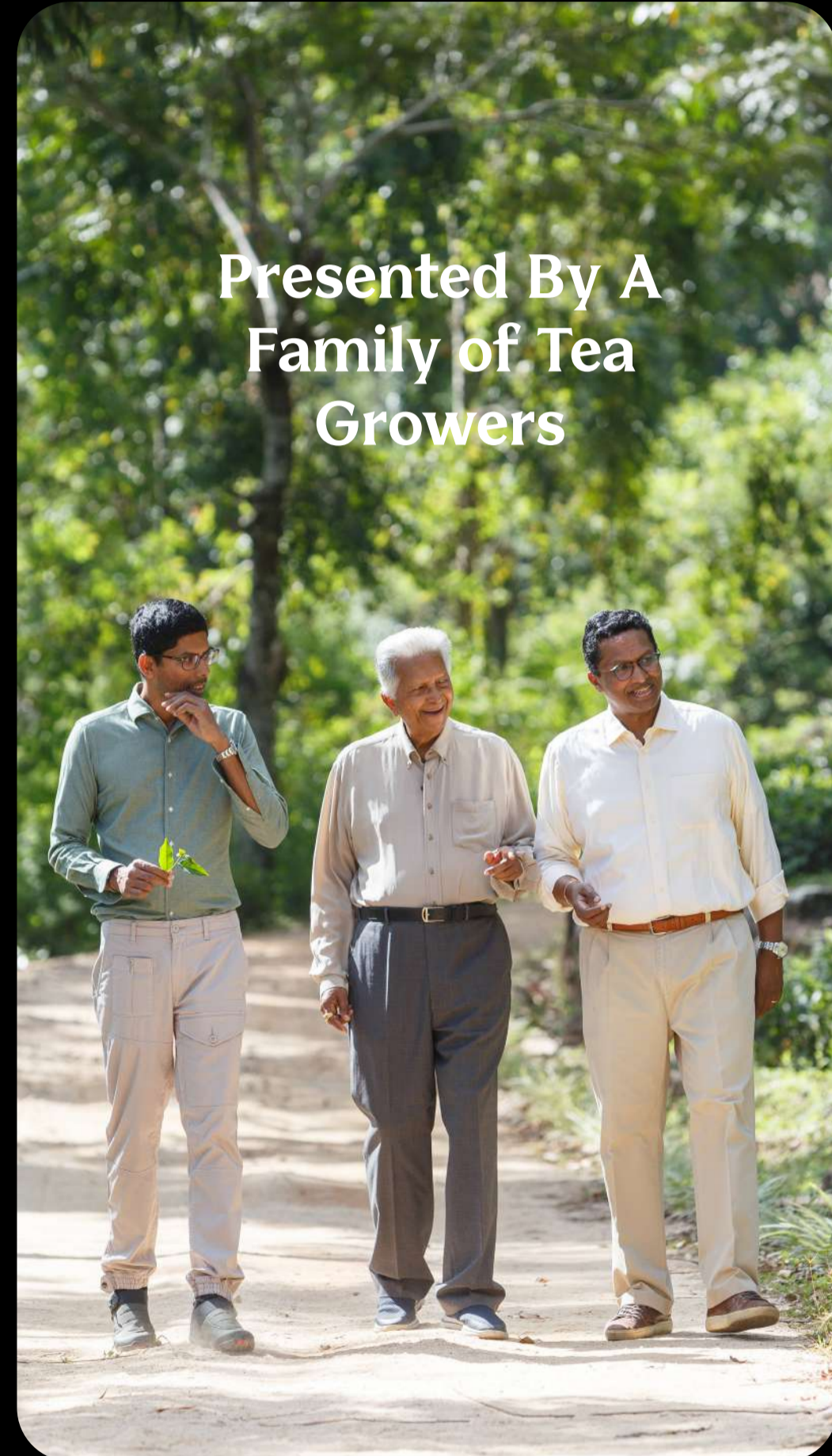


I had a dream to give consumers
the finest tea on earth,
and workers a better life.

A handwritten signature in white ink, which appears to read "Merrill J. Fernando".

Merrill J. Fernando
Founder of Dilmah Tea

OUR BRAND PILLARS



A FAMILY OF TEA GROWERS



A LEGACY ROOTED IN TEA

At the heart of the Dilmah Urban Estate is a deeply rooted family legacy in tea. Merrill J. Fernando was the first tea grower to take his tea directly to the consumer - a bold move that redefined the tea industry. With over 70 years of experience, he devoted his life to championing authenticity, quality, and ethics in every leaf.

Today, his legacy is carried forward by the second and third generations of his family — tea growers and passionate artisans who uphold the same unwavering values. Their intimate knowledge of tea, passed down through generations, shapes every part of the process — from field to cup.

This is tea through the eyes of the grower. A deep respect for the leaf, a dedication to craftsmanship, and a refusal to compromise on quality.





SINGLE ORIGIN CEYLON TEA

THE PURITY OF SINGLE ORIGIN

Dilmah is committed to offering tea in its purest and most authentic form — Single Origin Ceylon Tea, grown, handpicked, and packed in Sri Lanka.

The Dilmah family artisanally handcrafts each cup of tea, as it has been done for centuries. Dilmah takes no shortcuts by making tea the traditional way (handpicking and orthodox manufacturing) to ensure the finest taste and quality

Unlike blended teas that combine leaves from multiple countries, Dilmah preserves the integrity of origin. Every cup reflects the unique terroir, climate, and craftsmanship of Ceylon's renowned tea-growing regions. This commitment to single origin ensures exceptional quality, traceability, and a distinctive character that cannot be replicated.

At Dilmah, every cup of tea tells a story — of rich soil, lush tea fields, and generations of craftsmanship.

This is more than just tea. It's a taste of heritage, a connection to the land, and a promise of purity in every sip.



TEA MOMENT CURATED BY EXPERTS



CRAFTING MEANINGFUL TEA MOMENTS

Every tea experience at Dilmah is thoughtfully crafted by experts - tea growers and artisans with generations of experience, offering not just a product, but a world of expertly crafted, meaningful tea moments.

As pioneers of tea, the Dilmah family's expertise extends far beyond growing; it shapes how tea is selected, served, and experienced.

From classic servings to contemporary tea experiences, each offering is designed to celebrate the true character of tea. Guided by authenticity and a deep respect for the leaf, each experience is infused with innovation, storytelling, and purpose.





A CUP OF KINDNESS



BEYOND THE BREW: A COMMITMENT TO CARE

We believe in the transformative power of tea. At Dilmah, tea is more than a beverage — it's a way to care.

Our Founder, Merrill J. Fernando, believed that “business is a matter of human service.” This philosophy lives on in every cup of Dilmah tea.

A Cup of Kindness reflects our commitment to making a positive impact — on the people who grow our tea, the communities we serve, and the planet we share. A minimum of 15% of our pre-tax profits are channelled into the MJF Charitable Foundation and Dilmah Conservation, supporting causes such as education, health, empowering underserved communities, and environmental sustainability.



A photograph of a tea plantation. In the foreground, a woman wearing a colorful patterned headscarf and a matching shawl is smiling as she picks tea leaves. In the background, another worker is visible, also engaged in tea picking. The tea bushes are lush and green, and the overall atmosphere is bright and sunny.

FROM FIELD TO CUP

A decorative illustration of tea leaves and buds, rendered in a light green color against a dark green background. The illustration is positioned on the right side of the page, partially overlapping the text.

What is the Dilmah Urban Estate?

The Dilmah Urban Estate is a celebration of our roots as tea growers. A welcoming space where the journey of every leaf is honoured, and authentic tea experiences are brought directly to consumers.

- DILMAH URBAN ESTATE

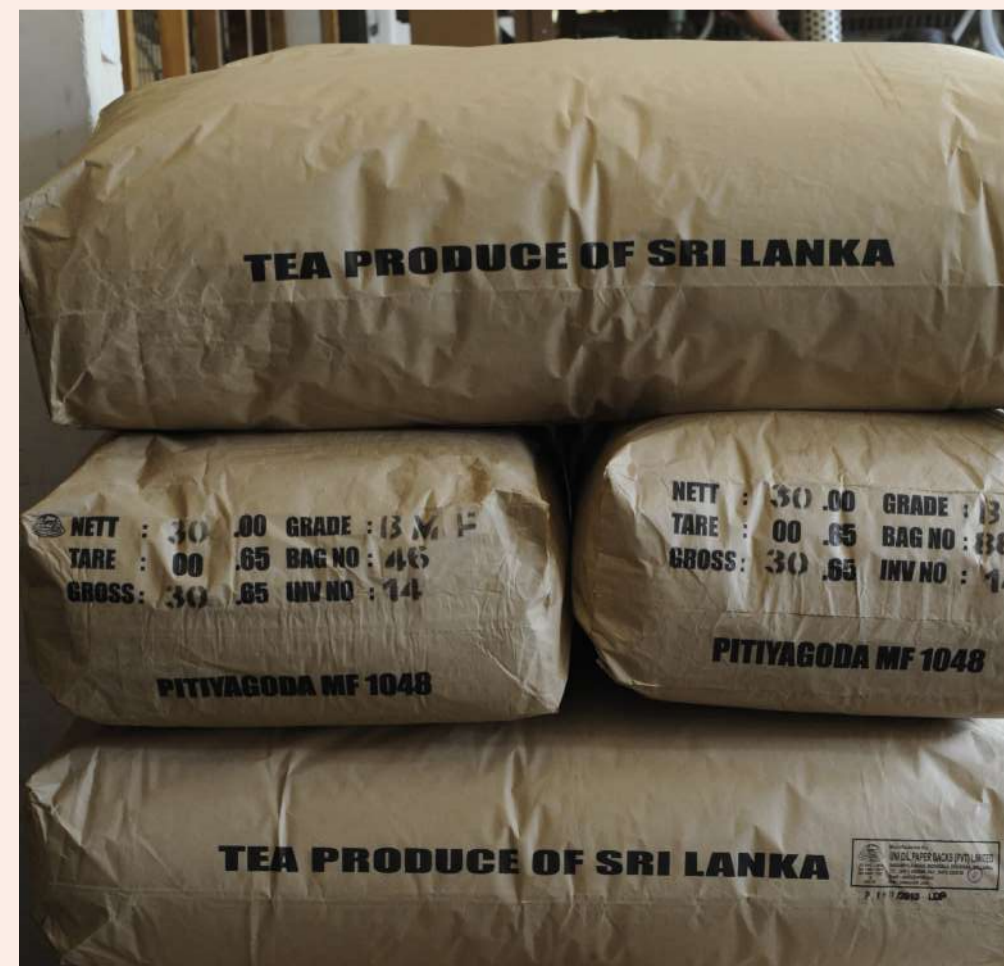
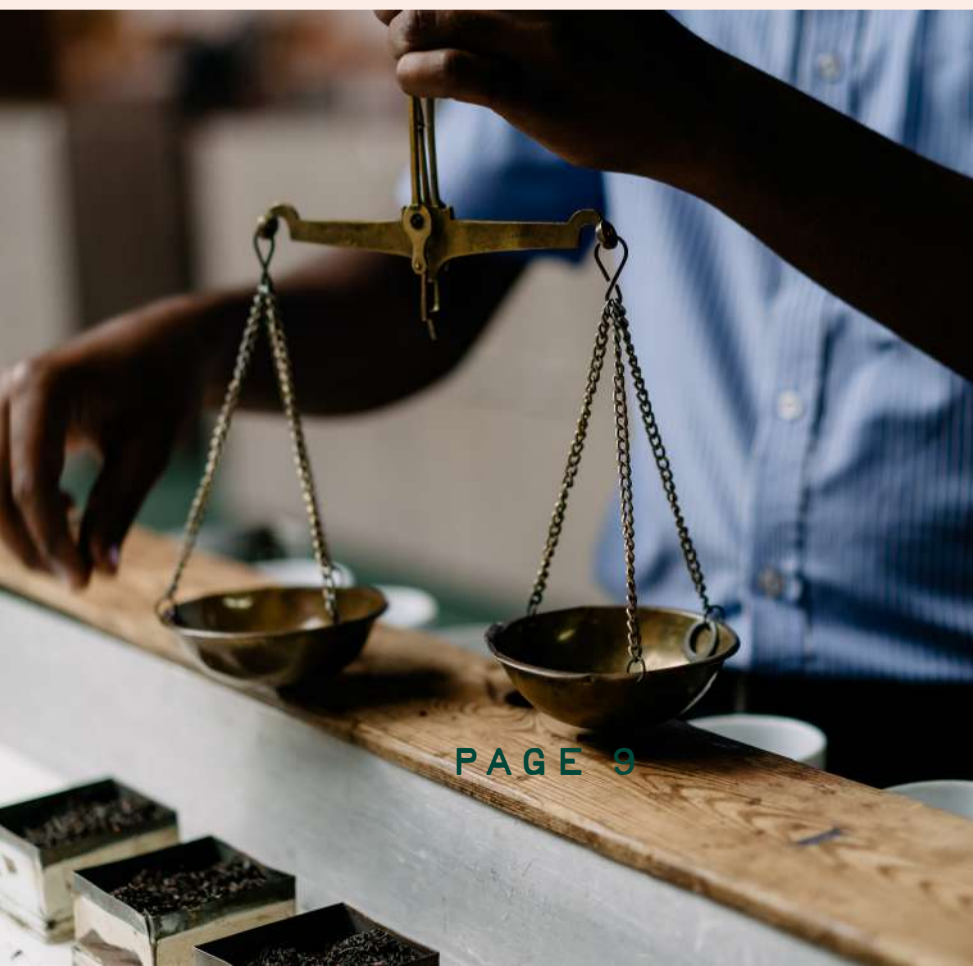
THE URBAN ESTATE INSPIRATION

INSPIRED BY THE JOURNEY OF TEA

The design draws inspiration from the teammaking journey — from the humble elegance of the tea factory to the swirl of the tea fields and the artisanship embedded in every step of the craft. Sustainable, natural materials are carefully integrated throughout the space, paying tribute to nature — the essential force that shapes the character and quality of every cup of tea.

Key References:

- Tea Factory
- Tea Fields
- Teamaking Process
- Sustainable Materials



INSPIRED BY
THE TEA FACTORY





INSPIRED BY THE TEA ESTATES



INSPIRED BY THE TEA MAKING PROCESS





- DILMAH URBAN ESTATE

NATURAL LUXURY A DEEP RESPECT FOR NATURE

SUSTAINABILITY AT THE CORE

The concept integrates natural, responsibly sourced materials throughout the design. From wood and stone to recycled and low-impact finishes, every choice reflects a commitment to sustainability. These elements not only reduce environmental impact but also echo the authenticity, purity, and respect for nature that define the tea journey.



The background of the slide is a dark teal color, overlaid with intricate white line-art illustrations of coffee plants. These drawings show various stages of the plant, including clusters of leaves with detailed vein patterns, and several coffee flowers with prominent stamens and central pistils. The illustrations are scattered across the page, creating a textured, botanical aesthetic.

GUEST JOURNEY

HUMAN EXPERIENCE

Just like the tea plant, which thrives in varying conditions of light and warmth, our consumers too flourish when their environment shifts to meet their needs. By adjusting music, sound, lighting, and scent throughout the day, we create a sensory journey that mirrors the tea plant's own life cycle. It's an immersive experience that evolves with every moment, nurturing both the body and the spirit, just as the perfect tea requires its own ideal conditions to bloom.



WE INVITE VISITORS TO PAUSE AND IMMERSE
THEMSELVES IN THE SENSORY EXPERIENCE OF TEA
CULTURE, TRANSFORMING AN ORDINARY MOMENT INTO A
LEISURELY RITUAL.



I

HEAR



II

SMELL



III

TASTE



IV

FEEL

DILMAH URBAN ESTATE

AN EXPERIENTIAL JOURNEY OF PREMIUM
HANDPICKED TEA



CONTEXT
THE LEAF



THE ESTATE
THE PROCESS



THE CRAFT
A PREMIUM PRODUCT

A distinct signature experience



THE FACADE




Dilmah
URBAN ESTATE

SHOP

TEA LOUNGE

TEA LAB

TASTING ROOM


Dilmah
URBAN ESTATE



THE RETAIL SPACE



Dilmah
URBAN ESTATE

A FARM
TO CUP
JOURNEY

BY WHOLESALE TEA
© 2023 DILMAH

BLACK TEA	1.4	BLACK TEA	1.4	BLACK TEA	1.4
GREEN TEA	1.4	GREEN TEA	1.4	GREEN TEA	1.4
OOLONG	1.4	OOLONG	1.4	OOLONG	1.4
ICED TEA	1.4	ICED TEA	1.4	ICED TEA	1.4
BUBBLE TEA	1.4	BUBBLE TEA	1.4	BUBBLE TEA	1.4



THE RETAIL SPACE



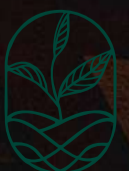
THE RETAIL SPACE



THE DINING SPACE



THE DINING SPACE



BREWING SPACE

greatest asset

Nature is our greatest asset



TEA MASTERCLASS

asset

Nature is our greatest asset

Nature is our gre



The background of the slide is a detailed botanical illustration of coffee plants. It features several branches with large, ovate leaves that have prominent veins and serrated edges. Interspersed among the leaves are clusters of coffee flowers, which have a central ovary and numerous stamens. The illustration is rendered in a light, golden-brown color against a dark teal background. The text 'F&B EXPERIENCES' is centered in the middle of the slide in a white, serif font.

F&B EXPERIENCES

A CURATED EXPLORATION OF
CEYLON'S FINEST



Very Special Rare Teas

There is a story of natural biodiversity and craftsmanship behind every fine tea and the distinctive taste and character in each traditional, orthodox tea that maintains purity of origin are framed in the passion and artisanship that customers around the world value. Grown and harvested only when nature permits, the Very Special Rare Teas elegantly express that art and the fingerprint of nature, and it perfectly aligns with the 21st century notion of conscious, natural luxury.



Dilmah t-Series Designer Gourmet Teas

Offers a tea for every occasion, showcasing a collection renowned worldwide for its exceptional quality. With teas crafted to suit every mood, this range features an exquisite selection of designer gourmet blends — including the prized Ceylon Silver Tips



Dilmah Elixir of Ceylon Tea

Crafted within hours of harvest at our certified Rilhena Estate facility, Dilmah Elixir locks in the natural freshness, antioxidants, and authentic flavour of Ceylon tea. Made from garden-fresh leaves, it offers the purest, most natural tea experience — rich in antioxidants and close to nature in every glass.



Ceylon Cinnamon

Cinnamon from Sri Lanka, a culinary and wellness absolute - once endemic to the island produces a unique sensory experience rich in clove, vanilla & herb notes. Combined with a soft & warm sweetness only found in true Cinnamon.



Colombo 9 Gin

Colombo No 9 Gin brings together the expertise of two renowned Sri Lankan family-owned companies – The gin making prowess of Rockland Distillers and the tea mastery of Dilmah. The gin has nine botanicals including juniper, coriander, cinnamon, and aromatic curry leaves with particular emphasis on the Dilmah Earl Grey tea leaves which brings in a floral and citrus profile to the flavourful gin.



A CURATED EXPLORATION OF
CEYLON'S FINEST



Tea Appreciations

An exclusive sensory journey featuring very special rare teas – teas selected for their unique provenance, seasonal rarity, and artisanal craftsmanship. Guests are guided through the layers of aroma, texture, and flavour in an intimate setting, immersing themselves in the artistry and exclusivity of fine tea.



Tea & Food Pairing

Tea is more than a beverage — it's a natural partner to cuisine. Each variety carries a unique terroir, aroma, and character that can elevate flavours on the plate. Delicate green teas refresh and cleanse the palate, perfect alongside light seafood or fresh vegetables. Rich black teas complement robust dishes, adding depth to meats, spices, and aged cheeses. Fragrant infusions, from jasmine to cinnamon, introduce nuance to desserts and sweet pairings.



Dilmah Masterclasses

This masterclass reveals how fine tea enhances culinary experiences through expert pairings with artisanal cheeses, gourmet chocolates, and exquisite dishes. Each pairing highlights the harmony of aroma, texture, and flavour.

Ceylon Tea
Tea Mixology
Tea Gastronomy



Camellia Epicurean

A premium dining experience where tea takes centre stage. Curated by a celebrated visiting chef or the venue's own culinary talent, the menu features refined tea pairings and innovative dishes infused with fine tea. Each course is a harmony of flavour, artistry, and storytelling.



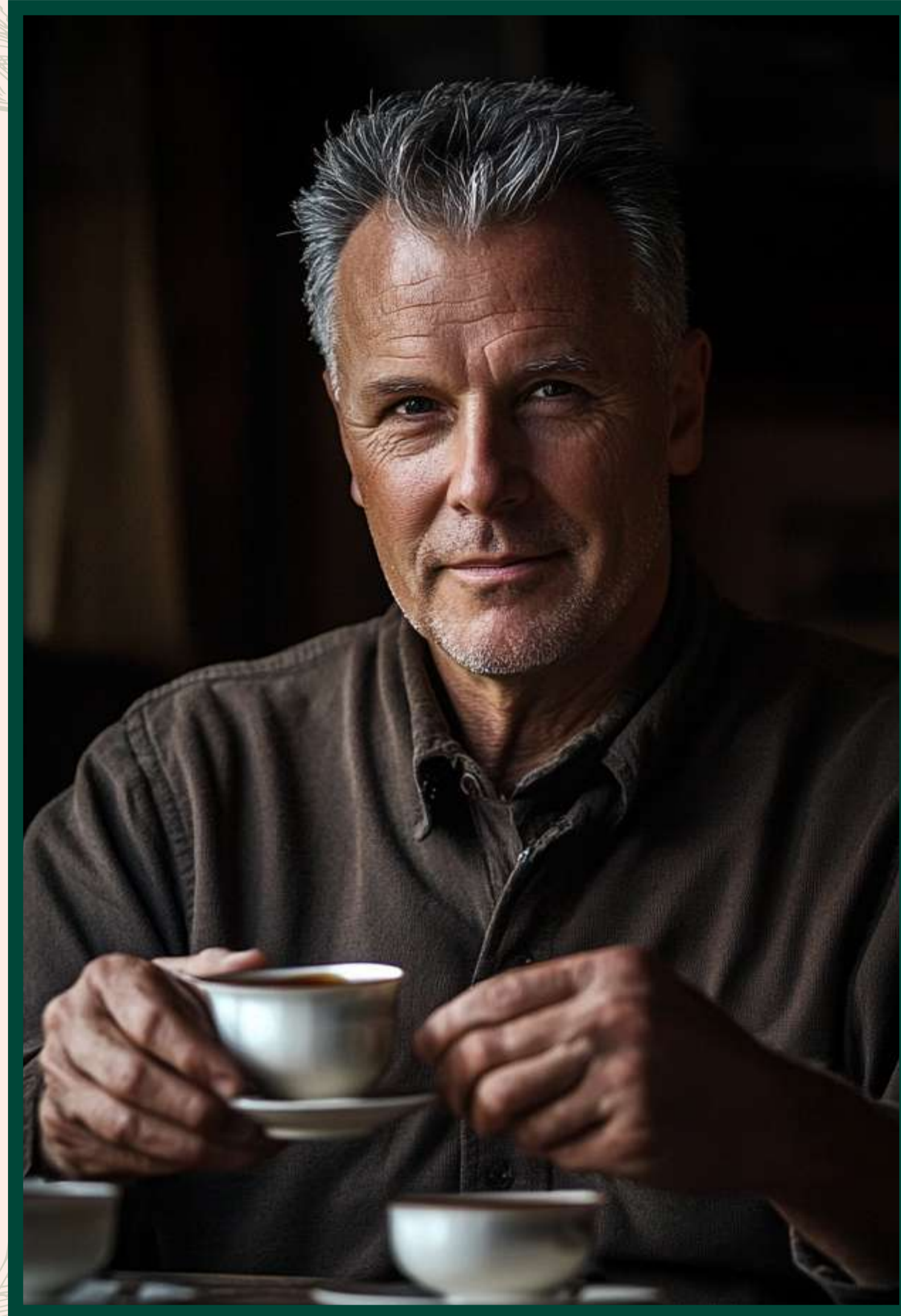
Tea - inspired Omakase

Reimagining the Japanese tradition of "I'll leave it up to you" through the lens of Ceylon's finest tea and cinnamon, this journey invites guests to trust a master artisan to curate a personalised menu. Each course blends the elegance of Ceylon Tea with the richness of Ceylon Cinnamon, transforming seasonal ingredients into artful pairings that surprise and delight. A celebration of craftsmanship, creativity, and the limitless potential of tea.



A detailed botanical illustration of coffee plant components, including leaves, stems, and clusters of flowers, rendered in a light green line-art style against a dark green background. The illustration is spread across the entire page, framing the central text.

TARGET AUDIENCE



TEA LOVERS

DISCERNING TRADITIONAL TEA DRINKERS WHO ARE PASSIONATE ABOUT IMMERSING DEEPER INTO THE WORLD OF TEA AND EXPERIENCING TEA CURATED BY EXPERTS

What they seek:

- Access to the finest single-origin teas
- Deeper knowledge about terroir, brewing techniques, and tea rituals
- Authentic, field-to-cup experiences
- Experiencing the tea-making process

How the Dilmah Urban Estate Caters to this segment:

- Expert Curated tea menus
- Tea masterclasses & tastings
- Exclusive access to rare, single-batch teas
- Storytelling-rich experiences that connect them to origin – tea through the eyes of the grower



NEW-WAVE CONSUMERS

ADVENTUROUS, LIFESTYLE-DRIVEN CONSUMERS SEEKING UNIQUE, SENSORY, AND SOCIAL EXPERIENCES, FROM FOODIES TO NO/LO FOLLOWERS AND DESIGN-EXPLORERS.

What they seek:

- Instagrammable, share-worthy venues
- Innovative, tea-infused gastronomy & mixology
- Alternatives to alcohol that are sophisticated and healthy
- A chance to try something new, global, and has a compelling story

How the Dilmah Urban Estate Caters to this segment:

- Tea cocktails & mocktails
- Tea and Food Pairings
- Tea and Cheese
- Tea and Chocolate
- Interactive “tea moments” like tea & gin pairings
- Design aesthetic – tea factory, tea estates and the tea making process





WELLNESS & CONSCIOUS CONSUMERS

HEALTH-CONSCIOUS, ETHICALLY AWARE CONSUMERS VALUE BALANCE, TRANSPARENCY, AND EXPERIENCES OVER EXCESS. FROM WELLNESS SEEKERS TO SUSTAINABILITY ADVOCATES, THEY ARE DRAWN TO SPACES THAT ALLOW THEM TO UNPLUG AND SLOW DOWN.

What they seek:

- Clean, natural beverages with functional or wellness benefits
- Transparent sourcing and ethical practices
- Calm, beautiful environments that allow them to unplug
- Moments of mindfulness, ritual, and purpose in their daily routine
- A connection to something real — nature, craftsmanship, community

How the Dilmah Urban Estate Caters to this segment:

- Access to pure, single-origin Ceylon tea — unblended, unadulterated
- Wellness drinks – tea and cinnamon
- Spaces designed with natural materials, low-waste design, and biophilic elements
- Experiences that encourage slowing down
- Alignment with their values through the MJF Foundation & Dilmah Conservation



EXPERIENCE SEEKERS

CURIOUS, ADVENTUROUS CONSUMERS, OFTEN URBAN PROFESSIONALS, COUPLES, OR FRIENDS WHO SEEK DISCOVERY, EXCLUSIVITY, AND MEMORABLE EXPERIENCES WORTH SHARING.

What they seek:

- Novelty — something new they can't find anywhere else
- Immersive environments that transport them out of the everyday
- Social experiences that are fun, interactive, and group-friendly
- Storytelling and theatricality — experiences that feel curated and “special”
- Something that feels premium and exclusive without being intimidating

How the Dilmah Urban Estate Caters to this segment:

- Signature rituals and interactive experiences — e.g., tea appreciations, tea masterclasses, Camellia Epicurean, tea-inspired Omakase, tea mixology events
- Seasonal/limited edition menus that feel collectible
- Instagrammable spaces and design moments
- The ability to “discover tea in a whole new way.”



The background of the slide is a dark teal color, overlaid with intricate white line drawings of coffee plants. These drawings show various stages of growth, including branches with serrated leaves, clusters of small flowers, and developing coffee cherries. The illustrations are detailed, showing the veins of the leaves and the structure of the flowers.

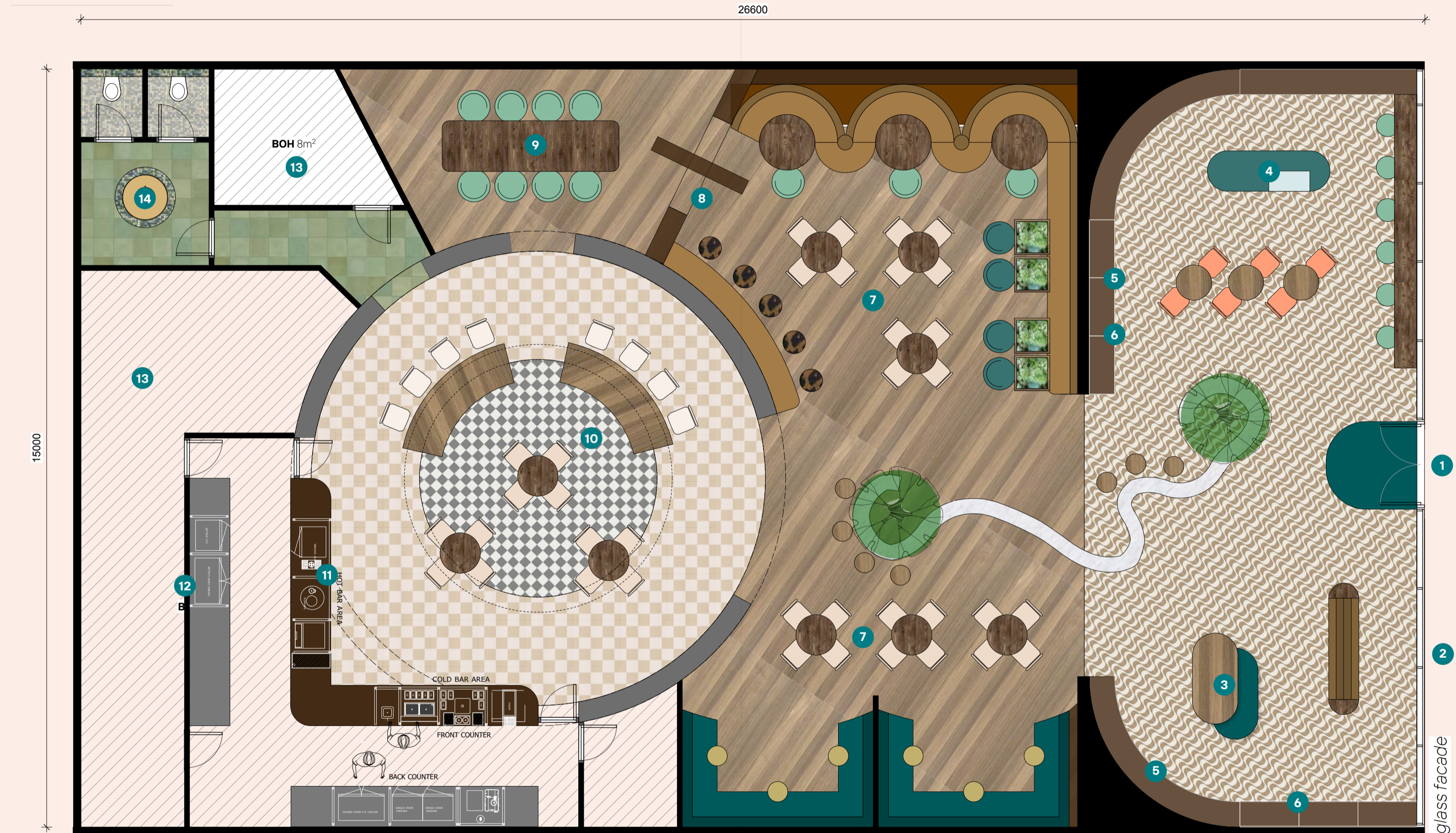
STORE FORMATS

FLAGSHIP LAYOUT

400M2

- 1 Main entrance
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 To-Go & Retail Counter
- 5 Retail Shelving & Display Units
- 6 Interactive Touchpoints
- 7 Main Dining Room
- 8 'Secret' Entrance to event room
- 9 Event Room 8pax
- 10 Tea Masterclass / Dining space
- 11 Brewing Station
- 12 Display Wall
- 13 Store Room & Back Office
- 14 Bathrooms

Size 26.6x15: **400m2**
 Front of house: 285m2
 Event Space: 25m2
 Back of house: 80m2
Pax: **104 seats**

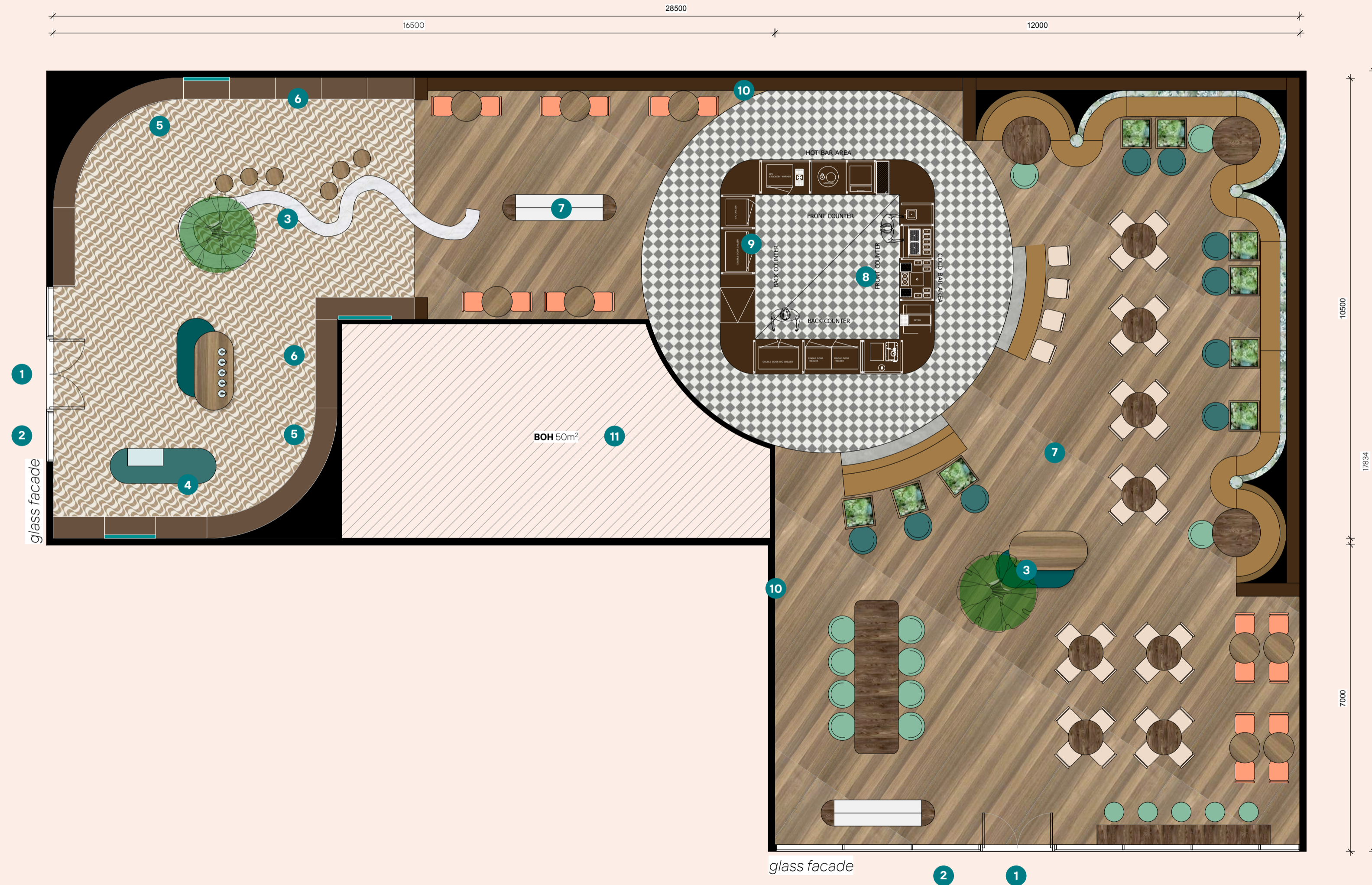


LARGE UNIT LAYOUT

325M2

- 1 Main entrance (East and West)
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 To-Go & Retail Counter
- 5 Retail Shelving & Display Units
- 6 Interactive Touchpoints
- 7 Main Dining Room
- 8 Counter
- 9 Back Counter
- 10 Display Wall
- 11 Store Room & Back Office

Size: 325m2
 Front of house: 230m2
 Back of house: 95m2
Pax: 87 seats

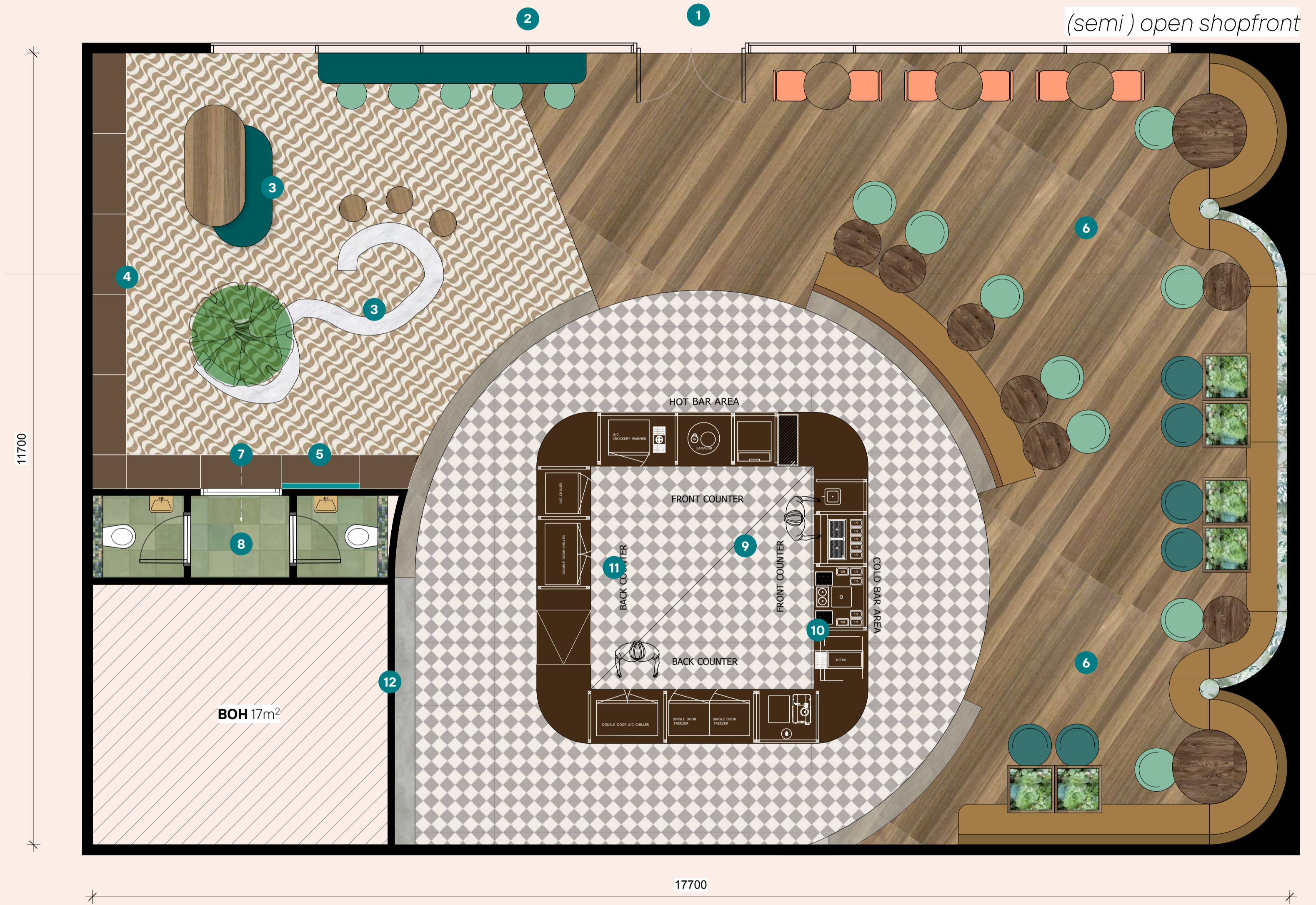


MIDE-SIZE UNIT LAYOUT

200M2

- 1 Main entrance
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 Retail Shelving & Display Units Interactive
- 5 Touchpoints
- 6 Main Dining Room
- 7 'Secret' Entrance to bathrooms
- 8 Bathrooms
- 9 Counter
- 10 Back Counter
- 11 Display Wall
- 12 Store Room & Back Office

Size: 200m2
 Front of house: 165m2
 Back of house: 35m2
Pax: 60 seats



SMALL UNIT LAYOUT

125M2

- 1 Main entrance
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 Main Counter Model & Display
- 5 Retail Shelving & Display Units
- 6 High to-go tables
- 7 Main Dining Room
- 8 Back Counter
- 9 Display Wall
- 10 Bathrooms
- 11 Store Room & Back Office



Size: 125m²
Front of house: 95m²
Back of house: 30m²
Pax: 32 seats

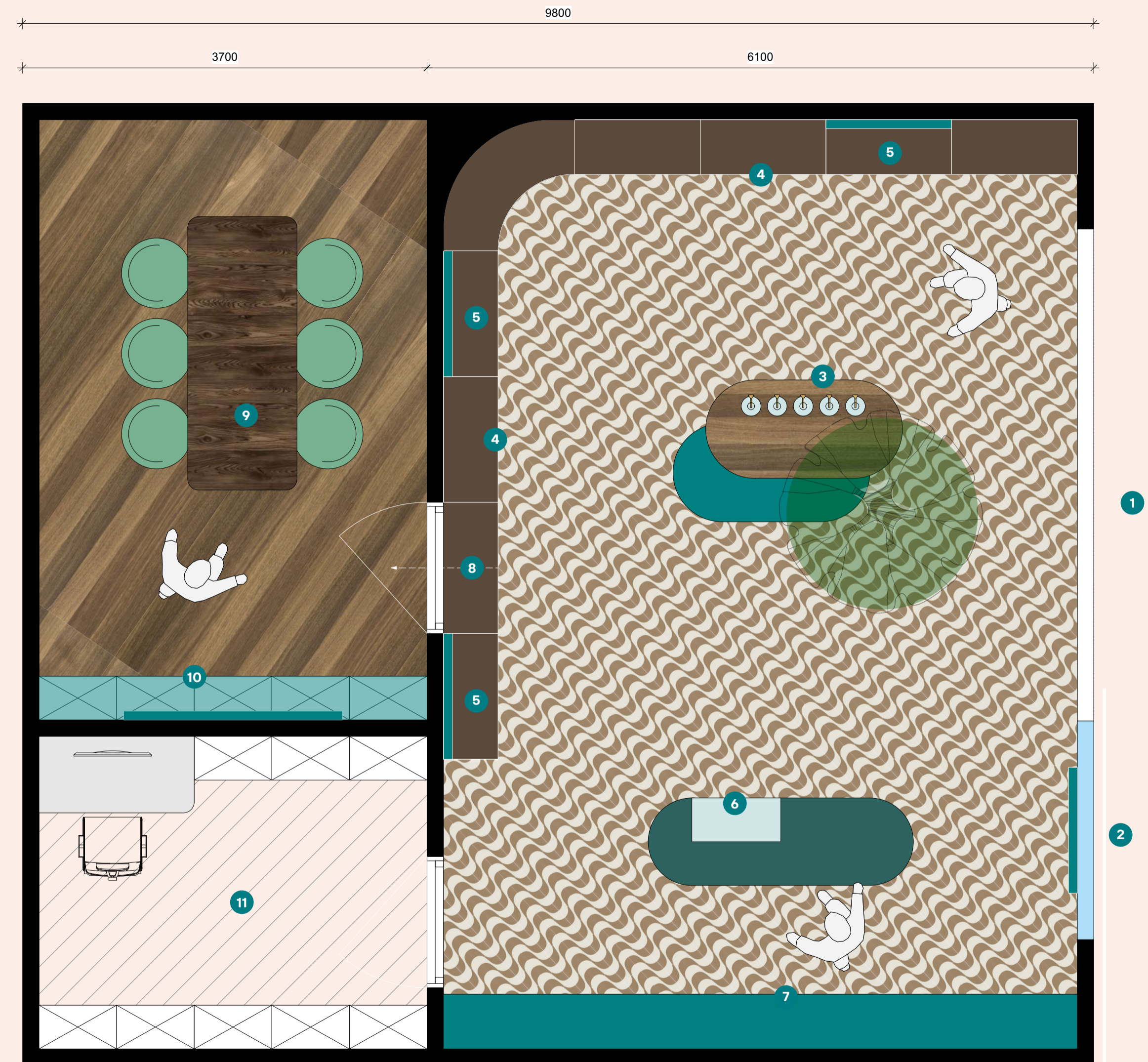


RETAIL STORE LAYOUT

80M2

- 1 Main Entrance
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 Retail Shelving & Display Units
- 5 Interactive Touchpoints
- 6 Counter
- 7 Back Counter
- 8 'Secret' Entrance to Event Room
- 9 Event Room 6pax
- 10 Counter & Media Wall (with brewing capacity)
- 11 Store Room & Back Office

Size: 80m2
Front of house: 50m2
Event space: 30m2
Back of house: 20m2
Pax: 6 seats



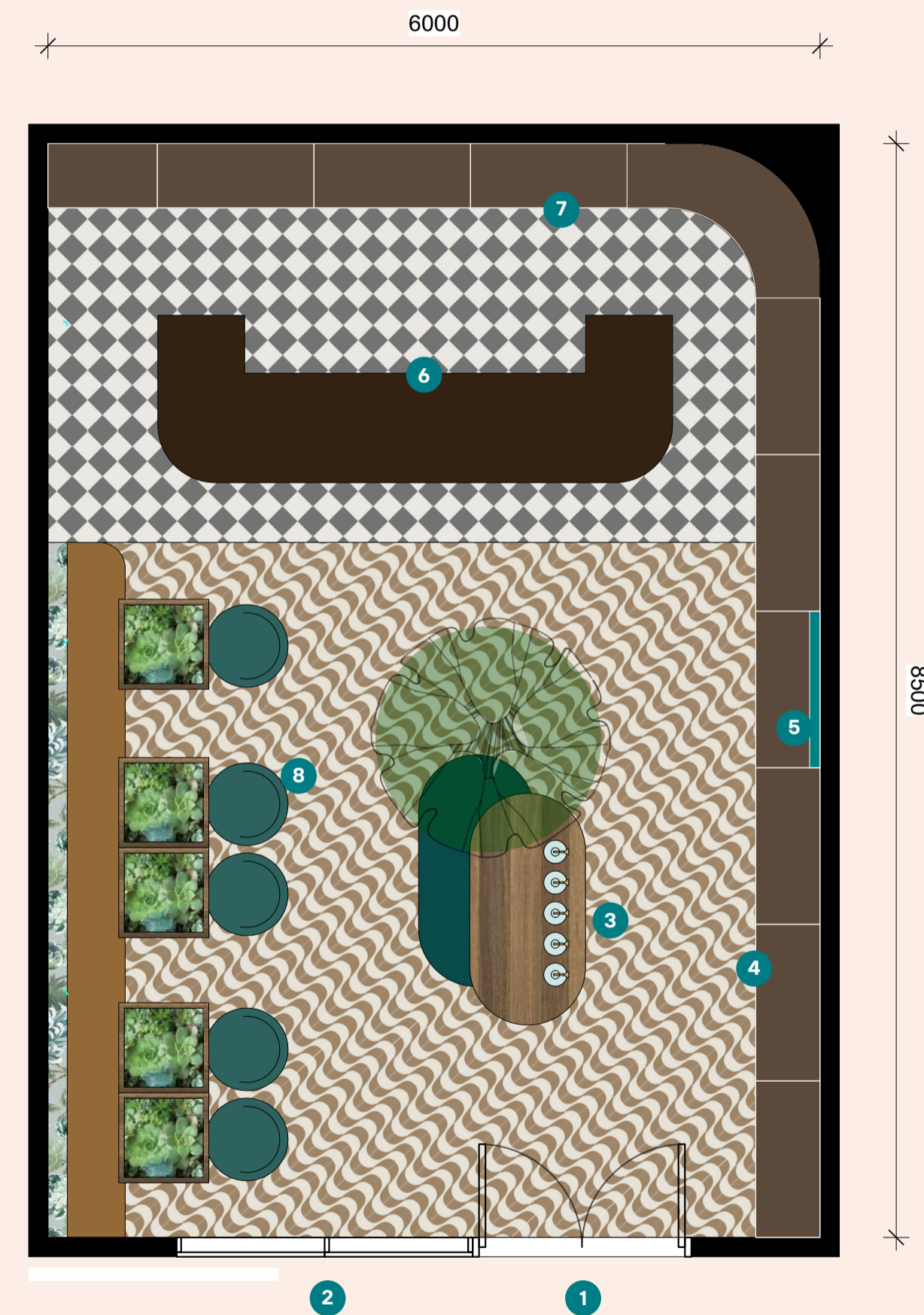
KIOSK MODELS

50M2

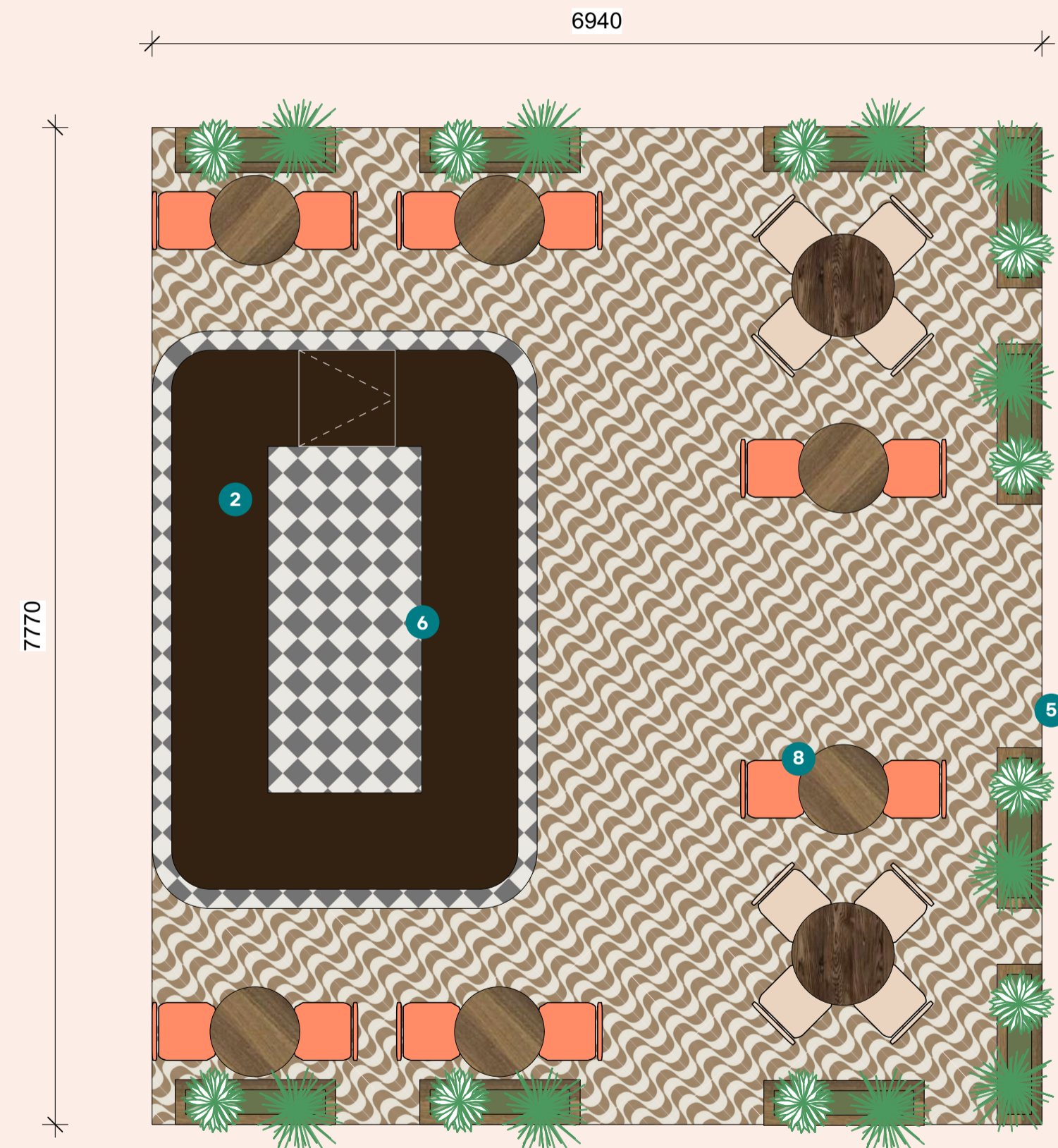
- 1 Main Entrance
- 2 Shopfront Signage (digital)
- 3 Midshop / Experience Table
- 4 Retail Shelving & Display Units
- 5 Interactive Touchpoints
- 6 Counter
- 7 Back Counter
- 8 Seating Area

Size: 50m2
Front of house: 50m2
Pax: 10-20 seats

INDOOR



360 FREE STANDING



The background of the page is a detailed, light-colored line drawing of tea plant branches. The branches feature several large, ovate leaves with prominent veins and serrated edges. Interspersed among the leaves are clusters of small, five-petaled flowers with numerous stamens, and some buds. The overall style is that of a botanical illustration.

TEAWARE

- DILMAH URBAN ESTATE

URBAN ESTATE TEAWARE

TEAWARE FOR THE MODERN RITUAL

Crafted for the modern tea experience, our teaware collection blends function with design. From elegant glass brewers and classic Thetiere to contemporary ceramic pots and signature accessories, each piece is designed to elevate the ritual of tea. Thoughtfully made with precision and style, these vessels honour tradition while embracing innovation — ensuring every cup is brewed with care, clarity, and beauty.



The background of the slide is a detailed botanical illustration of coffee plants. It features several branches with large, ovate leaves that have prominent veins and serrated edges. Interspersed among the leaves are clusters of coffee flowers, which have a central ovary and numerous stamens. The illustration is rendered in a light, golden-brown color against a dark teal background. The word "COMMERCIALS" is centered in the middle of the image in a white, serif font.

COMMERCIALS

COMMERCIAL OVERVIEW

A GROWTH-FOCUSED FRANCHISE FRAMEWORK

The commercial model is designed to balance accessibility with long-term growth. The initial franchise fee is tiered according to format, while royalties are structured to support early-stage establishment before scaling in year two. Regular retail tea and POSM orders ensure brand consistency and supply continuity. Finally, the marketing contribution guarantees ongoing visibility and local activation, reinforcing the brand's presence in each market.

- Franchise Fees: US\$ 15,000 – 35,000, depending on the format.
- Royalties on Sales: 2% of net revenue in the first year; 5% of net revenue from the second year onward.
- Retail Tea & POSM Orders: Minimum commitment of US\$ 3,000 per quarter.
- Marketing Contribution: Franchisee must allocate at least 2% of net revenue to marketing.



THANK YOU!

Dilmah[®]
URBAN ESTATE

